



**Notice of a public meeting of
Learning & Culture Overview & Scrutiny Committee**

To: Councillors Taylor (Chair), Fitzpatrick (Vice-Chair), Reid, Potter, Gunnell, Brooks, Wiseman, Mr Thomas (Co-opted Statutory Member) and Mr Pennington (Co-opted Statutory Member)

Date: Wednesday, 21 January 2015

Time: 5.30pm

Venue: The Craven Room - Ground Floor, West Offices (G048)

AGENDA

1. Declarations of Interest

At this point, Members are asked to declare:

- any personal interests not included on the Register of Interests
- any prejudicial interests or
- any disclosable pecuniary interests

which they may have in respect of business on this agenda

2. Minutes (Pages 1 - 10)

To approve and sign the minutes of the meeting held on Wednesday 19 November 2014.

3. Public Participation

At this point in the meeting members of the public who have registered to speak can do so. The deadline for registering is **5.00pm on Tuesday 20 January 2015**. Members of the public can speak on agenda items or matters within the remit of the committee.

To register to speak please contact the Democracy Officers for the meeting, on the details at the foot of the agenda.

Filming, Recording or Webcasting Meetings

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The Council's protocol on Webcasting, Filming & Recording of Meetings ensures that these practices are carried out in a manner both respectful to the conduct of the meeting and all those present. It can be viewed at http://www.york.gov.uk/downloads/download/3130/protocol_for_webcasting_filming_and_recording_of_council_meetings

4. York Theatre Royal - Service Level Agreement Performance Bi-annual Update Report

This report is to inform the Scrutiny Committee of the progress and performance of the York Theatre Royal under the current Service Level Agreement (SLA). *This item has been withdrawn until the next Learning & Culture Overview & Scrutiny Committee meeting due to take place on 24 February 2015.*

5. Attendance of Chair of Learning City

The Chair of Learning City will be in attendance at the meeting to provide an update on how the organisation has been working with the Council and other partners to deliver joint services since it provided its last update in March 2014.

6. Attendance of Chair of York@Large

The Chair of York@Large will be in attendance at the meeting to provide an update on how the organisation has been working with the Council and other partners to deliver joint services since it provided its last update in September 2013.

- 7. 2014/15 Second Quarter Financial, Performance & Equality Monitoring Report** (Pages 11 - 24)
This report analyses the latest performance for 2014/15 and forecasts the financial outturn position by reference to the service plan and budgets for all of the relevant services falling under the responsibility of the Director of Communities & Neighbourhoods and the Director of Children's Services, Education & Skills.
- 8. Bi-Annual Safeguarding Update** (Pages 25 - 58)
At a meeting of the Committee in June 2012 Members agreed to receive a six monthly update on children's safeguarding issues. This sixth report updates the Committee on key local and national safeguarding developments since July 2014.
- 9. School Improvement Update: Key Stage 4 Performance 2014** (Pages 59 - 64)
This report provides an update about Key Stage 4 (KS4) performance in 2014.
- 10. Tour de France Scrutiny Review - Update Report** (Pages 65 - 218)
This report provides further information in support of the Committee's consideration of a proposed scrutiny review of the planning, promotion and delivery of the Council's programme of activities which accompanied the Tour de France.
- 11. Learning and Culture Overview and Scrutiny Committee Workplan 2014/15 including a verbal update on ongoing reviews** (Pages 219 - 220)
Members are asked to consider the Committee's workplan for the 2014-15 municipal year and receive a verbal update on ongoing reviews.
- 12. Urgent Business**
Any other business which the Chair considers urgent under the Local Government Act 1972.

Democracy Officers

Catherine Clarke and Louise Cook (job share)

Contact details:

- Telephone – (01904) 551031
- Email catherine.clarke@york.gov.uk and louise.cook@york.gov.uk

(If contacting by email, please send to both Democracy Officers)

For more information about any of the following please contact the Democratic Services Officers responsible for servicing this meeting:

- Registering to speak
- Business of the meeting
- Any special arrangements
- Copies of reports and
- For receiving reports in other formats

Contact details are set out above.

This information can be provided in your own language.

我們也用您們的語言提供這個信息 (Cantonese)

এই তথ্য আপনার নিজের ভাষায় দেয়া যেতে পারে। (Bengali)

Ta informacja może być dostarczona w twoim własnym języku. (Polish)

Bu bilgiyi kendi dilinizde almanız mümkündür. (Turkish)

یہ معلومات آپ کی اپنی زبان (بولی) میں بھی مہیا کی جاسکتی ہیں۔ (Urdu)

 (01904) 551550

City of York Council	Committee Minutes
Meeting	Learning & Culture Overview & Scrutiny Committee
Date	19 November 2014
Present	Councillors Taylor (Chair), Fitzpatrick (Vice-Chair), Reid, Potter, Brooks, Wiseman and Hodgson (as a substitute for Cllr Gunnell). Mr A Pennington (Co-opted Statutory Member)
Apologies	Councillor Gunnell and Mr E Thomas (Co-opted Statutory Member)

29. Declarations of Interest

At this point in the meeting, Members were asked to declare any personal interests not included on the register of interests, any prejudicial interests or disclosable pecuniary interests which they might have in respect of the business on the agenda or any other general interest they might have within the remit of the committee.

Councillor Taylor declared a personal non prejudicial interest in agenda item 4 (York Museums Trust Partnership Delivery Plan: Performance Update 2014-15) as he had been involved with the promotion of the “Big Read”, and agenda item 9 (Work Plan, update on Ongoing Reviews and proposed new review) as the City Screen (his employer) were involved in showing four films as part of the Tour de France Cultural Festival.

30. Minutes

Resolved: That the minutes of the last meeting of the Learning and Culture Overview and Scrutiny Committee held on 17 September 2014 be approved and signed by the chair as a correct record.

31. Public Participation

It was reported that there had been no registrations to speak under the Council’s Public Participation Scheme but that Councillor Brian Watson

had requested to speak in relation to the update from York Museums Trust (YMT).

Councillor Watson raised concerns that implementation of recommendations (v) (vi) and (vii) which had been agreed by the Cabinet Member for Leisure, Tourism and Culture on 23 February 2013 arising from the previously completed York Museums Trust Scrutiny review appeared to be still outstanding. He expressed worries that some perishable items of the YMT collections were still being stored in unsuitable out of date storage facilities.

32. York Museums Trust Partnership Delivery Plan: Performance Update 2014/15

Members considered a report which updated them on the current progress of the York Museum's Trust (YMT) towards meeting the targets agreed in the Partnership Delivery Plan, and provided them with an update on the implementation of the approved recommendations arising from the previously completed York Museums Trust Scrutiny Review.

York Museums Trust's Chief Executive and Chief Operating Officer presented the information contained in the York Museums Trust Performance Report which covered the period April to September 2014 including the following information:

- Art Gallery project proceeding well after structural problem with gable wall – now working towards opening date in summer 2015
- Planning permission submitted for new gardens to connect Museum Gardens with area behind Art Gallery.
- Opening of new exhibition at the Castle Museum 1914 When the world changed forever, on 28 June 2014
- YMT has successfully applied for funding from Arts Council Major Partners Museum Funding till 2018 and the Museums Development Yorkshire has successfully applied for funding for 2015-18. Enables YMT to continue working with smaller and medium sized accredited museums across the region which will increase YMTs profile and influence in the region and beyond.
- Progress made in provision of information online – now 50,000 images online – further progress will be made over next few years.
- Due to reduction in funding from the council, now looking at other business models to enable us to become more resilient and sustainable.

Members praised YMT staff for the work which had been undertaken with regard to cataloguing the collection noting that 12,000 records had been added since the last report was received by the committee. The Chair expressed an interest in viewing the Trust's image policy. In view of YMTs successful application for Arts Council Major Partners Museum Funding, Members queried whether their work with other museums across Yorkshire and Humberside would take their focus away from York. Officers advised that this was a strategic decision but was only a small aspect of their work and that supporting other museums would help increase their profile and make them more sustainable. Members asked that an update be provided at a future meeting on how this work has impacted on their work in York itself.

Members discussed the information provided in the report on formal learning through visits from schools and higher and further education establishments. One Member asked for the data for York schools to be broken down into individual schools.

Members considered the table at annex 2 to the report which provided information on the implementation of recommendations of the previously completed YMT review. In response to the queries raised by Councillor Watson under public participation, YMT officers advised that the first paragraph in the update column confirmed what work had been done with regard to the recommendation and the second paragraph was a general comment to provide members with further information. With regard to the Trust's intention to dispose of an item in one of their collections, YMT advised that they would notify the council to give officers time to object to any proposed disposal. The Assistant Director confirmed that future update reports could include information on disposals.

In response to concerns raised by members over the continued storage of items at the Fulford Store, Officers confirmed that a new store was being purchased which the council hoped to take possession of in January 2015 although this would then need some work and investment.

Resolved: (i) That the performance of the York Museums Trust as detailed in Annex 1 be noted and members comments be taken into account.

(ii) That recommendations (i) to (vi) be agreed as being fully implemented.

Reason: To conclude the work on the review in line with scrutiny procedures and protocols.

33. Explore Libraries and Archives Mutual: Bi-annual Performance Update 2014/15

Members received a report which updated them on the performance of Explore York, Libraries and Archives Mutual Ltd (Explore) during the first six months of 2014-15.

Fiona Williams and James Henderson introduced themselves as the new Chief Executive and Chair respectively of Explore Libraries and Archives Mutual. The Chief Executive confirmed that the libraries had retained a strong partnership with the council and, although it was a steep learning curve, the organisation was developing well with community members being recruited. They advised that the main difficulty had been that the York Explore building had been closed since May for the planned refurbishment.

The Chief Executive gave an update on the services they provided advising Members that they had had a very successful summer with the Summer Reading Challenge and Big Read both proving very popular. Rowntree's Park Cafe had been very popular. She advised that York was increasing its contribution to Cultural Life of the City and planning a £100k+ bid to Arts Council to its Libraries Fund by March 2015. York was the 100th public service mutual and was being held up by the Cabinet Office as providing best practice.

Members acknowledged the exciting developments taking place and praised staff for continuing to provide a good service to residents even though the city centre building had been closed. Members expressed their interest in being community members and it was agreed that the Chief Executive would email all Members information on this. Members thanked the Chief Executive and Chair for an interesting and comprehensive report and verbal update.

The Assistant Director (Communities, Culture and Public Realm) warned Members that the longer than expected closure of York Explore presented a significant financial challenge. He explained the reasons for the increased length of closure and advised that Explore may be putting in a claim to the council for the loss of income.

It was agreed that in future the report would be structured to be more inline with the schedule and it was requested that it included further information on the business plan and targets.

Resolved: That the report be noted and Members comments be taken into consideration.

Reason: To help monitor the service received under the contract.

34. Schools Outturn Data 2014

Members considered a report which provided information about school performance in 2014 and the position of schools according to Ofsted judgements as of 4 November 2014.

The Assistant Director, Education and Skills, updated Members on the outcomes in the Early Years Foundation Stage Profile (EYFSP), the phonics screening check and performance at Key Stage 1, 2 and 4. In response to concerns raised regarding a widening of the gap at key stage 4, Members were advised that this was due to changes in KS4 assessment which included the move away from modular to linear end of course examinations, and changes to the performance tables meaning the tariff for GCSE equiv courses such as BTEC has been reduced so that they counted as one GCSE grade rather than as multiple grades as in previous years. This had caused some turbulence in the reporting of data both locally and nationally. Members noted that the performance tables which would be published in January 2015 would be based on results of first entry for examinations rather than the best entries following retakes.

Members praised officers for a very positive set of results and acknowledged the hard work of head teachers and teachers in schools across York.

Resolved: That the update on school performance in 2013-14 and the outcomes of Ofsted inspections since September 2014 be noted.

Reason: In order to provide the Committee with an update on developments in the city.

35. Scoping Report on Proposed Scrutiny Review of Narrowing the Gap in York

Members considered a report which explored the feasibility of the committee undertaking a scrutiny review of actions taken to narrow the

gaps in attainment and progress in York. The report put forward the proposed remit for the review as follows:

Aim:

To identify and disseminate best practice guidance on narrowing the gap to York schools.

Objectives:

(i) To examine:

- The actions taken by identified schools whose outturn data shows an established trend of narrowing the gap
- The use of the pupil premium to narrow gaps in attainment and progress in those schools which are consistently narrowing the gap.
- Good practice from other Local Authorities achieving narrower gaps, including early years.

(ii) To draft some guidance proposals for dissemination through York schools.

The Assistant Director, Education and Skills, advised the committee that, since the July meeting, additional analysis of the York 300 cohort had taken place which compared the performance of the York 300 against that of their peers and the results had been appended at Annex 1. Concern was raised that many schools were unable to attain a consistent narrowing of the gap and it was acknowledged this was very cohort driven with the characteristics of cohorts varying year to year especially in very small schools. It was noted that in some parts of the city, schools with very few pupils eligible for the pupil premium seemed to find it very hard to narrow the gap and that these schools could learn from best practice from other schools with narrower gaps in order to ensure they make best use of their resources. Members felt it would be useful to look at which schools were consistently narrowing the gap year on year to assess how they were achieving this.

Members were advised that on 9 December the National Pupil Premium Champion was due to lead on a conference in York which would provide the opportunity to showcase some of other work done in York schools to successfully narrow the gap. Members were also pleased to note the number of York clusters which had included narrowing the gap in their action plans for 2015.

Members expressed their support for undertaking the review but stressed the need to be able to add further value to the work already being undertaken by officers. Officers suggested that the involvement of the

scrutiny committee would help evidence elected member support for school improvement. It was acknowledged that the review would need to be turned around fairly quickly taking into account other ongoing scrutiny reviews and the need to complete review work before the start of the forthcoming purdah period. It was agreed that the review should ideally be completed in time to allow the draft final report to be presented to the January 2015 meeting of the full committee.

It was agreed that a task group be established to undertake the review comprising Councillors Fitzpatrick, Wiseman and Brooks and co-opted statutory member Mr Andrew Pennington.

Resolved: (a) That the review be undertaken and the above remit be agreed.

(b) That a Task Group comprising Councillor Fitzpatrick, Wiseman, Brooks and Mr Andrew Pennington (Coopted Statutory Member) be set up to carry out the review.

Reason: To carry out the review in line with scrutiny procedures and protocols and conclude the review before the start of the forthcoming purdah period.

36. Update Report on the Membership of Entrepreneurship Scrutiny Review Task Group

Members considered a report which sought a minor amendment to the membership of the Entrepreneurship in York Schools Task Group in light of changes to the composition of the Learning and Culture Overview and Scrutiny Committee made at a recent Extraordinary Council meeting on 23 October 2014 which resulted in Councillor Scott no longer remaining a member of the Learning and Culture Overview and Scrutiny Committee.

Prior to the changes agreed by Council, Councillor Scott had been appointed to and chaired the Task Group and Members were asked to consider appointing him to the task group as a co-opted member for the remainder of the review. All Members confirmed they were happy with this arrangement.

Resolved: That Councillor Scott be appointed onto the Entrepreneurship in York Schools Task Group as a co-opted member.

Reason: To enable the Task Group to progress the work needed to complete the review.

37. Learning and Culture Overview and Scrutiny Committee Workplan 2014/15 including a verbal update on ongoing reviews

Members considered a feasibility report on a scrutiny topic submitted by Councillor Cuthbertson which proposed a review of the planning, promotion and delivery of the Council's programme of activities which accompanied the Tour de France. Councillor Cuthbertson presented his topic submission and stressed the need to deal with this issue urgently in order to allay public fears regarding the financial loss of the event and to ensure that lessons were learnt so that any future events were properly planned and managed within budget, particularly as the council was beginning to plan the Tour of Yorkshire. In addition to the financial losses from the event, he also expressed the need to investigate the health and safety aspects of the Grand Depart in response to press headlines that the event had incurred risks to public safety.

The Director of Communities and Neighbourhoods advised Members of a Cabinet report expected in January 2015 which would set out against each workstream which aspects had gone well and which had not. The full economic data for that report would not be until mid December after which the report would be finalised. She confirmed that the Grand Depart was not an unsafe event and the Safety Advisory Group (SAG) had not raised any concerns in this respect.

Members were advised that the Grand Depart was not part of the commercial programme but added as a supplement to the weekend programme of events organised to encourage families into York a day early. Members were briefed on the challenges of the organisation of the concert which they were advised would be detailed in full in the Cabinet report.

Members were asked to bear in mind a number of issues when considering whether or not to carry out this review including the fact that all reviews would have to be completed by the start of the forthcoming Purdah period. The committee already had two ongoing reviews and had already agreed another new review which raised a resource issue. Some Members felt it would be better to wait until the Cabinet report had been published before making a decision on the review but others felt that it was important not to delay the decision on whether or not to conduct the review to ensure that it could be completed within the current municipal year.

It was agreed that the review be undertaken before the end of the municipal year by a task group comprising Councillors Taylor, Wiseman and Fitzpatrick (or an alternative Labour member). Councillor Cuthbertson confirmed that he was happy to be called as a witness in the review rather than be co-opted onto the task group. It was agreed that scrutiny officer would email a suggested wording of the remit of the review to the committee.

Members considered the committee's work plan for the 2014-15 municipal year and received a verbal update on the two ongoing reviews. They were informed that the Entrepreneurship in York Schools Task Group had recently had a useful and informative meeting with representatives from North Yorkshire Business Education Partnership (NYBEP), York Children's University, York's Federation of Small Businesses, Aviva and Natwest as well as two primary schools. With regard to the work of the Disabled Access Scrutiny Task Group, the Committee was advised that the task group had met with representatives of Visit York in November and would meet again on 2 December to consider an interim report which would present the large amount of information gathered to date so that the Task Group could agree an appropriate way forward.

Resolved: (i) That a review of the Tour de France be carried out by a task group comprising Councillors Taylor, Wiseman and Fitzpatrick (or an alternative Labour member) during the current municipal year.

(ii) That the work plan be agreed.

(iii) That the updates on the ongoing scrutiny reviews be noted.

Reason: To keep the committee's work plan updated.

Councillor Taylor, Chair

[The meeting started at 5.30 pm and finished at 8.00 pm].

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Learning & Culture Overview & Scrutiny Committee

21 January 2015

Report of the Director of Children's Services, Education & Skills and the Director of Communities & Neighbourhoods

2014/15 Second Quarter Financial, Performance & Equality Monitoring Report – Learning & Culture

Summary

- 1 This report analyses the latest performance for 2014/15 and forecasts the financial outturn position by reference to the service plan and budgets for all of the relevant services falling under the responsibility of the Director of Communities & Neighbourhoods and the Director of Children's Services, Education & Skills.

Financial Analysis

- 2 The services that relate to the Learning & Culture Overview and Scrutiny committee cross two Directorates (Communities and Neighbourhoods and Children's Services, Education & Skills). A summary of the service plan variations is shown at table 1 below.

**Table 1 – Learning & Culture Financial Projections Summary
2014/15 – Quarter 2 - September**

	2014/15 Budget £000	Projected Outturn Variation	
		£000	%
CANS Directorate (Extract)			
Arts & Heritage	1,714	0	0%
Learning Services	43	+200	+465.1%
Libraries & Archives	2,026	+20	+1.0%
Youth Services	484	-50	-10.3%
Sport & Active Leisure (Facilities)	867	0	0%
CANS Directorate (Extract)	5,134	+170	+3.3%

CSES Directorate			
Children's Specialist Services	21,239	+719	+3.4%
Education & Skills	11,609	-407	-3.5%
School Funding & Assets	108,252	0	0%
Directorate of CSES General	455	+68	+14.9%
Children's Services Core Funding	(116,588)	+201	+0.2%
CSES Directorate	24,968	+581	+2.3%
Total Learning & Culture	30,102	+751	+2.5%

Communities & Neighbourhoods Directorate

- 3 The Communities & Neighbourhoods Directorate is reporting £170k overspend. This is mainly due to restructuring within Learning Services following changes to their contracts which run for academic years (rather than on a financial year basis) and were not known at the time the 2014/15 budget was set. Following a major review of Youth Services part of the service has transferred to Communities & Neighbourhoods. There is a requirement to find more savings for 2015/16 and this has already been achieved.

Children's Services, Education & Skills Directorate

- 4 Despite a reduction in the number of Looked After Children and a reduction in expenditure of almost £1m since 2012/13, the underlying budget pressure from previous years results in a net projected overspend within children's social care resources budgets. This includes forecast pressures on Out of City and Independent Foster Agency placements (£388k and £355k respectively), contract placements (£80k), The Glen Respite Care Home (£91k) and Adoption, Residence & Guardianship orders (£142k). It also includes additional staffing costs within Children's Safeguarding teams and the Integrated Family Service (£221k and £78k respectively).
- 5 The number of Looked After Children (LAC) is unlikely to reduce in the foreseeable future, and York's unit cost per LAC is already the lowest of all 150 Local Authorities nationally. Therefore, although opportunities to reduce costs further will continue to be explored, any further significant savings in this area are unlikely to be achievable, and options elsewhere within the directorate will need to be considered.

- 6 Offsetting these overspends a significant saving of £105k is currently projected on children's services legal fees. This is in excess of the budget saving already delivered for 2014/15 but allows no provision for any new complex cases requiring significant expert legal support. Special Educational Needs residential placements are forecast to underspend by £205k.
- 7 A number of posts being kept vacant within the school improvement, early years and connexions services in advance of delivering savings proposed for the 2015/16 financial year results in a forecast net underspend of £650k.
- 8 The Children's Services, Education & Skills Directorate Management Team are committed to doing all they can to try and contain expenditure within their budget for 2014/15 and reduce the projected overspend as far as possible by the year end. Dealing with the budget pressures is a standing item at the weekly management meetings, with all options available to further mitigate the current overspend projection being explored.

Performance Analysis/Equalities update

- 9 Members will recall at their meeting in September that they agreed that they would monitor progress on key equality performance indicators in relation to the Single Equality Scheme that come within the remit of this committee. The full performance scorecard with embedded equality indicators is attached at Annex 1 which shows performance for those indicators where data is available.
- 10 The percentage of Year 12-14 young people who are not in education, employment or training (NEET) who are LDD (self-defined LDD, school action, school action + or statement has increased from 27% to 27.6% at end of quarter 2
- 11 In terms of Securing appropriate education and training provision for all 16 to 19 year olds (to 25 LDD) with schools, colleges, apprenticeships work based learning and personalised packages the number of York resident places for those with high needs funding is up from 118 (2013/14) to 155 (planned for 2014/15), reflecting increased participation of 16-25 year olds with high level needs. We are continuing the reduction in "out of area placements" due to expansion in number and range of local programmes.

- 12 The York 300 project to improve the educational attainment of young people eligible for free school meals has been launched. The Pupil Premium Conference took place in December. The key note speaker was Sir John Dunford, National Pupil Premium Champion.
- 13 Meetings have been held with head teachers/SENCOs in schools with higher numbers of Traveller students on roll. Targets have been set to improve attendance of individual Traveller pupils whose attendance is below Persistent Absence levels. A new Teaching Assistant have been appointed to support transition from KS2-3 and KS3-4 to reduce the number of students opting for elective home education.

Council Plan

- 14 This report is directly linked to the Protect Vulnerable People, Build Strong Communities and Create Jobs and Grow the Economy elements of the Council Plan 2011-15.

Implications

- 15 The financial and equalities implications are covered within the main body of the report. There are no significant human resources, legal, information technology, property or crime & disorder implications arising from this report.

Risk Management

- 16 Children's Social Services budgets are under significant pressure. On going work within the directorate may identify some efficiency savings in services that could be used to offset these cost pressures before the end of the financial year. It will also be important to understand the level of investment needed to hit performance targets and meet rising demand for key statutory services. Managing within the approved budget for 2014/15 therefore represents a significant challenge, and the management team will continue to review expenditure across the directorate.

Recommendations

- 17 As this report is for information only there are no specific recommendations.

Reason: To update the committee on the latest financial and performance position for 2014/15.

Contact Details

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Chief Officers Responsible for the report:

Jon Stonehouse
Director of Children's Services, Education &
Skills

Sally Burns
Director of Communities & Neighbourhood
Services

Report **Date** *9 January 2015*
Approved

Specialist Implications Officer(s) None

Wards Affected: *List wards or tick box to indicate all* All

For further information please contact the author of the report

Background Papers

Second finance and performance monitor for 2014/15, Cabinet 16 December 2014

Abbreviations:

NEET - Not in education, employment or training
LDD - Learning Difficulties and Disabilities
SENCO - Special Educational Needs Co-ordinator
KS - Key Stage
LAC - Looked After Children
CANS - Communities & Neighbourhoods Directorate
CSES - Children's Services, Education & Skills Directorate

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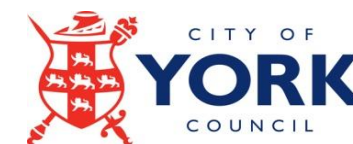
Learning and Culture Scrutiny 2014/2015

Produced by the Shared Intelligence Bureau January 2015

No of Indicators shown : 93

Direction of Travel shows the trend of how an indicator is performing against its Polarity over time

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	Quarterly Indicators		Collection Frequency	Previous Years			2014/2015					Polarity	Direction of Travel
				2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target		
Children's Social Care	148	% of care leavers in employment, education or training ADD 19, 20 & 21	Quarterly	73.70%	71.00%	78.90%	53.80%	52.00%	-	-	80%	Up is Good	Bad
	64	% of children ceasing to be the subject of a Child Protection Plan who had been the subject of a CPP continuously for two years or longer.	Quarterly	1.70%	3.60%	5.70%	11.60%	11.40%	-	-	2.10%	Up is Bad	Bad
	65	% of children becoming the subject of a Child Protection Plan for a second or subsequent time	Quarterly	17.00%	19.20%	10.90%	17.60%	13.30%	-	-	9%	Up is Bad	Good
Children's Social Care - Looked After Children	101	% of Looked After Children achieving 5+ A*-Cs GCSE (or equivalent) including English & Maths at Key Stage 4	Annual	-	-	23.1%	-	-	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	13.60%	14.90%	15.50%	-	-	12.00%	-	-		
		Benchmark - Regional Data	Annual	12.50%	13.60%	14.60%	-	-	10.50%	-	-		
	99	% of Looked After Children achieving Level 4+ in Reading, Writing and Maths at Key Stage 2	Annual	-	46.00%	40.00%	-	-	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	-	42.00%	45.00%	-	-	48.00%	-	-		
		Benchmark - Regional Data	Annual	-	38.00%	43.00%	-	-	45.00%	-	-		
EFL1	Numbers of Looked After Children (LAC), this figure excludes Short Term Breaks (per 10k shown in brackets)	Quarterly	256 (73)	243 (67)	220 (61)	222 (62)	217 (60)	-	-	200 (55)	Up is Bad	Neutral	
Deprivation and Poverty	PHOF13	Percentage of children in poverty (under 16s)	Annual	13.10%	-	-	-	-	-	-	Up is Bad	Neutral	
Ed	CJGE17	% of working age population qualified - No qualifications	Annual	6.80%	6.40%	6.90%	-	-	-	-	-	Up is Bad	Bad
		Benchmark - National Data	Annual	10.60%	9.70%	9.30%	-	-	-	-	-		
		Benchmark - Regional Data	Annual	11.90%	11.50%	10.40%	-	-	-	-	-		
	CJGE18	% of working age population qualified - to at least L2 and above*	Annual	77.10%	79.80%	80.20%	-	-	-	-	-	Up is Good	Neutral
Benchmark - National Data		Annual	69.70%	71.80%	72.50%	-	-	-	-	-			

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	Quarterly Indicators	Collection Frequency	Previous Years			2014/2015					Polarity	Direction of Travel
			2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target		
Education (Adult)	Benchmark - Regional Data	Annual	66.60%	68.70%	69.50%	-	-	-	-	-		
	CJGE19 % of working age population qualified - to at least L3 and above*	Annual	60.60%	65.60%	65.70%	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	52.70%	55.10%	55.80%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	48.00%	51.50%	51.80%	-	-	-	-	-		
	CJGE20 % of working age population qualified - to at least L4 and above*	Annual	40.80%	41.30%	40.60%	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	32.90%	34.40%	35.20%	-	-	-	-	-		
Education (Young People)	Benchmark - Regional Data	Annual	27.50%	29.70%	30.00%	-	-	-	-	-		
	Ques001 Total participation in education (inc PT) and work based learning		91%	91%	-	-	-	-	-	-	Up is Good	Neutral
	117 % of Year 12-14 age young people who are not in education, employment or training (NEET) (York residents only from 11/12) Note definition and how this PI is measured is being changed from 13/14, therefore historical comparison is not possible	Quarterly	-	-	4.80%	5.30%	4.90%	-	-	5.60%	Up is Bad	Neutral
	83 Attainment of a Level 3 qualification by age 19 - FSM group	Annual	25.0%	32.0%	23.0%	-	-	-	-	-	Up is Good	
		Benchmark - National Data	Annual	32.0%	34.0%	35.0%	-	-	-	-		
		Benchmark - Regional Data	Annual	25.0%	28.0%	29.0%	-	-	-	-		
91 % of 17 year-olds in education or work based training (as at the end of each year eg end of 2009 shown in 09/10 academic year)	Annual	87.00%	91.00%	91.00%	-	-	-	-	95.00%	Up is Good	Neutral	
ES10 Free childcare places for 2 year olds	Annual	-	-	-	-	-	-	-	-			
ES9 % Take up of early education places by eligible two year olds	Annual	-	-	239 (78%)	-	-	-	-	-	Up is Good	Neutral	
102a %pt gap between FSM and non-FSM pupils' achievement of Level 4+ Reading, Writing & Maths at Key Stage 2	Annual	N/A	25.00%	21.00%	-	-	-	-	-	Up is Bad	Good	

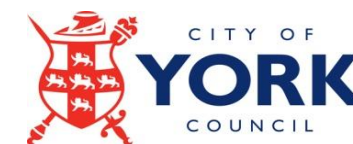
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		2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
102a_old	Difference in % points between pupils eligible for FSM and those who are not achieving 5+A*-C (Inc E&M) at KS4 (relates to prev academic year to financial year shown)		-	-	-	-	-	-	-	-	Up is Bad	Neutral
102b	%pt gap between FSM and non-FSM pupils' achieving 5+A*-Cs GCSE (or equivalent) including English & Maths at Key Stage 4	Annual	33.50%	28.90%	29.50%	-	-	-	-	22.00%	Up is Bad	Bad
	Benchmark - National Data	Annual	27.50%	26.30%	26.70%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	30.90%	30.60%	30.60%	-	-	-	-	-		
73a	% of pupils achieving Level 4+ in Reading, Writing and Maths at Key Stage 2	Annual	71.00%	76.00%	77.00%	-	-	79.00%	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	67.00%	75.00%	75.00%	-	-	79.00%	-	-		
	Benchmark - Regional Data	Annual	-	72.00%	73.00%	-	-	76.00%	-	-		
75	% of pupils achieving 5+ A*-Cs GCSE inc. English & Maths at Key Stage 4 (old Best Entry definition)	Annual	62.70%	67.40%	-	-	-	-	-	70.00%	Up is Good	Good
	Benchmark - National Data	Annual	59.40%	59.20%	-	-	-	-	-	-		
	Benchmark - Regional Data	Annual	57.30%	59.50%	-	-	-	-	-	-		
75a	% of pupils achieving 5+ A*-Cs GCSE inc. English & Maths at Key Stage 4 (new First Entry definition)	Annual	-	-	61.80%	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	-	-	52.60%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	-	-	53.10%	-	-	-	-	-		
79	% of young people who achieve a Level 2 qualification by the age of 19	Annual	83.00%	86.00%	86.00%	-	-	-	-	90.00%	Up is Good	Neutral
	Benchmark - National Data	Annual	81.00%	83.00%	84.40%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	78.90%	81.10%	83.20%	-	-	-	-	-		
80	% of young people who achieve a Level 3 qualification by the age of 19	Annual	59.9%	61.7%	61.9%	-	-	-	-	66.00%	Up is Good	Neutral
	Benchmark - National Data	Annual	54.70%	56.10%	57.30%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	49.80%	52.00%	53.20%	-	-	-	-	-		

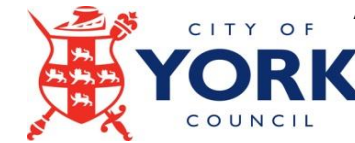
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		2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target		
82 % of young people who were in receipt of a FSM at 15 who attain a Level 2 qualification by the age of 19	Annual	48.00%	57.00%	65.00%	-	-	-	-	61.00%	Up is Good	Good
	Benchmark - National Data	Annual	65.00%	69.00%	71.00%	-	-	-	-		
	Benchmark - Regional Data	Annual	59.00%	63.00%	67.00%	-	-	-	-		
adcs32 Gap in the attainment of a Level 2 qualification by the age of 19 - FSM / Non FSM	Annual	40.0%	38.0%	38.0%	-	-	-	-	-	Up is Bad	Neutral
	Benchmark - National Data	Annual	27.00%	27.00%	27.00%	-	-	-	-		
	Benchmark - Regional Data	Annual	31.00%	31.00%	30.00%	-	-	-	-		
Attain204 KS2 attainment in English for White pupils	Annual	83.00%	85.00%	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	82.00%	86.00%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	80.00%	84.00%	-	-	-	-	-		
Attain12 KS2 attainment in English for Asian pupils	Annual	88.00%	88.00%	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	82.00%	86.00%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	77.00%	82.00%	-	-	-	-	-		
Attain120 KS2 attainment in English for Mixed race pupils	Annual	91.0%	90.0%	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	83.00%	87.00%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	80.00%	83.00%	-	-	-	-	-		
Attain13 KS2 attainment in English for Black pupils	Annual	-	-	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	80.00%	85.00%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	74.00%	81.00%	-	-	-	-	-		
Attain130 KS2 attainment in English for Chinese pupils	Annual	100.00%	100.00%	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	90.00%	90.00%	-	-	-	-	-		
	Benchmark - Regional Data	Annual	88.00%	87.00%	-	-	-	-	-		
Attain14 KS2 attainment in Maths for White pupils	Annual	82.00%	85.00%	84.00%	-	-	87.00%	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	81.00%	85.00%	85.00%	-	-	86.00%	-		
	Benchmark - Regional Data	Annual	80.00%	83.00%	84.00%	-	-	85.00%	-		

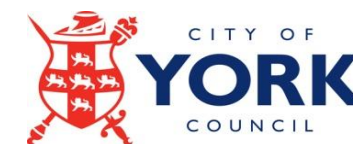
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		2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target				
Educational Attainment	Attain140	KS2 attainment in Maths for Mixed race pupils	Annual	89.00%	69.00%	83.00%	-	-	88.0%	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	81.00%	84.00%	85.00%	-	-	86.00%	-	-		
		Benchmark - Regional Data	Annual	79.00%	81.00%	81.00%	-	-	83.00%	-	-		
	Attain15	KS2 attainment in Maths for Asian pupils	Annual	-	-	82.00%	-	-	90.0%	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	81.00%	85.00%	85.00%	-	-	87.00%	-	-		
		Benchmark - Regional Data	Annual	75.00%	80.00%	80.00%	-	-	84.00%	-	-		
	Attain150	KS2 attainment in Maths for Black pupils	Annual	-	-	-	-	-	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	75.00%	81.00%	83.00%	-	-	84.00%	-	-		
		Benchmark - Regional Data	Annual	70.00%	76.00%	75.00%	-	-	81.00%	-	-		
	Attain16	KS2 attainment in Maths for Chinese pupils	Annual	100.0%	100.0%	-	-	-	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	94.00%	95.00%	95.00%	-	-	95.00%	-	-		
		Benchmark - Regional Data	Annual	92.00%	92.00%	95.00%	-	-	98.00%	-	-		
	Attain160	KS2 attainment in E&M for White pupils	Annual	77.00%	80.00%	-	-	-	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	75.00%	80.00%	-	-	-	-	-	-		
		Benchmark - Regional Data	Annual	73.00%	78.00%	-	-	-	-	-	-		
	Attain17	KS2 attainment in E&M for Mixed race pupils	Annual	83.00%	69.00%	-	-	-	-	-	-	Up is Good	Neutral
		Benchmark - National Data	Annual	75.00%	80.00%	-	-	-	-	-	-		
		Benchmark - Regional Data	Annual	72.00%	75.00%	-	-	-	-	-	-		
Attain170	KS2 attainment in E&M for Asian pupils	Annual	-	84.00%	-	-	-	-	-	-	Up is Good	Neutral	
	Benchmark - National Data	Annual	75.00%	80.00%	-	-	-	-	-	-			
	Benchmark - Regional Data	Annual	68.00%	75.00%	-	-	-	-	-	-			
Attain18	KS2 attainment in E&M for Black pupils	Annual	-	-	-	-	-	-	-	-	Up is Good	Neutral	
	Benchmark - National Data	Annual	70.00%	77.00%	-	-	-	-	-	-			
	Benchmark - Regional Data	Annual	64.00%	72.00%	-	-	-	-	-	-			
Attain180	KS2 attainment in E&M for Chinese pupils	Annual	100.00%	100.00%	-	-	-	-	-	-	Up is Good	Neutral	
	Benchmark - National Data	Annual	88.00%	89.00%	-	-	-	-	-	-			

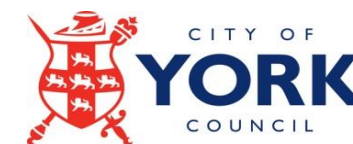
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		2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
Attain19	Benchmark - Regional Data	Annual	87.00%	85.00%	-	-	-	-	-	-		
	KS4 attainment 5A*-C for White pupils	Annual	84.30%	88.10%	87.40%	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	80.20%	82.80%	82.60%	-	-	-	-	-		
Attain190	Benchmark - Regional Data	Annual	81.80%	84.10%	84.60%	-	-	-	-	-		
	KS4 attainment 5A*-C inc E&M for Mixed race pupils	Annual	77.40%	-	73.10%	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	58.70%	60.00%	62.00%	-	-	-	-	-		
Attain20	Benchmark - Regional Data	Annual	49.50%	54.60%	59.60%	-	-	-	-	-		
	KS4 attainment 5A*-C inc E&M for Asian pupils	Annual	58.80%	51.60%	73.30%	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	62.50%	63.40%	64.90%	-	-	-	-	-		
Attain200	Benchmark - Regional Data	Annual	49.80%	53.50%	54.80%	-	-	-	-	-		
	KS4 attainment 5A*-C inc E&M for Black pupils	Annual	-	62.50%	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	55.00%	55.30%	58.70%	-	-	-	-	-		
Attain21	Benchmark - Regional Data	Annual	44.20%	49.80%	51.20%	-	-	-	-	-		
	KS4 attainment 5A*- C inc E&M for Chinese pupils	Annual	100.00%	-	-	-	-	-	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	80.20%	78.80%	80.10%	-	-	-	-	-		
CYPL3a	Benchmark - Regional Data	Annual	77.60%	72.00%	77.80%	-	-	-	-	-		
	% of FSM pupils achieving Level 4+ in Reading, Writing and Maths at Key Stage 2	Annual	-	52.00%	55.00%	-	-	59.0%	-	-	Up is Good	Neutral
	Benchmark - National Data	Annual	-	59.00%	60.00%	-	-	64.00%	-	-		
CYPL3a_ol d	Benchmark - Regional Data	Annual	-	54.00%	55.00%	-	-	60.00%	-	-		
	Difference in % points between pupils eligible for free school meals (FSM) and those who are not achieving Level 4 in E&M at KS2 (relates to prev academic year to financial year shown)		-	-	-	-	-	-	-	-	Up is Bad	Neutral
CYPL6	% of FSM pupils achieving 5+ A*-Cs GCSE (or equivalent) including English & Maths at Key Stage 4	Annual	31.00%	36.20%	40.20%	-	-	-	-	42.00%	Up is Good	Good

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		2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target			
Benchmark - National Data	Annual	34.70%	36.50%	38.10%	-	-	-	-	-	-		
Benchmark - Regional Data	Annual	28.20%	31.30%	33.60%	-	-	-	-	-	-		
EH200 % of SEN pupils with a statement achieving 5+A*-C inc English & Maths GCSE	Annual	8.70%	9.80%	9.80%	-	-	-	-	-	-	Up is Good	Neutral
Benchmark - National Data	Annual	8.50%	8.40%	9.50%	-	-	-	-	-	-	Up is Good	
Benchmark - Regional Data	Annual	8.20%	8.10%	9.30%	-	-	-	-	-	-	Up is Good	
EH5 % of SEN (non-statemented) pupils achieving Level 4+ in Reading, Writing and Maths at Key Stage 2	Annual	-	24.00%	18.00%	-	-	30.00%	-	-	-	Up is Good	Neutral
Benchmark - National Data	Annual	-	36.00%	38.00%	-	-	42.00%	-	-	-		
Benchmark - Regional Data	Annual	-	32.00%	32.00%	-	-	36.00%	-	-	-		
EH6 % of SEN pupils without a statement achieving 5+ A*-C inc English & Maths GCSE	Annual	16.70%	-	23.20%	-	-	-	-	-	24.00%	Up is Good	Neutral
Benchmark - National Data	Annual	24.80%	25.30%	26.60%	-	-	-	-	-	-	Up is Good	
Benchmark - Regional Data	Annual	21.90%	22.30%	23.50%	-	-	-	-	-	-	Up is Good	
Employment CJGE21 % of young people not in education, employment or training	Annual	5.60%	4.90%	4.20%	-	-	-	-	-	-	Up is Bad	Good
	Annual	6.10%	5.80%	5.30%	-	-	-	-	-	-	Up is Good	
	Annual	7.10%	6.30%	5.70%	-	-	-	-	-	-	Up is Good	
PHOF41 Gap in employment rate for those with learning disabilities and the overall employment rate	Annual	65.5	-	65.9	-	-	-	-	-	-	Up is Bad	Neutral
Homelessness HOU106 Number of 16-17 year olds accepted as homeless	Quarterly	20	2	1	0	1	0	-	-	-	Up is Bad	Neutral
Mental Health PHOF39 Emotional wellbeing of looked after children	Annual	14.1	14.3	-	-	-	-	-	-	-	Up is Good	Neutral
Physical Activity PHOF01 % of physically active and inactive adults - active adults	Annual	61.54	65.11	-	-	-	-	-	-	-	Up is Good	Good
	PHOF02 % of active and inactive adults - inactive adults	Annual	23.67	22.7	-	-	-	-	-	-	Up is Bad	Neutral

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				2011/2012	2012/2013	2013/2014	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Target		
Public Health and Wellbeing	PHOF06	Under 18 conceptions	Annual	25.28	22.96	-	-	-	-	-	-	Up is Bad	Good
Safeguarding (Young People)	CYPL15a	% of pupils who reported frequent verbal bullying incidents in Primary schools. (as recorded via the 'Someone to Turn to ' pupil survey)	Annual	8.90%	8.00%	3.30%	-	-	-	-	5.90%	Up is Bad	Good
	CYPL15b	% of pupils who reported frequent verbal bullying incidents in Secondary schools Yr 8. (as recorded via the 'Someone to Turn to ' pupil survey)	Annual	-	4.50%	8.50%	-	-	-	-	4.20%	Up is Bad	Bad
	CYPL15c	% of pupils who reported frequent verbal bullying Homophobic bullying in Secondary schools Yr 8		-	-	-	-	-	-	-	-	Up is Bad	Neutral
	EFL2	Numbers of Children with a Child Protection Plan (per 10k shown in brackets)	Quarterly	162 (47)	137 (38)	131 (36)	116 (32)	120 (33)	-	-	125 (35)	Up is Bad	Neutral
School Strategy and Planning	89	% of schools rated 'Inadequate' by Ofsted	Annual	-	-	5.00%	-	-	-	-	0.00%	Up is Bad	Neutral
	89a	% of schools rated 'Requires Improvement' by Ofsted	Annual	-	-	20.00%	-	-	-	-	18.00%	Up is Bad	Neutral
	SE3	% of Year 12-14 age young people who are not in education, employment or training (NEET) who are LDD (self-defined LDD, school action, school action + or statement)	Quarterly	-	-	27%	28.20%	27.60%	-	-	-	Up is Bad	Neutral
Youth Offending	45	% of young people ending their YOT supervised order who are NEET (New definition from 2013/14 - cumulative)	Quarterly	23%	27%	28%	26.50%	Avail end Oct	-	-	-	Up is Bad	Good



**Learning & Culture Overview & Scrutiny
Committee**

21 January 2015

Report of the Director of Learning, Culture and Children's Services

Bi-Annual Safeguarding Update

Summary

1. At a meeting of the Committee in June 2012 Members agreed to receive a six monthly update on children's safeguarding issues. This sixth report updates the Committee on key local and national safeguarding developments since July 2014.
2. This report will address those issues that directly concern or relate to the delivery of the children's safeguarding arrangements by the Council. A report providing a wider multi agency safeguarding update is separately presented by Mr Simon Westwood, Independent Chair of York's Local Safeguarding Children's Board. Mr Westwood's next report to this committee is scheduled for the next Committee meeting.

Update

City of York – Children's Safeguarding Developments

3. Peer Challenge
As notified in the July 2014 update, a Peer Challenge by senior officers from other local authority children's services was conducted between the 14th and 17th of July 2014. The Peer Challenge in York was led by Jayne Ludlam, Executive Director, Children, Young People and Families, Sheffield City Council; Dorne Collinson, Director of Children's and Families, Sheffield City Council and Clair Pyper, Interim Director of Safeguarding, Children and Families, Rotherham Borough Council. The process was managed and coordinated by Rob Mayall, Sector Led Improvement Manager, Yorkshire and the Humber.

4. The Peer Challenge process, developed for Children's Services across Yorkshire and the Humber region, was based on a peer review model designed by the Local Government Association (LGA). All 15 Local Authorities in the region are engaged in this peer challenge process. Across the region, two key areas of focus have emerged: Local Authority arrangements to safeguard and look after children and Local Authority processes for securing school improvement.
5. The Process
In York the team of 3 peer challengers spent a total of 9 person days examining the effectiveness of the children's Front Door (Referral and Assessment) arrangements.
6. The Peer Challenge process included: desk based analysis of documentation, interviews with the Cabinet Member for Children's Services, the Chief Executive, the Local Safeguarding Children Board Chair and the Director for Children's Services, members of his senior team and an external consultant who had recently completed an audit of case files. Focus group activity took place with Heads of Service, the Duty Team, partners, Safeguarding Managers, Social Workers and colleagues representing children's voice, a number of case files were reviewed, alongside the respective responsible social worker.
7. The Findings
The peer challenge findings presented an overall encouraging picture of robust arrangements. Helpfully this exercise also served to highlight and confirm some areas for ongoing development. A summary of the strengths and areas for development includes;
8. Strengths
 - a ***strong shared strategic vision*** for the development and delivery of children's services is evident
 - there is a ***demonstrable commitment at all levels to continuous improvement***
 - there are ***strong and positive relationships with partners***, which have both longevity and substance
 - there is clear evidence of ***excellent practice to secure the voice of the child*** in casework and planning

- the team were ***impressed with the quality and range of information available*** for partners and families regarding available support and services.

9. Areas for Development

- need to ***further embed the recently revised performance management arrangements*** at the Front Door
- some ***excellent practice identified but not consistent across every case*** observed
- ***further investment needed in front line management*** of the referral and assessment service
- ***apply more rigorous monitoring of referral and assessment caseloads*** as some were observed to be too high.

10. It is right to recognize here also a specific comment made by the peer team in their feedback about the work of front line social workers:

“In our focus group activity and one to one conversations we saw many professional, committed and enthusiastic social workers willing to go that ‘extra mile’ to help children have better outcomes.”

11. The Response

This exercise and the very detailed feedback received confirmed the strengths of our local arrangements and also helped to further inform a continuous improvement plan [attached at Annex 1]

12. Progress against this continuous improvement plan is monitored by senior managers on a six weekly basis. As almost six months have now elapsed since the challenge event it is possible to report very significant progress against all of those areas identified for further development.

Developments in Children’s Social Care

13. The developments set out below relate to work undertaken to address the recommendations from the Peer Challenge and to the ongoing programme of work to further strengthen the City’s children’s safeguarding arrangements.

14. Referral and Assessment Arrangements

The July 2014 update to this committee described a heightened national focus on local authority arrangements to receive and respond to concerns for children and young people. These arrangements continue to be the subject of rigorous scrutiny by Ofsted through their new inspection framework.

15. In this context, in light of the Peer Challenge feedback and in order to ensure that no child slips through the net at this point in the process, senior managers in children's social care have continued to review and strengthen our local referral and assessment arrangements. Since the July 2014 update the service has seen the introduction of a third referral and assessment team.

16. Through the wider reconfiguration of children's social care service it has been possible to establish a third referral and assessment team.

17. The rationale for this development included to:

- further reduce to appropriate levels individual social work caseloads
- increase to two weeks, the 'off duty' period for each team (this allows them to follow up and focus on those cases they received during their 'on duty' week)
- strengthen the management capacity to three service managers at the front door (providing critical overview and support of the activity at the front door)
- ensure that good practice is consistent across the service
- ensure that **only qualified social workers** receive and respond to calls where there are concerns for the safety or welfare of a child / young person (this arrangement is at the heart of our approach to making sure that every safeguarding referral receives an appropriate response)

18. The introduction of this third team supported by the work previously described in the July 2014 update;

- new telephony to ensure that any caller can speak directly to a qualified social worker.
- launch of a new referral form for professionals to make sure that all of the information needed to make an informed and proportionate response is captured.
- introduction of a single assessment process to streamline the process and make it more child / family friendly

- has delivered a more robust and safer front door service for the City.

19. Improved Performance Monitoring and Reporting

Children's Social Care has established and embedded three 'Scorecards' relating to key safeguarding activity by its management group - these relate to the equitable and safe **allocation of case work**, the **supervision of staff** and the **quality assurance of work** for which they are responsible. The Scorecards do not provide case-level detail, but act as a flag to issues of concern. Accordingly, Red, Amber and Green markers are used to provide a visual overview to the limited data that they contain.

20. The **caseload scorecard** disaggregates by case type the average caseload of a Worker within a particular Team. Caseloads above 20 allocated children are flagged for risk. Directions of travel indicators act as a useful visual overview for month-by-month comparison. This Scorecard has prompted remedial action by Senior Leaders when caseloads have been of concern and is also a metric by which the outcome of a management intervention can be seen.
21. The **supervision scorecard** provides a comparison between required and actual supervision activity within each Team. Risk flagging has been set at a realistic level given the vagaries of sickness absence, leave and other mitigating factors. However, where the activity falls below what is required, the manager is expected to give a brief narrative account to explain the variance. As a result, the scorecard acts as a driver toward compliance with professional and employer supervision expectations. Poor performance can be promptly and robustly addressed.
22. Finally, the **audit scorecard**, records vital quality assurance activity within the Management Group. The scorecard ensures that this Group engages in some systematised quality assurance, with any variance in performance promptly and robustly challenged.
23. The use of the Ofsted SIF grades provides a useful indicator of the quality of casework activity, with case-level feedback provided to allocated Workers and their Managers and 'lessons learnt' to the wider Management Group"

24. Each of these scorecards is presented to the Cabinet Member for Children, the Independent Chair of the LSCB and the Director of Children's services on a monthly basis. A copy of the December scorecard pack is attached at Annex 2.
25. Senior Manager Observation of frontline Supervision
Professional social work supervision is the first line of quality assurance in children's social work practice. Beyond ensuring that such supervision takes place regularly (through the scorecard arrangements described above), it is essential that supervision provided is both compliant with our local policy and of a high quality.
26. A programme of annual direct observation of supervisions by senior managers was introduced in November 2014 and the findings from this activity will be reported to the LSCB.
27. Early indications are that these observations have found strong and compliant practice by safeguarding service managers. A further more detailed update will be included in the July 2015 briefing.
28. Establishment of Child in Need Teams
In January 2014 a new Child in Need service was established. Comprising three locality based teams this service is led by an experienced social work manager. The service has a very specific remit to lead, coordinate and deliver robust locality based support to:
- York children and young people who are assessed as children 'in need' under Section 17 Children Act 1989.

At present this amounts to 255 children and this makes up 80% of children known to the service.
 - Children subject to Child Protection Plans where it has been identified that a Specific Measurable Achievable Realistic and Time limited [SMART] intervention is required to improve outcomes.

At present this amounts to 59 children and 20% of the children known to the service.
 - Offering a SMART intervention to children who are at risk of being accommodated by Children's Social Care. This maximum 45 day intervention is offered whilst the Referral and Assessment Team complete the child's Single Assessment.

Since January 2014 this service has been offered to twenty families.

29. This service was reviewed and its impact evaluated in October 2014. The key findings confirmed that the service has:

- made a significant contribution to the continued reduction in the number of children becoming looked after
- significantly improved the quality and timeliness of support available to those children who reach a statutory threshold for social work services under Section 17 arrangements
- supported the sustained reduction in the caseloads of safeguarding social workers
- delivered outcomes that demonstrate more sustained improvements for the children and young people supported
- made a significant contribution Troubled Families Payment By Results targets
- consistently received positive feedback from services users and partner agencies during its first year of operation

30. The success of this model has been recognised regionally and other Local Authorities are seeking to replicate this approach. Although the model in York has now been confirmed as part of the newly configured Children's Social Care offer, a further evaluation is planned for summer 2015 and the outcome of this review will be included in the December 2015 update.

Looked After Children

31. The review period has continued to see progress against the Keeping Families Together strategy (previously presented to this Committee) with a continued overall reduction in the number of Looked After Children.

32. On 1st January 2014 there were 215 children looked after by the local authority. On 1st January 2015 this number had reduced to 199 looked after children.

33. A brief analysis of this cohort of children and young people highlights:

- 12 children placed for adoption who are likely to leave public care during 2015
- The number of children placed in external independent foster agency placements [IFA] (with an average annual cost of £48k) has increased from 8 on the 1st January 2014 to 18 on the 1st January 2015.
- These placements were required because the needs of the looked after children concerned could not be met within the York foster carer community. A review of our local fostering strategy is underway to develop a wider more resilient local fostering offer.
- Helpfully, all new IFA placements have been commissioned under a new regional White Rose local authority framework with reduced and set weekly rates. These placements are less expensive than those previously spot purchased. Many of these placements are within York's boundaries, therefore minimising disruption for the young people in relation to their school placements and their contact with family members.
- The number of young people placed in external residential placements (with an average annual cost of £166k) went from 11 at 1 January 2014 to 16 on 1st January 2015.

34. These figures broadly reflect a stabilising looked after children population over a 12 month period, in which the overall numbers have reduced. The number of planned care leavers equalling the number of new entrants.

35. The largest cohort remains 16-18 year olds with 44 looked after young people, who will all leave care in 2014-16, many of them staying put with their former foster carers, in preparation for future education training and employment and independent living at a later age.

36. The next large cohort are young people aged 14-15 with 43 young people. This means that 14-17 year olds account for 43.7% of all looked after children and young people.

37. It is estimated that the looked after population may stabilise around the 190 - 210 during the next 6-12 months, if the number of new entrants remains constant with recent trends.
38. The overall City of York strategy for Looked After Children will be reviewed and refreshed in 2015. This strategy will be informed by extensive consultation with Looked After Children, their parents, local foster carers and all of those professionals who work with and support this group of children and young people.
39. The overall progress of our Looked After Children continues to be routinely reported to the Corporate Parenting Board.

Disclosure and Barring Service [DBS] Checks – Children’s Social Care

40. During 2014 the service introduced a new embedded process of regular review and scrutiny, ensuring safe recruitment and retention of staff. This process includes prompts to individual staff and robust management oversight to ensure every member of Children’s Social Care staff provides evidence that they have an up-to-date DBS clearance check on a three year cycle.
41. An audit undertaken in November 2014 confirmed that every member of Childrens Social Care staff has an up to date DBS clearance check.
42. These six monthly briefings will continue to include an update on this activity.

Recommendations

43. The Committee is invited to note:
 - i. The Peer Challenge outcomes and comment on the Local Authority’s response
 - ii. The Continuous Improvement Plan and receive further progress updates on this work
 - iii. The Improved Performance Monitoring and Reporting arrangements and receive a detailed analysis of this work in the July 2015 update
 - iv. The progress of the Child in Need service and receive a further evaluation report in the July 2015 update
 - v. The outcome of the most recent DBS audit and to receive future updates on this position as part of the six monthly reporting cycle.

- vi. The continued progress of the Keeping Families Together strategy and to receive further updates on the progress towards developing a refreshed strategy for 2015/18

Reason: To allow Members to be fully informed on key children's safeguarding issues in York and to support Member challenge in this area.

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Report Approved **Date** 12.01.2015

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Background Papers: None

Annexes:

Annex 1 - Continuous Improvement and Development Plan
Annexes 2a-2c - December Scorecard Pack

Abbreviations:

LGA - Local Government Association
OFSTED - Office for Standards in Education, Children's Services and Skills
SIF - Single Inspection Framework
SMART - Specific, Measurable, Achievable, Relevant and Time
LSCB - Local Safeguarding Children Boards
IFA - Independent Foster Agency
DBS - Disclosure and Barring Service

Annex 1

Children's Specialist Services

Single Development and Improvement Plan

Version: 3 (08/12/14)

Children's Specialist Services – Single Development and Improvement Plan

Leadership & Governance

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
LG1	Ensure elected Members and CMT demonstrate a commitment to, and understanding of, Children's Social Care	There is a good level of knowledge, engagement and challenge from CMT and elected Members	<p>Implement a programme of pre-council safeguarding information briefings from January 2015</p> <p>Strengthen the role of the Corporate Parenting Board with a particular focus on its promotion and challenge functions in relation to the care of looked after children</p> <p>Consider whether the Corporate Parenting Board needs to be a public meeting</p>	Eoin Rush	Review January 2015	<p>Biannual report to L&C, O&S committees by Assistant Director Children's Specialist Services (CSS)</p> <p>Regular CSS reports to CMT</p> <p>Quarterly update reports for the Corporate Parenting Board</p>	<p>Currently no overall control of council</p> <p>Need to induct Members newly appointed to committees</p>	1
LG2	Regularly provide safeguarding updates for all Members/scrutiny / private cabinet/DMT	Achieved/Ongoing	Clarify and refresh the data and oversight elected Members should have in light of the findings of the Home Affairs Select Committee on CSE	Eoin Rush		<p>See above</p> <p>Assistant Director, Children's Specialist Services, meets weekly with Cabinet Member for Children, and at least bi-annually with the opposition portfolio holders</p>	Updates need to be provided to a wider range of Members (not just the Cabinet Member for Children)	1

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
LG3	Review, refresh and further strengthen corporate parenting arrangements to secure the best possible outcomes for Looked After Children	A strategic MALAP group is leading on the development of the next Strategy for Looked After Children 2015/17	<p>The current strategy remains relevant and appropriate and its implementation is overseen by a well-functioning MALAP</p> <p>However, the revised strategy for 2015/17 will seek to radically change the LA and its partners' approach to the care and support for those children on the edge of, and in, public care</p>	Eoin Rush/ Howard Lovelady	<p>Meeting of MALAP Executive with Chief Executive and DCS January 2015</p> <p>Draft Strategy produced February 2015</p> <p>Final Strategy sign off and publication March 2015</p>	<p>Minutes of MALAP Executive</p> <p>Strategy for Looked After Children published</p>	Capacity to coordinate and develop strategy	1
LG4	Support Member visits to the Glen and Wenlock (including DBS checks)	<p>Effective Member visits take place at the Glen</p> <p>Although Members have no unsupervised contact or access to the children / young people placed there, it has been agreed that, due to the nature of their role, they should undergo an enhanced DBS check</p>	<p>The cabinet member for children will raise this proposal with those Members currently visiting The Glen</p> <p>A revised Members record of visit template is to be developed and the outcome of each visit recorded and shared with the Corporate Parenting Board</p>	Eoin Rush/ Howard Lovelady	<p>Checks completed by January 2014</p> <p>New recording template in use by March 2015</p>	<p>DBS1s logged with HR</p> <p>Corporate Parenting Board confirms regular receipt of reports and responds to any findings</p>		

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
LG5	Develop effective cross border working with North Yorkshire and East Riding LAs,	<p>Strong cross-boarder relationships with both LAs</p> <p>Specific work-streams include:</p> <p>With NYCC: Shared child sexual exploitation strategic working group</p> <p>Joint working group on Children who Sexually Harm</p> <p>Newly established joint Assistant Director/ Heads of Service meetings to look at other key areas for collaboration</p> <p>With East Riding: Joint review of Short Breaks Provision</p>	Building on the strong relationships at DCS, Assistant Director and Heads of Service levels between the three LAs, a more comprehensive work plan for collaboration, shared services and cross-authority QA and benchmarking is to be developed.	Jon Stonehouse/ Eoin Rush/Dot Evans	<p>This work is ongoing however, specific timelines for current work include:</p> <p>Refreshed cross County / City CSE Strategic group established for November 2014</p> <p>Children Who Sexually Harm arrangements confirmed at CYSCB January 2015</p> <p>Revised Short Breaks Strategy with Eoin Rush by April 2015</p>	<p>CSE – agreed definitions with York and North Yorkshire</p> <p>Sexually Harmful Behaviour Strategy in place</p> <p>Chief Officer Meeting including CYC / NYCC / NYP and Independent Chairs convened 17th October 2014¹</p> <p>Short Breaks – generating income – 2 young people from out of authority placed at the Glen</p>		5

¹ Minutes from Will B

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
LG6	Work with the independent chair of the LSCB to ensure the LSCB makes progress against the recommendations in the Peer Challenge	<p>A new CYSCB Independent Chair was appointed in December 2013 in response to the East Riding Peer Challenge</p> <p>Work to develop the following areas is now well underway, including;</p> <ul style="list-style-type: none"> Performance Management Framework Participation Communication Strategy Business Plan development <p>A CYSCB Development Day was held on 22nd October to review the governance, support infrastructure and future vision of the Board</p>	<p>Independently facilitated this event will seek to clarify the preferred operating model for the LSCB going forward.</p> <p>The new model will recognise the very significant progress on those areas identified for further improvement by the Peer Challenge</p>	Jon Stonehouse/ Eoin Rush	Product of CYSCB Development Day published December 2014 ²	A further review of the LSCB in March 2015 finds that it is functioning as at least 'Good' against the Ofsted grade descriptors	Pace of change	7
LG7	Ensure current structures/delivery models continue to function well and are future proofed against predictable	Self audit, regional peer challenge and current performance monitoring indicate current strong performance across CSS	The revised CSC structure implemented to support the Vision needs to be consolidated as part of the wider CSES	Eoin Rush/Dot Evans	Review of CSC Vision by Jan 15 New CSC Structures secured by	Ofsted Inspection confirms CSC arrangements as at least 'good'	There are a number of interim arrangements in place. These need to be	6

² Copy of development day outputs from Simon Westwood

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
	challenges associated with policy, finance and demographic changes	The implementation of the CSC Vision is supported by a clear development plan	<p>and City of York Transformation Programme.</p> <p>Agreement in principle to this model was given at the CSES development day and arrangements to complete this work are now underway</p> <p>Research and analysis to consider the likely growing demand for services in line with expected population growth (including Armed Forces Families) is planned for January 2015</p> <p>All staff survey planned for January 2015</p>		<p>Feb 15</p> <p>Sufficiency survey due for completion March15.</p>		<p>confirmed to secure the new model</p> <p>Budget</p>	
LG8	Review the structure of the Health & Disability Service	<p>This work has started and is informed by the Children and Families Act 2014, the Care Act 2014 and the Local Authority's significantly developed local offer</p> <p>This service is being reconfigured to ensure that there is a strong</p>	<p>Transitional arrangements are in place with shared oversight by Head of Safeguarding and Head of SEND. A PID is currently being developed as part of a wider CSES restructure to map out the future more</p>	Dot Evans/Jess Haslam	March 15	<p>Refreshed pathways for children with additional needs published [including disabled children and children with emotional and mental health needs]</p> <p>Disabled child/young people and their parents and carers report a</p>		

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		key worker offer to all disabled children	permanent arrangements.			positive experience of effective and well coordinated MSPs and EHCPs ³		
LG9	Evaluate the CIN Service	This work has been completed with a presentation to DMT ⁴ DMT has agreed that the model is both effective and safe	This carefully evaluated service will now be confirmed as a key element of the CSC offer for the city Those posts currently filled on a temporary basis will now be confirmed	Dot Evans/ Mark Mirfin	February 2015	An ongoing audit of CIN plans continues to demonstrate SMART effective interventions		
LG10	As part of the wider Regional CSWLG development work explore MASH models and consider development in York	York currently operates a co-located CRU model with NYP. This model is not intended as a MASH; instead it has been implemented to ensure effective information sharing and timely joint planning However, as the chair and host for the Regional Childrens Social Work Leadership Group, York is currently leading on a Y&H review of 'MASH' arrangements. This work will develop	Each LA in the Y&H has completed a short description of their current front door or MASH arrangement ⁵ . This material will be analysed to identify some key strengths and gaps across each model and a small AD Task and Finish group will present some initial findings to the wider Y&H group	Eoin Rush/Rob Mayall	Spring 2015	There is a clear shared understanding of the respective front door arrangements across the Y&H region with an agreed regional development plan.		

³ Link to work with Anne Gross DfE – lead SEND

⁴ Copy of Mark / Dot's evaluation report to DMT

⁵ Add copy to evidence library

Item	Action	Where are we now?	What still needs to be done?	Sponsor / Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		some proposals for a Y&H MASH model and York will be an early adopter of any such developments						
LG11	Ensure the Annual Complaints report is used to inform future practice	The current reporting arrangements for the annual complaints process can make it difficult to easily isolate beyond some headlines the detailed messages for practice. However, significant work has been completed to ensure that even within the current limitations no important lessons are missed	Work is underway between the Policy Advisor CSC and the Complaints team to sharpen up the reporting both in terms of detail and timeliness. This issue will come back to CSES DMT in January 2015 for review	Cath Murray/Nik Flavell	Review in January 2015	A more detailed annual report setting out the detail and nature of complaints is available in advance of the CSES annual service planning cycle to inform practice	Currently, there is no annual complaints report. This will be required by Ofsted when they undertake an inspection	5

Children's Social Care – Single Safeguarding Development and Improvement Plan

Quality of Practice

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
QP1	Ensure effective supervision is undertaken in line with the Supervision Policy	Supervision activity is carefully monitored and reported to Lead Member / IC of LSCB / DCS on a 1/4ly basis. This audit activity confirms that regularly and timely supervision is provided to all front line staff. ⁶	A further programme of observed supervisions (by senior managers) is planned to ensure a consistent approach and quality is applied. Programme of annual audits continue. Staff survey on supervision to be undertaken by Nik Flavell and Donna Barnes	Eoin Rush	Observed supervisions by end January 2015 and then annually	Confirmation through audit and observation that high quality and consistent supervision is provided to all front line staff.		3
QP2	Further improve the timeliness of health assessments for Looked After Children, including those whose placement address is outside the city boundary	The timeliness of health assessments continues to improve This work is a key priority for the strategic MALAP and work is underway to create a new more personalised health surveillance pathway for all Looked After Children as part of	Joint Health / LA summit meeting on approach	Dr Barbara Stewart /Howard Lovelady	April 2015	Timeliness of health assessments is 100% Young people report that their experience of health assessments is positive and meaningful The number of		1

⁶ Copies in evidence library

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		the refreshed Looked After Children's Strategy				young people declining a health assessment significantly decreases [target to be set]		
QP3	Ensure all cases have relevant issues of diversity recorded on RAISE, including ethnicity	This action is complete ⁷	Work is planned to support more confident practice around issues of diversity especially across the safeguarding services Increase workforce confidence – WDU conference for staff in February 2015	Dot Evans/Nik Flavell	February 2015	What percentage of ethnicity is recorded on RAISE? Case file audits demonstrate clearly how issues of diversity are considered and addressed in practice		5
QP4	Clarify and embed missing protocols	The Children Missing Education Protocol has been significantly revised and updated to ensure that this process quickly spots and tracks the most vulnerable children and young people		Eoin Rush/ Mark Smith		The audit process built into the new protocol demonstrates that children missing education are quickly reported/spotted and, where appropriate, tracked		7
		The Children Missing Care Protocol is scheduled for review in January 2015	Review	Howard Lovelady	February 2015	Review confirms effectiveness / weaknesses and recommends improvements	No updated protocol produced yet	

⁷ Provide snapshot figure on capture as at end October

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		The Missing Children Protocol is scheduled for review in February 2015 [Note an early review of how this protocol is currently working will be completed by the CSA&E group]	Review	Dot Evans	February 2015	Review confirms effectiveness / weaknesses and recommends improvements	No updated protocol produced yet	
QP5	Improve information sharing in respect of vulnerable children, including the use of health data	New clarified process for operation of Advice Service	This work is closely linked to a review of CSC protocol for sharing intelligence with NYP – robust interim arrangements in place	Dot Evans/Judy Kent/Tara Vickers	January 2015	CMT short storyboard prepared		4
QP6	Improve the quality of referrals to the Front Door	Initial work completed with the successful launch of the new multi-agency referral form ⁸	A small practitioner led piece of research into the effectiveness of this form has been agreed with a local primary school headteacher A wider review of the conversion from referral to assessment will also be used as a proxy indicator of the success of this form	Nik Flavell/Leslie Furnival	Research concluded March 2015	Research work highlights strengths and weaknesses of new form and process Audit confirms a high conversion rate from referral to assessment.	Potential reluctance by other agencies to use the form	4
QP7	Improve the quality of early help assessments	Following the Ofsted thematic inspection of Early Help arrangements the local authority	A review of the quality of early help assessments must be completed and reported to the LSCB in January 2015	Judy Kent/Alan Hodgson	January 2015	A review of the early help assessment undertaken confirms good		4

⁸ Form in evidence library

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
		receives copies of every Early Help assessment. This facilitates the analysis and QA of this work				planning linked to careful assessment		
QP8	Ensure practice is informed by national and local lessons learnt	A programme of dissemination is in place A staff newsletter has been published	A more systematic lessons learned dissemination process that captures impact on practice through subsequent case audit activity to be fully implemented Web-based information sharing is to be developed	Donna Barnes	March 2015	Clear evidence that lessons learned shape and influence local practice Arrangements are in place	Donna Barnes is currently covering a Service Manager role	5
QP9	Clarify Strategy discussion processes / attendance	Completed		Nik Flavell				5
QP10	Localise RAISE processes to fit with CSC practice and further improve exemplars on RAISE	Completed	This work not only supports significantly improved current practice but will also facilitate the effective migration to a new CMS that is currently being procured	Nik Flavell				5

Children's Specialist Services – Single Safeguarding Development and Improvement Plan

Workforce Development

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
WD1	Agree and implement a renewed directorate DBS/recheck policy	Completed	Monitoring systems across CSC trigger an alert if any DBS is out of date ⁹ – a similar trigger system for the wider CSES to be confirmed A similar monitoring process is in place for HCPC registrations	Nik Flavell / Sophie Draper	February 2015	Reporting confirms 100% DBS check compliance at all times Reporting confirms 100% HCPC registration compliance at all times.		2
WD2	Review the delivery and impact of the CSC Learning and Development Guide for Managers	The learning and Development Guide was issued alongside the Vision CSC	Undertake a staff survey around what difference the document has made to them Provide a report for CSES DMT on the impact of this document Re-launch the Learning and Development Guide for Managers	Chris Shipley	January 2015	Report highlights strengths and gaps in development programme		1

⁹ Copy of process from Nik F to evidence library

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
WD3	Review and evaluate the APSW project "Delivering the vision"	This work is underway although it has been temporarily halted while the Principal Social Worker covers another role	This work needs to be completed when the Principal Social Worker is restored to her substantive role	Dot Evans/Donna Barnes	March 2015	Role is confirmed as effective and supportive of overall Vision		6
WD4	Build and grow the robustness of frontline managers so that they can reinforce consistency and standards in relation to communication, processes, systems and practice	This work is ongoing and linked to the CSWIM regional development programme ¹⁰	Observed supervision sessions between front line managers and their reports will inform the further development programme for this group	Dot Evans	April 2015	Ofsted confirms arrangements as at least 'good' Staff survey confirms staff feel well supported and appropriately challenged		3
WD5	Continue to ensure that social workers who are suitably qualified and experienced in child care work are consistently available to deal with emergencies arising out of hours and at the weekend (EDT)	Some improvements in these arrangements have been achieved	Briefing note for DMT setting out an up to date appraisal of EDT arrangements ¹¹ Talk to EDT, North Yorkshire and staff in York Report back to DMT	Howard Lovelady	January 2015	DMT satisfied that EDT arrangements are sufficiently child focussed with the necessary knowledge and skills always available		2

¹⁰ Copy of recent CSWIM programme and CSC attendees to evidence library

¹¹ Date for HL to present to CSES DMT

Children's Social Care – Single Safeguarding Development and Improvement Plan

Performance Management

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
PM1	Embed the performance management culture and framework	Strong performance management process in place for senior and middle managers	Embed stronger performance management processes at front line Work in progress	Nik Flavell	March 2015	Linked to improved reporting capacity. SMs can give good account real time, to a detailed level, as to the overall and individual performance of their team	Insufficient frontline data to support management summary	3
PM2	Continue to monitor and report caseload allocation, supervision and auditing activity	Completed and ongoing	Support Lead Member / Independent Chair and other senior officers to make appropriate challenge on the data provided	Nik Flavell		A review of process presented to LSCB in April 2015 confirms monitoring processes are robust and driving performance improvements		6
PM3	Review the frequency of auditing, ensure senior managers undertake regular auditing activity and ensure findings inform practice	The Assistant Director, CSS, routinely reviews practice through operational involvement as Agency Decision Maker - adoption	This is an area for further development Policy advisor currently developing a template for Senior Manger screening and reporting Although this activity is currently in place a more systematic reporting and evaluation process is needed	Nik Flavell	January 2015	Quarterly senior manager aggregated audit report considered by CSES DMT and LSCB		5

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge/ Risk	Cross Reference
PM4	Introduce "Distance Travelled" questionnaires for parents to "benchmark" before and after an intervention to assist in service design and development	This work is planned for Spring 2015	This work can be linked to a new accountability framework for allocation of SEN budget	Nik Flavell/Jess Haslam	March 2015	Clear measurement of progress / improvement in family life described against interventions made		5
PM5	Introduce Viewpoint for service users and ensure the voice of the child is heard and that this leads to service improvement			Nik Flavell / Niall McVicar				6

Children's Social Care – Single Safeguarding Development and Improvement Plan

Enablers

	Action	Where are we now?	What still needs to be done?	Lead	Timeline	Evidence/ Impact/ Outcome	Challenge / Risk	Cross Reference
E1	Commission a new case management system	Tenders being reviewed	Award contract and implement	Eoin Rush/Alice Beckwith	December 2015	System live with improved practice recording		
E2	Develop a communications strategy and schedule for CSES	Extended DMT model established	Wider CSES information dissemination arrangements to be established	Jon Stonehouse	January 2015	Staff report a clear understanding of strategic priorities and arrangements for delivery		
E3	Apply for the Innovation Grant – Fostering ¹²	Completed	Awaiting Feedback – regardless of bid outcome the proposal will inform in 15/16 the radical over of fostering services for the City	Eoin Rush	Proposal to DMT January 2015	Bid unsuccessful but the Innovation Unit is continuing to support the proposal		

Cross Reference:

1. Children & Young People's Plan (2013)/DMT/Other
2. SLAC Inspection Action Plan (March 2012)
3. Peer Challenge R&A Arrangements (July 2014)
4. Thematic Review of Early Help Action Plan (January 2014)
5. CSC Practice Improvement Plan (February 2014)
6. CSC Vision Improvement Plan (2013/14)
7. LSCB Action Plan (September 2014)

¹² Copy of EOI to evidence library

Other Key Areas for Consideration

- Multi agency Auditing Arrangements
- Risk Assessment against the Single Safeguarding Development and Improvement Plan
- Cross reference other commissioning and development streams
- Establish a process to systematically identify and pursue any potential bidding / funding streams against work plan
- Agree how this plan is shared across the wider CSES group and with partners
- Cross check that this document includes / picks up any issues identified through the regional self assessment process
- Cross check this plan with HL's list of care leavers issues – against Ofsted judgement
- CAMHS – engage in CAMHS retendering exercise to ensure that the successful bidder's approach and offer aligns well with our local preventative strategy

Eoin Rush
Assistant Director, Children's Specialist Services

Carolyn Ford
Inspection & Planning Manager

Review Date: 15 January 2015

	<h1>Caseload Scorecard</h1>	Data Period:
		07 November 2014 - 05 December 2014

Team		Case Activity					Issue Flag			Commentary
Name	No. Practs. (FTE)	CIN		CPP	CP/CLA	CLA	Total	Average	Direction	
		Enquiry	Assess							
R&A 1	6	57	45	0	0	1	103	17	↑	
R&A 2	6	20	87	3	0	0	110	18	↓	
R&A 3	6	37	74	0	0	0	111	19	↓	
CIN North	7		71(8)*	0	0	0	71	10(11)*	↓	
CIN SE	7		74(26)*	0	0	0	74	11(14)*	↑	
CIN West	7		61(27)*	0	0	0	61	9(13)*	↔	
CPLAC Ave	8		29	59	0	48	136	17	↔	
CPLAC Hob	8		28	50	1	60(1)	140	17	↓	
CPLAC Cliftn	8		42	13	4	59	118	15	↔	
CwH&D	11		161	0	0	29(5)	195	18	↔	
Total	77		786	125	5	197(6)	1119	15	↔	

This Scorecard evidences that manageable caseload averages have been achieved across the entire Safeguarding Service, with no team flagged for risk at this time. Of particular note, the Referral & Assessment Service return very positive caseloads following significant work to improve case throughput through robust management scrutiny.

Overall, there has been a further marginal reduction in the number of children receiving a service at this time, including a reduction in the number of children looked after.

Direction of Case Activity	↓	↑	↑	↓	↓
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*Explanatory Note: Caseloads are derived from Primary Allocations – within the CIN Teams there is additional case activity as Secondary Allocations. These are provided in parenthesis for context.

Key to Risk Indicator:		>25 allocated children	Note on Caseloads: The DfE national average as of the 30 September 2013 was 17 . Yorkshire and Humberside Regional Average was 16 and City of York returned an average of 15 .
		20-24 allocated children	
		<20 allocated children	

Report prepared by:	Nik Flavell, Principal Advisor	Date of Scorecard:	05/12/2014
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	<h1 style="margin: 0;">Supervision Scorecard</h1>	Data Period: <h2 style="margin: 0;">September 2014</h2> (Supervision Data obtained 05/12/2014)
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Team	Supervision Activity for September 2014			Issue Flag			Commentary
	Number of Staff to be Supervised	Number of Supervision Records	Exception Reporting by Supervisor	% Supervised	Direction	Risk	
R&A 1	6	5	One staff member off on long term sickness	83%	↑		This Scorecard is based upon Supervision activity in the month of September. Exception reporting flags the issue of annual leave impacting Supervision. In CIN South East the Acting Up Manager has both practitioner and Supervisory responsibilities.
R&A 2	6	5	One staff member off on long term sickness	83%	↑		
R&A 3	7	7	No exceptions	100%	↔		
CP LAC Clifton	7	7	No exceptions	100%	↑		
CP LAC Hob Moor	8	8	No exceptions	100%	↑		
CP LAC The Avenues	8	6	Annual leave of Supervisees	75%	↑		
CH&D	11	10	One staff member off on sickness absence	91%	↔		
CIN N	8	5	No exceptions	100%	↑		
CIN W	8	8	No exceptions	100%	↔		
CIN SE	7	5	Two supervisions cancelled due to Acting Up capacity	71%	↓		
IRO Unit	6	6	No exceptions	100%	↑		
Pathway							
Fostering							
Adoption							
LAC Support							

Key to Risk Indicator:	<div style="display: flex; flex-direction: column; gap: 5px;"> <div style="background-color: #FF0000; width: 20px; height: 10px; display: inline-block;"></div> < 60% of Staff Supervised in Month</div> <div style="background-color: #FFA500; width: 20px; height: 10px; display: inline-block;"></div> >60%-< 80% of Staff Supervised in Month
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Report prepared by: Nik Flavell, Principal Advisor	Date of Scorecard: 05/12/2014
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	<h1>Audit Scorecard</h1>	Data Period: 07 November 2014 - 05 December 2014
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Team	Effective Practice Audit Activity during Month					
	Number undertaken	Risk	Effective Practice Audit 1		Effective Practice Audit 2	
			Date Completed	Overall Grading	Date Completed	Overall Grading
R&A 1	2		27/11/2014	Good	27/11/2014	Good
R&A 2	1		30/11/2014	Good	-	-
R&A 3	2		29/11/2014	Good	29/11/2014	Good
CP LAC Clifton	0		-	-	-	-
CP LAC Hob Moor	1		01/12/2014	Requires Imp	-	-
CP LAC Avenues	0		-	-	-	-
CH&D	2		04/12/2014	Good	04/12/2014	Requires Imp
CIN N	2		11/11/2014	Requires Imp	11/11/2014	Requires Imp
CIN W	2		04/11/2014	Requires Imp	04/11/2014	Good
CIN SE	2		12/11/2014	Requires Imp	12/11/2014	Good
IRO Unit	N/A	<i>Audit Tool being developed for use by Unit from January 2015</i>				

Key to Risk Indicator:		No recorded audit activity undertaken	The Performance Management Framework (July 2014) requires Safeguarding Managers, as a minimum, complete 2 Effective Practice audits from case for which they are responsible
		At least 1 audit undertaken	
		Compliance with audit expectations	

Quality Assurance Audit Activity during Month		
Date Completed	By	Overall Grading
04/12/2014	NF	Good

Audit Outcomes		
Outstanding		0
Good		9
Requires Improvement		6
Inadequate		0
Total EP Audits	14	↓
Total QA Audits	1	↓
Total Audits	15	↓

Report prepared by:	Nik Flavell, Principal Advisor	Date of Scorecard:	05/12/2014
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**Learning & Culture Overview & Scrutiny
Committee****21 January 2015**

Report of the Director of Children Services, Education and Skills

School Improvement Update: Key Stage 4 Performance 2014**Summary**

1. This report provides an update about Key Stage 4 (KS4) performance in 2014.

Key Stage 4 Performance 2014

2. There have been significant changes to both the national KS4 performance indicators and to the examination system in 2014 which means that it is difficult to make direct comparisons between the 2014 KS4 results and performance in previous years.
3. In January 2015 the national performance tables were published, which can be accessed via the Department for Education website www.education.gov.uk/schools/performance
4. On the 29 September 2013 the Secretary of State for Education announced that only a pupil's first entry in a particular subject will count towards a school's performance table's measures. This rule took effect immediately and will apply only to English Baccalaureate subjects in 2014 and then all subjects in 2015.
5. From 2014 onwards, no qualification will count for more than one in the performance tables, irrespective of its size. For example, a BTEC previously counting for two or four GCSEs will now be capped at one.

6. There has also been a move away from modular examinations to linear examinations, meaning that the majority of subjects are now examined at the end of two years of study rather than parts of the subject being examined throughout the two years of study. These changes have created significant turbulence both nationally and regionally in 2014 and it is important to consider this context in order to fully evaluate the performance of York secondary schools in 2014.
7. The data referenced in this report is taken from the unvalidated RAISEonline reports produced by Ofsted. These reports are available both for individual schools and for the Local Authority (LA). The reports are password protected and not available to the general public, however, they use the national data sets which will be available when the Department for Education KS4 performance tables are published in January 2015 and these are accessible to the general public.
8. The RAISEonline reports provide information about both the attainment and progress between KS2 and KS4 achieved by students in York schools.
9. In 2014 KS4 attainment in York remained significantly above the national average across all the main performance indicators (see below)

Performance Indicator	York Average	National Average	Comment
Percentage of students achieving 5+A*-C including English and mathematics (first entry result)	62%	55%	York achieved 7 percentage points above national on this measure and was first in the Yorkshire and Humber region for this indicator in 2014.

Percentage of students achieving 5+A*-C	73%	64%	York's performance was significantly above national in 2014
Percentage of students achieving 5+A*-G	95%	92%	York's performance was significantly above national in 2014
Performance Indicator	York Average	National Average	Comment
Percentage of students achieving the Ebacc	32%	24%	York's performance was significantly above national in 2014
Average Capped Points Score (best 8 subjects)	325.8	306.9	York's performance was significantly above national in 2014 and York's performance against the national improved by 1.5 points between 2013 and 2014.
Average total points score in English	40.7	38.7	York's performance was significantly above national in 2014
Average total points score in mathematics	39.3	38.0	York's performance was significantly above national in 2014
Average total points score in science	43.8	42.5	York's performance was significantly above national in 2014

10. In 2014 KS2-KS4 progress in York remained significantly above the national average. In 2014 the value added for the best 8 subjects was 1006.5. This places York on the 24th percentile nationally for this indicator. This is an improvement from 2013 when York was on the 44th percentile for this indicator.
11. The RAISEonline data shows that the majority of student groups in York achieved significantly above the national average against both national attainment and progress indicators.
12. The pupil group which performed significantly below national in 2014 was disadvantaged pupils (those eligible for free schools meals (FSM) and children looked after (CLA)).
13. Further analysis of the data shows that the gap in achievement (attainment and progress) between disadvantaged pupils in their peers widened in York in 2014. This widening was as a result of non disadvantaged pupils achieving significantly better in 2014. This was not the case nationally where the gap narrowed due to all students achieving less well than in previous years.
14. In order to close the gap York needs to focus on ensuring that disadvantaged pupils progress in English and mathematics improves as their progress in these subjects is significantly below the national average for disadvantaged pupils in these subjects.

Recommendations

15. As this report is for information only there are no specific recommendations

Reason: To update the Committee on secondary school performance in 2013/14.

Contact Details

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Maxine Squire
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Adults, Children and
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Chief Officer Responsible for Report:

Jon Stonehouse,
Director, Children Services, Education and Skills

Tel No. 01904 553007

Report Approved



Date 12.01.2015

Specialist Implications Officer(s) None

For further information please contact the author of the report

Background Papers: None

Annexes:

None

Abbreviations:

KS - Key Stage

CLA – Children Looked After

FSM – Free School Meal

BTEC –Business and Technology Education Council

Ofsted –Office for Standards in Education, Children's Services and
Skills

LA – Local Authority

EBACC- English Baccalaureate

GCSE - General Certificate of Secondary Education

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Learning & Culture Overview & Scrutiny Committee 21 January 2015
Report of the AD Governance & ITT

Tour de France Scrutiny Review – Update Report

Summary

1. This report provides further information in support of the Committee's consideration of a proposed scrutiny review of the planning, promotion and delivery of the Council's programme of activities which accompanied the Tour de France.

Scrutiny Review Proposals

2. In November 2014, the Committee considered a scrutiny topic submitted by Cllr Cuthbertson - see topic registration form at Annex A. The Committee received detailed background information on the Tour de France and was informed by the Director of Communities & Neighbourhoods that work was already underway to assess the overall Tour de France project including outputs, budgets, reviews etc, with the intention of providing a report to Cabinet in January 2015. It was noted that the Cabinet report may answer many if not all of the questions raised in Councillor Cuthbertson's scrutiny topic submission, so it was agreed the Committee would receive that report once it was made publicly available – see Annex B.
3. In considering the proposed review, the Committee also considered their workload in detail, recognising that all scrutiny reviews need to be concluded by the start of the forthcoming purdah period. In light of the awaited Cabinet report, the Committee agreed to undertake a proposed review on 'Narrowing the Gap' first, before commencing the Tour de France review. It was hoped that the Narrowing the Gap review would be completed in time to have its draft final report presented at this meeting. However that has not been possible and so an additional Committee meeting has been arranged for 24 February to receive that draft final report.

4. Work continues on the Committees two other ongoing reviews - Entrepreneurship in York Schools & Disabled Access. It is hoped that the draft final report from the Disabled Access review will also be ready for presentation at the additional committee meeting in February.
5. Furthermore, to ensure a prompt start to the Tour de France review the Committee formed a task group to carry out the review on their behalf. They also considered what would be a suitable aim for the review and agreed the following:

'To consider the appropriate planning, promotion, and delivery of future major events to ensure all associated risks are managed effectively, including Health & Safety and reputational risk. The review will examine the Grand Depart, and the provision of the entertainment Hubs and camping sites.'

Feedback on Tour de France (TdF)

6. The Cabinet report at Annex B details the outcomes achieved against the objectives set for TdF by Cabinet in 2013 and reports on the management of the event, its financial implications, and the lessons learned for the future.
7. A background paper to the Cabinet report named 'The Impacts of the Tour in York' provides the economic and social impact. Reviews have also been carried out over elements of the delivery programme. These are provided as further background papers.

Consultation

8. The Director of Communities & Neighbourhoods will be at the meeting to answer any questions Members may have in relation to the Cabinet report at Annex B.
9. At its meeting in November 2014, the Committee agreed the review would benefit from consulting with other partner organisations involved in TdF e.g. North Yorkshire Police, Visit York etc and affected communities.

Options

10. Having considered the information within this report and its annexes and the Committee's current review workload, Members may choose to:
 - Revise the aim of their Tour de France scrutiny review

- Delay the start of the review until the new Municipal year to allow sufficient time for a more thorough review and for appropriate consultation to take place

11. Members are asked to note that if the review is to be carried out this municipal year before the start of the purdah period, there is a limited timeframe of 6.5 weeks available before the review draft final report would need to be presented at the last meeting of this Committee

Council Plan

12. A review of this topic would support the 'Creating Jobs & Growing the Economy' and 'Get York moving' priorities of the Council Plan 2011-2015.

Implications & Risk Management

13. This update report is presented for information only so there are no implications or risks associated with the recommendations in this report. Implications and risks associated with topic would be addressed as part of the review as and when it proceeds.

Recommendations

14. In light of the information within the Cabinet report at Annex B, the Committee's current review workload, and the proposed consultation the Committee have previously identified for this review, Members are asked to consider whether:

- i) The agreed aim detailed in paragraph 5 is still appropriate for the review
- ii) The review should be undertaken in this municipal year.

15. Members are also recommended to identify and agree some achievable objectives for the review, to allow the review to be properly scoped.

Reason: To maximise the possibility of completing the review within a limited timeframe.

Contact Details

Author:

Melanie Carr
Scrutiny Officer
Scrutiny Services

Tel No. 01904 552054

Chief Officer Responsible for Report:

Dawn Steel
Democratic Services Manager

Report Approved

Date 12.01.2015

Specialist Implications Officer(s) None

Wards Affected: List wards or tick box to indicate all

All

For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Topic Submission Form

Annex B – Tour de France Cabinet Report dated 20 January 2015

Abbreviations:

TDF - Tour de France

SCRUTINY TOPIC ASSESSMENT FORM FOR COUNCILLORS 'ONE PAGE STRATEGY'

What is the broad topic area?

The planning, promotion and delivery, including significant over- and under-spends against the original budget, of the Council's programme of activities which accompanied the Tour De France.

What is the specific topic area?

Cabinet set a budget for the Tour de France of £1,664k to cover the cost of the event. The final draft outturn shows that the cost of the event totalled £1,827k.

The main cause of this was a £252k loss on 'Events and Festivals', including the 'Grand Depart' music concert at Huntington Stadium (£187k), but there were other significant over- and under-spends against the planned budget. This review is needed to investigate the planning, promotion and delivery of the programme, so as to explain how and why the losses and other variances against budget occurred.

Ambitions for the review:

To help ensure that lessons are learnt so that any future events of this nature are properly planned and managed within budget.

(For completion by the relevant Overview & Scrutiny Committee)

Who and how shall we consult?

i.e. who do we need to consult and why? is there already any feedback from customers and/or other consultation groups that we need to take account of?

Do we need any experts/specialists?(internal/external)

i.e. is the review dependent on specific teams, departments or external bodies? What impact will the review have on the work of any of these?

What other help do we need? e.g. training/development/resources

i.e. does this review relate to any other ongoing projects or depend on them for anything? what information do we need and who will provide it? what do we need to undertake this review e.g. specific resources, events, meetings etc?

How long should it take?

i.e. does the timings of completion of the review need to coincide with any other ongoing or planned work

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Cabinet

20 January 2015

Report of the Cabinet Members for Culture, Leisure and Tourism, and Transport, Planning and Economic Development.

Delivery of the Tour de France in York and Yorkshire 2014**Summary**

1. The purpose of this report is to update Cabinet on the outcomes achieved through the delivery of the Tour de France 'Grand Depart' in Yorkshire in July 2014, and in particular the impact of the second day start in York.
2. The Headlines are that the event generated an additional spend of £8.3 million into the York economy. The event was delivered safely with an estimated 200,000 spectators lining the route in York on the day, and a further 18.6 million people around the world watching the route on television or some other device.
3. This report details the outcomes achieved against the objectives set by Cabinet in 2013 and reports on management of the event and details lessons learned for the future.

Background

4. The three stages of the Tour De France 'Grand Depart' were hosted in England in July 2014. The first two stages (stage one in Leeds and stage two in York) were delivered in Yorkshire, with stage three continuing from Cambridge to London. The event has simply been described as "the grandest grand depart ever". Over the three days an estimated 4.8m people lined the route: 3.3 million in Yorkshire and a further 1.5m million in Cambridge, Essex and London.
5. The event was spectacular and demonstrated to the world the benefits of the Yorkshire region, and has no doubt built a long lasting legacy for tourism and cycling. For the first time ever a 100 day Cultural Festival

preceded the tour arriving, and created a fantastic build up in communities across the region ahead of the main weekend in July.

6. The direct economic impact across the three stages was £128m. For the host regions the impacts were £102million in Yorkshire and £30.5m for the combined region of Cambridge, Essex and London, including £19.5m for London. The event has recently been recognised nationally as 'The Spectator Event of the Year' at the British Sports Awards.

Local Delivery

7. Welcoming the Tour de France to York absolutely captured the imagination of the City. The route through York was stunning, and the racecourse provided the perfect start location, with complementary spectator hubs at Rowntree Park, the Designer Outlet and Monks Cross. The City was adorned with bunting, banners and yellow bikes. Residents, communities, schools and businesses and partners celebrated the tour being in the city in many different ways.
8. Wonderful images of the City were projected around the world, and the local welcome was second to none. The feedback from the Amaury Sport Organisation on the strength of the York reception was very complimentary.
9. In October 2013 Cabinet agreed the strategic objectives for the delivery of the event, as follows:
 - To deliver a safe and enjoyable event in York, which enhances the reputation of our City
 - To maximise the economic benefit and opportunity in the short, medium and long term
 - To secure a long lasting legacy across our communities, culture, cycling infrastructure and health
10. This report details delivery against the strategic objectives. A supporting report "The Impacts of the Tour in York" has been utilised to provide the economic and social impact. Reviews have also been carried out over elements of the delivery programme. These are provided as background papers.

Event Delivery – Safe/Enjoyable/Enhanced Reputation

Event Management

11. The safe planning and delivery of this large event proved to be extremely complex. The project in York was managed by a core project team of seconded staff with specialist input utilised as and when required. The team worked closely with the company, Tour De France 2014 Ltd established to coordinate the Regional delivery. The key to success was to work across geographical boundaries to ensure it felt like one event, over the 3 days.
12. Many additional staff and teams were engaged across the Council, whether in preparation, ensuring business continuity, taking volunteering opportunities or simply to join in the celebrations. The support from local partners was also critical and invaluable. Particular mention needs to be made of our local emergency services, Visit York, Cultural sector, businesses in particular cycling businesses and the voluntary sector. Tour makers were deployed in York, with 715 Stewards and 159 Wayfinder volunteers.

Grand Depart Weekend

13. Planning for the weekend was done on the basis of crowd modelling, anticipating a large number of visitors (250,000) and on the premise of come to the City early, stay for the weekend and enjoy a range of activities as part of the Grand Depart.
14. Proposals in the build up included the 100 day festival, Grand Soiree, Grand Depart Concert, Bike Stories, City Centre Street entertainers and Big Screens, with a range of spectator hubs with family friendly activities on the day of the event.
15. Detailed and meticulous traffic management, travel planning, park & ride and parking planning was put in place over a number of months and proved to be successful with details of both the events and travel planning being meticulously communicated to both residents and visitors to the city through various channels.
16. A great deal of detailed planning and testing of plans was carried out in relation to the event itself. On the day York 'command and control' was extremely effective, and that experience will stand the city in good stead for future similar large scale events. There is no doubt that our multi-agency relationships have been enhanced through the delivery of the event.

17. On the day itself an estimated 200,000 people lined the route in York. Of these, it is known that 28,000 spectators were at York Race Course to see the start.
18. The event was a huge success and was delivered safely without any incidents. Feedback from people whether, attending or watching a television was that it was a wonderful spectacle leaving lasting memories for all. 94% of York residents who watched the event in the city strongly agreed that the event had been good for the local area.

Review of the Event Delivery and Lessons Learned

19. A review of the infrastructure of the Grand Depart weekend has been carried out. It is clear that whilst some of the hubs were well utilised, such as Rowntree Park, others were not, for example Huntington Stadium.
20. The open air Grand Depart Concert on 4 July did not achieve the desired spectator numbers, and suffered with late decision making, poor publicity and marketing and created significant delivery pressures for officers and partners involved. To cap it all the weather on the night was also dreadful with driving wind and rain. It is estimated that 1,400 attended.
21. In the weeks after the weekend itself the positives and lessons learned across the planning and delivery phases have been meticulously reviewed. These points and recommendations have been shared and fed into the regional review process but will also be utilised locally for delivery of future events.

To maximise the economic benefit and opportunity in the short, medium and long term

Economic Benefit

22. A detailed assessment of the Economic and Social Impacts of hosting the Tour de France Grand Depart 2014 has been undertaken. An overall report (“Three Inspirational days”) sets out the findings of a comprehensive research programme to assess the economic and social impact of staging the Yorkshire Grand Départ and the Cambridge to London third stage of the 2014 Tour¹. An additional report (“Impacts of the Tour in York”) builds on this, providing further analysis of the local impacts of the Tour de France coming to the City

¹

<http://www.leeds.gov.uk/docs/141203%20THREE%20INSPIRATIONAL%20DAYS%20FULL%20FINAL.PDF>

of York. It sets out the impacts on the local economy, together with perceptions from local residents and businesses. It also examines the views of visitors who came to the area for the event and examines the local cycling legacy.

23. The study was guided by the nationally recognised, industry standard methodology – eventIMPACTS. This isolates the ‘additionality’, i.e. the difference that hosting an event made to the economy. However, due to the size, scale and uniqueness of the event a broad range of other information and research was also included to provide a broader picture of the impacts.
24. An independent research agency, SPA Future Thinking, was commissioned to carry out the primary research, with additional analysis of local data being undertaken by the Regional Economic Intelligence Unit based at Leeds City Council.
25. Overall the report finds that the Tour was a significant success, providing a clear economic boost to the City and wider Yorkshire region as a result of the event and the supporting events leading up to it.
26. Watched by 4.8m people over three days, including an estimated 200,000 in York the tour generated a direct economic impact of £128m for the host regions, including £102m in Yorkshire and £8.3m in York alone.
27. These figures represent a very positive economic impact from the event. However it is worth noting that the report authors highlight that “while these figures are very positive it should be recognised they are conservative estimates undertaken at a particular point in time. Longer term impacts, including those that are less easy to quantify and those that might occur later through future visitors and inward investment as a result of the Tour, are yet to be seen. As a result, the ultimate economic footprint is likely to be significantly higher”
28. Furthermore, there is a range of other expenditure which would have had local economic impact but was not counted in the figures above to ensure consistency with the eventIMPACTS methodology. These figures tell a broader story about the impact of the event and demonstrate the wider value of the event to the economy. These include: the spending of local residents who attended the event-

estimated to be a further £2.5m; future impacts of visiting spectators coming back to the region – estimated to be a further £1.7m; the impacts of local events associated with the tour such as the very successful Bishopthorpe Road Street party – attended by an estimated 10,000 people, and the impact from the Yorkshire Grand Depart Business Festival.

29. While the direct impact of the latter is yet to be assessed it could reasonably be expected to generate significant impact in the longer run. Over the weekend in York, partners welcomed major industrial biotechnology and agri-tech businesses and investors from across Europe. Companies such as Akzo Nobel, Unilver, GlaxoSmithKline and Drax came together to discuss opportunities around the Bioeconomy in York and the wider region; with around 70 (including a number of French companies) attending an event at the Ron Cooke Hub on the Friday before the Tour.
30. The highlight of the weekend was a ceremony for the signing of a memorandum of understanding between BioVale (a Bio-economy cluster for Yorkshire & Humber) and the Northern France based cluster, IAR. This paves the way for business and research collaboration between the two countries and has subsequently led to further collaborative activity with major bioscience clusters in Holland and Germany, helping to strengthen York's position as a leading place to do business in the European Bio-Economy Sector.
31. Perceptions of the region as a destination have also been significantly enhanced amongst both visitors and businesses, and large numbers report being positively inspired to increase or take up cycling or engage in other sporting activities.
32. The race was watched on television, or on another device, by the equivalent of 18.6 million adults, with a further 3.3m watching in person on the route in Yorkshire, providing major exposure for the city and region.
33. 94% of York residents surveyed felt that the event had been positive for the local area, while 72% of visitors said their image of Yorkshire had been enhanced, with 68% indicating they were more likely to visit Yorkshire for a short break and 64% saying they were very likely to return in the next 2 years.
34. Time will be the judge of whether the impact of these intentions will be realised but early indications are that the race has had a very positive

effect with the spectator follow-up survey suggesting that repeat visits are already happening. In the three month period after the event, 44% of non-residents who visited to watch Stages 1 or 2 have visited Yorkshire again in the three month period following the event. This supports the view that the economic boost to the areas that hosted the Tour de France will continue to see the benefits in the future and not just in the short period before, during and after the race

35. It was clear from both the economic impact data and the business survey that the sectors that benefit most are those most obviously associated with the event such as: accommodation providers; restaurants, pubs, shops and local events selling food and drink; souvenir and clothing shops, as well as others in the visitor economy; cycling shops; transport providers; and suppliers to event organisers.
36. While other businesses did less well directly, most reported a fairly neutral position over the period despite some disruption on the race day itself. Some businesses clearly had to change their usual business operations but while there were some negative impacts, most believe that the event was good for the host regions overall and the broad consensus from businesses was that the tour had enhanced tourism for the future and that the event had enhanced the image of the region.
37. The study also indicates that the tour has had a very positive effect on cycling behaviour. Almost half of spectators in York – more than 80,000 people – said they were inspired to cycle more as a result of the Tour de France with post event survey (undertaken 3 months after the event) indicating as many as 30% of spectators have increased their levels of cycling.

Commercial

38. A Commercial work stream was developed as part of the project, with the aim of recovering some of the costs of the event where possible. A piece of work was commissioned to generate range of potential options, and the Commercial Manager from Visit York was originally seconded to assist with this work. This resulted in full time work later in the project.
39. After generating options final commercial work streams included Camping, Catering, Merchandise and Parking, with branding and marketing developed to support the proposal.

40. The commercial work stream proved to be extremely challenging, and despite officer's best attempts to succeed, each line of product struggled with a range of different challenges and produced some useful lessons learned for the future which will be fed into the work stream to develop the new organisation "Make it York".

To secure a long lasting legacy across our communities/culture/cycling infrastructure and health

Communities

41. Many Residents, Communities, and businesses in York really welcomed the tour and the city was adorned with yellow bunting, bikes and banners, showing what can be achieved when all aspects of the community come together. The creative remnants of the celebrations are still evident months later, and serve as a reminder of the wonderful summer of 2014.
42. Schools in the City in particular celebrated in different ways through cycling events, children's races and themed activities.
43. There are so many examples and it is regrettable that we need to pull out highlights but mention must be made of the brilliant J'Adore Bishy Rue Street Party held on the 6 July. The atmosphere was wonderful and the crowds immense with over 10,000 people visiting the street during the day. This will be a lasting memory for everyone in years to come. The BBC reported live from Bishopthorpe Road during the morning capturing the excitement and fun for all the nation to see. The Bishopthorpe Road Traders association have recently been recognised as a national "Best Street" and the Local Community Pride award.
44. Similarly the Tour de Tang Hall was a wonderful community event. It was attended by 400 local families, creating a real buzz and sense of community spirit in the Tang Hall area, with a strong desire for a similar event in 2015. It brought the spirit of the Tour de France out into a Community on the east of the city, helped improve the local area and helped to create pride in the area. The Tour de Tang Hall won the Community Initiative of the Year at the recent Community Pride Awards.
45. Community Pride in York was reflected in the welcome provided. A film has been made to capture some of the York stories which emerged. This will be available as part of this report and will be presented at Cabinet.

46. For the first time ever the Grand Depart was preceded by a 100 day festival which attracted 800,000 people to 1,400 performances across the region.
47. York had highlights of the Yorkshire Festival 2014 in the City including the Bike Story, What's yours? Written by York's award winning playwright Mike Kenny. This toured across the Yorkshire region and was an outdoor theatre performance based on peoples bike stories. The Tour de Brass festival also celebrated Yorkshires rich history of brass bands.
48. York's local festival programme "York-Be Part of It" involved over 100 local organisations ranging from voluntary groups to established cultural organisations and included a whole range of activities for all ages.

Examples include:

- Dress to Impress city walls community banners project - 60 banners representing 50 organisations involving approximately 500 participants. All ages and abilities
- Road Through York - large scale 300m squared community collage. Over 200 participants created the collage. All ages and abilities
- Bike Story in schools - highly successful theatre education programme 23 schools and over 3,000 pupils involved
- Dressing and animating the city - ongoing support, advice and guidance from yellow bikes to large scale land art
- Plant the city yellow - 3,000 packets of seeds distributed across the city to residents, businesses and organisations

Cycling Infrastructure

Regional Legacy

49. Our Chief Executive led the regional Cycling Legacy work. This included producing a 10 year regional cycling strategy and brought together local authorities and influential cycling partners to galvanise, advocate and influence the development of cycling in Yorkshire and the Humber. A partnership on this scale has been recognised as nationally unique by British Cycling. Outcomes include:-

- A Cycle Yorkshire website www.cycleyorkshire.com - over 50k page views and 30k visits since its launch.
- Cycle Yorkshire communications are pushed through @letouryorkshire twitter feed which has 65k followers.
- Produced the first ever Tour de France educational pack – 17k downloads to date and it is being used in schools throughout the UK including the Guardian Teachers Network.
- Supported the Cycle Yorkshire: Ride the Routes road safety mobile app - nearly 5k downloads to date.
- Cycle Yorkshire/Welcome to Yorkshire has secured £100k funding for cycle friendly courses.
- Cycle Yorkshire supported Sustran's *Slow Tour of Yorkshire* to get more families using the cycle network and this has received endorsement from the Directors of Public Health.
- Yorkshire and the Humber is the only region to sign up to British Cycling that in turn has attracted £2million investment from British Cycling into the region.
- Cycle Yorkshire/Welcome to Yorkshire has secured considerable private sector funding for the Yorkshire Bike Libraries project – the ambitious project for people in Yorkshire to have free access to a bike.

Local Legacy

50. The local legacy programme was planned in partnership with British Cycling to deliver a range of recreational cycling opportunities across the city. Highlights are as follows:-
 - 2013 Skyride attracted 5000 cyclists to the city centre route.
 - 2014 Skyride saw this grow to over 10,000 participants.
 - In partnership with British cycling we ran 30 Sky Ride Local rides this year, offering guided rides for everyone from complete beginners to

more confident cyclists.

- The Sky Ride Local rides included 10 targeted to those with medical conditions or disabilities.
 - Our volunteer led guided rides programme attracted 156 participants
 - The breeze rides programme co-ordinated by British Cycling engaged 200 York women in women only cycle rides.
 - We are working alongside Priory Medical Group to deliver a targeted set of rides from each of their 9 practices.
 - We successfully secured a grant from the Sport England 'Get Equipped' fund this enabled us to purchase 9 adapted bikes. We have delivered a range of inclusive cycling activities with these and have enabled over 50 disabled riders to participate.
 - With adult social care we have run arm chair cycling sessions in a number of care settings to encourage engagement at all ages and abilities.
 - 7 secondary schools took part in spinning and static cycling sessions.
 - 8 primary schools took part in riding skills activities.
 - 26,000 copies of an "experience the race" brochure was distributed across the city, bringing together the full range of cycling opportunities in the city.
 - The closed circuit track at the university funded by the Council, the University and British Cycling has been completed and is being used by clubs, schools and the community.
 - The second phase of the mountain biking pump track at Rawcliffe Bar Country Park is now complete and open to the public.
 - We have run a range of cycle maintenance training courses throughout the year attracting 112 adult learners.
51. Qualitative targets have also been set which will be measured to gauge the success of the programme regionally and locally in the longer term.

Implications

Financial

52. Cabinet at 1 October 2014 set a budget for the Tour de France of £1,664k to cover the cost of the event, funded from a variety of budgets. The provisional outturn shows that the final cost of the event totalled £1,815k. However when additional funding is taken into account the overspend is £49k. It should be noted that the costs are provisional however they are not anticipated to change significantly.

The table below shows the provisional outturn compared to budget.

Budget Heading	Budget	Provisional Outturn	Variance
	£'000	£'000	£'000
Event Costs	564	568	+4
Highways*	200	200	0
Project Management	221	222	+1
Marketing & Communications	100	67	-33
Legacy	99	25	-74
Regional Contributions	480	481	+1
Events & Festival	0	252	+252
Grand Total	1,664	1,815	+151
Funded by			
EIF	-500	-500	0
DIF	-200	-200	0
Contingency	-473	-473	0
Capital Contingency	-200	-200	0
TDF Grant	-291	-204	+87
LCR TDF Rebate	-0	-189	-189
Total Funding	-1,664	-1,766	-102
Balance to be funded within CANS Budget	0	49	+49

53. The Highways figure is estimated with some final works to be completed in early 2015. Any underspend will be offset against a reduced call on the capital contingency budget.

54. The cost of the event itself was broadly managed within the budget. This was despite a significant increase in costs that fell to the authority as part of the central procurement exercise whereby all the regional local authorities procured common items such as stewards, barriers and medical supplies in one contract. Whilst the contract guaranteed supply of these goods the cost of the arrangement was c.£110k greater than initially assumed for those items. Savings were delivered across communications as well as across legacy expenditure that mitigated this additional cost.
55. The other main variances that need highlighting are the additional costs of the events and festivals programme that were not originally included within the budget. These include the net cost of the music concert at Huntington Stadium (£187k), the net cost of camping (£33k) and the cost of supporting community events as part of the cultural festival (£23k).
56. In recognition of the additional pressures that the delivery of the event has caused Local Authorities, the Leeds City Region has allocated £1m of Non Domestic Rates surplus across the authorities that participated in the event. The share for City of York Council is £189k.
57. The net balance of £49k will be managed as part of the CANS budget.
58. Any significant changes to this forecast outturn will be reported through usual monitoring channels.

Communications

59. The council's Communications Team worked with local and regional partners to ensure that residents, businesses, visitors and media had access to right information and materials to showcase York and its communities before, during and after the Grand Depart weekend in York. New coverage of the event continues to be generated and the council expects a further spike of coverage related to the event surrounding the Tour de Yorkshire in May 2015 and this years Grand Depart, taking place in the Netherlands, as the worlds media looks back on last years spectacular event in Yorkshire. The positive impact of this enhanced profile will be felt by the city for years to come.
60. The team conducted a full service communications campaign, which started proper in December 2013 and ended in July 2014, for the 100

days festival and the event weekend. This included, but was not limited to:

- developing and issuing 83 media releases to local, regional, national and international media resulting in over 13,000 articles on the race and the 100 days festival featuring York.
- maintaining social media campaigns throughout this period on Facebook and Twitter. The team issued/retweeted over 359 tweets to gain 103,000 Twitter impressions (number of times users saw tweets) over the race weekend alone via the @cityofyork account. Many of these were retweeted by the @letouryorkshire account which saw a combined reach of its tweets of 23.2 million accounts across the world.
- working with teams across the council and partners to build up 1,500 key cycling followers on the @LeTour_York to support the council's twitter presence.
- supporting over 40 information and media events held by colleagues across the council and partners in the city and wider region, in addition to the promotion of the 100 days festivals events and initiatives.
- contributing to over 50 supplements and e/newsletters produced by the council, partners and media, in particular two four page TdF supplements in the council's publication Your Voice, which is delivered to almost 90,000 households in the city.
- responded to over 200 media enquiries to ensure media and therefore the public had access to necessary and useful information in the run up to and surrounding the event.
- supporting broadcast media – TV and radio stations – in their programme content up to and during the event weekend. On ITV alone this saw an average of 1.2million viewers for York and 516,000 more tuned into ITV4.
- maintaining council websites and contributing to partner websites, such as the letouryorkshire website which received over 3 million unique visits and almost 18 million pages viewed during this period.

- actively supporting the council's 'dress to impress' initiative for the city in the production of lamppost banners, posters, promotional materials and displays.
- producing and distributing over 10,000 travel and transport information leaflets for the event weekend, in addition to ensuring informative flyers were produced and sent to all households/ on all cars along the race route.
- handled media/ social media responsibilities for the council/ York as part of the emergency service response and management centre – locally and on a regional level - throughout the event weekend.

Human Resources (HR)

61. The management of this event created significant pressures within the core team, and throughout the Council. #TeamYork dealt with the challenge very well however provided lessons learned for the future regarding capacity

Equalities

62. A Community Impact Assessment was completed and kept under review as part of the project. Expected outcomes were met.

Risk and Opportunity Management

Risk Management

63. Risk and opportunity was managed as part of the project management framework utilised. This was reviewed regularly at project board meetings and where necessary actions were taken to mitigate. The resource required to support this was significant. This process was quality controlled on an ongoing basis. The quality of the management of the day itself was observed by officers.

Business Continuity

64. The management of Business Continuity across the city was also an essential as part of the planning of the event. Plans were refreshed in the context of the tour and several testing of plan events carried, both locally and where appropriate regionally.

Review/Lessons Learned

65. A systematic process of review has taken place both locally and regionally. This has captured feedback from all those involved including critical partners. York's feedback has been used to feed into the regional picture and will also be used as learning for future events. The approach taken has been to consider what went well and why, across planning and delivery and also what could have been improved and how across both aspects.

Council Plan

66. The outcomes achieved as a result of hosting the second day start of the Tour de France Grand Depart in York has contributed to the council priorities of Build Strong Communities and Create Job's and Grow the Economy.

Recommendations

Cabinet are asked to note the outcomes achieved against the delivery objectives of the Tour de France in York.

Reason: To ensure that Cabinet receives full details of the outcomes of the Tour de France event, both the city and regionally, together with information on lessons learnt in relation to any future similar events.

Contact Details

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	Report Approved	√	Date 12 January 2015

Specialist Implications Officer(s) Jo Gilliland – Head of Sports and Active Leisure Leona Marshall – Head of Communications Graham Titchener – Regional Director – Tour de France Legacy Andrew Sharp – Strategy and Investment Manager Patrick Looker – Finance Manager Glen McCusker – Deputy Head of Legal Services	
Wards Affected: All	√
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Background Papers: Attached to agenda

1. Impact of the UK stages of the Tour De France – Three Inspirational Days December 2014
2. Cycle Yorkshire Progress Report 2013/14
3. Slides
4. Impacts of the Tour in York

Annexes - None

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Impact of the UK stages of
The Tour de France 2014

Three Inspirational Days

Photo: James Maloney, Spin Cycle Magazine



“Amazing, unforgettable, and the grandest Grand Départ ever!” Christian Prudhomme, ASO.



Foreword

Anyone who experienced the opening three stages of the Tour de France in the UK this summer will remember it for years to come as an astonishing sporting spectacle.

Five months on, this report looks behind those three inspirational days in July to assess the wider benefits for the host organisations and the communities they serve. It examines the benefits that have flowed to the areas that hosted the Tour and measures the economic return generated from the public funds that we invested.

It is clear from the research, conducted independently, that the Tour has delivered excellent value for money. Not only have we, collectively, staged a safe and enjoyable event, but we also met our wider goals: to deliver economic benefit; to raise our profile to attract tourism and investment; to cement the UK's position as a world leader in delivering major events; and, not least, to inspire many thousands of people to start cycling or to cycle more often.

What's more, we expect to see some of these benefits having a continuing impact in the years ahead, as more tourists visit the UK, more firms secure trade deals and more people feel the benefits of cycling.

Of course, none of this would have been possible without the individuals, organisations and communities that backed the Tour to make it a success. The millions of spectators who turned out were proof that people in Yorkshire, Cambridge, Essex, London and far beyond got behind the Tour on its journey through the UK. We thank them and everyone who played their part in creating a truly remarkable event.



**Councillor Keith
Wakefield**
(Leader, Leeds
City Council)



**Sir Rodney
Walker**
(Chair,
tdFHUB2014 Ltd)



**Liz
Nicholl**
(CEO,
UK Sport)



**Gary
Verity**
(CEO, Welcome
to Yorkshire)



**Sir Peter
Hendy**
(Commissioner,
Transport for London)

“The three opening stages of the 2014 Tour de France confirmed the UK’s reputation for staging world-class sporting events. It was a great privilege to have been part of it and I would like to place on record my deep and sincere thanks to all who contributed to making the Tour such a success.”

Sir Rodney Walker, Chair TaFHUB2014 Ltd



Acknowledgements

As referenced in the report, there were so many organisations and individuals involved in making this event a success it would be impossible to name each and every one.

The following were key partners involved in the planning and hosting of the 2014 Tour de France

in the UK:

Barnsley Metropolitan Borough Council, Bradford Metropolitan District Council, Calderdale Council, Cambridge City Council, Cambridgeshire County Council, City of York Council, Craven District Council, Derbyshire County Council, Essex County Council, Hambleton District Council, Harrogate Borough Council, Kirklees Council, Leeds City Council, North Yorkshire County Council, Peak District National Park Authority, Richmondshire District Council, Rochdale Borough Council, Sheffield City Council, Transport for London, Wakefield City Council, Welcome to Yorkshire, Yorkshire Dales National Park Authority, British Cycling, Asda, London & Partners, Leeds & Partners, UKTI and Marketing Sheffield, Police, Fire and Ambulance Services, NHS plus Transport bodies and authorities as well as the British Army.

In drafting this report there are a number of people we wish to thank:

The organisations that funded this work on behalf of all of the delivery partners: Leeds City Council, Transport for London, UK Sport and TdFHUB2014 Ltd.

The Steering Group for their efforts and attention: Tom Bridges (Leeds City Council - Chair), Chris Mather (Transport for London), Jerry Bingham (UK Sport), Tracy Commons (Welcome to Yorkshire), Iain Edmondson (London and Partners), Henrietta Duckworth (Yorkshire Festival), Graham Titchener (Cycle Yorkshire and City of York Council), Matthew Roberts (Harrogate Borough Council), Brendan Moffett (Marketing Sheffield), Martin Morton (UK Sport) and Alison Edbury (&Co)

The project team for managing this work and bringing the report together: Tom Bridges, Simon Brereton, Sarah Lowi Jones, Jan Ali and Catherine Wright (Leeds City Council), Patrick Bowes and Joe McTigue (Regional Economic Intelligence Unit, Leeds City Council) and Iain Edmondson (London and Partners).

SPA Future Thinking for undertaking most of the primary research: Stephanie Shaarwi, Chris Harvey and Dan Hillyard.

To all of the people who agreed to be featured in this report as part of the People's Tour – very many thanks for your support and help. We were overwhelmed with over 300 brilliant contributions, we are sorry we could not include them all but thank you very much for sharing your experience with us just the same.

All at Welcome to Yorkshire for their significant support with this work, including use of their image bank.

James Maloney (Spin Cycle Magazine) for kind use of the Buttertubs photograph displayed on the front cover.

Thanks to Emma Spink in the Leeds City Council graphics team for designing the headline report and to Andy Stoneman from Inspiredby for designing this report.

Most importantly – to all of the jersey knitters, community organisers, café painters, pop-up carnival participants, school activity leaders, land art creators and the 3.5 million spectators – thank you for getting involved.

“There is no doubt the Grand Départ of the Tour de France was incredible for many businesses in Yorkshire and the benefits will be felt for many years to come.”

Gary Verity, CEO of Welcome to Yorkshire



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“As a city and county we are already seeing the legacy of the Tour, with more people cycling than ever. We are firmly committed to maximising that enthusiasm and the unique range of benefits the event has brought and will continue to bring in the months and years to come.”

“Councillor Keith Wakefield, Leader of Leeds City Council

MATTEO TRENTIN

Italy dob:02/08/1989 h:1.79m w:74kg



Introduction:

an occasion like no other

In July 2014, the eyes of the world were on Yorkshire, Cambridge, Essex and London as they staged the first three stages of the 2014 Tour de France. The Tour is the largest annual global sporting event, and the oldest and most iconic cycle race in the world.

In hosting the event the partners aimed not only to deliver a world-class sporting event that exceeded expectations but also to:

- Enhance the UK's reputation as a world leader in delivering major events;
- Secure significant economic benefits for the areas the Tour passed through, as well as for the UK overall;
- Raise the profile of Yorkshire, Cambridge, Essex and London as places to visit and invest in;
- Inspire a legacy of cycling and increased participation in sport more generally; and
- Showcase the creativity and enthusiasm of our communities.

This report sets out the findings of a comprehensive research programme to assess the economic and social impact of staging the Yorkshire Grand Départ and the Cambridge to London third stage of the 2014 Tour. The impacts were analysed using a nationally recognised and accepted methodology (eventIMPACTS).

At the same time we also look at the stories of businesses, communities, volunteers, schools and local residents who played their part in making this a unique and memorable event. Not all impacts can be measured in numbers or pounds and pence – some things are more intangible but help describe the enthusiasm with which people embraced this event and welcomed the world.

Methodology

This study was guided by the nationally recognised, industry standard methodology - [eventIMPACTS](#). This isolates the 'additionality', i.e. the difference, that hosting an event made to the economy. However, due to the size, scale and uniqueness of the event we have also considered a broad range of other information and research.

An independent research agency, SPA Future Thinking, was commissioned to carry out the primary research, which included four surveys:

- A face to face survey of over 4,000 spectators during the event and a follow up three months later;
- A survey of over 700 businesses across the 3 UK Stages immediately following the event with a follow-up three months afterwards;
- A survey of 2,200 volunteer Tour Makers;
- A survey of a nationally representative sample of the UK adult (over the age of 16) population.

All of the graphics and statistics used in this report are from the SPA Future Thinking Research unless otherwise stated. A more detailed description of the methodology can be found in the Appendix.

Partners

This work was commissioned, on behalf of all of the delivery organisations, by Leeds City Council, Transport for London, UK Sport and TdFHUB2014 Ltd. The work in its entirety was managed by a joint Leeds City Council, Regional Economic Intelligence Unit and London and Partners Project Team, overseen by a Steering Group representing all stakeholders.



Photo: Leeds City Council

“Key to successful delivery and the feel good factor was the integration of services across geographic areas so that it felt like one event over all three days, with services (public and private) working seamlessly together.”

Sir Peter Hendy CBE, Commissioner, Transport for London



Staging the event: 100 organisations – one team

A huge amount of preparation went into bidding for, planning and successfully delivering the event. This involved a large number of organisations, over 100 at the last count, who united to deliver the world's biggest annual sporting event. As well as staging the race, partners worked to maximise the benefits with a programme of activity to engage businesses and residents.

Bidding for the Grand Départ

Early in 2012, a campaign began to bring the Grand Départ to Yorkshire. A formal bid to host the event was submitted to the ASO (the owners of the Tour de France) by Welcome to Yorkshire (the official destination management organisation for Yorkshire) in March 2012, supported by a number of local authorities.

Over the summer of 2012, public awareness grew, and a nine month campaign to show the scale of support to 'Back Le Bid' was built. More than 170,000 people gave their support, including the President of France, Francois Hollande. Alongside of the official bid, Welcome to Yorkshire implemented a fully integrated marketing campaign and engaged with members of the public and businesses across all sectors of the economy.

At the same time, for London, Cambridge and Essex hosting Stage 3 of the Tour de France offered the same

opportunities as it did for Yorkshire: an unmissable chance to showcase their areas to a global audience. It also offered a huge opportunity to inspire new cyclists of all ages.

In December 2012, ASO announced their decision to hold three stages in the UK and details of the routes were announced in January 2013 at the 'La Nuit du Tour', a celebratory evening of bands, children's choirs and fireworks which set the tone for the 18 months ahead.

Hosting three stages that spanned administrative boundaries brought challenges but more importantly allowed new relationships to be formed and new partnerships to be created. Expertise and knowledge was shared across boundaries in an unprecedented way, with a strongly collaborative ethos at the heart of all of the planning work.

Stage 1



Stage 2



Stage 3



The hard work begins: 100 organisations – one team

The challenge of staging the Tour in the UK brought together an unprecedented coalition of organisations around a common purpose: to stage a sporting spectacle that would showcase our country across the rest of the world. The main players were:

- ASO (Amaury Sports Organisation) – commercial body, owners of the Tour de France;
- Welcome to Yorkshire – main contract holder for Stages 1 and 2 and for Stage 3 outside London;
- Leeds City Council – lead local authority;
- Local authorities – event organisers within their own boundaries;
- Transport for London – contract holder for Stage 3 within London; and
- UK Sport – Government sports agency providing the route for £10m funding, assurance of the programme and major event expertise.

The Government set up TdFHUB2014 Ltd, a not-for-profit organisation to co-ordinate planning and delivery of Stages 1 and 2 of the Tour in Yorkshire and to work with Transport for London on Stage 3, from Cambridge to the Capital. TdFHUB2014 Ltd brought all of the key delivery partners together and managed the £10m Government contribution to staging a safe and secure event. Work was organised around a number of themes:

- Venue and route operations;
- Safety and security;
- Transport and highways;
- Communications;
- Finance and procurement; and
- Coordinating local authority delivery.

As has been said, the key to successful delivery and the feel good factor was the integration of services across geographic areas so that it felt like one event over all three days, with services (public and private) working seamlessly together. The result provided a working model of what can be achieved when organisations work collaboratively.

- Nineteen separate authorities co-ordinated traffic regulations across 300 miles of route to allow the Tour to pass. Special air traffic control arrangements were implemented and Parliament approved amendment of traffic legislation.

The People's Tour



Twenty Four Seven Recruitment, Home Care Provider Leeds

"We work in partnership with Leeds City Council as a provider of essential services for the most vulnerable people living in the city, and we wanted the Tour to be a successful event while also making sure our clients were properly cared for.

Meticulous planning and seamless execution went into the success, but the real achievement was a total commitment to the success of the event by all the staff.

All holidays and planned off-duty days were voluntarily cancelled and family members and customers were involved in the planning process. Staff camped on campsites close to their customers, slept over at colleagues' houses, parked on their customers' parking bays and, where possible, joined in the fun by cycling to all their customers' homes to ensure everyone received their essential visits.

The Tour de France was not just a one day event, it was the first day of the future in changing in how home care is delivered, how providers work with and support their customers, and how communities need to work together to ensure better lives for everyone in Leeds. We've proved we can do it, so let's build on it."

- Staff on the ground deployed 30,000 traffic cones, 5,000 special road signs and 100 kilometres of barriers – and cleared them up after the event.
- Practice exercises held before the event brought together unique combinations of agencies and professionals, creating new channels for the exchange of professional expertise.
- Some care workers camped out to make sure that, despite road closures, services remained unaffected. Street cleansers worked overnight so that our streets looked their best.

Quite simply, the UK Tour stages would not have been possible without the active commitment to partnership demonstrated by such a wide variety of organisations. Furthermore, the relationships and networks created as a result are a valuable asset for the future - not least to provide a foundation for bids for other potential events.

As part of the planning Asda worked with Welcome to Yorkshire and TdFHUB2014 Ltd to recruit and train a volunteer army of 8,000 Tour Makers. Tour Maker roles ranged from welcoming international visitors, to supporting the emergency services and being a friendly and reassuring face at the event.

The programme was very successful with the volunteers more than living up to the 'happy to help' message displayed on their uniforms. They were key to creating the fun, relaxed atmosphere that made the Tour so enjoyable.



The People's Tour



Vijay Dayalji, Tour Maker Bradford

"I'd have paid to do it. If I can make one person's day better - because I show a child where the toilets are or whatever it is - I'll be happy, because I'll be part of the legacy of cycling in Yorkshire."



Photos: (bottom) Twenty Four Seven Recruitment, (top) Leeds City Council

Business engagement

Organisations worked hard to inspire and inform the business community. Work began in 2013 with Grand Départ roadshows run by Welcome to Yorkshire for visitor economy businesses across Yorkshire. These attracted hundreds of participants and led to a rolling programme of workshops organised by local authorities, Welcome to Yorkshire and the Local Enterprise Partnerships.

A toolkit for businesses was produced by Leeds City Council in collaboration with Welcome to Yorkshire and more than 100,000 were distributed across Yorkshire in the year before the event. There was a clear message to the business community: that they should prepare well in advance and plan how best to benefit from the opportunities presented.

Working with the government's export and international trade body UK Trade and Investment (UKTI), Welcome to Yorkshire, Marketing Sheffield and Leeds and Partners organised an International Festival of Business for the week before the event.

This was the first time a business festival had been organised in conjunction with the Tour, and more than 2,000 participants from 25 different countries were welcomed.

In total, 25 events were held in Leeds, Sheffield and York that explored the heritage and strength of the Yorkshire and UK economies in fields as diverse as sports science, advanced manufacturing, textiles and health informatics. A new business network for collaboration with China was launched, a game jam competition saw regional talent seeking to create new products themed around cycling, and the importance of Yorkshire in the bio-economy was highlighted at an international conference in York.

To celebrate the Grand Départ, UKTI also teamed up with the UK Fashion and Textile Association and the Campaign for Wool to create a comprehensive textile showcase, illustrating the many facets of today's Yorkshire textile industry. The showcase displayed The Tour de Fleece, a premium yarn that was designed, spun, woven and finished in Yorkshire.

This activity combined to create a pipeline of trade and investment deals: over 100 companies are currently in negotiation with indications this could result in a considerable boost to the UK economy.



Tour de Fleece Leeds

"The Tour de Fleece cloth was created to provide a vehicle for Yorkshire Textiles to be highlighted and showcased using the unique opportunity of the Tour de France. The cloth showcased regional textiles and skills as it was completely processed within 40 miles: from fleece – yarn spinning – dyeing – weaving – finishing and design through to the tailored products. UKTI and UKFT utilised the cloth as the main textile product in the Grand Départ Fashion Show and promotions. Key figures also commissioned jackets in the cloth with James Laxton, of textile manufacturers Laxtons Yarns in Guiseley Leeds, proudly wearing his 'Tour de Fleece' jacket when meeting HRH Prince Charles. The depth and breadth of public awareness has also been developed due to the positive press coverage of the Tour de France. There continues to be considerable interest in the cloth and Yorkshire textiles since the Tour de France with several young designers expressing interest in using Yorkshire textiles."

Suzy Shepherd, Yorkshire Textiles

Celebrating the Grand Départ through culture

Welcome to Yorkshire announced the first [Yorkshire Festival](#), sponsored by Yorkshire Water and the Arts Council. This festival ran for the 100 days leading up to the Grand Départ - from 27th March to 4th July. It was designed to showcase the region's finest creative talents on a national and international stage, with a full programme of music, dance, theatre, film, art and sculpture. This was also the first cultural festival to be held alongside the Tour.

Activities were held across the UK. Cambridgeshire, for example, held a 'Vélo Festival' - a series of countywide activities run by local community organisations to celebrate the cultural and sporting heritage of Cambridgeshire. The programme featured a range of community activities, including charity rides, art exhibitions, food and music events, and bike maintenance workshops.

The 100 day countdown was marked at Welcome to Yorkshire's Y14 conference in March 2014, where the first official Grand Départ anthem was launched. That evening, guests attended the 100 Days dinner at Ripon Cathedral where they were given a preview of Yorkshire Festival highlights including poetry and community cinema.

The festival attracted over 800,000 people to 2,225 performances and other events in the 100 days running up to the Grand Départ. Highlights included:

- Leeds born sculptor Thomas Houseago created two giant sculptures for Leeds city centre and the Yorkshire Sculpture Park;
- The Ghost Peloton - a riding team of 50 road racers, stunt cyclists and large-scale projection of dancers all wearing remote-controlled light suits to produce a stunning live choreography; and
- Maxine Peake's play 'Beryl' celebrating the extraordinary sporting achievements of Leeds cyclist Beryl Burton was specially commissioned for a series of performances at the West Yorkshire Playhouse.

The People's Tour



Cycle of Songs, Cambridge

"Cycle of Songs was an Arts Council England funded project commissioned by Cambridge City Council, devised by the award winning Pilot Theatre and Historyworks to mark the Tour de France visit to Cambridge on 7th July 2014. Nine pieces were commissioned from a wide range of composers and poets, inspired by historical research devised and shaped by Helen Weinstein and based on original sources of fascinating and quirky stories at iconic places in the heart of Cambridge. This project showcased astonishing heritage storytelling and showed the Creative talent and diversity of Cambridge by including thousands of local people of all ages sharing their history and celebrating the city in song and poetry. The songs were all performed by local choirs, musicians and poets to make a free app for Cambridge to leave a lasting digital legacy."

Cambridge City Council

To celebrate the 101st edition of the Tour, London released 101 special edition yellow Cycle Hire bikes at 101 days to go. With around 10,000 Cycle Hire bikes covering over 100km² of the capital, people had around a 1 in 100 chance of hiring one of these special yellow bikes.

Towns and cities along the route began to focus on dressing the streets, shop windows, transport hubs and public buildings to make them as welcoming as possible, and to encourage people to think about what they would be doing over the days of the Tour. As July approached, many hundreds of posters, flags and miles of bunting had been distributed and proudly displayed by businesses and communities. The themes of the Tour's shirt colours – yellow, green and white with red polka dots – become ubiquitous as the host regions were dressed for the show.

The week before

As race day approached Yorkshire, Cambridge, Essex and London all buzzed with activity. There were pop-up Grand Départ shops opened in city and town centres, the Tour caravan vehicles began to assemble, a huge media village was constructed in the centre of Leeds, and hotels filled with Tour guests.

A successful opening ceremony to present the teams and riders, hosted at the Leeds Arena, gave all involved a flavour of the Tour frenzy. The streets were packed as the riders parade travelled from the University of Leeds to the Arena. In the Arena the official Tour song was performed, and the dancers of the Ghost Peloton performed. Singers Alister Griffin and Kimberley Walsh appeared and Yorkshire band Embrace closed the show to deafening applause. At the same time, 600 bell ringers in 60 churches across Yorkshire rang their bells in celebration, welcoming the world to Yorkshire.



The People's Tour



Bank View Café (Polka Dot Café) Barnsley

"The weekend was a great success. Saturday was quieter than I thought it might be, however the atmosphere was marvellous. For me it was never really going to be about a single weekend's takings, because in catering the margins and costs make that foolhardy.

It has always been about creating a long term benefit for the cafe. The outstanding result of the Tour has been the exposure that has resulted from painting my café.

The future for me now is about solidifying my status as a cyclists' café in the heart of hill climbing deemed worthy of the Tour de France."

Pete, owner Bank View Café

The People's Tour



Road Through York Community Art Project

Amateur artists from in and around York, including students from adult education, residential homes and schools joined in to re-create an original painting, produced for the project by artist and tutor Karen Winship.

Influenced by the work of David Hockney, the original painting was scaled up and then broken down into 320 metre-squared panels with each panel painted by different people. The finished work was exhibited at York Race Course on the 6th July as part of The Grand Départ Celebrations.

Claire Douglas, project organiser said, "it was a fabulous project to be a part of a real community project that created a sense of belonging, a feeling of togetherness and achievement."

“The most memorable and rewarding thing for me was seeing the complete cross section of the local communities who came out to watch the race and who got involved. It was a delight to see so many people talking and enjoying the vibrant atmosphere.”

Councillor Ann Naylor, Essex County Council



Our communities: inspired and involved

The ethos of the Tour de France is that it is a race that all can enjoy, from those who have cycled hours in advance to stand on the peaks of steep climbs to watch their cycling heroes, to those on deck chairs having a picnic in front of their house.

Local authorities and other key partners pulled out all the stops to make sure spectators had a memorable day. As well as all the essentials – safe viewing points, toilets, transport and car parking – most places offered much more. Official Grand Départ Spectator Hubs and Fan Parks were created in 24 locations, offering big screens, food stalls and family entertainment. Many other locations put on events to entice spectators to make a full day of their Tour experience.

As the race left Leeds, for example, spectators who had set their alarms to guarantee their front row place were rewarded, as hot on the wheels of the riders, the next big thing past the start line was a jaw dropping Pop-Up Carnival from Leeds West Indian Carnival. This set the tone for the next three days, with street performers, music, art and an electric atmosphere along the 339 miles of the route. Yellow bikes, 23,500 knitted jerseys, miles of bunting, hundreds of flags, countless painted faces and even yellow sheep welcomed the riders, along with an astonishing wall of sound as spectators shouted their support for their favourites.

The people of Yorkshire, Cambridge, Essex and London were captured by the romance of the Tour and got involved in ways that nobody could have predicted. Over 500 community events and activities took place in cities, towns and villages along the route during the three days of racing. And it spread, reaching the front pages of most national newspapers and social media. 'Tour de France' hashtags were trending across Twitter for the days before and over race weekend itself. Tweets from the riders, commentators, organisers and most importantly, thousands of spectators tell the story of those three inspirational days in July, when Tour fever took over the whole country.



Sporting Memories @SportsMenNet

In 12 years of Le Tour I've never seen anything like it

Support for the Tour

The spectator survey shows that there was clear and overwhelmingly positive support from local residents for the event as 92% of residents who watched Stages 1 or 2 strongly agreed that the event had been good for their local area, with 79% of residents attending Stage 3 saying likewise.

Figure 1: Hosting the Tour de France has been good for the local area



Sam and Kayleigh:

“Our TdF progression: Saturday Ripon sat on coats, Sunday Sheffield with a picnic blanket and inflatable cushion, today the Mall with chairs! Want to carry on into France but unfortunately work want us back tomorrow...”

The People's Tour



Marie Curie Cancer Care (Official Charity Partner of the Yorkshire Grand Départ)

Marie Curie organised 300 Grand Départ events in Yorkshire in the month leading up to, and including the Tour, including: cake sales, loom band sales, cycling challenges, having two vehicles in the Tour publicity caravan and a charity bike ride from London to Paris.

On the day of the race, a team of 14 amateur riders, each raising enough money to fund a Marie Curie nurse for a year, cycled the Stage 1 route before the professionals in what was termed the 'Power Peloton'.

In total (monies still being finalised) it is estimated that more than £500,000 will have been raised for Marie Curie from activities directly around Le Tour.

This will fund 25,000 nursing hours for people with all terminal illnesses, allowing nurses to provide patients and their families with free hands-on care and emotional support in their own homes.

“Where have all these people come from? How have they got here? Where have they parked? I know London is usually busy but I can't believe these numbers.”

Rob Hayles, Former Great Britain cyclist on BBC Radio 5 live sports extra

The People's Tour



Flying Colours – Flag makers Harrogate

“The Tour outweighed any expectation we had – we were very, very busy. Profits and turnover were up. We saw more orders and busier website traffic than we did for even the Queen's Jubilee. We are only now catching up with our day-to-day business, and we will now also be taking on an apprentice.”

Andy Ormrod, Managing Director

Flying colours dressed Knaresborough with bunting, the winner of the Welcome to Yorkshire Best Dressed Tour de France Town.



Richie Porte @TeamSky

The crowds were just massive. It's like nothing I have ever seen anywhere before. #tdfyorks #tdf

Allez Wincobank Festival, Sheffield

Allez Wincobank Festival took place on Saturday 5th and Sunday 6th July with a range of creative community-based activities to celebrate the Tour de France, raise awareness of local heritage and welcome visitors to the area.

The main elements were a reconstructed Iron Age Village with re-enactment and heritage craft activities including bicycle-powered iron smelting (organised by the University of Sheffield), live folk music, children's performances and fairground rides.

Some 75 children rehearsed and performed with drumming tutor Steve Rivers to recreate the rhythms of the race for a live drumming performance. 70 children worked with artist Paul Evans to design a logo to represent Wincobank old and new and helped to lay it out in wood chip on the grass.

A further 210 children from local schools and Scout groups decorated Queen Cartimandua's Roundhouse, designed and erected by Heeley City Farm. Many children proudly showed off their work to each other and to their families.

Penny, of Friends of Wincobank Hill, said: "I would like an annual 'Wincobank en Fête' as it was cheering to see the bunting out and the houses decorated, and the co-operation between groups was a breakthrough."

The People's Tour



Steel Stage, Sheffield

"Located on land adjacent to the route, the Steel Stage event offered a unique opportunity to showcase the offerings of the local community, businesses, talent and art on a national platform. Organised by three previously unconnected companies (FGOWI Events Ltd, Langsett Cycles and Bradfield Brewery) from Friday 4th to Sunday 6th July the Steel Stage hosted two temporary campsites (both fully booked in advance of the weekend) and a festival field which provided live music, charity cycling events, family entertainment and refreshments - attracting over 20,000 people. The event took 18 months from instigation to execution and enabled a much larger volume of people to experience the event in this location than would otherwise have been possible. A strong working relationship between the companies has been established and there is now the potential for the delivery of future events."

The People's Tour





Mark Casci @MarkCasci

Take a bow Yorkshire: The big day when we exceeded all expectations #tdfyorks



GeraintThomas

@GeraintThomas86 of @TeamSky

My ears are ringing now; it was like being in a disco for four hours #tdfyorks



Hannah Cockroft MBE @HCDream2012

Fantastic night at #tdfceremony @leedsarena thank you for having me as your guest @Welcome2Yorks @GaryVerity! So excited for this weekend!

The People's Tour



Wendy Davis Spectator at Hawes Richmondshire

"We came to Hawes for the day to watch the Tour, and we couldn't believe how much Hawes had embraced it. Yellow banners, painted bikes, it was terrific. We loved it so much we stayed the night in Hawes Youth Hostel, we genuinely didn't want to leave. Thank you Hawes, we will be visiting again!"

The People's Tour



Woodside High School London

Woodside High School became involved with the Tour de France, introducing pupils to the event through schemes such as 'Bike It Plus' and Transport for London's 'Youth Travel Ambassador' programme.

Woodside High also held a cycling month to inspire and motivate pupils to cycle to school. These schemes, combined with the Tour, have helped to boost interest in cycling. As a result, cycling levels in Years 7 and 8 pupils have more than doubled compared with those before the Tour de France came to London.

Pupils from Woodside High Attending the Tour de France Fan Park at Green Park on Saturday 5 July, 2014.



James Reed @JamesReedYP

On an amazing day for #Yorkshire don't forget the hard work of countless council staff who helped make it happen.
#tdfyorks #localgov



NorthYorkshirePolice @NYorksPolice

Unbelievable scenes #Buttertubs #TDF Never seen crowds like it! Our officers are there to ensure everyone stays safe



Huge respect to disability charity @scope completing a 24 hour ride in Harrogate on day of Tour de France #tdfyorks



John Mcgovern

I had the privilege and the honour of working on the tour for the last 18 months as the Tour Manager for Harrogate..... I'd just like to thank all of the people that came to watch with such a fantastic attitude and spirit..... You all made the event what it was!!!! 👍 7 July at 19:51

The People's Tour



Bishopthorpe Road Traders Association York

The Bishopthorpe Road Traders Association (a group of 60 businesses) were given permission for a stretch of Bishopthorpe road, which the race came through, to remain closed following the race so that a street party could be held, winning them the Best Dressed Street award from Welcome to Yorkshire.

The street party ran from noon until 7pm with a reported 10,000 people attending throughout this time with many of the 50 business and community stalls running out of stock before the day was over.

The usual slogan used by the association "I love Bishy Road" was changed to "J'Adore Bishy Rue" for the celebrations, and the association itself sold £3,800 worth of merchandise and over £4,000 in raffle tickets. Profits have been ploughed back into the association and local community.

“The Tour de France coming to Britain was a great occasion. The rail industry worked hard with the organisers to help as many people as possible to travel to the event by train, and were firmly committed to helping make the UK stages of the Tour a huge success. On the day all the advance planning paid off, with rail playing a key role, moving record number of passengers.”

Conrad Haigh, Association of Train Operating Companies



Spectators: they watched in their millions

Estimating the number of people who watched is challenging at an event like the Tour de France because of its scale and because nobody needs to buy a ticket. Anyone can enjoy the spectacle from the side of the road.

While crowds were monitored during the three days of racing to make sure that people remained safe, a further piece of work was done to estimate how many spectators lined the route across the three days.

Understanding these figures is important to appreciating the scale and reach of the event and provides the basis for calculating the economic and social impacts. If crowd numbers are over or underestimated, so are the corresponding impacts too.

Measuring spectator numbers

A crowd count for an event like this over such a wide area can only ever be an informed estimate but our methodology allowed us to make an educated assessment of numbers in several ways. We then put these numbers together to give us a full picture over each route and sense check with local knowledge and national data to make sure we were broadly right.

The principal method used to identify the total crowd size was through analysis and categorisation of the route. To do this the television footage for the three days was analysed. This allowed us to look at the entirety of the route – so that we counted not only crowds at the busiest parts but also where there were fewer or no people watching. To do this:

- the route was divided into units of 0.5 km;
- these sections were categorised by the types of area and type of viewing point (for example, at King of the Mountains sections);
- using the television footage the crowd was counted at a sample of these sections;
- these crowd counts were used to estimate the numbers at each type of area and type of viewing point - statistical techniques were used to do this;
- estimates were then sense checked by the project team using local knowledge and other crowd estimates.

This allowed the team to reach an overall number of spectators for each stage of the race. For the eventIMPACTS methodology it is also important to understand how many people viewed the race from more than one location, or who viewed more than one

stage. The spectator survey was used to make this estimation.

Finally a further cross-check was to compare the findings to those of the National Omnibus Survey, which asked people whether they watched the race in person.

Estimated crowd numbers

This combined research told us that over the three days 4.8 million people lined the route: 3.3 million in Yorkshire and 1.5 million in Cambridge, Essex and London. Of that 4.8 million people, 1.3 million people watched from more than one location within one stage, or watched more than one stage, so the total number of 'unique' spectators is 3.5 million people. This process is shown in Figure 2. The number of unique spectators for Yorkshire, Cambridge, Essex and London do not add up to 3.5 million because the national (total) number only counts people who watched in both areas once.

Figure 2: Estimated total spectators

While there is a margin of error, this represents as good

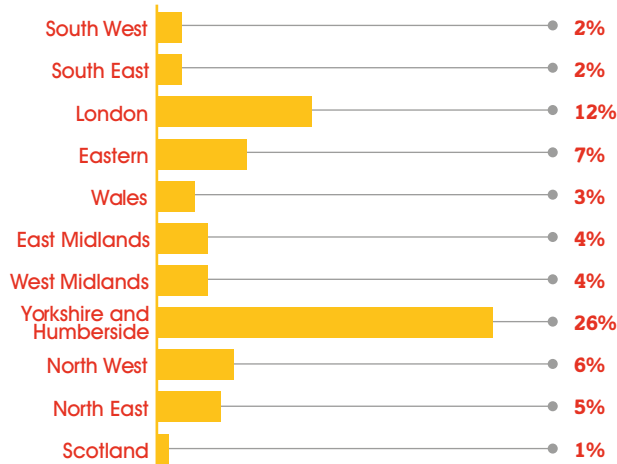


an estimation of crowd numbers as it is reasonable to make.

The National Omnibus survey broadly supports these findings. It showed that 3.1 million people in the UK, excluding overseas visitors, watched the event in person, including one in four people in Yorkshire. There is a degree of statistical error in these figures, because the sample size was relatively small.

Figure 3: % of the adult population (52 million) that viewed the Tour in person by region

Spectator profile



The attendee survey asked people where they lived, as well as a number of questions about themselves. It is important to understand where spectators live as this affects the economic impact calculation. The spending of local residents viewing the race where they live is not counted, and neither is the spending of those who were just passing by, termed 'casual spectators.'

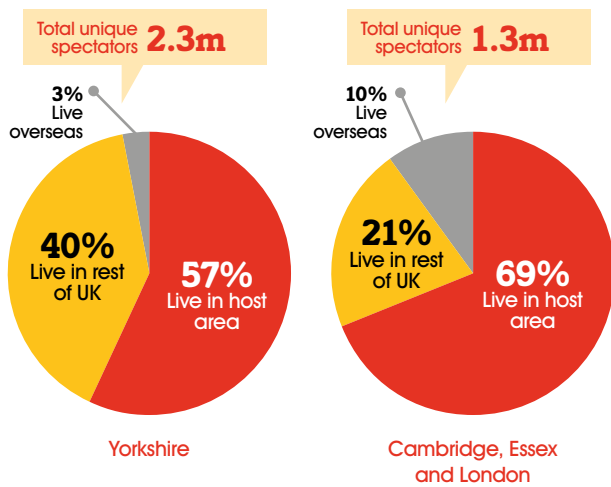
Results show that large numbers of visitors travelled to watch the event from elsewhere in the UK, as well as from overseas. Approximately 1.3 million spectators travelled from outside Yorkshire, Cambridge, Essex and London to watch the race, including 113,000 from outside the UK. These are the numbers on which the visitor spending component of the economic impact calculations are based.

The survey showed that of the 2.3 million spectators who watched the Yorkshire stages, 57% lived in Yorkshire, with 40% living in the rest of the UK and 3% from overseas. In contrast, the 1.3 million people who watched Stage 3 were more likely to live in the Cambridge, Essex or London (69%) and more likely to live overseas (10%) but less likely to have travelled from the rest of the UK (21%). The vast majority of people watched one stage (84%), with 10% attending both Stages 1 and 2, and a further 3% attending all three. This is shown on Figure 4.



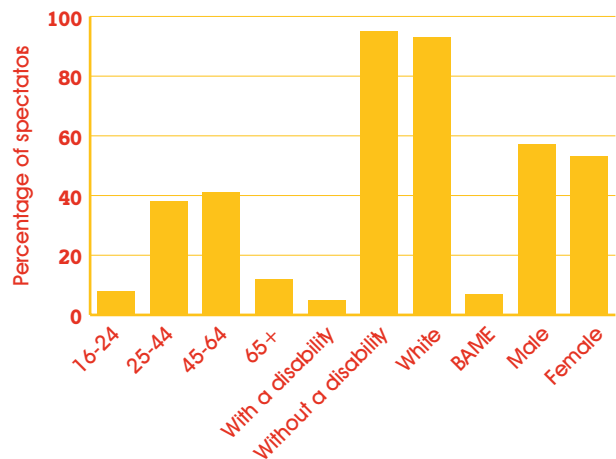
Photo: Transport for London

Figure 4: Unique spectators by area



In terms of the demographic profile of spectators, most people (78%) were aged between 25 and 65, which shows that interest in the Tour spanned several age groups. The majority of attendees were white and able-bodied, with a smaller proportion of spectators from black and minority ethnic groups (BME) and people who identified as having a disability than the UK overall, when compared to data from the Office of National Statistics, although a significant numbers of people from these groups did attend.

Figure 5: Demographic profile of spectators



The majority of spectators saw themselves as keen cyclists (defined as those who cycle at least once a week), with less than 30% saying that they did not cycle at all. These proportions were relatively similar across the three stages. This compares to almost two thirds of the UK population overall who never cycle. A greater proportion of visitors from outside the regions that hosted the Tour and particularly from overseas were keen cyclists than local residents, showing that cyclists were more likely to make the trip than non-cyclists.

Figure 6: Spectators by level of regular cycling

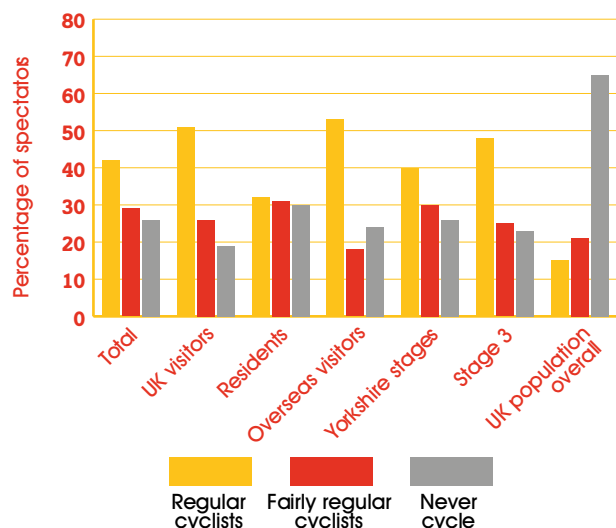


Photo: Transport for London

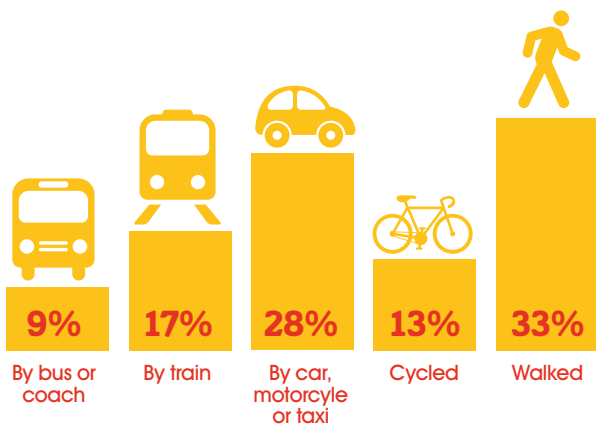


Other intelligence about spectator travel was obtained from METRO (the West Yorkshire Passenger Transport Authority). Headlines included the estimate by Network Rail that 243,000 people passed through Leeds City Station on Saturday 5th July, an increase of around 50% on the previous week. By way of comparison, the last Saturday before Christmas usually sees around 175,000 travelling from the station.

Also on 5th July, around 26,000 passengers used Harrogate rail station, while 10,000 people are estimated to have travelled by train from Leeds to Harrogate to watch both the start and the finish of the first stage. Twenty six special charter services were organised between Leeds and Harrogate to cope with the additional demand.

Around 8,000 passengers went through Sheffield rail station ahead of the end of Stage 2 on Sunday 6th July, with a further 8,500 recorded at the Meadow Hall shopping centre.

Figure 7: How people travelled to the event in Yorkshire
Source: Metro



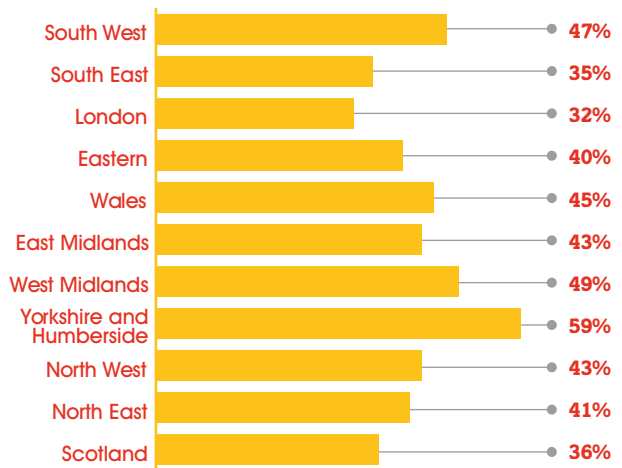
Awareness of the event

According to the National Omnibus Survey, 90% of the sample (the equivalent of 48 million people nationally) was aware that the first three days of the Tour de France taking were taking place in the UK. Publicity was seen by 30% of people (the equivalent of 14.6 million people) in the weeks leading to the event.

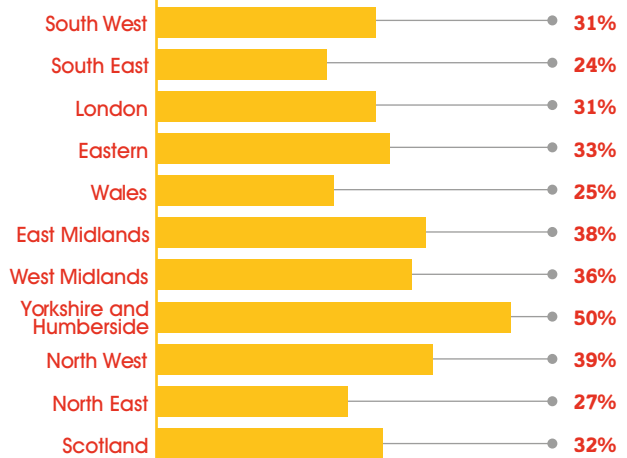
The race was seen on television, or on another device, by the equivalent of 18.6 million adults and, as noted earlier, 3.1 million said that they watched the race pass in person. Viewing figures were higher in the areas that hosted the Tour, as shown in Figure 8 below

Figure 8: Tour de France engagement across the UK
Source: National Omnibus survey

Watched the race on television or any other device



Saw publicity in the weeks leading up to the event



An average of one million viewers watched ITV's main coverage of day one, with a peak of 2.8 million viewers, while 900,000 more tuned into ITV4. Sunday's York to Sheffield Stage averaged 1.2 million viewers on ITV and a further 516,000 on ITV4. According to BARB data the final kilometres of Stage 2 was watched by a peak of four million viewers. Approximately 800,000 tuned in to watch the Cambridge to London Stage 3 coverage.

Following the Tour online

There was a huge online following of the event over race days and in the period before.

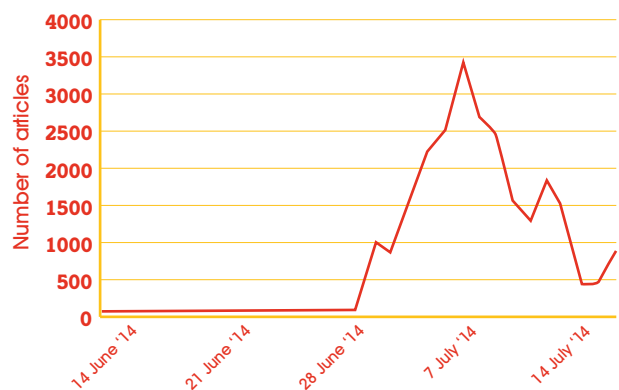
The 'letouryorkshire' website, hosted by Welcome to Yorkshire, was created in December 2012 as the main portal and the go-to place for all Tour de France information. As well as the latest news on the riders and teams the website was used by all partners who shared information to be uploaded to help spectators plan their day and know what to expect. For example, local authorities collated advice on how people with disabilities could access the race and METRO (West Yorkshire Passenger Transport Executive) developed an online travel planning system that gave people live travel advice and showed all of the key race points, spectator viewing points and road closures.

Between December 2012 and September 2014, the site received over 5 million visits, including over 3 million unique visits. There were almost 18 million pages viewed.

During the week of the Tour, traffic peaked with almost eight million page views and almost two million visits. These originated from around the world, predominantly from the UK as well as the USA, France, Australia and Germany. The site receive thousands of referrals from sites such as the BBC, Facebook and Twitter.

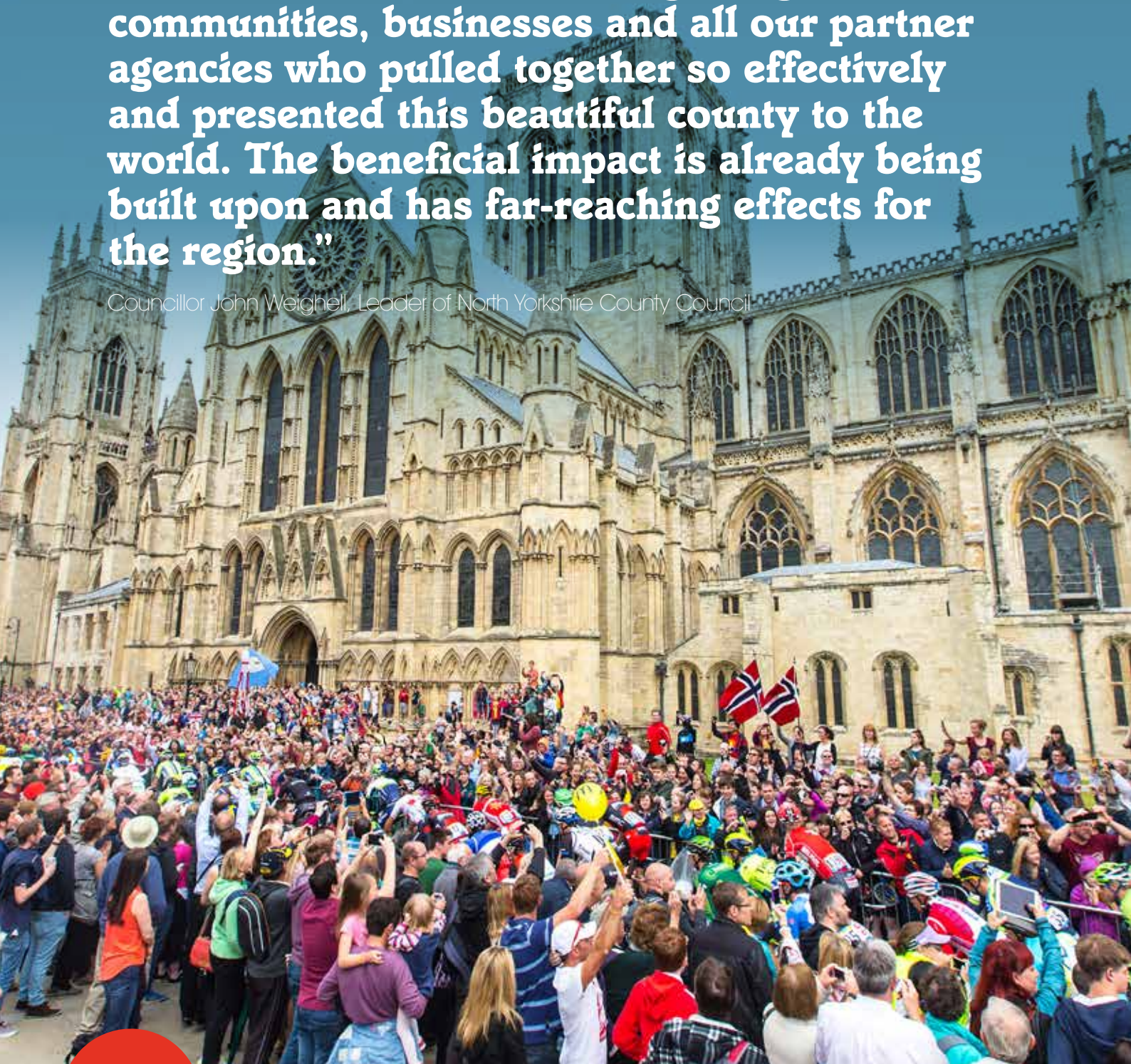
The Twitter feed had 55,000 followers, and grew at around 2,000 new followers a week. During the Tour de France Grand Départ weekend, the terms Yorkshire, Yorkshire Grand Départ and #letouryorkshire all trended on Twitter. The combined reach of @letouryorkshire tweets during the weekend was 23.2 million accounts.

Figure 9: Total volume of coverage, print and online
Source: local monitoring data



“The Tour de France was momentous for North Yorkshire. We brought a global event to the county with such success - hundreds of thousands of spectators lined our streets and country roads and there was a television audience of millions. It brought together our communities, businesses and all our partner agencies who pulled together so effectively and presented this beautiful county to the world. The beneficial impact is already being built upon and has far-reaching effects for the region.”

Councillor John Weighell, Leader of North Yorkshire County Council



From the investment: the economic boost

This section sets out the economic impact of staging the event. This aspect is arguably the most complex to calculate, but receives much of the focus as it is considered to be key to judging the success of the event.

This assessment is made at a point in time, having looked only at the period just before, during and after the race. Many of the economic benefits are likely to continue to be realised for years to come, but these are harder to monitor and will need further research in the future.

Measuring economic impact

The eventIMPACTS methodology has been used to calculate the direct economic impact and their guidance defines the economic impacts of an event as 'additional expenditure generated within a defined area, as a direct consequence of staging the event'. All the expenditure of attendees who were residents of a defined host region was excluded, as was the expenditure of all 'casual' spectators - ie. those for whom the event was not their main reason for being in the given area.

A more detailed description of the methodology can be found in the Appendix.

Different host economies

Using this methodology, the process of calculating economic impact involves quantifying the expenditure of people from outside the 'host economy' (a number of defined geographical areas) who are visiting the area specifically for the event. The net expenditure of event organisers within the respective host economies is also included. Therefore, to calculate economic impact the host economies needed to be defined for the purposes of measuring additional expenditure flowing into them. For this study, the host economies are defined as follows:

- The UK overall – new money coming into the country from overseas visitors and investment. This therefore does not include spending from any UK resident or organisation;
- The 'host regions' of (i) Yorkshire and (ii) a combined region of Cambridge, Essex and London. This report gives an overall figure for the host regions combined as well as separate figures for each and also for London
- The other cities in which stages started and finished:

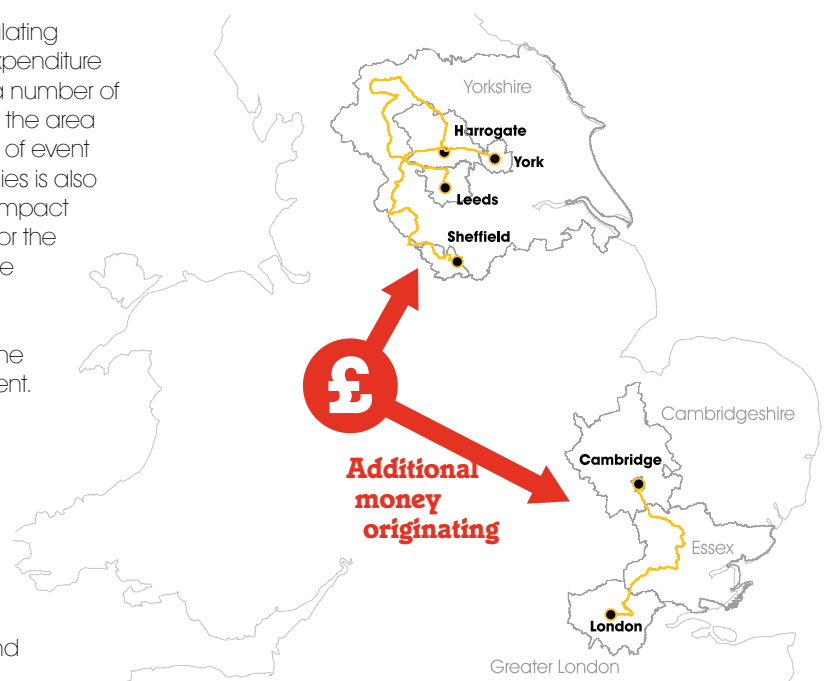
- Leeds
- Harrogate
- York
- Sheffield
- Cambridge

As a result of these different host economy geographies, and therefore individual analysis, the figures must be read separately and do not necessarily sum to the national figures.

The methodology takes account of all of the additional expenditure in Yorkshire and Cambridge, Essex and London overall, including from spectators who watched in both areas. Each host region and local area is also analysed separately.

The respective host economies are illustrated in the map below:

Figure 10: Host economies



Information on additional expenditure:

The additional expenditure generated can be split into two components. These are the direct economic impacts of the Tour, and the wider economic impacts that result from other activities which only happened as a result of the Tour.

The additional expenditure as a result of the Tour de France comes from:

- The spending of visitors to the area who specifically came to watch the race. This is the additional revenue as a result of the 3.5 million unique spectators across the three days.
- The spectator survey, which asked questions about:
 - the number of days people planned to spend in the host region;
 - the number of people they were with;
 - the type of accommodation they stayed in (paid or with family/friends);
 - an estimate of the average amount per day their group was likely to spend on restaurants, pubs and takeaway food, public transport, fuel, parking and car hire and other spending.

In addition, the calculation includes analysis of:

- organisational spend that was required to stage the event;
- the spending of race teams, the ASO and media from outside the host regions;
- the payment to ASO to host the event;
- spending of volunteers from outside the host regions;
- the economic impact of the Yorkshire Festival;
- additional employment created as a result of the event.

Also factored in was the inevitability that some resource will 'leak out' of the regions as a result of people choosing to spend elsewhere, and that some businesses will have been negatively affected during its staging. However, spending in some of the affected businesses, i.e. those that had to close on the day, may have just been delayed rather than fully lost.

This section considers these issues and presents the overall economic impact, followed by the reported impact on and perspectives of local businesses.

The economic impact

The assessment showed that the event had a significant economic impact and that this is likely to continue. The direct economic impact on the 'host regions' was £128m while for the UK overall (i.e. from overseas visitors, including the teams, overseas media and the ASO) the impact was £33m. The figures for the individual host regions were £102m for Yorkshire and £30.5m for the combined region of Cambridge, Essex and London, including £19.5m for London.

The figures do not sum as adjustments have been made to account for spectators moving between regions.

The People's Tour



Holme Valley Camping & Caravan Park Kirklees

"We were lucky to have hosted a campsite full of very happy, positive guests who created a fantastic atmosphere down here. Some sent emails and cards to thank us and plenty said they would return.

We had lots of positive feedback about Holmfirth and the area too. Some guests from the weekend have already returned and the following week we had people booking because they had seen the area on the TV and liked the look of it. It has certainly put Holmfirth on the map. Only two weeks later, the weather was particularly good and we had as many guests as we had on the Tour de France weekend – a bit of a shock!"

Figure 11: Economic Impact of the three UK stages

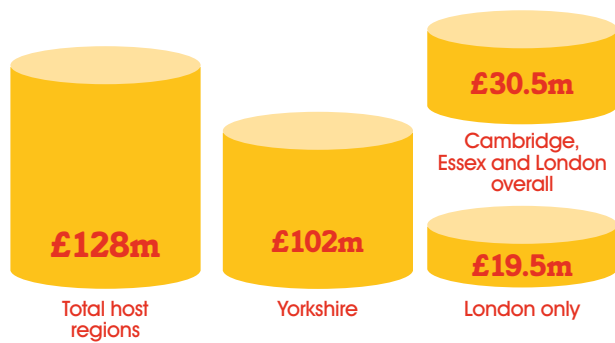
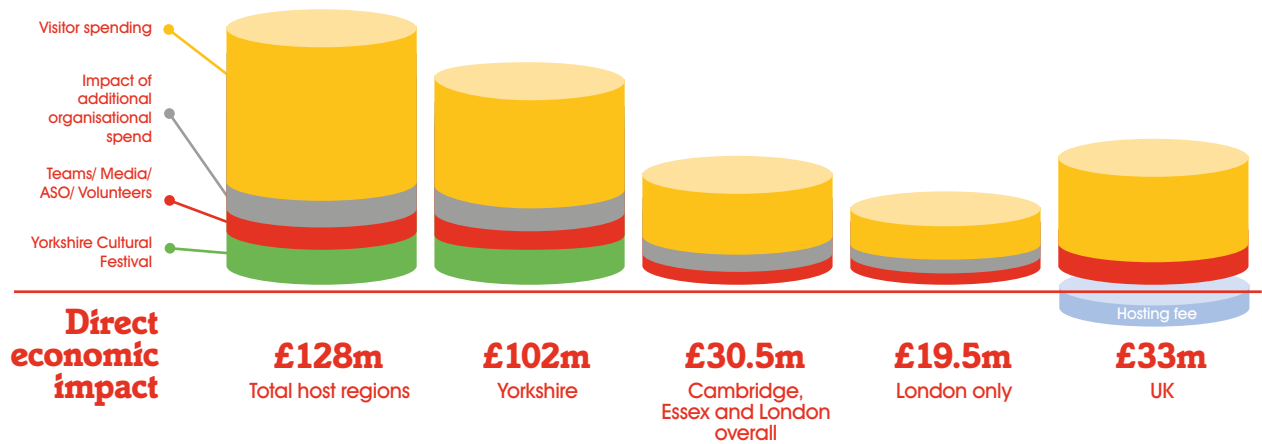


Figure 12 below sets out the detail behind these figures. It shows that the main component of impact was from expenditure from visitors from outside the respective regions, including visitors to the UK from overseas.

Figure 12: Economic impact of the Tour de France

These figures do not necessarily sum as adjustments have been made for spectators moving between regions.



Ride25, Yorkshire

Yorkshire-born entrepreneur John Readman and business partner Rob Hamilton set up Ride25 as a result of Yorkshire winning the bid to host the Tour de France. Ride25 is a new flexible way to cycle around the world; split into 25 separate tours, individuals, groups and charities are all invited to take part in as many stages as they wish.

John said: "I always knew there was a strong enthusiasm for cycling in Yorkshire, but still the turnout and the response to the Tour has simply blown me away. It just goes to show the awesome power that cycling can wield – and that Yorkshire's cycling industry can benefit from that."

The People's Tour

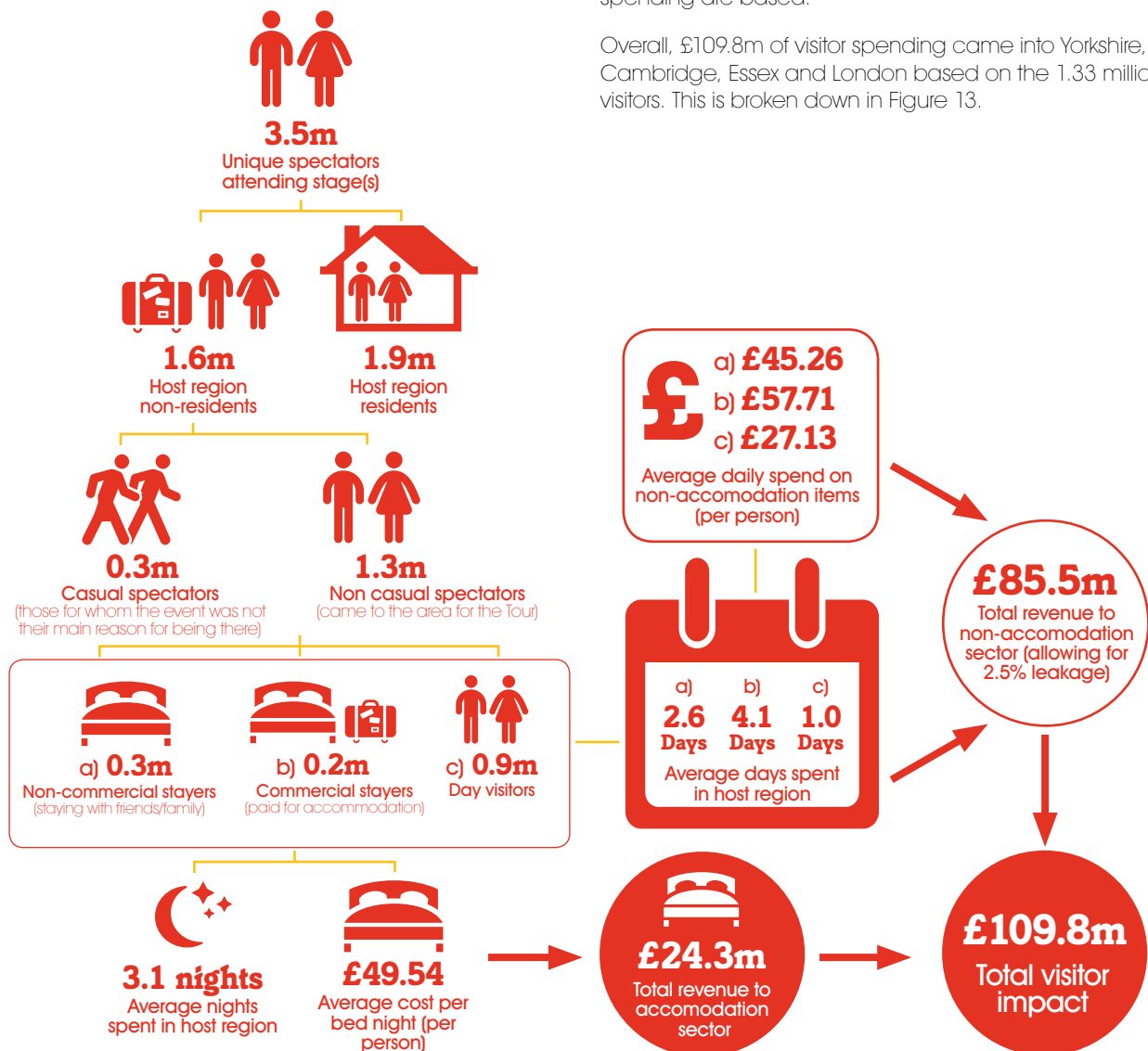


Components of economic impact

Visitor spending

The principal component of the economic impact is the expenditure of visitors coming into the host regions to watch the Tour de France.

Figure 13: breakdown of regional visitor expenditure for the UK host regions

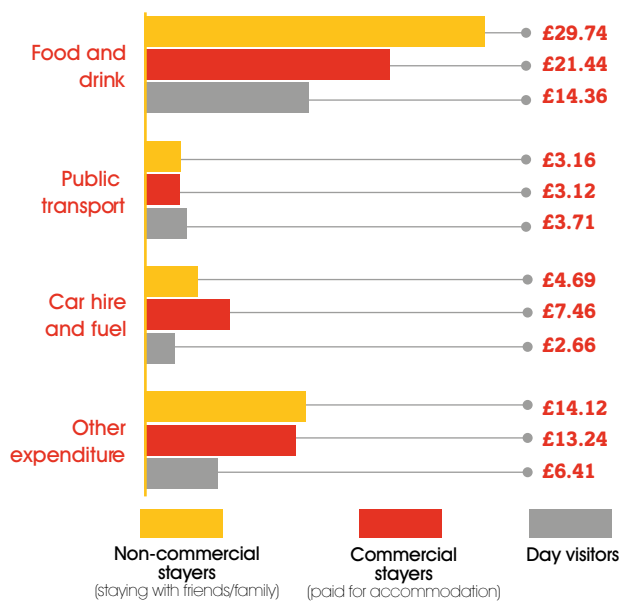


The spectator survey results showed that 1.3 million spectators were visitors to the respective host regions, including 113,000 visitors from overseas. This included over 1 million visitors to Yorkshire and approximately 375,000 visitors to Cambridge, Essex and London. These figures account for those who watched the race in more than one location during one stage and those who watched more than one stage of the race. These are the figures which the economic impact of visitor spending are based.

Overall, £109.8m of visitor spending came into Yorkshire, Cambridge, Essex and London based on the 1.33 million visitors. This is broken down in Figure 13.

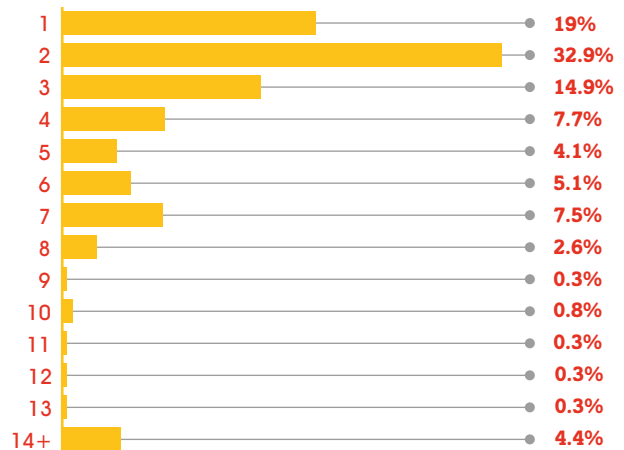
The detail of spending on items other than accommodation across the three days is shown below. It establishes that food and drink is the main component of visitor spending, while other expenditure on items such as souvenirs and clothing is the second highest.

Figure 14: Average daily spend per person on non-accommodation items



As expected given the event lasted for three days, the majority of visitors staying overnight remained for 1-3 nights, however a number stayed for longer periods.

Figure 15: Accommodation spend breakdown of detail – total number of nights stayed in commercial accommodation by commercial stayers



Little Valley Brewery, Calderdale

Little Valley Brewery was set up by Wim van der Spek and Sue Cooper, who first met in Kathmandu where their solo cycling journeys crossed paths.

In keeping with their passion for cycling, Little Valley embraced the Tour de France and collaborated with Brian Robinson (the first Briton to both win a stage of the Tour and to complete the full race) to create the Stage Winner beer.

This beer is now part of their permanent beer range, a reminder of the Tour, and has resulted in great exposure for the Northern brewery.

Sue said: "There was an increase in orders from new providers in the run-up to the event and higher general sales across the counter."

The People's Tour



Figures 16, 17 and 18 show the regional visitor expenditure breakdowns for Yorkshire, Cambridge, Essex and London, and for London alone. These demonstrate how numbers of visitors are isolated from the overall numbers of unique spectators, then how their spending comes together to make up the overall visitor spending figures.

Figure 16: Direct economic impact of visitor spending in Yorkshire

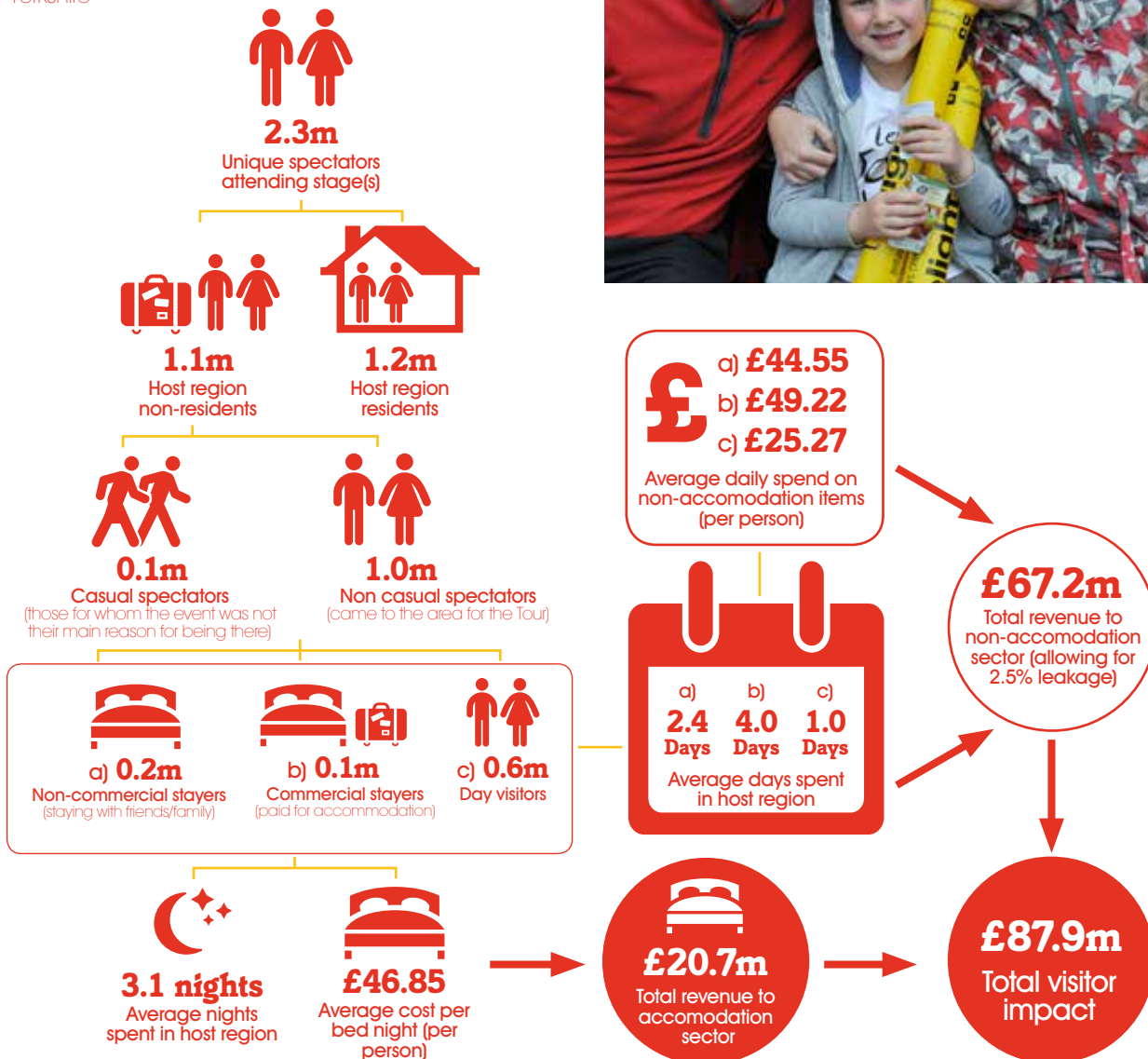
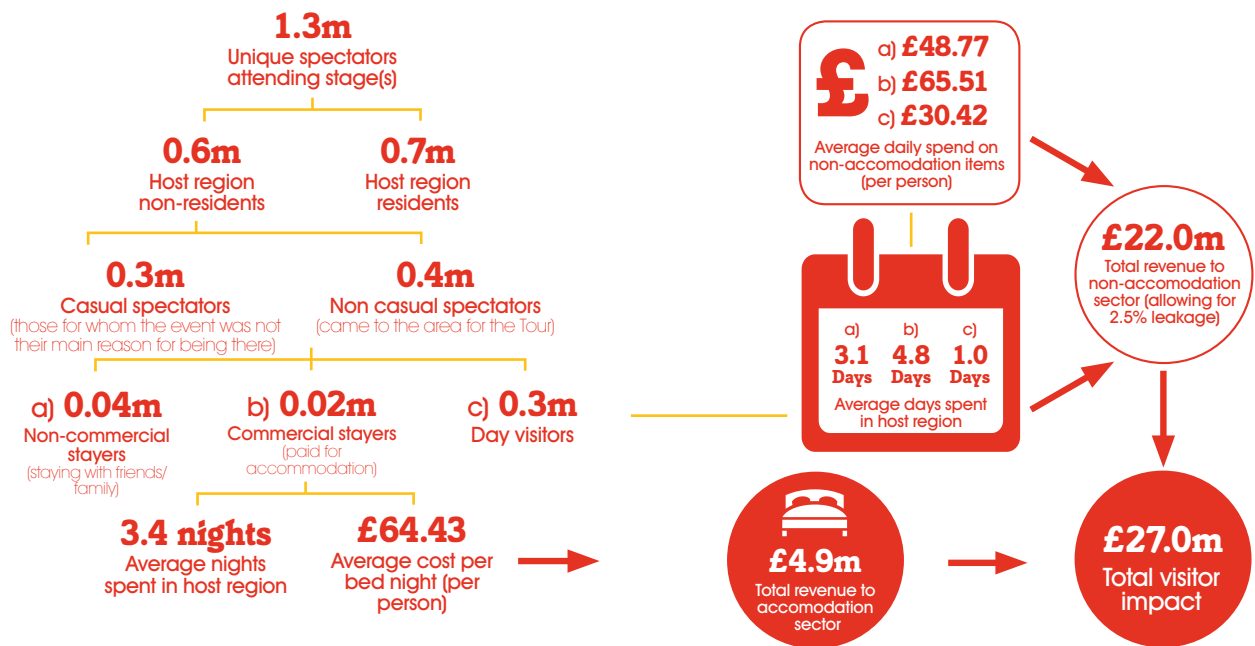


Photo: Leeds City Council

Figure 17: Direct economic impact of visitor spending: Cambridge, Essex and London combined



Kettlewell Village Store Craven

The village shop expected a loss of trade and logistical problems because of the road closures but, despite their apprehension, they experienced a roaring trade.

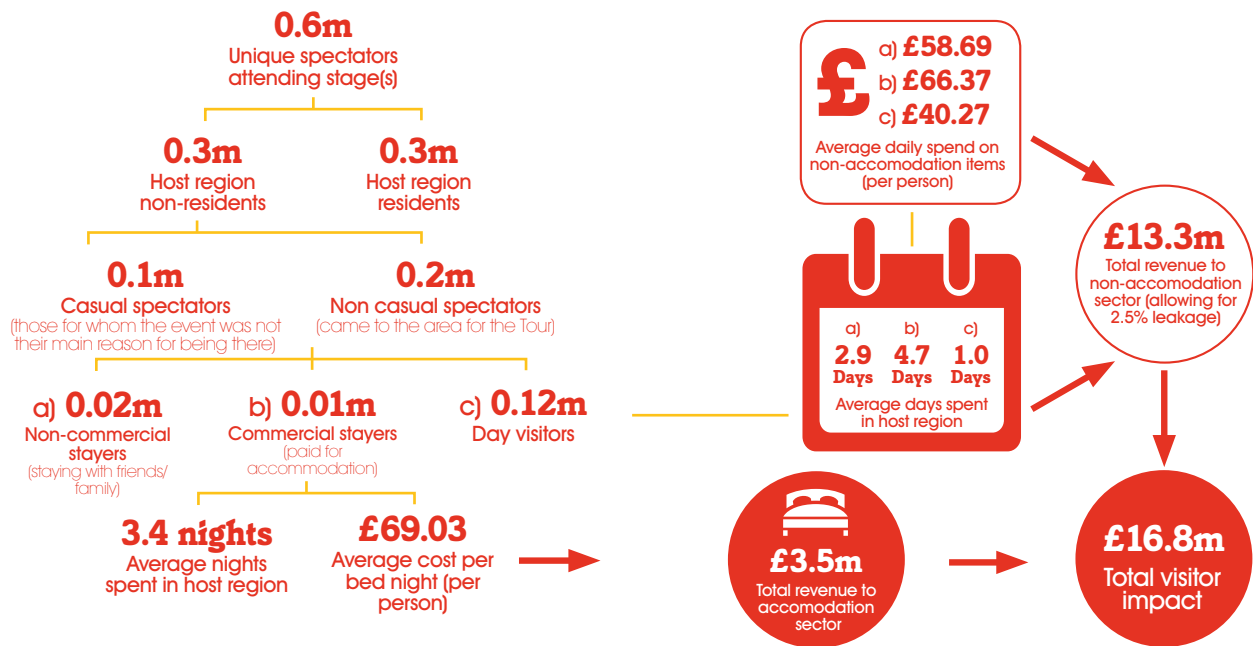
Owner of the store, Doug McLellan, said, "By the time we normally would have opened at 8.15am we had just about sold all our supply. We closed the shop for the duration of the race and after the race had passed it was back to the shop for a very busy afternoon. There were six people working instead of the usual two, yet we had a queue all afternoon. Sunday morning was just as busy as all those who were camping locally came for their breakfast sandwiches."

Retail Newsagent Magazine, picture Doug McLellan

The People's Tour

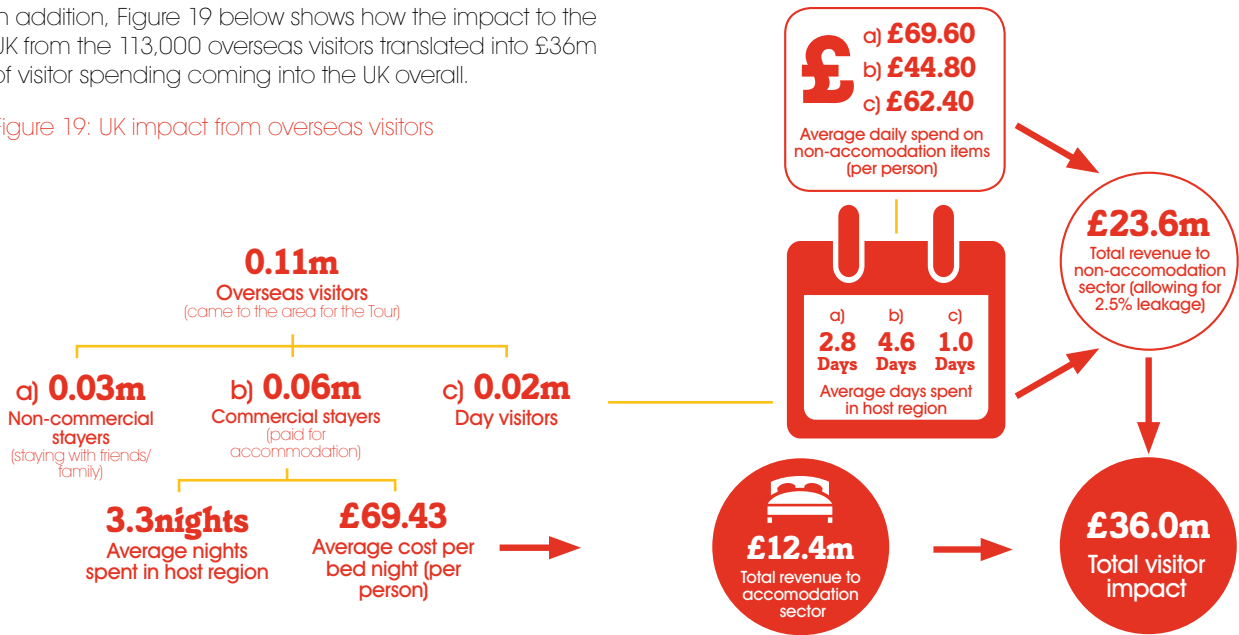


Figure 18: Direct economic impact of visitor spending: London only



In addition, Figure 19 below shows how the impact to the UK from the 113,000 overseas visitors translated into £36m of visitor spending coming into the UK overall.

Figure 19: UK impact from overseas visitors



Hebden Bridge Visitor Centre Calderdale

To help French visitors A-level students from the local high school gave the staff at Hebden Bridge Visitor Centre French lessons in return for work experience. The centre attracted large numbers of people before, during and after the race, with the window dressed with a large yellow bike and exhibiting the work of two local artists.

The centre saw a significant increase in sales of cycling and Tour de France - themed merchandise over the weekend.

In a Hebden Bridge visitor survey, 100% of visitors said 'yes' when asked if they thought they would visit the area again for a holiday or day trip.

The People's Tour



Impact of money to stage the event

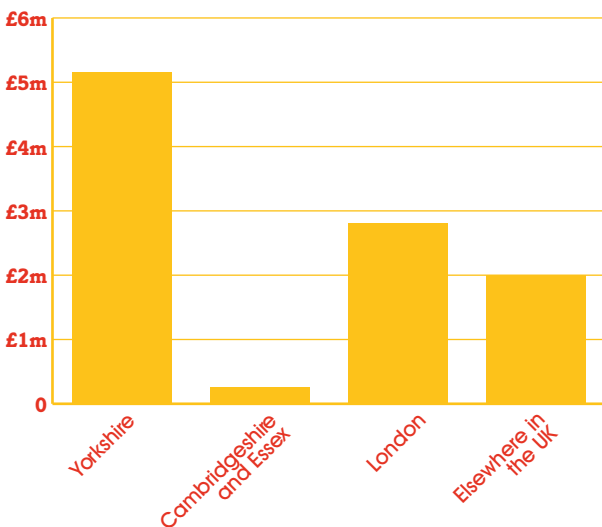
Organiser spend

To stage the event the UK Government, local authorities, Transport for London, Welcome to Yorkshire and other partners spent money on planning and a whole range of infrastructure, such as barriers, toilets, official Grand Départ Spectator Hubs and stewards. This work analysed the combined event budget, approximately £27m was spent in the local economies and will have had an economic impact, although some is likely to have been spent outside the host economies. The fee paid to the ASO for the rights to host the event (£4m) was taken into account and deducted from the net UK economic impact figure.

At this stage, the £10m invested by Government, through UK Sport and managed by TdFHUB2014 Ltd has been reflected within the UK host economies overall economic impact figures.

Further work will be undertaken to fully disaggregate the organisation spending to calculate its net local economic effect. This information will be combined with the analysis already undertaken on the UK Government contribution.

Figure 20: Impact of Government spending on local suppliers by region (£m)

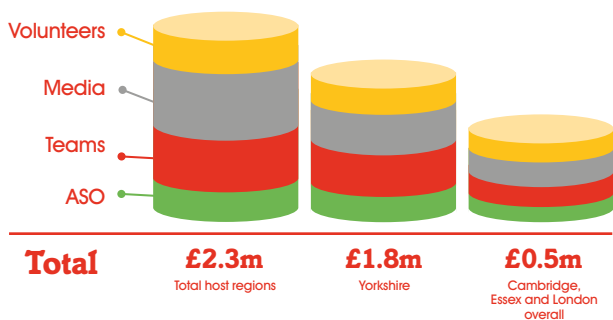


Spend of the entourage and volunteers

The entourage that accompanies the race is vast. There are the 22 cycling teams and their support staff, the media from elsewhere in the UK and overseas, staff from the ASO (race owners) and the Tour Makers who live outside the host regions. The spending of these all had an impact on the local economies and is counted in the additional economic impacts. A number of conservative assumptions were made to help to calculate these:

- team spending was based on an average team size of 25 – including riders and support staff. They stayed between three and five nights in Yorkshire in 4 and 5 star hotels, then a further night in Cambridge and Essex;
- total media from outside the regions, especially Yorkshire, was estimated at 2,000. They stayed for two to three nights in 3 and 4 star hotels and bed and breakfasts. The ASO reported they had never seen as many applications for journalist accreditations;
- the ASO calculated their total bed nights for the entourage as 4,500 for the period of the event, generally 3 star hotels and bed and breakfasts; and
- there were 8,000 Tour Makers. The survey of volunteers established how many lived outside the regions and their expenditure.

Figure 21: Expenditure of additional stakeholders



The People's Tour



Carr House Farm Ampleforth, Ryedale

"On the actual day of the Tour departing Leeds I got an email from a Dutch lady. She and her husband have stayed previously and had already booked for two days to come in September this year. On seeing the race it whet their appetite to stay longer and they have extended their stay from two to four nights. Five Koreans detoured to Yorkshire on their way from London to Edinburgh. They stayed overnight with us before heading into the Dales, a direct change of plan due to having watched footage of Le Tour. We have had numerous bookings now from Holland, France and Germany. I know that all this extra business is directly coming from Le Tour."

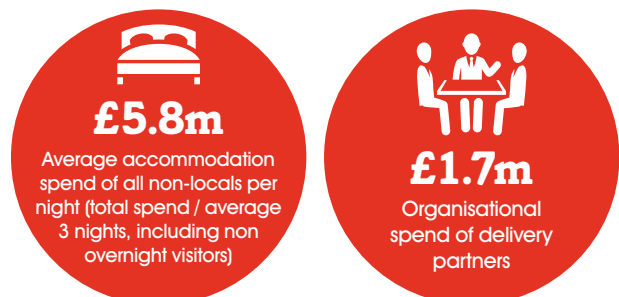
Yorkshire Festival

There can be no doubt that the Yorkshire Festival created a buzz in the build-up to the Tour and significantly boosted the visitor economy over of the event. The festival attracted 816,000 people to 2,225 performances, workshops and exhibitions which took place in the 100 days running up to the Grand Départ.

An evaluation of the festival was carried out that looked at the overall economic impact. This amounted to a direct contribution of £7.5m into Yorkshire. This figure was calculated using the Festival and Event Evaluation Toolkit developed by Create, the support organisation for festivals and events in North Yorkshire, in association with the UK Centre for Events Management at Leeds Beckett University. Figure 22 shows components of this figure.

Figure 22: Components of Yorkshire Festival

Source: &Co Cultural Marketing



Other economic impacts

A range of other expenditure was not counted in the figures above, to ensure this work was consistent with the eventIMPACTS methodology. These figures tell a broader story about the impact of the event and demonstrated the wider value of the event to the economy. These included: Yorkshire Grand Départ Business Festival; spending of local residents; and spending of people who return to visit the host regions.

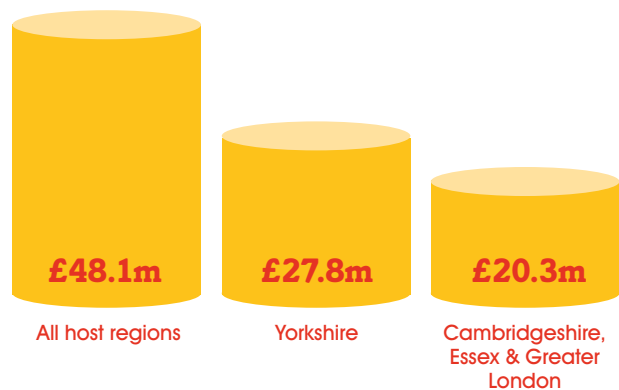
Yorkshire Grand Départ International Business Festival

The Grand Départ Yorkshire Grand Départ International Business Festival which ran from 2nd to 4th July highlighted the businesses of Yorkshire and the UK with a series of events and seminars. It was a Tour de France first and generated a significant amount of business interest in Yorkshire and the rest of the UK. While the final impact will not be apparent for a few more months, a number of sizeable deals and inward investment inquiries have been registered. If successfully closed, these deals will see the overall economic impact figure for both Yorkshire and the UK increase significantly in future. Because of the success of this initiative, Utrecht (the 2015 host city for the Grand Départ) are looking at organising a similar business festival.

Spending of local residents

While not counted in the overall economic figures, there was clearly an economic footprint from the spending of local residents who attended the event. Assuming the 1.8 million residents who watched the event had a similar pattern of spending to that of the visitors, we can estimate spending of approximately £48m in total. This is made up of £27.8m in Yorkshire and £20.3m in Cambridge, Essex and London.

Figure 23: Local resident spectators spending



Future impacts of visiting spectators coming back to the host regions

A key economic impact is the future spending of visitors who will visit again. While not counted in the overall economic impact figures, further visitor expenditure is expected in the future. To demonstrate this, the spectator survey showed that 64% of Yorkshire visitors and 39% of visitors to Cambridge, Essex and London said that they were very likely to return in the next two years. Assuming the same proportions of day visitors and stayers, as well as overseas visitors as the Tour, this would result into an additional regional impact of £43m during this period. This breaks down into £24m in Yorkshire and £19m in Cambridge, Essex and London.

Figure 24: Future Impacts of visiting spectators coming back to the host regions

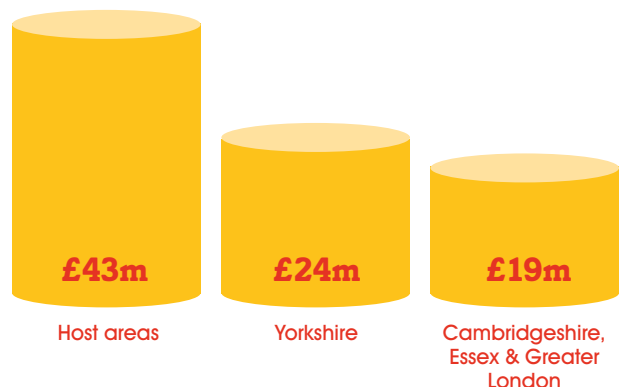


Photo: Leeds City Council



Local business perspectives

As set out in the methodology, the survey was primarily targeted at businesses in the visitor and cycling economies and those closest to the route.

Local business perspectives on hosting the Tour de France

The broad consensus from businesses across the three UK host regions was that the hosting of the UK stages would boost tourism for the future and had enhanced the image of those regions for future marketing and returning visitors. It was recognised, however, that some businesses had had to change their usual business operations and there had been some disruption.

Overall, the majority of businesses recognised that an event like the Tour de France was something public authorities should be investing in. In Yorkshire, 58% of local businesses strongly agreed, compared to 48% in Cambridge, Essex and London (51% of those just in London). In Yorkshire, 74% strongly agreed the image of the region had been enhanced, while 33% in the Cambridge, Essex and London thought the same.

Figure 25: Businesses - This is the kind of event that local authorities should seek to host more of (those who strongly agree)

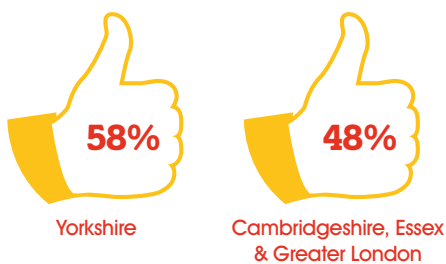
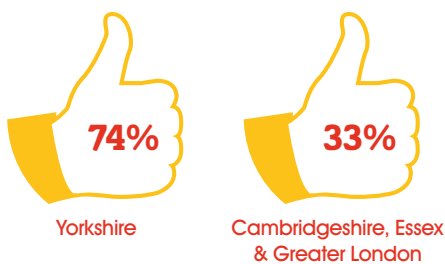


Figure 26: Businesses - Holding the Tour de France has enhanced the image of the region (strongly agree)



The People's Tour

YORKSHIRE BUILDING SOCIETY
BUILT ON TRUST

YORKSHIRE'S HOME GROWN HERO ED CLANCY IS JOINING US ON JULY 5TH.

Yorkshire Building Society

Yorkshire Building Society had a comprehensive and integrated marketing and internal communications plan from the announcement in February 2014 which ran through to the event itself.

Highlights of this included: 70 colleague volunteers supporting the event over the three race days, while others organised a charity bike ride which raised £55,000 for Marie Curie Cancer Care. There was also a 'Wear Yellow Day' and a static bike ride across all branches. PR activity included dyeing 150 sheep yellow.

One worker said: "A massive well done to all those involved with the Tour de France, it was one of the best things I've ever done, and it will go down as a highlight of my life."

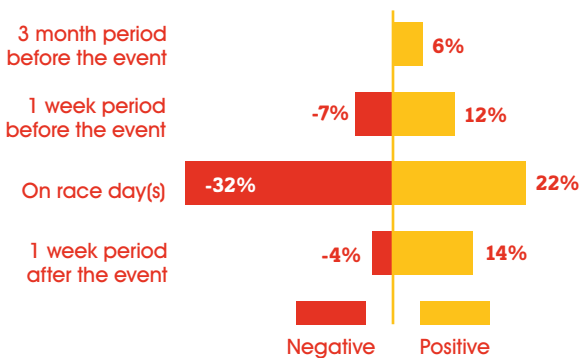
Commercial impacts on businesses

While local businesses were broadly supportive of hosting the event, the survey showed that the views of businesses on the impact of the event varied significantly between the pre, during and post-event periods. Views also varied by sector. This is demonstrated in Figure 27 which shows the proportion of local businesses reporting a positive or negative impact over a number of time periods.

Those who did not attribute the sales pattern they saw three months before the event to the Tour de France were not included, i.e. the remaining 94% of businesses in the three month period before the event.

In summary, the survey shows largely positive impacts in the period before and after the event from those who reported them, although most did not see an impact. As may have been expected, most impacts attributable to the event were on the race days themselves and included businesses reporting both positive and negative impacts. Negative aspects included factors such as disruption to the business through having to close, or displacement factors with customers being less likely to visit, especially if their premises were far from the Tour route.

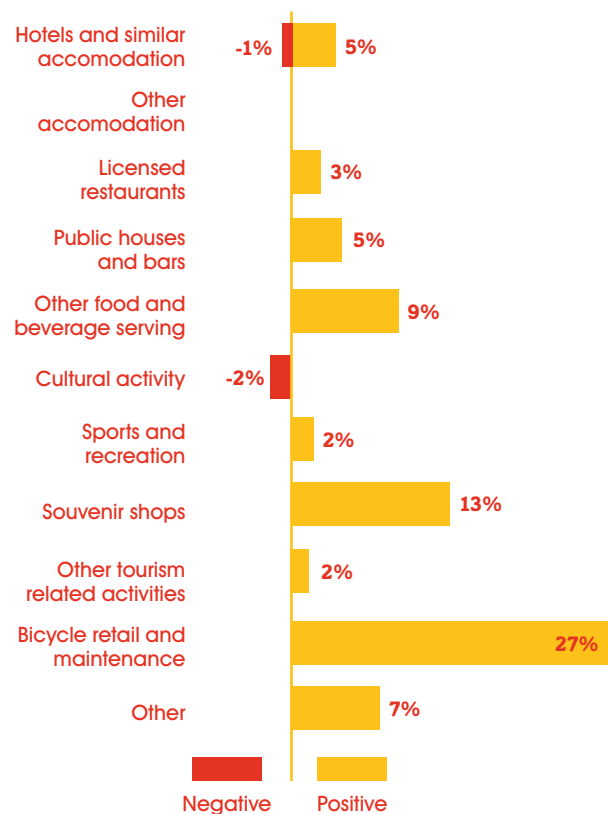
Figure 27: % of local businesses that saw a positive or negative impact in sales and attribute this to the Tour de France



Three months before

Only 6% of businesses reported an impact overall in this period, though they were mostly positive. Figure 28 shows that the main sectors that saw positive impacts in this period were cycling businesses and souvenir shops, together with accommodation and food and drink establishments.

Figure 28: % of local businesses that saw a positive or negative impact in sales and attribute this to the Tour de France (3 months before the event)



The week before the race

Overall, 19% of businesses reported that there was either a positive or negative impact on their normal sales turnover in the week running up to the hosting of the UK Stages, whereas 81% said that there was no impact.

Analysis of the survey data reveals that a higher proportion of businesses thought their normal sales turnover was higher in the week of the event compared with those who thought it was lower than usual. Taking these proportions into account the survey showed that, on balance, 5% of businesses across all 3 Stages thought their normal sales turnover was higher in the preceding week as a result of the Tour de France.

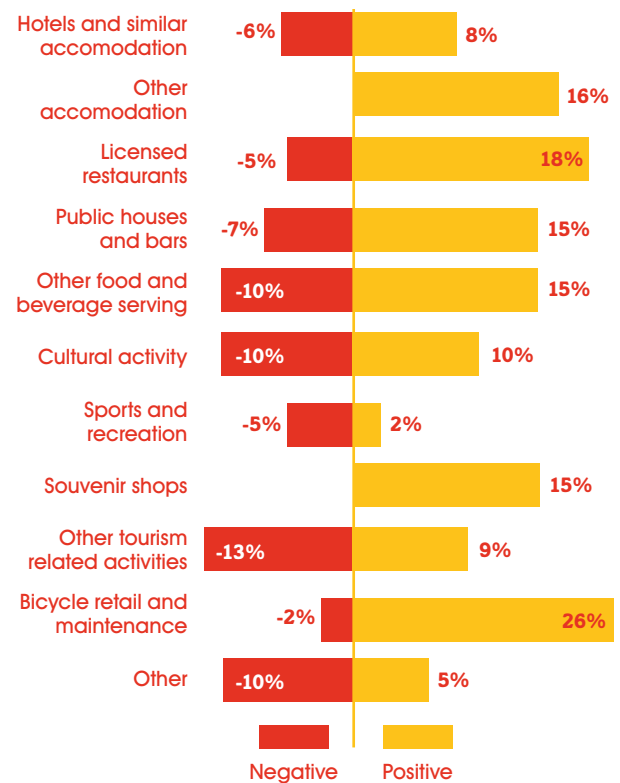
Again, there were clear differences when examined by sector. Cycling businesses reported the most positive impacts, followed by pubs, restaurants and accommodation providers. It is notable in this period that negative impacts were also increasingly seen.

During the race

The survey revealed that a significantly higher number of businesses said that the staging of the UK Stages had either a positive or negative impact on their normal sales turnover on the race days – the proportion of business expressing a clear opinion on this increased to 54% of the sample.

Given the approach to the sampling of businesses proximate to the each race stage, it was to be expected that more businesses would report that normal sales turnover levels would be lower due to the nature of the temporary disruption in typical local trading footfall – the survey revealed that an on balance figure of 10% of businesses reported that sales levels were lower than normal.

Figure 29: Proportion of host region businesses by sector who reported higher or lower sales turnover impacts in the week running up to event



The People's Tour

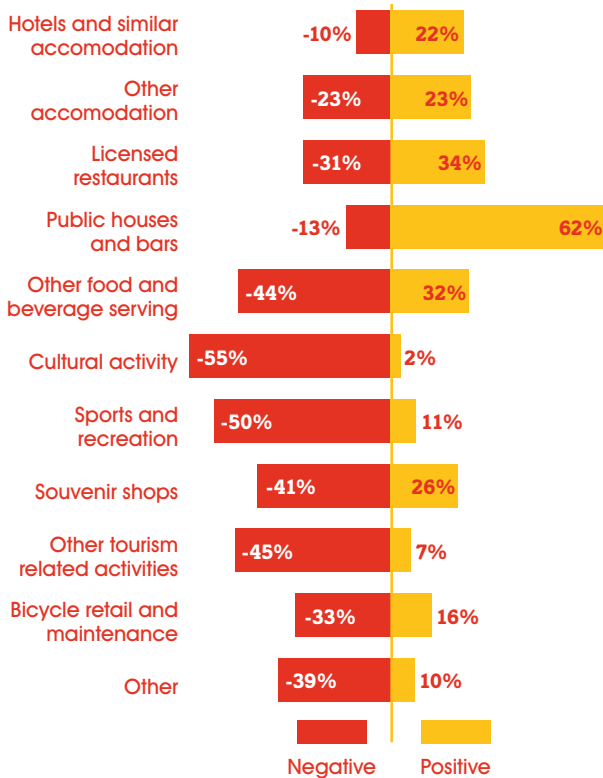
National Railway Museum York

"At the National Railway Museum, we didn't know what to expect from the Tour and over the weekend our visitor numbers were about 25% lower than a normal July weekend. However the Monday to Friday before the Grand Départ exceeded our budget by almost a quarter, our benefit was either side of the weekend."

Tim Neal, Senior Visitor Insight Executive

The sectoral variation in normal sales levels was at its most pronounced across the UK Stages with hotels, accommodation and bars/restaurants typically indicating that sales were much higher than normal (with most other visitor economy businesses reporting that sales were lower than normal).

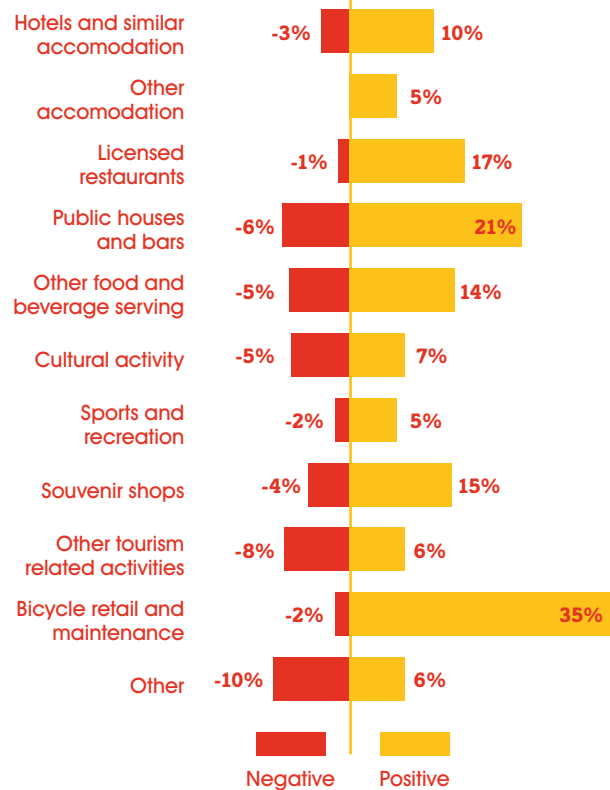
Figure 30: sectoral distribution of sales impact during the UK Stages



One week after the race

The pattern of reported sales patterns one week after the event reveals a different perspective from businesses about the impact of the event. It reflects the fact that businesses were better able to digest and set in context the effect of the event in the week before the race on their sales, balanced against any reported drop in sales during the event – so in broad net terms, business views on the impact on sales in the week after the event presents a more rounded commercial view from businesses.

Figure 31: Sectoral distribution of UK host region sales impact one week after the event



Only 18% of businesses surveyed were able to say if their normal sales were higher or lower than normal in the week following the event, but the majority of businesses were clear that their typical sales were higher than normal, with +10% of businesses on balance reporting that their sales were higher (14% reporting higher and 4% reporting lower).

The sectoral distribution of reported impacts on normal sales turnover levels was more consistent with the pattern seen in the week running up to the event, although the overall impact in some sectors was much higher (cycling businesses were twice as likely to report that their normal sales levels were higher in the week after the event compared with the week before the event).

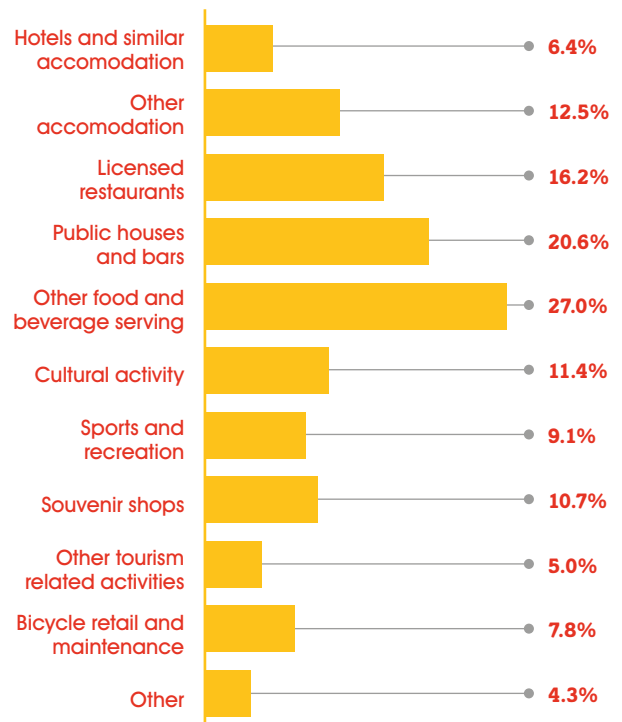
Temporary employment impact:

The survey of businesses also explored the extent to which temporary employment was created in the week before and across the race. The survey revealed that 11% of businesses reported that their employment levels were higher than normal, with 89% of businesses reporting that employment levels were unchanged.

The temporary employment boost was most visible in the hospitality sector where proportionately more businesses in the Yorkshire Stages of the race in these sectors reported that employment levels were higher than normal. The table below summarises the key data by sector.

A key consideration throughout is the proximity to the route, although this may be both a positive and a negative depending on the nature of the business. Figure 33 shows that the majority of the temporary employment was in establishments close to the route and, as set out above, was primarily about serving food and drink.

Figure 32: Temporary employment impact by sector



**Yorkshire Trails
Harrogate**

The Ripon Bike Trail was set up to encourage people to explore Ripon and discover local businesses not ordinarily noticed by locals and visitors.

Trail-goers aimed to find as many bicycles displayed by local businesses as possible and compete to win a prize for the best photo taken with a yellow bike. This is the winning entry in the 'best family photo' category.

The People's Tour



Figure 33: Jobs created by distance from the route

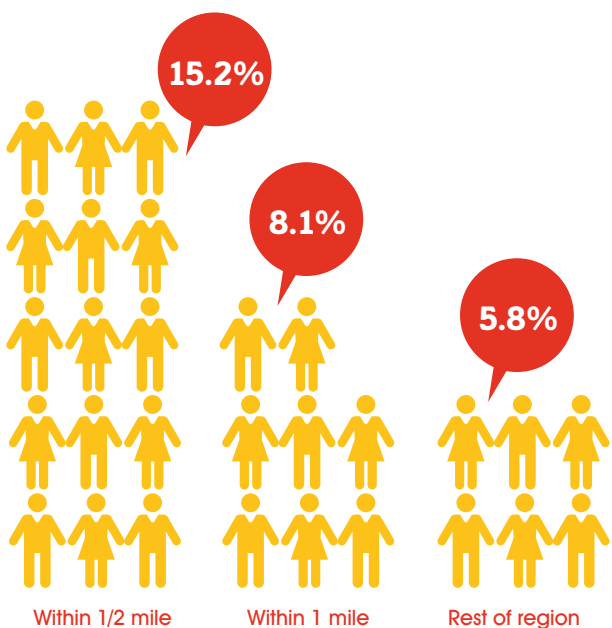


Photo: Leeds City Council



Photo: Leeds City Council

Conclusions on economic impacts

The section above set out the economic impacts of hosting the Tour de France in the UK. While these figures are positive, it should be recognised they are, arguably, conservative estimates undertaken at a particular point in time. Longer term impacts, including those that are less easy to quantify and those that might occur later through future visitors and inward investment as a result of the Tour, are yet to be seen. As a result, the ultimate economic footprint is likely to be significantly higher.

It was clear from both the economic impact data and the business survey that the sectors that benefit most are those most obviously associated with the event including:

- accommodation providers including hotels, bed and breakfasts and campsites;
- restaurants, pubs, shops and local events selling food and drink;
- souvenir and clothing shops, as well as others in the visitor economy;
- cycling shops;
- transport providers; and
- suppliers to event organisers.

While other businesses did less well directly, most reported a fairly neutral position over the period, even if there was disruption on race days. Some businesses clearly had to change their usual business operations but while there were some negative impacts, most believe that the event was good for the host regions overall, and that disruption could be managed. Proximity to the route was positive for visitor economy sectors, though perhaps less positive in other sectors, especially while the event was taking place.

On balance, a clear economic boost was seen as result of the event and the supporting events leading up to it.

The People's Tour



Duke Studios - Leeds Indie Bikes

Duke Studio made 120 vinyl stickers in the shape of popular bike designs, each incorporating the details of one of Leeds' independent businesses, to promote business networking

The vinyls were then put in the windows of other independent businesses, with a map produced to locate each bike.

Laura Wellington, co-founder of Duke Studios, said the project was a "fantastic ice-breaker" with "the bikes highlighting the excellence and versatility of the Independents in Leeds to both visitors and locals."

Following the success of the project Leeds Indie is now going on to become an official organisation.

“The Tour de France was a fantastic opportunity for Londoners to experience the excitement of elite cyclists racing through iconic London streets. And they didn’t disappoint; 600,000 people lined London streets and filled our fan parks to enjoy the spectacle – on a work day! Hosting the Tour helped support The Mayor of London and TfL’s objective to encourage more people to cycle more safely, more often. This year’s Tour will cement the legacy of sport and cycling participation we continue to see from the London 2012 Games and the 2007 London Tour Grand Départ”

Sir Peter Hendy CBE, Commissioner of Transport for London



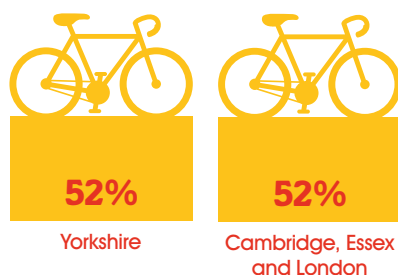
A sport for all: inspiring more people to ride more often

The three UK stages of the Tour de France proved that cycling is for everyone. The Tour inspired people to have a go, from adapted bike sessions to cycling lessons in school and charity bike rides for keen amateurs. Interest and participation in cycling has never been so high.

Inspiring people to cycle and be more active was a key reason for wanting to stage the event and it is clear from the evidence in the surveys that there has been a significant inspirational effect. For example, 63% of the 3.5 million unique spectators (2.2 million people) spectators felt inspired to take part in sport more often than they normally do as a result of watching the race, especially younger people (aged 16-24), 72% of whom were inspired to get more active. Over 80% of these inspired individuals (1.8 million people) said they felt inspired to cycle more frequently. Of the UK adult population as a whole, 27% said they felt inspired to cycle more (this is equivalent to 14 million people – so some caution is needed here in interpreting this result). The post-event survey suggested as many as 30% (almost a million) of spectators have increased their levels of cycling, with all of the benefits that can bring.

For those who were already regular cyclists (who cycle once a week or more) 66% said that watching the race had a positive impact on their intention to cycle more. There was a similar effect on those who cycle less often as 58% were inspired to cycle more. A quarter of those who never cycled said they felt encouraged to cycle.

Figure 34: Inspired to cycle more frequently



The People's Tour



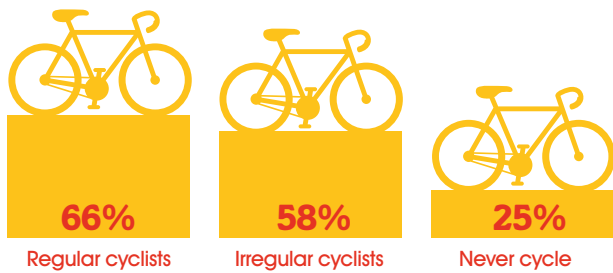
CTC Adapted Bikes Otley Spectator Hub Leeds

CTC, the National Cycling Charity, ran an event at the Otley spectator hub with adapted cycles for people to try out. They are currently working towards developing a national network of inclusive cycling centres which will offer more disabled people the opportunity to experience the joys of cycling.

"It's the opposite end of the spectrum to the guys that came flying through Yorkshire clad in brightly coloured Lycra. We offer disabled people the opportunity to experience the joys of cycling. We had lots of people with disabilities riding the bikes, including two young friends, both with broken legs, who were overjoyed at the fact they could sit side by side and pedal a hand-cranked tandem, and there was a young boy with cerebral palsy who was able to ride a fixed wheel tricycle. His parents are now keen to buy him his own. It was great to be part of the Tour de France, it was even better to play a part that exposed many more people to inclusive cycling."

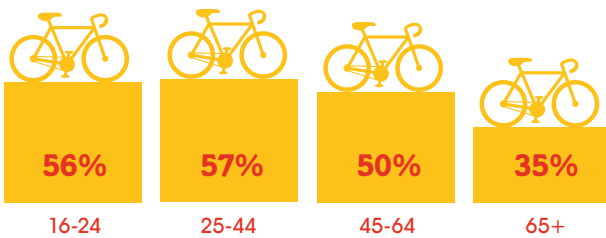
Gavin Wood, Event Organiser

Figure 35: Inspired to cycle more frequently by how regularly cycle



Attendance at the Tour had a stronger effect on the younger age groups with 56% of 16-44 year olds being inspired to cycle more frequently.

Figure 36: Impact of attendance on inspiration to cycle by age



Tour Makers' cycling intentions

Many of the volunteer Tour Makers were driven to get involved in the event because they were already enthusiastic cycling fans. Others volunteered for different reasons, such as wanting to give something back to their community and be involved in a one off, unique event.

Volunteers were as inspired to cycle as spectators. Two thirds (over 5,000) were inspired to cycle more. Similar numbers reported being inspired more frequently (65% for Yorkshire volunteers and to 63% for those who volunteered in Cambridge, Essex or London).

Post-event take-up of cycling

Three months after the Tour de France, spectators who were happy to be contacted again were asked about their take up of cycling since the event. This showed that 28% of spectators were cycling more often, with 2% of spectators



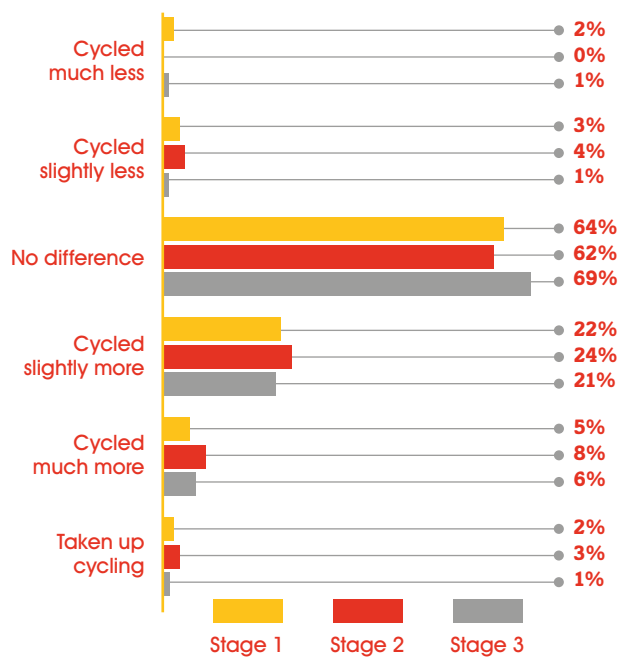
Colden Primary School Calderdale

"Children at Colden Primary School celebrated the Tour de France by taking part in the 'Tour de Popples' sponsored bike ride, cycling as many circuits of Popples Common, Heptonstall, as they could in half an hour. In total the pupils rode nearly the distance of Stages one and two of the Tour (366km) raising in excess of £650 to help fund new sports equipment for the school. Head teacher Tony Greenwood said, 'Every pupil is really enjoying their extra sporting sessions. We have already begun organising more competitive events with other local schools and we hope to build on this in the future. The Tour de Popples was a very

appropriate and enjoyable way to help finance resources for this initiative. The school now employs a sports teacher on one full day a week and I have seen many more pupils riding bikes to school."

having taken up cycling for the first time since the event. Taking account of the relatively small sample size (n=300), the initial indications are that at least 750,000 spectators have cycled more frequently since the race.

Figure 37: Post-event spectators cycling take up



Half of spectators who wanted to cycle more reported that their enthusiasm inspired others to cycle or to cycle more than they did before, particularly their partners, children and friends. People also reported that the event had encouraged them to make cycling related purchases as 11% bought a bike for themselves and 8% had bought a bike for a friend or family member. This reinforces the expectation that there will be ongoing economic benefits from hosting the race, through increased cycling take-up.

Figure 38: Spectators inspiring others to cycle more



Ilkley Cycles Bradford

The store has moved to the main road and was passed by the racers. It received lots of press coverage and increased sales since the Tour. Free bike maintenance classes and a monthly social evening with a guest speaker have also been set up.

Adam Evans, co-owner of the shop and its attached café, signed the lease on the property two days before it was revealed that the route would go past the front door. He said: "Cycling is definitely having a moment, even before the Tour was announced. The fact that it came here still seems impossible, just the sheer scale of it."

“The 2014 Tour de France Grand Départ was the most successful in the history of the world’s greatest annual sporting event. The three days in Yorkshire, Cambridge, Essex and London set a new standard - not just in terms of the amazing support on the road but also in inspiring a wave of cyclists, young and old, to get on their bikes.”

Bob Howden, President of British Cycling



Long term legacy: welcoming the world

The legacy of the Tour de France will continue after 2014 and well beyond, not least because the evidence shows that hosting the event successfully raised the profile of Yorkshire, Cambridge, Essex and London and encouraged people to visit in the future.

Likelihood to revisit

Survey findings show that the image of Yorkshire, Cambridge, Essex and London have all been enhanced as a result of hosting the event and can expect increased visitor numbers as a result in future.

Figure 39: More likely to recommend host regions to family and friends

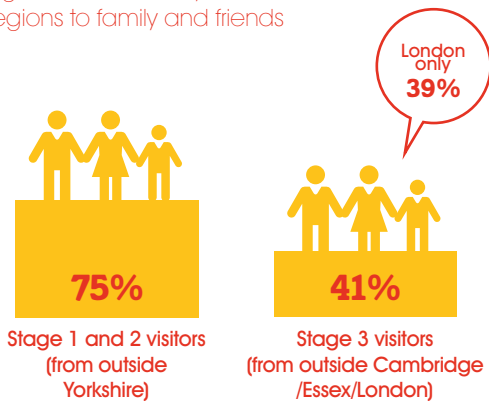
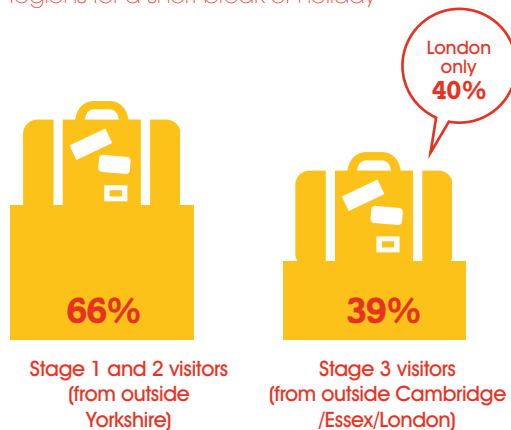


Figure 40: More likely to recommend host regions for a short break or holiday



Of the million Stage 1 and 2 spectators from outside Yorkshire, 75% strongly agreed they would be more likely to recommend Yorkshire to friends and family. Of the same group, 72% said their image of Yorkshire had been enhanced and that 66% would be more likely to visit Yorkshire for a short break or holiday.

Of the 375,000 Stage 3 visitors from outside Cambridge, Essex and London 40% (around 150,000) strongly agreed that they would be more likely to recommend these areas to friends and family.

Of the National Omnibus survey respondents, 27% said that they strongly agreed that the image of the UK overall and the areas that hosted the Tour have been enhanced. The equivalent of four million people (8% of respondents) said they were more likely to visit these areas.

Figure 41: Enhanced my image of the host regions as a tourist destination

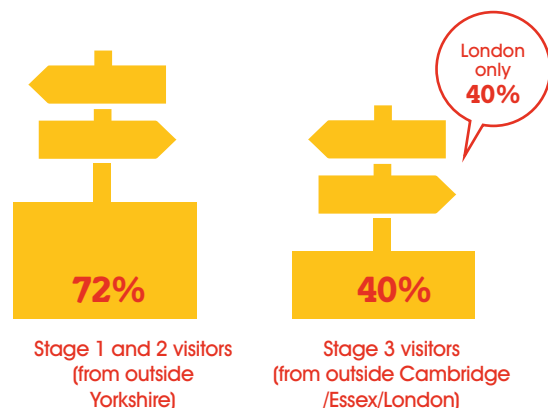
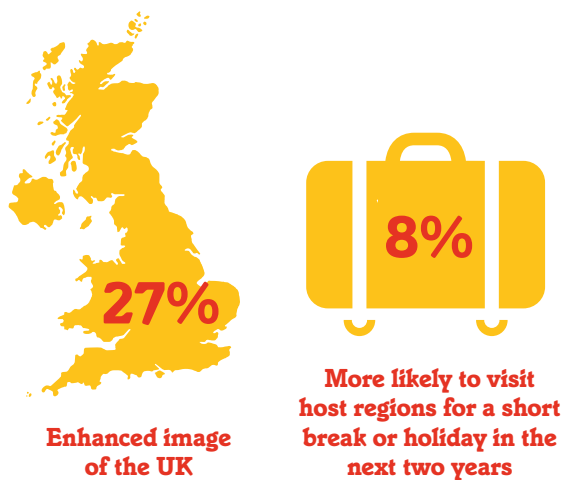


Figure 42: Enhanced image of the host regions
National Omnibus Survey (Source)

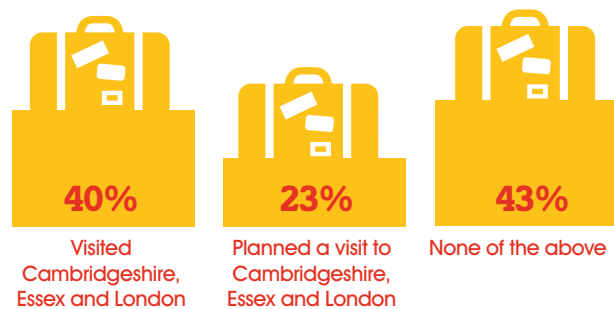


The follow-up spectator survey suggested that repeat visits are already happening. In the three month period after the event, 44% of non-residents who visited to watch Stages 1 or 2 have visited Yorkshire again, while 40% of non-residents who watched Stage 3 have visited Cambridge, Essex and/ or London again in the three month period following the event. This supports the view that the economic boost to the areas that hosted the Tour de France will continue to see the benefits in the future and not just in the short period before, during and after the race.

Figure 43: Visiting spectators revisiting host regions



Stage 3 visitors from outside Cambridgeshire, Essex and London



Businesses views on the future impacts of the event

As discussed earlier, while some local businesses were adversely affected, a large proportion agreed that the Tour was a good thing for their respective local areas. Nearly three quarters of businesses in Yorkshire (74%) strongly agreed that the image of the region had been enhanced, which was true of 33% of businesses in Cambridge, Essex and London. The survey showed that Yorkshire businesses were unanimous in thinking that the region had benefitted from hosting the Tour overall. Likewise, only 9% of businesses in Cambridge, Essex and London disagreed with the statement that hosting the event has boosted the image of their areas.

Of businesses in Yorkshire, 54% thought tourists would be more likely to visit Yorkshire for a short break or holiday as a result of the Tour de France. For Cambridge, Essex and London this was 30% and for London alone, 34% said they expected more tourism to follow.

The People's Tour

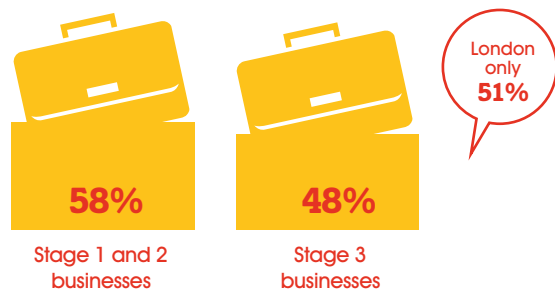


**Oh La La, Vintage Shop
Haworth, Bradford**

"I've had enquiries from people in Hampshire and Essex – someone rang to ask about a Costume for a Poirot murder-mystery event – but I was amazed when I got a call from Canada. The coverage of Le Tour has reminded people how lovely Haworth is."

Figure 44: Business perspectives on future impacts of the Tour de France

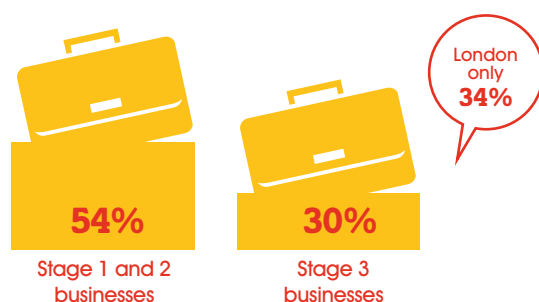
This is the kind of event that local authorities should seek to host more of?



Holding the Tour de France has enhanced the image of the region?



The publicity surrounding the Tour de France will bring more tourists to the area in future?



Beyond the Tour – securing a cycling legacy

To secure a lasting cycling legacy from the Tour de France many organisations have been working hard to create opportunities to cycle and to improve cycling infrastructure.

In London, it is reported that as part of his cycling vision Mayor Boris Johnson is already engaging in a £1 billion programme of improvements – creating a series of enhanced superhighways, urban ‘quietways’ for more cautious cyclists, and turning some outer boroughs into ‘mini-Hollands’.

In Yorkshire, there will be a Cycle Superhighway linking Bradford and Leeds. A new velodrome is under construction in York and across Yorkshire the cycle lane network is being improved. In one example, North Yorkshire County Council successfully bid for £1.65m from the Local Sustainable Transport Fund to deliver upgraded cycle parking spaces and crossing improvements.

In addition, the Cycle Yorkshire initiative has been brought together and galvanised by Welcome to Yorkshire, British Cycling, Sustrans and 21 local authorities to form an agreed initiative and strategy to develop cycling and opportunities to get more people cycling more often. Five core objectives for the next ten years are to:

- **Get more people cycling** – provide adults and children with greater training and access to cycling.
- **Make choosing cycling easier** – work closely with local authorities, businesses and partners to improve cycling infrastructure and facilities to address both real and perceived barriers to cycling.
- **More events to see and take part in** – broaden the number and awareness of cycling events and opportunities for people of all generations and abilities to get involved.
- **Greater awareness of cycling and cyclists** – create campaigns and events to generate a wider appreciation of the benefits of cycling, travel planning, bike safety, cycle friendly routes and respect between everyone using our roads.
- **A thriving network of cycling businesses and social enterprises** – encourage and support all cycling related businesses in the region to provide a dedicated network of experts to sustain Yorkshire’s growing cycling community.

British Cycling (the national governing body for cycling) have also done a lot of work to ensure a lasting legacy of cycling participation as a result of the Tour de France. Their work and investment, in partnership with local authorities and others, has helped to grow the volume and accessibility of cycling opportunities in advance of the event and created the conditions for the anticipated growth in interest.

This capacity building resulted in 60,000 more opportunities to ride a bike across the areas the Tour passed through, by engaging ride leaders, recruiting

volunteers and developing a range of routes, races, sportives, mass participation events, guided rides and social rides. That meant that the inspirational effect of the race could be met with a range of ways to get involved with cycling.

According to British Cycling Over two million people are now cycling regularly. The collective vision is to ensure that the Tour de France continues to have a lasting impact, not only in the areas touched by the race, but throughout the UK.

Minister for sport and tourism Helen Grant MP visits British Cycling Go-Ride session Leeds

In April 2014 minister for sport and tourism Helen Grant MP visited a Go-Ride session in Leeds to see first-hand how the governing body was working hard to deliver a legacy from the Tour de France.

Calling in at Benton Park School in Rawdon, she watched over 30 pupils receiving expert tuition from British Cycling coaches as part of a regular Go-Ride session at the school. Go-Ride is British Cycling's development programme for young people, providing a fun and safe way to experience the world of cycling. Coaching sessions aim to be progressive and signpost the pupils to local clubs once they have built up their skills and confidence riding their bikes.

Welcomed at the school by British Cycling president Bob Howden, alongside chair of TdFHUB2014 Ltd Sir Rodney Walker and Leeds City Council executive member for children's services Councillor Judith Blake, she was given an update on how the city and region was gearing up for the world's largest annual sporting event, saying:

"It was great to be in Yorkshire to get an update on how plans were progressing for the Grand Depart. The children at Benton Park were certainly enjoying their Go-Ride session with British Cycling and that is something that is being replicated at schools right across the country."

The People's Tour



The Go-Ride programme has cemented the legacy of the Tour de France, with over 9,000 young people taking part in come-and-try cycling sessions throughout the month of July as part of the Go-Ride Tour – 40% of which had never taken part in the sport before and have been encouraged to join their local clubs."

Figure 45: British Cycling work in Yorkshire, Cambridge, Essex and London 2014



Building on success: what next?

Tourism enhanced image

Since the race tourism has already seen a boost. Over half a million visited again in the three months after the race. Around 800,000 visitors strongly agreed they would recommend the areas to friends and family.

Cycling enhanced opportunities

From the Cycle Superhighway linking Leeds and Bradford, to the new velodrome in York and the new cycle lane network in Leeds - cycling infrastructure within Yorkshire has never been in such a strong position. The

The Mayor of London is already engaging in a £1 billion programme of improvements to create a series of enhanced cycling superhighways, urban 'quietways' for more cautious cyclists, and turning some outer boroughs into 'mini-Hollands'.

Business enhanced profile

The International Business Festival showcased Yorkshire and the UK to over 2,000 participants from 10 different nations. This programme of exhibitions, seminars and briefings was designed to drive business growth and raise the profile of the opportunities that the UK has to offer.

The UK enhanced reputation

UK Sport has already secured 45 major events for the UK since London 2012, including the Track Cycling World Cup (taking place at the Olympic Velodrome in December 2014), an annual BMX World Cup in Manchester and the 2016 Track Cycling World Championships also in London.



Appendix:

Methodology

The evaluation framework used in this study was designed to measure the social and economic impacts of the three UK Stages of the Tour de France 2014. We were guided by the nationally recognised, industry standard methodology developed by UK Sport - eventIMPACTS. In line with the eventIMPACTS framework, all the expenditure of attendees who were residents of a defined host region were excluded, as was the expenditure of all 'casual' spectators - ie. those for whom the event was not their main reason for being in the given area

Because this was a unique event, on a large scale and with activities specifically designed to increase interest and engagement in the event, we have also looked at other information to help describe the impact of the event. We know that not all of these impacts can be measured in numbers or pounds and pence – some things are more intangible but still very valuable.

An independent, specialist research agency (SPA Future Thinking) was commissioned to carry out the primary research, which included four surveys (outlined below).

Four surveys

1. A face to face survey of over 4,000 spectators was completed over the three days. Fifty interviewers were positioned along the route each day to ask questions about:
 - Where people live;
 - Whether they were aware the Tour was coming to the UK;
 - Where people watched the race – and whether they planned to watch in more than one location, or on more than one day;
 - How much people spent on average during their trip (how many nights they stayed, in what accommodation, how much was spent on food and drink for example);
 - How many were in their group;
 - How people travelled to the event;
 - How often people cycled or were physically active
 - Whether the Tour would inspire them to cycle more or be more active; and
 - People were asked about their perception of the local area and whether they would recommend it to friends and family to visit.
2. The 8,000 volunteer Tour Makers were asked a similar series of questions to understand their experiences, spending patterns, perceptions of the local area and other impact the Tour might have. Around 2,200 Tour Makers responded to this survey.
3. A survey of over 700 businesses across the 3 UK Stages was carried out immediately following the event with a follow-up three months afterwards. Businesses in the visitor economy and cycling businesses were targeted, particularly those near the routes – as they were the most likely to have felt an effect from the Tour. Businesses were asked about:
 - any impacts on their turnover both pre-, during and post-event;
 - whether they had done any specific marketing or promotion work associated with the Tour de France;
 - whether they had employed any additional staff specifically because of the Tour;
 - awareness of the Tour taking place;
 - perceptions of a range of issues, such as potential long-term impact to their business and to tourism in their area, the perception of their local area and if they thought the event would inspire more people to cycle more often;
 - whether local authorities should stage similar events in the future; and
 - to get a balanced picture we also asked specifically about any negative, as well as positive impacts.

This sample size gave overall confidence intervals of ± 1.53 for the 3 stages overall – this means that our results are reliable.

From this, 1,200 spectators who agreed were re-contacted three months after the event to ask whether they had cycled more, so we could see if people's behaviour had changed as a result. Around 300 people completed this.

4. An online survey was undertaken a week after the event with a nationally representative sample of the UK adult (over the age of 16) population. This 'national omnibus survey' of 2,000 people was used to benchmark awareness of the event across the country, the inspiration to increase cycling participation and recognition of the host regions and likelihood to visit. The sample was also asked whether they had watched the race in person, which was used as a cross check of other spectator counts.

Other information sources

A project team then brought this together with 'wider' information, such as case studies and findings from other pieces of research that have been done, including the evaluation of the Yorkshire Festival. This included:

- There was a detailed assessment of the spending of the main delivery organisations (local authorities, TfL and TdFHUB2014 Ltd) and the impact on local supply chains;
- A detailed set of case studies was collected to show the range of experiences of the Tour. These included stories from local businesses, schools and community groups that described special activities or events that were put on to celebrate the Tour. The team collected nearly 300 in total;
- The evaluation of the Yorkshire Festival;
- Information and research from a range of partners, such as the local authorities, National Park Authorities, Transport for London, TdFHUB2014 Ltd., METRO, British Cycling and Cycle Yorkshire just to name a few; and
- Trends from social media, such as Facebook and Twitter to shine a light on what people were saying about the Tour – including the riders themselves.

The framework we have used for this study therefore allows us to look at both the economic impacts of the Tour as well as the social and inspirational impact it had on people.

St Ives CC Nocturne Cycle Races Cambridge

As part of the Cambridge Velo Festival Programme a bike race was held on the 14th June in St Ives town centre, the first of its kind in Cambridgeshire, supported by both town and county councils. 321 riders ranging from those in the u10's race to some of the best men and women in the country were cheered on by an estimated 1500 spectators.

Several young riders from the local community were competing in their first ever event, with one young rider saying 'it was better than Christmas,' and several of the crowd heard talking about how the event had inspired them to take up cycling. Following its success, the town council and local community now hope to make the race an annual event.

The People's Tour





**For more information and to view the full report
please visit the websites of:**

Leeds City Council - www.leeds.gov.uk

Transport for London - www.tfl.gov.uk

UK Sport - www.uk sport.gov.uk

Welcome to Yorkshire - www.yorkshire.com

Published December 2014

Design by inspiredby.creative.solutions.



Cycle Yorkshire 2013/14 Progress Report



Progress Report

Cycle Yorkshire (CY) represents a collective vision and drive to increase the number of people cycling and over time, create a culture where the cycle is considered as a main transport mode of choice, for leisure, sport and commuting. This is a joint initiative between the Local Authorities of our region and other key partners, following the initial idea from Welcome to Yorkshire. All of whom are working together to get more people cycling on the back of the significant wave of inspiration and motivation that the Yorkshire Grand Départ brought.



With the Tour de France visiting this region, this offers a once in a lifetime opportunity to inspire and encourage more people to cycle more often, whatever their age, ability or disability, wherever in the region they live, work or visit. While this may be seen on the surface to be simply about getting more people cycling, our main focus and reason for doing so are to provide solutions to the following themes:

- Improve people's health, by supporting and developing existing and new opportunities for them to be more active.
- Improve the environment, by reducing the amount of car traffic especially for local journeys by getting more people cycling.
- Improve social inclusion, as almost everyone can (or could) cycle.
- Improve the economy, by improving access to local services,
- Boosting tourism, helping to develop a fitter workforce across our region and attracting further investment.
- Help to lower transport congestion in urban areas specifically for short journeys of about 5 miles per trip.

This also can, and indeed should, be seen as having a national impact to use the inspiration from this event and encourage more people on their bikes.

For Yorkshire and the Humber, the legacy will be achieved through the delivery against the following objectives. However it should be noted this is an outcomes based initiative and not a target driven one especially important to realise given this is around behavioural change, which takes time and commitment to be accepted as the norm.

Key Delivery Objectives

- Giving everyone in the region the opportunity to access a bike and training to use it.
- Support businesses, community groups and individuals that want to work to encourage cycling.
- Improve infrastructure and facilities for cycling.
- Delivering an on-going programme of high profile and participatory events to promote cycling and encourage people to cycle.
- Increasing support to community-led organisations that promote cycling.

Key Targets - By 2023, we will:

- For the proportion of adults residing in each local authority area cycling at least monthly for recreation to be at least five percentage points higher in 2023 than the 2011 baseline, with an interim target of at least three percentage points by 2018
- For at least one-third of all cycling activity (for utility, leisure and for sport) to be by women by 2023
- For the annual rate of cyclist casualties in the Yorkshire and Humber region to be below the national rate for England for the next 10 years To achieve and maintain around 50 British Cycling affiliated sportives across the region





Delivery against these agreed bullet points are through the extensive and committed partnerships we have formed. As you can see on the website, **www.cycleyorkshire.com**, the list of partners is extensive, including but not limited to:-

- All 21 Local Authorities
- British Cycling
- Welcome to Yorkshire
- County Sports Partnerships
- CTC
- Northern Rail
- Sustrans
- Sport England
- Directors of Public Health
- Academic Health and Sciences Network and others to more broader working with organisations such as
- Rotary Club
- Sported
- Social Enterprise Yorkshire and Humber
- Family Fund
- Bicycle Association

Based on the work so far and work with the above and other partners, we are in a great position to continue to take this forward. Fundamentally to this being successful is the 21 Local Authorities, who are all positively engaged and continue to delivery the legacy in their areas.

Backed up by the highly successful Grand Départ, this marks the beginning and indeed the fuel, to continue to take forward this exciting and unique opportunity for our region. As British Cycling have told us this is an unprecedented collective regional effort to develop cycling across a region where all partners and Local Authorities hold it in great value. All of which promises a great start.

The Highlight Section on page 7 shows just some of what has already been achieved and looking ahead. All of which can be seen in the agreed 10-year Cycle Yorkshire strategy and plan.

A copy of the strategy can be found at www.cycleyorkshire.com.





Actions required

The following actions are put to Leaders to help secure and take forward the legacy of the Tour de France, Cycle Yorkshire:-

- The support of each Leader and Chief Executive Officer for every Local Authority is requested to ensure that Cycle Yorkshire can continue with its success.
- Continuing support for your officers involved with legacy and a request to all your relevant departments (including communications) to work with lead legacy officers within your Local Authority.
- Consideration for the role of a political cycling champion in your Council. This post helps to better coordinate and support efforts across each Council area and work more closely with officers and stakeholders to deliver an effective legacy, ensuring continuing political support.
- An agreed funding commitment from every Local Authority and contributions where possible from District Councils. This will help share the load that York is predominately bearing at the regional level.

In turn this investment will attract other funding from private sector and merchandising lines that will go to further support the Cycle Yorkshire initiative regionally and locally. Further benefits for supporting the continuing work of Cycle Yorkshire, as well as the coordination role, is to maintain and further develop private sector involvement, national level working with partners and Central Government.

This will all help to keep the profile of Cycle Yorkshire as high and visible as possible. Some of this work has included meetings and communications with the Olympic and Paralympic Legacy Unit in London, Public Health England, meetings with the Transport and Sports Ministers, MPs and other bodies such as British Cycling, Sustrans, and Bicycle Association.

Highlights and next steps

Supporting information

Learning lessons from other legacy initiatives in the past, including the Olympics, Yorkshire and the Humber's Tour de France legacy was launched in November 2013 and saw the delivery of a number of high profile projects, developing new ones and promotion/coordination of many hundreds of existing initiatives and events. All thanks to the inspiration le Tour helped create in our region. Given this initiative has only been going for the last 18 months or so, the development of the legacy, through the hard work of all local authorities and partners, has accomplished much including the following:-

- An agreed regional strategy and delivery plan that lays out a number of bold objectives including:-
 - **Get more people cycling** - Provide adults and children with greater training and access to cycling to build both the current and next generation of cycling enthusiasts, commuters and maybe even the next sporting heroes.
 - **Make choosing cycling easier** - Work closely with local authorities, businesses and partners to improve cycling infrastructure and facilities to address both real and perceived barriers to cycling.
 - **More events to take part in** - Broaden both the number and awareness of cycling events and opportunities for people of all generations and abilities to get involved.
 - **Greater awareness of cycling and cyclists** - Undertake a range of campaigns and events to generate a wider appreciation of the benefits of cycling, travel planning, bike safety and cycle friendly routes and respect between everyone using our roads.
 - **A thriving network of cycling businesses & social enterprises** - Encourage and support all cycling related businesses in the region to provide a dedicated network of experts to sustain the Yorkshire's growing cycling community.



CYCLE YORKSHIRE
 – MORE PEOPLE
 CYCLING MORE OFTEN

Cycle
 Yorkshire

- To conceive and design a legacy worthy of the Tour de France.
- Developing a combined cycle strategy and plan, governance structure and its further refinement through cross regional and partnership agreement. This has been fundamental that has required a significant amount of work to recognise and work around the broad variances in cycling levels across the region.
- As part of the legacy work WICA, Leeds & Bradford successfully secured cycling city ambition funding to develop City Connect - the cycle superhighway between Leeds and Bradford. www.cyclecityconnect.co.uk
- Cycle Yorkshire website at www.cycleyorkshire.com. This sits along side the le Tour website that has millions of followers
- Bringing together and successfully agreeing a legacy and outcomes with 21 Local Authorities and various other partners.



- The free legacy educational pack that has at least 15,000 downloads
- Cycle Yorkshire Ride the Routes app, developed by the Safer Roads Partnership Yorkshire and the Humber which has at least 4000 downloads
- Delivery of the 1000th mile of Yorkshire national cycle network
- Sustrans Slow Tour of Yorkshire in partnership with Cycle Yorkshire and all Directors of Public health – designed to get more families active and using the national cycle network.
- York and Hull's hosting of the British Cycling National Cycle Circuit Championships
- Increases in the British Cycling (BC) mass participation SkyRides including Leeds, South Yorkshire and York
- Significant increases in British Cycling participatory events and groups such as cycle clubs, Breeze (female only) networks and led rides.
- The only region to sign up to British Cycling that in turn has attracted £2million investment from BC into the region.





The range of other new and existing activities is attached for your information below but this shows what has been achieved in the relatively short period of time thanks to the strong partnership with all are partners and Local Authority members.



You can download the Cycle Yorkshire Activity Plan from <http://cycle.yorkshire.com/cycling-events>

Further examples are below to help further summarise some of the other high profile work that has been achieved so far over the last year;-

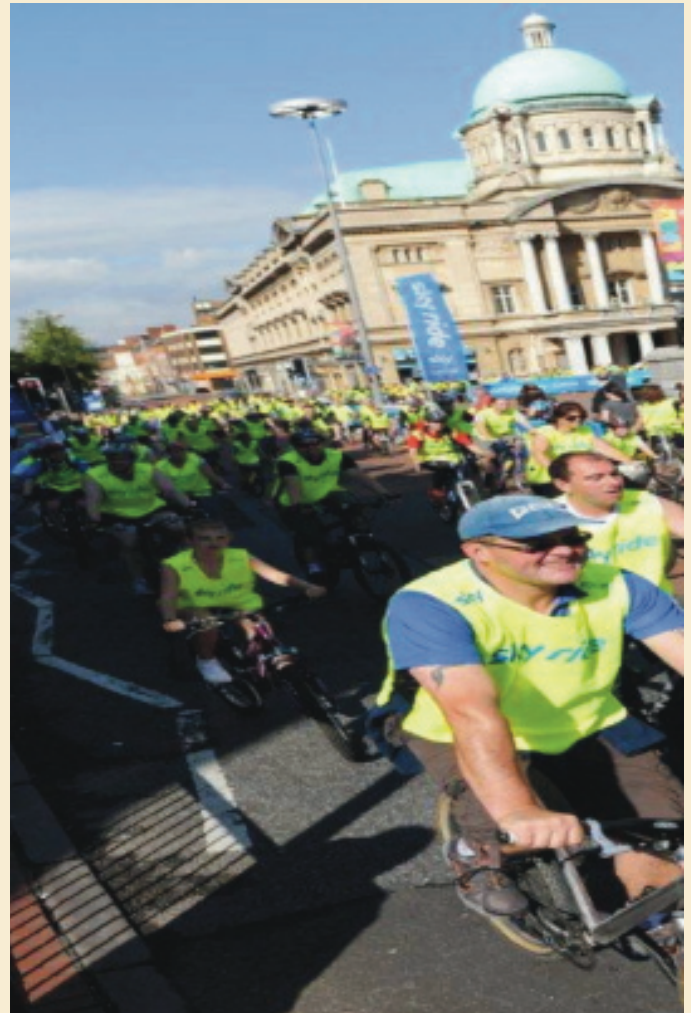
- Developing a mapping and delivery solution for all members, especially local authorities to identify what is existing and what needs to be delivered by when through the development of a regional delivery plan to steer but then be informed by local delivery plans and strategies at each Local Authority level.



- To approach and bring together key partners in cycling including:-
 - **British Cycling** – cycle facility sponsorship, opportunities to cycle, large events and profile raising, cycle expertise.
 - **Welcome to Yorkshire** – regional marketing, promotions, campaigns and communications. Lead for tourism, e.g. cycle tourism
 - **Bicycle Association and Phillip Darnton** – national support to Cycle Yorkshire and profile raising
 - **County Sports Partnerships (CSP)**– sub-regional facilitation and chairing and increasing cycle sport across the region
 - **Sport England** – working with CSPs to increase cycle sport and better access to it including funding provision
 - **Sustrans** – cycle route (NCN) expansion, opportunities to cycle and profile raising, cycle expertise
 - **CTC** – general & specific opportunities to cycle, profile raising, cycle expertise
 - **Northern Rail** – Bike’n’Go cycle hire scheme & profile raising
 - **Rotary Club** – local delivery of events, community engagement and sponsorship
 - **Yorkshire and Humber Universities Liaison Unit**
 - **Yorkshire and Humber Colleges**
 - **National Park authorities** and related government agencies including the Forestry Commission
- Taking forward the British Cycling partnership and increase the number of Sky Rides and local led rides.
- Successfully becoming the first region in the UK to fully sign up to a partnership with British Cycling that has opened up new doors to sport funding and wider support working with BC including road safety and participation working. This includes a higher concentration in developing new cycle facilities across the region.
- Health work development including;
 - Approaching and agreeing a partnership with Priory Medical Group (biggest health group in the UK) to develop a model to eventually be rolled out to front line clinicians and help tackle inactivity through a preventative care agenda
 - Engagement with all Directors of Public Health including securing a DpH champion for Cycle Yorkshire – Dr Paul Butcher who is the DpH for Calderdale
 - Taking forward a new partnership with the AHSN (Academic Health and Sciences Network) opening up new resource and possible funding including direct engagement with all hospitals, CCGs, Health and Wellbeing Boards and wider NHS
 - working with Public Health England on their National Active Framework

- Engagement with all Yorkshire and Humber Universities and Colleagues to develop wider research opportunities supporting Cycle Yorkshire
- Working with partners including LGYH and AHSN to identify EU funding opportunities
- Joint approach and bid development with Welcome to Yorkshire via Leeds and Calderdale colleges for the Skills Enhancement Fund to develop a number of funded customer service and cycle training projects
- Working with the regional road safety officers group to coordinate efforts around developing better awareness and respect between all road users including supporting the development of a rural cycling app and urban cycling videos and forming supportive partnership working with BC to tie in with national support and publicity
- Working with Welcome to Yorkshire and a new partner ‘Social Enterprise for Yorkshire and the Humber (SEYH)’ to develop and bringing forward more bike recycling community interest companies to increase local engagement, access to cycles, led rides, cycle maintenance training and so forth.
- Taking forward a Sustrans initiative and successfully sought public health funding to develop and roll out the Slow Tour of Yorkshire which aims to get more families across the region active by using the national cycle network
- Working with national Government and professional bodies to review and communicate new cycle design standards for highways engineers and transport professionals. This includes British Cycling, Highways Agency and professional highway and engineering membership bodies
- Working with the Olympic and Paralympic Legacy Unit under the vision of Moving More Living More health and participatory initiative ‘Inspired by 2012’ and linking Cycle Yorkshire into this work as an example of this national legacy work.

While this may seem like an exhaustive list there has been a lot of work in addition to these points by Local Authorities and partners.



Next Steps

The biggest key issue to any legacy is keeping the momentum going and key to that is the regional and local coordination needed to keep that going and delivering and promoting more and more opportunities to cycle for all the benefits cycling brings to our population. Following very early results from the TdF monitoring and evaluation work some 27% of a smaller omnibus survey of 2,000



people say they have been inspired to cycle as a result of experiencing le Tour. This is of double significance in not only seeing a direct positive impact of those experiencing the race wanting to cycle more but also counters claims that large sporting events have little to no impact on peoples behaviours.

This latter point shows the value of Cycle Yorkshire and the need to see this through and find the best way to ensure its sustainability and effectiveness for everything we all want to see in this region and when we look back 10 years or so from now the changes will be easily seen.

To this end the value to secure this initiative for the foreseeable future will be critical to further justify the time, funding and commitment already given to the Grand Départ and Cycle Yorkshire. It is important to maintain this to further help deliver what is needed locally and make our region a better place to live, work, visit and invest in as the Tour has already shown across the region, e.g. accommodation being pretty well fully booked across the region and the investment UKTI have sought to bring in on the back of this. In addition we are increasing work with the health sector including the Directors of Public Health and Academic Health and Sciences Network, where some examples include:

- Taking forward the Slow Tour of Yorkshire initiative with them and Sustrans and
- With partners and Directors of Public Health we are looking at initiatives to link transport within health and help tackle inactivity across our region.

Other examples include:-

- Increases in social enterprise bike recycling schemes,
- National cycle network development,
- events including the Welcome to Yorkshire led Tour of Yorkshire in partnership with British Cycling and ASO
- Regional communications and campaigns. Essential



- to the consistent hearts and minds approach needed to influence travel behaviour for this and future generations. All with the aim to normalise cycling as we see in neighbouring European countries.
- Linking in with the above point and looking into the sustainability of Cycle Yorkshire. Specifically looking into the options of this becoming a charity. This presents a number of benefits including wider access to funding and easier for private sector to sponsor.
- Raising the profile of Cycle Yorkshire with Welcome to Yorkshire.
- Feasibility and development of a Cycle Yorkshire phone/tablet app in partnership with Leeds Beckett University and City of York Council ICT.
- We are aiming to develop a regional funding pot that all partners would benefit from and provide a small grant funding pot for initiatives across the region
- Ongoing promotion of all work being delivered to attract and signpost people to what is going on and opportunities to cycle
- Ongoing work with TfL around behavioural change and other joined initiatives such as national/regional workplace and schools cycle challenges
- Taking forward existing and new partnerships especially with health and higher education sector around national, EU and other global funding opportunities.
- Working in partnership with the Franco British Council to look at wider national cycling issues with a view to improving cycling policies both in the UK and France and learning lessons from each other. This work links in with Government Departments in

both countries and related organisations including the Bicycle Association.

- We will continue to coordinate cycling development activity across the region in conjunction with our partners and monitor progress against the regional delivery plan, objectives and the strategy with support from our partners
- Building upon the developed relationship we have with key officers in TfL and London and Partners
- Constantly looking for new opportunities for funding and support
- Working where advantageous at the national level including Public Health England, DfT, Moving More Living More and other bodies such as British Cycling, Bicycle Association, Sustrans and Association of Cycle Traders (ACT) to name but a few.





Cycle Yorkshire represents a collective vision and drive to increase the number of people cycling and over time, create a culture where the cycle is considered as a main transport mode of choice, for leisure, sport and commuting. This is a joint initiative between the Local Authorities of our region and other key partners all of whom are working together to get more people cycling on the back of the significant wave of inspiration and motivation that the Yorkshire Grand Départ brought.

Cycle
Yorkshire

www.cycleyorkshire.com

TdFHUB2014LTD

2014 TOUR DE FRANCE GRAND DÉPART STAGE 1

KEY LESSONS LEARNED

City of York Council

Planning Phase

What Went Well and Why?

- Transport and traffic management – transport partners were involved at an early stage; early changes to the route reduced the impact on traffic flow; there were regular regional and local meetings.
- Working together and relationships with other local authorities.
- Risk management and contingency planning for the event in York was thorough.
- Selection of the route – this showed off the city and its historic buildings very well.
- External staff were brought in with the required expertise in event management.
- In the weeks running up to the event, the TDF Project team were all located in one room in West Offices which enabled their communicating and working together effectively.
- Positive comms in the local press.
- Staff enthusiasm and willingness to go above and beyond what is normally expected of them.
- Opportunity for key staff to go to France to see the Tour the year before – this greatly improved understanding of the event.

Planning Phase

What Could Have Been Improved and How?

- An earlier appreciation of the scale of the event and the amount of staff time required - we should have brought our TDF team together earlier and brought in the necessary external expertise earlier.
- Ensuring that our internal operational areas pass all the relevant information to the CYC comms team promptly (and that the info is accurate).
- Re central procurement - having the flexibility to opt out where appropriate and choose local companies that could provide a better service and price.
- TDF Hub did not provide templates for plans. If a template had been provided it would have encouraged a consistent approach.
- Spectator Hub Capacity/Planning
- The delays in getting the sign-off for the regional branding and logo had a knock-on effects on timescales.
- Cross-party political support for commercial activity.
- Earlier plan for commercial activity to create markets/customer base.

Delivery Phase

What Went Well and Why?

- Crowd management – a lot of detailed planning went into this in York.
- Yorks back-up plan for radio communication worked effectively (RAYNET and council radios, supported by NYP Airwave system).
- Traffic management and comms around travel were good (leaflet, websites, twitter).
- Public perception, enthusiasm and enjoyment of the day.
- Visual aspects around the city e.g. community banners project on the city walls
- The start arrangements at the racecourse went very smoothly.
- Sports activities at the Hubs provided by CYC Sport & Active Leisure team received very good feedback.
- Relationships with multi-agency partners
- Experience of running a control room for a large event will hopefully be useful in the future.

Delivery Phase

What Could Have Been Improved and How?

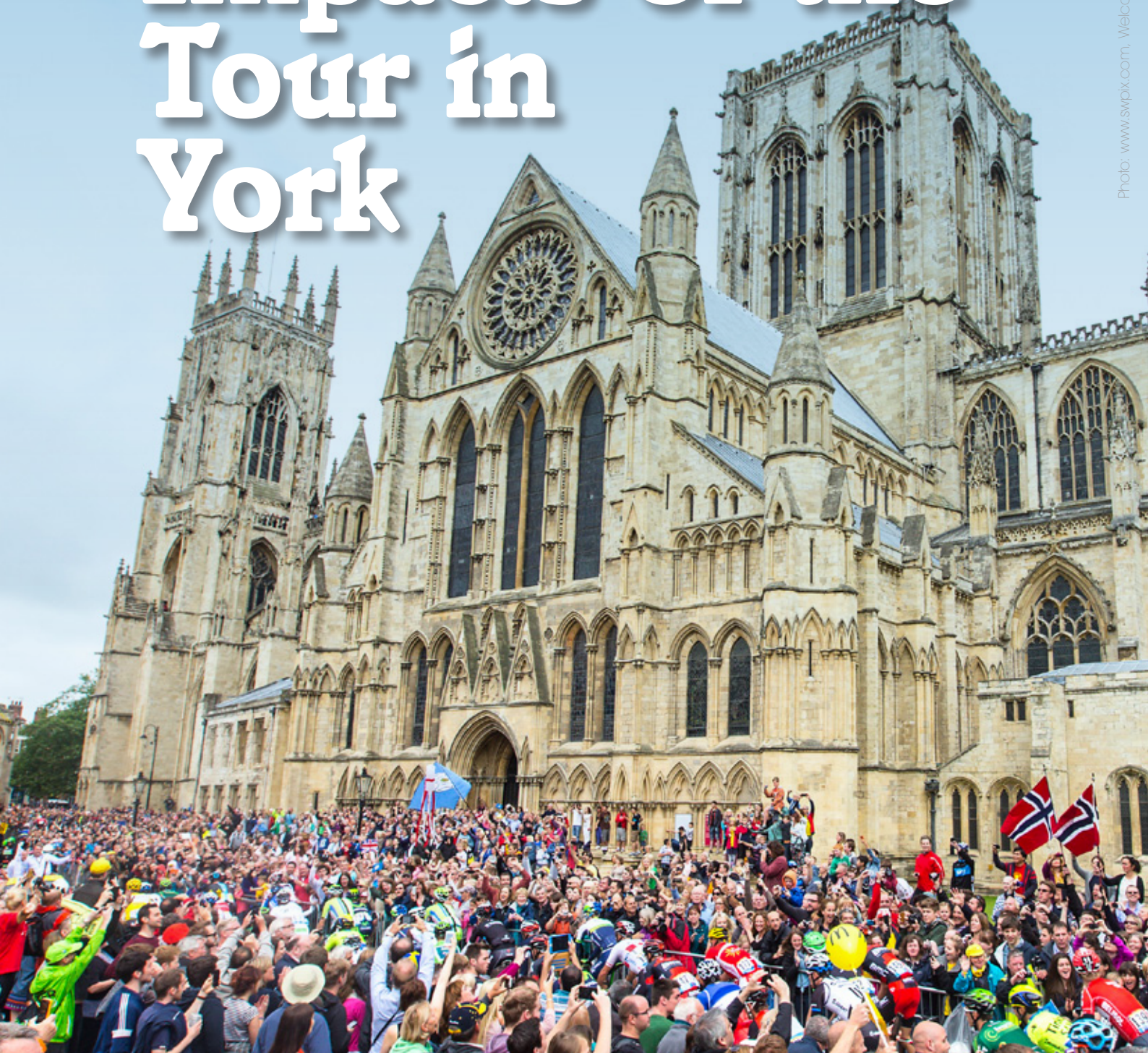
- Having a radio system that works – this should have been tested much earlier.
- Big screens to be in place and tested in advance of the event.
- Clearer communication of the process for re-opening roads after the event to provide clarity for the public and for the barrier company.
- More consistent quality of stewarding – better briefed (did not know local area or route), some had worked double shifts and were very tired.
- Having all the key CYC staff in one control room on the day (in West Offices there were two control rooms, as neither room was big enough for everyone).
- The command structure proposed by TDF Hub seemed over complicated and confusing.
- Requests for information from TDF Hub during the event were significant and did not always seem relevant.

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Economic and Social Impacts
The Tour de France 2014

Impacts of the Tour in York

Photo: www.swpix.com, Welcome to Yorkshire





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Introduction:

an occasion like no other

In July 2014, the eyes of the world were on Yorkshire, Cambridge, Essex and London as they staged the first three stages of the 2014 Tour de France. The Tour is the largest annual global sporting event, and the oldest and most iconic cycle race in the world.

An overall report (Three Inspirational days)¹ sets out the findings of a comprehensive research programme to assess the economic and social impact of staging the Yorkshire Grand Départ and the Cambridge to London third stage of the 2014 Tour. The impacts were analysed using a nationally recognised and accepted methodology (eventIMPACTS).

York hosted the start of Stage 2 of the Yorkshire Grand Départ. This report analyses the local impacts of the Tour de France coming to the city. It sets out the impacts on the local economy, together with perceptions from local residents and businesses. It also examines the views of visitors who came to the area for the event. The report includes local photos, case studies and maps. It also examines the local cycling legacy.

Methodology

The study was guided by the nationally recognised, industry standard methodology - [eventIMPACTS](#). This isolates the 'additionality', i.e. the difference, that hosting an event made to the economy. However, due to the size, scale and uniqueness of the event we have also considered a broad range of other information and research.

An independent research agency, SPA Future Thinking, was commissioned to carry out the primary research, which included four surveys:

- A face to face survey of over 4,000 spectators during the event and a follow up three months later. 180 interviews undertaken in York;
- A survey of over 700 businesses across the 3 UK Stages immediately following the event with a

- follow-up three months afterwards;
 - A survey of 2,200 volunteer Tour Makers;
 - A survey of a nationally representative sample of the UK adult (over the age of 16) population.
- A more detailed description of the methodology can be found in the Appendix.

The overall impact report

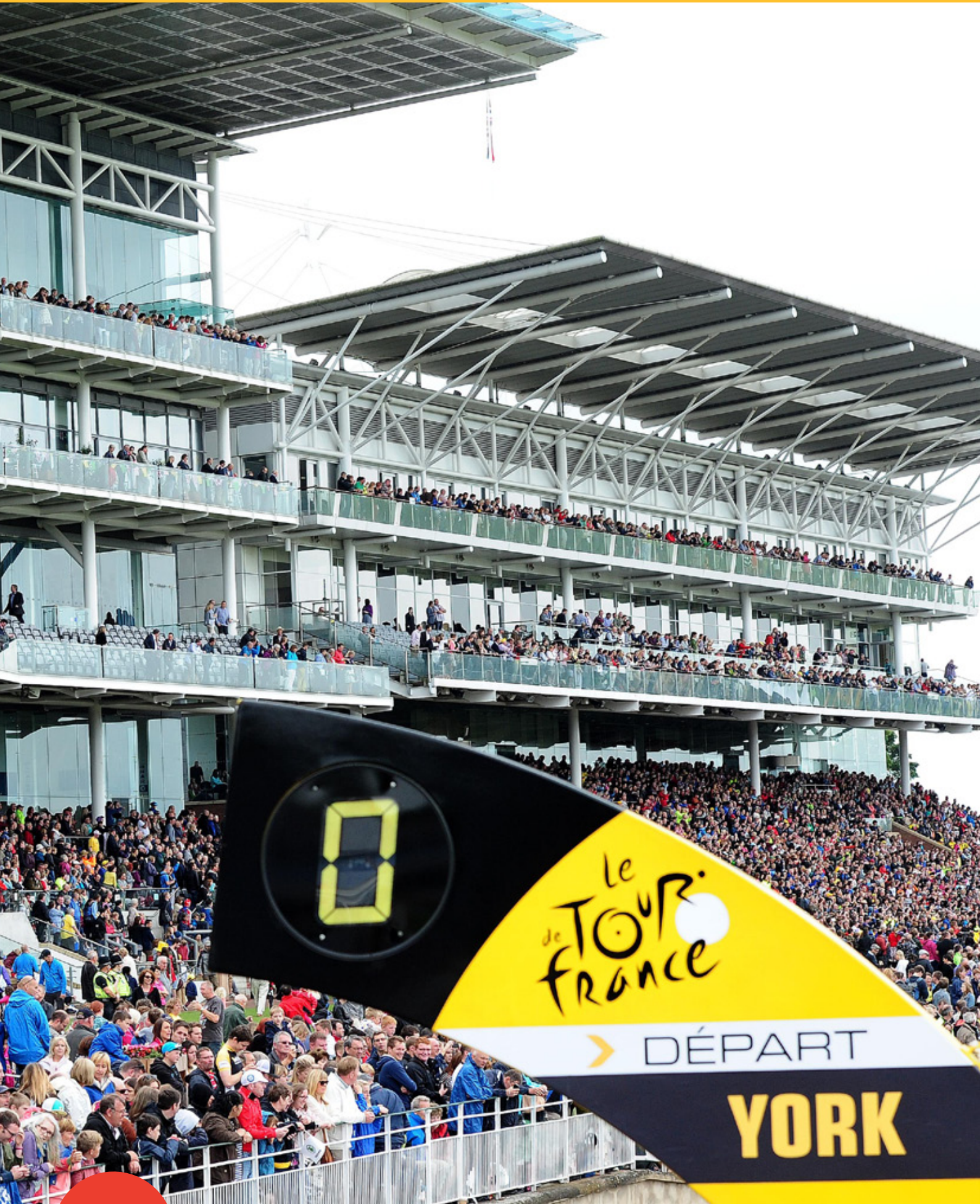
This work was commissioned, on behalf of all of the delivery organisations, by Leeds City Council, Transport for London, UK Sport and TdFHUB2014 Ltd. The majority of the primary research was conducted by SPA Future Thinking.

This local impact report was commissioned by City of York Council



Photo: Leeds City Council

¹ <http://www.leeds.gov.uk/docs/141203%20THREE%20INSPIRATIONAL%20DAYS%20FULL%20FINAL.PDF>



Staging the event: work of the council and partners

A huge amount of preparation went into bidding for, planning and successfully delivering the event. This involved a large number of organisations, over 100 at the last count, who united to deliver the world's biggest annual sporting event. As well as staging the race partners worked to maximise the benefits by having a programme of activity to engage business and residents.

Bidding for the Grand Départ

Early in 2012, a campaign began to bring the Grand Départ to Yorkshire. A formal bid to host the event was submitted to the ASO (the owners of the Tour de France) by Welcome to Yorkshire (the official destination management organisation for Yorkshire) in March 2012, supported by a number of local authorities.

Over the summer of 2012, public awareness grew, and a nine month campaign to show the scale of support to 'Back Le Bid' was built. More than 170,000 people gave their support, including the President of France, Francois Hollande. Alongside the official bid, Welcome to Yorkshire implemented a fully integrated marketing campaign and engaged with members of the public and businesses across all sectors of the economy.

In December 2012, ASO announced their decision to hold three Stages in the UK and details of the routes were announced in January 2013 at the 'La Nuit du Tour', a celebratory evening of bands, children's choirs and fireworks which set the tone for the 18 months ahead.

Stage 2 of the Grand Départ began in York at the York race course. It processed through the city, passing York Minster, before heading out of the centre past Poppleton and towards Harrogate.

Stage 2 route



The Tour route through York



The hard work begins

Once the bid was won a unique partnership came together to plan for and deliver the event:

- ASO (Amaury Sports Organisation) – commercial body, owners of the Tour de France;
- Welcome to Yorkshire – main contract holder;
- Local authorities – event organisers within their own boundaries, including City of York Council; and
- UK Sport – Government sports agency providing route for £10m funding, assurance of programme and event support.

The Government set up TdFHUB2014 Ltd, a not-for-profit organisation to co-ordinate planning and delivery of Stages 1 and 2 of the Tour in Yorkshire and to work with Transport for London on Stage 3 from Cambridge to the capital. It brought all of the key delivery partners together and managed the £10m Government contribution to staging a safe and secure event. Work was organised around a number of themes:

- Venue and route operations
- Safety and security
- Transport and highways
- Communications
- Finance and procurement
- Coordinating local authority delivery

The key to successful delivery and the feel good factor was the integration of services across geographic areas so that it felt like one event over all three days, with services (public and private) working seamlessly together.

As part of the planning Asda worked with Welcome to Yorkshire and TdFHUB2014 Ltd to recruit and train a volunteer army of 8,000 Tour Makers. Tour Makers roles ranged from welcoming international visitors, to supporting the emergency services and being a friendly and reassuring face at the event.

The programme was very successful with the

volunteers more than living up to the 'happy to help' message displayed on their uniforms. They were key to creating the fun, relaxed atmosphere that made the Tour so enjoyable.



The People's Tour

Vijay Dayalji (Tour Maker),

"I'd have paid to do it. If I can make one person's day better - because I show a child where the toilets are or whatever it is - I'll be happy, because I'll be part of the legacy of cycling in Yorkshire."

Business engagement

Organisations worked hard to inspire and inform the business community. Work began in 2013 with Grand Départ roadshows run by Welcome to Yorkshire for visitor economy businesses across Yorkshire. These attracted hundreds of participants and led to a rolling programme of workshops organised by local authorities, Welcome to Yorkshire and the Local Enterprise Partnerships.

City of York Council worked with Welcome to Yorkshire to stage the roadshows in York. The Council supported businesses to ensure that not only could businesses take advantage of the opportunities that the race provided, but that any negative impacts were minimised as much as possible.

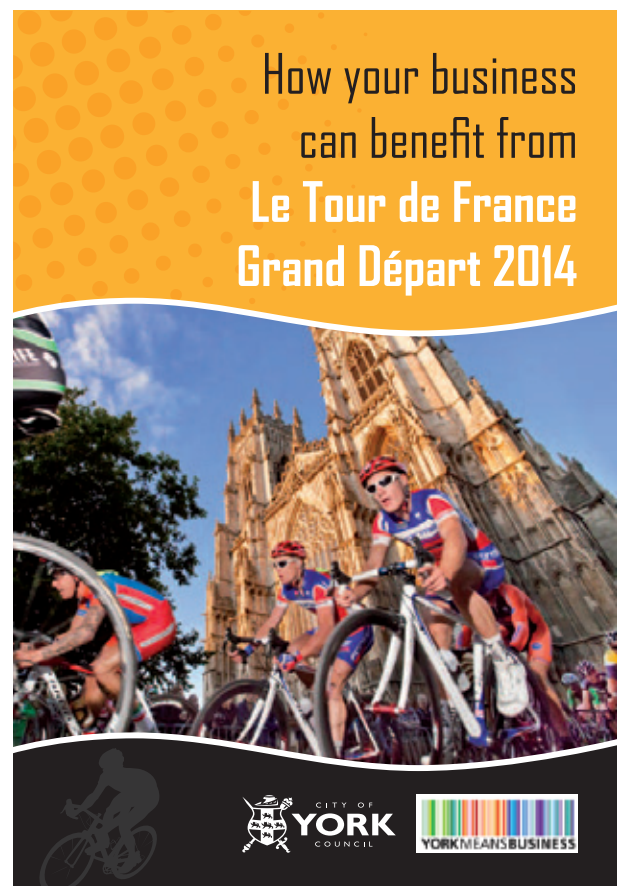
A toolkit for businesses was produced and more than 100,000 were distributed across Yorkshire in the year before the event. There was a clear message to the business community: that they should prepare well in advance and plan how best to benefit from the opportunities presented. City of York Council also produced a local 'How your business can benefit' brochure which provided a complimentary local guide.

Working with the government's export and international trade body UK Trade and Investment (UKTI), Welcome to Yorkshire, Marketing Sheffield and Leeds and Partners, the Yorkshire Grand Départ International Business Festival was organised for the week before the event.

This was the first time a business festival had been organised in conjunction with the Tour, and more than 2,000 participants from 25 different countries were welcomed.

In total, 25 events were held in Leeds, Sheffield and York that explored the heritage and strength of the Yorkshire economy in fields as diverse as sports science, advanced manufacturing, textiles and health informatics. A new business network for

collaboration with China was launched, a game jam competition saw regional talent seeking to create new products themed around cycling and the importance of Yorkshire in the bio-economy was highlighted at an international conference in York.



Celebrating the Grand Départ through culture

Welcome to Yorkshire announced the first Yorkshire Festival, sponsored by Yorkshire Water and the Arts Council. This festival of events ran for the 100 days leading up to the Grand Départ - from 27 March to 4 July. It was designed to showcase the region's finest creative talents on a national and international stage, with a full programme of music, dance, theatre, film, art and sculpture. This was also the first cultural festival to be held alongside the Tour.

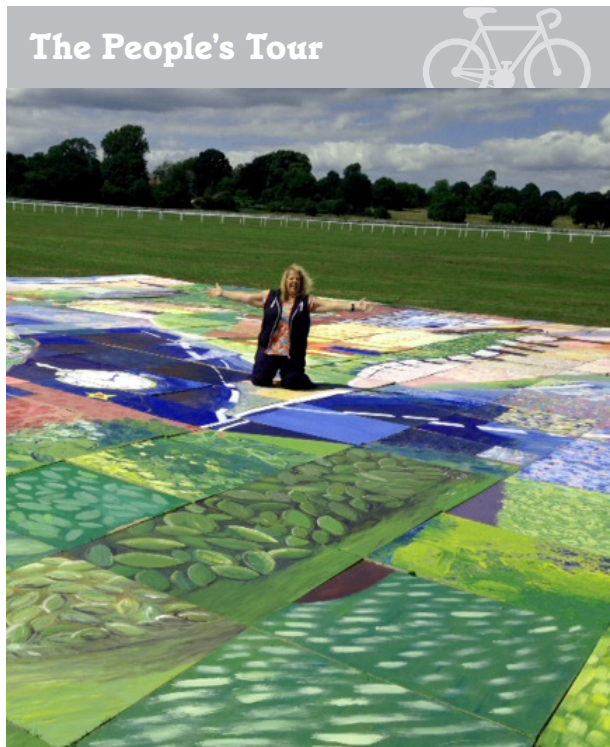
100 days to go . . .

The 100 day countdown was marked at Welcome to Yorkshire's Y14 conference in March 2014, where the first official Grand Départ anthem was launched. That evening, guests attended the 100 Days dinner at Ripon Cathedral where they were given a preview of Yorkshire Festival highlights including poetry and community cinema.

The festival attracted over 800,000 people to 1,400 performances in the 100 days running up to the Grand Départ across Yorkshire, of which a number were in York. Highlights included:

- The Grand Departs - A team of cyclists pulled a grand piano on a PianoPorté up Cragg Vale;
- The Ghost Peloton - a riding team of 50 road racers, stunt cyclists and large-scale projection of dancers all wearing remote-controlled light suits to produce a stunning live choreography; and
- Tour de Brass - free open-air brass-band performances, plus a special Yorkshire Prom by the world-famous Black Dyke Band in York .

Towns and cities along the route, including in York, began to focus on dressing the streets, shop windows, transport hubs and public buildings to make them as welcoming as possible, and to encourage people to think about what they would be doing over the days of the Tour. As July approached, many hundreds of posters, bunting and flags had been distributed



Road Through York, Community Art Project

Amateur artists from in and around York, including students from adult education, residential homes and schools joined in to re-create an original painting, produced for the project by artist and tutor Karen Winship.

Influenced by the work of David Hockney, the original painting was scaled up and then broken down into 320 metre-squared panels with each panel painted by different people. The finished work was exhibited at York Racecourse on the 6th July as part of the Grand Départ Celebrations.

Claire Douglas, project organiser said, "it was a fabulous project to be a part of. A real community project that created a sense of belonging, a feeling of togetherness and achievement."

and used by businesses. The themes of the Tour's shirt colours – yellow, green and white with red polka dots – become ubiquitous as the host regions were dressed for the show.

The week before

As the race days approached, York, buzzed with activity. Pop-up Grand Départ shops opened in the city, the Tour caravan vehicles began to assemble, and hotels filled with Tour guests.

The city was dressed in the Tour colours and was decorated with bunting. Final preparations were made at York racecourse to accommodate the official start and 28,000 spectators.

A successful opening ceremony to present the teams and riders, hosted at the First Direct Leeds Arena, gave all involved a flavour of the Tour frenzy. The streets were packed as the riders parade travelled from the University of Leeds to the Arena. In the Arena the official Tour song was performed, and the dancers of the Ghost Peloton performed. Singers Alistair Griffin and Kimberley Walsh appeared and Yorkshire band Embrace closed the show to deafening applause. At the same time, 600 bell ringers in 60 churches across Yorkshire rang their bells in celebration, welcoming the world to Yorkshire.

Photo: www.swpix.com, Welcome to Yorkshire



The People's Tour



Orillo Productions

Orillo Productions are a film, television and lifestyle branding company based in York. As a global production company, they work throughout the world and are committed to hosting events that are unique, creative and meet the needs of their target audience.

In 2011 Orillo started holding outdoor cinemas in York, rapidly gaining popularity and catering to those who did not wish to travel as far out as Harewood House and other venues which host similar events. To celebrate the Tour de France, Orillo held a screening of the race in York's Museum Gardens. They teamed up with other local businesses such as PapaKata to provide tents and both Ugot and Filmore & Union for a more alternative food offering. The race itself was screened throughout the day and was followed by an evening showing of the film Jumanji.

With over 700 people attending the event, it was deemed a huge success. Orillo hope to continue to hold unique and creative events in York, building on this hugely successful event.



Our communities: inspired and involved

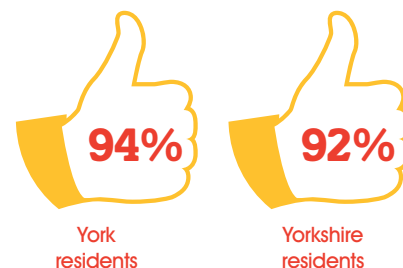
The ethos of the Tour de France is that it is a race that all can enjoy, from those who have cycled hours in advance to stand on the peaks of steep climbs to watch their cycling heroes, to those on deck chairs having a picnic in front of their house.

The people of York, were captured by the romance of the Tour and got involved in ways that nobody could have predicted. Community pride was reflected in the artwork that adorned the route, from knitted bunting to polka dot painted cafés, homemade sculptures to huge land art. Communities worked together to welcome the riders.

Support for the Tour

The survey shows that there was clear and overwhelmingly positive support from local York residents for the event as 94% of residents who watched the stage in the city strongly agreed that the event had been good for the local area, compared to 92% of local residents across Yorkshire who watched Stages 1 and 2.

Figure 1: Hosting the Tour de France has been good for the local area



“I doubt they’ve seen as many people in the stands at York racecourse apart from when the Ebor is run. It looks like the crowds that graced the route on Saturday will be out in force again today. There are thousands watch the riders roll out.”

Photo: York Racecourse



The People's Tour



Marie Curie Cancer Care (Official Charity Partner of the Yorkshire Grand Départ)

Marie Curie organised 300 Grand Départ events in Yorkshire in the month leading up to, and including the Tour, including: cake sales, loom band sales, cycling challenges, having two vehicles in the Tour publicity caravan and a charity bike ride from London to Paris.

On the day of the race, a team of 14 amateur riders, each raising enough money to fund a Marie Curie nurse for a year, cycled the Stage 1 route before the professionals in what was termed the 'Power Peloton'.

In total (monies still being finalised) it is estimated that more than £500,000 will have been raised for Marie Curie from activities directly around Le Tour.

This will fund 25,000 nursing hours for people with all terminal illnesses, allowing nurses to provide patients and their families with free hands-on care and emotional support in their own homes.

“The peloton snakes past York Minster, which has a massive yellow jersey on its roof. Fans are up on walls, traffic lights, hanging out of windows, desperate to get any vantage point. Marcel Kittel with an elaborate kiss to the camera - he has a huge smile on his face, although it may be more of a grimace when he reaches Holme Moss. Terrific scenes again.”

“I think the Tour de France weekend was a great event for York and Yorkshire to be involved in, although the Merchant Adventurer's Hall itself didn't see an influx of visitors during the weekend of the Grand Depart. I suspect the positive coverage may draw people to York later this year and in 2015” Lauren Marshall, Hall Manager, Merchant Adventurers' Hall, York

Bishopthorpe Road Traders Association

The Bishopthorpe Road Traders Association (a group of 60 businesses) was given permission for a stretch of Bishopthorpe Road to remain closed following the race so that a street party could be held, winning them the Best Dressed Street award from Welcome to Yorkshire.

The street party ran from noon until 7pm with a reported 10,000 people attending throughout this time with many of the 50 business and community stalls running out of stock before the day was over.

The usual slogan used by the Association "I love Bishy Road" was changed to "J'Adore Bishy Rue" for the celebrations, and the Association itself sold £3,800 worth of merchandise and over £4,000 in raffle tickets. Profits have been ploughed back into the Association and local community.

The People's Tour



"Overall our revenue was 28% up on the same three days last year and the event was a massive success with everyone getting involved and making it memorable for our visitors and competitors. I was very proud of our City and our region." Samantha Ashby, General Manager, The Queen's Hotel

"Fabulous weekend with such a positive vibe! The hotel was very busy, as expected, but more importantly there is lots of interest in future bookings"

Lionel Chatard, General Manager,
Middlethorpe Hall and Spa

"York's always been a cycling city, but it'd be nice to think this would encourage people to take to the roads on cycles."



Spectators: they watched in their millions

Estimating the number of people who watched is challenging at an event like the Tour de France because of its scale and because nobody needs to buy a ticket. Anyone can enjoy the spectacle from the side of the road.

While crowds were monitored during the three days of racing to make sure that people remained safe, a further piece of work was done to estimate how many spectators lined the route across the three days.

Understanding these figures is important to understanding the scale and reach of the event and because it provides the basis for calculating the economic and social impacts. If crowd numbers are over or underestimated, so are the corresponding impacts.

Measuring spectator numbers

A crowd count for an event like this over such a wide area can only ever be an informed estimate but the methodology allowed an educated assessment of numbers to be made in several ways. These numbers were put together to give a full picture over each route and then sense checked with local knowledge and national data to make sure they broadly matched.

The principal method used to identify the total crowd size was through analysis and categorisation of the route. To do this the television footage for the three days was analysed. This allowed us to look at the entirety of the route – so that we counted not only crowds at the busiest parts but also where there were fewer or no people watching. To do this:

- the route was divided into units of 0.5 km;
- these sections were categorised by the types of area and type of viewing point (for example, at King of the Mountains sections);
- using the television footage the crowd was counted at a sample of these sections;
- these crowd counts were used to estimate the

numbers at each type of area and type of viewing point - statistical techniques were used to do this; and

- estimates were then sense checked by the project team using local knowledge and other crowd estimates;

This allowed the team to reach an overall number of spectators for each stage of the race. For the eventIMPACTS methodology it is also important to understand how many people viewed the race from more than one location, or who viewed more than one stage. The spectator survey was used to make this estimation.

Finally a further cross-check was to compare the findings to those of the National Omnibus Survey, which asked people whether they watched the race in person.

Estimated crowd numbers

This combined research told us that over the two days 3.3 million people lined the route in Yorkshire. Of the 3.3 million people, 1 million people watched from more than one location within one stage, or watched more than one stage, so the total number of 'unique' spectators in Yorkshire was 2.3 million people.

The estimates showed that approximately 200,000 spectators surrounded the route in York, of which 160,000 were unique spectators within the city. Of these, it is known that 28,000 spectators were in York racecourse to see the start

While there is a margin of error, these figures represent as good an estimation of crowd numbers as it is reasonable to make.

Figure 2: Estimated total spectators

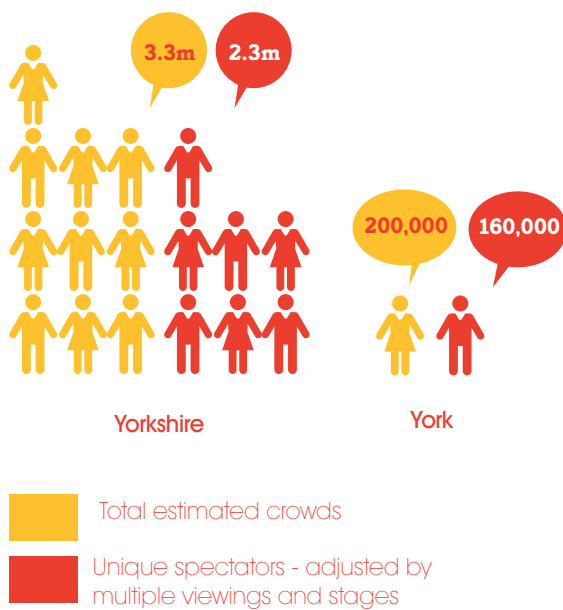
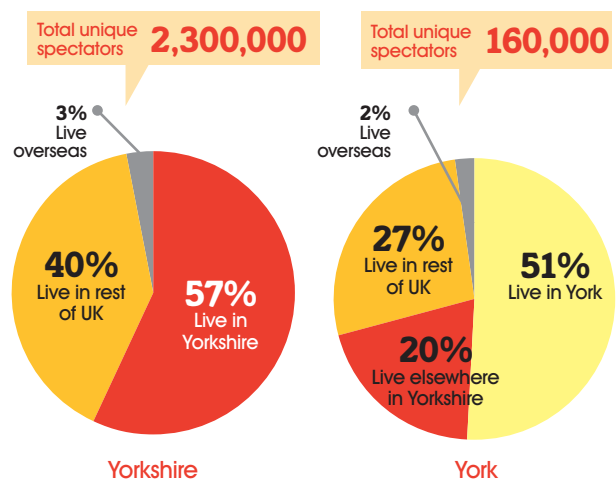


Figure 3: Unique spectators by area



Spectator profile

The attendee survey asked people where they lived, as well as a number of demographic questions. The first of these is important for understanding the economic impact as it is important to understand the proportion of people who were local residents or visitors to the area. It is also important to establish those who did not come out specifically to see the race and were just passing by – ‘casual spectators’.

Results show that large numbers of visitors travelled to watch the event from elsewhere in the UK, as well as from overseas. Approximately 70,000 spectators travelled from outside York to watch the race, including large numbers from outside the UK. These are the numbers on which the visitor spending component of the economic impact calculations are based.

The survey showed that of the 160,000 spectators who watched in York, just under a third were from

elsewhere in the UK, including 2% from overseas. This is shown on Figure 3.

In terms of the demographic profile of spectators, most people were aged between 25 and 65, which shows that interest in the Tour spanned several age groups. The majority of attendees were white and able-bodied, with a smaller proportion of BME and disabled spectators than the UK overall, when compared to data from the Office of National Statistics, although a significant number of people from these groups did attend.

The majority of spectators saw themselves as keen cyclists (defined as those who cycle at least once a week), with less than 30% saying that they did not cycle at all. These proportions were relatively similar across the three stages. This compares to almost two thirds of the UK population overall who never cycle.

A greater proportion of visitors from outside the host regions and particularly from overseas were keen cyclists compared to local residents, showing that cyclists were more likely to make the trip than non-cyclists.

Awareness of the event

According to the National Omnibus Survey, 90% of the sample (the equivalent of 48 million people) was aware that the first three days of the Tour de France taking were taking place in the UK. Publicity was seen by 30% of people (the equivalent of 14.6 million people) in the weeks leading to the event.

The race was watched on television, or on another device, by the equivalent of 18.6 million adults and, as noted earlier, 3.1 million said that they watched the race pass in person. Viewing figures were higher in the areas that hosted the Tour, with one in four of the 93% of Yorkshire and Humberside residents aware of the race.

An average of one million viewers watched ITV's main coverage of day one, with a peak of 2.8 million viewers, while 900,000 more tuned into ITV4. Sunday's York to Sheffield Stage averaged 1.2million viewers on ITV and a further 516,000 on ITV4. According to BARB data the final kilometres of Stage 2 was watched by a peak of 4 million viewers.

Following the Tour online

There was a huge online following of the event over race days and in the period before.

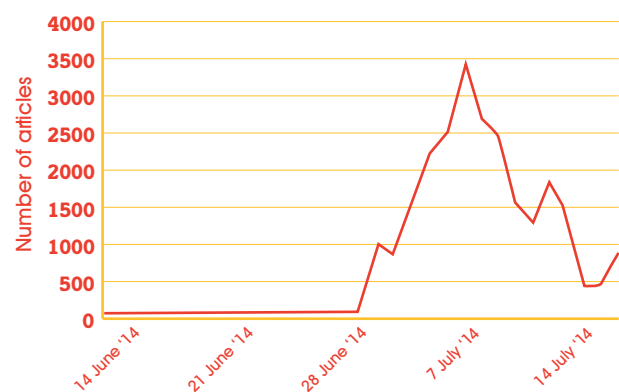
The 'letouryorkshire' website, hosted by Welcome to Yorkshire, was created in December 2012 as the main portal and 'single source of truth' on the Tour de France. As well as the latest news on the riders and teams the website was used by all partners who shared information to be uploaded to help spectators plan their day and know what to expect. For example, local authorities collated advice on how people with disabilities could access the race and METRO (West Yorkshire Passenger Transport Executive) developed an online travel planning system that gave people live travel advice and showed all of the key race points, spectator viewing points and road closures.

Between December 2012 and September 2014, the site received over 5 million visits, including over 3 million unique visits. There were almost 18 million pages viewed.

During the week of the Tour, traffic peaked with almost eight million page views and almost two million visits. These originated from around the world, predominantly from the UK as well as the USA, France, Australia and Germany. The website received thousands of referrals from sites such as the BBC, Facebook and Twitter.

The Twitter feed had 55,000 followers, and grew at around 2,000 new followers a week. During the Tour de France Grand Départ weekend, the terms Yorkshire, Yorkshire Grand Départ and #letouryorkshire all trended on Twitter. The combined reach of @letouryorkshire tweets during the weekend was 23.2 million accounts.

Figure 4: Total volume of coverage, print and online
Source: local monitoring data





From the investment: the economic boost

This section sets out the economic impact of staging the event in York. This aspect is arguably the most complex to calculate, but receives much of the focus as it is considered to be key to judging the success of the event.

This assessment is made at a point in time, having looked only at the period just before, during and after the race. Many of the economic benefits are likely to continue to be realised for years to come, but these are harder to monitor and will need further research in the future.

Measuring economic impact

The eventIMPACTS methodology has been used to calculate the direct economic impact and their guidance defines the economic impacts of an event as "Additional expenditure generated within a defined area, as a direct consequence of staging the event".

Figure 5: Host economies



Different host economies

Using the eventIMPACTS methodology, the process of calculating economic impact involves quantifying the expenditure of people from outside the 'host economy' (essentially any defined geographical area) who are visiting the area specifically for the event. The net expenditure of event organisers within the respective host economies is also included.

Therefore, to calculate economic impact the host economies needed to be defined for the purposes of measuring additional expenditure flowing into them. For this study, the host economies were defined as follows:

- The UK overall – new money coming into the country from overseas visitors and investment;
- The 'host regions' of (i) Yorkshire and (ii) a combined region of Cambridge, Essex and London. This gives an overall figure for the host regions combined as well as separate figures for each and also for London; and
- The other cities in which stages started and finished: Leeds, Harrogate, York, Sheffield and Cambridge

As a result of these different host economy geographies, and therefore individual analysis, the figures must be read separately and do not necessarily sum to the national figures.

The respective host economies are demonstrated in the map opposite. In this report, York is the local host economy area analysed.

The methodology took account of all of the additional expenditure in York, as well as Yorkshire, including from spectators who watched in a number of areas. Each host region and local area is also analysed separately.

Components of economic impact

The additional expenditure generated can be split into two components. These are the direct economic impacts of the Tour, and the wider economic impacts that result from other activities which only happened as a result of the Tour.

The additional expenditure as a result of the Tour de France in York comes from:

- The spending of visitors in the area who specifically came to watch the race. This is the additional revenue as a result of the 70,000 non casual visitors who came to the city to watch the event;
- The attendee survey, which asked questions about:
 - the number of days people planned to spend in the host region;
 - the number of people they were with;
 - the type of accommodation they stayed in;
 - an estimate of the average amount per day their group was likely to spend on restaurants, pubs and takeaway food, public transport, fuel, parking and car hire and other spending.

In addition, the calculation included analysis of:

- organisational spend that was required to stage the event;
- the spending of race teams, the ASO and media from outside the host regions;
- spending of volunteers from outside the host regions;
- the economic impact of Yorkshire Festival;
- additional employment created as a result of the event.

Also factored in was the fact that some resource will 'leak out' of the host regions as a result of people choosing to spend elsewhere, and that some

businesses will have been negatively affected during its staging. However, spending in some of the negatively affected businesses, i.e. those that had to close on the day, may have just been delayed rather than fully lost.

This section considers these issues and presents the overall economic impact, followed by the reported impact on and perspectives of local businesses.

The economic impact

The assessment showed that the event had a significant economic impact and that this is likely to continue. The direct economic impact on all of the 'Host Regions' was £127.9m while for the UK overall (i.e. from overseas visitors, including the teams, overseas media and the ASO) the impact was £33m. The figure was £102.3m for Yorkshire.

The economic impact for York was an estimated £8.3m.

Figure 6 below sets out the detail behind these values. It shows that the main component of impact was from expenditure from visitors from outside Yorkshire, including visitors to the UK from overseas.

Figure 6: Economic impact of the Tour de France

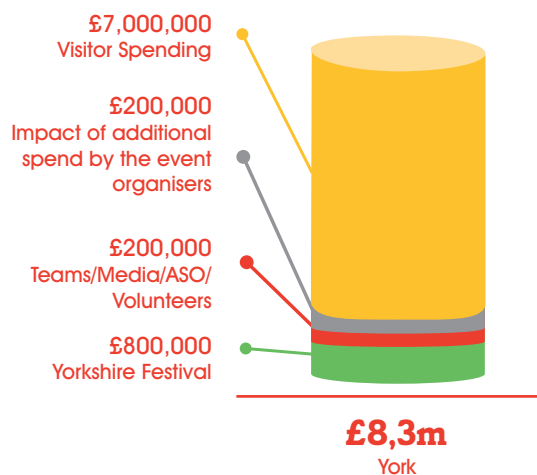
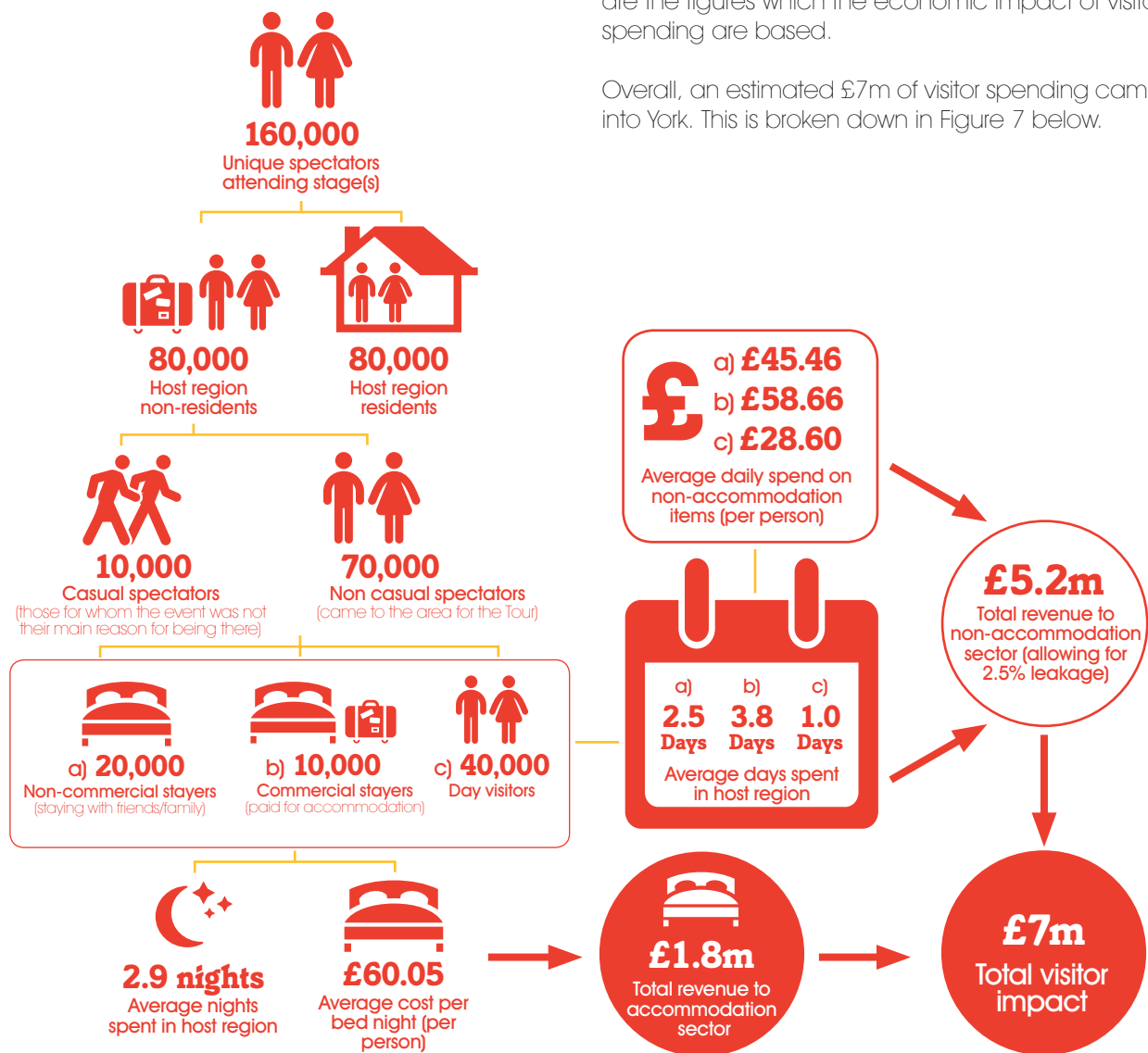


Figure 7: breakdown of regional visitor expenditure for York



Components of economic impact

Visitor spending

The principal component of the economic impact is the expenditure of visitors coming into York to watch the Tour de France.

The spectator survey results showed that 70,000 spectators were non casual visitors to York. These are the figures which the economic impact of visitor spending are based.

Overall, an estimated £7m of visitor spending came into York. This is broken down in Figure 7 below.

Ride25, Yorkshire

Yorkshire-born entrepreneur John Readman and business partner Rob Hamilton set up Ride25 as a result of Yorkshire winning the bid to host the Tour de France. Ride25 is a new flexible way to cycle around the world; split into 25 separate tours, individuals, groups and charities are all invited to take part in as many stages as they wish.

John said: "I always knew there was a strong enthusiasm for cycling in Yorkshire, but still the turnout and the response to the Tour has simply blown me away. It just goes to show the awesome power that cycling can wield – and that Yorkshire's cycling industry can benefit from that."

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Organiser spend

To stage the event local authorities, Welcome to Yorkshire and other partners spent money on planning and a range of infrastructure, such as barriers, toilets, official Grand Départ Spectator Hubs and stewards. Of this combined event budget, £27m was spent in the local economies and will have had an economic impact, although some is likely to have been spent outside the host economies. There was also £10m invested by Government, through UK Sport and managed by TaFHUB2014 Ltd. This was spent testing and exercises for event staff, supporting local authority budgets for infrastructure and the Tour Maker Programme.

Approximately £200,000 of this budget was spent in York.

Spend of 'the entourage' and volunteers

The entourage that accompanies the race is vast. There are the 22 cycling teams and their support staff, the media from elsewhere in the UK and overseas, staff from the ASO (race owners) and the Tour Makers who live outside the host regions. The spending on these all had an impact on the local economies and is counted in the additional economic impacts.

A number of conservative assumptions were made to help to calculate these:

- team spending was based on an average team size of 25 – including riders and support staff. They stayed between 3 and 5 nights in Yorkshire in 4 and 5 star hotels, then a further night in Cambridge and Essex;
- total media from outside the host regions, especially Yorkshire, was estimated at 2,000. They stayed for 2 to 3 nights in 3 and 4 star hotels and bed and breakfasts. The ASO reported that they had never seen as many applications for journalist accreditations;
- the ASO calculated their total bed nights for the entourage as 4,500 for the period of the event, generally 3 star hotels and bed and breakfasts; and
- there were 8,000 Tour Makers. The survey of volunteers established how many lived outside the host regions and their expenditure.

All of this contributed an estimated £200,000 of additional expenditure in York.

Yorkshire Festival

There can be no doubt that the Yorkshire Festival created a buzz in the build-up to the Tour and significantly boosted the visitor economy over of the event. The festival attracted 816,000 people to 2,225 performances, workshops and exhibitions which took place in the 100 days running up to the Grand Départ, a number of which were in York.

An evaluation of the festival was carried out that looked at the overall economic impact. This amounted to a direct contribution of £7,500,000 into Yorkshire. This figure was calculated using the Festival and Event Evaluation Toolkit developed by Create, the support organisation for festivals and events in North Yorkshire, in association with the UK Centre for Events Management at Leeds Beckett University. Of this, an estimated £800,000 was spent in York.

Other Economic Impacts

A range of other expenditure which would have had local economic impact and was not counted in the figures above, to ensure this work is consistent with the eventIMPACTS methodology. These figures tell a broader story about the impact of the event and demonstrate the wider value of the event to the economy. These include:

Yorkshire Grand Départ International Business Festival

The Yorkshire Grand Départ International Business Festival, which ran from 2nd to 4th July, highlighted the businesses of Yorkshire and the UK with a series of events and seminars. It was a Tour de France first and generated a significant amount of business interest in Yorkshire. While the final impact will not be apparent for a few more months, a number of sizeable deals and inward investment inquiries have been registered. If successfully closed, these deals will see the overall economic impact figure for both Yorkshire and the UK increase significantly. Because of the success of this initiative, Utrecht (the 2015 host city for the Grand Départ) are looking at organising a similar business festival.

The People's Tour



Building the Bio-economy

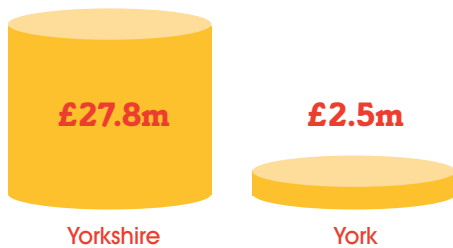
Over the weekend of the Tour de France, partners across York welcomed major industrial biotechnology and agri-tech businesses and investors from across the UK and Europe for an exciting series of events. Companies such as Unilever and GlaxoSmithKline came to discuss opportunities around the Bioeconomy in York and the wider region; with around 70 attending an event at the Ron Cooke Hub on the Friday before the Tour. The highlight of the weekend was a ceremony for the signing of a memorandum of understanding between BioVale (a Bioeconomy cluster for Yorkshire & Humber) and the Northern France based cluster, IAR.

With a high quality delegate list, the events proved very profitable for many involved, with a number of prospective business deals struck over the weekend. Tony Duncan, CEO of Circa Group, an Australian business which has recently expanded to York, said 'It was stunning - and perfect combination of functions...and sport.'

Spending of local residents

While not counted in the additional economic figures, there was clearly an economic footprint from the spending of local residents who attended the event. Assuming the same spending pattern as that for day visitors, the 1.8 million local residents watching the race spent approximately £48m in total. This includes £27.8m in Yorkshire overall. The figure for local resident spending in York was an estimated £2.5m.

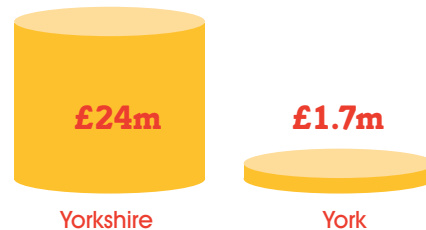
Figure 8: Local resident spectators spending



Future impacts of visiting spectators coming back to the regions

Another key component of the economic impact is the future spending of visitors who will visit again. While not counted in the economic impact figures overall, further visitor expenditure is expected in the future. To demonstrate this, the spectator survey showed that 64% of Yorkshire visitors said that they were very likely to return in the next two years. Assuming the same proportions of day visitors and stayers, as well as overseas visitors recorded at the Tour, this would result in an additional regional impact of £24m in this period. When applied to York, this could result in an additional £2m coming into the city in the coming two years from returning visitors.

Figure 9: Future Impacts of return visits to the host regions



Blossom Street Gallery & Framing,

In the weeks leading up to the Tour de France, Blossom Street Gallery & Framing (an independent art gallery, design shop and framing business) held an exhibition showcasing work by local artists on the theme of 'all things cycling'. The Gallery also encouraged artists to create bespoke Tour de France related merchandise, most of which was exclusively sold there. The exhibition was a huge success, and the merchandise attracted new customers and helped to raise the Gallery's profile. The Gallery has continued to sell and re-stock the Tour de France merchandise as per customers' requests and is planning to hold more themed events.

The People's Tour



Local business perspectives

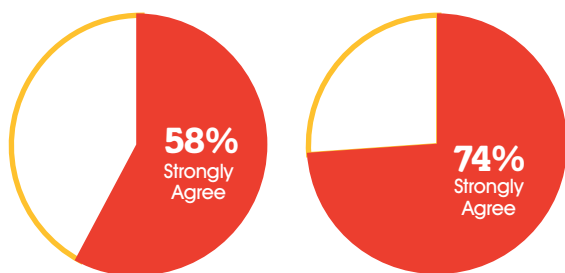
This section presents the perspectives of local businesses and the reported impact of the event on them, based on the findings of the business survey carried out for this research as well as other local surveys. It sets out local business views on hosting the event, followed by the direct commercial impacts as a result of the days of the event and period either side.

This business survey was undertaken across the three UK stages, although it broadly represents local business views in York.

Local business perspectives on hosting the Tour de France

The broad consensus from businesses across the UK host regions was that hosting the UK stages would boost tourism for the future and had enhanced the image of those regions for future marketing and returning visitors. It was recognised however, that some businesses had had to change their usual business operations and there had been some disruption.

Figure 10: Businesses opinions (strongly agree)



This is the kind of event that local authorities should seek to host more of

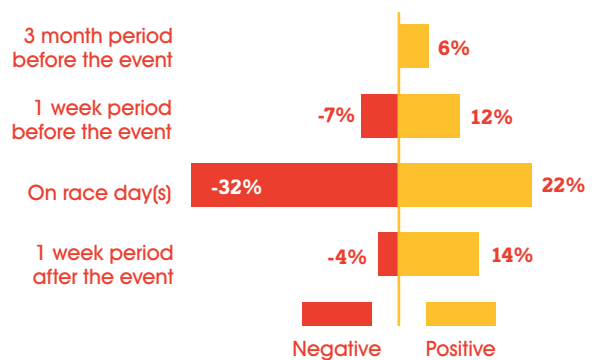
Holding the Tour de France has enhanced the image of the region

Overall, the majority of businesses recognised that an event like the Tour de France was something public authorities should be investing in. In Yorkshire, 58% of businesses strongly agreed while 74% of businesses strongly agreed the image of the region had been enhanced.

Commercial impacts on businesses

While local businesses were broadly supportive of hosting the event, the survey showed that the views of businesses on the impact of the event varied significantly between the pre, during and post-event periods. Views also varied by sector. This is demonstrated in Figure 11 which shows the proportion of local businesses reporting a positive or negative impact over a range of time periods.

Figure 11: % of local businesses that saw a positive or negative impact in sales and attribute this to the Tour de France

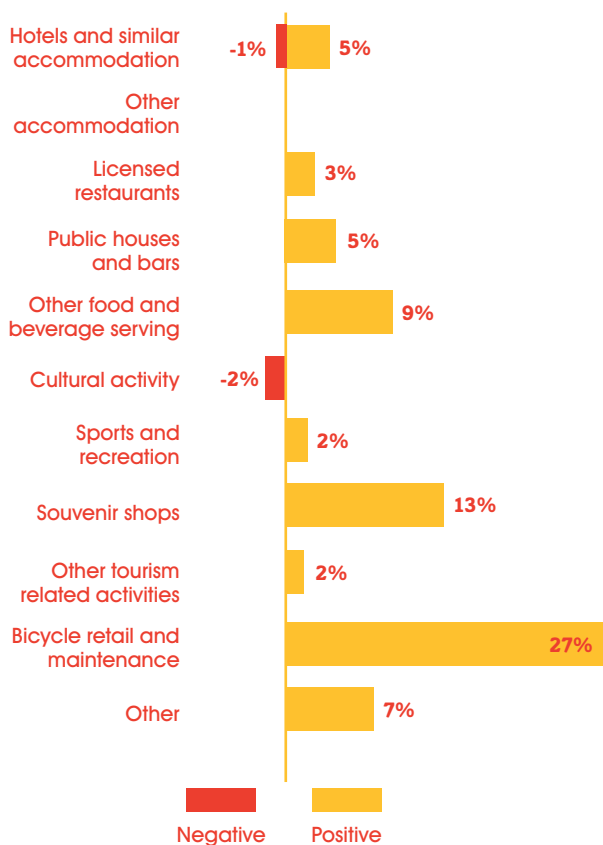


In summary, the survey shows largely positive impacts in the period before and after the event from those who reported them. As may have been expected, most impacts attributable to the event were on the race days themselves and included businesses reporting both positive and negative impacts. Negative impacts included disruption through having to close, or customers being less likely to visit, especially if their premises were away from the Tour route.

Three months before

Only 6% of businesses reported an impact in this period, though they were mostly positive. Figure 12 shows that the main sectors that saw positive impacts in this period were cycling businesses and souvenir shops, together with accommodation and food and drink establishments.

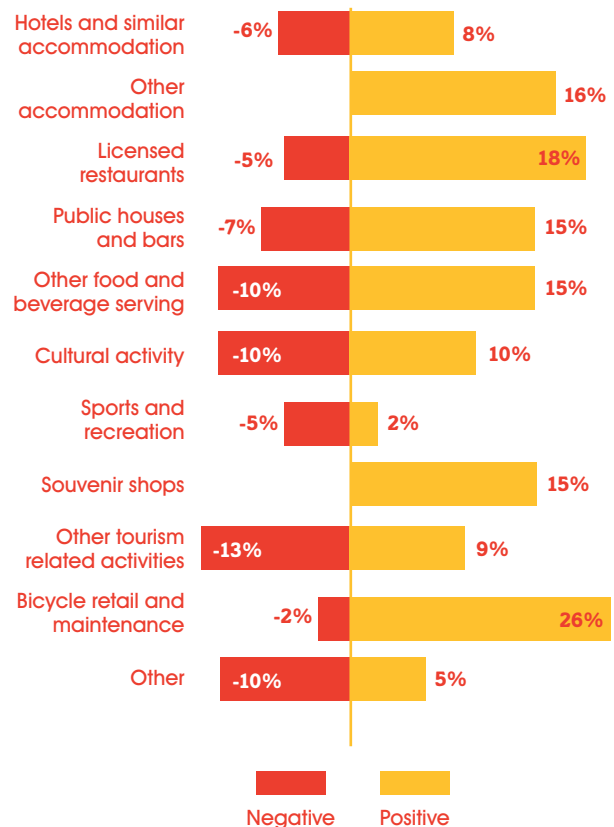
Figure 12: % of local businesses that saw a positive or negative impact in sales and attribute this to the Tour de France (3 months before the event)



The week before the race

Overall, 5% of businesses reported higher than normal sales turnover in the week running up to the hosting of the UK stages. Cycling businesses reported the most positive impacts, followed by pubs, restaurants and accommodation providers. It is notable in this period that negative impacts were also increasingly seen.

Figure 13: Proportion of local businesses by sector who reported higher or lower sales in the week running up to event



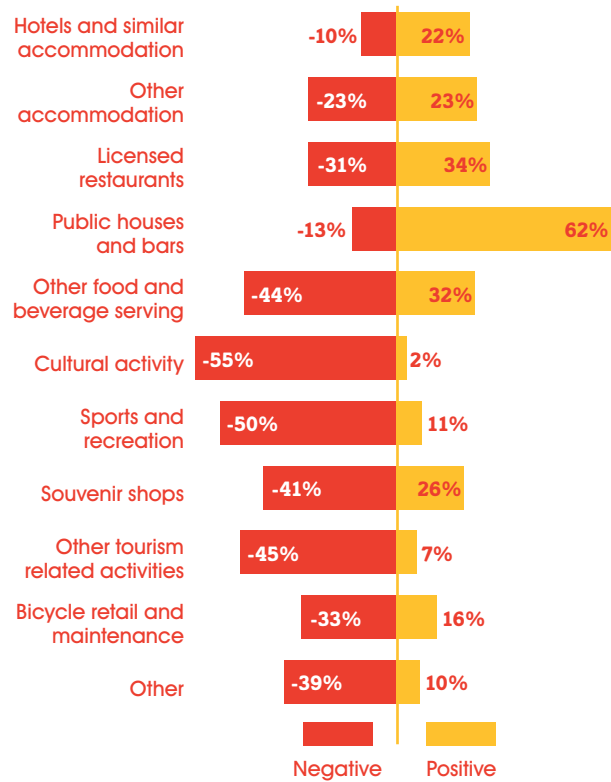
During the race

A significantly higher number of businesses said that the staging of the UK stages had an impact on their normal sales turnover on the race days – the proportion of business expressing a clear opinion on this increased to 54% of the sample.

Given the approach to the sampling of businesses close to each race stage, it was to be expected that many businesses would report a drop in sales on race days – the survey revealed that 10% of businesses reported that sales levels were lower than normal.

The sectoral variation in normal sales levels was at its most pronounced across the UK Stages with hotels, accommodation and bars/restaurants typically indicating that sales were much higher than normal (with most other visitor economy businesses reporting that sales were lower than normal).

Figure 14: Sectoral distribution of sales impact during the UK Stages



Visit York and the Visit York Information Centre (VIC)

Visit York and the Visit York Information Centre (VIC) worked to generate interest in York and Yorkshire for cycle tourism. The VIC opened at 7am on Sunday 6th July, 3 hours earlier than a normal Sunday. In total there were 3,510 customers through the doors, just short of their busiest ever day and a huge 179% higher than the first Sunday in July 2013. The VIC staff sold £24,923 of merchandise in the week beginning 30th June 2014, exceeding their target by 98% and taking £10,000 more than the same week in 2013. The VIC have been told anecdotally that businesses are seeing an increased interest in bookings from France as a result of the TV coverage.

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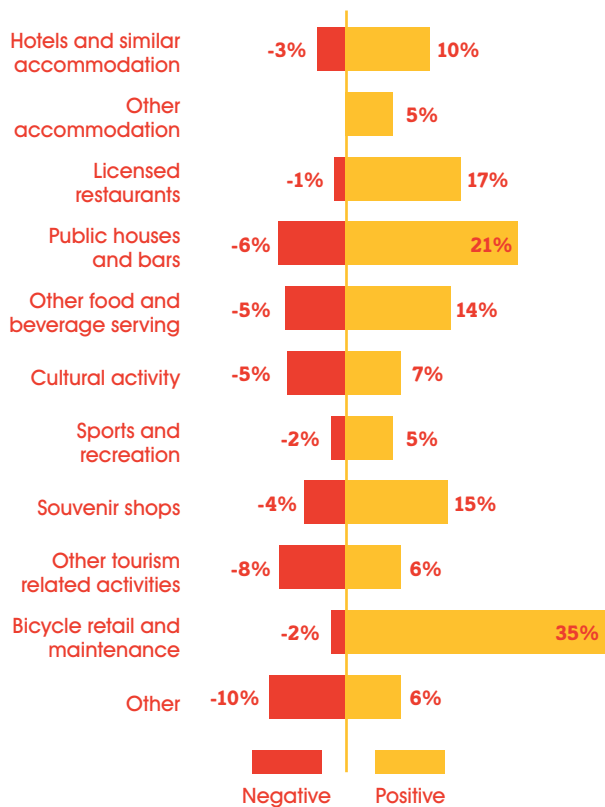


One week after the race

The reported sales patterns one week after the event reveal a different perspective from businesses. They reflect the fact that businesses were better able to digest and set in context the effect of the event in the week before the race on their sales, balanced against any reported drop in sales during the event – so in broad net terms, business views on the impact on sales in the week after the event present a more rounded commercial view.

The sectoral distribution of reported impacts on normal sales turnover levels was more consistent with the pattern seen in the week running up to the event, although the overall impact in some sectors was much higher (cycling businesses were twice as likely to report that their normal sales levels were higher in the week after the event compared with the week before the event).

Figure 15: Sectoral distribution of local business sales impact one week after the event

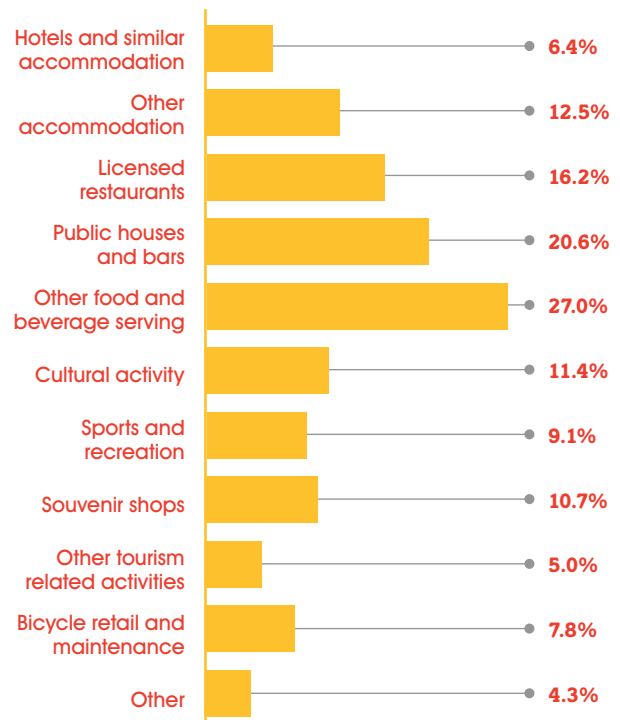


Temporary employment impact:

The survey of businesses also explored the extent to which temporary employment was created in the week before and across the race. The survey revealed that 11% of businesses reported that their employment levels were higher than normal, with 89% of businesses reporting that employment levels were unchanged.

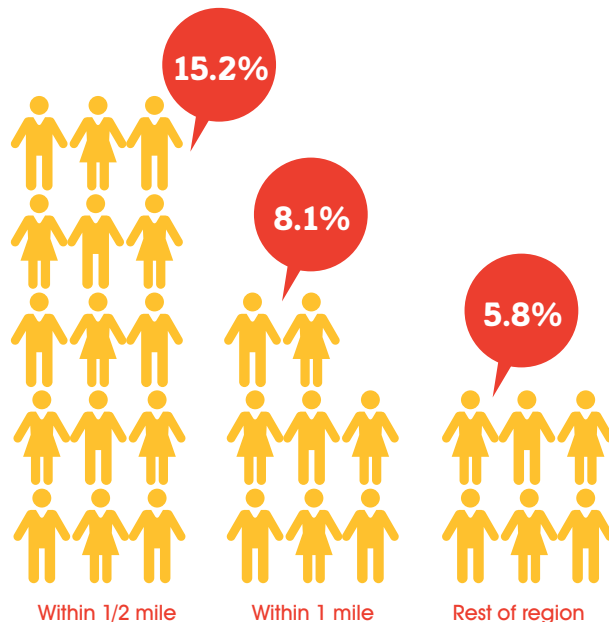
The temporary employment boost was most visible in the hospitality sector where proportionately more businesses in the Yorkshire stages of the race in these sectors reported that employment levels were higher than normal. Figure 16 below summarises the key data by sector.

Figure 16: Temporary employment impact by sector



A key consideration throughout is the proximity to the route, although this may be both a positive and a negative depending on the nature of the business. Figure 17 shows that the majority of the temporary employment was in establishments close to the route and, as set out previously, was primarily about serving food and drink.

Figure 17: Jobs created by distance from the route



The People's Tour



National Railway Museum

"At the National Railway Museum, we didn't know what to expect from the Tour and over the weekend our visitor numbers were about 25% lower than a normal July weekend. However the Monday to Friday before the Grand Départ exceeded our budget by almost a quarter, our benefit was either side of the weekend."

Tim Neal, Senior Visitor Insight Executive

Conclusions on economic impacts

This section has set out the economic impacts of hosting the Tour de France in Yorkshire and in York in particular. While these figures are positive, it should be recognised they are conservative estimates undertaken at a particular point in time. Longer term impacts, including those that are less easy to quantify and those that might occur later through future visitors and inward investment as a result of the Tour, are yet to be seen. As a result, the ultimate economic footprint is likely to be significantly higher.

It was clear from both the economic impact data and the business survey that the sectors that benefit most are those most obviously associated with the event including:

- accommodation providers including hotels, bed and breakfasts and campsites;
- restaurants, pubs, shops and local events selling food and drink;
- souvenir and clothing shops, as well as others in the visitor economy;
- cycling shops;
- transport providers; and
- suppliers to event organisers.

While other businesses did less well directly, most reported a fairly neutral position over the period, even if there was disruption on race days. Some businesses clearly had to change their usual business operations but while there were some negative impacts, most believe that the event was good for the host regions overall, and that disruption could be managed. Proximity to the route was positive for visitor economy sectors, though perhaps less positive in other sectors, especially while the event was taking place.

On balance, a clear economic boost was seen as result of the event and the supporting events leading up to it.



A sport for all: inspiring more people to ride more often

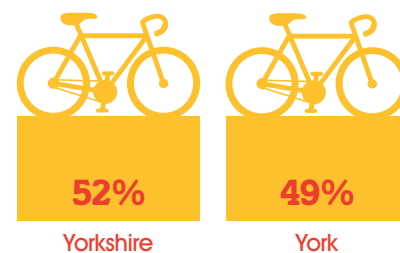
The three UK stages of the Tour de France proved that cycling is for everyone. The Tour inspired people to have a go, from adapted bike sessions to cycling lessons in school and charity bike rides for keen amateurs. Interest and participation in cycling has never been so high. This is particularly positive for York as the Council is the lead local authority for the Cycle Yorkshire initiative.

Inspiring people to cycle and be more active was a key reason for wanting to stage the event and it is clear from the evidence in the surveys that there has been a significant inspirational effect. For example, 63% of spectators felt inspired to take part in sport more often than they normally do as a result of watching the race, especially younger people (aged 16-24), 72% of whom were inspired to get more active. Over 80% of these inspired individuals (1.8 million people) said they felt inspired to cycle more frequently.

Of the UK adult population, 27% said they felt inspired to cycle more (this is equivalent to 14 million people – so some caution is needed here in interpreting this result). The post-event survey shows as many as 30% of spectators have increased their levels of cycling, with all of the associated benefits that this can bring. For those who were already regular cyclists (people who cycle once a week or more) 66% said that watching the race had a positive impact on their intention to cycle more. There was a similar effect on those who cycle less often, as 58% were inspired to cycle more. A quarter of those who had never cycled said they felt encouraged to cycle.

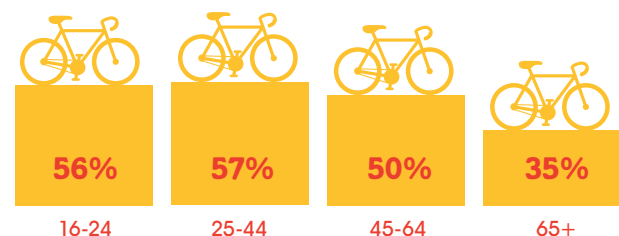
Almost half of spectators in York – more than 80,000 people – said they were inspired to cycle more as a result of the Tour de France.

Figure 18: Inspired to cycle more frequently



Attendance at the Tour had a stronger effect on the younger age group than the older age groups with 56% of 16-24 year olds being inspired to cycle more, compared to, for example, 14% of those aged 65+.

Figure 19: Impact of attendance on inspiration to cycle by age



Post-event take-up of cycling

Three months after the Tour de France, spectators who were happy to be contacted again were asked about their take up of cycling since the event. This showed that 28% of spectators were cycling more often, with 2% of spectators having taken up cycling for the first time since the event. Taking account of the relatively small sample size (n=300), the initial indications are that at least 750,000 spectators have cycled more frequently since the race.

Half of spectators who wanted to cycle more reported that their enthusiasm inspired others to cycle or to cycle more than they did before, particularly their partners, children and friends. People also reported that the event had encouraged them to make cycling related purchases as 11% bought a bike for themselves and 8% had bought a bike for a friend or family member. This reinforces the expectation that there will be ongoing economic benefits from hosting the race, through increased cycling take-up.

Figure 20: Post-event cycling take up amongst spectators

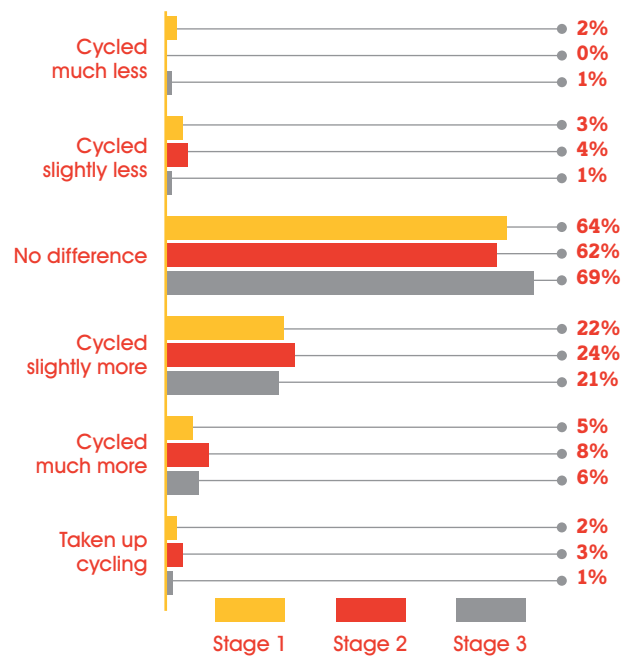


Figure 21: Spectators inspiring others to cycle more



Photo: Leeds City Council



Beyond the Tour – securing a cycling legacy

To secure a lasting cycling legacy from the Tour de France lots of organisations have been working hard to create opportunities to cycle and to improve cycling infrastructure.

In Yorkshire, there will be a Cycle Superhighway, linking Bradford and Leeds. A new velodrome is under construction in York and across Yorkshire the cycle lane network is being improved. In one example, North Yorkshire County Council successfully bid for £1.65m from the Local Sustainable Transport Fund to deliver upgraded cycle parking spaces and crossing improvements.

In addition, the Cycle Yorkshire initiative has brought together and galvanised 21 local authorities, Welcome to Yorkshire, British Cycling and Sustrans to form an agreed strategy to develop cycling and opportunities to get more people cycling more often. York city council was the lead local authority for this initiative. The five core objectives for the next ten years are to:

- get more people cycling – provide adults and children with greater training and access to cycling;

- make choosing cycling easier – work closely with local authorities, businesses and partners to improve cycling infrastructure and facilities to address both real and perceived barriers to cycling;
- more events to see and take part in – broaden the number and awareness of cycling events and opportunities for people of all generations and abilities to get involved;
- greater awareness of cycling and cyclists – create campaigns and events to generate a wider appreciation of the benefits of cycling, travel planning, bike safety, cycle friendly routes and respect between everyone using our roads; and
- a thriving network of cycling businesses and social enterprises – encourage and support all cycling related businesses in the region to provide a dedicated network of experts to sustain Yorkshire's growing cycling community.

British Cycling (the national governing body for cycling) have also done a lot of work to ensure a lasting legacy of cycling participation as a result of the Tour de France. Their work and investment, in partnership with local authorities and others, has helped to grow the volume and accessibility of cycling opportunities in advance of the event and created the conditions for the anticipated growth in interest.

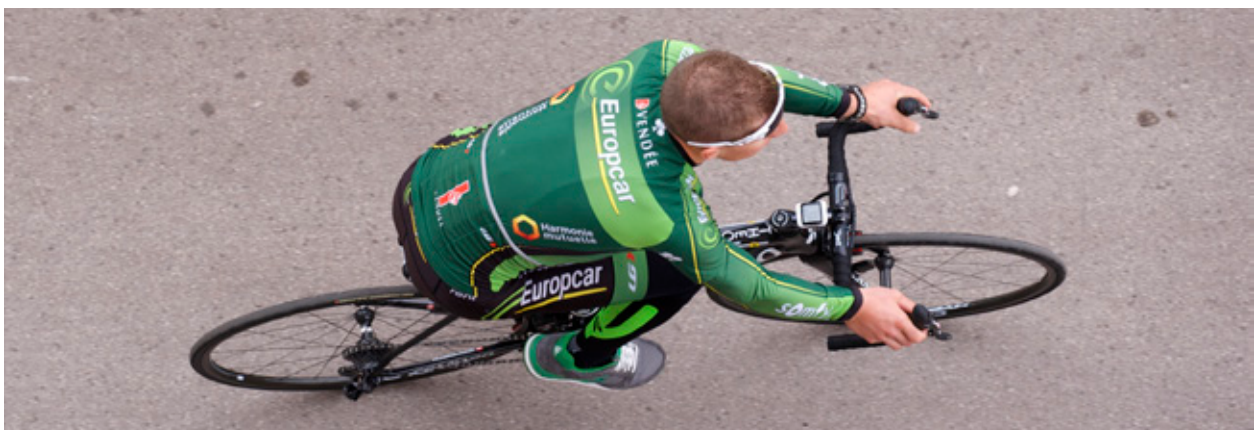


Photo: York Racecourse



Long term legacy: welcoming the world

The legacy of the Tour de France will continue after 2014 and well beyond, not least because the evidence shows that hosting the event successfully raised the profile of York and Yorkshire, and encouraged people to visit in the future.

Likelihood to revisit

Survey findings show that the image of Yorkshire overall, and of York have all been enhanced as a result of hosting the event and can expect increased visitor numbers as a result in future.

Of Stage 1 and 2 spectators from outside Yorkshire, 75% strongly agreed they would be more likely to recommend Yorkshire to friends and family. Of the same group, 72% said their image of Yorkshire had been enhanced and that 66% would be more likely to visit Yorkshire for a short break or holiday.

76% of visitors to York said they were more likely to recommend Yorkshire to family and friends, 68% said they were more likely to visit Yorkshire for a short break or holiday and 59% said their image of Yorkshire had been enhanced. While the questionnaire asked about Yorkshire, the fact that these were spectators in York suggests that the city is likely to see an increase in visitors in future.

Figure 22: More likely to recommend host regions to family and friends

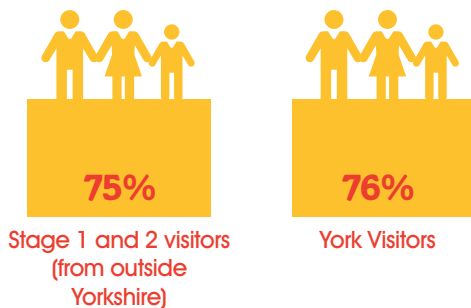
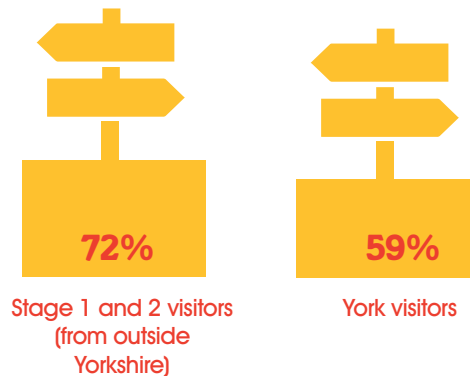


Figure 23: More likely to visit Yorkshire for a short break or holiday

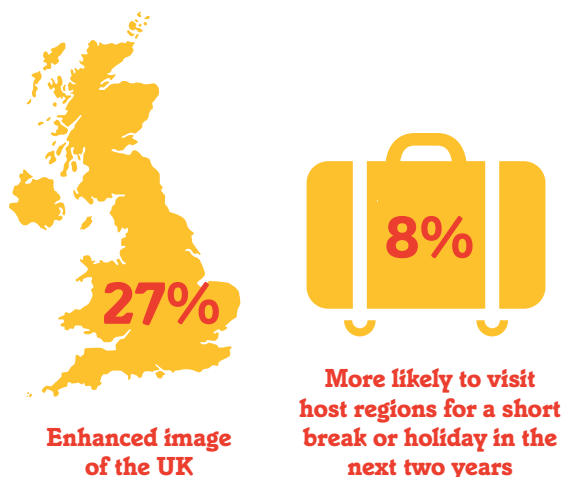


Figure 24: Enhanced my image of the host regions as a tourist destination



Of the National Omnibus survey respondents, 27% said that they strongly agreed that the image of the UK overall and the areas that hosted the Tour have been enhanced. The equivalent of 4 million people (8% of respondents) said they were more likely to visit these areas.

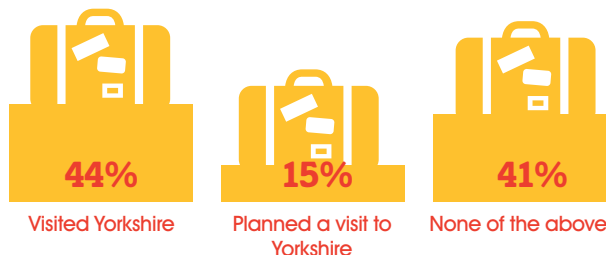
Figure 25: Enhanced image of the host regions



The spectator follow-up survey suggested that repeat visits are already happening. In the three month period after the event, 44% of non-residents who visited to watch Stages 1 or 2 have visited Yorkshire again in the three month period following the event. This supports the view that the economic boost to the areas that hosted the Tour de France will continue to see the benefits in the future and not just in the short period before, during and after the race.

Figure 26: Visiting spectators revisiting host regions

Stage 1 and 2 visitors from outside Yorkshire

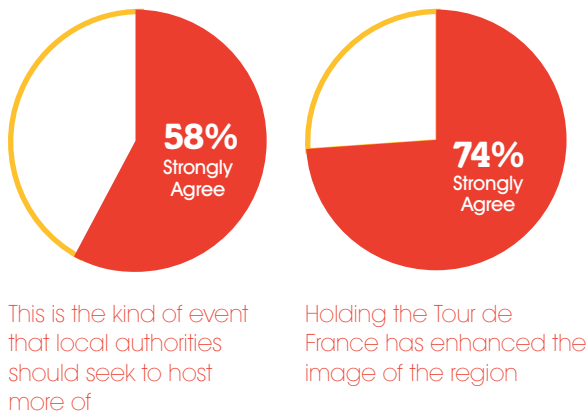


Businesses views on the future impacts of the event

As discussed earlier, while some local businesses were adversely affected, a large proportion agreed that the Tour was a good thing for their respective local areas. Nearly three quarters of businesses in Yorkshire (74%) strongly agreed that the image of the region had been enhanced. The survey showed that Yorkshire businesses were unanimous in thinking that the region had benefitted from hosting the Tour overall.

54% thought tourists would be more likely to visit Yorkshire for a short break or holiday as a result of the Tour de France.

Figure 27: Business perspectives on future impacts of the Tour de France





Appendix:

Methodology

The evaluation framework used in this study was designed to measure the social and economic impacts of the three UK Stages of the Tour de France 2014. We were guided by the nationally recognised, industry standard methodology developed by UK Sport - eventIMPACTS. In line with the eventIMPACTS framework, all the expenditure of attendees who were residents of a defined host region was excluded, as was the expenditure of all 'casual' spectators - i.e. those for whom the event was not their main reason for being in the given area.

Because this was a unique event, on a large scale and with activities specifically designed to increase interest and engagement in the event, we have also looked at other information to help describe its impacts. We know that not all of these can be measured in numbers or pounds and pence – some things are more intangible but still very valuable.

An independent, specialist research agency (SPA Future Thinking) was commissioned to carry out the primary research, which included four surveys (outlined below).

Four surveys

1. A face to face survey of over 4,000 spectators was completed over the three days. Fifty interviewers were positioned along the route each day to ask questions about:
 - Where people live;
 - Whether they were aware the Tour was coming to the UK;
 - Where people watched the race – and whether they planned to watch in more than one location, or on more than one day;
 - How much money people spent on average during their trip (how many nights they stayed, in what accommodation, how much was spent on food and drink for example);
 - How many were in their group;
 - How people travelled to the event;
 - How often people cycled or were physically active
 - Whether the Tour would inspire them to cycle more or be more active; and
 - People were asked about their perception of the local area and whether they would recommend it to friends and family to visit.
2. The 8,000 volunteer Tour Makers were asked a similar series of questions to understand their experiences, spending patterns, perceptions of the local area and other impacts the Tour might have. Around 2,200 Tour Makers responded to this survey.
3. A survey of over 700 businesses across the three UK stages was carried out immediately following the event with a follow-up three months afterwards. Businesses in the visitor economy and cycling sector were targeted, particularly those near the routes, as they were the most likely to have felt an effect from the Tour. Businesses were asked about:
 - any impacts on their turnover both pre-, during and post-event;
 - whether they had done any specific marketing or promotion work associated with the Tour de France;
 - whether they had employed any additional staff specifically because of the Tour;
 - awareness of the Tour taking place;
 - the potential long-term impact to their business and to tourism in their area, the perception of their local area, and if they thought the event would inspire more people to cycle more often;
 - whether local authorities should stage similar events in the future; and
 - to get a balanced picture we also asked specifically

This sample size gave overall confidence intervals of +/- 1.53 for the three stages overall – this means that our results are reliable.

From this, 1,200 spectators who agreed were re-contacted three months after the event to ask whether they had cycled more, so we could see if people's behaviour had changed as a result. Around 300 people completed this follow-up survey.

about any negative, as well as positive impacts.

4. An online survey was undertaken a week after the event with a nationally representative sample of the UK adult (over the age of 16) population. This 'national omnibus survey' of 2,000 people was used to benchmark awareness of the event across the country, the inspiration to increase cycling participation and recognition of the host regions and likelihood to visit. The sample was also asked whether they had watched the race in person, which was used as a cross check of other spectator counts.

Other information sources

A project team then brought this together with 'wider' information. This included:

- a detailed assessment of the spending of the main delivery organisations (local authorities, Transport for London and TdFHUB2014 Ltd) and the impact on local supply chains;
- a detailed set of case studies which were collected to show the range of experiences of the Tour. These included stories from local businesses, schools and community groups that described special activities or events that were put on to celebrate the Tour. The team collected nearly 300 in total, 29 of these are reproduced in this report;
- the evaluation of the Yorkshire Festival conducted by &Co Cultural Marketing;
- information and research from a range of partners, including the local authorities, National Park Authorities, Transport for London, TdFHUB2014 Ltd., METRO, British Cycling and Cycle Yorkshire; and
- trends from social media, such as Facebook and Twitter to shine a light on what people were saying about the Tour – including the riders themselves.

The framework we have used for this study therefore allows us to look at both the economic impacts of the Tour and the social and inspirational impact it had on people.





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Meeting Dates	Learning & Culture Overview & Scrutiny Committee - Work Plan 2014-15
Wed 18 June 2014 @ 5:30pm	<ol style="list-style-type: none"> 1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report 2. Scoping Report on Potential Topics for Review in this Municipal Year 3. Overview Report on CYC Stonewall Challenge (Yvette Bent) 4. Workplan 2014/15
Wed 22 July 2014 @ 5:30pm	<ol style="list-style-type: none"> 1. York Theatre Royal – SLA Performance Bi-annual Update Report (deferred to September meeting) 2. Year End Finance & Performance Monitoring Report 3. Bi-annual progress report on Safeguarding & Looked After Children 4. Overview Report on Project Plan for Narrowing the Gap 5. Careers Review - Update on Implementation of Recommendations 6. 'School Based Teaching on Entrepreneurship' Review Scoping Report 7. Workplan 2014/15
Wed 17 Sept 2014 @ 5:30pm	<ol style="list-style-type: none"> 1. York Theatre Royal – SLA Performance Bi-annual Update Report (Liz Wilson attending) 2. Update on Refresh of Equalities Scheme inc. Introduction to relevant focus areas (Charlie Croft) 3. First Quarter Finance & Performance Monitoring Report (Richard Hartle) 4. Update on Parks Development (Dave Meigh) 5. Attendance of Chair of York Safeguarding Board for Bi-annual Update (Simon Westwood attending) 6. School Improvement and Ofsted Update on Schools Performance (Maxine Squire) 7. Workplan 2014/15 inc. verbal update on ongoing reviews
Wed 19 Nov 2014 @ 5:30pm	<ol style="list-style-type: none"> 1. York Museums Trust – Partnership Delivery Plan Bi-annual Update Report & Update on implementation of previous scrutiny recommendations (Charlie Croft & Janet Barnes) 2. Explore York Libraries and Archives Mutual Ltd SLA & Bi-Annual Update (Fiona Williams) 3. School Results Outturn (Maxine Squire) 4. Scoping Report on proposed 'Narrowing the Gap' Scrutiny Review (Maxine Squire) 5. Workplan 2014/15 inc. verbal update on ongoing reviews

<p>Wed 21 January 2015 @ 5:30pm</p>	<ol style="list-style-type: none"> 1. Attendance of Chair of Learning City (Alison Birkenshaw - invite accepted) 2. Attendance of Chair of York@Large (Chris Bailey - invite accepted) 3. Second Quarter Finance & Performance Monitoring Report (Richard Hartle) 4. CYC Bi-annual progress report on Safeguarding & Looked After Children including update on CYC's strengthened Referral and Assessment Arrangements (Eoin Rush) 5. GCSE Results Update (Maxine Squire) 6. Update on proposed scrutiny review of Tour de France 7. Workplan inc. verbal update on ongoing reviews
<p>24 February 2015 @ 5.30pm</p>	<ol style="list-style-type: none"> 1. York Theatre Royal – Service Level Agreement Performance Bi-annual Update Report (Liz Wilson) 2. Draft Final Report –‘Disabled Access To York’s Heritage & Cultural Offer’ Scrutiny Review 3. Draft Final Report – ‘Narrowing the Gap’ Scrutiny Review 4. Workplan in. verbal update on ongoing reviews
<p>Wed18 March 2015 @ 5:30pm</p>	<ol style="list-style-type: none"> 1. Attendance of Cabinet Member for Education, Children & Young People's Services – Update on priorities and challenges for 2014/15 (invite accepted) 2. Attendance of Cabinet Member for Leisure, Culture & Tourism – Update on priorities and challenges for 2014/15 (invite accepted) 3. Attendance of Chair of Safeguarding Board – Bi-annual Update 4. Third Quarter Finance & Performance Monitoring Report (Richard Hartle) 5. Update on Implementation of Children & Families Bill (Eoin Rush) 6. Draft Final Report – ‘Entrepreneurship in York Schools’ Scrutiny Review