

AGENDA ITEM 9

REPORT TO THE TEES VALLEY COMBINED AUTHORITY CABINET

28 MARCH 2018

REPORT OF HEAD OF CULTURE AND TOURISM

PORTFOLIO: CULTURE & TOURISM

CULTURE, TOURISM AND EVENTS UPDATE

SUMMARY

The Tees Valley is the only new combined authority which has placed culture and tourism as the heart of its strategic economic plan. This report is an update on developments and progress over the last year in cultural activity, destination marketing development and includes the launch of the new Enjoy Tees Valley website. The report makes recommendations for approval for funding for two major sporting opportunities for Tees Valley. In addition there is an overview of the initial preparatory work taking place on our bid to be City of Culture in 2025 before a more detailed paper is brought to Cabinet in May.

RECOMMENDATIONS

It is recommended that the Combined Authority Cabinet:

- i. Note this report and progress on developing our Heritage and Culture programme, and the launch of Enjoy Tees Valley, our destination website and marketing activity.
- ii. Note the potential for Tees Valley destination marketing, with continued investment in culture and tourism assets, to add significant value to the visitor economy by 2020.
- iii. Note that many of the projects described in this report are considered 'pipeline' projects, funding is not confirmed and is subject to assessment and the ability of the project to contribute to Tees Valley strategic aims and criteria considering the economic and cultural value the project can offer to Tees Valley. The significant capital opportunities listed will be subject to future Cabinet decisions at appropriate stages.

- iv. Approve the match funding of £1,700,000 offer to the Northern Cultural Regeneration fund to bid for £4 million towards the Railway Heritage Project
- v. Subject to the satisfactory completion of due diligence under our Assurance Framework, approves the allocation of up to £340,000 of Combined Authority grant funding to the Great Tees City Games and Great Tees XCountry, and 'in principle' funding for up to a further £1.575 million to secure the Games to take place after 2019 until 2025.
- vi. Subject to the satisfactory completion of due diligence under our Assurance Framework, approve the allocation of up to £250,000 of Combined Authority grant funding to support a proposal to become a host venue for the Rugby League World Cup 2021.

Introduction

1. In March 2017 the Cabinet approved £1.8 million to begin our investment in culture and tourism. Initial work began investing in our major heritage attractions, those with the potential to attract significant new visitors to Tees Valley including investing in the Stockton and Darlington Railway heritage, the 17th Century Estate at Kirkleatham, and the Maritime and Military heritage of Hartlepool. Festivals and events such as Festival of Thrift, Stockton International Riverside Festival and a new Hartlepool Waterfront Festival have received investment, capacity investment is being made in various art form areas, and the new destination marketing team have launched the Enjoy Tees Valley website which lets us tell local, national and international visitors the great landscape, culture and attractions we have here.
2. The story of the Tees Valley is incredible. From the first accidental discovery of iron ore in the Cleveland Hills, to the making of steel, to the innovation of birthplace of the modern railway, to building the world from the Sydney Harbour Bridge to the Mobile Phone tower in London. Our explorers such as Captain Cook and Gertrude Bell are examples of the outward facing mind-set and connectivity which underpins much of the regions identity. A place of making, creativity and innovation, the Tees Valley story must be woven together through investment in new interpretation and in our heritage and cultural sites – a story which can be explored around Tees Valley by visitors and our communities.
3. 2025, the year of the 200th Anniversary of the Birth of the Modern Passenger Railway and will provide a strong focus for Tees Valley to bid to be UK City of Culture. In 2015 the Task and Finish Report identified both the growing energy and enthusiasm within the Tees Valley to drive progress towards securing, consolidating, and capitalising upon a strong creative arts and culture sector, not just for its own sake but the wider benefit of the economy and the community. There is much evidence that the process of bidding and becoming UK City of Culture will bring together diverse communities and organisations, our cultural sector and businesses to celebrate the innovation, heritage and stories of the region and create a more powerful sense of identity and confidence in Tees Valley improving social inclusion, business growth, place-making and connectivity between people and places.
4. Large events, especially those with TV broadcast potential, offer Tees Valley an opportunity to take the national stage. We are preparing bids to host City Games

over several years leading up to and including 2025, and also to host parts of the Rugby League World Cup 2021.

5. To tell the Tees Valley stories, communicate powerfully about our landscape, attractions, cultural offer, the new Enjoy Tees Valley website was launched on 17 March. Destination marketing activity has begun with VisitBritain and partners.

DETAIL

6. This report provides an update on the following activities undertaken by the Combined Authority in relation to Culture and Tourism:
 - Heritage Capital Projects
 - The River Tees Initiative
 - Festivals and Events
 - Great Place Programme
 - City of Culture Preparation and initial consultations
 - Capacity Building
 - Tees Valley Visitor Survey Findings 2017,
 - Tees Valley visitor economy economic impact research (STEAM model)
 - The development of the Tees Valley visitor website www.enjoyteesvalley.co.uk
 - Initial Marketing Campaign activity

Heritage Attraction Developments

7. Critical to attracting more visitors to Tees Valley, and engaging people with the heritage and stories of Tees Valley well, will be the quality of the museums and heritage sites and their interpretation content, and the connectivity of these sites and how they link the narratives together. We want to provide compelling reasons to encourage local people and visitors to learn more about Tees Valley and visit the key sites which help bring our story together and enhance the understanding of the interconnectivity of these narratives. Creating this interest by developing high quality narrative, interpretation and visitor experiences will extend visitor length of stay and encourage more overnight stays in the region thus contributing extensively to the growth in our visitor offer and the visitor economy.

Railway Heritage Development

8. Developing the potential of the world renowned Stockton and Darlington Railway to celebrate this important heritage and attract many more visitors to the region is a priority for Tees Valley. The Combined Authority, in partnership with Darlington BC, Stockton BC, and Durham CC, will lead on the development of this large and complex project with the appointment of a Heritage Capital Project Manager and an officer seconded from DBC as 'Rail Heritage Programme Officer'. This project on completion should attract a minimum of an additional 200,000 visitors per annum to Tees Valley.
9. The Railway Heritage Project is supported by the Heritage Lottery Fund and initial partners: have been brought together as members of the Railway Heritage Steering Group. Partners are: TVCA, DCC, SBC, DBC, A1 Trust, Network Rail, National Railway Museum (as part of the Science Museum Group), Historic

England, Virgin Trains EC, Friends of Stockton & Darlington Railway, Northern Rail and Northern Echo. Hitachi have expressed an interest in becoming part of the Steering Group and a representative will join the next steering group meeting.

10. There are three main strands to the project; each has both national and international visitor potential:
 1. Conserve and interpret the 26 mile railway track bed from Witton - Darlington - Stockton creating a heritage and nature walking and cycling route.
 2. Create an outstanding centre (major attraction) for the Railway Story to be told at North Road linked to a new site for the A1 Trust to build new Steam Trains with direct access to the track (joint attraction potential - history and future innovation).
 3. Create an outstanding 200th anniversary celebration event in 2025. A festival development company has been appointed to scope initial plans for the celebration.

11. The project has the ability to connect communities. A key 'golden thread' of the programme is how to connect people and community, through engaging them in project delivery, instilling civic pride, and ensuring they benefit from all initiatives through economic prosperity (jobs, business start-ups), skills and a better quality of life.

12. Heritage Action Zone (HAZ) status has recently been awarded to the Stockton and Darlington Railway by Historic England (one of eight awards in England). This will support research and conservation of the heritage assets as part of the larger development project and is a platform from which to develop the rest of the projects whilst developing more knowledge and understanding of the key assets needing conservation. A meeting with key partners took place on the 12th January and it was decided that TVCA are to lead on pulling together the delivery plan with input from all authorities. This will be submitted in April, with the partnership agreement following in May. We are looking to apply for a capacity building grant from Historic England to put in place a project officer who will oversee the daily management of the project and delivery plan implementation.

13. Planning for the 2025 bi-centenary. The Railway Heritage Steering Group met with Festivals and Events International (FEI) regarding the bi-centenary of the passenger railway. FEI have held consultations with key partners and stakeholders. FEI have now held meetings with the 4 authorities which provided a wealth of information and ideas. Meetings with many other stakeholders have taken place and FEI will report back to the Steering Group in March, with further consensus building sessions on planning the event following this. The final report is expected in May 2018. Strong themes for the bi-centenary are emerging around:
 - STEAM Expo
 - Live Steam
 - Community commission (largest train set in the country?)
 - Digital connectivity
 - Central commission
 - Smart Programming
 - Schools and education programme
 - Legacy projects

14. A walking and cycling task and finish group is being set up in February to create a walking and cycling route across the 26 miles, and to take advantage of the funding opportunities as they come up. Currently exploring EAFRD (European Agricultural Fund for Rural Development) funding options for upgrading walking/cycling path along Stockton & Darlington Rail route.
15. A brief to develop the 'grand narrative' of the Stockton and Darlington Railway through a powerful Interpretation Strategy has been drafted and will be going out to tender shortly. This 'grand narrative' will support the development of interpretation along the 26 mile route of the original track bed and form a framework for the world class railway heritage attraction at North Road. There will be further potential to use the interpretation framework to add information re the role of other stations (e.g. Middlesbrough and Saltburn) and branch lines as the railway developed.

Northern Cultural Regeneration Fund

16. A £4million bid to support the first phase of the Railway Heritage Project was submitted 30th November to DCMS who have set up the Northern Cultural Regeneration Fund to offer four north of England projects a share of the total pot of £15million. The project would see the development of the first phase of the Rail Heritage Quarter. Led by the Tees Valley Combined Authority alongside the A1 Stream Locomotive Trust and Darlington Borough Council, this major project includes the development of a world-class railway centre and will also provide expansion opportunities for the Trust and attract people from across the globe. Cabinet are recommended to approve al to offer the required £1.7 million match funding necessary to submit a bid to the fund.

Hartlepool Waterfront Development

17. In Hartlepool, the opportunity exists to create much more awareness of the maritime and military history of the town whilst creating high quality visitor and learning experiences. Investing in this heritage will create a catalyst for change within Hartlepool and the Tees Valley, increase visitor numbers, footfall and spend; create high quality architecture and public realm; improve the connectivity to the wider waterfront and Hartlepool area; encourage the sustainable use of the water and retain and create employment. The Waterfront development will consist of:
 - A Water sports Hub - Consolidating the many water based activities that currently take place around the Marina into one easy access location. A hub will allow an expansion of the offer of water based activities which will help to animate the waterfront. The hub will include indoor/outdoor extreme activities, linked with the National Museum of the Royal Navy to provide a "Navy-Style" assault course.
 - An outdoor events arena in the heart of the site, creating a hive of activity and a place of interest. The events space creates a platform suitable for hosting a range of temporary activities from markets and street food festivals to exhibitions, naval displays and music shows that will enhance the cultural offer of the Tees Valley.
 - Waterfront Core Visitor Attraction - A centre to explore maritime and military history with the story of Hartlepool combining the Hartlepool Museum with flexible exhibitions and events space using the best in digital and virtual reality exhibition technology.

- Expansion of the National Museum of the Royal Navy Hartlepool (NMRN) on the Waterfront site. The plans include significant investment in their existing site and the creation of new exhibitions and attractions in a new building which will tell the story of the Navy from the C18th to modern times.
- Strategic Waterfront Events Programme- A flexible outdoor space with access to core facilities will host a wide range of different events, bringing visitors to the town and creating a dynamic and perception changing atmosphere at the Waterfront.
- A 100 bed 4* hotel with conferencing and banqueting facilities. There is space in the market for a high quality landmark hotel development, which would fit with the overall vision for the Waterfront site.

Kirkleatham Estate and Stable Block

18. The 74ha Kirkleatham 17th Century Estate is a major asset in Redcar and Cleveland and Tees Valley, and one of the most significant heritage sites in the northeast of England. It contains 24 listed structures – some which are Grade 1 listed. Opportunities exist to create a much more significant cultural destination on the Estate, one which would provide a full day outing, a strong programme of cultural events, and a healthy opportunities to relax and explore heritage and culture in a large garden and landscape. The Estate encompasses the following assets:
19. Kirkleatham Museum, Kirkleatham Pavilion with 2.9 Ha of former nursery sites to the 18 Ha showground and 9 Ha woodland; The Stable Block and opposite, the Kirkleatham School and West Lodge (derelict); the Walled Garden amongst other buildings. The site has become home to the growing and renowned Festival of Thrift. This success of this festival at Kirkleatham demonstrates how the estate could become a more permanent centre for heritage, culture, sustainable living and leisure activities – contributing more strongly to the visitor economy of Redcar and Cleveland and Tees Valley.
20. The Walled Garden and Catering College element of the project are underway and the next phase of the project is to consider the most creative use of the conserved Stable Block – a set of buildings containing large and small spaces and offering much potential to become a cultural space with events, exhibitions and performance at its core. A feasibility study has been commissioned with RCBC into best combination of cultural content, retail and food/drink options for the Stable Block within the context of the whole site (which also includes gardens, catering college, and eventually a possible water park with Northumbrian Water as partner).
21. The Kirkleatham Estate already attracts upwards of 150,000 visitors per annum through a combination of the museum visitors and topical events such as Halloween and the Festival of Thrift. The potential to increase visitor numbers through broadening the range of activity on the site whilst creating a new cultural centre for Tees Valley is significant.

Red Barns

22. In Redcar, the former home of Gertrude Bell (expert on Middle East and explorer who advised pre WWII government on dividing up the Middle East) offers potential to become a valuable and distinct asset within Redcar and Tees Valley if

ownership matters can be resolved. A small trust has been established by Britain's leading expert on Philip Webb architecture, Peter Burman, and an early feasibility study undertaken pro bono to consider how this Arts and Crafts house, if refurbished could be best used. Early thoughts include possibly a high level research centre for Gertrude Bell's archive in partnership with Newcastle University, a museum related to Gertrude Bell's life and her father, Sir Hugh Bell's influence on Steel making in Tees Valley. In addition, restoring the house to its original Arts and Crafts glory, the house would attract many visitors in its own right.

The River Tees Initiative

23. The Tees Valley Mayor proposes to establish a new initiative to advance the economic, community and cultural value of the River Tees.
24. The River Tees is the reason our communities exist. It has shaped the economy of the Tees Valley over centuries. It is also central to our economic future. It is the common asset which unites the Tees Valley's local authorities, and around which our long-term future will be secured. Our deep water access to the North Sea is our largest economic asset, central to our industrial strategy and our gateway to world markets. Following extensive environmental improvements, the River is now reborn as an attractive focus for local communities and visitors.
25. The Tees flows through each of our five authorities. Each has plans to exploit its waterfront access – for tourism and leisure, for new residential developments, for business and industry. The Tees Valley Combined Authority is supporting many of those individual initiatives. But there is no forum for oversight of the River as a whole. The election of a new Tees Valley Mayor creates a focal point to add value to local initiatives, and ensure the great asset of the River Tees has regional and national significance.
26. The Mayor therefore proposes to establish a River Tees Forum, to unite partners towards a common action plan. The action plan will bring together:
 - an economic plan for the River Tees, ensuring its role in promoting business growth is fully exploited
 - a tourism and leisure plan, to make more use of the river as an attractive destination for local people and visitors.
 - an environmental plan, to ensure this great natural asset is preserved for future generations.
27. The Forum will:
 - put in place a River Tees plan of action framework utilising previous strategies and consultations, identifying pieces of work needed to maximise the economic impact the River can make

- maintain an overview of the River potential and create opportunities for sympathetic, co-ordinated and complementary projects which collectively improve the River facilities for sailors, swimmers, rowers, outdoor adventure facilities, pleasure craft, fishermen, land based leisure facilities including cafes, restaurants, sports and fitness facilities etc.. whilst maintaining environmental awareness
- develop an understanding of required infrastructure developments both land and water based, to improve access, and provide the support to implement these
- identify funding opportunities and develop partnership approaches to strengthen funding applications
- identify further environmental improvements for the Tees Catchment including the inter-tidal range, river banks and water quality will bring new species of flora and fauna and improve the appeal of the River
- support joint marketing and promotion initiatives and *Enjoy Tees Valley* digital and marketing campaigns to build a stronger profile of the River, its accessibility and associated leisure facilities
- identify opportunities for new transport services by boat, environmental exploration and leisure purposes and support the development of initiatives

Festivals and Events

28. Increasing the number and quality of festivals and events in Tees Valley will help create a more dynamic culture and attract many more visitors to area whilst making Tees Valley a better place to live and work. Last year we established the principles and criteria upon which we would invest in new and existing festivals and events. These criteria include assessing the quality of the arts, cultural and sporting activity to take place, the ability of the event or festival to grow and develop, and to attract significantly more visitors from outside the region. We also look at the ability of the festival and event and its cultural activity to help develop skills and experience in our cultural community, and how the activity will engage new audiences in a meaningful way.
29. Significant investment has been made into the Festival of Thrift at Kirkleatham in Redcar to enable it to grow and develop (45,000 visitors attended in Sept 2017, 10,000 more than the previous year). Additional support was provided to the Stockton International Riverside Festival to extend marketing activity, and funding provided to develop a new Waterfront Festival in Hartlepool – aiming to provide high quality arts and culture experiences which engage local people and begin to animate the Waterfront itself prior to development.

30. These initial investments help initiate and support and develop arts and cultural activity of extremely high quality and further investment will be made in new festivals and in growing those which have greater international and national potential such as:
31. T-Junction International Poetry Festival (support expansion to all boroughs). Andy Croft will lead work with several poets in 45 Tees Valley schools with support from Inspire 2 Learn as part of a plan supporting writing development in Tees Valley. The biennial Festival of Illustration developed by CCAD also has growth potential in terms of the scale of the exhibition and to attract more visitors.
32. Periplum - Glass Ceiling. Exploration of the history and heritage of suffragette women from all five boroughs in Tees Valley through archive and local family history development resulting in 3000 people performances in each place. TVCA and each Local Authority have agreed to support this programme of activity subject to additional support from the Arts Council.
33. Many other events offer the potential for growth and we are in discussion with the organisers of the Middlesbrough Mela, the Saltburn Food Festival, Cleveland County Show, a possible airshow, on how best support and investment can help meet our aims of a high quality, diverse and impactful events programme for Tees Valley.

Great Exhibition of the North (GEOTN)

34. The Great Exhibition of the North will take place from mid-June to early September this year in Newcastle and Gateshead and will provide a spectacle of Northern innovation, creativity and design. 1.7 million visitors are expected in NewcastleGateshead to explore the Exhibition, with an additional minimum of 1.7 million audience on-line.
35. GEOTN has requested support from TVCA to fund the digital company Animmersion to produce a 'Deep Frame' digital window on the Tyne (to be based at different times in five places throughout the Exhibition possibly at BALTIC, Eldon Square, Science City). The state of the art technology people can reimagine landscapes and ideas using new technology which allows for a shared virtual reality experience. TVCA is supporting Animmersion to create much stronger creative content to engage audiences at the event. This technology will be branded as from Tees Valley and showcase our world leading digital technology and innovation. We are also exploring the development of a functioning model which can illustrate the process of Carbon Capture and Storage which may be situated at Science City. GEOTN have now requested that some of our digital companies (Spearhead Interactive and Double 11 amongst others) work with them to display their usual work as leading exponents of digital technologies. This will give a strong Tees Valley digital presence and perhaps provide business opportunities for those invited to attend.
36. Sport offers good opportunities to engage more people, provide spectator events and grow interest in new ways of being healthy and living well. We have two major opportunities to host events offering good participation and television coverage for Tees Valley:

Rugby League World Cup 2021

37. Working with Middlesbrough BC and Middlesbrough FC we are in discussion with the Rugby League Association with regard to bringing a significant part of the 2021 Rugby League World Cup to Tees Valley. Bidding guidance was issued on the 17th January with final submissions required by 31st July 2018. The announcement on host venues will be made in January 2019.
38. RLWC2021 comprises of 3 main sporting events:
- Men's: 16 teams; 31 games; 14 venues; 5 weeks; group stages followed quarter-finals, semi-finals and final. Potentially up to 41 bids, although predominance has to be in Northern Powerhouse area.
 - Women's: 16 games; 8 teams; held at venues up to 12,000 capacity.
 - Wheelchair: 8 teams; 18 games; indoor arenas (can be temporary) likely to be held at 3 venues.
39. The guidance offered by RLWC2021 identifies that they are seeking to identify three ranges of stadia for the men's tournament in respect of capacity:
- 12,000 – 30,000: 7 stadiums and 17 games;
 - 30,000 – 50,000: 4 stadiums and 8 games;
 - 50,000+ - 3 stadiums and 6 games (Middlesbrough would not be a venue).
40. TVCA will work with MBC and MFC and Mowden Park to develop our bid to a required value of £250,000. The application will make a case for MFC as a host-ground for Tier 2 Mens' games, Rockliffe Hall as an official team base/training camp and Mowden Park Darlington as a venue to be used for training purposes and Womens' matches. Other partners and sponsors will be sought to support our bid. The rugby league are seeking, through excellence and innovation, engagement and growth, to build over time much stronger support for Rugby League in the North East and beyond the North West where it currently has strength as a participatory sport. The will offer legacy fund to help build the sport from grass roots in the region successful in terms of bidding to host part of the games. The BBC will broadcast all games of the RLWC2021, and Tees Valley will bid to host both games and international teams to secure part of the event.

The Great Tees CityGames and Great Tees XCountry

41. The world's favourite run and the City Games urban phenomenon could relocate to the Tees Valley, to showcase our unique combination of rural and urban landscapes, securing 3½ hours of live television coverage, broadcast in the USA, Europe and on the BBC. There is an opportunity to create a multi-year deal linking the powerful City Games brand, elite performance stars and mass participation sport to the Tees Valley 2025 City of Culture bid.
42. The Great Run Company, headed by Brendan Foster, are world leaders in mass participation and televised sporting events, including the Great City Games Series and renowned Great North Run (GNR) half marathon.

43. The Great Edinburgh X-Country and Great Edinburgh Winter run combine junior and senior mass participation runs with men's and women's elite races, delivering global audience reach through 2 hours of live broadcast television on US and European platforms and the BBC. Great Run Company are keen to bring this winter race back to the North East, presenting an exciting opportunity to showcase the Tees Valley landscape and drive participation in healthy lifestyles. The Great Run series is currently sponsored by Simply Health and drives a very positive health message.
44. The Great City Games series showcases athletics in an innovative way, providing an 'up close and personal' experience for spectators. This unique approach gives the sport the opportunity to attract new audiences, allowing them the thrill of competition outside of a traditional stadium setting. The unique IAAF ratified competition track surface attracts top class athletes to attend these events, as competition times will stand against traditional track and field stadiums.
45. The Great North City Games also includes a series of mass participation running events. The event is currently held in Newcastle and Gateshead and is staged the day before Britain's biggest running event, the Great North Run.
46. As Great Run Company build their 'City Games' profile there is an opportunity to bring the Games to the Tees Valley, securing 90 minutes of prime time TV coverage on BBC each time the event is staged, plus additional live and repeated coverage on other channels.
47. As the Combined Authority begins to establish a national reputation and challenge perceptions about the prospects for the conurbation, capitalising on the success of recent hosting of British Cycling National Road Race Championships and Tour De Yorkshire departure stages, City Games and X-Country could cement a reputation for ambition and scale in the minds of media commentators and opinion formers. Dynamic, positive live broadcasts revealing the dramatic urban and rural spaces within the Tees Valley alongside warm and friendly host audiences, could accelerate work to build tourism and attract investment and talent.
48. Great Run Company have seen the scale of events effectively delivered in Stockton, including the Stockton International Riverside Festival, and are confident that Stockton could host the first Tees Valley City Games and work with GRC to take the X-Country and the City Games to different parts of the conurbation over a period of years.
49. The combination of winter rural event and summer urban event presents an ideal vehicle to showcase the defining characteristic of the Tees Valley as a City Region of variety and contrast. Alternating annually the Tees Valley would host the urban street event, starting in 2019, and the international X-Country starting in

2020. In 2025 we would aim to host both as part of our City of Culture programme.

50. This is a time-limited opportunity and Stockton Borough Council (initially, with all five authorities subsequently should year one activity prove successful) is looking for TVCA support to help secure the City Games and International X-Country 2019 and beyond in the Tees Valley.

2019 Long-term opportunity

51. There is a model for longer term commitment to hosting Great Tees City Games and Great Tees XCountry events in 2019 and at intervals up to 2025 preferred by all local authorities. This schedule is below for information:

Games and XCountry, reduced frequency, reduced host contributions

Activity and costs (*000's)	2019	2020	2021	2022	2023	2024	2025	Total
City Games/Elite Mile (includes track and field infrastructure, Race Costs, 90mins TV coverage BBC, 2 x large screens)	225		225		225		255	930
Technical Costs (includes Event Village, Policing, Traffic, Road Closures, HVM, Plant, Security, Stewarding, Medical, Fencing, Site Infrastructure, Use of Facilities, Commentators)	105		105		105		135	450
Communications & Marketing	25		25		25		45	120
Hospitality	10		10		10		15	45
City Games Sub-total	365		365		365		450	1545
X-Country elite				200			200	400
X-Country mass run				50			50	100
Communications & Marketing				15			15	30
Hospitality				5			5	10
X-Country Sub-total				270			270	540
Total cost								2085
Income								
Host and sponsors (Games)	25		25		25		45	120
Host and sponsors (XCountry)				25			25	50
TVCA	340		340	245	340		650	1915
Total income								2085

52. There is no doubt that developing a series of sporting events which can become established in local and media calendars will over time attract much more engagement, contribute more strongly to public health, and attract more visitors. Opportunities to mitigate the costs involved would need to be explored through how sponsorship would reduce TVCA and host costs.

53. Early views of comparative activity such as the one day Cardiff half marathon show that that event attracts 58,000 attendees, of which 67% are local people, spending £1.6 million in the local economy. Attracting 25,000 attendees to the City games is therefore likely to add approximately £850k to the Tees Valley economy. Another event, the Canoe Slalom World Championships in the Lee Valley took place over 6 days, attracted 7,000 spectators and it has been evaluated contributed £1.28 million to the Lee Valley economy. A cultural comparison is the Hay Festival. Developed over many decades, and now with an annual attendance of 246,000 over 11 days, the economic value to the Welsh economy (mostly) is evaluated at £20.6 million.

54. There is always a risk in investing in new activity, but with the right support and partners, great annual events can emerge over relatively short periods of time. Subject to the potential for sponsorship to mitigate the overall costs of the City Games and Cross Country, and due diligence, these events could add a diverse and sporting strong thread of activity to our developing cultural scene.

Volunteer Development

55. We recognise that large-scale festivals and events require close partnership working. The successful deployment of such occasions is often reliant upon a significant level of volunteer support at the point of delivery. The opportunity to explore routes to building capacity in this regard is being considered. A skilled cohort of volunteers able to assist in supporting large scale events and communicating with our visitors will be an incredibly valuable asset and would enable many people to develop new skills which could assist with aspiration, new careers and job finding.

Great Place Greater Tees Programme

56. In March 2017 TVCA and its local authority and culture partners were successful in winning a grant of £1.32 million to develop our Great Place, Greater Tees programme of activity. With TVCA and partner contributions, we have £1.5 million to begin building a strong programme of creative activity across Tees Valley – exploring identity and heritage whilst building capacity and a stronger cultural eco-system. The Great Place Programme work through 10 major projects taking place both in individual boroughs and also in shared activity across our communities, will underpin the consultation and engagement work for our City of Culture bid.
57. Early priorities have been to produce robust project management, payments and monitoring systems and to meet with all project partners, to review planning and activity since the submission of the Heritage Lottery Fund (HLF) bid earlier in 2017.
58. HLF gave written permission to start in January 2018, awarding a grant of **£1,332,500** for the following purposes:
59. Delivery of a programme of community and creative industry activity, inspired by the 19th Century settlement movement, across five sites in the Tees Valley:
- Red Hall Estate, Darlington (to tie into the Stockton Darlington Heritage Action Zone). Delivered by Darlington Borough Council and Groundworks
 - North Ormesby, Redcar. Delivered by Mima
 - Church Street/Church Square in Hartlepool. Delivered by Hartlepool Borough Council and Cleveland College of Arts & Design (CCAD)
 - Albert Road, Middlesbrough. Delivered by Middlesbrough Council and Teesside University
 - Projects to revive the Steel Gala and preservation the Red Barns in Redcar. Led by Redcar & Cleveland Council, Groundwork and other partners
60. Delivery of activity to develop capacity and skills in communities and creative practitioners across the Tees Valley:

- Artists' training programmes in participatory practice. Led by ARC Stockton
- A community carnival programme. Led by Stockton International Riverside Festival/ Stockton Borough Council across several boroughs
- Engagement programmes focused on young people and riverside communities. Led by Tees Valley Arts
- Family, early years and schools drama and storytelling. Led by Theatre Hullabaloo

61. Evaluation of the Greater Tees programme will be led by Teesside University. A steering group drawn from all partners is being established to ensure the programme meets its strategic aims and supports high level culture objectives for the Tees Valley.

City of Culture Preparations

62. Following the Task and Finish Report of 2015, Tees Valley declared its intention to bid to be UK City of Culture in 2025. Ensuring that a City of Culture designation sits within a robust and ongoing commitment to culture as a cornerstone of social and economic development within the Tees Valley will be critical to both a successful bid and a positive, high-impact delivery. With this in mind, our approach to building wider engagement with artists, businesses and communities will be framed in the context of this long-term journey, with City of Culture being a calling point along the way. We will work over the next seven years to build conversations with our communities, establish intriguing content and themes for a powerful bid to be submitted in 2021, and ensure that successful or not, this learning will inform the strategic direction of activity, investment and partnership development which will take us to the submission of the bid, through our incredible term as City of Culture and beyond to a culturally vibrant and prosperous future.

63. Tees Valley has developed and supported some arts and cultural organisations which are now of international renown for their work in arts development and particularly meaningful community engagement. These include Theatre Hullabaloo's work on the impact of early childhood creativity, mima's work on developing a 'useful museum', the artistic excellence of the Stockton International Riverside Festival, and ARC's work to meet audiences on their own terms, broadening participation in cultural activity, changing who makes art, who experiences it and who manages it.

64. However, historically, there has been much less investment in arts and culture in Tees Valley, for example annual investment in culture by the Arts Council on Tyneside in approximately £16 million per annum, whilst the equivalent figure in Tees Valley is £2 million. Adding in the difference in population sizes at 2:1, Tees Valley receives approximately one quarter of the investment per head of population. The result of this is a significantly weaker cultural eco-system with less opportunities for artists to make work and communities to experience and participate in culture. Building cultural capacity in Tees Valley to improve skills, opportunities for artists and creative people to work and build careers in Tees Valley is critical to a more vibrant and confident future for our people and communities.

65. The impacts of becoming City of Culture in Hull are extremely powerful. The opportunity has developed significant private and public sector investment, cultural activity and profile of place are all at unprecedented levels. The

opportunity has brought people, place and politics together. Some key outcomes in Hull are:

- Hull has a 20-25 year strategic plan with culture at its heart.
- Strong leadership and total cross-political party support enabled success. The judges are looking for a joined up approach.
- Had they not been successful, Plan B was to invest and develop a cultural programme anyway. The process of everyone working together has been very motivational.
- Hull has received unprecedented public and private investment – approximately £3.3 billion since they were shortlisted.
- People in the city say it's about the journey they've been on together since 2013, being short-listed was a great motivator.
- They've had great support from Government; the BBC, national media all got behind the bid. The day after the announcement every single national paper had a story about Hull.
- Hull has had £10 million of media coverage to date.
- Everyone was on the same message about the power of what being City of Culture can do for people and the City. Initially 64% of people were against the bid initially, but extensive community consultation resulted in 84% being confident Hull could win the bid.
- Hull Council's initial £4 million commitment has attracted a further £28 million of investment ie. £32 million cultural investment to date.

66. The DCMS consider the idea of Tees Valley with its five constituent authorities coming together to bid to be UK City of Culture in 2025 interesting and feel the ambition is laudable. They will advise Tees Valley on the extremely strong aspects of the Coventry bid and how it was built from the ideas of the people upwards.

67. The process of creating a 'mass movement' to build the City of Culture has already begun. Workshops with the Tees Valley Local Authority Heads of Culture and the Culture Thematic group established a strong commitment to the ambition of the bid and to the fundamental principle that it must be owned by our communities. This pledge was warmly received by leading figures in the cultural sector in a subsequent workshop which further explored the principle of a community-led approach. Initial conversations with Middlesbrough Football Club show they are very supportive of being part of the engagement process within a range of organisation, businesses and community led initiatives. They are also convinced this must be a generative process from the ground up, exploring people's ideas about what kind of Tees Valley they imagine for the future.

68. With our local authorities and culture sector, our shared ambition is to lead a 'big conversation' with our communities and people. To reach our communities through their interests, in their places, through clubs, schools, colleges, societies, associations, football, afternoon teas and supper parties, through their work places. We will map our community engagement and make every effort to reach our traditional communities, our new arrivals and ensure the voices of diverse communities and people are harnessed in our thinking for the bid.

69. The process in itself, whilst being highly organised and strategic in mapping ways of reaching our communities, must be a creative process, finding intriguing,

accessible and welcoming ways of provoking responses to key questions which need to be explored, for example.

70. Initial engagements will seek to identify shared ambitions, strengths, challenges and opportunities. We will learn the nuances and distinctive characteristics of each of the five boroughs whilst identifying the synergies that exist between them all and which form a sense of the collective identity of the Tees Valley.
71. Initial workshops held with our local authority colleagues in November and December 2017 have begun to realise some powerful strands of thinking and amazing ideas around the heritage, energy, power and landscapes of Tees Valley.
72. In the week beginning 5 March we will host the first in a series of workshop sessions, starting with our cultural leaders from across Tees Valley, and followed by place-specific engagements in each of the five boroughs. With our creative sector galvanised, we will broker a dialogue with the wider community: unlocking stories, aspirations, concerns and shared values and developing dynamic, creative responses to these.
73. We will bring a more detailed paper to the May 2018 Cabinet outlining the creative and strategic approach to our City of Culture bid development.

Capacity Development

74. We will look for opportunities to create an innovative and entrepreneurial approach to arts and culture investment whilst building capacity in our people and organisations. We want to develop activity, skills and investment in art forms to grow our capacity to develop ambitious and creative high quality programming for our City of Culture bid.
75. Two major developments in Hartlepool around CCAD and Church Road will improve CCAD's capacity to provide first class tuition in creative arts, whilst the development of the Centre for Excellence in Creative Industries and culture learning offers an opportunity for many Tees Valley cultural organisations to develop additional training and creative skills opportunities – also helping to build capacity in the sector. The developments are covered in more detail under the Education and Skills areas.
76. Work in this capacity building area includes a developing proposal with Northern Film and Media to stimulate and support: film-making/makers across Tees Valley, and create access into the sector as an employment route. This potential programme of work over three years will support training and development and Tees Valley location filming and investment into commissions whilst supporting network development between often isolated creatives and artists.
77. Support has been given to help initiate 'The Two Wolves' new TV series development re filming in Tees Valley to be produced by Trisha Ward. A first 'read through' of the series to be heard by Apple, Netflix and other potential

buyers of the series will take place at the end of March with actors Sir Derek Jacobi, Frances Barber, James Cosmo and others.

78. Through the process of developing and creating our bid, we will integrate the work of our £1.5 million Great Place programme which aims to explore identity, create more cultural capacity, connect people with their heritage and build stronger collaboration between our cultural organisations, ideas and future culture development. Other strategic initiatives such as a new Cultural Commissioning development programme to improve social and health outcomes through cultural engagement will also be integrated into building preparation and exploring people's thoughts and ideas for our City of Culture 2025 bid.
79. Collectively with the City of Culture work, and additional programmes of work including Festivals and Events Development, Heritage Capital Developments, we will build a tapestry of desired outcomes and activities to which each investment in cultural activity, art form development, cultural skills development made by TVCA and our partners will strengthen our capacity, our cultural ecosystem and our understanding of shared values, identity and distinctiveness – building towards a powerful City of Culture bid in 2025

Tourism – Destination Marketing

80. A small team of dedicated people are now engaged in beginning the promotion of Tees Valley as a great place to holiday, live, work, and invest. They will work in partnership with the local authorities communication teams, tourism associated businesses, the media and VisitBritain, and alongside our neighbouring destinations in the NE and Yorkshire, to create a deeper understanding of the strong visitor offer in Tees Valley.

Tees Valley Visitor Survey findings 2017

81. To initiate our destination marketing work, and develop greater understanding of our tourism offer and current markets, during the summer of 2017, 1,540 interviews were undertaken across Tees Valley. The key objectives of the survey were:
 - To inform development decisions for Tees Valley.
 - Understand visitor satisfaction and identify areas for improvement.
 - Understand people's motivation for visiting.
 - Gather visitor profiles such as demographics, booking sources, use of the internet etc.
82. The survey findings are in a summary report covering Tees Valley (available on request).
83. There are key findings about the origins of our visitors, the levels of understanding of the Tees Valley cultural and attractions offer, movement between boroughs, overnight stays and improvement needed in the understanding and business promotion of our leisure offer, which will inform our joint destination marketing and communications activity going forward.
84. In general, the number of visitors to Tees Valley (other than for business travel) is not high, many visitors to our attractions are local people, knowledge of cultural attractions and outdoor adventure opportunities in boroughs other than the one in which people live is low.

Tees Valley visitor economy economic-impact research (STEAM model)

85. The Culture and Tourism team have gathered sufficient inputs to enable the development of STEAM research modelling of the economic-impact of the Tees Valley visitor economy.

86. STEAM is an economic impact model used to measure visitor numbers, expenditure and employment. STEAM is a bottom up model using local data sources where available.

Inputs include:

- Occupancy data
- Attractions footfall
- Event data
- Local bed stock

87. The survey findings are in summary reports covering Tees Valley (available on request). In short, whilst visitor numbers are relatively high at 18 million per annum, visitor spend is low at £680m per annum supporting 11k jobs (compared to Newcastle Gateshead where a similar number of visitors generates £1.4bn and supports 21k jobs. This points to a lack of overnight stays in Tees Valley (these generate more in terms of the visitor economy). It is important that we invest in more high quality accommodation and communicate strongly about the good quality and value accommodation we have in Tees Valley associated with our strongest destination products in terms of heritage and culture, landscape, nature, outdoor adventure, shopping. The investment in our heritage and cultural attractions of greatest potential is well underway; the realisation of these attractions and the stronger telling of the stories of Tees Valley will attract more people who return more often to the destination.

Development of the Tees Valley visitor website www.enjoyteesvalley.com

88. The development of a new destination website for Tees Valley is critical to communicating worldwide on the strength of our many cultural, landscape and outdoor activities. This website is now complete.

89. www.enjoyteesvalley.com will bring together all attractions, accommodation, cultural venues, exhibitions and events from across the Tees Valley. Local areas, business owners and event managers will have the opportunity to maintain their own product-records and to add relevant events into the platform. This new destination website will be launched on Saturday 17th March – the start of English Tourism Week. A region wide campaign to launch the site is being developed.

Initial Marketing Campaign activity

Discover England Fund bid - East of England Touring Route

90. We are working in partnership with NewcastleGateshead and 13 other destination organisations on a bid to the Visit Britain Discover England Fund to create an East of England Touring Route. The project will bring together a broad range of product and destinations, marrying the unfamiliar and undiscovered market town product with some of Eastern England's better-known locations including York, Lincoln, Leeds and Newcastle.

91. The criteria for the product submitted is the accessibility from the A1(M) motorway combined with the offer of quintessentially English attractions that appeal widely to international visitors. This could include gardens, historic houses, castles, cathedrals, shopping and sport. We have so far submitted product from Darlington, Stockton, Middlesbrough and Redcar alongside walking routes and tours such as Captain Cook that also take in Hartlepool.
92. The project will focus on the German market. This target market has been chosen because according to research Germans are more likely to stay outside of London than any other market and are most likely to take the longest trips (8+ nights) ideal for a 300-mile touring route.
93. The project's main objectives include increasing the awareness and knowledge of Eastern England among travel trade whilst also supporting a minimum of 40 tourism business in Eastern England, particularly small businesses, to operate in the international market for the first time.
94. We are currently awaiting the official announcement of whether the bid has been successful. We do however believe that it is highly likely to be accepted and look forward to sharing more details soon.

Captain Cook – 250th anniversary

95. In summer 2018 it will be the 250th anniversary of Captain Cook setting sail, eventually discovering Australia. We are working with our partners in Whitby and Plymouth on compiling a comprehensive calendar of events and activities to mark the 250th anniversary of explorer Captain James Cook's first voyage.
96. Tees Valley partners include Middlesbrough, Stockton, Hartlepool and Redcar and we have also approached Welcome to Yorkshire, Plymouth City Council and the International Communications team at Visit Britain to coordinate a UK wide programme.
97. The details will be displayed on a dedicated page on the new Enjoy Tees Valley website and marketed by the Tees Valley Culture & Tourism team.
98. We will make an application to VisitBritain in 2018 to secure funding of up to £250k to develop bookable product and a Captain Cook tour which could be sold by Australian and New Zealand tour operators. This would provide strong profile for Tees Valley in both countries and VisitBritain will support our media activity this year to provide information to the Australian media on visiting Tees Valley and the North Yorkshire coast.

Visitor Economy – The Potential

99. Investing in and developing our destination marketing work for Tees Valley, in partnership with our local authority partners and tourism business offers the potential for Tees Valley to grow the visitor economy substantially. We particularly want to focus on activity which promotes overnight stays and increases length of stay in Tees Valley, as we believe this will develop our visitor economy faster, increase the resilience and sustainability of our tourism businesses, allow these businesses to create more investment in quality products, and create more associated jobs.

100. Headline Tees Valley economic impact figures and projections based on anticipated growth of 3% and 5% per annum in the visitor economy.

2016 (actual)	2017 (projection)	2018 (projection)	2019 (projection)	2020 (projection)
Total Visitors 18.67 million	Total Visitors + 5% 19.60 million	Total Visitors + 5% 20.58 million	Total Visitors + 5% 21.61 million	Total Visitors + 5% 22.69 million
Total Spend £864 million	Total Spend + 5% £907 million	Total Spend + 5% £952 million	Total Spend + 5% £1 billion	Total Spend + 5% £1.05 billion
Total Visitors 18.67 million	Total Visitors + 3% 19.23 million	Total Visitors + 3% 19.80 million	Total Visitors + 3% 20.40 million	Total Visitors + 3% 21.01 million
Total Spend £864 million	Total Spend + 3% £890 million	Total Spend + 3% £917 million	Total Spend + 3% £944 million	Total Spend + 3% £972 million

101. Taking the possible 5% growth per annum figures to 2019, by which the visitor economy could grow by £136 million per annum to £ 1 billion, a further 2,913 jobs could be created.

FINANCIAL IMPLICATIONS

£1.7 million is requested to match fund the potential £4 million application to the DCMS NCRF for the Railway Heritage Project. An initial £340k is required to secure the development of the City Games and Cross Country activity by Nova with local authority partners. 'In principle' support of a further £1745k support is requested to secure the longer programme of games from 2020 to 2025. Further Cabinet approval will be sought for the funding for beyond 2019 subject to appraisal of the success of the Games in 2019. Funding of up to £250k (dependent on partnership contributions) is requested to help secure the RLWC2021 event for Tees Valley.

LEGAL IMPLICATIONS

No legal issues are raised in this report.

RISK ASSESSMENT

This sporting and event funding activity bids are categorised as low to medium risk. Experienced event operators and existing management systems and daily routine activities are sufficient to control and reduce risk.

CONSULTATION

Wide consultation with relevant partners, stakeholders and local authorities has been undertaken on events and projects.

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