

PILOT CITY WORKPROGRAMME

LEEDS
JUNE 2021



culture 21
UCLG Committee



This document presents the work programme designed by Leeds City Council in the context of its participation in the Agenda 21 for culture's Pilot Cities Europe Programme. The work programme has been drafted by a group of local stakeholders, following the results of the initial self-assessment workshops held in October 2017 and February 2018 and the document resulting from it, known as 'Radar 1'.

It also takes into account Leeds Culture Strategy which, in addition to the Agenda 21 for culture's Pilot Cities Europe Programme, includes a number of strategic projects. One such Culture Strategy project is Leeds 2023, the international year of culture and a legacy of Leeds' bid to become European Capital of Culture in 2023.

Advice has been provided by the Committee on Culture of United Cities and Local Governments (UCLG). The Pilot Cities Europe Programme is coordinated by the Committee on Culture of UCLG and Culture Action Europe, in collaboration with the Council of European Municipalities and Regions (CEMR).

The work programme outlines briefly the actions which Leeds plans to implement between 2021 and 2023 calendar years. Based on the commitments and actions outlined in the Culture 21 Actions toolkit, it is particularly meant to address the strengths and weaknesses identified in the initial self-assessment. The work programme will be subject to regular monitoring by Leeds City Council, other local stakeholders and the experts designed by the Pilot Cities programme, and changes may be introduced if necessary.

WORK PROGR

Throughout the implementation of the work programme, advice will be provided by Clymene Christoforou, the expert identified by the UCLG Committee on Culture and Culture Action Europe to support Leeds in this phase. The implementation of the work programme will conclude with dissemination of learning and findings, which will allow the city to review and communicate progress made and to foresee future steps.

The results of the work programme will be presented in due course in Leeds's page on the Agenda 21 for culture website.



RAMME



CALENDAR

PILOT CITY WORK PROGRAMME: INDICATIVE CALENDAR

MONTH	PILOT MEASURE	GOOD PRACTICES	PEER-LEARNING ACTIVITY (HOSTING)	PEER-LEARNING ACTIVITY (VISITING)	PARTICIPATIVE DIALOGUES	MONITORING: LOCAL MEETINGS	FINAL CONFERENCE
1	MPs						
2							
3							LM 1
4						PD 1	
5							
6			GP 1		VISIT TO CITY		LM 2
7							
8						PD 2	
9							LM 3
10							
11							
12			GP 2			PD 3	LM 4
13							
14							
15							LM 5
16						PD 4	
17							
18			GP 3				LM 6 (FINAL)
19							
20							
21							
22							
23				HOSTING OF CITY			



PILOT MEASURES

PILOT MEASURES SHOULD BE EITHER SPECIFIC PROJECTS DESIGNED TO ADDRESS THE PILOT CITY'S WEAKNESSES OR ILLUSTRATIVE PROJECTS WHICH CAN SERVE TO HIGHLIGHT ITS STRENGTHS. THEY CAN BE SMALL-SCALE INITIATIVES WHICH COULD LATER BE REPLICATED AT CITY LEVEL, OR CAN BUILD ON PRE-EXISTING EXPERIENCES. SOME OF THE PILOT MEASURES IMPLEMENTED IN THIS CONTEXT COULD LATER BE PRESENTED IN THE FORM OF 'GOOD PRACTICES' AND ADDED TO THE DATABASE OF THE AGENDA 21 FOR CULTURE.

NAME AND/OR SHORT DESCRIPTION OF THE PILOT MEASURE	WHO IS INVOLVED	DATES	MONITORING METHODS (e.g. what information will be collected and how)	OTHER REMARKS
<p>CULTURE & ENVIRONMENT: SUSTAINABLE ARTS IN LEEDS</p> <p>A NETWORK OF CULTURE AND CREATIVE INDUSTRY ORGANISATIONS IN LEEDS WHICH SUPPORT AND ACTIVELY DELIVER TO THE VISION FOR THE CITY TO BE ZERO CARBON AND ZERO WASTE BY 2030.</p>	<p>Led by ITV & Opera North, includes representatives of culture and creative industries across Leeds.</p>	<p>April 2020 – March 2022</p>	<p>Joining organisations will need to register their data on a carbon calculator. This will be collected and used to determine how much carbon has been reduced across the sector.</p>	
<p>CULTURE & ENVIRONMENT: REIMAGINING OUR STREETS</p> <p>A PILOT MEASURE DESIGNED TO REIMAGINE AND REPURPOSE HOW STREETS ARE USED IN LEEDS DURING WORLD CAR FREE DAY, WHEN VEHICLES ARE REMOVED. STREETS ARE REIMAGINED WHEN ACTIVATED CULTURALLY WHILST IMPROVING AIR QUALITY AND EDUCATING ON AND RAISING THE PROFILE OF OTHER ENVIRONMENTAL ISSUES.</p>	<p>Sustainable Energy & Air Quality team and the culture team at Leeds City Council and partners in the culture sector.</p>	<p>April 2021 – March 2022</p>	<p>Event managers will give an estimation to the number of people attending.</p>	<p>Pending any health restrictions.</p>
<p>CULTURE & ECONOMY: CREATIVE HUB</p> <p>THIS PILOT MEASURE FOCUSES ON PROVIDING SUPPORT AND DEVELOPMENT FOR ARTISTS AND ORGANISATIONS TO DEVELOP AND GROW THEIR BUSINESS, PRACTICE, BUILD SUSTAINABLE CAREERS IN THE CITY, NETWORK WITH PEERS AND EFFECTIVELY ARTICULATE AND CONTRIBUTE TO THE LOCAL ECONOMY. IN THE FIRST INSTANCE IT WILL SIGN POST TO BUSINESS SUPPORT OPPORTUNITIES AND PROVIDE ADVICE, GUIDANCE AND TRAINING.</p>	<p>Led by culture team but with input from culture organisations.</p>	<p>April 2021 – March 2022</p>	<p>Registration will be done online so that web platforms can collect the information, including information on the participants. Post-event feedback will also be asked.</p>	



PILOT MEASURES

NAME AND/OR SHORT DESCRIPTION OF THE PILOT MEASURE	WHO IS INVOLVED	DATES	MONITORING METHODS (e.g. what information will be collected and how)	OTHER REMARKS
<p>CULTURE, INFO & KNOWLEDGE: RATIONALISING ONLINE ASSETS, COORDINATING CITY PROFILE RAISING AND PRESENTING LEEDS CULTURE STRATEGY AND RELATED CULTURE DEVELOPMENT ACTIVITIES</p> <p>THE PILOT MEASURE FOCUSES ON THE CREATION OF A DIGITAL PLATFORM WHICH WOULD ACT AS THE FIRST POINT OF CONTACT FOR RESIDENTS, VISITORS AND ARTISTS IN THE CITY. IN THE FIRST INSTANCE IT WOULD PROVIDE A GATEWAY TO AND SIGNPOST TO THE DIFFERENT WEBSITES WHICH PROMOTE CULTURE IN THE CITY. THIS COULD LATER BE DEVELOPED TO PROVIDE A SPACE FOR CULTURAL POLICY, DATA, ANALYSIS, MONITORING AND DEBATE.</p> <p>CULTURE, URBAN PLANNING & PUBLIC SPACE</p> <p>A PILOT MEASURE TO BEGIN A COLLABORATIVE RELATIONSHIP WITH INTERNAL AND EXTERNAL STAKEHOLDERS TO IDENTIFY OPPORTUNITIES FOR STRATEGIC INTERVENTIONS IN PUBLIC SPACES AND PRIVATE DEVELOPMENTS. THIS MAY INCLUDE, BUT IS NOT LIMITED TO PUBLIC ARTWORK, INCLUDING STREET ART, STATUES AND SCULPTURES, WORK AND PERFORMANCE SPACE, PUBLIC REAL AND SHARED SPACE FOR COMMUNITY ENGAGEMENT.</p>	<p>Led by culture team and the digital team at Leeds City Council with engagement across the culture service and partners in the culture sector.</p> <p>Led by culture team and planning service with input from partners in the culture sector.</p>	<p>April 2021 – March 2022 (scoping only)</p> <p>April 2021 – March 2022</p>	<p>Monitoring methods will be in line with current monitoring of activity</p> <p>TBC</p>	



PILOT MEASURES

NAME AND/OR SHORT DESCRIPTION OF THE PILOT MEASURE	WHO IS INVOLVED	DATES	MONITORING METHODS (e.g. what information will be collected and how)	OTHER REMARKS
<p>PILOT MEASURES 'IN RESERVE':</p> <ul style="list-style-type: none">• EARTH HOUR EVENT, A FESTIVAL CONTRASTING TO LIGHT NIGHT LEADS TO CELEBRATE THE LIGHT AND SUSTAINABILITY.• COMMUNITY PROJECT, CELEBRATING THE DIFFERENT CULTURES OF LEEDS THROUGH A 'TRAIL' THROUGH THE CITY. EACH DISTRICT WILL PRESENT A PART OF THEIR LOCAL COMMUNITY (E.G. FOOD OR DANCE) ON A ROUTE THROUGH THE CITY FOR CITIZENS TO FOLLOW. POTENTIALLY TAKES PLACE ON CAR FREE DAY.• ARTS LOBBY; A SET OF AMBASSADORS OR A GROUP DEDICATED TO LOBBING CENTRAL GOVERNMENT AND OTHER RELEVANT BODIES TO HIGHLIGHT THE OPPORTUNITIES IN LEEDS AND INCREASE AWARENESS AND INVESTMENT IN THE CULTURAL INDUSTRIES HERE.• INTERNATIONAL PROGRAMMING FORWARD PLAN, A FORWARD PLAN WAY TO SHARE INTERNATIONAL OPPORTUNITIES WITH THE CULTURE SECTOR SO THAT THEY MAY CAPITALISE ON PRE-ARRANGED VISITS OR INVESTMENTS.• LEEDS ARCHITECTURE AWARDS; MAKE SUGGESTIONS TO THE AWARDS TO MAKE URBAN PLANNING AND PUBLIC SPACE MORE SPECIFIC TO CULTURE)• LEEDS TRAIN STATION; IDENTIFY OPPORTNITIES TO BRING CULTURE INTO THE CITY'S TRAIN STATION• URBAN NATIONAL PARK, TO MAKE LEEDS THE FIRST URBAN NATIONAL PARK IN UK BY UNDERTAKING NUMEROUS GREEN INTERVENTIONS ACROSS THE CITY.	N/A	N/A	N/A	These Pilot Measures are ideas which were discussed during the Pilot Cities process but will not necessarily be taken up. These ideas will be reviewed at a later date and implemented if the opportunity arises.



GOOD PRACTICES

EMERGING MAINLY FROM PILOT MEASURES IMPLEMENTED IN THE CONTEXT OF THE WORK PROGRAMME (OR, ALTERNATIVELY, FROM PRE-EXISTING EXPERIENCES), BETWEEN 2 AND 3 GOOD PRACTICES WILL BE PRODUCED IN EACH PILOT CITY, USING THE FORMAT DESIGNED BY THE AGENDA 21 FOR CULTURE TO THIS END. IN THE EVENT THAT THESE EXISTING OR POTENTIAL GOOD PRACTICES CAN BE IDENTIFIED WHEN THE WORK PROGRAMME IS DRAWN, THEY COULD BE SPECIFIED BELOW - ALTERNATIVELY, THEY CAN BE ADDED AT A LATER STAGE, DEPENDING ON THE PERCEIVED EFFECTIVENESS OF MEASURES IMPLEMENTED.

NAME OF POTENTIAL GOOD PRACTICE	WHO WILL DRAFT IT	DATES	OTHER REMARKS
CULTURE AND THE ENVIRONMENT (VARIOUS)	Leeds City Council	December 2022	Already presented at the Intermediary Cities consultation 7/05/2021
PARTICIPATIVE GOVERNANCE (CULTURE STRATEGY, BID BOOK, PILOT CITIES PROCESS ETC)	Leeds City Council	December 2022	
ANY OTHER EXAMPLES OF GOOD PRACTICE IDENTIFIED DURING THE IMPLEMENTATION STAGE.	Leeds City Council	TBC	



PEER-LEARNING ACTIVITIES

TWO PEER-LEARNING ACTIVITIES (THE HOSTING OF ANOTHER PILOT CITY AND THE VISIT TO ANOTHER CITY) WILL BE CONDUCTED IN THE FRAMEWORK OF THE WORK PROGRAMME. THESE SHOULD BE ALIGNED WITH THE STRENGTHS AND WEAKNESSES IDENTIFIED IN THE INITIAL WORKSHOP AND IN "RADAR 1". WHEREAS THE IDENTIFICATION OF PEER CITIES WILL NEED TO BE CONDUCTED IN PARTNERSHIP WITH UCLG, CAE AND EXPERTS AND MAY NOT BE KNOWN AT THE MOMENT OF DRAWING THE WORK PROGRAMME, THE SPACE BELOW PROVIDES ROOM FOR SPECIFYING THESE ACTIVITIES WHEN DETAILS ARE KNOWN.

HOSTING OF A PILOT CITY; NAME OF CITY TO BE HOSTED	THEMES TO BE ADDRESSED	WHO WILL BE INVOLVED	DATES	OTHER REMARKS
TBC	Pilot Measures Leeds Culture Strategy Leeds 2023	Councillors and officers at Leeds City Council Culture stakeholders Strategic partners	March 2023	
HOSTING OF A PILOT CITY; NAME OF CITY TO BE VISITED	THEMES TO BE ADDRESSED	WHO WILL BE INVOLVED	DATES	OTHER REMARKS
TBC, DEPENDENT UPON ANY HEALTH RESTRICTIONS			October 2022	



PARTICIPATIVE DIALOGUES

AS DESCRIBED IN THE TERMS OF REFERENCE, A SET OF PARTICIPATIVE EVENTS ENABLING CITIZENS, CULTURE PROFESSIONALS AND OTHER INTERESTED PEOPLE TO DISCUSS THE OBJECTIVES AND ACTIVITIES OF THE PILOT CITY WORK PROGRAMME SHOULD BE ORGANISED THROUGHOUT THE DURATION OF THE ACTIVITIES. ONE SUCH EVENT SHOULD BE HELD IN THE CONTEXT OF THE HOSTING OF ANOTHER PILOT CITY, WHEREAS ADDITIONAL PARTICIPATIVE DIALOGUES COULD BE SET UP EITHER ON AN AD-HOC BASIS OR BY TAKING ADVANTAGE OF EXISTING PARTICIPATORY MECHANISMS (E.G. LOCAL CULTURAL COUNCILS, ETC.).

SHORT DESCRIPTION OF THE ACTIVITY	WHO IS INVOLVED	DATES	OTHER REMARKS
Leeds City Council will undertake participative dialogues on the Pilot Cities programme in collaboration with dialogues relating to Leeds' Culture Strategy and wider culture development initiatives. These may include the following:			
LEEDS CITY COUNCIL EXECUTIVE BOARD & SCRUTINY BOARD	Councillors at Leeds City Council		
LEEDS CITY COUNCIL OFFICERS	Officers within the Culture service and across the Council, including members of the Pilot Cities advisory group		
CULTURE STAKEHOLDERS	Partners in the Culture sector in Leeds, including members of the Pilot Cities advisory group		
STRATEGIC PARTNERS	Includes but not limited to partnerships in Pilot Cities, EURO CITIES, Culture Next, Core Cities, West Yorkshire Mayoral Combined Authority and cities across the UK and abroad.		
PUBLIC	The public.		



MONITORING MEETINGS

AS DESCRIBED IN THE TERMS OF REFERENCE, AT LEAST 6 REGULAR MEETINGS AMONG STAKEHOLDERS INVOLVED IN THE INITIAL WORKSHOP AS WELL AS, WHERE NECESSARY, OTHER RELEVANT AGENTS, SHOULD BE CONDUCTED IN THE COURSE OF THE WORK PROGRAMME. THESE SHALL BE AIMED AT REVISING THE STATE OF IMPLEMENTATION OF THE WORK PROGRAMME, ADDRESSING ANY OUTSTANDING ISSUES AND IDENTIFYING OTHER OPPORTUNITIES. THE FINAL MONITORING MEETING WILL UPDATE THE ANALYSIS CARRIED OUT ON THE OCCASION OF THE INITIAL WORKSHOP AND WILL DISCUSS THE PREPARATION OF THE FINAL CONFERENCE.

MEETING	WHO IS INVOLVED	DATES	OTHER REMARKS
Leeds City Council will undertake local monitoring meetings on the Pilot Cities programme in collaboration with the participative dialogues mentioned above.			



FINAL CONFERENCE

THE FINAL CONFERENCE WILL ALLOW THE PILOT CITY TO PRESENT THE RESULTS ACHIEVED IN THE COURSE OF THE WORK PROGRAMME AND TO DISCUSS ITS FOLLOW-UP. AT THE MOMENT OF DRAWING THE WORK PROGRAMME, IT IS LIKELY THAT ONLY APPROXIMATE DATES CAN BE GIVEN, WITH OTHER DETAILS ADDED LATER WHEN INFORMATION BECOMES AVAILABLE.

FINAL CONFERENCE	WHO IS INVOLVED	DATES	OTHER REMARKS
FINAL CONFERENCE	Councillors and officers at Leeds City Council Culture stakeholders Strategic partners	March 2023	



OTHER ACTIVITIES

ANY OTHER ACTIVITIES RELATED TO THE IMPLEMENTATION OF THE PILOT CITY WORK PROGRAMME AND WHICH HAVE NOT BEEN INCLUDED IN THE PREVIOUS SECTIONS MAY BE ADDED HERE. THESE MAY INCLUDE E.G. EXISTING ACTIVITIES WHICH WILL CONTRIBUTE TO THE ACHIEVEMENT OF THE GOALS SET BY THE PILOT CITY PROGRAMME BUT WHICH DO NOT RESPOND TO THE CATEGORIES OR TYPES OF ACTIVITY OUTLINED ABOVE.

FINAL CONFERENCE

WHO IS INVOLVED

DATES

OTHER REMARKS

Leeds City Council will undertake other culture development related activities as detailed in Leeds Culture Strategy in collaboration with the Pilot City Work Programme. Details on these activities will be published online (and forms part of the Pilot Measure for Culture, Info & Knowledge).

ELABORATION OF AN ABSTRACT

ONCE THE WORK PROGRAMME HAS BEEN ADOPTED, THE LOCAL FOCAL POINT SHOULD PRODUCE AN ABSTRACT OF 1-2 PAGES, INCLUDING AN IDENTIFICATION OF THE FOCUS AREAS AND MAIN ACTIVITIES TO BE IMPLEMENTED. THIS ABSTRACT WILL BE TRANSLATED INTO ENGLISH, FRENCH AND SPANISH BY UCLG AND MADE PUBLIC ON THE PILOT CITY'S OWN PAGE ON THE WEBSITE OF THE AGENDA 21 FOR CULTURE. THE PILOT CITY MAY ALSO USE THIS DOCUMENT FOR ITS OWN COMMUNICATION PURPOSES.

Leeds City Council hosted two workshops in order to complete the first stage of the Pilot Cities programme; analysis of the local context and first assessment. The first workshop was organised in October 2017 and consisted mainly of the independent sector and small-medium organisations in the culture sector. The second workshop took place in February 2018, this workshop consisted of larger organisations from the culture sector, including National Portfolio Organisations and policymakers within Leeds City Council.

The results from the analysis of the local context and first assessment showed that Leeds scored under the global panel for one of the nine commitments – Culture, Urban Planning and Public Space. Furthermore, there were three commitments which demonstrated big discrepancies between the participants of the two workshops; Culture and Environment, Culture and Economy and Culture, Information and knowledge. The other six commitments either scored at the same level as the global panel or above. It was therefore clear that Leeds' focus should be direct to Culture, Urban Planning and Public space, as this was below the global panel. The analysis also showed an opportunity to strengthen the commitments where there were big discrepancies. So, alongside Culture, Planning and Public Space, Culture and Environment, Culture and Economy and Culture, Information and knowledge became the priorities for Leeds in our participation in the Pilot Cities programme and the basis for the second stage of the programme, design of the work programme.

It is important to note that as Leeds moves into the third stage of the programme (implementation), the Pilot Measures will not be delivered in silo. Indeed, the Pilot Measures will become part of the Leeds Culture Strategy Delivery Plan. The Leeds Culture Strategy Delivery Plan consists of a number of strategic projects, initiatives and relationships designed to deliver Leeds Culture Strategy. The Pilot Measures will become part of this delivery plan so that there remains one 'vehicle' in the delivery of the Culture Strategy and so that the Pilot Measures can be delivered in collaboration with other projects and initiatives which may maximise their outcome and efficiently use resources.

Project delivery, monitoring and communication will therefore be in coordination with the Culture Strategy and associated work. The Pilot Cities programme is part of the 'a leading International Capital of Culture' area of focus of Leeds Culture Strategy. Briefly, this area of focus support Leeds' ambition to play an active role at regional, national and international level, leading policy, debate and decisions, building a strong, respected and productive international profile. More information can be seen here: <https://leedsculturestrategy.co.uk/culture-strategy/#64aleadinginternationalcapitalofculture>

WORKING PROGRAMME



CONTACTS

For additional information about this exercise, please contact:



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