

# Report of the Strategic Director Place to the meeting of Regeneration & Environment Overview & Scrutiny Committee to be held on 21<sup>st</sup> February 2023

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## Subject:

UK City of Culture 2025- Progress Report

## Summary statement:

To provide an update on progress following Bradford's designation as UK City of Culture 2025

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Readiness

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## Portfolio:

Healthy People & Places

## Overview & Scrutiny Area:

Regeneration & Environment

## **EQUALITY & DIVERSITY:**

**Culture is our Plan** directly supports the Council's (CBMDC) equality objectives. It sets demanding targets to improve diversity and representation across the district's cultural sector and in the Council's own cultural service provision. By 2031, 50% of Bradford District creative workforce, audiences and cultural leadership will be drawn from people currently underrepresented in Culture and Creative Industries sector. Support for these equality and diversity ambitions is a condition of future CBMDC funding for arts, cultural and heritage projects

**City of Culture** directly supports Bradford Council's equality objectives. We will embrace equality and diversity and we will need to set demanding targets. The 10-year Cultural Plan aims to improve diversity and representation across the district's cultural sector and in the Council's own cultural service provision. The Bradford 2025 team and steering group will continue to embrace diversity and equality.

## 1. SUMMARY

- 1.1 This report provides an update to the Regeneration & Environment Overview & Scrutiny Committee on progress following Bradford's designation as UK City of Culture 2025.

## 2. BACKGROUND

- 2.1 In early 2021 running alongside Bradford's UK City of Culture 2025 bid campaign, the Council adopted an ambitious 10-year cultural strategy, 'Culture Is Our Plan', which aims to instigate more cultural investment and engagement across every part of the Bradford District. Both the UK City of Culture bid and the 10-year cultural strategy present compelling opportunities for an enhanced cultural offer across the District.
- 2.2 On 31<sup>st</sup> May 2022, following an extremely competitive process, Bradford was revealed as the UK City of Culture 2025 live on BBC TV by the Secretary of State for the Department of Digital, Culture, Media and Sport (DCMS),
- 2.3 City of Culture (CofC) provides a major once in a generation opportunity to improve and reposition Bradford. It is an honour afforded to just 1 city every 4 years. It is a chance to accelerate development and use culture as the catalyst for regeneration, economic growth and job creation. The landmark year is set to deliver more than 1000 new performances and events including 365 artist commissions, a series of major arts festivals as well as exciting national and international collaborations. Its themes will be rooted in the unique heritage and character of Bradford and will reveal the magic of the district that is held in its people, its ambition, and above all, its potential.
- 2.4 This prestigious title is anticipated to bring about the following benefits as part of Culture is our Plan, the district's 10 Year Cultural Strategy:

	<b>Legacy impacts by 2030</b>
New Jobs created	6,868
Total visitors to district	16,325,641
Visitors spend	£689m
Total jobs in CCI and VA sector	43,239
Total GVA	£2.44bn
Additional GVA	£365m
<b>Return on CBMDC Investment</b>	<b>£26 to £1</b>

Source: Burns Owen's Partnership <https://www.bop.co.uk/> A global research and consulting practice for culture and the creative economy.

- 2.5 In addition, the CofC bid has already generated unprecedented positive media coverage with 851 editorial pieces since 2019, generating an editorial value of £2,909,850 and a reach of more than 1.7bn views. Examples include a 12-minute promotional feature on BBC Radio 4 Front Row featuring a diverse range of voices from across the district. The Guardian continues to release positive stories on a regular basis. Coverage includes 146 features in National and Trade publications,

334 in Regional, 13 in International and 344 in Local.

Source: Anita Morris Associates <https://www.anitamorrisassociates.co.uk> A PR and communications agency, and Cision <https://www.cision.co.uk>, the UK's leading media database.

## Governance and Structure

- 2.6 Effective reporting and delivery lines, ensuring clarity of responsibility and oversight are essential. The draft governance structure attached at Appendix 1 seeks to achieve this.
- 2.7 Bradford 2025 (The Culture Company) operates as a Cultural Trust, working intrinsically with the council. Following the designation as UK City of Culture, the team immediately set about recruiting an executive team comprising Creative Director and Executive Director. The following appointments were subsequently announced and both parties fully taking up their posts by the end of 2022:
- **Shanaz Gulzar**, nationally-acclaimed artist, producer, presenter and former chair of Bradford 2025 – who played an instrumental role in the district's winning bid campaign – has been appointed as Creative Director.
  - **Dan Bates** as Executive Director; previously Chief Executive of Sheffield Theatres – drawing on his expertise developing world-class programmes for major cultural institutions.
- 2.8 The Culture Company is currently recruiting in order to ensure it is fully resourced to deliver a successful programme of events during 2025.

## Staffing and Structure within the council's Culture, Policy & Events Team

- 2.9 A series of new roles to support the development of CofC within the council structure is proposed. This will ensure that the council is positioned to support the development of the events programme while existing council cultural services continue to be delivered as normal. The approved structure is currently proceeding through the Job Evaluation process ahead of commencement of recruitment during February 2023.

## Role of Elected Members

- 2.10 It is intended that UK City of Culture status reaches every ward and community within Bradford. The events programme will be developed to realise this ambition. As programmes of events are developed and sites / venues and locations prepared, it is intended to ensure that progress reflects the district wide objectives of the programme, by means of putting in place a cross-party Member Reference Group (MRG) who will receive updates as to progress and identify any critical issues should they arise. This will be a regular update, provided in addition to reports to Overview and Scrutiny which will focus on updates and scrutiny of key issues identified as we progress towards 2025. Ward members will be consulted upon plans for their specific wards and regular updates will be provided to all members via a regular newsletter. The formal decision making arrangements through Executive and Council will of course also be necessary.

## District Readiness

- 2.11 We are looking and learning from the arrangements other successful UK Cities of Culture put in place in respect of District readiness, capital implementation and support for the council's own direct contribution to programme. Consideration has also been given to how essential council services can work to best support both the lead up to and the year itself.
- 2.12 The council hosted a UK City of Culture readiness workshop with the Senior Leadership Team and external partners on the key learnings from Hull & Coventry on 5<sup>th</sup> September 2022. It was identified from the workshop the need to develop a strategic approach to district readiness to be prepared for and maximise the opportunity of UK City of Culture. Conversations with preparation and delivery teams in Coventry and Hull will continue during the months ahead, in order to ensure that lessons learned from previous years are considered and built into Bradford's preparations.
- 2.13 Subsequently, an internally focussed District Readiness Board has been established to begin the process of developing an effective and comprehensive approach to District Readiness. Terms of Reference have been established and it is accepted that the group will need to broaden to incorporate external partners such as emergency services, public transport providers, WYCA and others in the early part of 2023.
- 2.14 Key elements of work include (but are not limited to);
- Ensuring the 'Cultural Capital' – key event locations – are ready for 2025
  - The preparation of a detailed project plan that will seek to ensure that the city is prepared and dressed in advance of 2025.
  - Co-ordination of cleansing and waste operations within the City Centre via the appointment of an officer with specific responsibility for this activity.
  - Review of cleansing and waste across the district in order to be prepared for 2025 and ensure a high standard of cleanliness
  - Review of all proposed maintenance programmes to ensure they maximise the impact on appearance of the City Centre, key routes into and key locations across the district.
  - A review of licensing arrangements so as to streamline processes and facilitate opportunities for leisure, hospitality and food outlets across the district.
  - Review of all street furniture and the removal of all clutter and renewal of damaged furniture.
  - The provision of effective wayfinding for key locations.
  - A review of other powers (e.g.PSPO) in order to ensure that they facilitate effective public participation but assist to prevent and deter anti-social behaviour.
  - Incorporation of the Safety Advisory Group (SAG) into District Readiness.
- 2.15 We are looking and learning from the arrangements other successful UK Cities of Culture put in place in respect of city readiness, capital implementation and support for the council's own direct contribution to programme. Consideration has also been given to how essential council services can work to best support both the lead up to and the year itself.

## **Funding**

- 2.16 The fundraising target for Bradford Culture Company is in the region of £40million with the ambition to raise more. The council has allocated £10million to CofC and other agencies have indicatively allocated a further £30million, subject to further negotiation and agreement on the outcomes required for that level of investment. Committee will be kept updated as to progress on the issue of funds and will also be provided details of how the resources secured are to be spent in order to ensure the success of the CofC programme. As part of the preparation for UK City of Culture, a detailed budgetary statement (both capital and revenue) is being prepared so as to provide an effective means of monitoring income and expenditure and exercising effective financial control.

## **Office Space**

- 2.17 The current Bradford 2025 Office on City Park is intended to be a temporary occupancy and the growing BD25 Team now needs a larger space. Head of Terms have been exchanged on a new space on City Park and the Trust will be signing a lease for 3 years.

## **Communications and Destination Marketing**

- 2.18 Effective communications will be essential in order to ensure that the benefits of UK City of Culture status are maximised. A strategy is in development which will ensure that an effective 'countdown' is put in place that prepares and enthuses local communities and indeed the UK to what is happening in Bradford. Events will need to be effectively marketed and that the opportunities for investment and to boost visitor numbers are maximised. Following a decision of the Executive, taken in June 2022, a Destination Marketing Board has been established in order to develop and oversee the strategy.
- 2.19 Key agencies, such as the Chamber of Commerce, Bradford BID, hospitality and leisure businesses, as well as communities, will be kept informed and updated as to progress in order to ensure that local businesses and communities can maximise the opportunities that UK City of Culture will bring. Bradford company Out of Place Studios have been appointed to deliver this work and after some consultation work it is expected to be ready for the district in April 2023.

## **3. OTHER CONSIDERATIONS**

There are no other considerations arising at this time.

## **4. FINANCIAL & RESOURCE APPRAISAL**

As referred to in item 2.19 a detailed budgetary statement both capital and revenue is being prepared so as to provide an effective means of monitoring income and expenditure and exercising effective financial control.

## **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

A focussed District Readiness Board has been established to begin the process of developing an effective and comprehensive approach to District Readiness. Terms of Reference and a risk register have been established.

This report also outlines the proposed Governance arrangements.

## **6. LEGAL APPRAISAL**

There are no legal implications directly arising from this report.

## **7. OTHER IMPLICATIONS**

### **7.1 SUSTAINABILITY IMPLICATIONS**

The District Plan, fundamentally supported by Culture is Our Plan, sets out the strategic partnership ambition for sustainable development, endorsing the Sustainable Development Goals and the ambitions to secure wellbeing, resilience and sustainable prosperity for residents, communities and organisations. It sets a medium to long-term agenda to 2025 and towards 2040 to enable and accelerate the transition to a more sustainable future. Members (October 2021) passed a resolution taking forward the District as the UK's leading clean growth city district. This is a fundamental approach to creating a sustainable and inclusive economy that works for everyone. The transitioning, investment and practical delivery of more sustainable ways of living, working and doing business lies at the heart of reshaping the district for 2030 and beyond. These ambitions and benefits hold true in success and fail scenarios with the necessity and opportunities for creating a more viable, resilient and prosperous district being politically and organisationally mandated. The Cultural Strategy underpinning and unleashing the creative potential of people, places and communities lies at the heart of the district's long-term success for the benefit of present and future generations.

### **7.2 GREENHOUSE GAS EMISSIONS IMPACTS**

N/A

### **7.3 COMMUNITY SAFETY IMPLICATIONS**

A significant growth in the cultural sector will attract increased numbers of visitors, particularly in our urban centres - often during the darker evening hours. Partnership work to assess the actual safety and also the 'feeling' of safety in key locations in our urban centres and other key cultural sites to identify areas that may present a greater risk needs to be an essential part of the process as we move towards 2025.

The programme should work alongside the District Community Safety Partnership to assess the risk of certain crime types such as acquisitive crimes, drug dealing, 'street drinking' and anti-social behaviour, particularly in locations which may evolve

with cultural development and those in which redevelopment may change the 'look and feel' of a location from what it is now.

A full range of measures to improve safety should be considered – whether this be physical measures such as lighting, CCTV, or cutting back vegetation, greater enforcement measures or 'Environmental Visual Audits' which will inform action to help re-claim sites that have been subject to crime and anti-social behaviour. These will be considered as part of District Readiness preparations.

As important is the need to alter the perception of many from both within the district and beyond about how they perceive safety in our urban centres. As well as tangible physical measures, this will need a significant communications programme and partnership with private sector businesses, especially in the night time economy.

Partnership work with the Bradford City Centre Community Safety Partnership, BD25 and Bradford BID to support the application for 'Purple Flag' status to make the City Centre a more attractive place for visitors will help achieve a greater recognition and increased confidence in Bradford as a safe place to be. Support and partnership with 'Bradford at Night' to help improve safety and re-invigorate the night time economy will also be beneficial.

#### **7.4 HUMAN RIGHTS ACT**

None directly arising from this report.

#### **7.5 TRADE UNION**

Consultation with the Trade Unions is taking place in regards to the new structure within the council's internal Culture, Policy & Events Team.

#### **7.6 WARD IMPLICATIONS**

Culture is our Plan seeks a more equitable distribution of cultural opportunity across the district and celebration of the artists and creatives in every street and community. This will have a positive benefit for the whole district over the coming 10 years.

The Leap our Creative People and Places programme will aim to provide up to 200,000 new cultural engagements across the district's most deprived wards over its ten-year life (Tong Ward is one of the featured ward areas in the programme).

Increased district-wide reach and impact will also be a condition of future CBMDC funding for arts, cultural and heritage projects.

The Culture, Policy & Events Team will work with the 5 Neighbourhood Offices and will schedule regular meetings with the Area Co-ordinators.

#### **7.7 AREA COMMITTEE ACTION PLAN IMPLICATIONS (for reports to Area Committees only)**

N/A.



## **7.8 IMPLICATIONS FOR CORPORATE PARENTING**

Children and young people are highlighted in the district's cultural strategy and are a priority for joined up action across the district through the establishment of the Bradford Cultural Education Partnership and the research partnering with BIHR / Born in Bradford. The plan also seeks to support Council ambitions to become a Child Friendly City. Vulnerable and disadvantaged children are a particular focus for inclusion through multiple opportunities including the ten-year Creative People and Places programme.

## **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

There are no issues arising from this report.

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

None, this report has been prepared to provide an update to the Regeneration & Environment Overview & Scrutiny Committee.

## **10. RECOMMENDATIONS**

That the Overview & Scrutiny Committee note the content of this report.

That a further report be presented for consideration by the Committee at it's meeting of April 2023.

## **11. APPENDICES**

Appendix 1 - Draft governance structure.

## **12. BACKGROUND DOCUMENTS**

- Culture is our Plan – the cultural strategy for Bradford District 2021 – 2031 [www.cultureisourplan.co.uk](http://www.cultureisourplan.co.uk)
- 'How do we maximise the legacy of UK City of Culture bid?' 7<sup>th</sup> June 2022 Executive Report and appendix 'Proposal for Bradford Place Marketing and Investment Partnership'

Appendix 1

