Destination Marketing and International Relations Plan

Connecting the Local with the Global

3 YEAR PLAN

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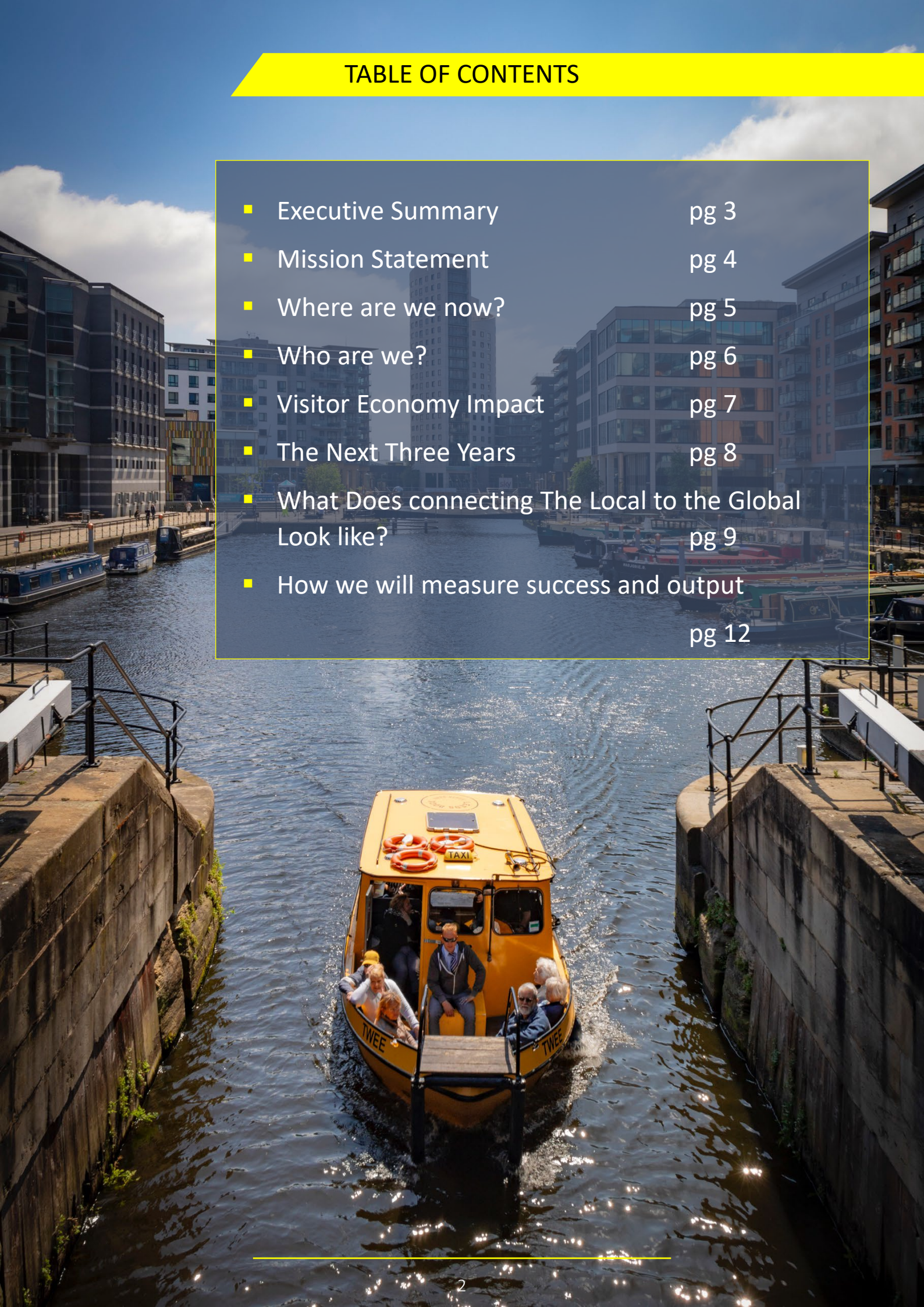


EXECUTIVE SUMMARY

Connecting the Local with the Global

The Destination Marketing and International Relations Plan, *Connecting the Local to the Global*, is centred around Recovery, Growth and Sustainability, cementing our ambition to be globally recognised as an energetic, exciting, and welcoming city; a leading destination to visit, live, work, study, invest and thrive in; demonstrating our significant contribution to the Big Idea around promoting Leeds and Yorkshire in the inclusive growth strategy to increase awareness of Leeds as the place to invest, visit and live, through inward investment , including strengthening links with London; Tourism; Attracting and retaining talented people; Using our ambition to be a compassionate city as a powerful marketing message.

We have six outcomes driving activity, all of which we will have achieved by 2025, each with their own set of objectives, delivered using three pillars of activity. We have a huge opportunity to collectively drive footfall and elevate our global standing with events such as LEEDS 2023, the Rugby League World Cup and the Triathlon providing the ideal platform. It is about using our rich seam of arts, Culture, Heritage and Sporting Assets in the city to showcase our proposition through partnership working and city promotion. Its about positioning Leeds as a leading, unique conferencing city. It is for this reason our plan is called 'Connecting the Local with the Global' because ultimately this is about driving the economy, showcasing what's on offer here on the ground and drawing people in from around the world, in a sustainable way, as well as leveraging soft power, and working closely with the LEP to attract new companies, talent and FDI.

MISSION STATEMENT

Our ambition is to be globally recognised as an energetic, exciting, and welcoming City, a leading destination in Europe to visit, live, work, study, invest and thrive, contributing to the sustainable and inclusive growth of the Leeds economy.

OBJECTIVES

The main objectives of this plan are to:

- **Build Leeds profile as a globally recognised City** by deepening partnerships with external stakeholders such as the Local Enterprise Partnership, West Yorkshire Combined Authority, the Universities, Nexus, City of London, Core Cities, Eurocities, Leeds United Football Club and our other major sporting clubs, LEEDS 2023, Visit Britain and Travel Trade to increase trade, drive inward investment, build soft power and promote Leeds as a leading European, tourist destination, within the context of economic recovery.
- **Promote the city internationally as a beacon of best practice,** supporting the inclusive growth, health and wellbeing, climate emergency and child friendly city agendas, helping Leeds to be globally recognised as a city of innovation, at the cutting edge of new thinking, policy and practice, thereby providing a bedrock for Business and Leisure Tourism and Inward Investment.
- **Collectively identify and develop key sectors/markets,** participating in relevant trade missions and exhibitions, as identified in the Inclusive Growth Strategy, creating a welcoming and nurturing environment for businesses and partnerships to flourish.
- **Deliver a proactive marketing and communication plan** that positions Leeds as a global City leading destination for Business & Leisure Tourism, Culture, Major Events and Inward Investment, and a leading City in Europe to visit, live, work, invest and thrive.

WHERE ARE WE NOW?

- Leeds is the **third largest city** in the UK outside of London
- Our economy is worth an estimated **£26.2bn GVA** pre-pandemic
- We are at the heart of West Yorkshire
- We are the **driving force for the economy and employment** in the city region acting as a major travel and tourism gateway.
- In 2019, there were **over 70,000 students** enrolled at our six universities – one of the biggest student populations in Britain, and that strong pipeline of talent is servicing the increasing numbers of investors to the City, which also generates significant employment opportunities for local people.

Context

Leeds, like the rest of the UK, is adjusting to a challenging economic landscape. We are recovering from the pandemic and learning to live with Covid and the impact it has had on our work and leisure which we see in our city centre footfall. Added to this are the geopolitical impacts including higher inflation, high energy costs, supply chain issues and businesses adjusting to the post Brexit trading environment. We continue to focus on building a resilient economy to take account of challenges of net zero, digital and automation.

Despite these challenges, there is grounds for optimism. Leeds City Centre night-time footfall has returned to pre-pandemic levels and our occupancy rates in Leeds hotels are showing strong signs of recovery. The latest edition of the Leeds Crane Survey showed 2021 was a record-breaking year with 10 new residential developments. Leeds remains the largest base of finance and professional services outside London, we're leaders in Health and our strong Digital sector continues to grow.

The regional Destination Marketing Organisation landscape is currently under review, but we will continue to work with our neighbouring cities throughout Yorkshire on campaigns utilising our major events to promote both Leeds and Yorkshire in line with the inclusive growth strategy and we will work closely with any Yorkshire wide destination marketing solution that may come forward .

Leeds is the UK's fastest growing city and remains one of the major, and fastest growing, UK destinations for Foreign Direct Investment and UK based investment. We currently have a strong active investment pipeline across diverse sectors representing over 3,000 jobs in the near term – next 3 to 5 years, with significant input from the LEP as we continue to be a destination of choice with the addition of the Bank of England, the UK Infrastructure Bank, Department for Transport, Financial Conduct Authority, together with the private sector, including Channel 4, Reed Smith, Iwoca and Link Asset Group, all relocating to Leeds.

WHO ARE WE?

The Destination Marketing and International Relations Team, comprises four different functions, Visit Leeds, Conference Leeds, Invest Leeds and International Relations. In 2023 these four functions will come together as 'Destination Leeds'.

We are a small team promoting Leeds as a leading destination to visit, work, live, thrive, study and invest. The inward investment function (2 FTE) supports organisations wanting to relocate to Leeds and we are currently supporting over 3,000+ jobs across a diverse range of sectors with the LEP and DIT acting as lead agencies, ensuring Leeds remains one of the top UK cities for foreign direct investment and capital investment. Acting as interface between multiple agencies including the LEP, WYCA, DIT and other Leeds City Council departments such as Asset Management and Regeneration, Employment and Skills, Business West Yorkshire and Planning to support organisations landing in the City.

We ensure that Leeds international exposure remains high on the agenda through our international relations function, which is more important now than ever, as the UK has left the European Union. Furthermore, COVID-19 temporarily disrupted flows of international trade and travel on an unprecedented scale making it even more important to maintain and grow our global positioning and to continue to use our soft power assets to promote the city across the globe, forging new international economic partnerships and driving collaboration in trade and investment. Our International Relations team (2 FTE) continued to support our global agenda supporting all international civic functions on behalf of the Lord Mayor's office, welcoming dignitaries and consulates from all over the world, whilst continuing to maintain our sister city relations and share best practice with OECD and Eurocities members.

And finally, we promote Leeds as a key business and leisure tourism destination through our Visit Leeds (3 FTE) and Conference Leeds (4 FTE) functions. Working closely with our partners across the city, in 2019 our Visit Leeds team welcomed over **30 million visitors** to the city worth **£1.89 billion** *(see next slide)* to the local economy, our Inward Investment team supported over **1000 jobs**, our Conference Leeds welcomed **50,100** conferences & events, **3.5m** delegates and contributes **£560m** to the local economy.

LEEDS
Visitor Economy Impact

LEISURE TOURISM

THE CITY WELCOMED
30.42 MILLION
DAY AND NIGHT VISITORS IN 2019
13 MILLION IN 2020

WORTH
£1.89 BILLION
TO THE LOCAL ECONOMY
£797 MILLION IN 2020

VISITOR NUMBERS
+4.3% BETWEEN 2018 AND 2019

ECONOMIC IMPACT
+42.6%
BETWEEN 2013 AND 2019

LEEDS WELCOMED
388,000
INTERNATIONAL VISITORS IN 2019

TOP 6
COUNTRIES OF ORIGIN
POLAND, IRELAND, USA, FRANCE, GERMANY AND CHINA

STAYING VISITORS UP
+28%
BETWEEN 2013 AND 2019

2.46 MILLION
PEOPLE STAYED IN LEEDS AS PART OF A HOLIDAY OR SHORT BREAK IN 2019

ACCOUNTING FOR
5.77 MILLION NIGHTS
WITH AN ECONOMIC IMPACT OF
£605 MILLION

27.96 MILLION DAY VISITORS IN 2019 WORTH > **£1.37 BILLION** TO THE LOCAL ECONOMY

VISITORS TO LEEDS SUPPORT
21,520
FULL-TIME JOBS

1 MILLION
VISITORS TO
VISITLEEDS.CO.UK

BUSINESS TOURISM

5TH
MOST POPULAR CONFERENCE DESTINATION IN THE UK

C&IT AWARDS 2020
BEST UK EVENTS DESTINATION

14 AIM ACCREDITED VENUES INCLUDING **2 GOLD AWARDS**

BUSINESS TOURISM IS WORTH
£543.3 MILLION
TO THE ECONOMY

LEEDS WELCOMED
3.5 MILLION
DELEGATES IN 2019

52,400
MEETINGS, CONFERENCES AND EVENTS HOSTED IN 2019

TOP 15
UK CITY
ICCA 2019

CONNECTIVITY

LEEDS
HALF WAY BETWEEN LONDON AND EDINBURGH

LONDON	MANCHESTER	LEEDS BRADFORD AIRPORT
175 MILES	43 MILES	9.5 MILES
TRAIN: 2HR	50 MINS BY TRAIN AND ROAD	30 MINS BY BUS
1 HR BY AIR		26 MINS BY ROAD

LEEDS AT THE CROSSROADS OF THE
M62, M1 AND A1M

25 MILES
FROM YORK

THE OFFER

LEEDS IS ACCESSIBLE TO THE BREATH-TAKING YORKSHIRE DALES AND NORTH YORKSHIRE MOORS NATIONAL PARKS

LEEDS HAS
OVER 16
MUSEUMS AND GALLERIES

2ND HIGHEST
SUPPLY OF BRANDED CASUAL DINING RESTAURANTS OUTSIDE OF LONDON

LEEDS HAS
4 MAJOR THEATRES
LEEDS IS ONE OF THE ONLY ENGLISH CITIES OUTSIDE LONDON WITH ITS OWN
REPERTORY THEATRE, OPERA HOUSE AND BALLET COMPANIES

HOME OF PREMIER LEAGUE FOOTBALL TEAM
LEEDS UNITED

LEEDS RHINOS WINNERS OF THE
2020 RUGBY LEAGUE CHALLENGE CUP

3RD BEST PLACE TO SHOP IN THE UK OUTSIDE OF LONDON

ACCOMMODATION

76 HOTELS
AND
5,598 ROOMS

79% AVERAGE HOTEL OCCUPANCY IN 2019
35% IN 2020

£69 AVERAGE ROOM RATE WHICH EQUATES TO
2020 **£58**

£55 REVENUE PER AVAILABLE ROOM 2019
2020 **£21**

25 HOTEL
DEVELOPMENTS IN THE PIPELINE, SUPPLYING A FURTHER
3,292 ROOMS

THE NEXT THREE YEARS

The next three years focus on recovery, growth and sustainability. We have five outcomes driving activity, all of which we will achieve by 2025, using the three pillars of Arts, Culture, Heritage and Sport; Partnerships and City Promotion. Our plan is called 'Connecting the Local with the Global' because ultimately this is about driving the economy, showcasing what's on offer here on the ground and drawing people in, in a sustainable way.

Notwithstanding extraordinary macro-economic factors the six outcomes of the plan for the next three years concentrate on how the team **will contribute to driving up footfall and change the visitor perception of Leeds (Outcome 1),** ensuring Leeds is positioned as a leading European city-break destination, where people and companies want to invest, live, work, study and thrive, supporting the inclusive growth strategy by promoting Leeds and Yorkshire.

Secondly, the plan highlights how the city will increase its national and foreign direct investment (Outcome 2) as the City continues to welcome multiple Whitehall departments, the BBC Learning department, the British Library and the Bank of England as part of the levelling up agenda, playing our role as the Leeds City Region's Global City., as well as welcoming private sector operators such as Snowflake, Iwoca, Reed Smith LLP and Burberry. The team is currently supporting the LEP to deliver a strong active investment pipeline across a number of sectors with enquiries representing over **3,000 jobs** over the next 3 years, thereby supporting the inclusive growth strategy with creating better jobs and building a federal economy creating jobs closer to communities.

Thirdly, the plan builds the profile of Leeds using Arts, Culture, Heritage and Sporting assets (Outcome 3), detailing how the council will play an instrumental part in the delivery of LEEDS 2023 marketing and international programme for our Year of Culture, this year and next, looking towards 2024 to establish a legacy for the City.

The fourth outcome is around **strengthening civic partnerships and profile, sharing best practice** and looks to build on the Eurocities and OECD activity, enabling Leeds to showcase its sector strengths through the sharing of best practice, as well as continuing to build on civic relations and developing relations with sister cities.

By 2025, the plan aims to position Leeds as a leading conference destination (Outcome 5), through partnership working and by improving the delegate experience. The team will support the Major Events team (part of Arts, Events and Venues) in bidding for events, targeting federations, associations and sporting bodies. In addition, that team will explore options for strengthening the Conferencing asset base, including redeveloping the site of the former Yorkshire Bank building as additional flexible event space, for example.

Finally, the plan outlines how the city will drive sustainable tourism (Outcome 6) otherwise known as slow tourism, which promotes longer dwell times, encourages the use of local independents in the supply chain, as well as the use of sustainable travel across the city, engaging the hotel and venues sector with an aligned Net Zero agenda. We intend to work with partners across the city including our hotel sector, our visitor attractions and LEEDS 2023 to deliver ISO21401:2018 (The ISO standard for Tourism and related services – Sustainability management system for accommodation establishments) as a city by the end of 2025.

WHAT DOES CONNECTING THE LOCAL TO THE GLOBAL LOOK LIKE?

THROUGH CULTURE, ART, HERITAGE AND SPORT

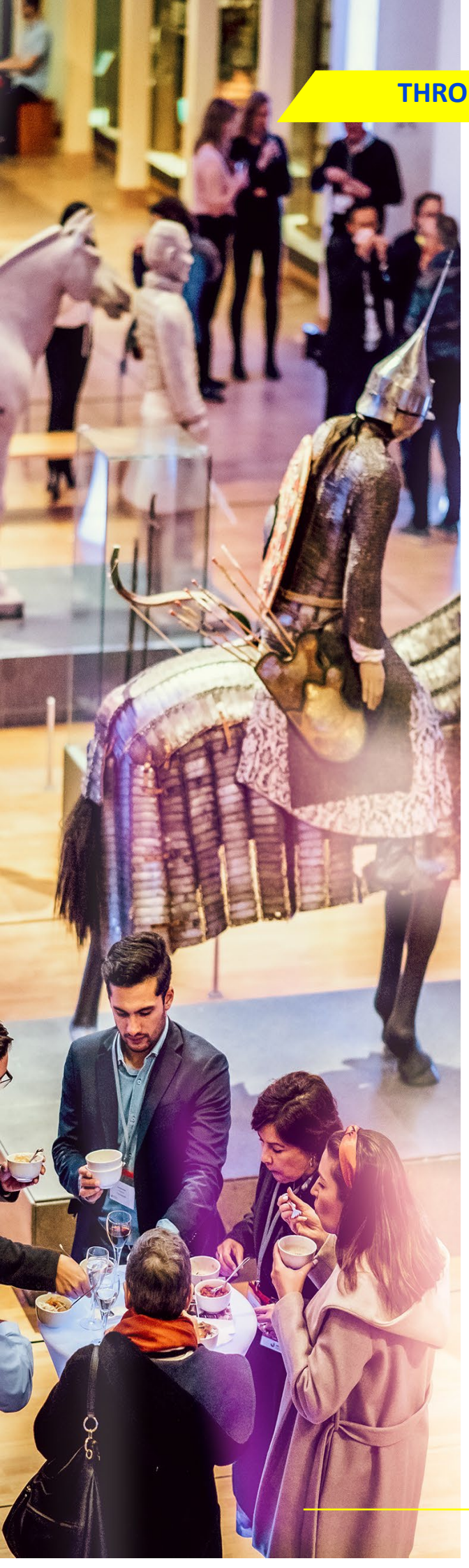
We are **recognised internationally as a city of sporting and cultural excellence**, hosting major events such as LEEDS 2023, the largest FREE pride event in the UK and the Rugby League World Cup 2021. Our cultural life is rich and full. No city is more committed to giving all its people access to the joys of dance, art, music and song. We're home to modern dance studios and creative spaces, traditional theatres, museums and international scale, state-of the-art performance venues. Opera North, Northern Ballet and Leeds Playhouse are renowned the world over. Our sporting heritage is strong; Yorkshire County Cricket Club continues to produce world leading talent and Leeds United Football Club have returned to The Premiership.

We know that culture and art connect people through shared human experience, that they inspire the imagination, enable people to come together and understand each other, improve our spirits and, ultimately, improve our health and our wellbeing. So, we have created **LEEDS 2023**; an inclusive international cultural festival that will reach and connect all the people of Leeds, especially those with the little experience of the arts.

With seventeen museums we have more than any other UK city outside of London, including The Royal Armouries and Thackray Museum of Medicine and the largest Local Authority museums and galleries service in the UK.

Our richly diverse city is host to the Leeds Carnival, Light Night, Black Music Festival, and the International piano competition drawing in crowds from all over the world.

Building on LEEDS 2023, we will continue to work with our regional partners, Bradford for the UK City of Culture in 2025 and Wakefield's Year of Culture in 2024, building on the legacy of LEEDS 2023.



THROUGH PARTNERSHIP COLLABORATION

As the Region's Global City, we have very strong international, national, regional and City partnerships. The focus towards the international markets post-Covid will be pivotal to the longer term success of fulfilling our ambition to be "globally recognised as a energetic, exciting and welcoming City and a leading destination in Europe to visit, invest, study, live and work". We will use our soft power assets to promote the city across the globe, to forge new international economic partnerships and drive collaboration in trade and investment.

We have long standing relations with our sister cities:

- Lille in France
- Dortmund in Germany
- Brno in Czech Republic
- Hang Zhou in China

And we will continue to deepen relations with

- Kharkiv in Ukraine
- India
- Netherlands
- Ireland
- Spain
- Estonia
- North America – as part of the Gateway to the North

We will continue to work closely with the LEP, progressing and supporting investment projects that continue to develop Leeds as a centre for excellence, focussing on priority sectors outlined in the inclusive growth strategy, where opportunities include Digital; Creative and screen; Innovation, including MIT REAP support. We will continue to work with the LEP on sector development, focussing on Digital, Health, Legal, Finance, FinTech, LegalTech, MedTech, CleanTech and Manufacturing. Inward investment will continue to provide connections into our ecosystem for businesses into the City, providing talent and skills pipelines, working closely with Leeds City Region Enterprise Partnership (the LEP) on building regional, national and international partnerships for trade and investment.

Our city is growing from strength to strength with capital investment in the South Bank and the Innovation Arc which is formed around the natural anchors of our main universities, the proposed adult and children's hospitals, and major private sector partners. Set across 150 hectares of the city centre the Arc will stitch together some of the most significant innovation assets in the north of England, providing an attractive proposition for Foreign Direct Investment.

THROUGH CITY PROMOTION

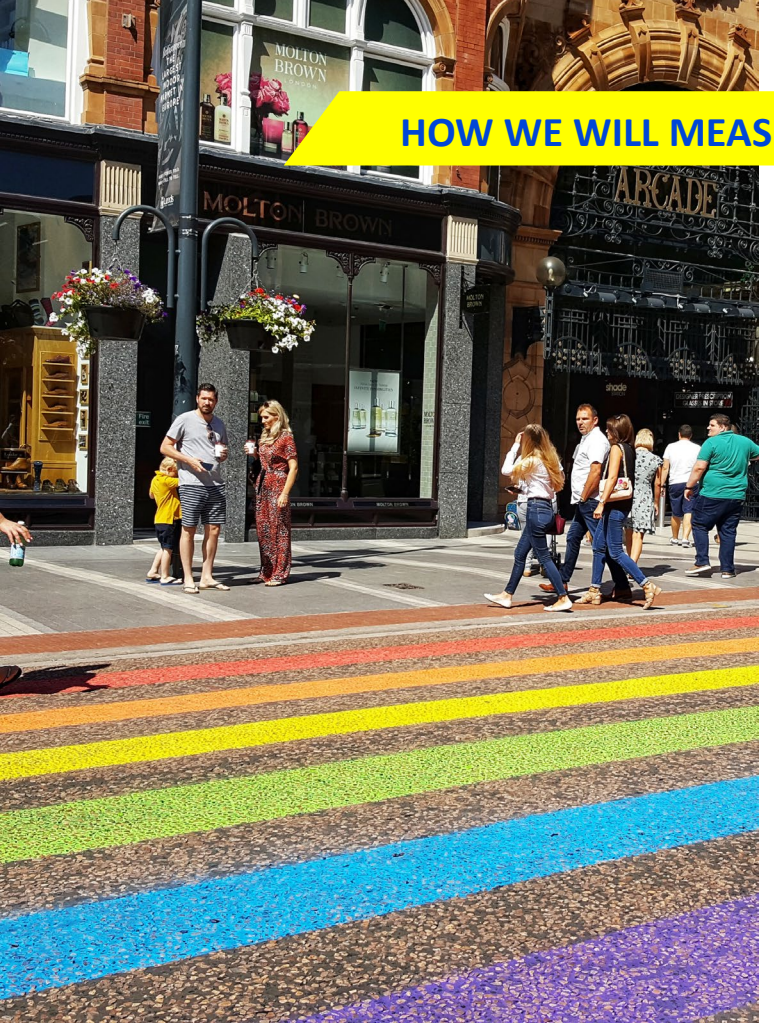
Underpinning all of our activity, is the need to collectively drive footfall, inward investment, build our soft power and aide economic recovery for the City. We will ensure that Leeds is positioned as a leading European city-break destination, where people and companies want to invest, live, work, study and thrive.

By building on our key strengths, we will enhance the overall image of Leeds and change perceptions. For the first time visitors will be able to book whole itineraries when coming to the City, which will help our hotels and venues, as well as retail and hospitality sectors to rebuild. We will create visitor passes with discounted activities, and value add propositions, something that Leeds hasn't had before that will enable us to group together our City partners for a conjoined offer. We are looking to expand our use of digital – taking advantage of QR codes and digital maps to a greater extent.

We will raise awareness and position Leeds internationally as a year round vibrant, diverse cultural, premium leisure and conferencing destination as we raise awareness through a series of national and international journalist and influencer visits. We will raise the profile of Leeds as a beacon of best practise through our Global Leeds forum and the OECD Champion Mayors network for example championing our Inclusive Growth strategy. Furthermore, we will continue to promote inward investment through exhibitions such as MIPIM and UKREIIF and through events such as Leeds in London.

We are commissioning visitor perception research aimed at raising our profile and allowing us to target audiences with even greater precision. In 2019, just over 1% of our visitors were international and the next three years, there will be a significant push to grow this market. , honing in on India, Ireland, Netherlands, France, Germany and the US. We will achieve 5% by the end of 2024, utilising LEEDS 2023 international programme, Leeds United and Visit Britain to grow our international audience.

We will use soft power values to create appeal and attraction, helping to shape economic and social progress, promoting Leeds on the international stage and capitalising on the city's soft power assets and major events. We continue to explore opportunities to promote Leeds world leading work in research and policy areas such as innovation, health and climate change to international media with our sister cities across the globe.



HOW WE WILL MEASURE PROGRESS AND UNDERSTAND IMPACT

To understand the overall impact of the plan, we will measure our progress using predominantly qualitative data from multiple standard sources charting progress biannually and annually. Our marketing research, consists of both qualitative and quantitative data will inform our campaigns, our perceptions research and the success will be measured using a combination of online marketing analytics and qualitative feedback.

Regularity	Data	Audience	Format
Annual	STEAM, perceptions research, Springboard, KPIs and case studies	Internal and Stakeholders	Annual Report
Bi-annual	KPIs and qualitative events research	Economic Development Internal Stakeholders	Internal report

Destination Marketing and International Relations

Connecting Local with Global

3

YEAR PLAN