

Marketing Leads

Marketing Leads Business Plan

2009 – 2012

Overview

Vision for Leeds

- **Going up a league**
Building on Leeds' status as an internationally competitive city
- **Narrowing the gap**
Between the most disadvantaged people/communities and the rest of the city
- **The regional capital**
Developing the role and positioning of Leeds within the city region

Our Purpose

To raise the regional, national and international profile of Leeds, as a vibrant, dynamic, internationally competitive city region and as the gateway to Yorkshire and the UK.

Our Objectives

- To provide a leadership role for the city's marketing, acting as a catalyst for change and challenging the status quo where necessary.
- To re-energise the city's marketing and to deliver innovative marketing and promotional campaigns and events to support the delivery of real economic impact and the creation of wealth for the region.
- To secure and co-ordinate commitment, support and create collaboration from key business sectors in the city, delivering measurable benefits to stakeholders. Working in partnership with public agencies, business and our multi-cultural society.
- To deliver tangible, commercial results maximising economic and promotional impact.

Our Values

Marketing Leeds works in partnership with existing organisations wherever possible, collaborating to create the greatest impact on the widest audience, ensuring that external perceptions reflect the high quality of the city's and region's offer.

Outcomes

Increased awareness of Leeds as a vibrant, dynamic, internationally competitive city region and as the gateway to Yorkshire and the UK through working in partnership to ensure:-

- High level recognition with key opinion formers in the UK and internationally.
- Common and consistent messages about Leeds and its potential for trade and investment.
- Maximising international trade and inward investment opportunities.
- Maximising international business and leisure visitors.
- Maximising UK visitors.
- Established joint working across a wide range of city agencies and sectors.
- Maximised impact and relevance of city events through collaborative working.
- More business to business interaction and networking through the Champion's scheme.

Key Priorities

In seeking to achieve our objectives and outcomes emphasis will be given to highlighting key strengths where Leeds and its region can demonstrate pre-eminence. At present these strengths are:-

- Legal and financial business sectors
- Property and regeneration
- Culture
- Education, Innovation and knowledge transfer
- Creative and digital industries
- Retail/Leisure
- Tourism
- Manufacturing
- Bioscience/healthcare

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Marketing Leeds – Looking to the Future

Background

Following the work of the City Image Task Force from 2000 to 2003, Marketing Leeds was established by Leeds City Council and the Chamber of Commerce as an independent company to act as the city's lead agency in raising the profile and status of Leeds, by informing and enhancing perceptions and working collaboratively to achieve maximum impact.

The city of Leeds and its economic success is important for the economic prosperity of the region as a whole, as increasingly, Leeds is being openly recognised as the region's 'capital'. However, it is also clear that Leeds does not have the national and international profile that a regional capital city ought to have. Indeed, the initial research undertaken by Brahm for the City Image Task Force prior to the conception of Marketing Leeds in 2004 found that:

Knowledge and recognition of Leeds's strengths are high within the city and regionally. ...However, on a national scale the penetration of these strengths is patchy and is usually driven by experience as opposed to perception. Internationally, very little, if anything is known about Leeds unless people have previously visited the city. This is also an issue and exposes the magnitude of the task ahead....The priority now is to communicate (Leeds's) image.

During its first years of operation, Marketing Leeds has made progress towards improving the profile of Leeds on the national and international stage, by establishing the Leeds brand **Leeds Live it Love it**, by creating a highly successful website www.leedsliveitloveit.com attracting up to 245,000 unique visitors per month and by both hosting and adding to events within the city and overseas. Indeed, in the Cushman and Wakefield European Cities Monitor 2008, **Leeds has risen from 30th to 28th leading city for business** – but clearly there is a long way to go.

Raising the profile of a city is a long term objective requiring sustained effort over a period of time as was indicated by Brahm's original research by the **magnitude of the task**. Indeed the current economic conditions, which have had a real impact on the financial and businesses services sector so important to the Leeds economy, render the work of Marketing Leeds even more important and means that accurate and positive marketing of the city is vital.

KPMG's Competitive Alternatives – Guide to International Business Location 2008 finds that **many companies prefer to locate in larger international cities** which it defines as having **a metropolitan population of at least 2 million** (Leeds city region population is 2.8million) and includes competitiveness factors in business location such as business environment and personal factors such as quality of life as being of increasing importance. The scale of the opportunity for Leeds with regard to this is apparent from the following list of Leeds accolades:

- **The UK's most important legal centre outside London, UK Legal 500**
- **The most cost effective place to study in Britain, RBS Student Living Index 2007**
- **One of the UK's top cities for restaurants, Which? Good Food Guide 2007**
- **More public green space per child than any other city in the UK, The Children's Society 2008**
- **The UK's most female friendly city, Future Laboratories 'Tigra Town' Research 2006**
- **The UK's best shopping destination, Rough Guide to Britain 2006**
- **The UK's leading centre for business and financial services outside London, ONS Annual Business Inquiry 2005**
- **Voted the UK's sexiest city, Young Persons Railcard Poll 2005**
- **The best university destination, The Independent 2004/5**
- **Visitor city of the year, The Good Britain Guide 2004**
- **The best place in Britain to live, Henley Management College 'Urban Behaviours' study**

The promotion of Leeds as a key business city is an activity that all in Leeds can benefit from and no one is excluded from, nor does benefit to one mean that benefit to another is diminished. Such an activity is not one that the private sector will undertake alone, although the private sectors keen interest and willingness to assist in this work is clearly demonstrated by the growth of the Marketing Leeds Champions Scheme.

In addition, Marketing Leeds aims to address a clear need for 'joined up thinking' across the city in terms of both key messages and focussed activity. This is because as the lead body for promoting the city, Marketing Leeds has the potential to be a 'networker of networks' bringing together the various sector based bodies and partners to contribute to an overarching Leeds promotion focus. This should reduce duplication and promote efficiency and best use of resources as without such a focus, individual organisations or initiatives act in isolation and do not benefit from relevant complementary activity being undertaken by others.

It is this background that has driven the formulation of Marketing Leeds stated values:-

Our values

Marketing Leeds works in partnership with existing organisations wherever possible, collaborating to create the greatest impact on the widest audience, ensuring that external perceptions reflect the high quality of the city's and region's offer.

What is expected of Marketing Leeds?

Marketing Leeds receives funding from three key sources; Leeds City Council, Yorkshire Forward and from the Private Sector through its Champions Scheme.

Each of these stakeholders provide these funds to enable Marketing Leeds to pursue its stated purpose:-

Our purpose

To raise the profile of Leeds as a vibrant, dynamic, internationally competitive city and as the gateway to Yorkshire and the UK".

In progressing this purpose, Marketing Leeds is expected to contribute to the delivery of the Vision for Leeds 2004-2020, particularly the vision's themes of Going up a League and developing Leeds' role as the Regional Capital. Whilst the principal focus of Marketing Leeds' activity should be on marketing and profile raising activity outside of the city in order to raise the city's profile at the international level, it is also important that Marketing Leeds' activities recognise the contribution they can also make to the city's Narrowing the Gap aspirations. Therefore, Marketing Leeds, working collaboratively with others, seeks to maximise the involvement of local agencies and communities, wherever possible, in its activities.

Following extensive consultation with key stakeholders the work of Marketing Leeds over the next three years will focus on the following objectives:-

Our objectives

- To provide a leadership role for the city's marketing, acting as a catalyst for change and challenging the status quo where necessary.
- To re-energise the city's marketing and to deliver innovative marketing and promotional campaigns and events to support the delivery of real economic impact and the creation of wealth for the region.
- To secure and co-ordinate commitment, support and create collaboration from key business sectors in the city, delivering measurable benefits to stakeholders. Working in partnership with public agencies, business and our multi-cultural society.
- To deliver tangible, commercial results maximising economic and promotional impact.

In progressing its objectives, Marketing Leeds will need to support the city in the delivery of the Leeds Strategic Plan (2008-2011). Whilst there are a number of LCC Strategic Outcomes and Improvement Priorities that Marketing Leeds' work will contribute to, Marketing Leeds has a key role to play in Leeds City Council's stated Priority to "Increase international communications, marketing and business support activities to promote the city and attract investment".

In addition Marketing Leeds links to a number of activities ongoing through Yorkshire Forward. In the first instance the project will directly link to activities within Leeds and the recent establishment of the Destination Yorkshire project and those activities with a Leeds element and focussing on international business, tourism, major events, and culture.

As is appropriate to our stated values, Marketing Leeds consults widely on its activities with other Leeds agencies and works in partnership to add value to others' activity wherever possible, e.g. Marketing Leeds has worked closely with Leeds Financial Services Initiative in the past. This level of consultation by Marketing Leeds will be required by Yorkshire Forward throughout the project to ensure that activities are always complementary and adding value to existing initiatives and agencies rather than in anyway duplicating.

Marketing Leeds work over the next three years will complement Yorkshire Forward's and UKTI's activities to promote international business for Leeds. Yorkshire Forward's international business policy product range recognises the importance of Leeds as a key economic hub in terms of business and professional services and whilst there are sector agencies that Yorkshire Forward and UKTI work with to promote these activities, Marketing Leeds is able to provide an overarching Leeds focus to this promotion that will add value to sector activity. Going forward, Marketing Leeds will ensure that any overseas activity they undertake aligns with recognised priorities for international business at a Leeds and regional level and a clear process will be implemented to ensure this happens.

It is intended that Marketing Leeds will come under the Destination Yorkshire umbrella. Destination Yorkshire is a project recently established by Yorkshire Forward to bring together those agencies involved in some way in the promotion of the region that Yorkshire Forward supports. Core partners in Destination Yorkshire are currently Yorkshire Tourist Board and Screen Yorkshire, together with the remaining Yorkshire Culture agenda focussed on the region's response to the Olympics and, in time, the region's major events body. One of the objectives of Destination Yorkshire is to bring these agencies together around a common marketing proposition for the region that aims to modernise the regional image. It is recognised that Yorkshire is a brand that resonates in the market place but that too often this brand is associated with an old fashioned image. Given how much the region has changed over recent years, Yorkshire Forward feels that it is important to proactively focus on modernising the region's image in association with those agencies that Yorkshire Forward funds to promote the region. This Destination Yorkshire work will, sooner rather than later, need to include the region's cities through their promotional agencies and Marketing Leeds' involvement from the outset of this new initiative provides the opportunity to ensure that this happens for the region's capital.

Marketing Leeds work complements the activities of the individual components of Destination Yorkshire. In terms of the visitor economy, Yorkshire Forward is the strategic lead body for tourism in the region, and in fulfilling that role has recently approved a £30m 3 year programme for the visitor economy that will be delivered by Yorkshire Tourist Board and the 6 Tourism Partnerships across the region. One of these Tourism Partnerships covers West Yorkshire and in fact this West Yorkshire Tourism Partnership (WYTP) is the loosest of all the partnerships with the most informal structure. From April 2009 and the start of the YF programme of investment, these Tourism Partnerships will be required to deliver a minimum suite of activities within their area and discussions are ongoing currently about how to more formally arrange the WYTP to achieve this delivery.

The visitor economy is not the main focus of Marketing Leeds work, rather our work is about promoting Leeds as a business city, however, it is clear that in doing so we strongly promote the quality of life, attractions and facilities that Leeds has to offer, therefore there is a link. Through their funding of Marketing Leeds, Yorkshire Forward want to ensure that the link between Marketing Leeds and Leeds City Council tourism and the WYTP is developed in the most effective and efficient way.

In terms of major events, Marketing Leeds is expected to contribute to Yorkshire Forward's activity in bringing major events to the region. This is a relatively new strand of activity that the Regional Development Agency has been undertaking to help transform the region's image and attract new visitors and investment to the region. In hosting such major events, Yorkshire Forward aims to provide a platform for business in the

region and Marketing Leeds's ability to bring together business in Leeds can add to the success of this element of the Yorkshire Forward' activity.

Our final key stakeholder is the Private Sector represented through our Champions scheme. Their expectations are perhaps more easily summarised. Three clear issues unite their concerns and interests. They expect Marketing Leeds to promote a strong business message, to place emphasis on the cultural offering of the city and they want to see evidence of 'joined up thinking' in all that we do. For the past eighteen months Marketing Leeds has made it clear that its role is not to speak for the city, but rather to give the city its voice. This approach has been roundly endorsed and supported by our champions and is at the heart of our stated values.

Consultation has taken place with a wide variety of private sector organisations, public bodies and community organisations. In every instance our aim was to establish the aims and objectives of the individual organisations and, in particular, their aspirations at a national and international level. Many of these had clear aspirations but, as yet, no clear plan or resources for delivery. We have therefore sought to devise a plan for Marketing Leeds which provides leadership and strategic direction but allows such organisations to contribute to the strategy itself and to participate at an appropriate level in the campaigns, events and activities themselves so as to achieve their stated objectives whilst at the same time meeting Marketing Leeds own objectives.

As Marketing Leeds overall aim is a general one – to raise the profile of Leeds at a regional, national and international level – it is relatively simple to devise what we have called 'platform events' which allow the voices of these individual organisations, all of whom promote a particular strength in the city, to be heard. Without leadership from Marketing Leeds it is extremely unlikely that a disparate group of organisations would be able to co-ordinate their activity in this way. However, by presenting this wide range of messages about our city, using the expertise of those who represent each sector, a clear and accurate impression of the breadth and diversity of our city is achieved. It is our belief that this will maximise the impact of our awareness raising activity and will add value to the work that these organisations are carrying out at a local and regional level.

What will success look like? (What achievements are expected?)

In seeking to meet the expectations of its stakeholders Marketing Leeds has agreed the following outcomes:-

Outcomes

Increased awareness of Leeds as a vibrant, dynamic, internationally competitive city region and as the gateway to Yorkshire and the UK through working in partnership to ensure:-

- High level recognition with key opinion formers in the UK and internationally.
- Common and consistent messages about Leeds and its potential for trade and investment.
- Maximising international trade and inward investment opportunities.
- Maximising international business and leisure visitors.
- Maximising UK visitors.
- Established joint working across a wide range of city agencies and sectors.
- Maximised impact and relevance of city events through collaborative working.
- More business to business interaction and networking through the champions scheme.

Of course the more difficult question is how can success be measured, monitored and evaluated? This will be a key area of activity over the next three years and Marketing Leeds is working closely with Leeds City Council and Yorkshire Forward to develop indicators, targets and milestones.

Extensive research with multiple internal and external stakeholder groups was conducted in 2003 as Marketing Leeds was taking shape. Brahm Ltd conducted this original research and have been commissioned to repeat key elements of the 2003 research with a view to understanding what changes in perceptions have occurred since the last wave of research and also establishing a new benchmark, as at March 2009, to evaluate the success of future communications activity.

In addition to this, Leeds City Council wishes to establish a benchmark of perceptions of Leeds and will therefore use the data from this research to evaluate two improvement priorities from the Leeds Strategic Plan. These improvement priorities are as follows:

- Percentage of UK residents surveyed who regard Leeds as a great place to live;
- Improve Leeds' image as a major centre for business.

Whilst the Brahm research will establish our starting point for the next three year period Yorkshire Forward and Marketing Leeds are commissioning an independent evaluation to make recommendations for measuring the success of any future Marketing Leeds activity.

Specifically, the evaluation will consider:-

- The main achievements of Marketing Leeds over the first 4 years;
- What Marketing Leeds can achieve over the next 3 years;
- Appropriate quantitative measures of success for Marketing Leeds;
- The impact of these measures of success on GVA.

Using the data from these two independent sources Marketing Leeds will work with Leeds City Council and Yorkshire forward to set measures for performance that will be incorporated into their respective funding agreements.

What messages will Marketing Leeds seek to convey and what activity will it undertake?

By working with our key stakeholders Marketing Leeds have agreed the following:-

Key priorities

In seeking to achieve our objectives and outcomes emphasis will be given to highlighting key strengths where Leeds and its region can demonstrate pre-eminence. At present these strengths are:-

- Legal and financial business sectors
- Property and regeneration
- Culture
- Education, Innovation and knowledge transfer
- Creative and digital industries
- Retail/Leisure
- Tourism
- Manufacturing
- Bioscience/healthcare

Over the course of the next three years a detailed campaign strategy for each of the key priority sectors outlined above will be developed. Each campaign document will provide the background and rationale for the campaign, its aim, objectives, key messages and all the campaign elements.

For the areas of legal and financial, property and regeneration, tourism, manufacturing and bioscience/healthcare, many other bodies exist across the city and so it is vital that detailed consultation takes place to ensure that Marketing Leeds adds value to existing initiatives and, wherever possible, seeks to co ordinate a collaborative approach. This work will therefore be scheduled appropriately throughout the three year period. Where appropriate we will look to agree joint activity or publish joint plans. For example joint activity may be more appropriate in the legal and financial services sector where LFSI and Leeds Legal have a primary role in promotional activity. By contrast it may well be possible for a joint plan to be devised around the tourism agenda by working closely with Visit Leeds, Conference Leeds and the Leeds Hoteliers Association.

Building on work undertaken over the last four years it has been possible to produce detailed sector plans for the following sectors

- Culture
- Education, Innovation and knowledge transfer
- Creative and digital industries
- Retail/Leisure

These are set out later in this document for ease of reference. Our thanks are due to the many stakeholders, businesses and representative groups that have worked closely with us to formulate the key messages and inform the activity that is proposed within these plans.

These campaigns are very specific to each sector. Alongside the detailed sector plans an outline of activities planned or in prospect for 2009 onwards can be found in the Activity and Events Summary at the end of this document. This plan will be updated quarterly and will form the rolling plan for the next three years.

However, certain key activities to raise the profile of Leeds on the national and international stage have been designed to work across all of the sectors in the city and it is possible to identify a common approach to specific types of activities. These can be grouped into three core areas: international activity, national profile raising activity and support for city festivals.

International Activity

The major focus of our international activity over the coming three year period will be development of the 'Leeds In...' model devised and piloted in 2008 in Milan.

This was the first international 'platform event' organised by Marketing Leeds which aimed to provide a showcasing opportunity for all the predominant sectors. Described as a festival of commerce and culture, the week long event consisted of a series of sector specific seminars and networking events together with a cultural centrepiece in the 'Live from Leeds' performance featuring Opera North, Northern Ballet Theatre and performing artists from both Leeds Metropolitan and Leeds Universities.

The festival allowed each individual sector to showcase their particular strength within the city and to network with relevant business leaders in Milan and wider Italy.

Following a full evaluation of the project the pilot has been deemed successful and the model will now be adapted to be taken to a different international city year on year. Research will be undertaken into an number of potential host cities so as to ensure the best possible 'match' can be achieved to achieve maximum impact.

The strategy to determine future host cities is set out later in this document for ease of reference. However, over the course of the next 3 years, we will be looking to target one European destination, one destination in the United States and research is being undertaken into the possibility of running a similar week in Hong Kong and/or China. In identifying target markets, close liaison will take place with both Yorkshire Forward and UKTI so as to ensure consistency of approach wherever possible. Prime consideration will be given to the countries highlighted as priority markets under the Yorkshire Forward/UKTI target plan and to areas highlighted for promotional activity by the Yorkshire Tourist Board.

Working jointly with the cultural sector and our partners from the city region, these events will showcase the cultural and business offering of Leeds and the wider city region. It is anticipated that these high profile events will raise the profile of Leeds, attracting future visitors, promoting trade and possible inward investment.

Marketing Leeds will continue to work with new or existing successful events, such as those at both MIPIM and MAPIC, in order to maximise the profile raising opportunities these events offer. Whilst these events are predominantly run by Leeds City Council, Marketing Leeds will aim to secure national and international press coverage for activities and assist in delivering presentations to an international audience at such events.

In addition to this strategic international activity, Marketing Leeds will continue to support world class events taking place in Leeds, either by adding value to existing events, working alongside partners in the city region or by attracting new events to the city.

By encouraging senior executives and trade delegations into the city for such events, we will raise the profile of the city, creating an opportunity for national and international media and allowing the various sector groups to form contacts and foster links for the development of international trade. Such events also form the basis of discussion for future 'Leeds in' activities in the countries themselves.

National profile raising activity

2009 will see Marketing Leeds and the University of Leeds working together to deliver a series of Thought Leadership events entitled "The Business of". The events take the format of 'question time' debates featuring a panel of prominent figures of national significance in a specific sector, addressing an audience of approximately 200.

Leeds has one of the most diverse economies in the UK with a vast array of capabilities and various sector strengths. However, research shows that little is known of these externally and that more work needs to be done to promote what the city has to offer. 'The Business of ...' events will form an ongoing campaign to address this problem.

Events planned in the series for 2009 include The Business of Culture, The Business of Security and Protection and The Business of Shopping/Retail. These events will also create an opportunity to form media partnerships with national titles, for example our partner for the initial cultural event will be the Guardian.

As part of our strategy for raising our profile nationally, Marketing Leeds has led the drive to bring national events to Leeds, for example the Taste of Leeds Festival in 2008; the DADI Awards (a national awards ceremony recognising the efforts of the creative and digital industries); and in assisting Yorkshire events such as The Estates Gazette Conference. Once again these create opportunities for the city to showcase the best of its strengths to national audiences and Marketing Leeds will continue to create such opportunities over the course of the next 3 years.

In addition, we aim to create opportunities outside of the City Region. An example here might be the exploitation of Leeds City Council's involvement in the Chelsea Flower Show. Their presence at Chelsea affords an opportunity to create an innovative event in London which will be used to showcase particular sector strengths and raise the profile of Leeds. In 2009 we will work with Leeds City Council, LFSI and Leeds Legal to showcase the city's Financial and Legal sectors to an audience of international Consuls General and High Commissioners.

City Festivals

A number of successful events already take place within Leeds itself. The majority of these are predominantly organised by Leeds City Council events team and City Centre Leeds, whom Marketing Leeds work collaboratively with. However, our role in these events is to use our expertise in generating media interest or to add elements to the anticipated programme which will ensure that we are able to use the events to create a national or international profile for the city. Examples include Leeds Shopping Week, Leeds Business Week, The Leeds Loves Food Festival, Festive Leeds and Light Night.

From the above it should be clear that Marketing Leeds may take a lead role in national and international activities, but here in the city will very often use its expertise to add value to existing events and ensure that such events can be used to maximise the opportunities for national and international press and PR coverage.

Although covered in each of the individual sector plans, we have also produced a 12 month PR campaign overview to enable those who are purely interested in our PR efforts to see the full range of work being undertaken.

2009 and beyond

What follows are the detailed plans and activity schedules for the financial year 2009-10 and sometimes beyond. The Sector plans will be reviewed annually and new ones added as our collaboration and consultation progresses. The working activity and events schedule will be updated quarterly and a detailed plan for the forthcoming financial year produced in March each year.

But our planning work does not stop with the publication of this Business Plan. Marketing Leeds will continue to seek out new and innovative ways to raise the profile of Leeds, as a vibrant, dynamic, internationally competitive city region and as the gateway to Yorkshire and the UK, whilst collaborating to create the greatest impact on the widest audience, ensuring that external perceptions reflect the high quality of the city's and region's offer.

In this way we will give the city its voice.

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Marketing Leads

Marketing Leads Business Plan

2009 – 2012

Cultural Sector Campaign Plan

MARKETING LEEDS CAMPAIGN 2009/2010 – CULTURAL SECTOR ACTIVITY**1. Introduction**

Leeds boasts a rich cultural and creative heritage and can be defined by its built and green environment, vernacular architecture and industrial heritage. From cultural landmarks, such as Roundhay Park and Kirkstall Abbey, to the historic parts of the city centre, including the traditional music at Leeds Town Hall and City Varieties theatre, to new landmarks like Millennium Square, opened by Nelson Mandela in 2001, Leeds is a distinctive city in the centre of one of the most valued heritage areas of the country.

The city is also an important cultural centre being home to many regional and national agencies and organisations including the Government Office for Yorkshire and the Humber and Sport England, the Northern Ballet Theatre and Opera North.

In particular the city is unrivalled when compared to other cities outside of London for performing arts both in terms of volume and indeed quality but also has a strong and growing visual arts sector.

Leeds is one of the greenest cities in Europe and famous for its extensive parks and country houses - award-winning Harewood House, Lotherton Hall and Temple Newsam - and for its ready access to beautiful countryside and navigable waterways extending from the city centre to rural Yorkshire.

It has vast array of visitor attractions and a wide and growing offer around visual and performing arts. Attractions and venues include the City Museum, the Royal Armouries Museum, the West Yorkshire Playhouse, the newly renovated Grand Theatre and Howard Assembly Rooms, the Henry Moore Institute, Tropical World and the Leeds City Art Gallery as well as smaller venues nurturing and promoting talent at the grass roots level, including East Street Arts, Seven, Project Space Leeds, the Old Chapel rehearsal studios and Brudenell Social Club. It plays host to the world renowned Leeds International Pianoforte Competition.

The immensely popular Leeds International Concert Season is the largest local authority music programme in the country. The city's national and international sporting profile achieves regular television coverage and contributes to the city's international status. Leeds United and Elland Road are famous to football fans around the world and the recently developed Headingley Carnegie Stadium is home of the current European Champions, the Leeds Rhinos as well as the Yorkshire County Cricket Club which regularly plays host to international cricket matches.

The first UK Centre of Coaching Excellence at Leeds Metropolitan University and the new Aquatics centre at the John Charles centre for Sport also contribute to the city's international profile.¹

2. What do we mean by culture?

There are many definitions of culture, however the government's definition² lists activities as follows:-

- The performing and visual arts, craft and fashion
- Media, film, television, video and language
- Museums, artefacts, archives and design
- Libraries, literature, writing and publishing
- The built heritage, architecture, landscape and archaeology
- Sports events, facilities and development
- Children's play, playgrounds and play activities
- Tourism, festivals and attractions
- Informal leisure pursuits
- Parks, open spaces, wildlife habitats, water environments and countryside recreation
- Licensing of alcohol, entertainment and late night refreshments

¹ Leeds Cultural Strategy, Leeds Cultural Partnership

² Creating Opportunities, Department of Culture, Media and Sport, A passion for excellence: An emerging self improvement strategy for cultural services, March 2006

3. Rationale

It is widely regarded within the city that the Leeds' cultural offer is vast when compared to other cities outside of London and an integrated marketing campaign for the sector will enable us to focus our effort around marketing this offer to a national and international audience.

Also, historically the city has been marketed for its shopping and clubbing culture and there is a perception within the city and externally that Leeds is known for and associated with stag and hen parties; and that there is not enough focus on the city's cultural offer, particularly the offer around performing and visual arts.

Building on the work already undertaken by organisations within the sector we will work with the relevant agencies to market the cultural sector generally, thereby encouraging a different type of tourist to visit Leeds helping to change this perception, realign the city's image appropriately and raise its cultural profile.

As well as the vast amount of cultural attractions in the city there is also has a large amount of expertise in the cultural sector which isn't necessarily known nationally and internationally. The city has its own award winning ballet and opera companies but also has an impressive sporting heritage. As well as this there are many educational establishments with vast expertise in this sector, for example the Northern School of Contemporary Dance, the College of Art and Design and Leeds College of Music as well as specialist areas of the University of Leeds and Leeds Metropolitan University, who are nurturing talented individuals and are helping to make the city extremely innovative and forward-thinking. The initiatives will therefore be used to promote Leeds as a centre of cultural excellence where there are innovative projects underway and where important cultural talent is nurtured and developed, particularly to support local communities. Hopefully this will also help to encourage more funding for this sector from outside of Leeds in order to improve the cultural infrastructure and programming as well as supporting relocations and inward investment.

4. Aim

Our strategy has been informed and underpinned by research conducted within the cultural sector in Leeds. This has helped us to identify the city's strengths and also ensure our strategy complements and supports the existing initiatives in place both regionally and nationally.³

The plan aim's to raise the profile of Leeds as a centre of cultural innovation and excellence.

5. Objectives

- Establishing key selling messages and communicating these to the relevant individuals within the city for use externally
- Working with organisations in the sector to increase awareness of Leeds cultural activities and attractions amongst audiences outside of the region in order to highlight the innovation, enterprise and excellence that the city has displayed in this field and generate interest from external sources
- Focus on a high-quality cultural programme and demonstrate the benefit that this brings to the city.
- Supporting other city agencies to promote Leeds as a destination to experience cultural activities, in particular increasing;
 - the number of people visiting the city from outside of the region for specific events,
 - overnight stays and weekend breaks
 - footfall in Leeds city centre at the weekend
- To work with relevant agencies, including Yorkshire Forward, to support activity to 'attract' or 'build' one large scale event to Leeds by 2011 which will engage interest with national and international audiences whilst raising the city's profile on a global scale.

³ See Appendix i

- Contributing and supporting the work of the Leeds 2012 Olympic and Paralympic Board by working with the Leeds Cultural Task Group in particular to transform the image and external perceptions of the city (exact objective to be discussed with task group).
- Work closely with the Leeds Cultural Partnership to achieve these objectives.

6. Key Messages

[Further consultation currently underway with Cultural Partnership to develop key messages]

A project will be undertaken to develop the key messages for this sector (see below) but as a starting point:-

Leeds has:-

World class calendar of cultural events

- Including the Leeds Carling Festival, Live at Leeds, Fuse Leeds, Breeze International, Classical Fantasia, Light Night, Leeds International Film Festival, Northern Art Prize, Big City Jazz (tbc), the Leeds International concert season and International Pianoforte Competition, various free events such as the West Indian Carnival, Opera in the Park and Party in the Park, and various sporting events such as the Jane Tomlinson run and the Leeds Half Marathon.

Rich heritage and large number of attractions:-

- Harewood House
- Kirkstall Abbey
- Henry Moore Institute
- Royal Armouries Museum
- Leeds City Museum
- Leeds City Art Gallery which houses the best collection of 20th century art outside of London in the UK according to the Times
- Thackray Medical Museum
- Temple Newsam House

Vast amount of expertise being home to:-

- The award winning Opera North, the only Opera Company in the UK outside of London and arguably the most imaginative opera company in Europe
- Northern Ballet Theatre one of only three Ballet companies outside of London
- The biggest producing theatre outside of London and Stratford, the West Yorkshire Playhouse was first to put on the Olivier Award-winning The 39 Steps and the original Bad Girls: the Musical
- Leeds College of Music, the only specialist music college to offer both Higher and Further Education courses and also a leader in jazz education
- Phoenix Dance Theatre, one of Britain's leading contemporary dance companies
- Northern School of Contemporary Dance
- Leeds Rhinos one of the most famous names in the world of Rugby League and 2008 Champions
- Headquarters of Yorkshire County Cricket Club
- Screen Yorkshire, the regional screen agency for Yorkshire and Humber
- Wide range of sporting facilities - Leeds boasts Olympic-standard facilities for athletics, gymnastics, swimming and diving at its internationally acclaimed universities and the John Charles Centre for Sport (with its new Aquatics Centre) are accredited as pre-Games training venues.
- Leeds College of Art and Design which has produced artists of national and international repute including Barbara Hepworth, Henry Moore and Damien Hirst.
- Internationally acclaimed sports physiotherapy at the Carnegie Sports Injury Clinic at Leeds Metropolitan University.
- First UK Centre of Coaching Excellence at Leeds Metropolitan University.
- Various smaller initiatives and venues nurturing and promoting talent at the grass roots level, including, East Street Arts, Seven, Project Space Leeds, the Old Chapel rehearsal studios and Brudenell Social Club.

- School of Performance and Cultural Industries at the University of Leeds.

Large amount of investment in this sector including:-

- Leeds Museum Discovery Centre which will provide an accessible store for the massive museum collection as well as educational, conservation and technical facilities.
- Leeds City Museum which tells the story of Leeds and its world connections, opened in 2008 in the restored and refurbished Leeds Institute of Millennium Square.
- Regeneration of the Grand Theatre and restored Howard Assembly Rooms.
- A purpose built six-storey building at Quarry Hill, housing Northern Ballet Theatre and Phoenix Dance Theatre, which will become one of the most important dance spaces in the UK.
- An arena - plans are underway for a high-quality entertainment venue seating 12,500 people. The new facility is expected to be worth £28 million-a-year to the local economy and create more than 300 jobs.
- A pioneering urban-regeneration project, Holbeck Urban Village, which is successfully merging the city's industrial heritage to become the commercial hub of the city's creative and cultural industries.
- The redevelopment of the historic Tower Works, known for its distinctive 19th century Italianate towers, will form the centrepiece of an exciting waterside scheme with space for creative industries and artists' studios.
- The recent investment at Headingley Carnegie Stadium which encompasses the rugby and cricket stadium.

Vast amount of innovation and collaboration:

Northern Art Prize - the prize recognises the contribution artists make to our society by rewarding the best creative talent in the region. By supporting artists of this generation, the Northern Art Prize hopes to encourage future generations and contribute to the establishment of the north as a place of imagination and excellence. The prize has emerged from a partnership between Logistik, a design and communications agency, Leeds City Council and Arup, the global firm of designers and consultants.

The Grand Theatre – transformation is a £30m campaign to restore Leeds Grand Theatre to its former glory and will secure the future of Opera North – the nation's most important regionally based opera company. It has also reopened the doors to a priceless piece of cultural heritage – the Howard Assembly Rooms.

Momentum project – Northern Ballet Theatre and Phoenix Dance Theatre campaign to raise funds for a new centre for dance excellence in Leeds. The campaign will help raise the remaining £1.5 million for the school which will be the only dance theatre in the UK to accommodate a contemporary company alongside a classical school.

Leeds Cultural 2012 Task Group – the task group was set-up recently to create a cultural legacy for the city for 2012, in particular securing the involvement and engagement of children and young people with the cultural opportunities presented by 2012. Members of the group include representatives of the city's major art organisations, the LOCOG regional cultural programmer, the two universities, Marketing Leeds and Leeds City Council.

'Find your talent' Leeds – this government initiative aims to ensure that children have the chance to participate in at least five hours of high quality culture a week in and out of school. Leeds is one of the 10 local area pathfinders where partners will collaborate to trial delivering a comprehensive offer. The project is being jointly driven by Education Leeds, Leeds City Council Children's Services and Leeds Initiative.

7. Audiences

Consumers

- Consumers of culture
- The general public who aren't currently consumers of culture

Opinion formers/decision makers

- National and international media
- Key Industry figures

- Government bodies i.e. Department for Culture, Media and Sport

Other

- Businesses and individuals in the cultural sector within nationally and internationally
- Current and potential supporters nationally and internationally

8. Stakeholders

- Leeds Cultural Partnership
- Yorkshire Forward
- Leeds City Council
- Leeds Chamber of Commerce
- Leeds Initiative
- Relevant Champions
- Cultural organisations in Leeds

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CAMPAIGN ELEMENTS AND SPECIFIC INITIATIVES

PRINT

Description	<p>Establish key messages and produce Leeds Culture fact-sheet</p> <p>Research undertaken so far indicates that there is a vast amount of expertise in this sector within the city but that further work is required to ensure that the city's cultural offer is fully understood when compared with other cities. Building on the key messages outlined above, the work that is undertaken can then be made into a key selling messages document and a fact sheet which will then be communicated to the relevant individuals and organisations around the city for them to use as a sales tool.</p>
Audience	Key cultural organisations within the city, national and regional media, city ambassadors, opinion formers and decision makers
Objectives	<p>In order to further to develop the case for why Leeds has particular strength in this sector when compared with other cities (this is particularly important as unlike with the other sectors there are no national statistics to support our claims)</p> <p>So that the city can speak authoritatively and with one voice</p> <p>For use in familiarisation visits and national PR campaign</p> <p>To be used in conjunction with other fact sheets at all relevant events and exhibitions</p>
Estimated cost:	
Target delivery date:	May 2009
<hr/>	
Description	<p>National magazine supplements</p> <p>Two pull-out sections a year on Leeds which will include the cultural offer. These would be paid for supplements with editorial control held by Marketing Leeds.</p>
Audience	A national consumer audience (approximately 660,000)
Objectives	<p>To showcase the city's cultural offer to a national audience</p> <p>Increase visitor numbers, bed nights etc to Leeds</p> <p>A promotional tool for Champions</p>
Evaluation	<p>Data capture through promotional codes.</p> <p>Anecdotal feedback from those involved</p>
Estimated cost:	£70k
Target delivery date:	Spring 2009 and Autumn 2009

ONLINE

Description	<p>Sector page on Business subsite</p> <p>Specific pages within the business section dedicated to culture in order to highlight the organisations that exist here in the city and the work that they are involved in, as a high proportion of this achieves national acclaim. The site could also be used to profile key individuals from the cultural sector in Leeds that have specialist knowledge, expertise and experience and will include case studies and interviews with key opinion formers from the City. Also ensure there are links 'to' and 'from' and to relevant sites (for example Leeds Initiative).</p>
Audience	Key opinion formers and the media
Objectives	To raise the profile of Leeds as a centre of cultural excellence and specifically showcase this sector to the media and key opinion formers
Evaluation	<p>Evaluation of site traffic and number of unique users</p> <p>Requests for further information</p> <p>Referrals to partner sites via Leeds. Live it, love it website 'LILLO'</p>
Target delivery date:	May 2009

Description	<p>'What's On' and 'Things to do' on LILLO website</p> <p>Process to be set-up to ensure information on events and attracts will be included in the 'What's On' section of LILLO and will be made available to all four streams of the site i.e. business, residents, visitors and students. Also the 'Things to do' sections' will include information on cultural attractions. This depends on information been fed through to Marketing Leeds from the various organisations in the city.</p>
Objectives	<p>To promote Leeds as a destination to experience cultural activities, in particular increasing;</p> <p>The number of people visiting the city from outside of the region for specific events,</p> <p>Overnight stays and weekend breaks</p> <p>Footfall in Leeds city centre at the weekend</p>
Evaluation	<p>Evaluation of site traffic and number of unique users</p> <p>Requests for further information</p> <p>Referrals to partner sites via LILLO</p> <p>Increase in visitors to events</p>
Target delivery date:	Process to be set-up by April 2009

Description	<p>E-Newsletter</p> <p>The ML newsletter will be used wherever possible to communicate the latest Leeds news to an international audience via our database of international contacts</p>
Audiences	General consumers and businesses

Objectives	To raise the profile of the city's news, projects and initiatives on an international scale
Evaluation	Evaluation of site traffic and number of unique users Requests for further information Referrals to partner sites via LILO
Target delivery date:	Jan/Feb 2009 March/April 2009 May/June 2009 July/August 2009 September/October 2009 November/December 2009

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PR

Description	Familiarisation visits Programme of scheduled journalist visits, in partnership with Yorkshire Tourist Board where appropriate, with the aim of generating coverage nationally on the cultural establishments, organisations and activities that take place in Leeds.
Audience	General consumers, opinion formers and decision makers Key organisations within the cultural sector
Objectives	To achieve profile and coverage in key publications i.e. The Guardian
Evaluation	Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	Most accommodation and food will be provided in kind by our champions. Travel will need to be provided – cost will be in excess of £1,000.
Target delivery date	First set of FAM visits to be set up for March 2009 Ongoing thereafter

Description	Regular liaison with diary editors A process will be set-up to ensure that all key events are listed on diary pages of newspapers and magazines including The Guardian and other weekend supplements (this will depend on organisations in the sector sending information through to Marketing Leeds)
Audience	Journalists/broadcasters – international, national, regional and trade End consumers of media Key organisations in the cultural sector
Objectives	Promote the diverse calendar of cultural events that take place in the city, outside of the region
Evaluation	Requests for further information, bookings for attractions etc. Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date	To set up database of diary editors and press-friendly version of events calendar by April 2009

Description	Ongoing press activity Day to day proactive and reactive press activity such as reacting to journalist enquiries about the sector, identifying feature/interview opportunities in relevant press and collating press cuttings resulting from
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Appendix ii

enquiries or FAM visits (see above). All activity to be coordinated by the PR Manager.

Audience	Journalists/broadcasters – international, national, regional and trade End consumers of media
Objectives	Raise profile of sector nationally/internationally
Evaluation	Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date	This is ongoing - timing of activity is dependent on press enquiries/coverage.

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EVENTS

Description	<p>Leeds in</p> <p>The Leeds in.... model will have at its core a cultural element relevant to the host destination and target audience therein. This can best be illustrated by the example of the pilot project 'Leeds in Milan' which took place in October 2008.</p> <p>Leeds in Milan was a week long festival of commerce and culture showcasing the city's specialisms to an Italian audience. The cultural element was a performance, 'Live from Leeds', featuring Northern Ballet, Opera North and the anateresa Project. The performance was held at the Triennale Theatre, Milan in front of an audience of 400 business, cultural and education leaders. A pre-theatre networking reception was held, allowing ML to further promote this sector and ensure that the relevant messages were communicated.</p>
Audience	Host country consumers, the cultural sector and business people
Objectives	<p>To highlight Leeds as a centre of cultural excellence to a host country audience</p> <p>To encourage leisure and business tourists to visit Leeds and experience the cultural offer</p> <p>To encourage inward investment and relocations</p>
Estimated cost:	
Target delivery date:	A full plan of anticipated cultural activity will be prepared by end of July 2009 following identification of host city

Description	<p>The Business of culture</p> <p>A question time type event chaired by Lord Melvyn Bragg in front of an audience of 200. The panel will include six key individuals from the cultural sector. There will be a reception beforehand and a private dinner afterwards. The event will give us an opportunity to discuss some of the key issues facing the cultural sector in the UK and will also provide a national platform for an in-depth debate on the inter-relationship between business and culture and the economic power and influence of the cultural industries.</p>
Audience	Key business people, significant people from the cultural sector, national individuals, politicians and the media
Objectives	<p>Raise profile of the city's cultural expertise on a national scale</p> <p>Position Leeds as a centre for excellence for culture</p>
Estimated cost:	£10k
Target delivery date:	Autumn 2009

Description	<p>London showcase</p> <p>Working with other city agencies on a showcasing event for key opinion formers in London (possibly in conjunction with Opera North). The event will allow key relevant individuals from the city to network with journalists</p>
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and opinion formers and will provide a platform to showcase the city's cultural offer.
 Audience Key opinion formers and the media
 Objectives To highlight and specifically showcase this sector to the media and key opinion formers
 To provide a networking opportunity for key people from the cultural sector in Leeds with key opinion formers in London allowing us to communicate key messages
 To begin to building relationships with key opinion formers in this sector for future initiatives and events
 Increase the number of familiarisation visits and delegations to Leeds from this sector

Estimated cost:

Target delivery date: Autumn 2009

Description **Leeds Business Week**
 Explore the possibility of holding an event during LBW to promote the cultural sector's strength in Leeds. Promotion will comprise of direct mail to individuals outside of the city and a PR campaign.

Audience Local and regional businesses, potential clients i.e. national/international individuals and businesses

Objectives Increase awareness of our expertise in this sector
 Highlight innovation, enterprise and excellence that Leeds has in this sector to an external audience

Evaluation Number of individuals attending the event from outside of the city
 Media coverage from outside of the city

Target delivery date: LBW takes place from 1-5 June 2009

OTHER ACTIVITY

Description

Support the Leeds Cultural Task Group for 2012 Olympics

One of the terms of reference of the Leeds Cultural Task Group is to 'create a cultural legacy for the city for 2012 and beyond which transforms the image and perceptions of the city' (exact support tbc).

Description

FuseLeeds

(ML aims to assist the organisers of FuseLeeds, working with them to further increase the national and international profile of this bi-annual event).

FuseLeeds aims to celebrate the wealth and diversity of today's vibrant new music scene, drawing on traditions including jazz, world, popular and contemporary classical.

Artists are encouraged to experiment and take risks through new commissions and musical relationships presented in innovative and exciting ways.

Audience

The event aims to bring contemporary music to a wider audience by breaking down some of the barriers (imagined and real) between music genres and develop new audiences by programming a wide range of artists and musical styles. As a result the audience is eclectic.

Target delivery date:

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The Marketing Leeds strategy for 2009-2011 supports the following initiatives:-

Nationally

Government's priority themes for culture as stated by the **Department for Culture, Media and Sport**

- The promotion of access for the many, not the few
- The pursuit of excellence and innovation
- The nurturing of educational opportunity
- The fostering of the creative industries

Source: <http://culture.gov.uk>

Regionally

Regional policy makers, such as **Yorkshire Forward** recognise the importance of culture in shaping and promoting the region's identity and have included cultural activities as part one of their seven key clusters for priority - 'Digital Industries' – nominated for their potential to deliver significant economic growth in the future.

'Digital Industries' is defined as including the following areas;

- ICT
- Electronics including telecoms
- Music, visual & the performing arts
- Media, new media film, TV, games and digital content
- E-learning
- Print & printed packaging
- Design product, branding and web

Source: <http://www.yorkshire-forward.com>, Cluster Strategy document

Locally

Leeds City Council's mission statement; " To bring the benefits of a prosperous, vibrant and attractive city to all the people of Leeds."

Source: www.leeds.gov.uk, Leeds City Council's Corporate Plan 1999/2002

Leeds Initiative's Vision for Leeds 2004-2020

- Going up a league
- Narrowing the gap
- A regional city

Cultural life:

"Leeds will be a city with a vibrant and distinctive cultural life – a welcoming city which is internationally recognised as a centre of cultural excellence and provides cultural opportunities for everyone."

Aims:

We will:

provide cultural opportunities for everyone;
develop talent;
achieve recognition as a leading artistic, cultural and sporting centre; and
create first-class cultural facilities and experiences.

Source: www.leedsinitiative.org

Leeds Cultural Partnership's cultural strategy 2002

The key themes are;

- Delivering through partnerships

- Celebrating Leeds
- Support for the creative industries
- Promoting access
- Regenerating neighbourhoods and supporting communities
- Lifelong learning
- Cultural infrastructure

Source: www.leedsinitiative.org/culture

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Marketing Leads

Marketing Leads Business Plan

2009 – 2012

Education Sector Campaign Plan

MARKETING LEEDS CAMPAIGN 2009/2010 – EDUCATION SECTOR ACTIVITY

Further and higher education only.

1. Introduction

The strength of the education sector is vital to the future prosperity of Leeds as a whole. The sector drives the city's economy by both creating a highly skilled workforce and working with business on research and development of national and international importance.

The city has two colleges of higher education, eight colleges of further education and two universities, The University of Leeds and Leeds Metropolitan University, with a student population of 116,000.

The University of Leeds has a top 20 Business School in the UK, and has a history of successful partnerships with industry and commerce at local, national and international levels. It also has an integrated research and learning & teaching facility which is one of the top ten in the UK.

Leeds Metropolitan University, which has around 30,000 students, is the home of The UK Centre for Coaching Excellence and has a strong portfolio of partnerships with a wide range of organisations from the world of sport, business, education and culture. These include the Rugby Football League, Yorkshire County Cricket Club, Northern Ballet Theatre as well as partner colleges across the country. It is also the UK's 'greenest' university (The Sunday Times, 2008).

With the launch of Leeds City College in the spring, the city will be home to one of the five largest FE colleges in the UK, offering an extensive range of courses and training, developed in collaboration with the business community of the city to ensure the business needs of Leeds are met.

These key strengths provide many opportunities to promote the educational offering in Leeds, including the links between education and business.

2. Rationale

The colleges and universities in Leeds work extremely well to promote their educational offering on an individual basis, however in February 2008, Marketing Leeds set up a specific group of education sector champions, to support their objective to raise the profile of the city as a centre of educational excellence. As a next step Marketing Leeds and the education sector champions are creating a specific campaign plan for the sector. This campaign plan will promote Leeds' education sector to a national and international audience and create awareness of what the city has to offer businesses and students.

3. Objectives

- Improve Innovation and knowledge transfer between organisations
- To highlight Leeds as a city with strong links between education and business
- To raise the profile of Leeds as a centre of excellence for education
- Increase awareness of Leeds' educational services and resources outside of the region
- To attract national and international students to the city
- To attract academics and staff to the educational institutions
- To encourage alumni students to return/relocate to the city to study
- Communicate new college merger and what it will offer to a national and international audience

4. Key Messages**Primary Messages**

- Leeds is a centre of excellence for research, home to one of the country's top ten research universities and has a top 20 business school at The University of Leeds
- Leeds is home to the UK Centre for Coaching Excellence, based at Leeds Metropolitan University

- Leeds' colleges and universities contribute over x a year to the local economy with students contributing x

Secondary Messages

- Leeds is a diverse and multicultural community with over 10,000 international students
- city
- Leeds has two universities, with a total student population of 116,000
- Students and academics in Leeds are heavily involved in the city events

University of Leeds

- The University of Leeds has a commitment to innovation and knowledge transfer, with strong links between education and the business world
- It has filed more than 60 patents, developed 23 Knowledge Transfer Partnerships with local companies and incubated 45 companies founded by undergraduates
- It has spun out 13 new companies, five of which are listed on AIM with a value of around £100m
- The University of Leeds is the second largest employer in the city
- It is the only Russell Group university to have a performing arts course and is strong on food sciences as well as offering a range of unique courses
- It has more industrial funding than any other university in the UK

Leeds Metropolitan University

- Leeds Metropolitan University is the home of the UK Centre for Coaching Excellence and has strong sporting partnerships including those with the Rugby Football League, Leeds Rugby, Leeds Carnegie Ladies and Yorkshire County Cricket Club. It also supports community, business and cultural partners within the region such as Northern Ballet Theatre and Harrogate International Festival. Through this the university is working to propel the UK into becoming the leading coaching nation in the world by 2016
- The university is the lowest charging higher education organisation in the country, with fees of £2,000
- Leeds Metropolitan University is the UK's 'greenest' university with environmental staff, good recycling rates and transport strategies (The Sunday Times, 2008)
- Through its institute of Enterprise, Leeds Metropolitan University has helped over 450 start up and new businesses in the last eight years. The university has also worked with Knowledge Transfer Partnerships with local businesses on more than 70 projects over the past 15 years
- Leeds Metropolitan University is currently transforming the landscape of lifelong learning in Leeds with the Rose Bowl and Broadcasting Place, which will be the bases for the Faculty of Business & Law and Arts & Society respectively, set to open in September

Leeds City College

- The merger of Leeds Thomas Danby, Leeds College of Technology and Park Lane College will create Leeds City College, one of the five largest FE colleges in the UK. With an integrated business school it will be a purpose designed college for Leeds that will meet the skills and training requirements of the city

Leeds College of Music

- Leeds College of Music is the largest music college in the UK and is the only specialist music college to offer both higher and further education courses

5. Audiences

Opinion Formers/Decision Makers

- Businesses
- Media
- Key industry figures i.e. Secretary of State for Education and Skills
- Government bodies i.e. Department for Education and Skills
- Alumni students
- Peer institutions
- Yorkshire icons

Consumers

- Prospective students and their parents
- Academics and potential members of staff
- Alumni students

Stakeholders

- Education sector champions and other colleges
- Education Leeds
- Leeds Chamber of Commerce
- Leeds City Council
- Yorkshire Forward

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CAMPAIGN ELEMENTS AND SPECIFIC INITIATIVES 2009

PR

Description	To identify and target key publications to place articles about education in Leeds e.g Guardian Education supplement
Audience	A national consumer audience (77,000) Businesses Prospective students and their parents Alumni students Academics and potential members of staff
Objectives	To raise the profile of the education sector in the city to a national audience To highlight the link between education and business To encourage more businesses to become involved in Knowledge Transfer Partnerships To promote the research facility at The University of Leeds, to potential students To promote the new Rose Bowl at Leeds Metropolitan University To communicate the new Leeds City College
Evaluation	Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date:	End 2009
<hr/>	
Description	To identify and target key publications to place articles about education in Leeds e.g Times Education supplement
Audience	Businesses Potential students and their parents Alumni students Academics and potential members of staff
Objectives	To raise the profile of the education sector in the city to a national audience To highlight the link between education and business To encourage more businesses to join the Knowledge Transfer Partnership scheme at The University of Leeds To promote the research facility at The University of Leeds, to potential students To promote the new Rose Bowl at Leeds Met To communicate the new Leeds City College
Evaluation	Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date:	End 2009

Description	<p>To identify and target key publications to place articles e.g Yorkshire Business Insider</p> <p>One of the focuses of Yorkshire Business Insider in 2009 is education, in particular the link between education and business. We will liaise with the editorial team to set up interviews with people local companies who are in the University of Leeds Knowledge Transfer Partnership scheme</p>
Audience	Potential businesses who can benefit from innovation and knowledge transfer
Objectives	<p>To highlight the link between education and business</p> <p>To encourage more businesses to join the Knowledge Transfer Partnership scheme</p>
Evaluation	<p>Coverage achieved:</p> <p>Advertising value equivalent (AVE)</p> <p>Number of cuttings</p> <p>Word count/minutes of coverage</p> <p>Inclusion of key messages</p>
Estimated cost	None
Target delivery date:	<p>Request synopsis by 1st May</p> <p>Provide copy by 1st June</p> <p>Feature on universities and business is in July issue</p>

Description	<p>Set up familiarisation visits</p> <p>These are for journalists to familiarise themselves with what education can offer businesses in Leeds, plus new builds of institutions. The visits will include a walk around relevant sites and interviews with relevant parties. Specifically we would like to set up:</p> <p>Visits from national journalists – education</p> <p>Visits from national journalists – property (to promote new Leeds City College building and the Rose Bowl building at Leeds Metropolitan University)</p>
Audience	<p>Potential businesses to benefit from innovation and knowledge transfer</p> <p>Prospective students and their parents (national and international)</p> <p>Alumni students</p> <p>Academics and potential members of staff</p>
Objectives	<p>To raise the profile of Leeds' education sector to a national/international audience</p> <p>To position Leeds as a leading city for education</p> <p>To promote Leeds' property portfolio of educational institutions</p>
Evaluation	<p>Positive pieces in national/international media</p> <p>Coverage – AVE</p> <p>Key messages achieved</p>
Estimated cost	Cost of accommodation, food etc. as part of visit
Target delivery date:	First set of FAM visits will be arranged for March 2009 to coincide with Leeds City College launch

Appendix ii

Description	Collate alumni case studies (national, international, famous) for use in press, on website, in other marketing collateral
Audience	Prospective students and their parents, both national and international Alumni students
Objectives	To highlight Leeds as the place to study and encourage prospective and alumni students to study here
Evaluation	Use of case studies: Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages Number of new students signed up
Estimated cost	None
Target delivery date:	Collate information by May 2009 Create case study material by July 2009 Place case studies by September 2009

Description	Increase use of existing education film We have a three minute film about the education offering in Leeds with comments from staff and students that hasn't been widely used, but this provides us with an opportunity to use it to promote the sector. Potential uses include: - To be placed as an online vodcast e.g. educationguardian.co.uk - To be played in background at exhibition stands - To form part of a press pack
Audience	Prospective students and their parents Academics and prospective members of staff Alumni students
Objectives	To highlight the key reasons why Leeds is the place to learn To encourage others to follow suit and come to the city to study
Evaluation	Number of views online
Estimated cost	tbc
Target delivery date:	Contact online editors of nationals and regionals by April 2009 Begin placing film online by May 2009

PRINT

Description	Produce an education factsheet Create an education factsheet that will sit alongside the Marketing Leeds suite of fact sheets, to be used as an information tool at all relevant exhibitions and events and in press packs
Audience	Businesses Opinion formers and decision makers Prospective students and their parents Alumni students Academics and potential members of staff
Objectives	To communicate Leeds' educational offering in a factual way
Evaluation	Number of factsheets distributed/downloaded
Estimated cost	tbc
Target delivery date:	End 2009

Description	Write a feature in the YEP special language edition
Audience	Businesses Potential students and their parents Alumni students
Objectives	Promote Leeds' innovation and knowledge transfer to businesses Highlight Leeds' educational resources, institutions and services Promote Leeds as a centre of educational excellence
Evaluation	Number of supplements distributed Some sort of call to action
Estimated cost	£10,000 (total for supplement)
Target delivery date:	March 2009

Description	Include an education section in the Leeds Live it Love it magazine The Leeds Live it Love it magazine is a lifestyle magazine aimed at consumers looking to relocate to Leeds, and students
Audience	Prospective students and their parents Alumni students
Objectives	To promote Leeds as a centre of excellence for education To encourage national and international students to come to the city to study and live To encourage alumni students to return to the city to study
Evaluation	Number requested/distributed
Estimated cost	tbc
Target delivery date:	May 2009

ONLINE

Description	Utilise eNewsletter to spread education/business message There is an education section in every edition of the Marketing Leeds online newsletter. The newsletter communicates the latest Leeds news to an international audience via the Marketing Leeds database of international contacts. We can include a story in every edition which highlights the links between education and business
Audience	Businesses regionally/nationally/internationally
Objectives	Communicate key events/stories for the sector, particularly those with a business focus Raise the profile of the city's news, projects and initiatives for the sector on an international scale
Evaluation	Evaluation of site traffic and number of unique users Number of new signups Request for further information
Estimated cost	None
Target delivery date:	March/April 2009

Description	Create an online survey Survey on the Leeds Live it Love it website (student page). Main question: How long did it take you to fall in love with [studying in] Leeds? Results to be published on Valentine's Day on website
Audience	Prospective students and their parents Alumni students
Objectives	Promote Leeds and its educational offering Highlight why students love Leeds after living/studying there – on brand with Leeds Live it Love It
Evaluation	Number of responses to survey Number of visitors to page on website
Estimated cost:	tbc
Target delivery date:	Issue survey beginning January 2009 Collate results early February 2009 Publish results 14 th February 2009

Description	Development of business section of Leeds Live it Love it website The Leeds Live it Love it website, with 220,000 unique visitors, has a section on business. We can use this to highlight the links between business and education in the city
Audience	Businesses regionally/nationally/internationally
Objectives	To highlight the strong links between education and business in Leeds

Evaluation	Visitors to website
Estimated cost	tbc
Target delivery date:	End 2009

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EVENTS

Description	Leeds Business Week Leeds Business Week is a series of events to promote businesses in Leeds. One of the timeslots during the week will be used to promote the education sector strengths in Leeds
Audience	Local and regional businesses
Objectives	Raise profile of the strong links between education and business in Leeds
Evaluation	Number of individuals attending event Coverage of event – AVE Key messages achieved
Estimated Cost	tbc
Target delivery date:	1 - 5 June 2009

Description	The Business of...Education This is a question time type event with a chair, panel and reception and private dinner. It is an opportunity for individuals to discuss the education sector in Leeds
Audience	Opinion formers and decision makers – national and international
Objectives	Increase awareness of Leeds as a leading city for education and business
Evaluation	Attendance at event Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated Cost	tbc
Target delivery date:	March 2009

Description	Leeds Shopping Week Leeds Shopping Week is a week is an annual celebration of the city's retail offer. During the week there could be an education day to highlight relevant courses at the Leeds universities such as PR, fashion and design
Audience	Prospective students and their parents Alumni students
Objectives	To highlight the mix of courses available at the colleges and universities in Leeds
Evaluation	Number of people attending event Number of people enquiring about courses
Estimated cost	tbc

Target delivery date: October 2009

Description	Leeds Loves Food A celebration of the city's food offer. During the week we plan to have an education element promoting the food related courses available at the new Leeds City College.
Audience	Prospective students and their parents Alumni students
Objectives	To highlight the mix of courses available at the colleges
Evaluation	Number of people attending event Number of people enquiring about courses
Estimated cost	tbc
Target delivery date:	July 2009

Longer term ideas 2010 and beyond

ONLINE

Description	Setting up an education online blog We could set up an online blog for current students to comment on what it's like to study in the city. It could also include a section for alumni students
Audience	Prospective students and their parents Alumni students
Objectives	To encourage more students to the city (potential and alumni)
Evaluation	Number of visitors to the site
Estimated cost	tbc
Target delivery date:	March 2010

EVENTS

Description	Association of Colleges Conference, 2012 Every year the Association of Colleges holds a national conference, where leading education spokespeople deliver speeches to over 1,200. Traditionally this is held in Birmingham but Leeds could be a potential venue?
Audience	Senior level individuals from educational establishments in the UK
Objectives	To raise the profile of Leeds as a city of excellence in the education sector To promote Leeds' conference facilities for events of this nature
Evaluation	Number of attendees Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated Cost	tbc
Target delivery date:	Consult with partners to determine viability Work with partners to establish process and opportunity by Winter 2009 Collate bid document or meeting presentation Confirm Leeds as venue for event in 2011

Marketing Leads

Marketing Leads Business Plan

2009 – 2012

Media and Creative Sector Campaign Plan

MARKETING LEEDS CAMPAIGN 2009/10 – MEDIA AND CREATIVE SECTOR ACTIVITY**1. Introduction**

Leeds is the UK's third largest centre for the media and communications industry outside London. The city's reputation as a young, vibrant place to work, live and socialise has been vital to the rapid growth of this sector over the last decade.

There are 13,600 people employed in the Leeds media industry — more than 1,600 companies in the region cover a broad spectrum that includes marketing, publishing and broadcasting.

Since 1998, the number of people working in the media in Leeds has risen by 20 per cent, and this growth looks set to continue — the sector is characterised by breadth, expansion and a willingness to embrace change. Yorkshire Post, ITV1 Yorkshire and the BBC are the foundation of the city's media industry, whilst independent publishing is best represented by The Leeds Guide. Leeds-based agencies like an agency called england, Brahm and numiko are leading the creative industries within the region and creating a stir nationally.

The success of any media or communications company is dependent on talent — the people that make up its workforce. Leeds Met was one of the first universities in the country to offer a dedicated PR degree course, and over the last ten years, the city's higher and further education institutions have successfully kept pace with the industry's need for skilled staff by producing some of the highest calibre graduates in the country.

The city also attracts communications professionals from across the UK, thanks to the excellent quality of life available in the city, which matches the needs of everyone from young 'creatives' to older more experienced hands.

[Source: Relocation Leeds]

2. Rationale

The media and creative sector is a key priority for Marketing Leeds. It fits well with the broader goals of Leeds/UK, as defined by Leeds City Council, Leeds Initiative, Leeds Chamber, Yorkshire Forward and Dept of Culture, Media and Sport.

National - Department for Culture Media and Sport (Appendix i)

Creative industries have been identified as a key growth sector for the UK by DCMS

Regional – Yorkshire Forward (Appendix ii)

Yorkshire Forward has named **digital** as one of seven 'key clusters' in its strategy for the region

NB: YF continues to show strong support for the sector, although the aims and strategy have not yet been clearly defined and set out by Digital Yorkshire (org for delivering the digital cluster strategy).

Local – Leeds City Council/Leeds Initiative (Appendix iii)

Neither organisation has a specific strategy for media/creative, but their overall strategies can be easily applied to the sector:

Leeds City Council / Leeds Strategic Plan: "Increase international communications, marketing and business support activities to promote the city and attract investment"

Leeds Initiative / Vision for Leeds 2004–2020: "Going Up A League"

These aims can both be achieved by increasing awareness of Leeds as a centre for excellence in the sector.

ML's focus should always be on raising national and international profile

To be widely recognised as the leading media and creative centre outside London

3. Objectives

- To be recognised as the leading media and creative centre outside London
- To attract increased levels of business for Leeds agencies
- To achieve national profile for the work of Leeds agencies
- To attract more business relocations and new employees to the city's media and creative sector
- To host a national event for media/creative sector each year

4. Key messages

- Large - Third largest media city in UK (1. London, 2. Glasgow, 3. Leeds – ONS figures)
- Growing - 20% growth since 1998 (twice national average – LCC and DCMS figures)
- Diverse - major agencies and orgs doing work of national significance (England, Brahm, Numiko)
- Infrastructure - Holbeck Urban Village; one of the best telecoms networks in Europe; first PR course at Leeds Met; strong regional media;
- Quality of life - city is popular with young cultural/creative types, which is vital for a successful knowledge/creative economy (for importance of this, see theories of Richard Florida, http://en.wikipedia.org/wiki/Richard_Florida)

5. Audiences

- Consumers - Members of the public, consumers of digital/creative/media
- Opinion formers/decision makers
Key individuals, nat/intl – e.g. the Rt Hon Margaret Hodge, Minister of State for Culture, Media & Sport; Will Hutton, CEO of The Work Foundation, author, columnist; Jude Kelly, Artistic Director of the South Bank Centre; Baron Melvyn Bragg, Chancellor of University of Leeds, President of the National Campaign for the Arts; Professor Richard Florida, author, columnist etc
- Key media - National and intl – Guardian/Times/Independent, Culture Show/South Bank Show, Radio 4 / BBC4
- Business
Sector – businesses and individuals in sector, local focus
Suppliers – related and supporting businesses, nat/intl
Clients – current and potential customers for Leeds' creative businesses, natl/intl
- Public sector
Central govt, DCMS
Arts Council
English Heritage
Screen Yorkshire
Lottery Fund
British Film Institute
- Stakeholders
Leeds City Council
Leeds Chamber of Commerce/Leeds Media
Yorkshire Forward

CAMPAIGN ELEMENTS AND SPECIFIC INITIATIVES

PRINT

Description	Factsheet Create a media and creative sector fact sheet that will sit alongside the Marketing Leeds suite of fact sheets, to be used as an information tool at all relevant exhibitions, events and in press packs.
Audience	City ambassadors Opinion formers and decision makers, nat/intl Press/info packs, etc
Objectives/outputs	Enabling local representatives to communicate Leeds offer Positioning Leeds with nat/intl opinion formers Facilitating journalist FAM visits/articles with concise info
Measurement/evaluation	Number of factsheets distributed/downloaded Penetration of facts into general knowledge/awareness?? Difficult to measure, might need to be anecdotal examples primarily??
Target delivery date	End May 2009

Description	Article in Relocation Leeds
Audience	Individuals in sector outside Leeds Businesses in sector in Leeds
Objectives/outputs	Helping local businesses to attract and recruit talented staff Encouraging people to relocate to Leeds from UK/abroad
Measurement/evaluation	Number of magazines requested/distributed Enquiries to inward investment team Population figures??
Target delivery date	Ongoing monitoring of use of Relocation Leeds

Description	Feature in YEP Special Language Editions 1,000 word article to promote media and creative sector to national/international audiences
Audience	Individuals and businesses internationally
Objectives/outputs	To communicate strength of Leeds offer to intl audiences
Measurement/evaluation	Number of supplements distributed
Target delivery date	March 2009 and ongoing

Description	ML Newsletter Regular updates to be included in ML newsletter to inform stakeholders/champions and wider audience of activity around the media and creative sector
Audience	Internal stakeholders Targets for Champions scheme
Objectives/outputs	Communicate ML's work for this sector to key stakeholders Ensuring support/funding for ML
Measurement/evaluation	Number of newsletters distributed
Target delivery date	Quarterly

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ONLINE

Description	Sector page on website/business section Create a sector specific page highlighting the strengths and key messages for the media and creative sector
Audience	Local individuals and businesses – in the sector, ambassadors Local businesses – potential clients National/intl individuals and businesses – potential clients
Objectives/outputs	Raise the profile of the Leeds media and creative sector to external audiences
Measurement/evaluation	Views of page Referrals to partner sites (e.g. leedsmedia.co.uk) Requests for information (e-newsletter, literature)
Target delivery date	April 2009

Description	ML eNewsletter Inclusion of relevant successes and new stories from media and creative sector in relevant editions of enewsletter
Audience	Individuals regionally/nationally/internationally
Objectives/outputs	Communicating key events/stories for the sector
Measurement/evaluation	Number distributed Number of new signups
Target delivery date	Jan/Feb 09 March/April 09 May/June 09 July/August 09 September/October 09 November/December 09

PUBLIC RELATIONS/MEDIA	(NB collaboration with Leeds Media will be essential in all PR/media activity)
Description	Familiarisation visits Arranging visits from key sector journalists, e.g. digital editors of the national newspapers and key trade press, to familiarise themselves with the sector offering in Leeds.
Audience	Consumers - those working in the media/creative sector Consumers - those interested in the media/creative sector Media – sector editors of regional, national newspapers and international newspapers, journalists working on key trade press e.g. Campaign, The Drum.
Objectives/outputs	Increase awareness of Leeds as a media/creative hub amongst key audiences Increase number of articles in target media
Measurement/evaluation	Coverage achieved in target titles: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	Accommodation and food will be provided in kind by champions. Transport for the journalists may have to be paid for – approximately £170 for one first class return train ticket from London.
Target delivery date	Detailed schedule of visits to be produced by September 2009 First visits in November 2009 to coincide with Digital Week and DADIs.
<hr/>	
Description	Ongoing press activity Day to day proactive and reactive press activity such as reacting to journalist enquiries about the sector, identifying feature/interview opportunities in relevant press and collating press cuttings resulting from enquiries or FAM visits (see above). All activity to be coordinated by the PR Manager and passed on to other agencies wherever relevant.
Audience	Journalists/broadcasters – international, national, regional and trade End consumers of media.
Objectives/outputs	Raise profile of sector nationally/internationally
Measurement/evaluation	Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date	Forward feature opportunities for 2009 to be identified by 1 st April 2009: 1. In the two months prior to each feature, a synopsis will be requested 2. Discuss opportunities identified with Leeds Media and agree action 3. Copy/information and/or suggested names for interview will be forwarded to the journalist by their deadline 4. A copy of the publication/coverage will then be requested Timing of other activity is dependent on press enquiries/coverage

EVENTS

Description	Drum Awards for Digital Industries (DADIs) National awards ceremony for the digital creative sector outside London, organised by industry magazine The Drum
Audience	Individuals and businesses in digital sector nationally Potential clients for digital services nationally
Objectives/outputs	National event for sector in Leeds Increase awareness of Leeds as a UK creative hub
Measurement/evaluation	Increased participation of local businesses leading to increased awareness of the creative/digital offer in Leeds natl/intl National media coverage Attendance at event
Target delivery date	Scheduled for November 09. Plans to retain event in Leeds until 2011.

Description	Leeds in ... – Digital/creative event Any future 'Leeds in' festival of commerce and culture to include a key focus on the creative and digital industries and a delegation representing this sector.
Audience	Individuals and businesses in digital sector internationally Potential clients for digital services internationally
Objectives/outputs	Taking Leeds sector to 'global marketplace' Increase awareness of Leeds as a creative hub internationally
Measurement/evaluation	Increased business enquiries from target country for companies/ organisations involved Attendance at event
Target delivery date	Detailed plan to be submitted once destination for 2010 "Leeds in ..." Festival

Description	Leeds Business Week – creative and media event/day This event will include champions - an agency called england, Brahm and Weber Shandwick - and will explore how to reach new audiences and effective use of new marketing tools i.e. mobile phone marketing. The target audience is in house marketing managers/ directors plus other marketing agencies.
Audience	Individuals and businesses in digital sector regionally/nationally Potential clients for digital services regionally/nationally
Objectives/outputs	Increase awareness of Leeds as a creative hub Positioning Leeds as national leader in sector after London
Measurement/evaluation	Contacts made / new business enquiries

Target delivery date Marketing of the week will commence March 2009 with delivery of the event in June 2009

Description	Leeds Digital Week To explore how ML can add value to the Holbeck Urban Village/Leeds Media event particularly in relation to raising national/international awareness.
Audience (for week)	Individuals and businesses in digital sector regionally/nationally Potential clients for digital services regionally/nationally
Objectives/outputs	Consider how ML can use the opportunity created by LDW to:- Increase awareness of Leeds as a creative hub Position Leeds as national leader in sector after London Raise international awareness of this sector
Measurement/evaluation	Attendance at events Regional/national media coverage Contacts made / new business enquiries
Target delivery date	Detailed plan by July 2009 following consultation with Holbeck Urban Village and Leeds Media

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Longer term ideas 2010 and beyond

Description	The Business of ... "Creativity" A Question Time type event featuring key national panellists
Audience	Opinion formers and decision makers – national / international
Objectives/outputs	National event for sector in Leeds Increase awareness of Leeds as a creative hub
Measurement/evaluation	Attendance of event Coverage of event in national media
Target delivery date	TBC
<hr/>	
Description	Explore Leeds/ML role in C&binet (Creativity and business international network) International conference to be held in London annually from 2009
Audience	Individuals and businesses in digital sector natl/intl Potential clients for digital services natl/intl
Rationale	Potential to Increase awareness of Leeds as a creative hub and position Leeds as national leader in sector after London
Measurement/evaluation	Contacts made / new business enquiries
Target delivery date	Contact with organisers to identify opportunities presented by event by April 2009 Consultation with key stakeholders by June 2009 Plan of activity (if any) by August 2009

The Marketing Leeds strategy for 2009-11 supports the following initiatives:-

NATIONAL STRATEGY, DCMS

Creative Britain: New Talents for a New Nation

Report by Department for Culture, Media and Sport – February 2008

“The vision is of a Britain in **ten years’ time where the local economies in our biggest cities are driven by creativity**, where there is a much expanded range of creative job opportunities in every region with clear routes into creative careers from local schools and colleges, and where every young person believes they have real choice to use their talents in a creative capacity. It is a vision of creativity as an engine of economic growth for towns, cities and regions. It’s also a vision of dynamic, innovative, successful creative businesses providing prosperity and fulfilling job opportunities right across the country.

The journey mapped out in this plan covers the whole creative process from the grassroots to the global marketplace. It starts in schools, with a new commitment culture in children’s education. It links education and the world of work, and includes a major signal of the Government’s intent by supporting the creative industries to expand significantly apprenticeships to 5,000 a year by 2013 right across the country. It continues into the workplace with actions to support businesses and it looks to the future with the promise of a ground-breaking international event for the world’s leading creative businesses. Together this journey provides a coherent and comprehensive set of measures to make Britain the world’s creative hub.”

DCMS objectives – “to make Britain the world’s creative hub”

Summary – “From local to global”

- Supporting grassroots developments in education and training for sector
- Developing business support networks and infrastructure to facilitate growth
- Increasing presence and profile in the international marketplace through major event(s)

“Our creative industries have grown twice as fast as the rest of the economy in recent years, now accounting for over seven per cent of GDP.”

“As a major signal of the Government’s intent we are supporting the creative industries to significantly expand apprenticeships to 5000 a year, right across the country”

“a series of wide-ranging initiatives developed specifically for the sector, like steps to protect intellectual property and support for innovation. “

“to give our creative industries a powerful global presence and the opportunity to compare themselves with the very best in the world. The centrepiece of this will be the World Creative Business Conference, a new annual international event, which we hope will become the equivalent of Davos for the creative industries.”

“Britain is a creative leader, but, with the new sense of energy and focus on our country that the Olympic Games will bring, it is a realistic ambition to make Britain the world’s creative capital.”

“from the grassroots to the global stage”

“Britain is a creative country and our creative industries¹ are increasingly vital to the UK. Two million people are employed in creative jobs and the sector contributes £60 billion a year – 7.3 per cent – to the British economy. Over the past decade, the creative sector has grown at twice the rate of the economy as a whole and is well placed for continued growth as demand for creative content – particularly in English – grows.”

“The creative industries must move from the margins to the mainstream of economic and policy thinking, as we look to create the jobs of the future.”

“These are the threads that connect a country that values excellence in the arts and culture, a population rich in creative talent, and an innovative and flourishing creative economy.”

Education (apprenticeships – increasing access to sectoral education)

Delivery at local level – universities, colleges, Leeds Chamber and Leeds Media

Work (supporting businesses – improved IP rights)

Delivery at local level – Leeds Chamber and Leeds Media

International (raising profile through major event for sector)

- Delivery at local level – Marketing Leeds:
- Ensuring presence at national sectoral event – “World Creative Business Conference” idea
- Opportunities for ML to do profile event in Leeds – e.g Dadi awards, Business of Creativity,

References

DCMS – Creative Britain: New Talents for a New Nation

Work Foundation – Staying Ahead: The Economic Performance of the UK’s Creative Industries

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REGIONAL STRATEGY

Yorkshire Forward

Yorkshire Forward has identified seven key clusters that have the potential to deliver significant economic growth in the future. They are:

- [Advanced Engineering and Metals](#)
- Bioscience
- Chemicals
- [Digital Industries](#)
- [Food and Drink](#)
- Healthcare Technologies
- Environmental Technologies

Source: <http://www.yorkshire-forward.com>, Cluster Strategy document

“Digital industries” is defined as including the following areas:

- ICT
- Electronics including telecoms
- Music, Visual & Performing Arts
- Media & New Media Film, TV, Games & Digital Content
- E-Learning
- Print & Printed Packaging
- Design Product, Branding & Web

The sector employs 123,025 people including 18,006 self-employed and freelancing
13,183 CDI businesses in the region
£5.21bn gross value added to the region

Sectoral organisation – **Digital Yorkshire**

<http://www.digital2010.org.uk/page.php?about>

LOCAL STRATEGY

Leeds City Council – Leeds Strategic Plan

Strategic Outcomes

What we want to see by 2011:

- Increased entrepreneurship and innovation through effective support to achieve the full potential of people, business and the economy
- Increased international competitiveness through marketing and investment in high quality infrastructure and physical assets, particularly in the city centre

Improvement Priorities

By 2011 we want to:

- Increase innovation and entrepreneurial activity across the city.
- Facilitate the delivery of major developments in the city centre to enhance the economy and support local employment.
- Increase international communications, marketing and business support activities to promote the city and attract investment.

Leeds Initiative - Vision for Leeds 2004-2020

The Vision for Leeds has three main aims:

- Going up a league as a city - making Leeds an internationally competitive city, the best place in the country to live, work and learn, with a high quality of life for everyone.
- Narrowing the Gap between the most disadvantaged people and communities and the rest of the city.
- Developing Leeds' role as the regional capital, contributing to the national economy as a competitive European city, supporting and supported by a region that is becoming increasingly prosperous.

Leeds Chamber (via Leeds Media)

Locally focused business support and development, including networking events, training courses, seminars, Business Opportunities network, etc.

Marketing Leeds

Marketing Leeds Business Plan

2009 – 2012

Retail and Leisure Sector Campaign Plan

MARKETING LEEDS CAMPAIGN 2009 – RETAIL AND LEISURE SECTOR ACTIVITY**1. Introduction**

The retail sector accounts for approximately 10% of the jobs in Leeds and is a significant contributor to the local economy.

In the last 10 years over £294 million has been invested into retail and leisure developments in Leeds. The next project to be completed is the Trinity Quarter.

The leisure sector in Leeds (defined as sport, health and fitness, parks and open spaces, entertainment and night-time economy) is also a thriving sector with unrivalled resources for hosting events such as the World Corporate Games in 2008, Party in the Park and Opera in the Park, as well as indoor spaces such as the new Leeds Academy. With the development of an arena, the leisure sector offering within the city will increase significantly. In addition, over two thirds of the Leeds district is open space, public parks, gardens and green belt.

With strong assets and new developments there are limitless opportunities to use the strengths of the Leeds retail and leisure offering to encourage business and leisure tourism as well as inward investment.

This is also a difficult time for the retail and leisure sector and so increased support is essential to maintain and hopefully grow the sector.

The leisure sector crosses over heavily with the culture sector. Therefore there are certain crossovers with the cultural plan. The two plans will dovetail throughout.

2. Objectives

- To use the retail and leisure sector to encourage businesses and individuals to visit/ relocate to Leeds
- To raise the profile of Leeds through the retail and leisure sector.
- Encourage national and international visitors to Leeds
- Profile Leeds to potential traders or investors from the retail and leisure sector and encourage retailers to invest in the city
- Work collaboratively with other regional/ city bodies to recognise the city's aspirations to attract major events such as the MTV Music Awards and major international sporting events.

3. Key Messages

The key messages for the sector will change depending on the audience. However, after consultation with some of the key retailers and stakeholders for the sector key messages for the sector include:

- Lifestyle: The strength of the retail, green space and sports facilities (crossover with key messages from cultural plan)
- Education: The expertise of the education system in Leeds in producing the next generation of fashion industry and leisure industry talent such as PR courses, journalism etc.
- Business: The size and strength of the retail and leisure industry and the potential for investment.

4. Audiences

- National and international consumers – leisure tourists.
- Potential traders or investors – Retailers, event organisers, businesses and developers.
- Opinion formers - Television production companies, print and broadcast journalists.
- Leeds residents – Increasing footfall and dwell time within the city centre and encouraging individuals who work within the city to visit during evenings and weekends.

CAMPAIGN ELEMENTS AND SPECIFIC INITIATIVES

PRINT

Description	<p>Retail and leisure fact sheets – shopping, food and sport.</p> <p>The retail and leisure sectors are diverse and rich sectors with specific key messages which change annually. Fact sheets on retail, sport, arts/ culture and food will be produced through consultation and updated regularly. The sheets will be edited to include key selling messages and used as a press tool and reference document to sit alongside the Marketing Leeds suite of fact sheets.</p>
Audience	Potential traders or investors, national and regional media, city ambassadors, opinion formers and decision makers
Objectives	<p>An easy to use reference document for audiences to use to support activity. To be included in press packs for specific events such as Taste of Leeds, Leeds Shopping Week and MAPIC so that the city can speak authoritatively and with one voice</p> <p>To be used in conjunction with other fact sheets at all relevant events and exhibitions.</p>
Evaluation	<p>Number of fact sheets distributed</p> <p>Requests for further information</p>
Target delivery date	May 2009
Estimated cost	1000 fact sheets cost £850
<hr/>	
Description	<p>A Series of City Trail Maps – Retail, food, culture and leisure hotspots.</p> <p>A collaborative initiative with City Centre Leeds and Visit Leeds as part of the Legible Leeds Project.</p> <p>The city centre is changing with new developments etc. This series of maps will be used to help navigate existing city centre users as well as new visitors including tourists, students and new residents, from existing areas to new developments (such as Clarence Dock)</p> <p>The maps would have different coloured trails depending on what the consumer would like to take part in.</p> <p>Would include promotional tools to promote lifestyle champions.</p>
Audience	General consumers, retail and leisure tourists
Objectives	<p>To encourage consumers to discover new developments within the city centre.</p> <p>Increase dwell time within the city centre</p> <p>Promotional tool to use through a PR campaign</p> <p>Tool to promote champions</p>
Evaluation	<p>Data capture through promotional codes.</p> <p>Number used</p> <p>Anecdotal feedback from those involved</p>
Target delivery date	Ongoing project. First map to be produced by October 2009 (For Leeds Shopping Week).

ONLINE

Description	Event sub sites
	The retail and leisure sector rely heavily on events to promote their activity and also lend themselves to festival and promotional activity. Online presence is key to promoting all activity.
	Event sub sites will be produced for:
	<ul style="list-style-type: none"> • Chelsea Flower Show (May 2009) • Leeds Loves Food (July 2009) • Leeds Shopping Week (October 2009) • Festive Leeds (Winter 2009)
Audience	Media and festival/ event supporters and visitors.
Objectives	Websites/ subsites are relatively cheap and easy to update tools to promote the key events.
Evaluation	<p>Evaluation of site traffic and number of unique users Requests for further information Referrals to partner sites via LILO Increase in visitors to events</p>
Target delivery date	Six weeks before each festival
Estimated cost	£3k per site

Description	What's On' and 'Things to do' on LILO
	The 'What's On' section of LILO is available for all retail and leisure activity. Information can be filtered through to all four streams of the site i.e. business, residents, visitors and students. Also the 'Things to do' sections will include information on retail and leisure destinations and events. The main site will also signpost the sub sites with links and banners.
Objectives	<p>To promote Leeds as a retail and leisure destination. In particular to increase:</p> <ul style="list-style-type: none"> • The number of people visiting the city from outside of the region for specific events • Overnight stays and weekend breaks • Footfall in Leeds city centre at the weekend
Target delivery date	Ongoing
Evaluation	<p>Evaluation of site traffic and number of unique users Requests for further information Referrals to partner sites via LILO Increase in visitors to events</p>

Description	E-Newsletter
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The e-newsletter is a key tool to promote the sector and events/ activity throughout the year. Features within the e-newsletter are promoted to an international audience via our database of international contacts

Audiences	General consumers and businesses
Objectives	To raise the profile of the city's retail and leisure news, projects and initiatives on an international scale
Evaluation	Evaluation of site traffic and number of unique users Requests for further information Referrals to partner sites via LILO
Target delivery date	The e-newsletter is bi-monthly. Key stories for this sector are:- March - April Leeds Loves Food Announcement May - June Leeds Shopping Week announcement and Leeds Loves Food July - Aug Feature on the success of the national supplement Sept - Oct Leeds Shopping Week Nov - Dec Festive Leeds

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PR

Description	Familiarisation Visits Journalists from key titles will be invited to Leeds to experience the city with a focus on specific sectors e.g. during Leeds Loves Food the focus will be on the food and drink offering and during Leeds Shopping Week the focus will be on shopping.
Audience	End readers of publications working in or interested in food and drink Media – food editors of internationals, nationals and regionals, journalists working on food trade publications, food website journalists
Objectives	To raise profile of Leeds' restaurants and food offering To achieve coverage in key publications
Evaluation	Coverage achieved in target titles: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	Accommodation and food for the journalists during their stay will be provided in kind by our champions. Transport may have to be paid for – cost tbc.
Target delivery date	Detailed schedule of visits to be pulled together by May 2009, with a view of first visits taking place in July 2009 to coincide with Leeds Loves Food.

Description	Issuing regular press releases Press releases will be issued to relevant international, national, regional, consumer and trade publications prior to, during and after key sector events in the city.
Audience	End readers of publications working in or interested in food and drink Media – see above
Objectives	To raise awareness of the sector outside of the region To raise profile of events and encourage people (public and press) to attend To achieve coverage in key publications
Evaluation	Coverage achieved in target titles: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date	First press release will be issued in March 2009 for the regional launch of Leeds Loves Food.

Description	Ongoing press activity Day to day proactive and reactive press activity such as reacting to journalist enquiries about the retail and leisure sector, identifying feature/interview opportunities in relevant press and collating press cuttings resulting from
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Appendix ii

enquiries or FAM visits (see above). All activity to be coordinated by the PR Manager.

Audience	Journalists/broadcasters – international, national, regional and trade End consumers of media
Objectives	Raise profile of sector nationally/internationally
Evaluation	Coverage achieved: Advertising value equivalent (AVE) Number of cuttings Word count/minutes of coverage Inclusion of key messages
Estimated cost	None
Target delivery date	A schedule of forward feature opportunities for 2009 to be completed by 1 st April 2009: Timing of other activity is dependent on press enquiries/coverage

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EVENTS

Description	Leeds Shopping Week (October 15)
	<p>2009 will be the fourth Leeds Shopping Week. It is a week long festival highlighting the retail offering in the city from a consumer and commercial/business point of view.</p>
	<p>Using celebrities as footfall drivers to encourage visitors and as a PR pull, Shopping Week promotes the city as the destination for shopping and leisure breaks.</p>
	<p>Marketing Leeds' role within the week is to provide PR support to give the week a national and international focus and audience. It is also Marketing Leeds' role to ensure that there are key events within the week which will secure a national and international audience and that marketing literature is of a standard to promote to this audience and position Leeds as a leading destination for shopping.</p>
Audience	<p>With business and consumer elements the audience spans regional, national and international traders or investors, retailers and consumers.</p>
Objectives	<p>To highlight the retail offering in the city To encourage national and international visitors To encourage inward investment and relocations</p>
Target delivery date	<p>Pre promotion for the week will begin in March with activity running through to the event (15 October – 25 October)</p>
Estimated cost:	<p>£10K contribution to the week</p>
<hr/>	
Description	The Business of Shopping/Retail
	<p>An event as a part of The Business of...series. Focusing on the strengths of the retail offering in Leeds. Highlighting the new developments and individual contributors to the thriving Leeds Retail sector. This event will be a part of Leeds Shopping Week.</p>
Audience	<p>Key business people, significant people from the retail sector, national individuals, politicians and the media</p>
Objectives	<p>Raise profile of the city's retail expertise on a national scale Position Leeds as a centre for excellence for retail.</p>
Target delivery date	<p>October 2009</p>
Estimated cost	<p>Approx £15k</p>
<hr/>	
Description	MAPIC (November)
	<p>Unites key retail real estate individuals in Cannes for a week long series of events and exhibitions.</p>
	<p>Working with the key partners for the event, City Centre Leeds, Marketing Leeds' role is to promote Leeds to delegates, supporting the PR activity for the event and potentially hosting an event. Marketing Leeds will also</p>

	distribute literature at the event promoting Leeds' retail offering and potential investment opportunities.
Audience	Retailers, traders or investors, developers and press.
Objectives	To encourage investment in Leeds and also persuade key retailers to choose Leeds for new stores.
Target delivery date	November
Evaluation	Number of individuals attending the event Media coverage Inward investment leads.

Description	Festive Leeds Collaborative work across City Centre Leeds, Leeds City Council, Marketing Leeds and retailers bring the Festive Leeds campaign to life. Promoted through a brochure and the national supplement, website and PR campaign the focus is to encourage visitors to use the city centre over the festive period. Marketing Leeds' role within this festival is to offer PR and marketing support to encourage a national and international audience.
Audience	Regional, national and international consumers.
Objectives	To encourage regional and national visitors to the city centre for weekend and Christmas breaks.
Target delivery date	Initial PR to begin in May June (for long lead titles) with the main marketing activity and calendar of events to commence mid November.
Evaluation	Footfall Customer spend Press coverage

Description	Leeds Loves Food Marketing Leeds will work with City Centre Leeds to promote and market a city wide food festival. The festival will include events, promotions, offers and celebrity chefs. Marketing Leeds' role is to ensure the event is promoted to a national and international audience through press trips, a pr campaign, events which will attract a national audience. Marketing Leeds will also work with City Centre Leeds to ensure the supporting literature and positioning of the event is of a standard to attract national attention.
Audience	Regional, national and international consumers. National and trade press
Objectives	To showcase the city's food and drink offering Increase visitors to Leeds
Target delivery date	The event will be promoted from 1 March and delivered from the 2-5 July.
Evaluation	Number of individuals attending the event Media coverage

Marketing Leads

Marketing Leads Business Plan

2009 – 2012

International Activity -

Process for identifying target destinations

International Activity – process for identifying target destinations

As part of Marketing Leeds Strategic Planning Day the Board considered how we might best determine the ultimate destination for any major international activity over the next three years.

In broad terms the Board have agreed that over the next 3 years we should host one major event of the 'Leeds inFestival of Commerce and Culture' type per year and that we should aim to hold these in one European, one US and one Hong Kong/Chinese destination, subject to specific evaluation and consultation.

Following discussions with The Chamber of Commerce, LFSI, Leeds Legal and Leeds Bradford International Airport, the following approach is suggested.

We look for destinations:-

- Identified as priority markets for Yorkshire Forward (key funder) and UK Trade and Investment (key source of support) and highlighted for promotional activity by Yorkshire Tourist Board.
- Which are accessible via Leeds Bradford International Airport or identified as strategically important to the airport
- Where there is a clear business synergy or match with Leeds across a key group of Business Sectors
- Where we can clearly identify how we can position Leeds in the host market
- Where we believe there are opportunities to raise the profile of Leeds and maximise international trade, investment and Business or Leisure tourism

Once a range of destinations have been identified in each of the target areas it is suggested that the following activity informs the final decision.

- A market report is commissioned to consider each of the possible destinations and the relative merits or otherwise of activity in them based on the above criteria.
- Further detailed consultation takes place with key organisations in the city.
- The Chamber of Commerce will conduct a survey of members to identify how they would rank the destinations in terms of importance to their business and/or sector.
- UKT&I will be asked to establish the level of support that might be available from the Consulate in each of the destinations and a key point of contact.

We should not lose sight of the fact that success is built in to the 'Leeds in...' model itself. A significant level of business and sector support is needed in order to make such a project viable. More bluntly if we select the 'wrong' destination we will not achieve the level of support needed and would therefore be 'forced' to re evaluate the decision before any significant resources are invested in the project.

Wherever possible host cities will be encouraged to consider reciprocal activity to be hosted here in Leeds.

In addition to this strategic activity, Marketing Leeds will continue to support what we might class as 'opportunity' destinations; that arise as a result of activity by other city agencies or organisations. The branding, collateral and models established to date have been created so as to be flexible enough to be used for short promotions, such as this year's activity in Hamburg, as well as a large Festival of Commerce and Culture type event. The level of commitment to such opportunity markets or activity can effectively be judged on a case by case basis.

Marketing Leads

Marketing Leads Business Plan

2009 – 2012

PR campaign overview

12 month PR campaign overview

The table below show the skeleton PR campaign for Marketing Leeds in 2009, covering all sectors.

This is a working document that will be updated on a regular basis and will be subject to change. It does not include any reactive PR or ad hoc work including comment on newsworthy stories etc.

Further actions to be completed:-

- An online/ viral PR element to each month's activity needs to be added
- Work is currently also in place to get 2009 forward features lists to feed in to activity
- We will also support each sector group including LFSI, Leeds Media, the Hoteliers Association and Leeds Legal on PR activity which will be added to the table after further consultation and as appropriate
- Once further plans have been completed (ie manufacturing and property), other events and activity will be colour coded

- ✗ Cultural sector
- ✗ Retail and leisure sector
- ✗ Education sector
- ✗ Media and creative sector

Month	January	February	March
Events			MIPIM
Press Releases (short leads)		MIPIM	MIPIM
		Leeds Loves Food	
Press releases (Long leads)			
Press releases (trade)		MIPIM	MIPIM
		Business of Security and Protection	
Fam trips		Invitations to The Business of Security and Protection	Invitations to The Business of Security and Protection
			Cultural trips around new Howard Assembly Room

Month	April	May	June
Events	The Business of Security and Protection, 23rd		Leeds Business Week, 1-5
	Launch of Leeds City College	Chelsea Flower Show, 19-23	
	Opening of Rose Bowl, Leeds Met		
Press releases (short leads)		Leeds Business Week	Leeds Loves Food
Press releases (long leads)	Summer in the city	Shopping Week	
Press release (trade)	Leeds Business Week including round table (part of Leeds Business Week, tbc)		
Fam trips	National/ international fam visit to launch Summer in the City and promote Leeds Loves Food with days out/ weekend break press (work with Visit Leeds?)	Long lead press (consumer)	Business press (regional and potentially national)
	Business and security/crime press for		

Appendix ii

Month	April	May	June
	The Business of Security and Protection		
	Education press (national)		

Month	July	August	September
Events	Summer in the City		
	Leeds Loves Food		
Press releases (short leads)	Summer in the City		Shopping Week
Press releases (long leads)	Light Night		Shopping Week
Trade press			Shopping Week
Fam trips	Short lead food and drink press (international and national)		

Month	October	November	December
Events	Shopping Week	Festive Leeds	Festive Leeds
	Light Night	MAPIC	
	The Business of Shopping/Retail	DADI's/ Digital Week	
Press Releases (short leads)	Shopping Week Light Night	MAPIC DADI's/ Digital Week	
Press releases (long leads)			
Trade press		MAPIC DADI's/ Digital Week	
Fam trips	Short lead lifestyle press (international and national)	Short lead media/ creative industries press (consumer and trade)	Short lead lifestyle press (national, regional, supplements)

Marketing Leads

Marketing Leads Business Plan

2009 – 2012

Activity and Events Summary 2009-10

Activity and Events Summary 2009-2010

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
January/February 09	E-newsletter	E-newsletter to promote and raise the profile of Leeds on the national and international stage.	Regular newsletter highlighting key activity and achievements in the city. Anticipated Outcomes Circulation 3,000 regional, national and international contacts.	Leeds Champions, key stakeholders
19 – 21 January 09	Visit by Italy' UK Consul General, Laurence Bristow-Smith	De-brief meeting with leaders of delegations participating in Leeds in Milan 2008. Meeting with Leaders of LCC	De-brief meeting to evaluate Leeds in Milan 2008. To further develop plans for inward visit from representatives of Comune in Milan and discuss opportunities and plans arising from World Expo 2015 in Milan. Anticipated Outcomes Agree follow up activity for each sector. Agree programme for further activity in Milan/Italy. Agree recommendations for any future 'Leeds in' event. Continue dialogue and understanding between 2 key business centres	LCC, UKTI, LFSI, Leeds Legal, Property Sector, Leeds Chamber of Commerce, Leeds Hoteliers, Visit Leeds, Conference Leeds and LCC PPP Unit.
January 09	Consultation period – US activity	Consultation on Andrew Bole's report on US target cities for future activity.	Meeting with key consultees. ML CEO to present findings and share initial thoughts on recommendations and activity to follow. Input from key consultees. Anticipated Outcomes Recommendation to ML Board for decision and implementation.	Leeds Champions, Chamber of Commerce, LFSI, Leeds Legal, Leeds Hoteliers Association, LCC Conference and Tourism Teams, Property Sector, Cultural Sector and Educational Sector.
16 January 09	Business Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.	Meeting to be hosted by Land Securities at the new City Exchange to promote the quality of office space available to other Champions.	
24 February 09	Champions Event	To assist Leeds Champion to promote new private dining facility to key PA's in the city responsible for booking events for their	Captains Table event for key PA's within the city. Anticipated outcomes Promotion of private dining facility at Alea to	Alea Casino

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
		CEO/Organisations	encourage new business to venue.	
11 February 09	Lifestyle Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
February	Familiarisation Visit	To raise the profile of Leeds cultural offering.	<p>Invitation to international arts editors to see new Howard Assembly Room show and cultural offering.</p> <p>Anticipated Outcomes Coverage on international website Coverage in international media. Support routes to and from Leeds Bradford Airport. Increased visitor numbers, bed nights and spend.</p>	Jet2.com, Leeds Champions
February 09	Tbc – Sadlers Wells Event with Opera North			Leeds Legal, Opera North
February 09	E-newsletter	ML e-newsletter to promote and raise the profile of Leeds on the national and international stage.	<p>Specific email to be distributed to RFL, Leeds Rugby and Manley Sea Eagles databases to raise the awareness of the Carnegie World Club Challenge.</p> <p>To promote Champions special offers and the 'Leeds Offer' to visiting fans.</p>	Leeds Rugby, RFL
14 February 2009	Launch of 'Leeds Loves Food'	To raise awareness of Leeds Loves Leeds food festival	A launch event to raise awareness and gain support and participation in the Leeds Loves Food festival. ML to attract national media.	<p>Lead Partner - City Centre Leeds</p> <p>Other Partners – ML, Leeds Champions.</p>
16 February 2009	Research Project	Repetition of key research to establish benchmark for future activity.	Extensive research with multiple internal and external stakeholder groups was conducted in 2003. Key elements of this will now be repeated with a view to understanding what changes in perceptions have occurred since the last wave of research and to establish a new benchmark to evaluate the success of future communications activity.	(Brahm commissioned to conduct research)
26 February 09	Education Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
27 February 09	Carnegie World Club Challenge Dinner	To establish business links with key executives from New South Wales, Australia.	<p>Private meeting with CEO and Chairman of Manley Sea Eagles, RFL and Leeds Rugby to forge links with Australia and discuss how to make best use of sporting success in Leeds.</p> <p>Working with Leeds Initiative, Leeds Rugby, RFL, Leeds Met on Civic Reception and private dinner for business leaders and CEO & Chair of Manley Sea Eagles.</p> <p>Anticipated Outcomes RFL and Leeds Rugby now work closely with ML to expand events in Leeds to include international business audiences. Model created for use with other organisations.</p>	<p>Lead Partners – RFL, Leeds Rugby, ML</p> <p>Other Partners - Leeds Champions, Leeds Initiative</p>
March 2009	Series of Familiarisation Visits	To raise the profile of Leeds Business and education offering, via YWIBC, launch of Leeds Business Week, The Business of Security and Protection and Leeds City College.	<p>Series of visits by journalists highlighting Leeds business and education offering.</p> <p>Anticipated Outcomes Coverage on national/international website Coverage in national/international media. Support routes to and from Leeds Bradford Airport.</p>	Jet2.com, Leeds Champions
6 th March 09	Yorkshire Women in Business Conference	To attract senior business women in Yorkshire to Leeds for this prestigious event. To inspire young business women and allow opportunity to network with more senior business women.	<p>Full day keynote business conference for women in Yorkshire</p> <p>Anticipated Outcomes Additional YF funding provided to deliver this event. Significant regional media coverage. Over 400 business women targeted to attend. Mentoring opportunities to be created. Growth of city brand.</p>	<p>Lead Partner: RIBC</p> <p>Other Partners: Yorkshire Forward, ML, Forward Ladies, Coutts Bank, Chamber of Commerce, Brahm, ICAEW (UK) Ltd, Tebays, Believe</p>
March 09	YEP Special Edition	To promote the overall key business and lifestyle messages of Leeds to new audiences	<p>An English version of the YEP special edition to be used at various events throughout 2009. Different front cover for international activity, MIPIM, Chelsea Flower Show.</p> <p>Anticipated Outcomes</p>	<p>Sponsor – LBI</p> <p>Other Partners: Leeds Champions</p>

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			<p>Encourage inward investment, leisure and business tourism.</p> <p>Present a vision of Leeds that supports the city's objectives to go up a league.</p>	
10 – 13 th March 09	MIPIM	<p>Support for Location Leeds event</p> <p>To raise the profile of Leeds on the international stage.</p>	<p>To undertake profile raising activity as part of the Location Leeds programme at the International Property Conference in Cannes.</p> <p>Leeds and Bradford will host a joint stand at the conference this year.</p> <p>Leeds has decided not to take an apartment this year following extensive consultation with the private sector.</p> <p>ML to send 2 staff for 3 days. Plan to distribute 5,000 copies of YEP special edition in English with MIPIM specific outer cover. ML staff will also provide support and assistance on conference stand.</p>	<p>Location Leeds is the partnership which promotes Leeds at MIPIM. It is led by the private sector and supported by Leeds City Council. It involves leading representatives of the city's property and development community.</p> <p>Marketing Leeds is a partner in this project.</p> <p>Activity is divided between the Leeds stand, which is managed and organised by the team from Leeds City Council's City Development Directorate, and apartment where activity is decided by public/private partners.</p>
11 – 21 March	Visit to Hong Kong & Australia	<p>Awareness raising activity in advance of 'Australia in Leeds' August 2009 and potential to host Leeds Week in Hong Kong in November 2010.</p>	<p><u>Hong Kong</u></p> <p>Stop over on way to Australia to meet Director of Trade and Investment for Hong Kong and Consul General to further develop discussions commenced in October 2008. Full programme of meetings with potential partner organisations to be arranged by British Consulate General in Hong Kong.</p> <p>Anticipated Outcomes</p> <p>Raising the profile of Leeds to top business leaders.</p> <p>Secure support for project.</p> <p>Identify key partners.</p> <p>Agree action plan/timescales.</p>	UKTI

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			<p><u>Australia</u> Raising the profile of Leeds to top business leaders. Visit to Consulate General in Sydney and Melbourne to further develop discussions commenced in September 2008 and finalise plans for Australia in Leeds August 2009.</p> <p>The High Commissioner to host Dinner, in conjunction with Yorkshire Bank, in both locations. 30 top CEOs to be invited to each dinner for each location.</p> <p>Anticipated Outcomes Continued support for project. Promote Australia in Leeds event to top CEOs. Secure commitment to participate in Australia in Leeds delegation.</p>	UKTI, Yorkshire Bank, Yorkshire County Cricket, RFL
March/April 09	E-newsletter	E-newsletter to promote and raise the profile of Leeds on the national and international stage.	<p>Regular newsletter highlighting key activity and achievements in the city.</p> <p>Anticipated Outcomes Circulation 3,000 regional, national and international contacts.</p>	Leeds Champions, key stakeholders
April 09	Leeds fact sheets on Culture, Creative & Digital Industries, Retail & Leisure Sector, Food & Drink sector and Sports.	Fact sheets to further develop the case for why Leeds has particular strengths in specific sectors.	<p>To be used for familiarisation visits, national PR campaigns and relevant events/exhibitions.</p> <p>N.B. Widespread consultation and appropriate planning is necessary to ensure no duplication of messages or literature.</p>	Various
April 09	Visit to Milan	To present a proposal for Milan in Leeds and further discuss projects resulting from Leeds in Milan.	TBC	ARUP, LFSI, Leeds Legal, Leeds Hoteliers, Visit Leeds, Leeds Chamber, Chamber International.
23 April 09	The Business of Security & Protection – Thought Leadership Event	To address the perception that Leeds is a centre for crime and criminal behaviour. In reality, Leeds has a world reputation for research in to arms and	The second in a series of high profile ‘Question Time ‘type events. A series of Panellists will include Government Ministers and National figures alongside top representatives of the relevant sector from Leeds and Yorkshire.	Royal Armouries, University of Leeds

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
		<p>armaments and programmes which have demonstrably reduced the number of young people involved in gun and knife crime.</p> <p>Panellists to include Senior Police Officers, leading authorities, Royal Armouries, West Yorkshire Police and Community Leaders.</p> <p>Invitations will be extended to all local authorities in the UK.</p>	<p>A national audience will be invited together with representatives from Yorkshire. Topics for debate will be decided by representatives of the sector itself. But will aim to position Leeds and Yorkshire as leaders in the field and will highlight examples of innovation or enterprise drawn from the region.</p> <p>The debate itself will be followed (where appropriate) by a networking dinner to allow relevant agencies to influence and capture the audience</p> <p>Anticipated Outcomes Tbc</p>	
April 09	Publication of Marketing Leeds Newsletter	To inform Champions, stakeholders and potential Champions of ML activity.	Newsletter produced.	
April 09	Lifestyle Publication	A guide for business/leisure tourists visiting Leeds showcasing the retail, cultural, lifestyle offer of the city.	Circa. 50,000 copies produced and widely distributed to support cultural, retail and international campaigns (see sector campaign plans)	Leeds Champions, publication partner tbc.
21 April 09	Business Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
25 – 30 April 2009	FUSE Leeds	FuseLeeds aims to celebrate the wealth and diversity of today's vibrant new music scene, drawing on traditions including jazz, world, popular and contemporary classical.	<p>To assist the organisers of FuseLeeds, working with them to further increase the national and international profile of this bi-annual event.</p> <p>Anticipated Outcomes Increased awareness of the event. Increased national and international media coverage. FAM visits.</p>	FuseLeeds
May 09	Corporate Wisdom Lecture Series	High profile series to engage top CEOs from throughout Yorkshire.	<p>Lecture by ? followed by networking dinner.</p> <p>Anticipated Outcomes 200 attendees. To assist University of Leeds aspiration to become</p>	<p>Lead Partner: University of Leeds</p> <p>Other Partners: DLA, ML</p>

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			one of the top 50 global universities. Growth of city brand.	
April/ May/June/July	Series of Familiarisation Visits	To raise the profile of Leeds and programme of Summer/Autumn activity, including Leeds Business Week, Leeds Loves Food, Australia in Leeds, Leeds Shopping Week.	Series of visits by journalists highlighting Leeds leisure, retail, cultural and heritage offer. Anticipated Outcomes Coverage on national/international website Coverage in national/international media. Support routes to and from Leeds Bradford Airport. Increased visitor numbers, bed nights and spend.	Jet2.com, Leeds Champions
May	City Dressing Campaign	To communicate the wealth of city events taking place and to welcome our International/national visitors.	Work collaboratively with City Centre Leeds and LCC Project Co-ordinator to achieve a full city dressing campaign. Anticipated Outcomes Significant use of city brand. Consistency of image. Banners funded by Leeds Champions.	Lead Partner: LCC Other Partners: ML, City Centre Leeds, Leeds Champions.
11 May 09	Education Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
13 May 09	Leisure Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
18 – 23 May 09	Chelsea Flower Show	The promotion of Leeds to targeted Directors of Trade in Europe, Hong Kong and the US and to key businesses selected by the Directors as being interested in investment in the UK.	ML invited to be part of planning team and to lead promotional activity for 2009 event. Significant promotion of legal, financial services and business sector planned for 2009 via event focused on Directors of Trade and their corporate guests. It is hoped the HRH Duke of York will attend. Event will include tickets to RHS Day at Chelsea, drinks reception at Leeds Garden followed by off-site dinner event for Directors of Trade and invited companies from international target destinations, members of the London International Committee and other key business leaders.	Lead Partner: LCC Other Partners: ML, LFSI, Leeds Legal, Locate in Leeds, Leeds Champions

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			<p>Anticipated Outcomes To raise the profile of Leeds as the largest financial and legal services centre outside of London. To attract inward investment into Leeds. Tbc</p>	
May/June 09	E-newsletter	ML e-newsletter to promote and raise the profile of Leeds on the national and international stage.	<p>Edition to focus on programme of Summer/Autumn activity, including Leeds Business Week, Taste, Australia in Leeds, Leeds Shopping Week.</p> <p>Anticipated Outcomes Circulation 3,000 regional, national and international contacts.</p>	Leeds Champions, City Partners
May/June	Guardian supplement to support Summer in the City	To showcase the city's cultural, retail and leisure offering to a national audience.	<p>A national editorial pull out supplement on Leeds in the Guardian.</p> <p>Anticipated Outcomes To raise the profile of Leeds cultural, retail and leisure offering to a national audience. Increase visitor numbers, bed nights, spend</p>	Leeds Champions. LCC, City Centre Leeds,
1- 5 June 09	Leeds Business Week	<p>Annual event designed to build on and extend the phenomenal success of the Yorkshire International Business Convention, whilst demonstrating our support for this Harrogate based regional event.</p> <p>This platform event used by partners to showcase their own sector offerings.</p> <p>To inspire young people to seek out careers in business.</p> <p>To support the inward investment activities of Yorkshire Forward and LCC.</p>	<p>Week long programme of business activity centred around 'themed days' culminating in the Yorkshire International Business Convention.</p> <p>Major European financial services event to include:- ½ day study tour to HSBC and National Australia Bank call centre. 1 day European banking conference "The future of European banking – key trends and drivers of future profitability.</p> <p>Anticipated Outcomes Delivery of significant Business to Business Expo (organised by Leeds Chamber of Commerce). 20-30 senior European delegates to attend financial services event. Raise the profile of Leeds as significant business centre.</p>	<p>Lead Partners; RIBC, ML, Chamber of Commerce</p> <p>Other Partners (TBC): Yorkshire Post, Yorkshire Bank, Forward Ladies, IOD, Leeds Media, JCI Leeds, Addleshaw Goddard, PWC, Leeds Legal, LFSI, EFMA, Galaxy FM, DLA Piper, University of Leeds, Hilton Hotel, Yorkshire Icons, Clarence Dock, Business Link</p>

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			Regional/national media coverage.	
June 09	Taste of London (TBC)	Marketing presence at Taste of London event with a view to attracting visitors from outside the region to Taste of Leeds event showcasing the excellent restaurants, food and drink available in the Leeds City region.	Presence at the 4 day London Taste Festival – the largest in the Taste series. Anticipated Outcomes Increased visitor numbers to the Leeds Taste festival.	Lead Partners: Brand Events, ML, Leeds City Council Events Team, City Centre Leeds Other Partners: Leeds Restaurant Association, Leeds Guide
July/August 09	E-newsletter	ML e-newsletter to promote and raise the profile of Leeds on the national and international stage.	Edition to focus on programme of Summer/Autumn activity, including Leeds Business Week, Taste, Australia in Leeds, Leeds Shopping Week. Anticipated Outcomes Circulation 3,000 regional, national and international contacts.	Leeds Champions, City Partners
July 09	The Business of Culture – Thought Leadership Event	Exclusive invitation only event aiming to explore some of the major issues facing the cultural sector and create a national platform for in-depth debate. To explore the economic power and influence of the cultural sector in today's society. To investigate the major issues currently shaping the sector and examine the initiatives that help to support and sustain it. Debate the inter-relationship between business and culture and discuss the benefit to society of collaboration between both parties. To identify the skills, knowledge and practices both sectors can	The first in a series of high profile 'Question Time ' type events. A series of Panellists will include Government Ministers and National figures alongside top representatives of the relevant sector from Leeds and Yorkshire. A national audience will be invited together with representatives from Yorkshire. Topics for debate will be decided by representatives of the sector itself. But will aim to position Leeds and Yorkshire as leaders in the field and will highlight examples of innovation or enterprise drawn from the region. The debate itself will be followed (where appropriate) by a networking dinner to allow relevant agencies to influence and capture the audience Anticipated Outcomes Tbc	Lord Bragg, University of Leeds, LCC, City Inns, Leeds Cultural Partnership.

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
		exchange to enhance their performance and promote growth		
July 2009	Familiarisation Visits	To raise the profile of the quality and breadth of the food offering in Leeds.	Series of visits by journalists highlighting Leeds city region as an excellent destination for quality restaurants and award winning local produce. Anticipated Outcomes Coverage on national/international website Coverage in national/international media. Support routes to and from Leeds Bradford Airport. Increased visitor numbers, bed nights and spend.	Jet2.com, Leeds Champions
2- 5 July 09	Leeds Loves Food Event	Support for City Centre Leeds event ML to attract media interest and visitors from outside the region to showcase the excellent restaurants, food and drink available in the Leeds City region.	4 day Food Festival involving city region restaurants and producers. Anticipated Outcomes (tbc) Significant national media coverage.	Lead Partners: LCC City Centre Leeds Other Partners: ML, Leeds Restaurant Association, Leeds Guide, Leeds Champions, Leeds Hoteliers Association, LCC Events Team.
15 July 09	Business Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
7 – 11 August 09	Australia in Leeds	Five day programme for top CEOs from Sydney and Melbourne, Australia.	Five day business programme to include:- Business networking event at the Ashes, Headingley Stadium. Weekend programme to highlight key business tourism locations and Leeds cultural sector. Two day business to business programme. Anticipated Outcomes (under discussion)	Lead Partners: ML, Yorkshire Bank, UKTI Other Partners: TBC Yorkshire County Cricket, RFL, Leeds Rugby, Education Sector, Cultural Sector, Leeds Hoteliers Association, Conference Leeds, Locate in Leeds, Leeds Champions, LFSI, Leeds Legal, Chamber of Commerce
12 August 09	Lifestyle Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
8 September 09	Education Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
September/ October 09	E-newsletter	E-newsletter to promote and raise the profile of Leeds on the national and international stage.	Regular newsletter highlighting key activity and achievements in the city. Anticipated Outcomes Circulation 3,000 regional, national and international contacts.	
September 09	Publication of Marketing Leeds Newsletter	To inform Champions, stakeholders and potential Champions of ML activity.	Newsletter produced.	
September 09	The Business of Environment – Thought Leadership Event	Exclusive invitation only event aiming to explore environmental issues and create a national platform for in-depth debate.	A high profile ‘Question Time ‘ type event. A series of Panellists will include Government Ministers and National figures alongside top representatives of the relevant sector from Leeds and Yorkshire. A national audience will be invited together with representatives from Yorkshire. Topics for debate will be decided by representatives of the sector itself. But will aim to position Leeds and Yorkshire as leaders in the field and will highlight examples of innovation or enterprise drawn from the region. The debate itself will be followed (where appropriate) by a networking dinner to allow relevant agencies to influence and capture the audience Anticipated Outcomes Tbc	Whitehead Mann, University of Leeds, LCC, ML
14 October 09	Business Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
October 09	Corporate Wisdom Lecture Series	High profile series to engage top CEOs from throughout Yorkshire.	Lecture by ? followed by networking dinner.	Lead Partner: University of Leeds

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			<p>Anticipated Outcomes 200 attendees. To assist University of Leeds aspiration to become one of the top 50 global universities.</p>	Other Partners: DLA, ML
Early October 09	Leeds Shopping Week	<p>Support for City Centre Leeds event.</p> <p>To raise the profile of this significant event on the national stage.</p>	<p>Marketing, media and PR activity. Celebrity participation in and endorsement of event. Securing sponsorship for event.</p> <p>Anticipated Outcomes To receive local and national media coverage on the Leeds retail offer.</p>	<p>Lead Partner: City Centre Leeds</p> <p>Other Partners: ML, Leeds Champions, Leeds Retailers Association, Leeds Hoteliers Association, Local media.</p>
End October/ early November 09	The Business of Creativity	To raise the profile of Leeds as the third largest centre for Media and Creative Industries in the UK.	<p>The third in a series of high profile 'Question Time' type events. A series of Panellists will include Government Ministers and National figures alongside top representatives of the relevant sector from Leeds and Yorkshire. A national audience will be invited together with representatives from Yorkshire. Topics for debate will be decided by representatives of the sector itself. But will aim to position Leeds and Yorkshire as leaders in the field and will highlight examples of innovation or enterprise drawn from the region.</p> <p>The debate itself will be followed (where appropriate) by a networking dinner to allow relevant agencies to influence and capture the audience</p> <p>Anticipated Outcomes Tbc</p>	Leeds Media, Yorkshire Forward, Destination Yorkshire, Screen Yorkshire, Holbeck Urban Village
October/ November 2009	Guardian supplement to support Festive Leeds	To showcase the city's cultural, retail and leisure offering to a national audience.	<p>A national editorial pull out supplement on Leeds in the Guardian.</p> <p>Anticipated Outcomes To raise the profile of Leeds cultural, retail and leisure offering to a national audience.</p>	Leeds Champions. LCC, City Centre Leeds,

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			Increase visitor numbers, bed nights, spend	
October/ November 2009	Anticipated date for 2009 'Leeds in ..' event	To raise the profile of Leeds as a centre for commerce and culture in a key European destination.	TBC. However, activity to be planned will draw heavily on the lessons learned and experience gained from the pilot Leeds in Milan event.	TBC
November/ December 09	E-newsletter	ML e-newsletter to promote and raise the profile of Leeds on the national and international stage.	Edition to focus on programme of Summer/Autumn activity, including Leeds Business Week, Taste, Australia in Leeds, Leeds Shopping Week. Anticipated Outcomes Circulation 3,000 regional, national and international contacts.	Leeds Champions, City Partners
November 09	Familiarisation Visit	To raise the profile of the digital, media and creative sector in Leeds and the city region.	Series of visits by journalists to highlight the digital, media and creative sector in Leeds and the city region Anticipated Outcomes Increase the number of articles and word count in target media. Increased awareness of Leeds as a digital hub amongst key groups.	
9 – 13 November	Leeds Digital Week	To raise the profile of Leeds as the third largest centre for Media and Creative Industries in the UK.	tbc	Lead Partner: The Drum Other Partners: ML, Leeds Media, Holbeck Urban Village
11 November 09	Lifestyle Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
13 November	DADI Awards (tbc)	To raise the profile of Leeds as the third largest centre for Media and Creative Industries in the UK.	High profile national awards ceremony for the Media, Creative & Digital Industries. Anticipated Outcomes Tbc (following the significant success achieved in 2008 in attracting a large number of Yorkshire entrants to the awards, the synergy with the city brand and the successful collaboration across a range of partners, the organisers of this event are considering holding the event again in Leeds in	Lead Partner: The Drum Other Partners: ML, Leeds Media, Holbeck Urban Village

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
			2009.)	
Mid/late November	MAPIC	To support the growth of the retail sector in Leeds . Increase uptake of the various new retail developments in the City, including Trinity Leeds, Clarence Dock, Eastgate Quarters and West End Leeds	Promotional activity at the leading International Retail Property Conference in collaboration with City Centre Leeds. Anticipated Outcomes Tbc	Lead Partner: City Centre Leeds
8 December 09	Education Champions Meeting	To inform Champions, stakeholders and potential Champions of ML activity.		
December	Champions Networking Event	Regular networking event for Leeds Champions	Tbc	Leeds Champions
January 2010	E-newsletter	E-newsletter to promote and raise the profile of Leeds on the national and international stage.	Regular newsletter highlighting key activity and achievements in the city. Anticipated Outcomes Circulation 3,000 regional, national and international contacts.	
February 2010	National Event profiling Leeds Hotel Retail Leisure offer (tbc)	Support for Leeds Hoteliers Association Event Key event to maximise the opportunities created by Confex 2010 in London	To host high profile dinner with contributions from Leeds Cultural Sector to promote Leeds as a conference/business centre to incentive buyers. Anticipated Outcomes Tbc (under discussion)	Lead Partner: Leeds Hoteliers Association Other Partners: Conference Leeds, ML
March 2010	MIPIM (tbc)	To raise the profile of Leeds on the international stage.	To undertake profile raising activity as part of the Location Leeds programme at the International Property Conference in Cannes. Anticipated Outcomes - tbc (Discussions ongoing at time of writing - ML invited to be full partner in 2009 event with a view to significantly raising international audiences reached at the 2009 event and to suggest further ways to promote Leeds through the medium of this event.)	Location Leeds is the partnership which promotes Leeds at MIPIM. It is led by the private sector and supported by Leeds City Council. It involves leading representatives of the city's property and development community. ML is a partner in this project.

Date	Event	Aim/Overview	Activity	Partners (unless otherwise stated ML are lead partner)
				<p>Activity is divided between the Leeds stand, which is managed and organised by the team from Leeds City Council's City Development Directorate, and apartment where activity is decided by public/private partners.</p>

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March 2010 onwards

Ongoing activity

- Quarterly newsletter
- Quarterly Champions meetings – Lifestyle, Business & Education
- Quarterly e-newsletter
- Schedule of Familiarisation Visits
- Continuation of 'Business of' Series. E.g. Business of Education
- Continuation of Corporate Wisdom Events
- Presence at MIPIM
- Presence at MAPIC
- One 'Leeds in ..' event per year

Embryonic Projects

- 'Leeds in ...' 2009. European destination to be selected. Full consultation has taken place with UKTI, YF and YTB and agreed targets Spain, Germany and/or Denmark.
- Continued follow up activity resulting from Leeds in Milan :-
 - Potential collaboration with Leeds Hoteliers and Sports/Leisure businesses to promote English foreign languages courses for Italians in Leeds/Yorkshire.
 - Healthcare sector promotion in Bologna, Italy
 - Promotion of Leeds PPP/PFI expertise in advance of World Expo 2015
 - Leeds involvement in World Expo 2015
 - Business Conference Buyers programme - Initial work is underway with Leeds Hoteliers Association to establish a series of events to promote Leeds as a destination to national conference buyers and agents. Activities include a front line 'This is Leeds' campaign to include a re-written 'This is Leeds' book for every hotel room in Leeds, awareness training for frontline staff e.g. taxi drivers, concierges, front of house staff to raise product awareness as part of induction training. This activity will be tied into the hospitality awards currently scheduled for the 18th May 2009. In addition consideration is being given to hosting a major networking summer event in 2009 in association with the Leeds Hoteliers
 - Work with Trinity Leeds to establish design competition for Italian and Leeds fashion and/or furniture designers culminating in showcase event at launch of Trinity Leeds.
 - Various education sector initiatives
 - Consul General to participate in 'Leeds Loves Food' event plus potential involvement of restaurants and food journalists from Italy.
- Leeds in Hong Kong 2010
- Programme of profile raising activity in USA.
- Hosting of Commonwealth Sports Awards in Leeds.
- Hosting DADI Awards for further 3 years. (2009 – 2011)

N.B. Activity outlined in individual sector activity plans will be added once plans are finalised (post consultation) and approved by the ML Board.