

Leeds 2023 – update to Scrutiny Board

Date: 28 March 2022

Report of: Chief Officer, Culture & Economy

Report to: Scrutiny Board, Strategy and Resources

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

- On 18 October 2021, Scrutiny Board considered and provided feedback on a paper: **The value of culture and creativity in Leeds' social and economic recovery from Covid-19**. The paper included a summary update on progress to date toward Leeds 2023¹, the city's Year of Culture. In response to the Scrutiny Board discussion, this paper follows up on areas of discussion and provides an update on progress made since the last meeting.
- This report demonstrates alignment with and contribution to key council strategies including the Best Council Plan and the Inclusive Growth Strategy:
 - Inclusive Growth Strategy / Economic Recovery Plan – Supporting the city's economic recovery from COVID-19 and building longer-term economic resilience. And as one of the 12 'big ideas: maximising the economic benefits of culture.
 - Culture – Growing the cultural and creative sector; Ensuring that culture can be created and experienced by anyone; Enhancing the image of Leeds through major events and attractions.
 - Health and Wellbeing – Supporting healthy, physically active lifestyles.
 - Sustainable Infrastructure – Promoting a more competitive, less wasteful, more resource efficient, low carbon economy.
 - Child-friendly City – Improving social, emotional and mental health and wellbeing; Enhancing the city now and for future generations.
 - Safe Strong Communities – Promoting community respect and resilience.

Recommendations

- a) Scrutiny Board is requested to note and provide comments on the information provided in this report and the progress made.

¹ 'LEEDS 2023' is the established brand for the city's Year of Culture. However, for purposes of this report, we refer to Leeds 2023.

Why is the proposal being put forward?

- 1 On 18 October 2021, Scrutiny Board considered and provided feedback on a paper and associated presentation focused on **'The value of culture and creativity in Leeds' social and economic recovery from Covid-19'**. The Board raised questions and provided guidance much of which related to city-wide reach and engagement of the Year of Culture, around the Year's planned impacts and the approach to evaluation.

This paper provides an overview of approaches taken or in development toward achieving successful outcomes from Leeds 2023. Some of the developments reported in this paper have been shaped by Scrutiny Board feedback.

Further, the report provides an update on progress made since the October Scrutiny Board meeting.

Leeds' definition of culture

- 2 To understand the breadth and scope of the Year of Culture and how Leeds citizens and communities might engage, Scrutiny Board discussed the meaning of 'culture' in the context of Leeds 2023 programmes.
- 3 In the process of developing the city's Culture Strategy, Leeds shaped its own definition of culture informed by a year of conversations with people from across the whole city, incorporating a vast range of perspectives. Our resulting definition of culture is:

"Culture is what we do and who we are, encompassing a broad range of actions and activities which have the capacity to transform, challenge, reassure and inspire, giving a place and its people a unique and distinctive identity."

This definition is integrated within the grant agreement for Leeds 2023 with stated expectations that Leeds Culture Trust (the Trust) should therefore contribute to the Culture Strategy objectives. These objectives are set out later in this paper under *'The approach to evaluation and legacy'*.

- 4 Through Leeds 2023, the Trust has committed to celebrating all forms of culture in our city. Leeds residents will engage with Signature Events and a multitude of creative experiences across Leeds – from dance to design, art to architecture, poetry to pop, sculpture to sport, grassroots community theatre to performances on our world-class stages. The aspiration is to create something for everyone.

Community engagement, geographical reach and access

- 5 The Council's grant agreement for Leeds 2023 also emphasises key principles to be adopted by Leeds Culture Trust to underpin the emerging programme of cultural activity for the Year of Culture, namely:
 - Leeds 2023 will be for everyone. Leeds 2023 will connect us, celebrating all our diversity. Leeds 2023 will mean activity in all our communities that brings people together to watch, to listen and - of course - to take part.
 - Leeds 2023 will showcase world class culture. Building on our heritage of innovation and creativity, Leeds 2023 will transform Leeds into a global cultural city. It will help bring visitors, jobs, new skills and economic growth.

- Leeds 2023 will invest in our children and young people as an intensive creative education for the future. Leeds 2023 will have children and young people at its very heart. It will help develop their natural creativity and prepare them to thrive in a future world of work and play which will be very different from the one we see today.
- 6 The Trust is taking strategic approaches to help to ensure that Year of Culture programmes are relevant to and reflect the diversity, interests and geographical spread of Leeds.

Through two years of work, projects and research, the Leeds 2023 team has developed a strong overview of existing community activities. Year of Culture programmes will build on this to enhance current activities and address gaps in a concerted effort to engage more residents, whilst contributing to the culture strategy's stated principles.

7 **Community Hosts**

To ensure local relevance, the Trust will launch 33 paid opportunities for Leeds residents to become Community Hosts – ambassadors for the Leeds 2023 programme in their local neighbourhood. Each will be paid to participate in skills and training opportunities, participate in grant giving programmes and lead their own weekender event whereby the people of Leeds will be invited to create their own version of Leeds 2023.

These community hosts will include the next generation of leaders for neighbourhood and community-led activities. They won't have needed any prior experience in delivering cultural activities.

8 **Community Grants**

Led by the Community Hosts, the Leeds 2023 team will launch a community grants programme whereby residents will be able to apply for financial support for a local voluntary-led gala, festival or event. Both the Council and the Leeds 2023 team is keen to ensure the city's diverse community of galas and neighbourhood activities are promoted and supported throughout the year and potentially beyond.

The previous Scrutiny report highlighted the cultural funding programmes managed by the Culture Programmes team. In 2022, we will undertake a full review of the funding programmes – arts@leeds and Leeds Inspired – to respond to opportunities presented by the Year of Culture and to explore approaches to sustaining the legacy of the year, including community led participation activities.

9 **Skills and training**

Alongside the creative programme, the Leeds 2023 team is developing a skills and training programme for residents that will be free at the point of access. The content of this programme is being developed in response to what communities are saying they want to learn about – for example a series of workshops in using social media, building your own website and making podcasts.

The Council led Arts and Culture Digital Inclusion Network supports digital innovation in the arts and culture sector by demystifying digital and sparking new ideas through sharing practical skills and fostering collaboration and partnership. The network will work with Leeds 2023 to develop, deliver, and promote a series of practical skills workshops aimed at supporting engagement with the Year of Culture programme. The series will focus on developing the basic skills needed to create and submit content for a collaborative digital

storytelling strand of Leeds 2023, with workshops including audio recording, image editing, and video game design.

10 **Universal Offers**

As part of the design of the Year of Culture programme, there will be opportunities identified as 'Universal Offers' which will enable communities to engage in activities at home, within their residential areas or key locations. These will be communicated and promoted through Leeds 2023 communication channels; every designed activity will be accessible to help ensure the broadest reach and to enable accessibility by all residents.

In addition to the above and the Year of Culture Signature Events, more projects will be designed which address gaps within cultural provision for communities. Some of these will be developed in partnership with key agencies and organisations and are likely to focus on underrepresented or marginalised communities.

11 **Roadshow**

The Leeds 2023 team recognises the value of close collaboration with Elected Members to effectively engage the city's communities and to inform the legacy of Leeds 2023. The team will seek to develop the working relationship with Members, tapping into their knowledge of their communities and local areas as the programmes develop.

As part of this, a tour of all 33 wards will start in the Summer 2022, inviting Councillors, business owners, community leaders and residents to come and learn about how they can get involved in Leeds 2023 and what the opportunities are. Each event will invite artists and communities already working with Leeds 2023 to speak about their experiences so far, and there will be a special screening of a newly commissioned film made with residents from across the city.

The Leeds 2023 team will seek to engage Councillors to shape each event and to help ensure that there is strong representation from local people, organisations and neighbourhoods for each ward.

Further, during Spring and Summer 2022, the Leeds 2023 team plans to invite Elected Members to performances developed with communities.

12 **Access**

Underpinned by its Access Policy and Equality, Diversity and Inclusion Policy, access to creative and cultural opportunities throughout the Year of Culture is a prime consideration for the Trust. As the programme develops, thought is being given to tackling barriers to participation.

In terms of pricing, the Leeds 2023 team is currently scoping how to approach a dynamic ticket pricing strategy to ensure people aren't priced out. However, many events will be free.

Physical access to events is also a prime consideration; not just in terms of public transport journeys to the city centre but also enabling residents to experience activities in different Leeds wards. The new Operational Readiness Structure (see below) will consider practical arrangements, such as this, as the city-wide programme develops.

13 Developing a schools engagement framework

Working closely with the Council and external cultural education specialists, an engagement framework has been developed to enable schools, alternative education, Further and Higher Education Institutions to participate in Leeds 2023 programmes. Individual settings will be able to design their curriculum around the activity which will support learning, generate creative opportunities and broker new interactions with students, artists and organisations across the city.

Plans are emerging to take a smaller number of schools on a longer and deeper journey throughout the year which will speak to each of the Leeds 2023 Signature Events. These are being designed and shaped through the Leeds Cultural Education Partnership (see 14.) which includes Council representation (Childrens Services and City Development Directorates) and the Children and Young People's Partnership Manager – a post jointly funded by the Council and Leeds Culture Trust.

How schools are selected is a key consideration. The **Young People, Education & Skills** sub-group to the City Readiness Board (see below), will maintain oversight of development and delivery of the Leeds 2023 schools' and skills programmes and will ensure that selection aligns with Council's objectives for Leeds 2023 – including geographical spread and diversity and inclusion.

14 Leeds Cultural Education Partnership²

The Leeds Cultural Education Partnership (LCEP) is led by Leeds City Council and was established in September 2017 in response to Arts Council England's [Cultural Education Challenge](#). The group has a wide and growing membership of organisations from both the cultural and education sectors which cover all geographical areas of Leeds.

The vision of the LCEP is for Leeds to be a city that grows the aspirations and talents of children and young people through access to high quality arts and cultural opportunities.

15 The working partnership between Leeds 2023 and the LCEP is integral to effectively engaging with schools and cultural educators, which has been activated by investment from IVE³ (a 'Bridge Organisation' for Arts Council England) to have a dedicated post holder to align the work of both programmes. Through this approach, we can ensure there is strong communication between education networks, school clusters, artforms and the offer available to education settings designed as part of Leeds 2023.

In addition to the LCEP, the Leeds 2023 team is beginning to develop a relationship with the LMEP (Leeds Music Education Partnership) to build a similar partnership. Leeds City Council is one of the largest music education providers in the UK. The collaboration with Leeds 2023 has potential to open doors to engagement with the Year of Culture for the city's children and young people.

² Leeds Cultural Education Partnership: [Leeds Cultural Education Partnership – Artforms Leeds](#)

³ IVE is Leeds Based a cultural education specialist serving the West Yorkshire region. As a **creative education provider** the organisation designs programmes and training for both young people and adults, from the classroom to the boardroom, that help people and businesses fulfil their creative potential and make positive change happen. Further information: [Progressive training company that places creativity at the heart of learning - IVE \(weareive.org\)](#)

The Leeds 2023 team is also exploring new partnership opportunities with Academy Trusts and Education Networks which will enhance the offer further for students and education professionals – for example Wellsprings Academy Trust and Leeds Learning Alliance.

16 **School Seed Commissions**

The Leeds 2023 team is currently supporting 10 School Seed Commissions which are exploring and designing new projects in response to the key themes within the Leeds 2023 programme. A mixture of different settings (Primary, Secondary and International Links) are currently engaged within the work, with potential for this to develop into fully realised projects. Each Seed Commission enables collaborations between education settings outside of their wards alongside a cultural organisation and artist.

The 10 Seed Commission schools are:

- Allerton CE Primary School, Alwoodley
- Wigton Moor Primary School, Alwoodley
- Hugh Gaitskill Primary School, Beeston & Holbeck
- Richmond Hill Academy, Burmantofts & Richmond Hill
- Shakespeare Primary School, Burmantofts & Richmond Hill
- Lawns Park Primary School, Farnley
- Bracken Edge Primary School, Gipton & Harehills⁴
- Harehills Primary School, Gipton & Harehills
- Beechwood Primary School, Killingbeck & Seacroft
- St Matthews CE Primary School, Moortown
- Ashfield Primary School, Otley
- Gledhow Primary School, Roundhay
- Allerton Grange High School, Roundhay

Link to international schools:

- International School, Prague
- Peter Glasel Stiftung, Deltmond, Germany

17 **Youth Summit**

A key component of the Leeds 2023 delivery is supporting children and young people to amplify their voice to inform and influence the cultural and creative landscape of Leeds. As part of a Youth Summit, which will act as the catalyst for this work, Leeds 2023 will engage schools and wider partners to actively participate through student councils and youth leadership schemes within education settings.

Leeds 2023 is collaborating with the Council's Youth service, including the Youth Voice team, to maximise the impact of this programme.

18 **Volunteering**

A key focus for the Leeds 2023 volunteering strand is to galvanise cultural volunteering in the city. Leeds 2023 will work with partners to raise the quantity and quality of cultural volunteering opportunities and ensure that volunteer programmes are accessible and representative of the diversity of Leeds.

Opportunities to volunteer will be embedded across the Leeds 2023 programme and take place in all areas of the city. The team aspires to create a volunteer programme that is

⁴ Bracken Edge Primary School has access to the programme but isn't a direct partner

responsible, caring, and helps residents to achieve their goals. The programme will support volunteers to build confidence and wellbeing, find new routes into employment and training, and provide a once-in-a-generation opportunity to be part of the team that stages the Year of Culture. Leeds 2023 will mobilise a community of people that can act as ambassadors for Leeds and for culture in its broadest sense, channelling and enhancing civic pride and sense of belonging.

A strategy and programme for enlisting volunteers is currently in development. Subsequently, recruitment of volunteers will launch in Spring/Summer 2022, with opportunities to get involved starting in the Autumn, in advance of the Year of Culture opening event in January 2023. We are currently scoping the exact numbers of volunteers to be recruited; however we expect the team to be significant (in the region of 1,000 individual volunteers across the year).

The Council will work closely with the Leeds 2023 team to ensure that the strategy includes consideration of the legacy of the volunteer programme and with an aim to sustain cultural volunteering opportunities beyond the Year of Culture.

A new Leeds 2023 Operational Readiness Structure

- 19 Since the October 2021 Scrutiny Board, quite significant progress has been made to help ensure that the Year of Culture maximises its benefits and impacts across the city and wider region. A Council led, Leeds 2023 Operational Readiness Structure has been established to coordinate and accelerate effective progress toward the Year of Culture whilst helping to ensure that Leeds 2023 achieves its strategic objectives.

The City Readiness Board will meet monthly until delivery of Leeds 2023 is concluded. Additional ad-hoc meetings may be convened as and when required with the agreement of the Chair. The sub-groups will develop and change as required to achieve effective delivery of Leeds 2023 in its development and through the year itself.

In addition to this, the Council has successfully appointed an **Executive Manager, Leeds 2023 Partnership** to assist the Chief Officer Culture and Economy in ensuring the alignment of key Council programmes and services with Leeds 2023 programmes to create the conditions for the whole Council to maximise opportunities afforded by the 'Year of Culture'. This will include working with the Best Council Leadership Team and teams across the Council and the Leeds 2023 Executive and wider team.

Further, the role will maintain operational governance arrangements between Leeds City Council and Leeds Culture Trust to support the successful delivery of Leeds 2023 – to include ensuring the smooth running of the Leeds 2023 Operational Readiness Structure.

Leeds City Council, Operational Readiness Structure:



Visitor Welcome and Strategic Marketing

Chair: Belinda Eldridge
HOS Inward Investment,
International Relations &
Visitor Economy

Planning & Feasibility

Chair: Phil Evans
Chief Officer Operations &
Active Leeds

Young People, Education & Skills

Chair: Martyn Long,
HOS Employment & Skills

20 The **City Readiness Board** is Chaired by Martin Farrington.

The purpose of the City Readiness Board is to lead on overseeing and coordinating operational management of the city's preparations for hosting Leeds 2023. The Board's role does not include accepting responsibility for the delivery of agreed actions or functions of partner agencies and the management of their specific events, duties and services delivery (for example, Leeds Culture Trust, West Yorkshire Police, West Yorkshire Fire and Rescue Service, Yorkshire Ambulance Service).

Membership of the group comprises:

Leeds City Council Representatives

- Director of City Development (Chair)
- Director of Communities, Housing and Environment
- Chief Officer, Culture and Economy
- Chief Officer, Highways and Transportation
- Chief Officer, Operations and Active Leeds
- Chief Officer, Strategy and Improvement
- Chief Officer, Parks and Countryside
- Communications & Marketing Business Partner

Co-opted External Representatives

- Kully Thiarai, Creative Director and Chief Executive Officer
- Abigail Scott Paul, Director of External Relations
- Emma Beverley, Executive Producer

Additional members may be invited at a later date, subject to the agreement of the City Readiness Board.

The City Readiness Board will also request the attendance by any member the sub-groups within the Operational Readiness Structure.

21 The **Planning & Feasibility Working Group** is Chaired by Phil Evans – Chief Officer, Operations and Active Leeds – and reports to the City Readiness Board.

The purpose of this City Readiness Board sub-group is to:

- Support Leeds 2023 to assess the feasibility of the proposed 12 signature events and provide early advice on events management and operations. Identify any departments or agencies who may provide advice or guidance to Leeds 2023.
- Identify any potential opportunities or conflicts or clashes with other events or activity within the city.
- Identify outline resource and budget implications for the council and other partners (e.g., West Yorkshire Police) in order that these can be planned for.

- Consider what arrangements need to be put in place to support delivery of the events which follow on from the group.
- Work with LEEDS 2023 to help identify stakeholders and consultation requirements needed for public interventions.
- Receive updates from Leeds 2023 on engagement with community groups / others in relation to specific projects in order to ensure the council and 2023 are joined up and supporting 2023.

Leeds City Council Representatives

- Chief Officer, Operations and Active Leeds (Chair)
- Head of Service, Arts, Events and Venues
- Head of City Centre Management
- Head of Corporate Support
- Head of Transport Planning
- Communities Representative
- Parks and Countryside Representative
- Communications & Marketing Business Partner

Leeds 2023 Representatives

- Executive Producer, Leeds 2023
- Director of Production, Leeds 2023
- Head of Creative Learning & Engagement, Leeds 2023
- Senior Producers, Leeds 2023

The Chair may invite others to join meetings, as required, to support delivery.

22 The **Young People, Education and Skills Working Group** is Chaired by Martyn Long – Head of Employment & Skills – and reports to the City Readiness Board.

The purpose of this City Readiness Board sub-group is to:

- Develop and deliver a collective, single vision for Young People, Education and Skills programmes for Leeds 2023, that is shared and promoted by schools, skills providers and partners across the city.
- This will include a range of careers education and lifelong learning programmes that ensure a legacy for the future.
- Convene key internal and external stakeholders to deliver a coherent, aligned and integrated programme that supports LEEDS 2023's core messaging and programme, and that amplifies the city's cultural profile to young people, schools, and skills providers.

Core membership of the group comprises:

Leeds City Council Representatives

- Head of Service Employment and Skills (Chair)
- Deputy Director, Learning, Children's Services
- Executive Manager, Employment and Skills
- Child Friendly Leeds lead officer
- Culture & Creative Industries Development Manager
- Employment and Skills Senior Manager, School Engagement, Careers and Informed Choices
- Communications & Marketing Business Partner? [tbc]

Leeds 2023 Representatives

- Executive Producer, Leeds 2023
- Head of Creative Learning and Engagement, Leeds 2023

The Chair may invite others to join meetings, as required, to support delivery.

- 23 The **Visitor Welcome and Strategic Marketing Working Group** is Chaired by Belinda Eldridge – Head of Service for Inward Investment, International Relations and Visitor Economy – and reports to the City Readiness Board.

The purpose of this City Readiness Board sub-group is to:

- To develop and deliver a collective, single vision for the visitor welcome and marketing strategy of the City for Leeds 2023, that is shared and promoted by tourism partners.
- This will include the build-up marketing and promotional activity to 2023 and ensuring a legacy for the future.
- to deliver a coherent, aligned and integrated marketing strategy that supports LEEDS 2023's core messaging and programme, and that amplifies the city's cultural profile to regional, national and international visitors.

Core membership of the group comprises:

Leeds City Council Representatives

- Head of Service, Visit Leeds, Inward Investment, International Relations and Visitor Economy (Chair)
- City Centre Management
- Communications & Marketing Business Partner

Leeds 2023 Representatives

- Claire Hutchinson, Head of Communications and Marketing

Other external stakeholders include

- Leeds Hotels & Venues Association
- Leeds Business Improvement District
- Cultural Consortium

It is expected that additional participants will be invited, as and when necessary to enhance delivery. These may include organisations such as Leeds Bradford Airport and LNER.

[The approach to evaluation and shaping legacy](#)

- 24 As 3. above, the grant agreement for Leeds 2023 states that as the Trust was set up in response to the city's Culture Strategy, that the Trust should therefore contribute to all of the Strategy's published objectives:
- For Leeds to value and prioritise cultural activity, utilising it as a means of improving the quality of life experienced by every person and every community in Leeds.
 - For culture to build respect, cohesion and coexistence between and within communities and individuals.
 - For people, whatever their background, to be supported to be creative through school, informal learning, training, volunteering and employment, ensuring that culture can be created and experienced by anyone.

- For Leeds to be nationally and internationally recognised as a liveable city, and a thriving, internationally connected cultural hub open to collaboration.
- For Leeds to be at the forefront of cultural innovation, making the most of new and emerging technologies.
- For the culture sector to grow and increase its contribution to Leeds' economy, by placing culture at the heart of the city's narrative.
- For established cultural organisations to be resilient, and to create an environment where new cultural organisations can flourish.

Further to this, Leeds 2023 will contribute to the city's economic recovery framework whereby culture is playing a key role in the city's social and economic wellbeing for the year of culture and beyond.

- 25 The Audience Agency with research partner Centre for Cultural Value at the University of Leeds have been appointed evaluators for Leeds 2023 and will incorporate the above objectives in their work. This team will work with other agencies, researchers, projects, Leeds City Council and others to deliver a comprehensive evaluation of Leeds 2023 which is focused on the outcomes of the year and building an evidence base to inform sustained development and support of the sector beyond 2023.
- 26 The evaluation will follow three tracks – **development, delivery and engagement**.
- The development will explore the process of delivering the programme and engaging Leeds residents and visitors. An integral part of this will be evaluating the impacts for artists, creatives and the cultural and creative sector, capacity building and how the programme design has sustainability and legacy embedded within it. It will also include assessing the impact Leeds 2023 has for cultural policy and strategy in Leeds.
 - The delivery element will consider how the widest range of residents and visitors engage, co-create or participate in the programme - the opportunities and the invitation.
 - Engagement will consider who participates and is involved in Leeds 2023 and the outcomes of this engagement for individuals, communities and visitors.
- 27 A full evaluation framework is currently being developed, to identify relevant outcomes and measures for Leeds 2023 which will provide an in-depth understanding of the social, cultural and economic impacts of the year and the potential of its legacy.
- 28 There are three layers to the data collection:
- a population/visitor level;
 - insights into cultural engagement and creative participation; and
 - assessment for individuals and communities according to their interests and identities.
- 29 Quantitative and qualitative data will be collected from across stakeholders, the creative sector, audiences, co-creators, participants and the Leeds population.

The data collection will provide headline statistics; quantitative measurement against Leeds 2023 KPIs; economic impacts including additional spend by visitors as well as a broader understanding aligned with the Council's **Inclusive Growth Strategy** and **Leeds Economic Recovery Framework** (and aiming to integrate with/complement the use of the **Social Progress Index**); a picture of social and cultural impact and value through quantitative and qualitative data; and selected case-studies.

A full economic impact study will also be commissioned.

- 30 A data collection plan will be developed for the range of stakeholder groups and beneficiaries using the appropriate method/s. These methods will include:
- Full documentation of all activity across the programme.
 - Full monitoring data collected and collated from across all activity to deliver quantity and type of engagement and using standard demographic characteristics. This may be collected via surveys, registration for activity or by those facilitating activity.
 - Quantitative surveys – delivered face to face and/or digitally at major events, on-street and for digital engagement.
 - Digital analytics – to track the volume and pattern of engagement with Leeds 2023 generally as well as specific engagement with online content.
 - Media tracking – locally, regionally, nationally, internationally – on paper / digitally.
 - Network analysis to understand partnerships, connections, collaborations pre/post locally, regionally, nationally and internationally
 - Qualitative methods, including creative approaches which can be embedded within activity/delivery, and broadly:
 - One to one interviews
 - Discussions groups
 - Participant observation
 - Informal feedback
 - Creative exercises
 - Diaries/blogs/self-led
 - Social media analysis
- 31 Participation in Leeds 2023 will be assessed on a spectrum from attendance through to co-creation, volunteering and other active engagement. This will include identifying who is engaging from demographic (including protected characteristics), geographic and socio-economic perspectives through monitoring and quantitative data collection. It will assess the outcomes of that engagement in relation to:
- quality of life/well-being/health
 - communities and place-shaping
 - skills development and economic opportunity
 - culture/creativity/heritage awareness, engagement and development.
- 32 The evaluation will use the five ways to well-being as a frame for quantitative and qualitative data collection using standard measures alongside an approach which embeds the evaluators as participant observers within selected activity or communities to understand outcomes in the terms of the beneficiaries. This latter will be supported by the use of the YARN platform (<https://yarncommunity.org/>) as developed at University of Leeds and draw on the work of Dr Robyn Dowlen in arts and health.
- 33 As a requirement of the grant agreement, Leeds Culture Trust is required to file an annually updated Legacy Plan for the Year of Culture. We will continue to work with the Trust to support development of the legacy plan, underpinned by the emerging evaluation framework. It is expected that the Leeds 2023 legacy will continue to emerge through the Year of Culture and beyond.

Financial and sponsorship progress

- 34 Despite the growing range of challenges which contribute to making this an increasingly difficult climate for fundraising, Leeds Culture Trust continues to make good progress toward the ambitious targets for Leeds 2023. A significant amount of additional investment has been achieved since the last Scrutiny Board meeting in October 2021.

As we move closer to 2023, the Year of Culture is becoming a more tangible proposition for potential investors. The Leeds 2023 team are confident that interest will continue to build in 2022/23. The experience of other Years of Culture tell us that the majority of match funding comes in the Year.

- 35 The total match investment leveraged to date through a range of other public and private sources is £3,230,000. Sources of investment include Arts Council England, National Lottery Heritage Fund, British Council, Netherlands Embassy, Paul Hamlyn Foundation and Esmée Fairburn Foundation. A further £5,800,000 is currently in development or decision pending.

Since launching its Business Membership and Sponsorship Scheme in May 2021, Leeds 2023 has secured £190,000 of additional sponsorship from local and national businesses with a further £680,000 currently in development.

In addition, the current combined value of in-kind support and investment from local further and higher education institutions is £385,000 with all HE & FE institutions in Leeds, plus Harrogate and Keighley Colleges, investing support.

What impact will this proposal have?

Wards Affected:

Have ward members been consulted? Yes No

- 36 This paper provides an update on plans to deliver wide ranging benefits of Leeds 2023 across the whole city.

What consultation and engagement has taken place?

- 37 A comprehensive and inclusive programme of consultation was undertaken in developing the city's culture strategy and the Leeds Bid Book for European Capital of Culture (ECoC). Subsequently, when the UK was excluded from the ECoC competition, the public was invited to respond to the proposal to continue with the Leeds 2023 Year of Culture. In 2020/21, the public was consulted about the proposed 15% reduction of Leeds City Council's remaining grant for Leeds 2023.
- 38 As Leeds 2023 programmes emerge, ongoing consultation is important to maximise potential for public engagement with the Year of Culture. A co-creation approach is being taken with Leeds communities, enabling Leeds residents to shape programmes that are relevant to where and how they live.

What are the resource implications?

- 39 The Council's original total commitment for Leeds 2023 was £12,700,000, of which:
- £685,000 is retained by the Council for resourcing and staffing costs toward Leeds 2023 (2018-24).

- £1,350,000 was withdrawn in 2021/22 Council cost savings.
- The grant issued to Leeds Culture Trust was for the remaining sum of £10,665,000.
- £4,835,000 has been paid to Leeds Culture Trust, to date (March 2022).
- Of which £2,034,893 (42%) came from LCC core budget and £2,800,107 (58%) were substitutions from the Business Rates Pool and Gainshare.
- For 2022/23, the total combined substitutions from the Business Rates Pool and Gainshare, will increase to £3,433,107 – with a further substitution to be made for 2022/23 of £633,000.
- Overall, substitutions reduce the Council's total net commitment from £10,665,000 to £7,231,893.
- The Council's remaining net commitment is £5,197,000.

What are the legal implications?

- 40 There are no significant legal issues relating to the recommendations in this report.
- 41 The Council closely monitors its investment in Leeds 2023 through a grant agreement – 2019 to 2024. The grant agreement includes reporting conditions set against each quarterly payment. For audit and monitoring purposes, all reporting documentation is appropriately filed.

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

- 42 The Council recognises that growing the economy has positive benefits to the city and that our work developing the city's culture strategy and the successful delivery of Leeds 2023 are crucial components of achieving our Inclusive Growth Strategy ambitions.
- 43 It is a requirement of funding that Leeds Culture Trust maintains a risk register and that this is monitored by the Board. As a condition of payment, the Trust files updated copies of the risk register with the Council, at least annually.
- 44 The Operational Readiness Structure, alongside the newly appointed Executive Manager, Leeds 2023 Partnership, provide additional oversight of key risks.

Does this proposal support the council's 3 Key Pillars?

Inclusive Growth Health and Wellbeing Climate Emergency

- 45 The Council's three pillars provide a framework for the culture strategy and its associated delivery framework priorities and cross-cutting themes.
- 46 Culture and Leeds 2023 are integrated within the city's Inclusive Growth Strategy and the city and region's Economic Recovery Plans.

Options, timescales and measuring success

a) What other options were considered?

47 N/A

b) How will success be measured?

- 48 The Leeds 2023 Evaluation Framework will set out how success will be measured.
- 49 Alongside this, we will generate case studies which promote the benefits of culture in the city whilst also promoting Leeds as a great place to live, learn, work, visit and invest.
- 50 We will continue our work which seeks to integrate culture within the Council's emerging Social Progress Index.

c) What is the timetable for implementation?

N/A

Appendices

N/A

Background papers

- 1 Scrutiny Board paper – 18 October 2021: **The value of culture and creativity in Leeds' social and economic recovery from Covid-19.**
- 2 Leeds Culture Strategy: www.leedsculturestrategy.co.uk.