
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 Party 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 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.

¹

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

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 for 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
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Wards Affected: All	√
<i>For further information please contact the author of the report</i>	

Background Papers:

- Impact of the UK stages of the Tour De France – Three Inspirational Days December 2014
- Cycle Yorkshire Progress Report 2013/14
- Slides – Dave Atkinson
- Impacts of the Tour in York

Annexes - None