

Sheffield

UK City of
Culture 2013
Candidate City

Sheffield





Sheffield



2013

Reasons why

World Class

A journey from Mars, Paris, London to Sheffield. Our programme will be international and out of this world.

Created and Made in Sheffield

DIY culture for **everyone**

City of culture

Largest theatre complex outside London, double the national average working in cultural industries, a buzzing arts scene, rich heritage, international artists and great art

Digitally driven

User-generated content built on the first regional super-fast broadband in the UK

Everyone on board

Pledges of support from 200 organisations, 1000 people, 2000 Facebook fans, every community assembly and rock solid political backing

Big enough to create national impact

But small enough to inspire future UKCC bidders

A city that delivers

Every time, on time

Ready to go

£1M commercial sponsorship now in place, over £3.5M guaranteed from the city and our UKCC programme starting to roll now.

Visitors love us

Accessible, walkable, safe, friendly and relaxed and the world's second busiest national park inside the city boundary!

International

Five international airports and nine million people within an hour and 128 languages spoken in our schools

Our stage is set

Already completed major investment in venues and spaces – and just unveiled the Crucible and Tudor Square

Legacy NOW

We've been building our UKCC legacy since the day we decided to bid!

And yet...

We're a city that **still needs step change** in mass participation, tourism and our creative economy. This will be our **lasting legacy**

Let's create something amazing!

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Section A: Summary

Section A: Summary

World Class Sheffield

Our programme includes everything from community activities to international events. World Class Sheffield.

- Warhol and Koons
- Turner Prize
- S2013 – Paris, London, Sheffield
- DIY culture
- Sheffield Twinned with Mars
- Digitally connected
- Sheffield 2013 TV
- Sheffield Music City
- UK's biggest children's festival
- 1000 Great Ideas
- Sky Edge
- Sheffield Theatres 13 Programme
- BBC Electric Proms
- World Creative Forum
- International contemporary metalwork design award

Created and made in Sheffield

Sheffield: UK City of Culture 2013. We will make it happen. The city has the people, the passion, the venues and spaces, the programmes and expertise – and most importantly, the ideas and creativity – to make Sheffield an amazing UK City of Culture in 2013.

In Sheffield, we create and make things and then export the best around the world. We always have and always will. So it is with UK City of Culture. The people of the city will be invited to create and make our programme. However, although much of it will be sourced locally, the programme will be international in standard and global in outlook and will therefore reach out across the UK and beyond.

Our bid is about our people – their innate creativity and instinct to get involved. However, UKCC will take this to a whole new level by aiming to involve everyone and bring them centre stage. This is more than just consulting them or inviting them to watch. This will be a programme 'by and with' the city's people – not done 'to or for' them.



The bid is therefore a call to action to the people of Sheffield and an invitation to our national and international visitors to:

- take part – not just watch
- create – not just consume
- perform – not just spectate
- upload – not just download
- export – not just import

This is DIY culture. In Action. As a result, we'll create something amazing in 2013.

Our ambition for UK City of Culture goes way beyond culture! We see 2013 and the lead-in years having a transformational impact on the city's wider regeneration. It will provide the 'tipping point' that will energise our next wave of redevelopment.

As with Liverpool, so it is with Sheffield. Both cities are re-defining themselves and seeking the 'X factor' that will secure future success. Sheffield will capitalise on the critical mass offered by UKCC to create an irreversible shift in our cultural offer, our confidence and our creativity.

Section A: Summary

A city that delivers

Our success as UKCC will be built on our relentless focus on what matters most, namely:-

1. a world class programme – with digital technology at it's core
2. unequivocal political and whole city support
3. realism and strong management
4. commitment to legacy

Our proposals for each of these are set out in detail in this bid document. Sheffield is known nationally and regionally as a city that delivers. This reflects the city's historical record of 'honest endeavour' and is most recently reflected in our physical regeneration of the city over the last decade.

Our UKCC plans are measured and realistic and will be delivered.

Our programme – first and foremost

Sheffield understands that, above all else, the success of UK City of Culture will be rightly judged by the quality of its programme. We also know that programmes can easily drift and become shapeless.

The central importance of the programme means that it has to have rock solid foundations that will allow it keep shape and keep to budget. Ours will not and cannot be a 'something for everyone' programme. This wouldn't work, nor is it affordable or realistic.

Instead, our programme has been built on a crystal clear and immovable narrative of 'people taking part'. All of the people – residents and visitors. This is DIY culture. This is our goal and is therefore the 'golden thread' that runs through our programme.

However, **the programme must also have clear 'cornerstones' or themes to define and guarantee its shape and scope.** These are the tests that determine the programme content – what goes in and what doesn't. They are illustrated in the programming strategy opposite.

Our focus on 'taking part' isn't a recent invention or new convenience for our bid. Far from it. It's central to the way in which the city will take culture forward – whether we win UKCC or not.

This is because:

- it reflects the city's cultural strengths and distinctiveness;
- it's what the Sheffield public and our cultural sector has told us in all our consultations;
- we also believe it gives our UKCC a distinctive and competitive edge.

The programming strategy is illustrated below:



Collaborative in every way

Partnership and collaboration have been critical to our UKCC success so far and so it will remain. Not least is the city's commitment to establishing a winning partnership with DCMS.

Sheffield knows that a successful UKCC is a two-way relationship. A balance between what Sheffield can give to UKCC and what UKCC can give to Sheffield. **A success shared.**

We have therefore set ourselves the target of exceeding expectations – of our people, our partners, our visitors, artists and of course, DCMS. We believe that Sheffield can give UK City of Culture everything it needs – and more.



Section A: Summary



We also recognise the importance of the winning city collaborating nationally and internationally and we've therefore already made a start:

- a) taken the lead with our fellow UKCC bidding cities in formally proposing that whatever the outcome of the bidding process, there is a subsequent coming together of the cities in a seminar to share our bidding experiences and our development plans for the future;
- b) secured international collaborative agreements with Guimaraes and Maribor – both are European Capitals of Culture in 2012 and Kosice, which will be European Capital of Culture in 2013;
- c) secured a mentoring agreement with Ruhr 2010, European Capital of Culture.

We pass three vital tests

2013 will be the first-ever UK City of Culture. Everyone will be watching. To secure the long term future of UKCC, **we believe the chosen city for 2013 will need to pass three key tests:**

- **big enough** to create national impact...
- **small enough** to inspire future UKCC bidders...
- but a city that still **needs step change**

We believe Sheffield passes all three tests.

A truly reciprocal relationship

Sheffield is not known for 'chasing trophies'. We only bid for events where we think we can genuinely offer something of real value to both the event and of course back to the city.

Sheffield's long term prosperity will be determined by its creativity and quality of life. It is already a great place to live – with an outstanding cultural offer and an unrivalled 'great outdoors'. Our economic transformation over recent years has been remarkable – not least our burgeoning creative and digital industries.

However, there is much still to do. The city is changing but slower than we would wish. New acceleration and momentum is all. UKCC will offer us just that.

Our bid for UK City of Culture is therefore at the heart of our long term plans. Equally, we understand the huge responsibility of setting the standard for UKCC, creating legacy and giving it a flying start.

We believe that Sheffield would create and make a truly great UK City of Culture – great for Sheffield and great for the future of UKCC. A reciprocal relationship offering both a springboard into the second half of the decade.

Section A: Summary

Sheffield: UK City of Culture – twenty reasons why

It's clear to us that Sheffield can offer significant benefits to UKCC. Our aim is to 'create something amazing' for Sheffielders, for our visitors and for the UK. In summary, **Sheffield will offer UKCC the following:**

- **A unique programme** – that is distinctively '**created and made in Sheffield**' and is therefore authentic and independent but is also outward looking and speaks to people across the UK and beyond;
- **Clear vision** – a programme that is crafted and performed '**by and with**' the city's people and our visitors. The focus will be on people **taking part, DIY culture** – user generated content driving participation, originality and creativity;
- **Ready to go** – the momentum is with us, having already secured multi-million pound support from the City Council, **£1M of commercial sponsorship**, two national businesses signed as 'Partners in Principle' and agreed our governance and management structures;
- **New audiences** – the programme's focus on participation will be underpinned with a passion to reach new audiences and **bridge the participation gaps** within and across communities;
- **A city committed to culture** – the city already enjoys multi-million pound annual investment in culture – with mainstream spend combined with additional UKCC spend amounting to **£189M between 2010 and 2014**. This sits alongside the recent **unprecedented capital investment** in major public realm projects, Sheffield City Hall, Winter Garden and The Crucible Theatre and Tudor Square;

- **An outstanding cultural and creative city** – Sheffield has 7.2% of its working population employed in the creative and digital industries – almost **double the national average**. We have 15 Arts Council RFOs; the **largest theatre complex outside London**; a newly signed 5-year partnership with the **V&A**; a partnership with **Tate Britain**; a leading-edge digital and creative industries sector having recently opened the world class '**Electric Works**' offering 600,000 square feet of city centre office space designed specifically for creative and digital businesses;



"AS A CITY THAT PRIDES ITSELF ON ITS HISTORY OF CREATING CULTURE, SHEFFIELD HAS THE PASSION AND CAPACITY TO MAKE IT HAPPEN"

Sean Bean

- **An outward looking city** – Sheffield has made it's name on global trading and international connections. We are a diverse and international city, perhaps best illustrated by it becoming the UK's first '**City of Sanctuary**' for asylum-seekers and refugees—a city that takes pride in the welcome it offers to people whatever their circumstances;
- **World class programming** – that will build on Sheffield's global reputation for quality by inviting **international artists, writers and performers** to co-produce and curate in the city, but also by exporting the best of our programme internationally;

Section A: Summary

- **Synergy and invention** – the programme will push back boundaries, go beyond them and reconnect them in new ways. This gives us **'cross-over'** – spanning art forms, communities, sectors and nations;
- **The unexpected** – Sheffield won't rely on doing what's already been done. We'll focus on things that have never been done before. We'll do things differently – in different ways, in different places and spaces, with different people and at different times. **Difference is what will make the difference!**
- **Unanimous political support** – our bid has been scrutinised, dissected and put back together by every Councillor on the City Council. The result is formal endorsement by all Councillors, MPs and all parties. On this issue, there is political consensus, whatever the political make-up of the Council;
- **Buy in from the culture sector, the city and the region** – our bid has the backing of the culture sector and the people of Sheffield. We know this because we've gone out and asked them face to face, having just completed the **city's biggest-ever consultation** exercise on our bid. There has been unanimous support from artists, agencies, businesses, community organisations and the general public. We've also engaged our regional partners – the cultural agencies, the City Region and our neighbouring cities;
- **Capacity and range** – Sheffield has the **capacity to deliver from big through to small** – from the 13,000 indoor arena and 50,000 outdoor stadium, outstanding parks and world class public spaces down to the most intimate venues such as the Leadmill, City Hall and the Crucible Theatre;
- **Track record of delivery– the city will deliver and our record proves it** from hosting the 2009 BBC Sports Personality of the Year awards through to the 2008 Indian International Academy Awards which was broadcast to an audience of 500 million;



- **Realistic and certain** – the city has a hard-won reputation for **doing what we promise** and never overstressing ourselves in terms of funding or ambition. Sheffield has put forward a realistic and costed UKCC programme and a management structure that we know we can deliver;
- **Our communities will be central** to shaping and delivering the programme. It will therefore reflect the richness and diversity of our communities, but also bring their unrivalled breadth and depth to programme delivery;
- **Collaborative** – over the last two decades the city has achieved unrivalled regeneration on the back of **cross-sector partnership** – this has transformed our city centre and our wider economic prosperity. Equally, the creative and digital sector has grown through **collaboration, sharing and open innovation;**

**"SHEFFIELD IS A HIGHLY
CREATIVE CITY–IT'S A
GENUINELY MAJOR CITY
OF CULTURE"**

Martyn Ware (Heaven 17)

Section A: Summary



- **International city** – Sheffield’s name is **internationally recognised and built on creating and making**; the city is highly **accessible** with five international airports within an hour, high speed rail links to London St. Pancras and onwards to European destinations; we have **128 languages spoken** in our schools and **nine million people live within an hour of the city**;
- **Exceptional tourist experience – our visitors tell us they love Sheffield** – for it’s nightlife, shopping, green spaces, the world’s second most popular national park within the city boundary (Peak District National Park), our public realm and of course our sporting and cultural programmes. They also love the fact that Sheffield is the **least congested** city in England; statistically shown to be one of the **safest cities** and everyone tell us we’re probably the **friendliest!**

“IN THE MIDDLE OF A TOUR OF BRITISH VENUES, I CAN HONESTLY SAY THAT MY EVENING AT SHEFFIELD STANDS OUT AS THE MOST REWARDING OF THEM ALL”

Stephen Fry

- **Of our time** – Sheffield’s UKCC programme will reflect the economic and social challenges of our times – both in its realistic levels of investment but also it’s focus on ‘taking part’ and user generated content.

In short, Sheffield will give UKCC a **fitting follow on from Liverpool** and one that has resonance and meaning for the whole of the UK.

Legacy NOW – what UKCC will offer Sheffield
We don’t see winning UKCC as being ‘crowned for a year’ – instead it will offer the city the potential for lasting and wide ranging legacy – starting immediately. We see it as central to our plans and like all other major events it will be embedded in everything we do so as to avoid ‘parallel plans’ – one for UKCC and a separate plan for the city. We will also avoid the trap that many cities fall into which is thinking that legacy starts after the closing ceremony. For Sheffield, **the focus is on Legacy NOW**. Right now is the time to capitalise on the energy and opportunity of UKCC – **2013 starts in 2010!**

We also know that legacy never happens by chance. It has to be planned and worked for. We have therefore already started work on building our UKCC legacy – re-branding the city’s image, reviewing our tourism offer and using our bid to provide ‘oil and glue’ to the cultural sector like never before.

Section A: Summary

However, this is merely the start. Beyond the bidding stage, we see three strategic benefits that UKCC will give to Sheffield – creativity, participation and city transformation. Work has started on all three and they are summarised below.

The UK's most creative city

Sheffield has a worldwide reputation for creating and making products of the very highest quality and exporting these around the world. For us, culture and creativity are major drivers in delivering our economic priorities.

The city still creates and makes – with the highest proportion of manufacturing employment in any major UK city.

However, talent and creativity are becoming the 'differentiators' between international cities that increasingly feel and look the same. Sheffield 'gets this' and our economic development company, Creative Sheffield, is living proof! We know that prosperity will increasingly depend on our ability to generate ideas which can then be sold to the world.

UKCC will provide the 'heat and energy' to accelerate the growth of Sheffield's creative economy and help us to build on our existing worldwide reputation for innovation, fostering creativity in the wider economy.

Sheffield is therefore a city that is changing rapidly and increasingly focused on generating ever-greater creativity and innovation, promoting talent, changing outside perceptions and rediscovering the city's self confidence.

Our UKCC bid is therefore at the heart of our economic strategy – it will be a major driving force for generating new creativity and accelerating us towards our strategic goal to be the UK's most creative city by 2020.

Mass participation

Of course, the impact of greater cultural activity on our economic prosperity is inseparable from its role in promoting quality of life. We know that in the next five years, quality of life will be especially important as the city and the UK fights its way out of the global recession.

Sheffield has therefore committed unprecedented levels of investment in cultural activities, events and facilities over the last ten years – most recently the multi-million pound refurbishment of the Crucible Theatre and the world class public realm that is Tudor Square. We know that culture has the power to change lives, to bring communities together, to generate pride and confidence and to make a city a great place to grow up and live.

However, culture in Sheffield goes beyond our major institutions and city centre assets. It has always been about our people, their desire to get involved and participate, to create and make and to do it in an authentic and independent way.



Digital technology provides new opportunities for us to extend participation even further – to new audiences in totally new ways.

Our UKCC bid is therefore at the heart of our cultural strategy – it will be the catalyst that delivers mass participation. The city's investment in our cultural infrastructure in the last decade has 'created the stage'. Our bid will focus on inspiring people – residents and visitors – to take part!

Section A: Summary



“THE CITY HAS A THRIVING ARTISTIC COMMUNITY AND IT CONTINUES TO ENCOURAGE PEOPLE TO ACHIEVE GREAT THINGS IN THEIR OWN WAY”

Matt Helders (Arctic Monkeys)

City transformation

Sheffield is an ambitious city. It is a city with a global reputation for world class products. However, it's also a city where economic and social transformation are unfinished. **We have reached a pivotal moment.** Our regeneration over the past ten years has been remarkable by the standards of any UK city. However now is the time to accelerate, to show courage and be even more ambitious.

As with the transformation of the city, so it is with culture. Our participation figures in the arts are largely static and none are in the national top quartile. Our tourism figures and hotel occupancy are below where they should be for a major city. The city's reputation for culture is rightly headlined by international brands such as Jarvis Cocker, the Arctic Monkeys and the Crucible, but this doesn't do justice to the breadth or distinctive character of Sheffield's cultural offer and the instinct of people in the city to get involved and take part.

Our UKCC bid is therefore at the heart of our transformation strategy. It will deliver a critical mass of creativity, self-confidence and cultural activity and provide the 'tipping point' for step change in our economic, social and cultural prosperity.

In short, UKCC will give Sheffield a **new momentum, acceleration, renewed confidence and a lasting legacy** in the pursuit of our goals of creativity, participation and transformation.

Sheffield: UK City of Culture 2013

**Section A:
Summary**



Section B: Your Area

Section B: Your Area

City of Culture

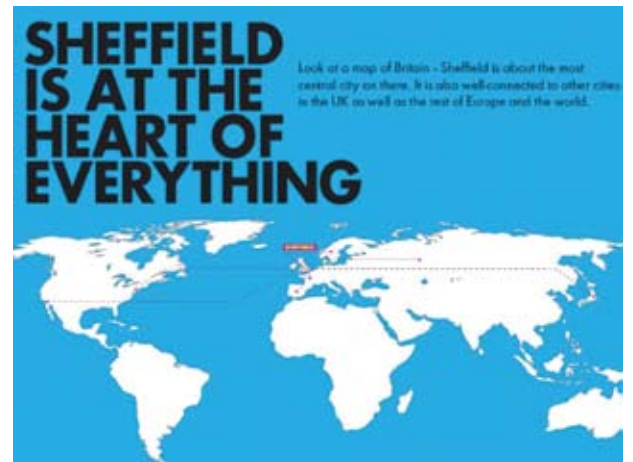
Our bid focuses on the city of Sheffield – the 4th largest city in England with a population of over 500,000 people. This area makes sense as a UK City of Culture because:

- the city is a distinctive and internationally recognised location: Sheffield has a clear identity for national and international visitors. Uniquely spread across seven hills and valleys, with a tangible city centre, Sheffield has been forged to fit the needs of its industries and it continues to change as the economy and population gradually transforms. **A city that became famous for the 'Made in Sheffield' tag of its cutlery and steel, is becoming a city renowned for its cultural offer and creative industries** – all distinctly created and made in Sheffield.
- the city has the capacity to deliver an international programme: **7.2% of the city's working population is employed in the creative and digital industries** (almost double the national average); we have the largest theatre complex outside London; our cultural venues cater for almost every scale and type of event from a 50,000 outdoor concert and 13,000 indoors right through to the most intimate concert and performance venues, including parks and public spaces. We have the UK's fastest growing tourism sector, there are 8,500 guest bedrooms within 20km of the city centre and we have five international airports within a one hour drive.

Region of culture

Moreover, by bidding for UK City of Culture, Sheffield is fronting a wider region that spans Yorkshire, Derbyshire and the East Midlands. As a 'Core City', Sheffield has always played a leading regional role in culture. For example, the city's museums service is the regional lead for the Yorkshire HUB Museums Partnerships and Sheffield is currently playing a lead role in developing the region's Cultural Olympiad programme.

Since being shortlisted for UK City of Culture, the city has taken this lead role to a new level with a programme of consultation with all our sub-regional districts, including Derbyshire



and the Peak District National Park and the surrounding big cities of Leeds, York, Bradford and Hull. We also have in principle support for joint programming and promotion with Manchester. Clearly if Sheffield becomes UK City of Culture then we will use the new-found momentum to progress these discussions and deliver a 'hub and satellite' model of **joined up programming across the region**.

The city will also build on the lessons of Liverpool in their successful work in developing a region wide programme across the North West.

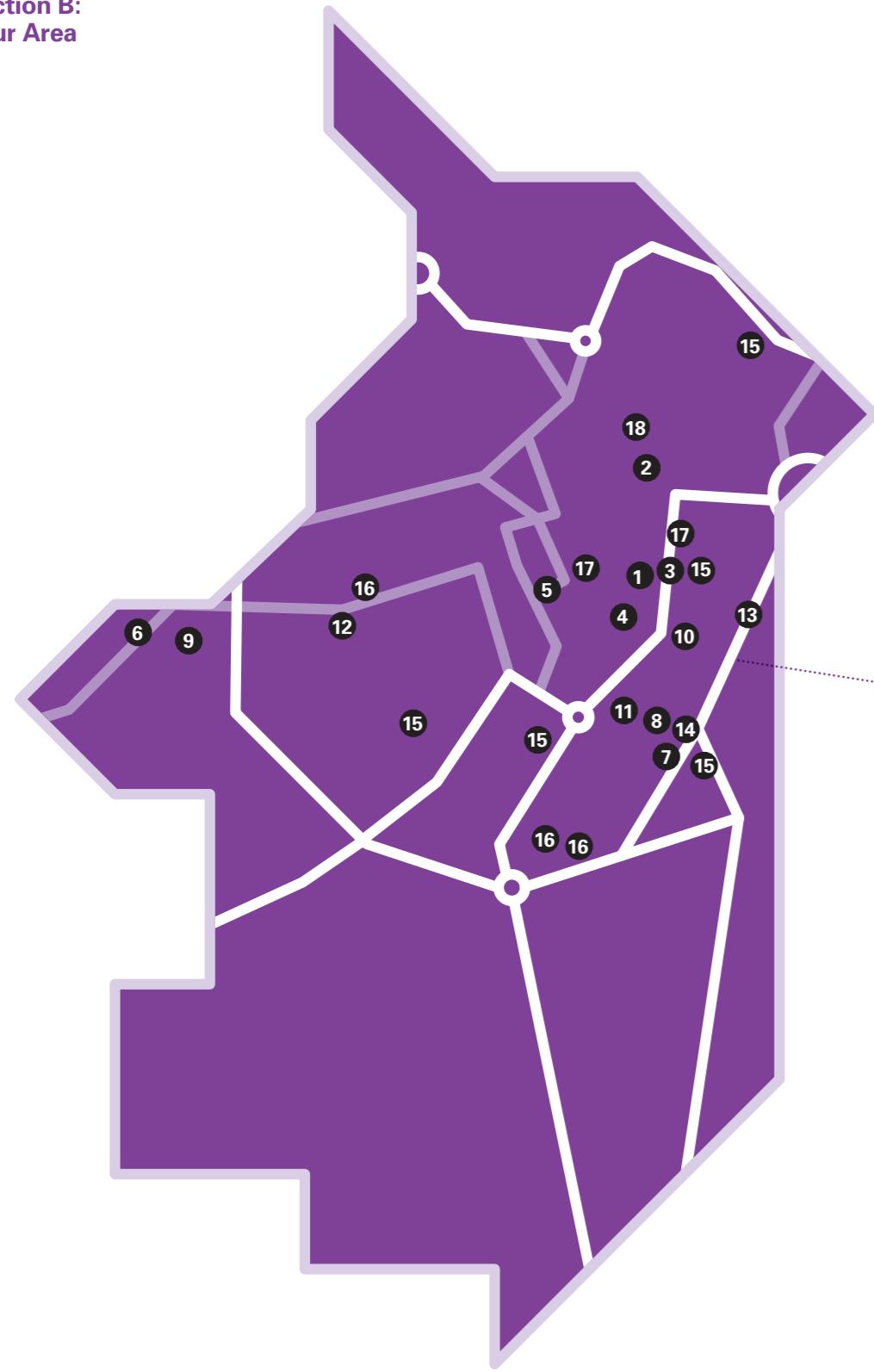
Tourism

Sheffield's range of visitor attractions reflects our cultural and sporting programmes, our industrial heritage, our music legacy, our green spaces, our proximity to the outstanding natural environment of the Peak District and our worldwide reputation for creating and making products of the highest quality.

Sheffield also has a central role in the wider Sheffield City Region and has a significant positive economic impact on its hinterland of Rotherham, Barnsley, Doncaster, North East Derbyshire, the Peak District National Park and North Nottinghamshire.

We will work with our regional tourism partner, Welcome to Yorkshire, to ensure that Sheffield contributes to a diverse regional tourism offer by building links to Welcome To Yorkshire's inspirational and targeted themes for helping visitors get to know the region: artistic, heritage, events and festivals, city life and the outdoors.

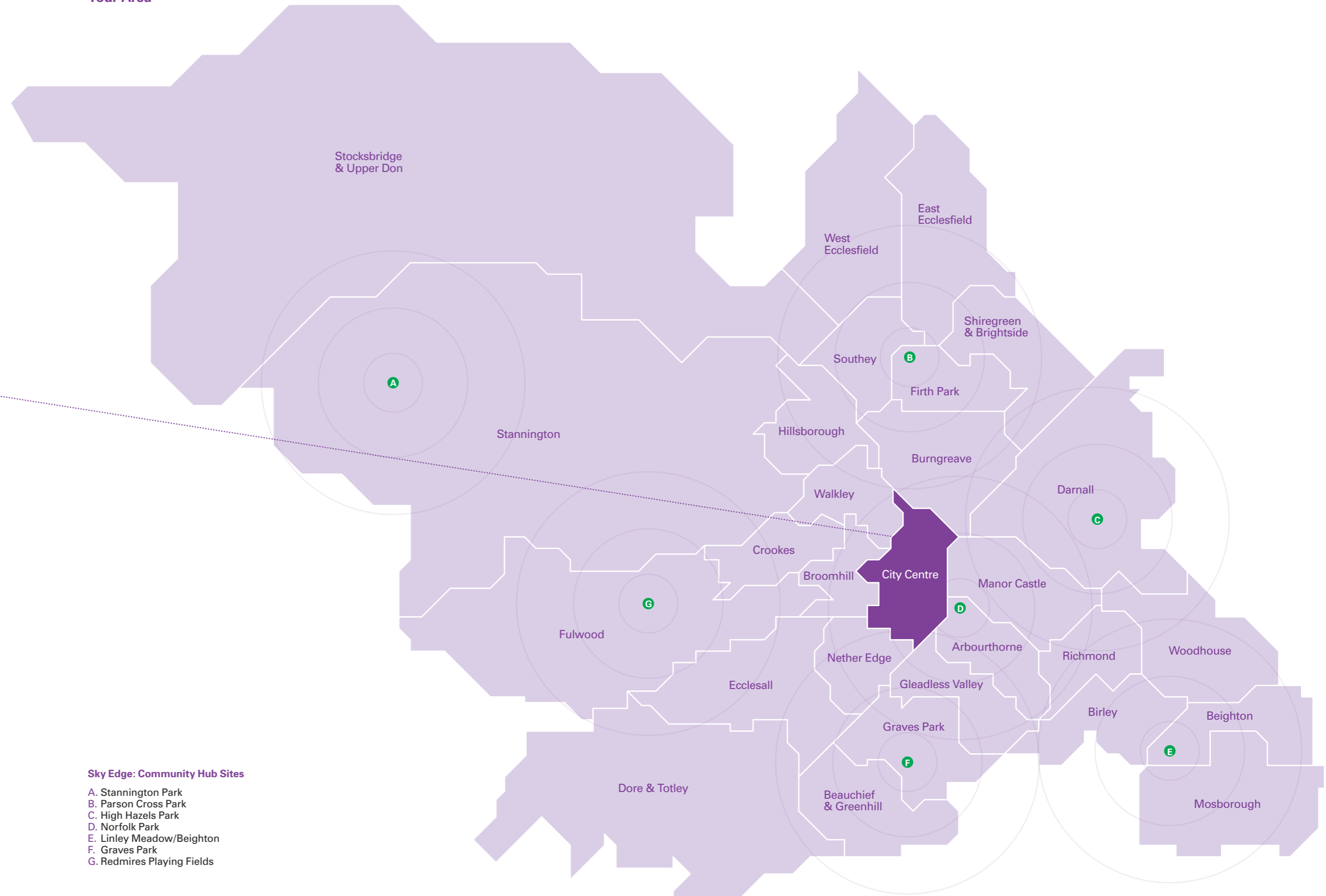
**Section B:
Your Area**



- 1. Sheffield Theatres (Crucible Theatre, Lyceum Theatre and Crucible Studio)
- 2. Millennium Galleries
- 3. Graves Art Gallery, Central Library & Library Theatre
- 4. Winter Garden
- 5. City Hall
- 6. Weston Park Museum
- 7. Site Gallery
- 8. Yorkshire Artspace Society
- 9. University of Sheffield

- 10. Sheffield Hallam University
- 11. Butcher Works
- 12. Devonshire Green
- 13. Electric Works
- 14. Showroom & Workstation
- 15. O2 Academy, Plug, Leadmill, Corporation, The Boardwalk
- 16. Artists' Studios (Bloc, S1, Sylvester Space)
- 17. Montgomery Theatre
- 18. Bank Street Arts

**Section B:
Your Area**



- Sky Edge: Community Hub Sites**
- A. Stannington Park
 - B. Parson Cross Park
 - C. High Hazels Park
 - D. Norfolk Park
 - E. Linley Meadow/Beighton
 - F. Graves Park
 - G. Redmires Playing Fields

Section C: Overall vision and step changes

Section C: Overall vision and step changes

Our vision for UKCC flows directly from our existing vision for culture in Sheffield – but of course UKCC greatly increases our ambition in terms of excellence, engagement, diversity, innovation and inter/national outlook.

Our UKCC vision has real meaning because;

- it's seamless with the city's long term culture strategy;
- it's built on what the sector and the wider public have told us about culture in Sheffield;
- it mirrors the city's history of people getting involved and taking part;
- it reflects what Sheffield does best – combining creativity with deliverability.

Our vision is:

Let's create something amazing!

This is a call to action to the people of Sheffield and an invitation to our national and international visitors to:

- take part – not just watch
- create – not just consume
- perform – not just spectate
- upload – not just download
- export – not just import

This will be culture **'by and with'** the people of the city and our visitors. It's **DIY culture underpinned by excellence**. Therefore in 2013, we'll create the programme here in Sheffield and by so doing ensure that it's original, authentic, independent, interactive and international.

"MY SHEFFIELD ISN'T A CITY, IT'S MORE LIKE A PERSON. IT'S THE FEELING YOU GET WITH A FRIEND. IT WELCOMES YOU LIKE NO OTHER CITY I KNOW"
Gandhi Warhol (Film Maker)



We believe our vision is distinctive because:

- it builds on the city's global and historical reputation of the 'Made in Sheffield' brand;
- it rests on the principle of 'user generated content', with a strong digital element and an 'open source' approach to engagement and participation. It therefore connects directly with the political and cultural narrative of our times;
- by definition it will guarantee programme originality and authenticity by being created 'by and with' the city's people;
- it is open, inclusive and international – as exciting and relevant to the city's people as it will be to international artists and visitors who will come to the city to 'create, make and perform' with us.

Leading the way for a creative UK

Our programme reflects all that is original and great about Sheffield but also has significant traction with much wider UK interests and agendas.

DIY UK

This is at the heart of our vision and programme. Partly because this is what Sheffielders are passionate about and are already doing. But also because it reflects the contemporary national and international narrative of people taking part, getting involved, uploading and not just downloading, interacting and active, not passive. Sheffield 2013 would take cultural participation to a new level.

Section C: Overall vision and step changes

Digital UK

Digital participation is a major theme of our programme. We understand the power of digital; we also understand the divide it can create. The opportunity is there for never-before levels of access to cultural content and unleashing the unlimited power for new creativity and invention. The opportunity also exists to widen access to digital technology with 'culture as the hook'. Sheffield 2013 will be pervasively digital, with the new Digital Region Initiative reaching into every home, business and institution to offer unprecedented interventions in digital programming, digital literacy development and the personalisation of a range of 'core' services.

Cross-over UK

Our programme has a strong focus on the 'cross-over' of boundaries. This has strong resonance within Sheffield but also across the UK. We will operate as the hub and broker for the UK creative economy, a 'spike' of extreme collaboration that creates and makes new configurations of art forms, technologies, communities, sectors, organisations and agendas.

Creative UK

Our programme is designed to inject greater creativity into the city's 'bloodstream' – in all aspects of life from schools to communities to voluntary groups, families and businesses. The lessons learnt in developing 'Creative Sheffield' can then be scaled up to inform the sought-after 'Creative UK'.

Seamless UK

Sheffield plans to break out of the UK's traditional two-tier approach to cultural programming – one high profile for selected audiences and the other a community programme for local people. We'll do this through our focus on the programme being participative, digitally driven, city-wide, local to global and centred on active processes of creating and making with a high 'user generated' element.

Inspire UK

A successful UK City of Culture in Sheffield will give a massive boost to the future of the City of Culture in the UK and will play a leadership role for cultural development everywhere. Sheffield will be regarded by many cities in the UK as 'within reach' and our success will inspire many others to bid for 2017 and beyond.

Collaborative UK

Sheffield, as always, would be outward looking in its programme and seek to jointly programme with surrounding districts and other major cities – including all the Core Cities. We will also be working actively with cities across Europe and beyond – to promote UKCC best practice.

Summary of step changes

Sheffield 2013 will trigger a set of social and economic impacts that deliver real and pronounced step change – from the individual to the city to the nation. These changes are summarised below.

Everyone involved

If Sheffield's creativity is to be greater than that of other cities, we know we have to engage our whole population in cultural and creative activities. Our baseline shows that Sheffield is just below the national average with 37.9% engagement in the arts. Our target therefore is that by 2016 Sheffield will have the highest participation rate of any major UK city.





**"SHEFFIELD IS LUCKY TO HAVE
A COMPLEX OF THEATRES
WHOSE IMPORTANCE TO THE
CULTURAL LIFE OF THE CITY
IS MATCHED BY THEIR
NATIONAL PROFILE"**

Samuel West

**Culture 'by and with' our residents
and visitors**

Sheffield will create a step change in engaging its people in actively creating and making culture and not just watching the culture created by others. The city will set itself the ambition of at least 70% of the 2013 programme directly created, produced, made or performed by the city's people – in collaboration with national and international artists.

Visitor economy

Sheffield needs to work much harder to capture a larger share of the visitor economy and the major opportunities presented by the domestic and overseas visitor markets. One of our major ambitions through UKCC is to attract more visitors to Sheffield in 2013 and in subsequent years. We will build on the popularity of the city as an option for short-break leisure tourism by enhancing our events and festivals offer, developing our evening economy and capitalising on marketing and route development opportunities in partnership with our regional airports, in particular Robin Hood Doncaster Sheffield Airport.

The value of our visitor economy in 2007 was around £598M. Our current target for 2013 without UKCC is an estimated £640M. However, with UKCC 2013, we are aiming for a step-change in the value of our visitor economy of just over £300M, in the total number of visitors to the city by just over two million and we are aiming to increase the number of international visitors to the city in 2013 to 500,000+.

Creative economy

Sheffield is a leading UK city for creative production, with one of the largest, most vibrant and distinctive creative industry sectors in the country. We have a 25 year history of targeted investment to support the development of the creative economy. Our economic priorities are particularly pertinent to growing the city's creative economy, developing a flexible and talented workforce as well as opportunities to trade in local, national and international markets.

UKCC will provide us with the impetus to achieve our target to boost the sector to represent 10% of the city's working population by 2015. In addition, we are aiming to achieve a target of 200 new creative enterprises coming out of activities that are directly related to the 2013 programme and to achieve 7% growth in the sector by 2015.

Section C: Overall vision and step changes

Key Table 1: Details of step changes

Step Change	Baseline	Target (in 2013) without UKCC 2013	Target (in 2013) with UKCC 2013	How this has been estimated	How UKCC – the proposed programme and activity – will contribute to delivering this
1. Everyone involved (increase in participation)	NI 10 – 51.5% NI 11 – 37.9%	NI 10 - 53.5% NI 11 – 39.9%	Highest participation rates of any major UK city. Measured by NI 10 and NI 11	Our progress without UKCC will be around 0.5% per year based on our knowledge of the likely levels of investment and any expected impact of the on-going economic downturn. Our UKCC programme will deliver significant increases and allow us to catch up and overtake the best of the major UK cities by 2013.	This is based on the known increase in investment levels in our programme, combined with ‘taking part’ being the focus of our vision and our programme. The city has real life experience of the power of investment in both culture and sport ranging over the last 20 years and has a track record of delivering step change in participation levels following a period of capital and/or programme investment. Specifically our programme will: a) build on and extend existing successful programmes such as the Children’s Festival b) be comprehensive in order to appeal to a range of interests and tastes c) reach out and involve every community of the city and be designed ‘by and with’ the communities d) specifically invest in young people whose participation rates are invariably the most responsive to new programmes e) specifically include high volume themes such as dance and music f) embrace digital technology as a key means of opening up new cultural opportunity.
2. Culture ‘by and with’ our residents and people	Not applicable	Not applicable	70% of Sheffield’s 2013 programme will be created, made, produced or performed by the city’s people	Reflects our core vision of the 2013 programme being ‘created and made in Sheffield’	Our programme will be built on local people taking part and being central to the shaping, creating and delivery of the programme. This will be delivered by a combination of: a) extending participation in existing programmes b) increased consultation and dialogue with communities on design of new programmes and projects c) participation of every child in the city in the programme d) the 1000 Great Ideas initiative – where Sheffield people create and make a genuinely participatory programme e) digital reach – with the Digital Region Initiative bringing cultural participation into every home, business and institution.
3. Sheffield’s visitor economy – value of tourism	£598M (2007)	£640M (estimate)	£943M (estimate)	Based on targets of a 30% increase in day visitors and a 20% increase in staying visitors plus an additional estimate of the contribution of ancillary tourism activities.	By hosting major, world-class events in the city that will attract visitors from the domestic and international markets. By delivering a major marketing campaign with Sheffield UK City of Culture 2013 as our ‘attack brand’ and directed at our target audiences of ‘Talent, Trade and Tourism’ By maximising the impact on our visitor economy by combining ticketing for the UKCC programme with offers in hotels, restaurants, shops, sporting events and transport. By capitalising on marketing and route development opportunities in partnership with our regional airports, in particular Robin Hood Doncaster Sheffield Airport.

Section C: Overall vision and step changes

Key Table 1: Details of step changes

Step Change	Baseline	Target (in 2013) without UKCC 2013	Target (in 2013) with UKCC 2013	How this has been estimated	How UKCC – the proposed programme and activity – will contribute to delivering this
4. Creative Economy	7.2% of working population employed in creative industries	8.2%	10%	Based on currently available data on employment in the creative industries sector	<p>Internationalising our offer by showcasing the city's unique strengths in independent creative production – Sheffield as the 'World Creative Forum' in 2013, operating as the UK's creative broker into the 'BRIC' economies</p> <p>By offering a number of major opportunities for encouraging collaboration, incubating new ideas, products and services that will accelerate growth of the sector</p> <p>By building on recent investments in Sheffield Digital Campus and the Digital Region Initiative</p> <p>By developing cultural leadership and digital programmes to develop the future leaders in the industry</p> <p>By establishing business support activities tailored to the needs of creative businesses in the city, working with key partners.</p>

Summary of step changes

Everyone Involved	Culture 'by and with'	Tourism and visitor	Creative Economy
<p>Issue Static participation rates</p> <p>Baseline NI 10 – 51.5% NI 11 – 37.9%</p> <p>Step Change NI 10 & 11 Highest of any major UK city</p>	<p>Issue Strategic shift in programme design and delivery</p> <p>Baseline Not applicable</p> <p>Step Change 70% of Sheffield's 2013 programme will be created, made, produced or performed by the city's people</p>	<p>Issue Value of Sheffield's visitor economy</p> <p>Baseline £598M (2007)</p> <p>Step Change £303M (increase the target for 2013 from £640M to £943M)</p>	<p>Issue Need for accelerated growth</p> <p>Baseline 7.2% of working population</p> <p>Step Change 10%</p>
<p>Interventions</p> <p>Extend existing programmes</p> <p>Comprehensive programming</p> <p>Community designed</p> <p>Young people's programme</p> <p>High volume themes targeting mass participation</p>	<p>Interventions</p> <p>Extend participation in existing programmes</p> <p>Increased dialogue and consultation</p> <p>Every child participating</p> <p>1000 Great Ideas</p>	<p>Interventions</p> <p>Hosting major world-class events</p> <p>Major marketing campaign focused on target audiences of 'Talent, Trade and Tourism'</p> <p>Smart ticketing</p> <p>Marketing and route development with Robin Hood Doncaster Sheffield Airport</p>	<p>Interventions</p> <p>International creativity event</p> <p>Growth of business-to-business elements of our key cultural festivals</p> <p>Creative industries business support programme</p> <p>Cultural Leadership Programme</p>

Section D: Cultural and artistic programme

Section D: Cultural and artistic programme

Main themes

Sheffield has the ambition, capacity and track record to deliver a world class programme in 2013. Our programme will have creating, making and taking part at its heart.

Between 2010 and 2014, the city's mainstream programme will be dovetailed with our additional UKCC programme to create a **combined programme in excess of £140 million.**

Whilst the bid asks us to focus specifically on new and extended programming, it's important to note that the city will embrace and, where necessary, re-shape our mainstream programme. We will then **seamlessly promote the mainstream with the new.** The mainstream includes **extraordinary events and programmes** such as our comedy festival, the brand new Food Festival, Music in the Round, Danceworks, university programmes, Forced Entertainment, Open Up Sheffield, Yorkshire Artspace society, Butcher Works, Sheffield Cathedral, Site Gallery and Cliffhanger – our celebration of the city's 'great outdoors'.

Let's make music

Sheffield is known internationally for music. We make, play, license and export it to the world. Sheffield Music City will be our main platform for celebrating this rich heritage. We will explore new and inventive ways of making music, developing our talent, converging forms and showcasing our creativity and success. This will include Europe's largest city-centre-based music festival, Tramlines and an unparalleled music development programme. **Our ambition: to make Sheffield the most pioneering, inventive, and participative music-making city in the UK.**

"THE SPIRIT THAT MAKES SHEFFIELDERS SO DISTINCTIVE HAS ENABLED THEM TO DEAL WITH THE CHANGE FROM STEEL CITY TO A CREATIVE CITY OF THE FUTURE"

Michael Palin

Let's connect

By 2013, Sheffield will sit at the heart of the most connected region in the UK when the £90M Digital Region Initiative (DRI) brings super-fast broadband provision to every home and business. This provides a unique opportunity for us to lead in narrowing the 'digital divide' – encouraging digital literacy for disconnected communities and enabling more and more people to create and make. We will launch a new web TV channel, streamed via the DRI, to bring the many layers of cultural programme to everyone in Sheffield and, with the support of our media partners, we will stream (and sell) this to the world. Put simply, we will transform the way we programme culture, engage audiences and create shared content.

Let's be different

Sheffield is a city that experiments and innovates. We rarely follow the trend. The city will turn culture 'inside out' and take it to places and spaces where it is least expected – capturing new audiences in new ways. **In 2013, you won't just find culture in the usual places, you'll find it in amazing places!** This will include mass-participation, cross art form spectacles that are 'out of this world'.

Let's create a lasting legacy

Sheffield, UK City of Culture 2013, will put a generation of young people in the driving seat for culture. The programme will uncover, nurture, inspire and showcase the city's emerging cultural talent. All our projects will actively involve children and young people as curators and creators. This will include attracting artists of international repute to engage and work collaboratively with every child and young person. In Sheffield, and through dialogue with young people across the world, **young people won't just be invited to the UKCC 2013 programme, they will inspire, shape and help make it!**

Section D: Cultural and artistic programme



Let's tell our stories

In Sheffield, our heritage is one of multi-culturalism and internationalism. We have always been a city of refuge and economic migration; and as a city of industry, we develop products and services for the world. We have one of the most diverse populations outside of London, with 128 languages spoken in our schools. But the stories of Sheffield are still not fully told. 2013 presents the opportunity to curate and share these stories with the world. We will continue our work of commissioning international artists to 'write' our stories large onto the fabric of the city and work with communities to help them tell their own Sheffield stories.

Let's invite everyone

In 2013, you won't just find culture in the heart of the city centre, you'll find it in the heart of every community. Our programme will aim to close the 'cultural divide'. We will grow our community festivals, transforming community and heritage spaces into creative performance spaces and develop creative workspaces in our most disadvantaged areas. **We will align with agendas in health, wellbeing and environment** to ensure culture has a transformative impact for all our residents. A Cultural Action Plan for each Community Assembly area will ensure that this work is prioritised and delivered.

"EVERYONE ALWAYS SAYS HELLO"

Sarah Staton (Artist)

Let's take the lead

Sheffield is the best example of a post-industrial UK city that has nurtured quality and talent via its independent creative sector. We will become a city that offers leadership to the national cultural sector, inspiring a new generation of 'creative leaders'. A series of global creative industries events will bring together the best creative talent from around the world – showcasing the best of the UK and the best of Sheffield on an equal billing. For 2013, Sheffield will operate as the World Creative Forum, a hub and broker with global markets and talent. Here we will maximize partnership with emergent 'BRIC' economies of Brazil, Russia, India and China, ensuring our creative industries pitch to the markets of the future.

Let's build on our heritage

Sheffield is a city synonymous with metal, famed for its production of fine cutlery and heavy engineering that continues to shape the world today. By commissioning contemporary artists and using cutting edge and digital technology we will celebrate this heritage and explore its continuing legacy in shaping our future. 2013 is the 100th anniversary of the city's invention of stainless steel and the perfect opportunity to demonstrate that Sheffield still leads in design and innovation.

Let's be world class

From our cultural venues to our creative companies we know we can be up there with the best. But 2013 is a once in a lifetime opportunity to fulfil our ambitions. We will offer the 'best of the best' in Sheffield, creating something amazing for the whole of the UK. This will create a legacy of new audiences, dynamic partnerships and collaborations.

As Michael Palin says in support of our bid: "Things are going to happen here".

Let's create 1000 great ideas

In Sheffield we create, make, get involved, perform and produce. We will invite every workplace, group, and individual to participate directly in 2013 and drive the content and creativity across all areas of our programme. This will be the 'People's Programme' for 2013: locally driven and world class.

Section D: Cultural and artistic programme

Leading up to 2013

Our commitment to Legacy NOW means action. We've already started funding, supporting and promoting events as part of our 2013 lead-in programme. This started the day after our short listing. We have committed close to £1M for activity during 2010 – 13. Our heritage of exporting to the world will continue – and we'll import that which is fresh, innovative and can be melded with our own ideas to create something amazing. The three main opportunities between now and 2013 are:

Grow our very best

Much of our 2013 programme builds on our existing strengths, engaging with our talent, infrastructure and expertise. Our festivals play an incredible role here. We will push and lift them to reach new heights of creative content, capacity and competence – ensuring a seamless and low risk entry into 2013:

- **Doc/Fest** (Sheffield International Documentary Film Festival), will move to June to reach new audiences and build on its international delegate list of almost two thousand. With free, outdoor screenings and a social media project for young people, we will confirm Sheffield as a world leader in documentary film;
- **Art Sheffield** (international contemporary art exhibition) will export the best in contemporary art to Berlin Biennale. This event will return to Sheffield, with new audiences, for their biggest-ever international exhibition in 2013;
- **Sensoria** (festival of music and film) will be extended into a larger, more international programme that involves co-programming with Sonar in Barcelona. We will grow the SensoriaPro Industry day to a week-long industry symposium;
- **Lovebytes** (festival of digital creativity and culture) – we will commission a large-scale digital sound and light spectacle, building up to our plans for 'Sky Edge';
- **Galvanize Sheffield** (Festival of Contemporary Metal Design and innovation) will hold the second National Metalwork Award as a precursor to becoming an international award in 2013;
- **Off the Shelf** (Sheffield's Festival of Writing and Reading) will launch the first Community Laureate scheme, develop international links, and explore how new technologies are taking 'writing' off the page and onto the screen;
- **Sheffield Children's Festival** will further develop its ambition to attract national artists to lead the artistic programme, creating work with many more of our young people.

Initiate and commission

We recognise the need to initiate and commission a set of new activities and infrastructure to deliver real and sustained step change for Sheffield and the UK. We will experiment, prototype, test and explore; building a set of 'road-tested' new interventions:

- to accelerate the roll-out of the **Digital Region Initiative** (DRI) we will commission leading graphic and digital designers to create interactive artwork for the city's new '**Cabinets of Digital Curiosity**' – a key project that raises awareness of the DRI and recruits new users to the service. It will be supported by the launch of our prototype **Sheffield 2013 web TV channel** to a sample of homes and businesses in 2011-12 to test the scope and capacity for interactive, multi-layered cultural broadcasts;
- for our '**Text and the City**' programme we have commissioned Michael Rosen to create an installation for one of the most disadvantaged wards in Sheffield. This will be followed up by a digital commission in 2012;
- to celebrate the **40th anniversary of The Crucible Theatre in 2011**, we will launch an intergenerational playwriting project. The best new plays will be produced in 2013 and a play by a young writer will become a short performance in the Studio. Sheffield Theatres will also become a regional partner in NT Connections;
- continuing our **Cultural Olympiad** celebrations, we will curate a cross-over mix of world class cultural events and activities, with a focus on the **Open Weekend**. 2012 will see a year-long programme of activity with a particular focus on encouraging mass participation with family events in traditional and non-traditional venues;

Section D: Cultural and artistic programme

- **Museums Sheffield** will deliver the Inspire Mark project 'Precious Cargo'. This examines how objects, ideas and customs travel across the world and become precious;
- **RIBA Stirling Prize**: Sheffield is in advanced discussions to bring this event to the city in 2011. The fall back is to stage the event in 2013. We will run a major schools engagement programme alongside the event;
- in 2011, Sheffield plays hosts to the **UK School Games** and through the Sheffield Children's Festival will profile new works by young people – providing unprecedented opportunities to showcase and perform in front of thousands;
- we will work with **Sheffield Music City** to fully embrace Sheffield's pioneering musical heritage. Leading up to 2013 the UK's largest city centre music festival will grow to include new genres, spotlighting our classical, choral, folk and brass traditions;
- we will begin to commission our '**let's be different**' programme, introducing cultural experiences in unexpected places, **making the ordinary extraordinary** and revealing the city's industrial heritage as a contemporary asset;
- alongside this we will use our existing **mass participation events** as opportunities to bring world class cultural interventions to the widest audience base. We will partner Sheffield's annual **Summer of Sanctuary**, including national Refugee Week, to showcase the creative talents of our diverse communities;
- 2012 will take **Sheffield to Europe**, with a set of smart collaborations with Guimaraes and Maribor (European Capitals of Culture). We have partnership agreements to co-commission work, showcase Sheffield talent within their programmes and stage cross-platform sessions that stream our events and festivals to screens in these cities;
- in 2011 will also launch our community programme – '**Everyone Invited**' – and the unveiling of the '**1000 Great Ideas**' commissioning fund;



- **Catalytic Clothing** will see fashion meet science in a groundbreaking project that explores the development of textiles that can purify the air for people and the environment.

Learn from day one

To deliver Legacy NOW we need to develop base line data, sensitivity analysis, progress checking and impact evaluation from the very start. We will launch our **Impacts 13 Programme** with immediate effect, developing detailed metrics and outcomes for our programme. Establishing a far more detailed baseline than is currently available, to ensure the impacts of our programme are measured against a close appreciation of our current position. Additionally, we will test the dynamics of the lead-in programmes and projects to 2013, to help us shape and calibrate the programme and where necessary to inform any required scaling up or down.

In the lead up to 2013, we will also introduce elements of our **learning and knowledge development**. We will commission the first part of our Digital Pioneers Programme – with young creatives set to work in different commercial and social contexts across the city. We will support the arts and cultural learning across the city – increasing take-up of Arts Award, growing the Creative & Media Diploma and Creative Apprenticeships Programmes, and ensuring there is a FILMCLUB in every school by 2013¹.

We will also develop detailed feasibility and business planning for a **new central library** – positioned as a knowledge hub that befits the social, cultural and commercial needs of Sheffield in a digital age.

¹This is a national programme of free FILMCLUBs, which is operating as a core cultural offer within the Extended Schools agenda: www.FILMCLUB.org

"THE CITY IS BURSTING WITH EXCITING, CUTTING EDGE WORK, ALL OF WHICH IS CREATED IN A DEEPLY UNPRETENTIOUS WAY"

Katie Tang (Designer)

Proposed programme without UKCC designation

Winning UK City of Culture would give a huge boost to Sheffield. It provides an amazing opportunity to make and create with everyone but particularly with those who have not previously been a part of cultural events or activities. We have shown great commitment to culture-led change over the last 15 years. The transformation of our public realm, consolidation of our festivals, rebirth of our cultural infrastructure and the excellence of our creative industries all demonstrate that Sheffield is a city on the up. However, we have more to do. UK City of Culture will accelerate progress, allowing Sheffield to develop the scale, depth and breadth that take us to the next level as a major cultural force for the UK in Europe.

Were we not to win UKCC, we would continue to deliver our Cultural Strategy – our UKCC bid is a mirror image of this – but we would be working in a lower gear.

For example:

- our festivals and events would continue but will not grow substantially from their existing position and links between them would be under-resourced and thus under-explored;
- our funded Trusts such as Museums Sheffield, Sheffield Industrial Museums Trust, Sheffield Theatres, the Workstation/Showroom and the Site Gallery will continue to provide a solid and innovative offer, but would be limited in scope to deliver new exciting, international and boundary-crossing activity;
- local people not currently engaged in culture would not see anything different without the mass participation events and programmes.

Overall, without UKCC 2013, the cultural sector in Sheffield would:

- **reduce confidence** – having worked incredibly hard during our bid in a genuinely collaborative way and within a context of economic downturn, the sector has grown in visibility, voice and confidence. However, it remains fragile and a 'business as usual' scenario would dampen confidence and return some parts to its 'up hill' pre-UKCC starting point;
- **freeze capacity** – in Sheffield, we deliver a 'quart from a pint pot' when it comes to cultural investment and development. So much of our cultural offer is delivered through dedication and application which is rarely monetised. The sector cannot continue in perpetuity to deliver so much without an uplift in resources, and a sharp and targeted approach to skills and professional development;
- **compromise excellence** – in Sheffield, our cultural organisations and practitioners are masters at balancing reach and excellence. The ambition exists to reach larger audiences and enable harder to reach communities to create culture. UKCC can deliver such a transformational role; but without it (or equivalent uplift in vision and resource), reach cannot be extended without compromising excellence;
- **limit influence** – our vision for UKCC is that culture will have increasing traction and leverage with our wider health, social and community programmes. Making culture a centrepiece of quality of life and well being. Without UKCC, the culture sector will struggle to have its voice heard and its influence felt.

Despite this, our core vision of everyone taking part, of making and creating culture, would remain unchanged. We are committed to capitalising on the momentum gained during the last six months of bidding. The bidding process has given us a collective boost, engaging thousands of local people and organisations. However, we remain realistic about how long it would take us to build on this opportunity without the significant uplift that the title provides.

Section D: Cultural and artistic programme

Sheffield will create something genuinely amazing for UKCC 2013. It will enable us to promote the city to international audiences, to improve our visitor economy, to widen community participation but most of all to consolidate and grow what already exists here. All we need is the extra push that UKCC offers to become magnificent, sustainable and truly world class.

In summary, with or without UKCC, our strategy and direction is set. What is brutally clear is that with UKCC, we will be catapulted further and faster than we would previously dare to imagine!



Proposed 2013 programme with UKCC

Let's make music

Sheffield Music City is the main platform to celebrate Sheffield's rich heritage in developing local, independently-minded talent and exporting exceptional music to the world. We have initiated a discussion to host the **BBC Young Musician of the Year** and the **BBC Electric Proms**.

Through the Sheffield International Concert season we will celebrate the **200th anniversary** of Verdi's birth with a spectacular production of *Aida* with a community chorus.

Tramlines will become Europe's largest city centre music festival, securing major headlining global artists with local roots. **Sheffield Commissions** will see a new programme encouraging cross-over and fusion and we will develop **New Chords**, a mass music participation programme to encourage all children of school age to create new music.

We will deliver **two world class mass music events** at Don Valley Stadium and/or the Sheffield Arena.

Finally, we are in discussion with **Martyn Ware (Human League and Heaven 17)** with a proposal for him to curate a special experimental 'cross over' programme of music and art.

Let's connect

Sheffield UK City of Culture will be a pervasively digital experience. World renowned digital artists, curators, designers and media partners will develop a groundbreaking programme.

Sheffield 2013 Interactive: is a web 2.0 TV channel for culture showing our 2013 programme across Sheffield and beyond. **Sheffield 'Mood-ometer'** through a simple digital transaction, will tell us just how happy Sheffield and our visitors are at any given time! **The Sheffield Explorer** will offer augmented reality trails with a technological twist on the 'blue plaque' heritage trails.

Digital and Graphic Design: is an exhibition showcasing the best of cutting-edge creative design made in Sheffield. We will launch a citywide **Digital Pioneers Programme** in partnership with Creative Sheffield, our universities and the FE sector.

A monthly set of digital commissions – **Digital Dialogue** – will stream bundles from our 1,000 Great Ideas across the city. This will show cultural performances, short films and other community generated content. Finally our Sheffield grown world summit, **b.TWEEN 13**, will offer boundary crossing collaboration and innovation.

Let's be different

Building on Sheffield's authentic and independent approach we will create something amazing and completely different throughout 2013. We will start 2013 by proving that Sheffield is out of this world or as Roger McGough says, "**Sheffield, Twinned with Mars**". Crowds will gather to see our viewpoints and vistas come alive with an extraordinary sound and light spectacular, curated by leading global digital artist Matt Pyke and featuring world-class performers. **Sky Edge** is Sheffield's twist on the Hong Kong Harbour show, linking neighbourhoods and the city centre with year-round spectacles.

By adopting the **S2013** postcode at Gare du Nord and London St. Pancras international visitors will enjoy boundary pushing cultural events and experiences before even arriving in the UK City of Culture. The EuroStar journey **PARIS-LDN-SHEFFIELD** will explore connections and cultural identity.



Alongside this, travellers will be able to upload live feeds and reflections on their experiences of travel as a metaphor for identity and place. We will offer **Something Completely Different** including **Circus City** celebrating the best in contemporary circus, street theatre and new variety. We will also launch a **commissioning fund** for middle scale cultural organisations to help deliver our programme.

Let's create a lasting legacy

We will involve and inspire children and young people in 2013 and beyond. We will grow **Sheffield Children's Festival to work with every young person in the city** in artist-led residencies to create new work together – bringing international artists to Sheffield to headline and curate the 25th anniversary of the festival. **Dialogue Café** will digitally link the young people of Sheffield to international cities through the best quality tele-presence facility available. 1,000 young people will be commissioned to develop **Self Portraits** providing a digital snapshot of the living, breathing cultural life of the city. And we will merge play with culture to provide a **Box of Delights** to inspire the creativity of our pre-school children.

"SHEFFIELD HAS MORE INTERESTING PEOPLE WITH THE TALENT TO CREATE THAN OTHER MORE FRENETIC CITIES"

Okoth Dulo (Promoter and Record Player)

Let's tell our stories

We will unveil **Text and the City** – public art poetry commissions to enhance our current work and celebrate key events in 2013 – including a Braille piece, a sonic installation, interactive digital 'fridge poetry', and text in community languages. We will introduce a **Community Laureate** for every community and our hidden **Sheffield Stories** will be drawn out via two significant creative community programmes, **Storying Sheffield** and **What Did You Read Sheffield?** run by our two universities.

Let's invite everyone

Taking Picasso's visit to Sheffield for the World Peace Conference in 1950 as a reference, we will scale up our three-month long **Summer of Sanctuary** festival to celebrate the creative talents of the city's diverse communities (including refugees and asylum seekers). We will establish a strong public health programme in partnership with Sheffield PCT to promote health and well being through culture. A leading element of this will see artists creating **Our Front Room** installations in neighbourhood spaces to develop new ways of improving health and wellbeing.

We will open a **BFI Mediateque** facility in our central library, providing access to the BFI archive and Sheffield content.

Section D: Cultural and artistic programme

Let's take the lead

We will stage the **World Creative Forum** that will include: **BRIC Creativity EXPO** a creative industries trade show, summit and set of outward missions that connect Sheffield and UK creatives to peers and markets in Brazil, Russia, India and China. A **Creative Academies** programme of cross-platform pro-industry events (e.g. b.TWEEN, Doc/Fest and Sensoria) enabling international delegates to meet in person and/or on-line to do business.

We will develop a **Sheffield Cultural Leadership** programme for emerging community leaders from diverse backgrounds and our **Digital Pioneers Programme** will include a set of smart commissions that connect digitally-driven creative entrepreneurs to businesses based in other sectors. Our **Smart Commissioning** project will broker resident opportunities for creative professionals to work on projects across the Sheffield economy and we will boost our support to new and growing creative businesses.

We will also create a tailored package of **business support** to the creative sector.

Let's build on our heritage

Through our **Galvanize Sheffield** festival, celebrating the best in contemporary metal design and innovation, we will work with multi-disciplinary partners to lead the world in celebrating '**Stainless**', our **100th anniversary** of the production of **stainless steel**. We will commission a series of innovative designs in steel from fashion designers, jewellers, silversmiths and sculptors.

We will launch the **first International Metal Design Award** with a £50,000 prize fund to seek out the best in contemporary design, attracting emerging and established artists.

We will work with global Assay Offices on the **Exchange Commission**, for a new precious metal piece from each of the BRIC economies. **Re:Tool** will give every 13 year old child the opportunity to make cutlery for an exhibition highlighting their city's unique metal-working heritage.

Our industrial museums trust will take a lead role on the heritage programme.

Let's be world class

There will be a strong international element to our 2013 programme. 'The Factory' will feature a major art exhibition from **Andy Warhol** and **Jeff Koons**. This will build on Sheffield's historical links with Pittsburgh, Warhol's birthplace. The two cities have been closely allied for many decades, brought together as the original 'steel cities'. In the post industrial age, both cities have striven to reinvent themselves, with the industrial backdrop being the spur for a culture of creativity.

We are in discussions to bring the **Turner Prize 2013** to the city and this will be led by Museums Sheffield. We will build a major community engagement programme around the event to celebrate contemporary art.

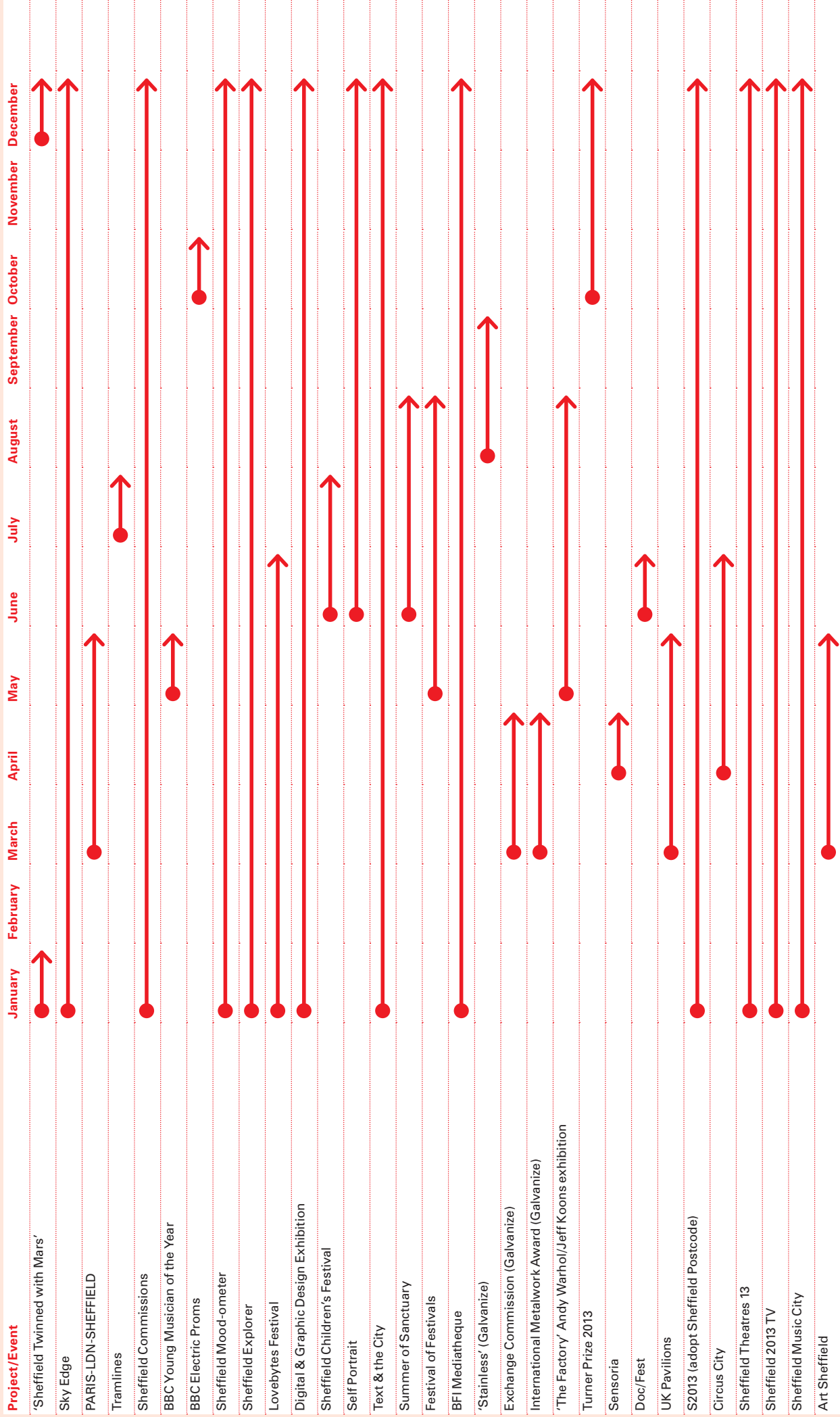
Sheffield Theatres 13 will be a year-round programme dedicated to UKCC. Whilst it is clearly too early to finalise its detail, artistic director Daniel Evans, has said the programme will fulfil the following three ambitions: a world class guest director; an interactive programme bringing audiences and the community 'onto the stage' and new talent being invited, nurtured and produced.

Sensoria our festival of film and music will feature an international guest-curator and **Art Sheffield 2013**, the city's international contemporary art exhibition, will focus on the themes of 'world class' and 'unexpected'. Its international curators will work with the city's artists and studios to further develop Sheffield's reputation as a centre for contemporary art.

Doc/Fest, the international documentary film festival, will grow to attract the largest ever number of delegates, including young people, and will curate film showings in public spaces on an unprecedented level. Finally **UK Pavillions** will be an invite to the UK's cultural cities to come to Sheffield and create their own, unique cultural pavilion showcasing their 'cultural best' during 2013.

Let's create 1000 Great Ideas

We will invite every workplace, club, group or business to participate directly in our 2013 programme. Our **1000 Great Ideas** fund will enable unprecedented access to seed-corn cultural funding, encouraging local people to embrace new creative pursuits and use culture as a means of enhancing community cohesion. Digital Dialogue will also provide monthly digital commissions for local people.



Section E: Delivering Social Impact

Overview

Our UKCC 2013 programme will have a long term social impact on Sheffield – from every individual to the city itself. We will inspire our residents to take part in world class cultural experiences and, through creating and making, they will take a lead role in the programme throughout the year. Our approach will follow Arts Council England’s ambition to deliver Great Art for Everyone by building-in reach, engagement, diversity, innovation and excellence in all that we do.

To ensure success we will make **ten commitments:**

- aim for **50%** of our programme being delivered in communities and neighbourhoods – this is a tangible and measurable way of delivering our step change of ‘everyone involved’;
- aim for **70%** of our programme to be created, made or performed by the city’s people – this is a tangible and measurable way of delivering our step change of culture ‘by and with’;
- invite communities of all interests to submit their best ideas for grassroots activities and programmes – **1000 Great Ideas** from our communities;

“WE’RE ALL TOGETHER ON THIS ONE. GO ON SHEFFIELD – GET INVOLVED”
Benoit (Facebook Fan)



- use UKCC as a ‘lever for change’ in the city’s mainstream cultural programmes. Our additional UKCC programme cannot tackle social impact in isolation – nor should it. Instead, it will be the catalyst for creating new innovation, partnership, synergy and extended community reach across the city’s whole cultural offer. **Our £10M therefore becomes £200M!**
- use the changes and momentum created in our cultural programme to inject cultural activity into the city’s wider health, social and community programmes. Culture truly becoming a centrepiece of Sheffield’s quality of life. **Our £200M therefore becomes hundreds of millions!**
- **test all our programmes and projects in advance** to assess their likely social impact via sensitivity analysis, led by our Impacts 13 Programme;
- establish base line measures, testing impact at critical intervals of delivery – our Impacts 13 Programme will **go way beyond just ‘pre and post’ evaluation;**

Section E: Delivering Social Impact



- Build on our core theme of **'cross-over'** to create new solutions for engaging our communities: crossing art-forms, generations, communities and cultures. We know that Sheffield, like most big cities, faces the challenge of a 'creative divide' and therefore we will have a specific focus on our most disadvantaged and isolated communities in the city;
- Create **Director level post** in Sheffield Culture Company to lead the task of delivering social impact. Via the use of local and national indicators, we will pre-test, plan, deliver and post-evaluate the social impact of everything we do;
- Deliver a major **Impacts 13 Programme** that will inform and steer programme development, allowing Sheffield to play a knowledge leadership role for the UK in measuring and reporting the social impact of culture.

Social impacts

We will focus on delivering social impact across five areas.

Proud, ambitious and confident Sheffield

Our major 'marquee' events will lift confidence and ambition and develop a renewed sense of pride across the city. With unprecedented attention – increased dramatically by our new web TV channel – we will draw in artists, curators, innovators and audiences from across the world using the profile of UKCC to draw attention to Sheffield's home grown talents. We will broker opportunities for local people to work with international artists and present Sheffield's neighbourhoods as the stage for world class cultural activities.

Cohesive communities

The backbone of our bid is the nurturing of community cohesion and pride in every area of the city. Sheffield is a major city made up of many thousands of personal and collective stories, continually re-shaped by centuries of migration. We will invite people to tell their stories, often for the first time, through neighbourhood-based projects and our network of libraries.

Mass participation

Sheffield, UKCC 2013, provides us with the new focus, energy and resources to establish lasting change, not least for those who have previously struggled to take part in cultural activities. For example, the **Creative Places programme** works to integrate culture into large-scale housing and community renewal programmes. The initiative, a partnership between Sheffield City Council, Arts Council England, Yorkshire Artspace Society and Eventus, involves artists and cultural practitioners in the planning and design of new high quality spaces. For 2013 we want to develop further creative and social regeneration projects and establish a **Cultural Action Plan in every Community Assembly** area to deliver the long term participation in culture in every neighbourhood.

"SHEFFIELD'S EXPERIMENTAL, ELECTRONIC AND CUTTING EDGE MUSICAL HERITAGE IS SECOND TO NONE"

Tom Wilkinson (Singer)



Skilled communities

We are determined that UKCC 2013 ensures local people have the opportunity to expand their skills base and gain valuable employment or experience in the creative and cultural industries. **Sheffield Culture Company will deliver 500 volunteer placements.** We will support the development of **Creative Academies** – a series of seminars and events to support the development of the creative economy, our creative leaders and to draw international delegates in to the city to learn from leaders in the field. Specific steps will be taken to include people and communities who are currently under-represented in the creative and digital industries such as disabled people and people from BME communities.



We will also work with national skills organisations to pilot new approaches to work-related learning in the creative industries, brokering links between young people and businesses. A key ‘must have’ for Sheffield 2013 is to engage all of our young people in one or more cultural experiences. With 40% of young people in North Sheffield from BME backgrounds, this ensures a cross-cultural approach. In 2008/09 Sheffield Arts Education/Inspire worked with 150 schools. In 2013, they will work with every school delivering their nationally recognised programme of creative education. Inspire have been appointed as the first training agency for ‘The Leonardo Effect’. This is a national project promoting synergised learning in science and art, in response to a new primary and secondary curriculum to be introduced in 2011. Inspire aims to develop a new curriculum programme in 2013 to include a seventh area of learning – Culture and Creativity.

Section E: Delivering Social Impact



Health & wellbeing

Sheffield people have never been healthier than they are now and life expectancy for both men and women has improved at a faster rate than the England average. However, there is still a 10 year gap in life expectancy between the least and most deprived communities. The number of older people aged 65-79 is set to grow by 17 per cent over the next 20 years, whilst the number of people over 80 is set to increase by almost 30 per cent over the same period. The number of adults with learning disabilities is also likely to increase by 27% in the decade from 2007. We will work to make sure that our cultural programme reaches the needs and aspirations of the increasing numbers of people in challenging health environments.

Key to success will be partnership – driving reach and engagement in culture through our targeted health and wellbeing initiatives – such as the healthy schools programme and our extended network of community health champions. Access to culture will provide ‘gateway opportunities’ for local people, introducing information and advice on healthy living through cultural experiences. The therapeutic value of cultural activity is well-understood and we will ensure that our programme is delivered in close cooperation with health professionals and quality tested to ensure it offers maximum transformational impact.

Our **Front Room** partnership project with NHS Sheffield and Sheffield City Council will develop new wellbeing indicators that focus on the benefits of culture on health, wellbeing and community cohesion whilst encouraging people to use community green spaces in neighbourhoods across the city.

We will also marry our Cultural Leadership Programme to the new **Healthy Sheffield Leadership Programme** to ensure that health and wellbeing are developed as core competencies for our future cultural leaders.

“WHAT I ENJOY MOST ABOUT SHEFFIELD IS THE VARIETY OF LIVE PERFORMING ARTS, FROM LOCAL MUSIC TO DANCE AND THEATRE”

Polly Bloodworth (Student)

The digital element of our programme also has enormous potential here – bringing culture to the least mobile and harder to reach. **Via the Digital Region Initiative, we will stream content into our hospitals, care homes and day centres** and we will reach every home in the city to give local people an opportunity to take part. We will also engage our health professionals and volunteers to directly engage individuals – supporting people with a disability or illness to create and make culture.

In addition, we will connect agendas in health and wellbeing to embed environmental and ‘green’ agendas into our cultural programme.

Section E: Delivering Social Impact

Measuring impact – our approach

As part of our commitment to UKCC, Sheffield will offer knowledge leadership on the impact of culture. We will develop a detailed impact measurement methodology and set clear and achievable targets. Utilising the learning from MLA Yorkshire’s Generic Social Outcomes Pilot within the Inspiring Learning for All resource, we will cross reference with our methodology to consider the different ways of measuring social impact within our communities.

To do this, we propose that our Impacts 13 Programme Team (a special impact measurement and knowledge exchange vehicle driven by both the city’s universities) will work closely with DCMS and key NDPBs to jointly produce a new set of metrics and targets for the social impact of City of Culture.

Key Table 2: Details of activities to deliver social impact

Activity Summary	New or Enhanced Existing Activity	Current Level of Activity (Where Existing Activity) e.g. numbers engaged, scale of activity, costs.	Who is Involved in this Activity? (Target Groups)	How will they be engaged (including any particular activities to engage hard to reach/involve groups)?
1. Proud, Ambitious & Confident Sheffield – ‘SKY EDGE’ – Sheffield’s twist on the Hong Kong Harbour light and sound show involving local performers and world class performers on the same event.	New	N/A	All ages and backgrounds. Sound and light shows will happen in prominent locations around the city, profiling the culture specific groups in that area e.g. Islamic devotional music or the Zimbabwean choir or Bhangra dance groups. To encourage community cohesion.	Local choirs, bands, orchestras, dance groups will all perform and participate during the light and sound spectacular shows. They will perform alongside famous musicians and artists – encouraging sharing of cultures and profiling the talent of Sheffield.
2. Cohesive Communities – ‘TEXT AND THE CITY’ public art pieces of poetry in prominent locations. Story telling and oral history projects.	Enhanced Existing	Text and the City will develop from a public art poetry project in the city centre into a wider engagement programme to support the development of literacy across all communities.	Specific community assembly areas will be targeted – public art poetry will be created in accessible and digital formats including a Braille piece and a sound-based piece. Targeting people with sensory disabilities, those who have difficulty with literacy, diverse communities, children and people of all ages and backgrounds.	Pieces will be inspired by different communities of interest and will be informed by the neighbourhood or area in which they are to be placed. A full community engagement programme will take place, working with disability support groups, the ESCAL project in Sheffield around literacy for children and BME community organisations.
3. Mass Participation -CULTURAL ACTION PLANS for every community assembly – building on the successful LGA/DCMS Cultural Pathfinder project in 2005.	New	Previous pilot in Southey Owlerton involved over 20,000 people in culture and creativity during 2005/6.	Residents in each community assembly area will be involved but specifically targeting those who are hard to reach e.g. BME communities, women, disabled people and older people.	Working with community and statutory services in the area e.g. GP surgeries and Sure Start centres. Emphasis on participation, involving high quality culture accessible to people from diverse communities.
4. Mass Participation – “COMMUNITY FESTIVALS” strategy to assist in the coordination of community arts festivals to collaborate, showcase and encourage creative exchanges between previously unconnected communities.	Enhanced	2009 figures Sharrow Festival – 10,000 MELA! In Darnall – 9,000 Pride Festival – 5,500	BME communities, women, young people. Lesbian, Gay, Bisexual and Transgender people and people of all ages, races and backgrounds	Via community contacts – community festivals are run by people local to that community ensuring engagement with a wide range of backgrounds. Pride Festival works with Fruit Bowl support group and is run by a committee of volunteers who work closely with the LGBT communities.

Section E: Delivering Social Impact

Key Table 2: Details of activities to deliver social impact

Activity Summary	New or Enhanced Existing Activity	Current Level of Activity (Where Existing Activity) e.g. numbers engaged, scale of activity, costs.	Who is Involved in this Activity? (Target Groups)	How will they be engaged (including any particular activities to engage hard to reach/involve groups)?
5. Skilled Communities -'COMMUNITY LAUREATES' – community literacy project to encourage people to engage in documenting life in both written and digital formats.	New	N/A	Adults and children – targeted in specific community assembly areas. Particularly in areas with low levels of literacy or inclusion in cultural activities. Young people, older people, BME communities and disabled people. All sections of the community are encouraged to take part.	Creative workshops in neighbourhoods with experienced writers. Laureates of any social sphere will be created e.g. Laureate of the Bingo Hall or Tai Chi group. People will be encouraged to write about every day experiences and upload them to the Off the Shelf website.
6. Skilled Communities -'CREATIVE ACADEMIES' in partnership with Creative Clusters.	New	N/A	Women, young people and graduates wishing to make connections in the sector. People over 50 wanting to start businesses. Disabled people and people from BME communities. Anyone interested in creative economic development.	Through Business Link and Creative Clusters. Online and social networking sites. Advertising in new media and traditional media. A series of networking events, Pro-industry days and creative symposia.
7. Health and Wellbeing – 'OUR FRONT ROOM' – arts and health research project to develop new methods of measuring wellbeing through the experiences of culture in shared neighbourhood spaces.	Enhanced Activity	Based on NHS & SCC research project 'Watch this Space' 2009 which surveyed over 1000 people in city centre green spaces and asked about the impact that this had on their overall health and wellbeing. Extended and enhanced to test the hypothesis that culture in these spaces improves wellbeing.	All ages and backgrounds – focused on a community at a time working through existing support organisations e.g. Sheffield and District African-Caribbean Community Association. We will also particularly target different communities of interest e.g. people with disabilities or traveller communities.	The project is called 'Our Front Room' because artist installations are created in democratic spaces in neighbourhoods which can be viewed as the 'front room' of the area. Local people will be engaged through cross over art forms, storytelling and sharing, picnics, festivals and children's activities.
8. Health and Wellbeing – 'SUMMER OF SANCTUARY' to celebrate Sheffield as the first City of Sanctuary for refugees and asylum seekers. Taking Picasso's visit to Sheffield for the World Peace Conference in 1950 as a reference we will scale up the festival.	Enhanced Existing	A three month programme from June- August. Last year attendances approximately 45,000 people, costing £15,000. The event will be scaled up to celebrate the different cultures and talents of the diverse communities with expected attendances of 100,000.	All ages and backgrounds with aim to particularly engage with refugee and asylum seekers, women and BME communities. Particularly important to encourage the resident population to engage with the issues facing these communities and to participate in positive, cultural, shared experiences.	Working in partnership with organisations to support refugee and asylum seekers as well as community partnerships and using the local media to encourage all ages and backgrounds to participate in the festival.



Section F: Delivering Economic Impact

Section F: Delivering Economic Impact

Transforming Sheffield's economy

Following a number of years of serious investment in regeneration, Sheffield is once again established as a major city in the UK and our stage is set for UK City of Culture 2013. The signs of revival are evident with major investment in the 'Heart of the City', public realm, our major cultural institutions and our neighbourhoods and communities.

To build on this revival, Sheffield's economy now needs to be based increasingly on innovation and enterprise to bring about a sustainable step-change in our economic performance. We also want to develop Sheffield's capacity to attract world-class events and to maximise the tourism potential of the city. The physical changes in the city have boosted investor confidence and provide us with the platform to market and promote the city to our target audiences of 'Talent, Trade and Tourism'.

Sheffield will also benefit from the Digital Region Initiative, the first major sub-regional deployment of superfast broadband in the UK.

However, like all major cities, Sheffield still faces significant economic challenges. Our Economic Masterplan sets an ambitious agenda to make a step-change in the prosperity of Sheffield. Our priorities for the economy include:

- establishing a culture of **enterprise** where high value businesses can start, grow and succeed;
- generating a diverse and sustainable economy with distinctive, specialist sectors based on **innovation, creativity and knowledge**;
- attracting and nurturing a **talented workforce** that can adapt to the demands of a modern economy;
- creating **trade opportunities** in local, national and international markets;
- offering the highest **quality of life**.



Culture and creativity

For us, culture and creativity are major drivers to delivering these economic priorities. By 2020, our ambition is to be the most creative city in the UK. UKCC will provide the 'heat and energy' to accelerate the growth of Sheffield's creative and visitor economies and help us to build on our existing worldwide reputation for innovation to foster new levels creativity in the wider economy.

Coupled with the development of a strong Sheffield brand that identifies us and sets us apart from other cities, our approach prioritises events and festivals as providing 'real content' to the way we market the city as a destination to domestic and international visitors. From 2011 onwards, Sheffield UK City of Culture 2013 will be our attack brand, leading our overall campaign to reposition the city and promote it to our target audiences.

Sheffield's visitor economy

One of our major ambitions for UKCC is to attract more visitors to Sheffield in 2013 and in subsequent years.

Sheffield's range of visitor attractions reflects our cultural and sporting programmes, our industrial heritage, our music legacy, our green spaces, our proximity to the outstanding natural environment of the Peak District and our worldwide reputation for creating and making products of the highest quality.

Section F: Delivering Economic Impact

We have a strong track record in business tourism, particularly in meetings, conferences and exhibitions. In 2011, for example, the Liberal Democrat Party has chosen to hold its spring conference in the city which will be another opportunity for us to demonstrate that Sheffield can play host to a high calibre, national conference of considerable size and scale. However, existing figures show that Sheffield and the wider Sheffield City Region currently underperform in terms of visitor numbers and expenditure from domestic and international tourism and the vast majority of tourism spend is generated from the domestic market¹.

The 2008 Regional Visitor Survey² reflects the popularity of the city, with **77% of visitors likely to return to Sheffield in the next two years and 72% likely to recommend the city to someone else**. Among the top activities, 55% of visitors enjoyed strolling around and taking in the ambience of the city and 45% enjoyed visiting cultural attractions. However, only 15% of visitors were influenced to visit the city through information available on the internet. This reflects the fact that we need to work much harder to capture a larger share of the visitor economy and the major economic opportunities presented by the domestic and international visitor markets.

Our UKCC cultural programme will be the major opportunity to grow our under-performing visitor economy and will mobilise our hotels, venues and attractions, restaurants, bars and other tourism partners to build on its impact in 2013 to create a sustainable step-change in the city's visitor economy.

Through our UKCC programme, we will enhance our existing events and festivals to complement the new activities; develop our evening economy and capitalise on marketing and route development opportunities in partnership with our regional airports, in particular Robin Hood Doncaster Sheffield Airport. We will deliver a major marketing campaign that maximises the impact on our visitor economy by combining ticketing for the UKCC programme with offers in hotels, restaurants, shops, sporting events and transport.



The Digital Region Initiative also provides us with the infrastructure to wrap together programming and promotion with a smart ticketing solution to make it easier for audiences to access the cultural offer.

UKCC will be an enormous boost to the profile and credibility of the city and the region as a whole and presents a major opportunity to greatly increase visitor numbers and expenditure.

We are particularly interested in the impact of UKCC in delivering a sustained step change in:

- **Number of visitors to Sheffield (domestic, international, day and staying visitors)**

In 2007, an estimated 9.1 million day trips generated £442M of expenditure into the city. This compared to 858,000 staying trips, with overnight visitors spending an estimated 2.8 million nights in Sheffield, generating around £123M of expenditure. Of those staying trips, 89% were made by domestic visitors and only 11% were made by international visitors³. Of these international visitors, 45% cited visiting friends and relatives as the main purpose of their visit which indicates a viable market for us to target in our future promotional campaigns⁴.

For UKCC, we have set **targets of a 20% increase in staying visitors, a 30% increase in day visitors and an ambitious target of increasing our international visitors to 500,000+ in 2013**. In subsequent years, from 2014-20, we are targeting a 10% increase in staying, day and international visitors.

¹Sheffield Economic Masterplan (2007).

²2008 Regional Visitor Survey, Yorkshire Forward/Welcome to Yorkshire. ³Cambridge Summary Report 2007: An estimation of the volume and value of tourism in Sheffield District (Updated January 2009), Yorkshire Tourist Board.

⁴2008 Regional Visitor Survey, Yorkshire Forward/Welcome to Yorkshire.

⁵As 4.

Section F: Delivering Economic Impact

• Value of tourism in Sheffield

The impact of this increase in visitors as a result of UKCC on the estimated overall value of tourism in Sheffield would be significant. In 2007, the overall value of tourism in Sheffield was estimated at £598M⁵. Our current target for 2013 is an estimated £640M. However, boosted by UKCC, we would estimate the value of tourism in 2013 to be approximately £943M (including visitor spend and ancillary tourism activities).

• Occupancy rates in the city's hotels

In terms of occupancy rates in Sheffield hotels, this currently stands at an average of 66%⁶. Our current target for 2013 is 75%, but with UKCC status we would raise the bar to 80%.

Sheffield's creative economy

Sheffield is a leading UK city for creative production, with one of the largest, most vibrant and distinctive creative industry sectors in the country.

We have a **25 year history of targeted investment to support the development of the creative economy**: Red Tape Studios, the first local authority owned recording complex in the UK; the Workstation, one of the first and largest managed workspace facilities for creative businesses; the Showroom, the UK's largest independent cinema; Persistence Works, the largest new build arts studio complex in the UK and a number of neighbourhood-based creative workspace initiatives, supported through Creative Exchange: South Yorkshire. Recent investment has seen completion of the first phase of Sheffield Digital Campus, offering 600,000 square feet designed specifically for the digital sector.

Our economic priorities are particularly pertinent to growing the city's creative economy, a sector which depends upon enterprise, innovation, creativity and knowledge, a flexible and talented workforce and opportunities to trade in local, national and international markets.

Existing figures show that currently **7.2% of Sheffield's working population is employed in the creative industries, well above the national average of 4%**.

UKCC will provide us with the impetus to achieve our target to boost the sector to represent 10% of the Sheffield working population by 2015. Whilst this is an ambitious target, it reflects our confidence in the sector, and recent investments including Sheffield Digital Campus and the Digital Region Initiative. In addition, we are aiming to achieve a target of 200 new creative enterprises coming out of activities that are directly related to the 2013 programme and to achieve 7% growth in the sector by 2015.

UKCC provides us with the opportunity to internationalise our offer by showcasing our unique strengths in independent creative production. Our programme provides a number of major opportunities for encouraging collaboration and incubating new ideas, products and services that will accelerate the growth of the sector and for creative producers to forge links to new markets and supply chains. This includes:

- staging the **World Creative Forum** that will include the **BRIC Creativity EXPO** a creative industries trade show, summit and set of outward missions that connect Sheffield and UK creatives to peers and markets in Brazil, Russia, India and China;
- promoting a **Creative Academies** programme with Sheffield as the place to do business in the creative and digital industries. This will build on the success of festivals in the city that create opportunities for international industry delegates to meet and share ideas:
 - Doc/Fest's 'Meet Market' targeted at international delegates
 - Sensoria Pro Industry Day that explores the latest developments in music production and distribution, moving image and games
 - the Children's Media Conference which provides opportunities for children's TV and broadcasting professionals to do business
 - Lovebytes Festival of Digital Creativity and Culture industry symposium.

⁶Regional Serviced Occupancy figures (2009), Welcome to Yorkshire/STR Global.

Section F: Delivering Economic Impact

- developing a **Sheffield Cultural Leadership Programme** for emerging community and business leaders from diverse backgrounds;
- launching our **Digital Pioneers Programme** which will include a set of smart commissions that connect digitally-driven creative entrepreneurs to businesses based in other sectors;
- delivering a tailored package of **business support** to the creative sector.

Experience/track record

Sheffield has a strong track record in delivering projects and activities that have a major economic impact on the city. We are used to working in partnership across agencies from different sectors to achieve a common goal. Our major investment in regeneration in recent years was a result of the concerted efforts of Sheffield City Council, Creative Sheffield, Yorkshire Forward, the Homes and Communities Agency, the South Yorkshire Passenger Transport Executive, the private sector and other agencies.

We also have a strong track record of hosting major cultural and sporting events in the city, delivered by an effective citywide team of major event organisers and promoters including Sheffield City Council, Sheffield International Venues (which runs major venues such as Sheffield Arena, City Hall and Don Valley Stadium), Sheffield Theatres and Museums Sheffield (which has partnerships with the V&A and Tate Britain).

In 2009, the **Vivienne Westwood exhibition** at the Millennium Gallery was highly successful with nearly 39,000 visits (over half of which were trips specifically to see the exhibition) and generating **£1.6M of visitor spend in the economy**⁷. Also in 2009, Sheffield hosted the BBC Sports Personality of the Year and saw U2 play to 50,000 people at Don Valley Stadium. In 2008, the Indian International Academy Awards at Sheffield Arena was broadcast to 500 million people in 110 countries.

Key Table 3: Visitor Economy Impacts

Everyone Involved	Baseline (a)	2013 Target without UKCC 2013 (b)	2013 Target with UKCC 2013 (c)	Impact of UKCC 2013 (c – b)
Geographical area to which the figures refer: Sheffield District				
Total Visitor Numbers	9,960,000 (2007)	10,700,000	12,860,000	2,160,000
Total Visitor Spend (£M)	£565M (2007)	£606M	£908M	£302M
Total Overnight Stays	2,800,000 (2007)	3,010,000	3,360,000	350,000
Total International Visitor Numbers	94,000 (2007)	101,000	500,000	399,000
Total International Visitor Spend (£M)	£37.6M (2007)	£45.4M	£250M	£204.6M

⁷Economic Impact of Museums Sheffield on the Visitor Economy (June 2009) Andrews Associates



Section G: Management of UKCC 2013

The right governance and delivery structure

Sheffield has the strongest track record in the UK in arms length cultural leadership.

This supports our capacity for executive decision-making and flexibility when it comes to delivery models for large scale events, programme delivery and venue management. For example, the city currently benefits from having four of the UK's most prominent and well regarded cultural trusts: Sheffield Theatres, Museums Sheffield, Sheffield Industrial Museums and Sheffield International Venues.

In addition, the city delivers its economic development strategy through an arms length company, Creative Sheffield – viewed by many as one of the best of its kind in the UK.

The city will therefore bring unrivalled experience and insight to the task of delivering a successful UKCC via a special purpose vehicle (SPV). Our expertise will ensure a 'win-win' of combining the strengths of the City Council as the Accountable Body (e.g. transparency, stability and social/community remit) with the strengths of a company model (e.g. flexible, adaptive and innovatory). Our thinking has also been informed by recent discussions with key people involved in the delivery of Liverpool 08.

The SPV will be a company limited by guarantee and will be called Sheffield Culture Company.

"SHEFFIELD BOASTS AN IMPRESSIVE ARRAY OF CULTURAL FACILITIES, EVENTS AND CELEBRATIONS AND IS RENOWNED FOR ITS DIVERSE FESTIVALS"

Sean Bean



Sheffield Culture Company: mission and objectives

The mission for Sheffield Culture Company is to **exceed all expectations in delivering the first-ever UKCC and to leave an enduring legacy for the city and the UK.**

Its success will be built on combining strong central direction, civic leadership and community participation.

The objectives of company will be to:

- deliver a world class cultural programme for the city, the region and the UK;
- deliver a step change in cultural participation and 'DIY culture';
- deliver a step change in the city's tourism and visitor economy;
- deliver a step change in the city's creative economy;
- re-position the city as a foremost UK city in which to live, work and invest;
- build a lasting economic, social and cultural legacy for the city and for the future of UKCC;
- play an active and effective leadership role for cultural development across the UK.

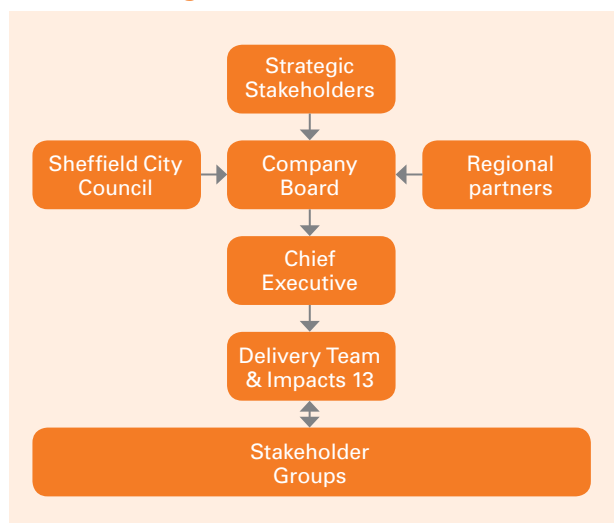
Section G: Management of UKCC 2013

Functions of Sheffield Culture Company

The company structure is designed to manage the rapid transition from winning the bid to delivery of the programme. It will focus on six key functions:

- strategic direction and leadership;
- creative direction, content and standards;
- development – deliver step changes and legacy in participation, tourism and the creative economy;
- marketing, communications and sponsorship;
- finance and resources;
- impact evaluation – working closely with the Impacts 13 team to ensure long-term impact and legacy.

Overview of governance



The Company Board

The Board will be chaired by the Leader of Sheffield City Council. We know that from the outset we need to maintain an appropriate balance between breadth of representation and fast track decision making. The objective of ensuring community participation will be both 'top down' from Board level, but also 'bottom up' via engagement with a range of stakeholder groups. Specifically, community influence will be exercised at board level by the City Council representatives, Voluntary Action Sheffield and arts practitioners.

The Board will meet ten times a year.

The Stakeholder Groups (identified in Key Table 7) are structured in such a way as to mirror the functions and Director roles in the company.

Proposed membership of the Board will include:

- DCMS
- Universities (2)
- Voluntary Action Sheffield
- RDA
- Arts Council England
- Arts practitioners (x3 selected via the Culture Consortium)
- Welcome to Yorkshire (regional tourism agency)
- South Yorkshire Passenger Transport Executive
- Director of Sheffield First (LSP)
- Business sector (x3)
- Arts and Business Yorkshire
- Cultural Olympiad regional representative
- Leader of the Opposition, Sheffield City Council
- Chief Constable, South Yorkshire Police
- Government Office, Yorkshire and Humber
- Media representative (1)
- Chamber of Commerce
- Company Secretary – Deputy Chief Executive, Sheffield City Council
- Chief Executive, Sheffield City Council

In addition, a set of sector specialists and Impacts 13 will have an advisory role with the Board.



The relationship between Sheffield Culture Company and Sheffield City Council at both a policy and operational level is vital. This will be manifested in four key ways:

- the Leader of the Council will chair the Board;
- the Chief Executive of the company will report direct to the City Council's Chief Executive;
- the City Council's Deputy Chief Executive will serve as Company Secretary;
- selective integration of high quality staff teams from SCC into the company e.g. events staff.

Cultural consortium

The city already has a long established cultural partnership. During the past 12 months, the partnership has evolved into the Bid Stakeholder Group. If Sheffield becomes UKCC then it will evolve yet again into a consortium charged specifically with creating synergy, generating new resources and improving the co-ordination of programme delivery leading up to and beyond 2013. **The consortium will also play a central role from early 2011 in planning and delivering the cultural legacy of the programme**, including sustained cultural delivery beyond 2013. Potential models for the consortium include Liverpool Arts & Regeneration Consortium (LARC) and the Exhibition Road Cultural Group in London.

Leadership of the company

The company will be led by a Chief Executive who will be directly accountable to the Board. The senior team will consist of four directors whose responsibilities will reflect the functions set out for the company.

Specific responsibilities will be as follows:

- Chief Executive – strategic direction and leadership, advocacy, overall accountability for delivery and reporting to the Board;
- Creative Director – responsible for the development of programming strategy, programme content, quality and delivery;
- Director of Development and Legacy – responsible for developing the engagement, skills and structures of the community and businesses to fulfil our four social and economic step changes and legacy, including the Impacts 13 Programme;
- Director of Marketing and External Relations – responsible for development and delivery of the marketing strategy, tourism, sponsorship and national/international relations;
- Director of Operations – responsible for programme delivery, events, volunteers, finance and resources and internal affairs.

A more detailed structure and posts is shown in the organogram at the end of this section.



Managing priorities, difficult decisions and local politics

The need for difficult and sometimes urgent ‘decision making’ is inevitable. There will be immovable pressure to contain the programme within budget and the need to reconcile different views about creative content. Based on the advice of the company Chief Executive and the Creative Director, the Board will be responsible for setting the programme strategy and associated budget. Once these are agreed by the Board, it will then delegate implementation – including resolving any conflicting pressures between programme and budget – to a smaller **Executive Group** of the board. This will consist of:

- Chair of the Board
- DCMS
- Company Chief Executive
- Creative Director
- Chief Executive, Sheffield City Council
- Company Secretary

The management of local politics will operate at a number of levels:

- cross-party forum: this will build on existing cross-party consensus on UKCC. Will meet quarterly and be led by the Council Leader and Chief Executive;
- representation of the Leader of the Opposition on the Company Board;

- regular reporting to the Local Strategic Partnership and the presence of the Director of the LSP on the Company Board;
- political leadership, by the Council Leader, of the Company Board and the smaller Executive Group.

It is important for DCMS to know that whilst there will be a strong partnership approach to governance and delivery, **Sheffield City Council recognises its primary leadership and co-ordination responsibilities and would regard itself as being ‘first amongst equals’ within the partnership.**

Hit the ground running in 2010

Sheffield recognises the urgent need to shift from bidding to delivery in the final months of 2010.

However, we also know that it is essential to get the right people in place in the new company structure. Having the very best people but also the very best political and partner structures relationships are vital to success.

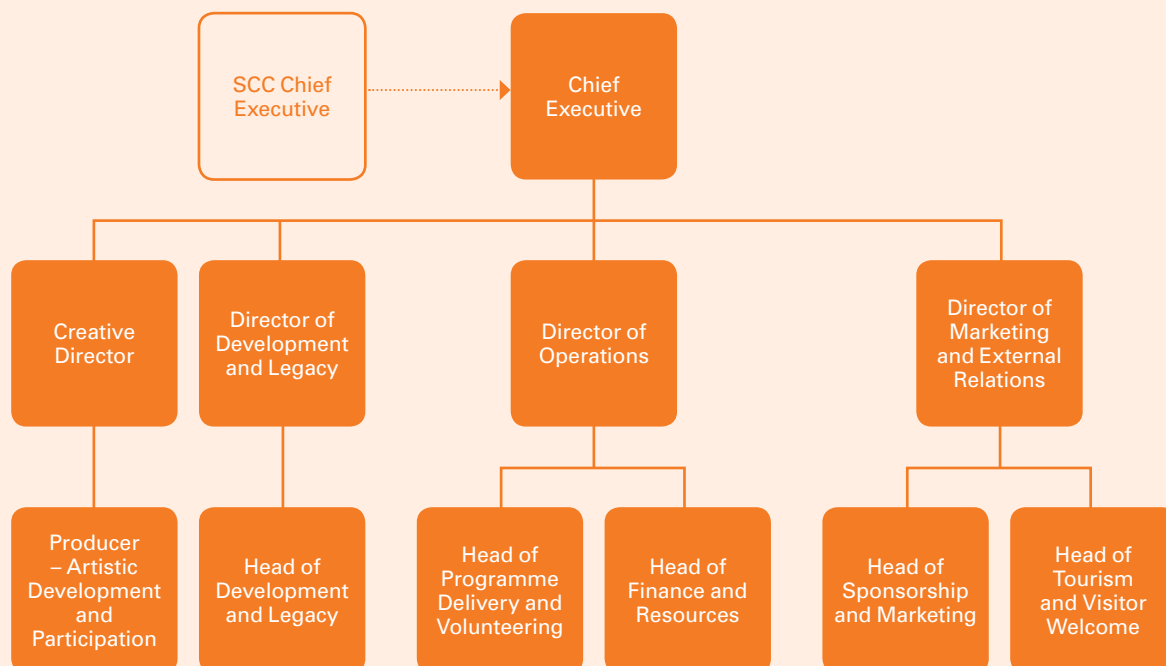
Our strategy will combine high quality secondments with open recruitment. The City Council and its partners have substantial capacity in key areas such as programme and event delivery, tourism, community engagement, finance, marketing and communications and project management. These functions will be selectively integrated into the company to ensure speed of transition, maintain a close working relationship and leverage between the company and key city providers and to start building the long term skills legacy within the city’s organisations.

Section G: Management of UKCC 2013

Our plan for ensuring a **speedy but assured** transition from bidding to delivery is summarised below:

- **August 2010:** existing Bid Team members remain in place to ensure continuity and momentum;
- **Cabinet approval in September 2010** of Sheffield Culture Board and senior management structure;
- **September 2010 (following Cabinet)** – initiate open recruitment to company Chief Executive and Director roles;
- **September 2010 (following Cabinet)** – selective secondment from existing Bid Team to bridge the gap till new recruitment in place. Secondees take up temporary roles till January 2011 including Chief Executive, Creative Director and Director of Marketing and External Relations;
- **October/November 2010:** interview and appoint Chief Executive and Directors. December/January start dates. 3 year contracts with option to renew beyond 2013;
- **September/October 2010:** secondment of 'Head of Service' roles from a variety of sources including the Bid Team, City Council, Creative Sheffield and key city partners. These to include:- marketing, tourism, communications, creative and artistic programme, events, funding and sponsorship, finance and internal affairs;
- **November/December 2010:** newly appointed Chief Executive and Directors finalise detailed staffing structures and recruitment strategy – including first phase to start in January;
- **January 2011:** Chief Executive and Directors take up post;
- **January 2011:** initiate recruitment to first phase of the new structure via combination of selective confirmation of existing secondees and open recruitment;
- **March 2011:** complete recruitment to first phase of new structure.

Sheffield Culture Company Organogram



Section H: Costs and Funding

Section H: Costs and Funding

The tables 4, 5, 5A, 6 and 6A give the details of our spend and funding calculations.

The **headlines and key assumptions** relating to these calculations include the following:

- our baseline/mainstream spend that will provide the foundation of our UKCC programme equals an average of over **£35M per year** during the period 2010-2014. Giving a total mainstream spend of **£179M**;
 - additional UKCC spend (on top of the £179M) equals £10.3M of which **£3.63M has already been agreed by the City Council**;
 - we have secured **£0.5M in commercial sponsorship** from Capita;
 - Veolia and Kier have signed as '**UKCC Partners in Principle**';
 - total spend on UKCC therefore equals **£189M**;
 - our additional UKCC spend will create a **6% uplift** over and above mainstream funding;
 - we have assumed that the **full mainstream programmes of our key partners will be included in our UKCC programme** – i.e. everything they do in 2013 and the lead-in years will be part of and promoted as our UKCC programme. Therefore, the total spend of our key partners plus the City Council spend on directly provided services (libraries and arts festivals) is included in Key Table 5. Please note therefore that Key Table 5A offers the annual budgets of our partners for illustrative purposes only;
 - the key partners included in our calculations are all **trust bodies** that have major, long-term funding relationships with Sheffield City Council. This reflects the mixed economy in culture in Sheffield whereby our key delivery agencies are arms length. However, the nature of their relationship with the City Council – including the funding agreements – is such that they be regarded for the purposes of the bid as '*under the control*' of the delivery partnership for UKCC;
- Sheffield City Council mainstream spend includes libraries and our core arts festivals;
 - Key Table 5 shows the **City Council has committed to an on-going uplift in spend of £0.4M in 2014**. This matches the uplift in 2012. However as Key Table 9 indicates, we would expect this to be at least doubled by support from other funders;
 - it is important to note that Key Tables 4 and 5 show an additional direct spend of £10.3M. Our figures in the Key Tables show only expected direct spend within the budget lines and deliberately don't show a contingency sum. Our detailed background workings for the period **2010 to 2013 show an additional contingency sum of £1.1M**. This equates to 10% over and above the direct spend figures of £9.9M for the this period. Therefore giving a **total budget allocation for 2010-2013 of £11M**. Our plan for funding the contingency would primarily focus on private sponsorship and ticket sales – over and above the £1.24M and £1M respectively shown in Key Table 5. We believe this is realistic especially given that we have already secured £0.5M of commercial sponsorship.



Contingency sums at 10% are assumed within the 'scaled down' and 'scaled up' totals shown in Key Table 6A (£7.76M and £13M respectively).

Section H: Costs and Funding

Key Table 4: Breakdown of costs of proposed programme (All costs in £000s)

	2010	2011	2012	2013	2014	Total
Baseline spend which the City will contribute to their UK City of Culture Programme (i.e. funding which would have been spent anyway, but will form part of the City's UKCC budget)						
Admin/Management	7137	7567	7667	7767	7867	38005
Programming	26790	26790	26790	26790	26790	133950
Marketing	1356	1356	1356	1356	1356	6780
Total	35283	35713	35813	35913	36013	178735
Additional Activity for UK City of Culture						
Admin/Management	40	385	500	800	100	1825
Programming	220	300	400	6600	250	7770
Marketing	20	35	200	400	50	705
Total	280	720	1100	7800	400	10300
Combined Baseline + Additional Activity						
Admin/Management	7177	7952	8167	8567	7967	39830
Programming	27010	27090	27190	33390	27040	141720
Marketing	1376	1391	1556	1756	1406	7485
Total	35563	36433	36913	43713	36413	189035

Key Table 5: Funding sources for proposed programme (All costs in £000s)

	2010	2011	2012	2013	2014	Total
Baseline funding which the City will marshal under their UK City of Culture Programme (i.e. funding which would have been spent anyway, but will form part of the City's UKCC budget)						
Local Authority	13258	13258	13258	13258	13258	66290
Other Public Funding	4324	4324	4324	4324	4324	21620
Private Sponsorship	623	623	623	623	623	3115
Ticket Sales	17078	17508	17608	17708	17808	87710
Total	35283	35713	35813	35913	36013	178735
Additional Funding specifically for UK City of Culture						
Local Authority	280	300	400	2650	400	4030
Other Public Funding	0	210	350	3470	0	4030
Private Sponsorship	0	210	350	680	0	1240
Ticket Sales	0	0	0	1000	0	1000
Total	280	720	1100	7800	400	10300
Combined Funding Baseline + Additional Activity						
Local Authority	13538	13558	13658	15908	13658	70320
Other Public Funding	4324	4534	4674	7794	4324	25650
Private Sponsorship	623	833	973	1303	623	4355
Ticket Sales	17078	17508	17608	18708	17808	88710
Total	35563	36433	36913	43713	36413	189035

Section H: Costs and Funding

Please note: we have been very pragmatic in our assumptions about the role of the key arts organisations included in Tables 4 and 5. Their strategic and central roles in UKCC means that our UKCC programme will fully embrace the whole programme output of these key organisations i.e. their mainstream programmes plus the additional activity/events specifically funded by our additional UKCC spend.

However, for illustrative purposes, their budget figures are shown below.

Key Table 5A: Annual budgets of key arts organisations

Organisation	Annual Budget (2010/11) (£000s)
Showroom/Workstation	2485
Sheffield Industrial Museums Trust	1101
Sheffield Arena (Sheffield International Venues)	4772
Sheffield City Hall (Sheffield International Venues)	3249
Museums Sheffield	4971
Sheffield Theatres	8320
Total	24898

Key Table 6: Details of progress in securing additional funding sources

Source	Amounts (£000s) (2010/11) (£000s)	State of progress in negotiation	Plan for securing funds	Your Risk Assessment of probability of securing the money if awarded UKCC
Sheffield City Council	£3.63M	Secured and agreed by Cabinet in April 2010		No risk
Sheffield City Council	£0.4M for 2014	Agreed within existing SCC budgets	Internal management action	No risk
Capita	£0.5M	Secured and agreed in April 2010		No risk
Further private sponsorship	Up to £2.5M	Approached 'top 25' businesses and discussed bid in detail. List includes major national companies who have strong business interests in the city. UKCC Business Symposium held on 30th April 2010.	Fully activate sponsorship strategy on UKCC announcement in July. Three tier strategy – Official Partner (£0.5M per sponsor); Official Supplier (£150K per sponsor) and Patron (£25K per sponsor). Sponsorship work will be led by dedicated post of Head of Sponsorship and Marketing in our company structure.	We believe our sponsorship target and the associated strategy is realistic. The sums being asked will accurately reflect the benefits on offer to sponsors.
		Veolia and Kier signed as 'UKCC Partners in Principle'	Key Table 10 confirms that sponsorship funding will be finalised by Summer 2011	Having secured commitment of £0.5M from Capita during our bidding phase gives us a strong sense that other businesses will follow. Medium-high risk

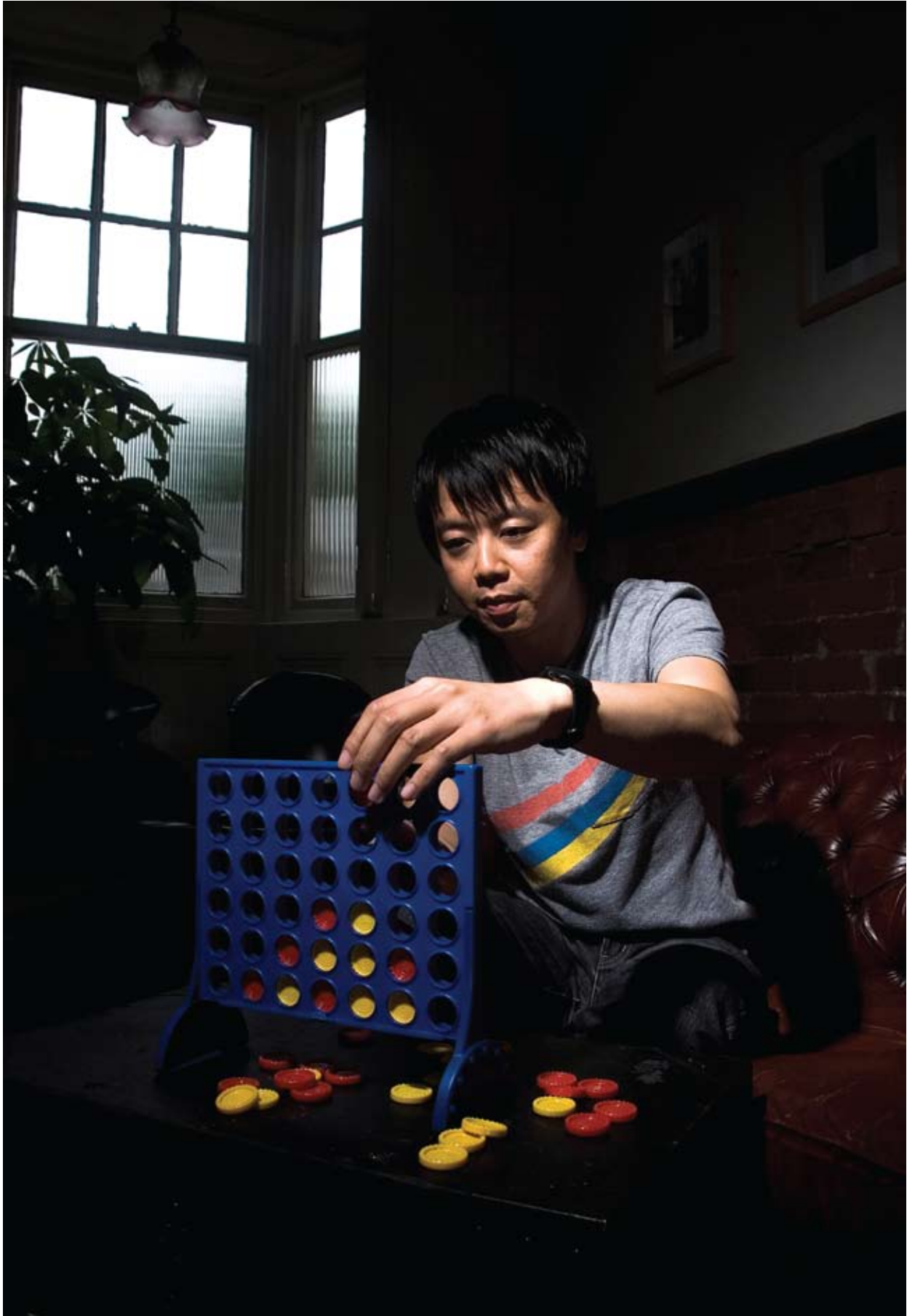
Section H: Costs and Funding

Key Table 6: Details of progress in securing additional funding sources

Source	Amounts (£000s) (2010/11) (£000s)	State of progress in negotiation	Plan for securing funds	Your Risk Assessment of probability of securing the money if awarded UKCC
Other public funding	Up to £4.03M	<p>Held discussions with Regional Director of ACE. Latter confirmed ACE support but made clear the national position that ACE will have tripartite discussions with DCMS and the winning city.</p> <p>Chief Executive level discussions have taken place with RDA and regional tourism agency. Support from both for the city bid.</p> <p>European and other public funding sources are being investigated – specifically ERDF</p>	<p>Progress discussions with key potential funders on announcement of UKCC in July.</p> <p>Discussions will be jointly led by the City Council CEO and the Sheffield Culture CEO.</p> <p>Key Table 10 confirms that public sector funding will be finalised by Spring 2011</p>	<p>We believe that ACE will commit a significant sum to the winning city – subject of course to detailed discussion about the programme and expected outputs.</p> <p>We therefore regard ACE funding as low risk and in Key Table 6A we have assumed that they match the City Council contribution.</p> <p>Regional funding is uncertain due to the wider political uncertainty surrounding regional bodies. We regard this as medium risk</p> <p>European funding is a challenge to secure but we believe that cultural funds, combined with broader regeneration funding can be secured. We regard this as medium-high risk.</p> <p>In summary, we regard a combination of ACE funding with 'other' public funding delivering a total sum of around £4M as realistic.</p>
Ticket sales	Up to £1.94M	Not applicable	Commercial strategy driven by Sheffield Culture Company starting in early 2011.	To be conservative, we have assumed no ticket income in the minimum option set out in Key Table 6A. However, ticket income will grow in line with the programme and so we regard £1M as realistic and almost £2M in total as possible.

Key Table 6A: City of culture budget under different scenarios (All costs in £000s)

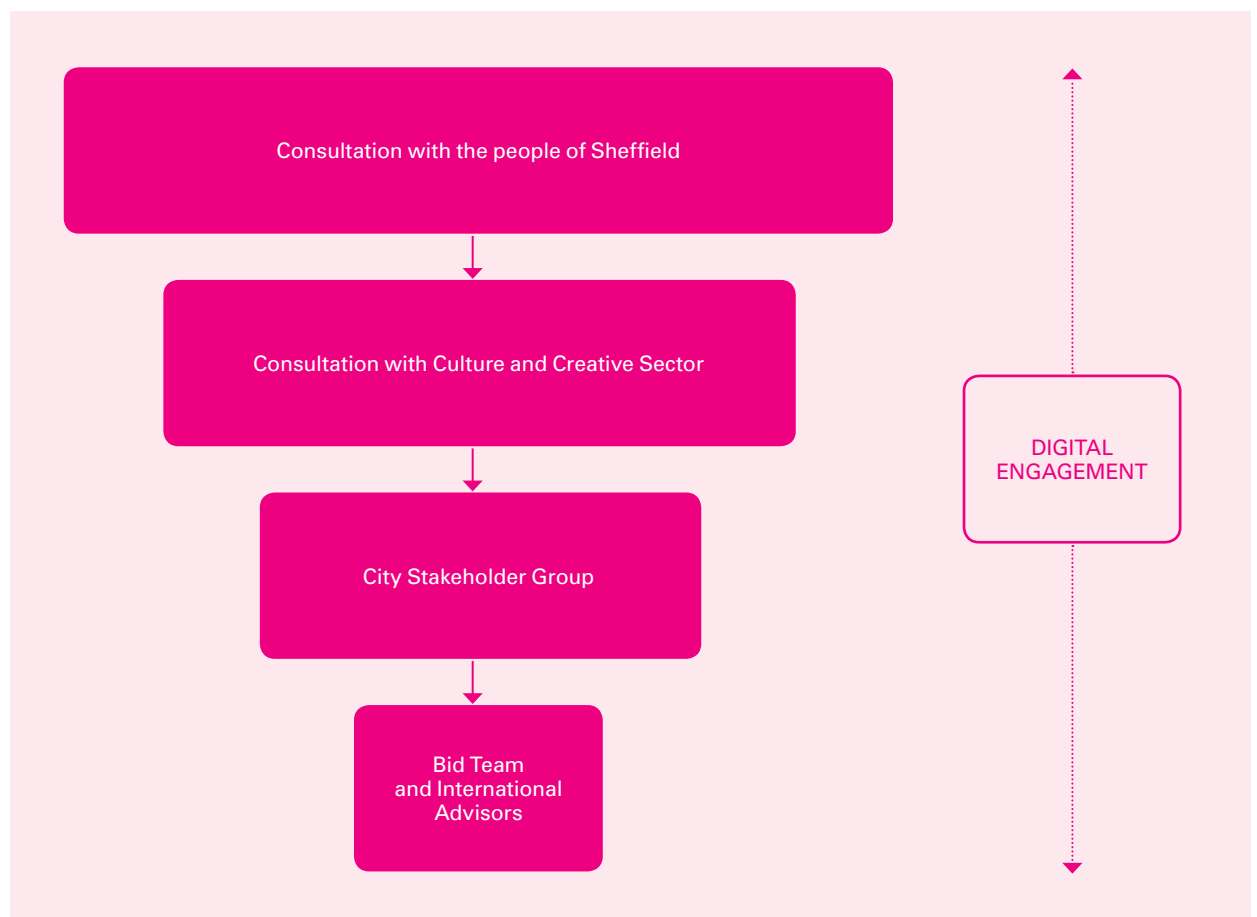
	SCALED DOWN or MINIMUM (Firm Commitment)	MOST LIKELY (Expected but not committed)	SCALED UP or AMBITIOUS (Possible)
Local Authority	3630	4030	4030
Other Public Funding	3630	4030	4030
Private sponsorship	500	1240	3000
Ticket Sales	0	1000	1940
Total	7760	10300	13000



Section I: Engagement and Support

Section I: Engagement and Support

The bid structure is shown below. The diagram aims to show how bid development has been steered and shaped by the views of the public, the sector and key stakeholders.



Bid Team

The bid has been led by a small multi-agency Bid Team. The members and roles are:

- City Council Director of Culture – Bid Director reporting directly to Council’s Chief Executive and Leader;
- Tom Fleming Creative Consultancy – international and technical advisors;
- Director of Strategic Marketing, Creative Sheffield – marketing and communications lead;
- Creative Director, Iris Associates – web development, promotions and bid design;
- Pete Massey, Regional Partnership Officer, Arts Council England – strategic advisor;
- City Council Head of Arts – programme and community development;
- Social Marketing Consultant – drive social marketing content on UKCC website;
- Director of Economy, Enterprise and Skills, Sheffield City Council – economic and tourism development;
- Director, Children’s Services – schools and engagement of young people.

Section I: Engagement and Support

International advisors

Sheffield understands the critical importance in our bid and programme of being outward-looking and international. We have therefore assembled a group of specialist advisors to test, challenge and stretch our thinking. These include:

Matt Pyke – named by the Guardian as one of the top 50 designers in the UK. Matt's company 'Universal Everything' works at the crossover between design and art. Clients include Apple, Audi, Nokia and the London 2012 Olympics. His work has been exhibited in the Victoria & Albert Museum – London, The Museum of Modern Art – New York and Colette – Paris;

Steve Hewlett – Steve is a Guardian Columnist and broadcasting consultant. He regularly contributes to and presents programmes on Radio 4 and Five Live. A former *Panorama* and *Inside Story* editor, he started as a researcher on *Nationwide* in 1981 before going on to produce a number of series for Channel 4. Steve became Director of Programmes for Carlton Television in 1998, becoming Managing Director in 2001. He is the Chair of Doc/Fest, a board member at Screen Yorkshire and a fellow of the Royal Television Society;

Dr Tom Fleming – Director of Tom Fleming Creative Consultancy – a leading cultural and creative economy specialist. Tom is leading bid development for Warsaw to become European Capital of Culture 2016 and led the successful bid for Guimarães, European Capital of Culture 2012. Tom's other international work includes projects in Russia, Brazil, Europe and the Middle East, with over 30 creative economy and cultural strategies delivered;

Simon Evans – Director of Creative Clusters – an international company based in Sheffield that explores and advocates the role of cultural industries in economic development and regeneration. Simon is currently a specialist advisor to the World Culture Forum.

City Stakeholder Group

The Stakeholder Group has set the overall bid strategy. It has also facilitated our extensive communication network on the bid and therefore ensured a genuine 'whole city' approach.

The Stakeholder Group, chaired by Paul Allen, BBC broadcaster and writer, consists of:

City Council Cabinet and Shadow Cabinet Members for Culture and Tourism, Sheffield University, Sheffield Hallam University, Meadowhall Shopping Centre, Sheffield Theatres, Showroom Cinema and Workstation, Museums Sheffield, Sheffield International Venues, Sheffield Industrial Museums Trust, Creative Sheffield, Chamber of Commerce, MK Communications, Yorkshire South Tourism, Sheffield PCT, Sheffield United and Sheffield Wednesday, Arts Council England, South Yorkshire Police, SY Passenger Transport Executive, Community Assemblies, Sheffield Contemporary Art Forum, Sheffield Youth Council, b.TWEEN, Music in the Round, Swamp Circus, Sheffield Arts Education and Musical Works.

Consultation and engagement in bid development

Sheffield has undertaken its biggest ever consultation with the general public and the culture sector and generated close to 2000 ideas! This has been supplemented by a major media and digital campaign and a city dressing programme to celebrate our shortlisted status but also to engage people in our consultation process.

The process has brought the sector together like never before and truly engaged the public and communities across the city.

A summary of work so far includes:

- over **150 artists and organisations** consulted on initial bid;
- over **100 cultural specialists** from professional and community sectors consulted on programme development;

Section I: Engagement and Support

- face-to-face consultation – almost **1,000 local people** engaged in an open public event and city’s first-ever Culture Debate;
- engagement across all seven of the city’s **Community Assemblies**;
- engagement of the **Local Strategic Partnership**;
- engagement of the **Top 25 businesses** in the city;
- a full debate at the **City Council**;
- engagement with the city’s key networks – e.g. ‘top 10’ cultural agencies, professional football clubs, PCT, Black and Ethnic Minority Network, both the universities, schools and colleges;
- programme development work with regional councils and partners, including consultation with Arts Council England, MLA, English Heritage and Screen Yorkshire;
- interactive website – with daily postings, upload facility for ideas and content and over **2200 Facebook fans**. We have also been involved in a genuinely digital engagement programme – posting ideas, prompting discussion and exploring partnerships.

Key Table 7: Proposed engagement process for programme development

Group Type	Size of Grouping	Method of Engagement
1. Political	6	Build on existing cross-party consensus. Meet quarterly to ensure continuing political support. Led by Council Leader and Chief Executive
2. Local Strategic Partnership	20	Quarterly engagement with LSP Board to ensure continuing fit with City Strategy and top level support from key city sectors
3. Culture Consortium	15	Evolved role for the city’s existing Culture Partnership which includes key cultural providers, universities, private and vol/com members. Focus on ensuring cultural legacy of the programme and sustained delivery beyond 2013. Ten meetings per year
4. Diversity Group	10	Ensure that programme addresses ‘participation’ gaps and ensures direct influence of target audiences by creating a new network from existing city groups e.g. disability, BME, older people. Quarterly meetings
5. National/international collaboration	15	Collaborative group consisting of UK and European cities/capitals of culture – past, present and future. For example, Sheffield has already agreed joint arrangements with Guimaraes and Maribor – European Capitals of Culture 2012. To inform and steer programme development and joint working. Twice a year plus electronic network
6. Regional collaboration	12	Existing Regional Cultural Network. Quarterly meetings
7. Tourism	6	Networking of existing regional tourism agencies with city hospitality group and city businesses to co-ordinate tourism delivery and maximise impact. Quarterly meetings with increased frequency as required
8. Marketing and Media	10	Quarterly meetings led by Marketing Sheffield and including all key regional media leads. Will work to proactively manage media relations and marketing delivery. Will increase the frequency of meetings as required
9. Sponsorship	8	Extended role for the Sheffield Business Events Group. It will seek and secure new resources – cash and in kind. Quarterly meetings
10. Social Legacy	7	Sub-group drawn from the LSP and the city’s Community Assemblies to plan and deliver our community programmes and social legacy
11. Economic Legacy	15	Sub-group of the city’s existing Strong Economy Board (LSP) to maximise regeneration and economic legacy of the programme
12. Impacts 13	10	Collaborative team led by the city’s two universities to develop and deliver impact evaluation programme. Quarterly meetings with increased frequency as required

Dear UK City of Culture team,

I think Sheffield should win UK City of Culture 2013 because Sheffield has lots of interesting and fun ~~actv~~ activities like going to the Lyceum and Crucible with my mums and school, I also like the clever light art in the Millenium Galleries! I enjoy the Sharrow festival and watching the dancers and musicians, I especially like the Lantern festival where everybody makes lanterns and take them out at night. The best things about Sheffield is that I can take part in hip hop, street dance and cheerleading classes and I am a member of Abbeydale Picture House Youth Theatre where I loved to taken part in 3 shows so far, my next performance is Bugsy Malone! Me and my friends love love Sheffield so I really hope we win!! Freya Hedley, age 9, Nether Edge
Thanks xx



Dear Mr Redmond and Fellow Panel Members

Sheffield: UK City of Culture

We are delighted to confirm both our support and passion for Sheffield's bid to be the first ever UK City of Culture (UKCC).

We fully understand the enormous importance of cross-party support for our bid, especially in the delivery phase if selected. The bid has been scrutinised by all councillors at Full Council and also by the relevant Scrutiny Board. The result has been a formal cross-party Notice of Motion fully supporting the bid. What's more, the Council cabinet has endorsed the bid and indeed committed a substantial investment in the event in the coming years.

We also understand the need for political leadership and can assure you that this will be available throughout the next three years, whatever future political changes there may be within the Council. The city council has a long track record of excellent working relationships between officers and members. The city's transformation over the last decade is proof of this!

Our collective support for the bid is primarily based on the fact that its content absolutely mirrors the city's longstanding goals for culture i.e., to play a central role in driving the city's creativity, for more people to take part in culture and to help re-position the city on the world stage. We recognise that becoming UKCC will catapult the city towards these goals at unprecedented speed.

Finally, Sheffield has always been an unfussy and genuine city and one that has always wanted to 'achieve things on merit and hard work'. We believe that Sheffield really can give so much to the UKCC and will work tirelessly to deliver this. Equally, we know that UKCC can bring huge benefits to us – but again only by the city actively pursuing them.

We want to become UKCC on merit and believe our bid presents you with a compelling case.

Thank you in anticipation of considering our proposals.

Yours sincerely

Councillor Paul Scriven
Leader of the Council
and Leader of the Liberal
Democrat Group

Councillor Jan Wilson
Leader of the
Labour Group

Councillor Jillian Creasy
Leader of the
Green Party Group

Section J: Risk & Contingency

Six point plan

Sheffield is a city that enters into projects in a fully considered and measured way. **Our track record of delivering multi-million pound projects – especially in the last 10 years – is unrivalled.** This is built on a combination of the city historically having to live with modest resources, our project management expertise developed over many years and an instinctively realistic approach to risk.

In the case of UKCC, we have engineered risk management into all our thinking from the start. We have a **six point plan**:

- **realistic budgets and income targets** – including contingency sums throughout and synchronisation of commitments in tandem with the securing of resources;
- accelerated programme of **securing funding** and sponsorship;
- tight **project management** guaranteed;
- **flexible programming** – based on sensitivity analysis of all programme and project options;
- driven by a **core bid and programme narrative** – to avoid any scaling up/down undermining our programme shape and scope;
- an emphasis in our programme of **building on existing successful activities and events** in the city and a dovetailing of the additional UKCC programme with the city's mainstream programme. This gives a firm springboard for growth/scaling up but also a secure buffer in the event of scaling down.

"THERE'S SO MUCH HAPPENING IN ARTS, MUSIC AND CULTURE IN SHEFFIELD – SOME OF IT WELL KNOWN, SOME OF IT YET TO BE DISCOVERED"

Joe Elliot (Def Leppard)



All our calculations are based on our default position of 'most likely' set out in Key Table 6A. This shows a total spend of £10.3M (with a contingency of £1.1M on top) and an additional programme spend of £7.77M over the period 2010 to 2014.

Scaled down

Our scaled down position is reflected in Key Table 6A showing a total spend of £7.76M.

The Sheffield approach will be to manage strategically across programmes and not just projects. This will ensure we can still deliver across our programme themes but deliver on a reduced scale. If selected as UKCC, our first priority will be to develop and detail the programme at the scaled down level of funding and work with this as the **guaranteed core programme**. This will be our 'first base' to be shared and agreed with DCMS by December 2010. This then gives the city and DCMS the comfort of knowing we have a programme that still meets our quality thresholds and is deliverable. The detailed work on the scaled up option can then start immediately in early 2011.

The **programme narrative will be guaranteed by our 'golden thread' of 'taking part'** and our programming strategy will guarantee the programme's shape and scope.

Section J: Risk & Contingency

In both scaled up and down options, our choices will be informed by **prior sensitivity analysis** on a range of programme and project scenarios to assess likely changes in social and economic impact. This will be done 'hand in hand' with the expertise available to us via our Impact 13 Programme.

The result is that a set of worked through options, calibrated against expected impact and legacy, can be discussed with DCMS and agreed with key partners.

The sensitivity analysis will take account a number of **programming and spend variables** including:

- management and staff
- marketing
- frequency
- location
- scale e.g. reduce the number of projects within a programme
- audience reach
- development work
- pricing
- national/international impact

As an example, the **Sky Edge** project is designed to deliver a light and sound show, curated by an internationally known digital artist, from different locations in the city, changing on a weekly basis. If we scale down, the frequency of the shows could be reduced to monthly or quarterly and the number of locations could also be reduced. However, we would look to protect the international quality and thus retain the 'big bang' impact.

"SHEFFIELD HAS CHANGED DRAMATICALLY SINCE I WAS LAST HERE, IT LOOKS AMAZING!"

Mica Paris

If difficult choices have to be made to scale down, then our **priority themes to protect** (subject to negotiation with DCMS) would be:

- community participation/DIY culture and taking part
- music
- digital
- young people
- international
- Impacts 13 Programme

Clearly management and staff costs would be the first port of call in seeking options for scaling down spend, in advance of decisions to scale down programmes and projects.

Scaled up

The city has already secured significant guaranteed funding from the City Council and £1M commercial sponsorship. This gives reason for a cautiously optimistic approach to our programme.

However, our choice of extra elements to include in the programme will be driven by a rigorous programme and project sensitivity analysis.

Nothing extra will be included without it first being tested in terms of the balance between 'resource input' and 'impact output'. Once again, the decisions will in large part revolve around the programming variables set out earlier in this section, such as frequency and scale.





Having assessed the programme and our overall strengths as a city, **we believe we can quickly scale up because:**

- we have generated programming ideas that go way beyond even our most optimistic budget scenarios – there will be **no shortage of ideas;**
- we have significant capacity in venues and spaces within the city and if necessary from other partner areas – there will **no shortage of space;**
- the city has a track record of delivering big events in very short lead-in times – most recently the BBC Sports Personality of the Year Awards – there will be **no shortage of expertise and energy;**
- we plan to conclude funding and sponsorship discussions with partners as a priority – there will be **no time wasted** in seeking budget certainty.

"SHEFFIELD WAS THE BEST CROWD. IT'S MY FAVOURITE GIG ON THIS TOUR"

Ricky Gervais

Faced with the luxury of choosing to significantly scale up our programme, our **priority themes for growth** (subject to negotiation with DCMS) would be:

- creative economy and leadership
- quality of artistic programme
- digital
- young people
- national and international collaboration
- opening and closing ceremonies
- marketing and promotion

For example, our opening and closing ceremonies will be developed in even more innovative and imaginative ways to include live digital streaming via the internet and mobile devices to make the events a digitally interactive experience for residents and visitors alike. The business –to– business elements of our festivals such as Doc/ Fest and our Children’s Media Conference would grow in scope and size. We would also extend our Creative Academies programme and scale up our learning collaborations with global cities.

Section J: Risk & Contingency

Key Table 8: Risk assessment

Risk	Likelihood – Scale from 1 (very unlikely) to 5 (very likely)	Impact – Scale from 1 (very low impact) to 5 (very high impact)	Proposed Mitigation
Funding – don't achieve scaled down funding of £7.76M	1	5	Core funding already secured from City Council and £0.5M from Capita Establish and agree minimum core programme with DCMS
Funding – don't achieve 'most likely' funding of £10.3M	2	3	Aggressive funding and sponsorship strategy. Expertise and resource in Sheffield Culture Company to pursue funding. Accelerated strategy to determine funding levels early. Scale back to £7.76M
Shortfall on ticket income	2	2	Included only conservative estimates in budget Scaled down programme
Failure to attract and retain key staff	2	5	Offer competitive salaries Offer 3 year contracts, with options to renew Seek secondees to complement our open market recruitment
Low attendance from 'hard to reach' groups	2	4	Major 'Take Part' marketing campaign Programme designed to appeal and involve groups Programme will dovetail with city's mainstream programme Development Director in post from outset to ensure community engagement and audience development
Delivery partners not fully engaged	1	5	Partners already have key strategic relationships with City Council Partners already fully engaged and committed to UKCC programme Budget allows for any additional partner costs
Programme has to be scaled up/down	2	3	Sensitivity analysis of programme and projects informed by Impacts 13 Programme to ensure informed choices on programme elements Clear sense of scaling up/down priorities within the programme Strong programming strategy to keep shape and scope
Delivering impacts and legacy	2	5	Strong programming and impact strategy from the outset Impacts 13 Programme in place from outset providing real-time assessment Dedicated Director position in Sheffield Culture Company to test, challenge and oversee legacy
Fail to attract international artists	2	4	City has already signed in principle agreements with a number of international standard curators and is in advanced discussions with a major global artist City has existing strong connections with artists – a number of whom live in the city or have strong ties with the city
Reduced visitor numbers	2	4	Strong national and international marketing campaign world-class elements to the programme e.g. Warhol Strong commitment from tourism partners



Section K: Legacy

Our strategy

We will deliver legacy through a **seven point strategy**:

- **Legacy NOW** – Sheffield’s approach to major events is always to seize the opportunity to build legacy here and now. Not waiting for the event and certainly not waiting until it’s gone. **Legacy is therefore happening right NOW on the back of our UKCC short listing** – the culture sector has come together like never before; the city has embarked on its biggest ever public engagement programme on culture and we have injected new momentum into two of our major capital projects;
- **sustained growth of our very best** – our programme will have a strong focus on growing what Sheffield already does best in culture and pushing them towards the **‘tipping point of sustainability**. These will sit alongside our brand new programmes. This strategy of organic growth will **avoid the trap of ‘stop-start’** that many other major events have historically fallen into;
- **our stage is set** – we have already completed most of our investment in the built cultural infrastructure and public realm and its sustainability is therefore assured. Further **development of our programme and our people are the next logical steps for us**;

“SHEFFIELD IS A CITY WHICH EMBRACES THE ARTS”

Sandy Nairne (Director of the National Portrait Gallery)



- **‘by doing, we become’** – our **investment will focus on the people** of the city with the aim of increasing their engagement with culture, their direct involvement and participation and their confidence to take part. The result will be a sustained shift in the **‘propensity to participate’ – once gained, never lost**;
- **looking long term** – our programming strategy for 2013 starts now in 2010 and will dovetail and grow into our post-2013 programme. In total therefore our planning and delivery horizon for legacy **is at least seven years**;
- **embedded** – our UKCC plans sit at the heart of the city’s wider cultural, economic and transformation strategies. For us, there is no other way. Twin tracked strategies have no traction or leverage, they stand alone and leave no lasting impact;
- **proactive** – our governance and management structures will give priority to legacy and will make it happen. **Legacy has to be worked for** – it won’t happen by chance. Legacy is a core priority for Sheffield Culture Company; it’s reflected in our stakeholder structures in Key Table 7 and will be the **sole remit of one of our company Directors and their team!**

Section K: Legacy

Key elements of legacy

Our UKCC legacy will inevitably focus on the four desired step changes set out in Section C. There will however be additional elements. Our legacy can be summarised as follows:

People and talent

Our stage is set, therefore a key part of our legacy is to encourage and support **people onto the stage** by creating an **irreversible propensity to take part** in culture. In practice, this will be achieved via the pursuit of two of our desired step changes:

- **everyone involved** – our baseline shows that Sheffield is just below the national average with 37.9% engagement in the arts. Our target therefore is that by 2016 Sheffield will have the highest participation rate of any major UK city;
- **Culture ‘by and with’** – Sheffield will create a step change in engaging its people in actively creating and making culture and not just watching it. The city will set itself the ambition of at least 70% of the 2013 programme being directly created, produced, made or performed by the city’s people.

The culture sector

A key part of our legacy will be to create a permanent improvement in the structures and capacity of the culture sector. This will be achieved by the following:

- **structures and influence** – our new governance structures will create a momentum towards a 360° coming together of the sector and a resulting increase in its influence across wider city agendas. Our bidding process has already delivered a significant advance in the confidence and cohesion of the sector. Our governance structure will inevitably increase the profile and strategic leverage of culture, whilst the evolution of the cultural consortium will bring an unprecedented opportunity for synergy and co-ordination in the delivery of the city’s cultural strategy and long term delivery arrangements;



- **a new wave of capital investment** – the city has a small number of ‘pipeline’ capital projects that are already enjoying new momentum from UKCC. Two key projects – the M1 Gateway public art project and the redevelopment of the Central Library have already benefited from our UKCC short listing, in the form of a commitment to progress detailed feasibility work on the former and new investment committed to the latter. These projects will be the focus of a new wave of investment – but there may be others too such as the proposed Festival Centre on the Showroom/Workstation site;
- **sustained uplift in public sector spend** – the City Council has already pledged a £3.63M contribution towards UKCC costs – including a spend uplift in the lead-in years to 2013. The City Council has also agreed to sustain its 2012 spend level beyond 2013. We would fully expect this uplift to be matched by other funders and therefore achieve an unprecedented shift in support for the culture sector.

Visitor economy

One of our major ambitions for UKCC is to attract more visitors to Sheffield in 2013 and in subsequent years. The value of our visitor economy in 2007 was around £598M. Our current target for 2013 without UKCC is an estimated £640M. However, with UKCC 2013, we are aiming for a step-change in the value of our visitor economy of just over £300M, taking the total value of our visitor economy to £943M. With UKCC 2013, the step-change in the total number of visitors to the city will be just over two million, taking our total number of visitors to 13 million and we are aiming to increase the number of international visitors to the city in 2013 to 500,000. We will aim to increase levels of domestic and international visitor numbers by at least 10% in subsequent years.

Creative economy

Sheffield is a leading UK city for creative production with one of the largest, most vibrant and distinctive creative industry sectors in the country. We have a 25 year history of targeted investment to support the development of the creative economy. UKCC will help us achieve our target to boost the sector to represent 10% of the city's working population by 2015. In addition, we are aiming to achieve a target of 200 new creative enterprises coming out of activities that are directly related to the 2013 programme and to achieve 7% growth in the sector by 2015.

Image and reputation

Sheffield will look to UKCC to provide 'rocket fuel' to the development of our image and global reputation. We are finalising a new city branding strategy. However, Sheffield's brand will be driven exclusively by content and not slogans. This is where **UKCC is inseparable from the city brand**. Indeed UKCC provides the 'attack brand' by telling the city's 21st century stories – international, contemporary, dynamic, inclusive, confident and most of all creative. Again, **legacy is already happening**. The design of our UKCC promotions has led and shaped the city's strategic branding – they are now totally seamless.

UK and UKCC

We believe our programme will have significant traction with **wider UK agendas**. In summary these are:

- **DIY UK** – people taking part and creating and making culture, not simply consuming that produced by others;
- **Digital UK** – the opportunity is there for never-before levels of access to cultural content and unleashing the unlimited power for new creativity and invention;

- **Cross-over UK** – there are increasing demands on us all to generate new synergies and solutions. 'Cross-over' is a powerful response to this, with its notion of crossing traditional boundaries and creating new configurations of art forms, communities, organisations and agendas;
- **Creative UK** – our programme is designed to inject greater creativity into the city's 'bloodstream' – in all aspects of life from schools to communities, voluntary groups, families and businesses;
- **Seamless UK** – Sheffield will break out of the UK's traditional two-tier approach to cultural programming – one high profile for select audiences and the other a community programme for local people;
- **Inspire UK** – a successful UKCC in Sheffield will provide a massive boost to the future of the competition and play a leadership role for cultural development across the UK;
- **Collaborative UK** – Sheffield, as always, will be outward looking in its programming and look to jointly programme with surrounding districts, other major cities and explore consortia and mentoring options with international partners. The city has also committed to an **Impacts 13 programme** to measure and then share the impact of our UKCC programme both nationally and internationally.

We believe that Sheffield will leave a **positive legacy for the future of UKCC**. The nature and scale of our programme, combined with our commitment to collaboration and learning and of course our successful delivery of the event, will provide significant encouragement to future UKCC bidders.

**"SHEFFIELDERS HAVE A
WONDERFUL CURIOSITY
AND OPENNESS TO OTHER
PEOPLE AND CULTURES"**

Marina Lewycka (Author)

Key Table 9: Securing the legacy

Key Element of Legacy in your Bid	How this will be secured by the activities associated with UKCC up to and including 2013	How this will be maintained post-2013 (including any ongoing funding required, management, monitoring, infrastructure etc)
Everyone involved	<p>Our programme will:</p> <ol style="list-style-type: none"> 1. be built on a '1000 Great Ideas' whereby communities are invited to generate ideas for the programme and are then supported to bring the best of them to fruition. Their ideas will help create the programme and be central to its success 2. grow what works – existing successful high participation events and activities will be extended to increase their reach 3. offer breadth and choice – whilst still keeping its overall shape, our programme will be comprehensive enough to appeal to a wide range of interests and tastes – from mainstream to niche 4. seek out 'cross-over' – we will build on the concept of 'cross over' to drive innovation and synergy thereby creating new opportunities and new ways to engage new audiences 5. invest in young people – whose participation rates are invariably the most responsive to new programmes and where we will achieve a long term 'participation return' on our investment 6. include high volume themes to drive participation rates – such as dance and music. Our programme will be a celebration of popular culture 	<p>The City Council will commit to matching the uplift in revenue spend achieved in 2012 beyond 2013. We will also pursue match funding against this uplift and are confident we can at least double the sum and so ensure a significant measure of continuity for the participation programmes. The newly formed Cultural Consortium will play a key role in attracting match funding</p> <p>Given the centrality of 'taking part', participation programmes will be given priority in the funding available post 2013</p> <p>Performance will be monitored via a combination of programme and project level evaluation and the national indicator set. The methodology will be set by the Impacts 13 Programme, the most comprehensive, digitally enabled evaluation programme ever</p> <p>The City Council will take a lead in overseeing delivery of the programmes beyond 2103. However, it is expected that the on-going structure will be a hybrid between the Council structure and that of the Sheffield Culture Company. The 'best fit' will be determined nearer the time but in advance of 2013 to allow a speedy migration path into 2014 and beyond</p>
Culture 'by and with'	<p>This will be delivered by a combination of:</p> <ol style="list-style-type: none"> a) direct participation in activities and events being a core output required of all our UKCC programmes and events b) influencing the design and shape of our UKCC programmes i.e. via increased consultation and dialogue with communities c) a new network of cultural leaders – local people will be trained to organise and support increased cultural activity in their communities d) guaranteed opportunity for every school child in the city to participate in the 2013 programme e) 1000 Great Ideas – significant elements of the UKCC programme will be produced and delivered directly from many of the 'great ideas' generated in communities in the years leading up to 2013 f) a pervasively digital approach – our Digital Region Initiative will bring unprecedented access to our cultural programme and provide the opportunity on a major scale for user generated content into the heart the programme 	<p>We strongly believe that our passion for culture being created and made by our people will have very strong resonance with potential match funders and in particular will have leverage across community', 'social and 'health' funding streams</p> <p>The City Council will commit to matching the uplift in revenue spend achieved in 2012 beyond 2013. We will also pursue match funding against this uplift and are confident we can at least double the sum and so ensure a significant measure of continuity for the participation programmes. The newly formed Cultural Consortium will play a key role in attracting match funding</p> <p>There will be a process of extensive and sustained engagement with Voluntary Action Sheffield, the wider voluntary and community sector, key Council Departments, Sheffield PCT and our seven community assemblies to lead the work. This will start in early 2011 and will be led by the Director of Development and Legacy and his/her team</p> <p>The Cultural Consortium will take lead responsibility for coordination and delivery of culture beyond 2013</p>

Section K: Legacy

Key Table 9: Securing the legacy

Key Element of Legacy in your Bid	How this will be secured by the activities associated with UKCC up to and including 2013	How this will be maintained post-2013 (including any ongoing funding required, management, monitoring, infrastructure etc)
Improved and more sustainable culture sector	<p>This will be delivered via:-</p> <p>a) structures – the new governance structures that will oversee our UKCC programme and provide a more coherent and connected approach to cultural development in the city</p> <p>b) new wave of capital investment – in the lead in to 2013 this will take the form of the newly agreed £1M investment in Central Library and private sector pledge to invest £0.5M in the M1 Gateway public art project</p> <p>c) sustained uplift in public sector spend – part of the City Council’s commitment of £3.63M additional spend on UKCC includes close to £1M uplift in spend in the lead-in years before 2013</p> <p>d) capacity, confidence and connectivity – we see UKCC as a catalyst for transforming the skills and ambition in the cultural sector. We will also build new connections between the sector and other sectors – such as health, education and business</p>	<p>Governance structures beyond 2013 will be a hybrid between the Council structure and that of the Sheffield Culture Company. The cost of the structure will be met from a combination of mainstream Council funding and if necessary from the uplift sum from 2014 onwards. The development and implementation of the new ‘fit for purpose’ structure will be led by the City Council and ACE</p> <p>A key part of ensuring legacy will be the formation of a new cultural consortium which will play a central role from early 2011 in planning and delivering the cultural legacy of the programme, including sustained cultural delivery beyond 2013</p> <p>Capital investment will be project specific. Significant new capital investment has already been found for the Central Library (circa £1M) and the city has secured £0.5M commercial investment into the M1 Gateway public art project. Funding beyond these levels will be the subject of the outcome of current feasibility studies on both projects</p>
Sheffield’s visitor economy	<p>We will work with our main tourism and event partners, local businesses, Robin Hood Doncaster Sheffield Airport and other regional airports to:</p> <ul style="list-style-type: none"> attract and host major, world-class events in the city that will attract visitors from the domestic and international markets deliver a major marketing campaign with Sheffield UK City of Culture 2013 as our ‘attack brand’ and directed at our target audiences of ‘Talent, Trade and Tourism’ maximise the impact on our visitor economy by combining ticketing for the UKCC programme with offers in hotels, restaurants, shops, sporting events and transport capitalise on marketing and route development opportunities in partnership with our regional airports, in particular Robin Hood Doncaster Sheffield Airport develop a volunteering programme – that increases employability skills and provides the city a pool of hosts and ambassadors for future events 	<p>The City Council and Creative Sheffield both have tourism and marketing budgets which currently contribute towards promotion of the city to domestic and international visitors. This will provide the core resource needed to build on the work done for UKCC 2013 to maintain the profile of Sheffield as a tourism destination</p> <p>We will continue to work with Welcome to Yorkshire, with whom we have a strong relationship and the city’s hotels and other tourism businesses to ensure that Sheffield’s activities are supported to deliver a return on investment. We will also continue to work through the relevant organisations and agencies in the wider Sheffield City Region including Robin Hood Doncaster Sheffield Airport and the Peak District National Park to maintain the profile of the area as a leisure and business tourism destination</p> <p>This work will be led by Marketing Sheffield</p> <p>Performance will be monitored via a combination of programme and project evaluation and the national indicator set. The methodology will be shaped by the Impacts 13 Programme</p> <p>The Impacts 13 Programme will provide the monitoring for the visitor economy and will give us the opportunity to review our baseline data and strengthen the core information we have on the value of tourism and the number of visitors to the city</p>

Section K: Legacy

Key Table 9: Securing the legacy

Key Element of Legacy in your Bid	How this will be secured by the activities associated with UKCC up to and including 2013	How this will be maintained post-2013 (including any ongoing funding required, management, monitoring, infrastructure etc)
Sheffield's creative economy	<p>We will work with the city's creative businesses and the universities to:</p> <ul style="list-style-type: none"> • stage the World Creative Forum that will include the BRIC Creativity EXPO a creative industries trade show, summit and set of outward missions that connect Sheffield and UK creatives to peers and markets in Brazil, Russia, India and China • promote a Creative Academies programme with Sheffield as the place to do business in the creative and digital industries. This will build on the success of festivals in the city that create opportunities for international industry delegates to meet and share ideas <ul style="list-style-type: none"> – Doc/Fest's 'Meet Market' targeted at international delegates – Sensoria Pro Industry Day that explores the latest developments in music production and distribution, moving image and games – Children's Media Conference which provides opportunities for children's TV and broadcasting professionals to meet – Lovebytes Festival of Digital Creativity and Culture industry symposium • develop a Sheffield Cultural Leadership Programme for emerging community and business leaders from diverse backgrounds • launch our Digital Pioneers Programme which will include a set of smart commissions that connect digitally-driven creative entrepreneurs to businesses based in other sectors • deliver a tailored package of business support to the creative sector 	<p>The City Council and Creative Sheffield have budgets which currently contribute towards supporting the creative industries in the city</p> <p>We will ensure that the appropriate mechanisms are in place to maintain the engagement of the sector post-2013 in the economic growth of the city under the overarching steer of the city's Strong Economy Board</p> <p>Performance will be monitored via a combination of programme and project evaluation and the national indicator set. The methodology will be shaped by the Impacts 13 Programme</p>
Image and reputation	<p>The city has already agreed that UKCC will be the lead attack brand for its new city branding. Sheffield's UKCC branding is a mirror image of the city brand. Our UKCC branding is already the platform for a citywide promotional and awareness campaign and this will run throughout the period between 2010 and 2013</p>	<p>The City Council and Creative Sheffield have marketing budgets which currently contribute towards the city branding strategy. This will provide the core resource needed to sustain the promotion of the city's image in general and the promotion of UKCC specifically. The centrality of UKCC to the city's wider brand strategy means that it will be a priority for resources from the city marketing budget beyond 2013</p> <p>The work will be led by Marketing Sheffield</p> <p>We are also exploring the development of a web/ TV channel that could operate post 2013. There are exciting new business models that could flow from this – with opportunities to stream Sheffield content nationally and internationally</p>
UK and UKCC impact	<p>This will be delivered via a combined strategy of:</p> <ol style="list-style-type: none"> a) close partnership with DCMS b) national and international inter-city collaboration and mentoring c) commitment to and dissemination of our profile Impacts 13 Programme <p>This will ensure a reciprocal relationship between our programme and the wider UK agenda i.e. our programme will be informed by the wider UK agendas and in turn, our programme will then shape future UK agendas</p>	<p>The costs of sustained inter-city collaboration/ mentoring and the dissemination of our Impacts 13 report will be met from mainstream City Council funding</p> <p>The Sheffield Culture Company management structure in place beyond 2013 will lead on national and international collaboration</p> <p>The city will work closely with DCMS and potential bidding cities to promote and support applications to UKCC 2017</p>



Section L: Milestones

Section L: Milestones

Key Table 10: Milestones up to 2013

Period	Management and Administration	Funding	Programme Development	Audience Engagement and Marketing
Aug 10	<ul style="list-style-type: none"> Confirm existing Bid Team members in 'transition' positions to ensure continuity and team in place to seek final agreement with DCMS Work with DCMS on final UKCC agreement Prepare key Cabinet report 	<ul style="list-style-type: none"> Initiate detailed discussions on funding and costs as part wider final agreement with DCMS Seek final agreement with DCMS 	<ul style="list-style-type: none"> Plan programme development conference with key delivery partners Set funding criteria for 1000 Great Ideas and commissioning budgets Agree criteria for commissioning projects for 2010/11 Commence Impacts 13 Programme, meeting bi-monthly with both universities and partners 	<ul style="list-style-type: none"> Major awareness campaign to announce city as UKCC and pre-announce 'Take Part' campaign Launch of new Sheffield Brand Identity Sheffield Music City campaign – National Media Launch of Digital Artwork at Park Hill Early strategic marketing discussions with Welcome to Yorkshire & Visit Britain
Sep 10	<ul style="list-style-type: none"> Cabinet approval for final agreement with DCMS Cabinet approval for Sheffield Culture board and senior management structure Initiate open recruitment to Chief Executive and Director roles Secondees from Bid Team take up interim roles of CEO, Creative Director and Director of Marketing & External Relations 	<ul style="list-style-type: none"> Tripartite discussions with DCMS, ACE and other key national agencies Cabinet approval to final funding strategy 	<ul style="list-style-type: none"> Deliver programme development conference with key partners Planning for the delivery of 2011 launch of 1000 Great Ideas Fund Action learning visit to the Ruhr 2010 Capital of Culture Interdisciplinary 2011 UK School Games and Open Weekend planning group established to meet monthly 	<ul style="list-style-type: none"> Develop 2013 and lead-in communications strategy Launch of Sheffield Business Festival Announce Culture Board and 2013 senior management structure Establish reciprocal media relationships with key media partners – to ensure positive coverage from outset
Oct 10	<ul style="list-style-type: none"> Legally establish SPV company Interview and appoint for CEO role Followed by appointment to Director roles Temporary secondment to key heads of service roles 	<ul style="list-style-type: none"> Development of discussions with key public funders Meeting with key potential sponsors to discuss benefits 	<ul style="list-style-type: none"> Contractual arrangements for the providers delivering funding for 1000 Great Ideas Meet Eurostar, St. Pancras and Gare du Nord railway stations for S2013 project Social impact symposia with key partner organisations to develop targets and milestones New Chords programme group established 	<ul style="list-style-type: none"> New Sheffield Marketing Bureau operational Launch 'Take Part' community engagement and awareness campaign
Nov 10	<ul style="list-style-type: none"> Newly appointed CEO and Directors finalise detailed staff structures (in advance of taking up posts) 		<ul style="list-style-type: none"> Guest curators approached for key projects Planning for Summer of Sanctuary 2011 with key partners Identify sites and performers for 2011 'Something Completely Different' commissions Commission light projections for autumn 2011 and spring 2012 	<ul style="list-style-type: none"> Launch of Sheffield Doc/Fest – National Media Media campaign on the launch of 2010/11 inc. 1000 Great Ideas

Section L: Milestones

Key Table 10: Milestones up to 2013

Period	Management and Administration	Funding	Programme Development	Audience Engagement and Marketing
Dec 10	<ul style="list-style-type: none"> Agree with DCMS guaranteed core programme 		<ul style="list-style-type: none"> Conference with Kosice and Marseille to connect 2013 UKCC and Capitals of Culture Agreements in place for BBC Electric Proms/ Young Musician of the Year and Turner Prize Strategy for involvement of local people at all levels of the programme in place 	<ul style="list-style-type: none"> Media conference to announce key 2013 team Develop 2013 brand identity & guidelines
Jan-Mar 11	<ul style="list-style-type: none"> CEO and Directors take up post Initiate recruitment to heads of service positions and extend delivery staffing to £60,000 Establish Cultural Consortium 	<ul style="list-style-type: none"> Accelerate sponsorship strategy Develop detailed commercial strategy 	<ul style="list-style-type: none"> Launch of 1000 Great Ideas fund Opening and Closing Ceremonies – community collaborations meeting Planning for the delivery of the volunteer programme Convene young people's panel to assist in the curation of each theme Review progress of Impacts 13 Legal/financial review of processes and contracts with key specialists 	<ul style="list-style-type: none"> Outline agency support model created Creative and Digital campaign in sectoral media 2013 website go-live Accelerate and extend 'Take Part' community engagement campaign – with targeted channels to engage hard to reach groups
Apr-Jun 11	<ul style="list-style-type: none"> Complete recruitment to heads of service Establish 'scaled up' programme 	<ul style="list-style-type: none"> Conclude negotiations with key public funders 	<ul style="list-style-type: none"> Schools competition to accompany RIBA Stirling Awards launched Convene digital summit to explore web TV programme development New Chords programme commences Agree contracts for S2013 project Launch of Sensoria 2011 Launch of Doc/Fest outdoor programme Agreement reached with BBC re: Electric Proms and Young Musician of the Year Launch Re: Tool programme 	<ul style="list-style-type: none"> Sign off final 2013 communication strategy Major audience engagement programme with Sheffield Children's Festival
Jul-Sep 11	<ul style="list-style-type: none"> Heads of service craft new team staff structures and timelines 	<ul style="list-style-type: none"> Conclude key sponsorship negotiations (at least Category 1 and 2 sponsors) 	<ul style="list-style-type: none"> Guest curators agreed for all major events Impacts 13 mini-conference Agree sites for Sky Edge Cultural Leaders' Programme launched 	<ul style="list-style-type: none"> Announce initial 2013 activity
Oct-Dec 11	<ul style="list-style-type: none"> Recruit next phase of delivery staff Finalise and sign off delivery plans for 2012 	<ul style="list-style-type: none"> Conclude Category 3 sponsorship Review and finalise funding plan 	<ul style="list-style-type: none"> Contracts signed with guest curators for all major events Launch Box of Delights Review of city's mainstream programme and events 	<ul style="list-style-type: none"> Re-launch of Off the Shelf Festival/Text in the City – National Media

Section L: Milestones

Key Table 10: Milestones up to 2013

Period	Management and Administration	Funding	Programme Development	Audience Engagement and Marketing
Jan-Mar 12	<ul style="list-style-type: none"> Delivery staff extended 	<ul style="list-style-type: none"> Activate commercial income plan – ticket sales, merchandise etc 	<ul style="list-style-type: none"> Commission graphic designers for Digital Cabinets of Curiosity and start community engagement Opening ceremony rehearsals for all local performers commences New Chords reaching all schools 	<ul style="list-style-type: none"> Sign up media partners for 2013 activity Finalise 2013 city dressing strategy New Year’s push on ‘Take Part’ campaign Launch international visitor campaign
Apr-Jun 12	<ul style="list-style-type: none"> Finalise delivery staff structures for 2013 		<ul style="list-style-type: none"> Master timetable for 2013 created Impacts 13 conference Art Sheffield theme and curator announced Agreement reached on UK Pavillions 	<ul style="list-style-type: none"> Announce full 2013 programme National media campaign trailing UKCC 2013 in Sheffield First tickets on sale
Jul-Sep 12	<ul style="list-style-type: none"> Recruit to final phase of delivery and marketing structure Finalise and sign off delivery plans for 2013 		<ul style="list-style-type: none"> Recruit to volunteering programme Announce international artist(s) for Sheffield Children’s Festival Sheffield Theatres 13 programme announced Sheffield Arena/ Don Valley Stadium programme launched 	<ul style="list-style-type: none"> Programme-specific marketing campaigns Publish event guide
Oct-Dec 12	<ul style="list-style-type: none"> Train up all delivery staff 		<ul style="list-style-type: none"> Training programme for all volunteers – alongside new delivery staff Deliver series of final preparation workshops on each of the key themes e.g. world class, opening and closing ceremonies, community programme and key briefings for all politicians, dignitaries and guest speakers. Opening ceremony final preparations for production and logistics. Poet Laureate for every community assembly area in place 	<ul style="list-style-type: none"> Finalise ticket & sales promotion activity Implement city dressing strategy

Appendix A: Proposed Programme

Appendix A: Proposed Programme

Key Table 11: Summary of artistic programme leading up to 2013

Name of Event / Activity	Type of Event/ Activity	When delivered	Where delivered	Cost of delivery	Expected Audience Numbers	Reach of Event/ Activity (Local/ Regional/ National/ International)	Free/ Charged Activity	Significance to Programme (leading/ supporting event)
RIBA Stirling Prize & Schools Competition	Awards Ceremony & Architecture Competition	Oct 11	City Centre architecturally significant space	£5,000	500 + Channel 4	International	Invited	Supporting
Summer of Sanctuary	Events Programme	Jun, Jul, Aug 11/12	Citywide	£30,000	60,000 p.a.	Regional	Free and charged events	Leading
Cabinets of Digital Curiosities	Graphic & Digital Art Commissions	2012 year	City-wide (on DRI cabinets)	£30,000	50,000	Regional/ National	Free activity with in-kind sponsorship	Leading
'Something Completely Different' Commissions	Site specific performances	2011 & 2012	City-wide	£100,000	30,000	National/ International	Free with in-kind sponsorship income	Leading
Text and the City	Text based public art installations	Michael Rosen 2011 & interactive in 2012	City-wide	£30,000	100,000 p.a.	National	Free	Leading
Let's Build Our Legacy	National Artist-led creative programme/ UK School Games	June/July	City-wide	£100,000	30,000	National/ International	Free with in-kind sponsorship income	Leading
Off the Shelf	Festival of writing and reading	Oct 11, 12	Venues city-wide	£40,000	25,000 p.a.	Local/ Regional/ National	Charged events & sponsorship income	Leading
Cultural Olympiad (inc. Open Weekend)	Cultural events programme	Jul 10 & 11. Extended in 2012	City Wide	£45,000	200,000	Local & Regional	Free	Leading
Lovebytes Festival of Digital Art	Digital Festival	Autumn 11, Spring 12	City Centre	£40,000	300,000	Local & Regional	Free	Leading
Precious Cargo & Golden Age of Couture with V&A	Exhibitions	2011, 2012	Museums Sheffield	£0 ¹	40,000	National	Charged and free events	Supporting
Intl Student Drama Festival	Theatre	2012	Sheffield Theatres	£0 ¹	5,000	National	Charged	Supporting
Sensoria	Festival of Film & Music	Apr 11 & 12	Showroom cinema & city centre Venues	£30,000	12,000	National	Charged	Leading

Appendix A: Proposed Programme

Key Table 11: Summary of artistic programme leading up to 2013

Name of Event / Activity	Type of Event/ Activity	When delivered	Where delivered	Cost of delivery	Expected Audience Numbers	Reach of Event/ Activity (Local/ Regional/ National/ International)	Free/ Charged Activity	Significance to Programme (leading/ supporting event)
Galvanize Sheffield	Festival of Contemporary Metal Design & Innovation	Mar-Apr 11	City & regional venues/sites	£30,000	80,000	Local/ National/ International	Free & Charged	Leading
Sheffield Music City	Music Festival	Jul 11 & 12	City centre venues & outdoor sites	£75,000	100,000	Local/ National	Free & some sponsorship income	Leading
Doc/Fest	Documentary Film Festival – inc. new outdoor public screenings	Jun 11, 12	City centre & outdoor sites	£0 ¹	9,000	Local/ International	Free and some charged	Leading
Catalytic Clothing	Art/Science installations	Summer 11	Public transport	£5,000	100,000+	Local/ Regional	Free	Supporting

¹Core Funded

Appendix A: Proposed Programme

Key Table 12: Summary of artistic programme during 2013

Name of Event / Activity	Type of Event/ Activity	When delivered	Where delivered	Cost of delivery	Expected Audience Numbers	Reach of Event/ Activity (Local/ Regional/ National/ International)	Free/ Charged Activity	Significance to Programme (leading/ supporting event)
'Sheffield Twinned with Mars'	Opening & Closing events	Jan & Dec	Citywide	£800K	150,000	Local/ Regional/ International	Free	Leading
Sky Edge	Digital Sound & Light show	Jan-Dec	Citywide	£700K	10,000 per month	Local/ Regional/ National	Free	Leading
PARIS-LDN-SHEFFIELD	Site Specific Commission	Mar-May	Paris-London-Sheffield	£250K	6,000 + online	International	Free	Leading
Tramlines	Music Festival	Jul	City centre	£90K	50,000	National	Free & charged	Leading
Sheffield Commissions	Music Crossover/ fusion	Jan-Dec	City wide	£50K	75,000	National/ International	Free & charged	Leading
BBC Young Musician of the Year	Music Broadcast event	May	Sheffield City Hall	£50K	2,300 + broadcast viewers	National/ International	Charged	Leading
BBC Electric Proms	Music Broadcast event	October	Sheffield City Hall	£150K	2,300 + broadcast	National/ International	Charged	Leading
Sheffield Mood-ometer	Interactive digital installation	Jan-Dec	City centre building	£20K	250,000 + online	Local/ Regional	Free	Leading
Sheffield Explorer	Digitally Augmented-reality trails	Jan-Dec	Citywide	£30K	500,000	Local/ regional	Free	Leading
Lovebytes Festival	Festival of Digital Art & Culture	Jan-June	City centre	25K	60,000 + online	Regional	Free & charged events	Leading
Digital & Graphic Design Exhibition	Visual Art	Year long + monthly events	Workstation & Showroom cinema	£30K	26,000	National/ International	Free & charged events	Leading
Sheffield Children's Festival	Multi art events & exhibitions	June/July	Citywide	£100K	120,000	Local/ Regional/ National	Free & charged events	Leading
Self Portrait	Interactive digital visual art	June-Dec	Online	£10K	100,000	Local/ regional	Free	Leading
Text & the City	Literature/ Public Art	Jan-Dec	Citywide	100K	1,000,000	Local/ Regional/ National	Free	Leading
Summer of Sanctuary	Cross Arts	June/July/ August	Citywide	25K	40,000	Local	Free & charged events	Leading
Festival of Festivals	Community Festivals	May/ June/July/ August	Citywide	£50K	60,000	Local	Free	Leading
BFI Mediatheque	Film	January	Central Library	£50K	37,000	Local/ Regional	Free	Supporting
'Stainless' (Galvanize)	Product Design exhibition	August-September	City centre gallery site	£50K	40,000	National/ international	Free	Leading
Exchange Commission (Galvanize)	Exhibition	Mar-Apr	Sheffield & Global	30K	20,000	International	Free	Leading

Appendix A: Proposed Programme

Key Table 12: Summary of artistic programme during 2013

Name of Event / Activity	Type of Event/ Activity	When delivered	Where delivered	Cost of delivery	Expected Audience Numbers	Reach of Event/ Activity (Local/ Regional/ National/ International)	Free/ Charged Activity	Significance to Programme (leading/ supporting event)
International Metalwork Award (Galvanize)	Visual art/ Design	Mar/April	Museums Sheffield: Millennium Galleries	£70K	40,000	International	Free	Leading
'The Factory' Andy Warhol/ Jeff Koons exhibition	Visual art	Summer	Museums Sheffield Gallery	£100K	100,000	International	TBC	Leading
Turner Prize 2013	Visual art	Oct-Jan	Museums Sheffield: Millennium Galleries	£380K	80,000	National/ International	TBC	Leading
Sensoria	Music & Film festival	April	Showroom Cinema and site specific locations	£30K	12,000	National/ International	Free and charged events	Leading
Doc/Fest	International Documentary film festival	June	Showroom cinema and outdoor locations	£0 ¹	5,000	International	Free & charged events	Leading
UK Pavilions	Contemporary art exhibition	Mar-May	City centre sites	£50K	30,000	National	Free	Leading
S2013 (adopt Sheffield Postcode)	Contemporary art display	Jan-Dec	Paris/London/ Sheffield Railway stations	£100K	1,000,000+	International	Free	Leading
Circus City	Circus/New Variety	Spring	Centre & neighbourhoods	£40K	25,000	Local/ Regional	Charged & free	Leading
Sheffield Theatres 13	Theatre	Jan-Dec	Sheffield Theatres	£100K	450,000	National/ International	Charged	Leading
Sheffield 2013 TV	Interactive Broadcast	Jan-Dec and beyond	Online	£75K	Unlimited	Local/ Regional/ National/ International	Free	Supporting
Sheffield Music City	Mass Music	Mar-July	Don Valley Stadium/ Sheffield Arena	£0	100,000	/Regional/ National/ International	Charged	Leading
Art Sheffield	Contemporary Art	Mar-May	City centre locations	£100K	200,000	/Regional/ National/ International	Free/ charged	Leading

¹Core Funded

Appendix A: Proposed Programme

Key Table 13: Details on key artistic programme component during 2013

<p>Let's be World Class</p> <p>Summary of the Component: Let's be world class 'The Factory' will feature a major art exhibition from Andy Warhol and Jeff Koons. We are in discussions to bring the Turner Prize 2013 to the city and this will be led by Museums Sheffield. Sheffield Theatres 13 will be a year-round programme dedicated to UKCC. Sensoria our festival of film and music will feature an international guest-curator and Art Sheffield 2013, the city's international contemporary art exhibition, will focus on the themes of 'world class' and 'unexpected'. Doc/Fest, the international documentary film festival, will grow to attract the largest ever number of delegates, including young people, and will curate film showings in public spaces on an unprecedented level. UK Pavillions will be an invite to the UK's cultural cities to come to Sheffield and create their own, unique cultural pavilion showcasing their 'cultural best' during 2013</p> <p>Timing: Year round</p> <p>Is it new or enhanced existing activity? Combination</p> <p>Where will it be delivered? Key city centre sites</p> <p>What are the costs of delivering it? £700K (30% private sponsorship/40% ticket sales/30% public sector)</p> <p>Who is leading on design and delivery of this element? Museums Sheffield, Sheffield Theatres, Sensoria, Art Sheffield, Doc/Fest, Sheffield Culture Company</p> <p>Intended audience: Anticipated visitor numbers: 1M (40% local/40% national/20% international)</p> <p>Your experience/track record in delivering this type of event or activity: 20 years experience of key partners and event owners</p> <p>Status of development of this component: Sheffield Theatres, Sensoria, Art Sheffield, Site Gallery and Doc/Fest are confirmed. UK Pavillions under development. Turner Prize and The Factory advanced discussions led by Museums Sheffield</p>
<p>Sky Edge & Sheffield Twinned with Mars (Opening & Closing Events)</p> <p>Summary of the Component: An 'out of this world' spectacular display of digital sound and light installations to transform our cityscape. Sheffield's twist on the daily Hong Kong Harbour show linking neighbourhoods and the city centre. Global artists and local performers animate Sheffield's 7 hills to dramatic effect</p> <p>Timing: Sheffield Twinned with Mars: January and December mass participation events. Sky Edge weekly light and sonic shows every Saturday – start times will vary as the nights get longer</p> <p>Is it new or enhanced existing activity? Completely new</p> <p>Where will it be delivered? Prominent locations across the city including parks, hills, buildings, vistas</p> <p>What are the costs of delivering it? £1.5M (10% private sponsorship/90% public sector)</p> <p>Who is leading on design and delivery of this element? Matt Pyke from Universal Everything studios and Lovebytes Festival</p> <p>Intended audience: Anticipated visitor numbers: 75k (open/close), weekly (40k), monthly (50k) Main audiences: family, all ages, all demographics Origin of visitors – proportion who are local/national/international): 60%, 30%, 10%</p> <p>Your experience/track record in delivering this type of event or activity: Sheffield City Council delivers major public, cultural and sporting events e.g. Fright Night 45K people each year, World Snooker Championships, U2 at Don Valley Stadium, International Indian Film Academy Awards. Matt Pyke currently curating Hong Kong Harbour installations</p> <p>Status of development of this component: Curator confirmed; project in development</p>
<p>Name of the Component: Let's be Different – S2013/PARIS-LDN-SHEFFIELD</p> <p>Summary of the Component: Sheffield postcodes go global as we export our world class culture to the world via Gare du Nord and St Pancras International stations so that they become part of our city by adopting the Sheffield postcode 'S2013'. Visitors to Sheffield are 'in' the city before they arrive and have a taster of UKCC experience before they reach the city. The highlight is an artistically curated journey creating a once in a life time experience for passengers – who become part of the art and disembark in Sheffield for Art Sheffield 2013</p> <p>Timing: 1 train on 3 consecutive days, outward and return in March. All year round presence at international stations</p> <p>Is it new or enhanced existing activity? New</p> <p>Where will it be delivered? Paris – London – Sheffield and on Eurostar train</p> <p>What are the costs of delivering it? £350K (30% private sponsorship/70% public sector)</p> <p>Who is leading on design and delivery of this element? Sheffield City Council Arts Service with international guest curator and Eurostar</p> <p>Intended audience: 6000 + online & broadcast proportion who are local/national/international: 10%/50%/40%</p> <p>Your experience/track record in delivering this type of event or activity: Sheffield City Council has a strong track record in commissioning independent creative practitioners and external arts organisations to deliver major creative content e.g. Off the Shelf festival</p> <p>Status of development of this component: Discussions held with potential curator & Eurostar</p>

Appendix A: Proposed Programme

Key Table 13: Details on key artistic programme component during 2013

<p>Name of the Component : Let's Tell our Stories – Text and the City</p> <p>Summary of the Component: Starting a new chapter of our unique 'Text and the City' project of public art from eminent poets and writers including Jarvis Cocker, Sir Harold Pinter, Poet Laureate Carol Ann Duffy and Andrew Motion. 2013 will be a catalyst for commissioning new forms e.g. in Braille; interactive digital 'fridge poetry' and pieces in our community languages</p> <p>Timing: Annual 2013 themed programme</p> <p>Is it new or enhanced existing activity? Enhanced</p> <p>Where will it be delivered? City centre and neighbourhoods</p> <p>What are the costs of delivering it? £225K (10% private sponsorship/90% public sector)</p> <p>Who is leading on design and delivery of this element? Off the Shelf Festival team and universities</p> <p>Intended audience: Anticipated visitor numbers: 250,000 people per month Main audiences: all ages and demographics – some pieces have particular resonance for our BME communities and people with sensory disabilities Origin of visitors – proportion who are local/national/international): 60/30/10</p> <p>Your experience/track record in delivering this type of event or activity: Highly experienced team running Off the Shelf Festival for 18 years; both universities have developed and delivered literacy and literature programmes</p> <p>Status of development of this component: Well developed – enhancing existing activity into nationally and internationally recognised commissions & exploring digital media</p>
<p>Name of the Component: Let's Take the Lead</p> <p>Summary of the Component: Sheffield becomes the World Creative Forum for 2013 by: coordinated staging and growth of our established cross platform festivals and industry Pro delegate symposia; Creative Academies; BRIC Creativity EXPO; Creative Leadership Programme; Smart Commissioning and support to SMEs in creative sector</p> <p>Timing: Annual 2013 Programme</p> <p>Is it new or enhanced existing activity? New</p> <p>Where will it be delivered? Relevant cultural venues in centre & neighbourhoods</p> <p>What are the costs of delivering it? £700K (30% private sponsorship/30% sales/40% public sector)</p> <p>Who is leading on design and delivery of this element? Creative Sheffield in partnership with independent producers</p> <p>Intended audience: 10,000 Origin of visitors – proportion who are local/national/international): 40/40/20</p> <p>Your experience/track record in delivering this type of event or activity: Sheffield city has one of the most developed Creative and Digital Industries sector in the UK; Creative Clusters, the creative economy conference and knowledge industry specialists are based in Sheffield and will help to lead this programme along with world leading specialists</p> <p>Status of development of this component: Development in progress</p>
<p>Name of the Component: Let's Invite Everyone</p> <p>Summary of the Component: Our community programme embracing a number of key cultural impacts including health & wellbeing, community cohesion skills, pride and leadership. This portfolio of projects includes long term community development strategies, festivals and showcases:</p> <p>Summer of Sanctuary: three-month celebration of the different cultures and talents of the city's diverse communities (including refugees and asylum seekers)</p> <p>A Festival of Festivals: Connecting our vibrant community festivals to collaborate and showcase the best from each community</p> <p>Our Front Room: artists will create installations in shared neighbourhood spaces as part of a research project with NHS Sheffield to develop new ways of measuring wellbeing through the experiences of culture</p> <p>Cultural Action Plan: launch of a Culture Action Plan for every community assembly area linking to the city Cultural Strategy</p> <p>Timing: Commences in 2011 and builds momentum up to 2013</p> <p>Is it new or enhanced existing activity? New & enhanced</p> <p>Where will it be delivered? Neighbourhoods and city centre</p> <p>What are the costs of delivering it? £950K (10% private sponsorship/90% public sector)</p> <p>Who is leading on design and delivery of this element? SCC Arts Service in partnership with independent cultural and community organisations</p> <p>Intended audience: 60,000 (Cultural Action Plan will reach all residents) Main audiences: family, all ages, all demographics Origin of visitors – proportion who are local/national/international): 90%/15%/5%</p> <p>Your experience/track record in delivering this type of event or activity: SCC Arts Service has over 20 years of working with communities. The cultural development agencies of the city, that have provided the backbone of creative regeneration programmes over the last ten years will work in partnership with the Council to deliver this programme</p> <p>Status of development of this component: Well advanced</p>

Appendix A: Proposed Programme

Key Table 13: Details on key artistic programme component during 2013

Name of the Component : Let's Build on Our Heritage
Summary of the Component: Through our Galvanize Sheffield festival, celebrating the best in contemporary metal design and innovation, we will work with multi-disciplinary partners to lead the world in celebrating the 100th anniversary of the production of stainless steel. We will commission a series of innovative designs in steel from fashion designers, jewellers, silversmiths and sculptors We will launch the first International Metal Design Award with a £50,000 prize fund to seek out the best in contemporary design, attracting emerging and established artists We will work with global Assay Offices on the Exchange Commission , for a new precious metal piece from each of the BRIC economies. Re:Tool will give every 13 year old child the opportunity to make cutlery for an exhibition highlighting their city's unique metal-working heritage
Timing: Throughout 2013
Is it new or enhanced existing activity? Enhanced <ul style="list-style-type: none">• Annual Metalwork Award began in 2008 as part of the Galvanize Sheffield Festival as a national award. Step change to position Sheffield as a major international centre of design and innovation with an award that will attract the best in the industry• Major new City of Culture commission of contemporary metal via Exchange Commission
Where will it be delivered? Sheffield and cities of international partners
What are the costs of delivering it? £150K (25% private sponsorship/75% public sector)
Who is leading on design and delivery of this element? Galvanize Sheffield Festival of Contemporary Metal with Museums Sheffield (run by Sheffield City Council); Sheffield Industrial Museums Trust
Intended audience: 40,000 Origin of visitors – proportion who are local/national/international: 50/30/20
Your experience/track record in delivering this type of event or activity: Galvanize Sheffield is made up of a consortium of partners from across the city including Museums Sheffield, Sheffield Hallam University and Sheffield Assay Office
Status of development of this component: Advanced
Name of the Component: Let's Create 1000 Great Ideas
Summary of the Component: We will invite every workplace, club, group or business to participate directly in our 2013 programme. Our 1000 Great Ideas fund will enable unprecedented access to seed-corn cultural funding, encouraging local people to embrace new creative pursuits and use culture as a means of enhancing community cohesion. There will be a strong digital element here too. With Digital Dialogue we will launch a monthly set of digital commissions for local people. A key feature will be cultural performances, short films, and other types of interdisciplinary content from our intercultural communities
Timing: Launched in 2011 to generate programming activity up to and throughout 2013
Is it new or enhanced existing activity? Completely new activity
Where will it be delivered? In every neighbourhood across Sheffield
What are the costs of delivering it? £250K (25% private sponsorship/75% public sector)
Who is leading on design and delivery of this element? Sheffield City Council Arts Service will develop the funding criteria. Funding will be distributed via a consortia of community, business and cultural providers
Intended audience: 1 million (70% local/20% national/ 10% international)
Your experience/track record in delivering this type of event or activity: Sheffield City Council delivers major funding packages to its Trusts, minor revenue grants scheme and a positive activities fund for young people
Status of development of this component: In development
Name of the Component: Let's Connect
Summary of the Component: Sheffield UK City of Culture will be a pervasively digital experience. World renowned digital artists, curators, designers and media partners will develop the following new projects: Sheffield 2013 Interactive a web 2.0 TV channel for culture with our 2013 programme watched and interacted with across Sheffield, and internationally; Sheffield 'Mood-ometer' through this simple digital transaction, we'll be able to see just how happy Sheffield is at any given time. The Sheffield Explorer augmented reality trails will offer a technological twist on the 'blue plaque' heritage trails; Digital and Graphic Design: an exhibition showcasing the best of cutting-edge creative design made in Sheffield
Timing: Activity throughout the year
Is it new or enhanced existing activity? Enhanced existing and major new commissions
Where will it be delivered? City-wide and online
What are the costs of delivering it? £775K (30% private sponsorship/sales 20%/50% public sector)
Who is leading on design and delivery of this element? Sheffield City Council in partnership with other Sheffield-based internationally renowned digital artists, designers and curators – such as Lovebytes festival, SMEC and Site Gallery
Intended audience: Unlimited! (40% local/ 35% national/ 25% international)
Your experience/track record in delivering this type of event or activity: Lovebytes have more than a decade of experience in curating internationally
Status of development of this component: Solid progress has been made

Appendix A: Proposed Programme

Key Table 13: Details on key artistic programme component during 2013

Name of the Component: Let's Make Music
Summary of the Component: Sheffield Music City is the main platform to celebrate Sheffield's rich heritage in developing local, independently-minded talent and exporting exceptional music to the world. We have initiated a discussion with the BBC to host the BBC Young Musician of the Year and the BBC Electric Proms . Through the Sheffield International Concert season we will celebrate the 200th anniversary of Verdi's birth with a spectacular production of Aida with a community chorus. Tramlines will become Europe's largest city centre music festival, securing major headlining global artists with local roots. Music will be staged across the city's public squares, through our venues, pubs, and historic industrial spaces. Sheffield Commissions will see a new programme to develop one-off performances and celebrations. Encouraging cross-over and fusion, we will collaborate with the city's resident orchestra, the Hallé, to co-create music with Sheffield's major non-classical music talent. We will develop New Chords a mass music participation programme to encourage all children of school age to create new music
Timing: Year long programme with focus on summer festival
Is it new or enhanced existing activity? Enhanced with world-class & cross-over collaborations
Where will it be delivered? City wide
What are the costs of delivering it? £475K (30% private sponsorship/10% public sector /60% ticket sales)
Who is leading on design and delivery of this element? Sheffield City Council City Centre Events Team, Sheffield International Venues and industry experts/promoters
Intended audience: 50,000+ at July event alone and 200k during year. (60%local /30%national/10%international)
Your experience/track record in delivering this type of event or activity: Heritage of music making, promotion and events. Tramlines has been running since 2009, the first year attendances were 35,000
Status of development of this component: Expansion of existing activity in progress
Name of the Component: Let's Create a Lasting Legacy
Summary of the Component: We will involve and inspire children and young people, encouraging creativity to blossom in 2013 and beyond. We will grow Sheffield Children's Festival to work with every young person in the city in artist-led residencies to create new work together – bringing international artist(s) to Sheffield to headline and curate the 25th anniversary festival. Dialogue Café will digitally link the young people of Sheffield to other cities through the best quality tele-presence facility available. 1000 of the city's young people will be commissioned to develop Self Portraits providing a digital snapshot of the living, breathing cultural life of the city
Timing: Year-round 2013 programme of activity
Is it new or enhanced existing activity? Enhanced – with new international activity
Where will it be delivered? Schools, community and professional venues citywide
What are the costs of delivering it? £250K (40% private sponsorship/60% public sector)
Who is leading on design and delivery of this element? Sheffield City Council Arts Service with key cultural providers and curators
Intended audience: 150,000 (70%local /20%national/10%international)
Your experience/track record in delivering this type of event or activity: Over 20 years of Sheffield City Council delivering the Sheffield Children's Festival
Status of development of this component: Well advanced

**Appendix A:
Proposed Programme**



Appendix B: Use of Digital Technology

Overview

“We are at an inflection point in technology, in capability and in demand” (UK Government: Digital Britain report).

“The digital revolution is causing rapid changes to the way that content is produced and discovered, distributed and manipulated, sold and shared. Digital technologies fundamentally change the product or experience. They bring with them the expectation of participation and collaboration and they challenge traditional institutional and sector boundaries” (Jonathan Drori, DCMS: ‘Encouraging Digital Access to Culture’).

Sheffield, UK City of Culture 2013, will be a pervasively digital experience. We already have a range of digital proposals, but there will be many more as we further develop our digital strategy in tandem with our programme development.

We will champion digital technology as a tool for reach and engagement – to open up our programme and enable people to generate and upload cultural content. We will pioneer the use of digital platforms for showcasing and sharing, story-telling and review, communication and access. We will embrace emergent ‘disruptive technologies’ to develop different and new cultural and artistic forms of expression. We will flatten geographic and social distance to connect different communities – locally and globally. We will engage thousands of people to create and make a **digital footprint** for our programme that enables us to do something amazing with and for many **more people than a purely ‘analogue’ programme would allow.**

However, we will not over-emphasise digital technology for its own sake: **as with any technology, it should operate an enabler rather than the ‘headline act’.** Digital technology enables us to reach out, co-create, inspire and deliver many types of transformational impact. We have already shown this through the use of social networking and social media at the heart of our consultation process for our bid.

We are absolutely committed to building on this, but we are also keen to ensure that **digital technology adds to rather than distracts from the incredible power of live, visceral, physical interaction at a cultural event.**

Building on our traditions

Sheffield has always been a city that engages, experiments and ultimately mainstreams emergent technologies – from pioneering approaches in metallurgy in the 19th century to the city’s role at the vanguard of electronic music in the late 20th century. **In recent years, Sheffield has led the charge to digitally-driven economic and cultural development.** In Lovebytes, the city has the UK’s first and finest festival of digital/electronic arts; in the Showroom, the city has a leading cross art-form venue that specialises in digitally-enabled production and consumption and across the city’s creative industries. Digital technology has driven innovation and growth, with Sheffield’s independent creatives playing the role of ‘early adopters’ for digitally enabled technology.

Opening-up culture:

The Digital Region Initiative¹

In Sheffield, we are in a unique position to really make a difference through digital technology. This is because by 2013, Sheffield will sit at the heart of the most digitally connected region in the UK. The £90M Digital Region Initiative will bring the first major deployment of super-fast broadband in the UK. By 2013, every home and business in Sheffield will have broadband provision of at least 25mb per second. This provides a major opportunity for Sheffield to take the lead in narrowing the ‘digital divide’ and encouraging digital literacy for previously disconnected communities. It also delivers the prospect of Sheffield pioneering smart economic development through a networked approach to home-working and smart social development, with an emphasis on e-democracy and the personalisation of services.

¹Digital Region Limited, is wholly owned by Yorkshire Forward and the four local authorities of South Yorkshire (Barnsley, Doncaster, Rotherham, and Sheffield). It will reach 1.3 million people, 500,000 homes and 40,000 businesses. The model is ‘fibre to the cabinet’ (FTTC) – fibre optic network between telephone exchanges, and from telephone exchanges to street cabinets. It will use the latest Very high-speed Digital Subscriber Line (VDSL technology). See: www.digitalregion.co.uk

Appendix B: Use of Digital Technology

The Digital Region Initiative provides the 'engine room' for our digital ambitions. This is because of its pervasiveness – reaching every home, institution and business; its capacity – delivering real speed to broadband connections; and thus its scope as a way to communicate the programme to many more people and as a tool for opening up participation. It opens the way for many more people to upload and download culture, with interactivity a key requirement for our ambition to create and make something amazing. In addition, we see UK City of Culture as a huge opportunity to drive-up demand for homes, institutions and businesses to connect to the Digital Region. At £90M, this is a huge investment from public sector partners. By providing opportunities to genuinely take part in Sheffield 2013 – as audiences and creative contributors – it can increase its reach to many more users, with culture the 'hook' that pulls in other digital interactions. Sheffield 2013 can play a leading role in accelerating digital access and literacy, working to ensure the Digital Region Initiative develops a strong role in, for example, the delivery of social and educational services.

With the Digital Region Initiative at its heart, there are 3 core components to our digital offer:

Creating, making & distributing culture: the digital dividend

Sheffield will transform the way it programmes culture, engages audiences and creates and makes content. In Sheffield, we won't just download, we'll upload en masse to share our creativity. In addition, many areas of our programme will be uploaded and screened to different audiences both within and outside the city – such as via the Showroom Cinema that has recently signed-up to a network agreement which includes streaming content to 'peer venues' in other major cities.

Sheffield 2013 interactive TV

With the Digital Region Initiative providing unprecedented and unparalleled reach, we will stream every element of our cultural programme via our Sheffield 2013 website. This will host the first **web 2.0 TV channel for culture**, with the 2013 programme watched and interacted with in real time across the city and (for those with the bandwidth) nationally and internationally. Participants (there will be no 'viewers') will also be able to engage with elements of the cultural programme anytime later – via the site's content archive, features and reviews. The site will provide platforms for open interaction – it will call for participants to upload their perspectives via classic blog formats. However, it will also call for participants to upload new content that can then be streamed alongside 'official content'. This will provide a real independent energy to the cultural programme, with the **people of Sheffield adding their ideas through text, images and sounds to ensure the digital footprint of Sheffield 2013** is a cacophony of creativity that reflects the energy, inventiveness and diversity of the city.

Working with a major media partner, we will also provide an editorial and curatorial role to enable mediated access to the programme. This will ensure the overall structure and coherence of the programme is not lost when viewed in its entirety on-line and it will enable us to surround the programme with a wider social, educational and economic development narrative. Furthermore, this will facilitate opportunities for us to stream content in public spaces across the city (from transport to shopping centres), with the reputational value of a recognised broadcaster a significant asset. It will also provide opportunities to sell rights to broadcasters internationally.

Appendix B: Use of Digital Technology

Social media & mass participation

We want to accelerate a shift in the way we live, work, communicate, participate, create and make. To do this, every element of our programme provides a platform for the Sheffield public and our visitors to participate on their own terms. For some elements of the programme, such as the commissioning of '1,000 Great Ideas', we will ensure a substantial amount of content emanates from or is platformed through digital technology:

'Sky Edge' and 'Sheffield twinned with Mars'

We will embrace the latest digital technology to deliver sound and light shows that transform the physical landscape of the city to become a dazzling digital spectacle that recreates everyday senses of place. At its heart will be an interactive element where Sheffield people are commissioned to work with artists to create and make a set of **Sheffield Stories** – intertextual content to be screened in the sky, across buildings and on the pavements. This includes a **Sheffield 'Mood-ometer'**, where participants can register their shifting mood by SMS or email, which in turn affects the colour and vibrancy of a set of light installations located across the city. Through this simple digital transaction, we'll be able to see just how happy Sheffield and our visitors are at any given time!

S2013

We will commission travellers to and within Sheffield to record their journeys as part of a mass convergence project that links Sheffield to Paris and London via the Eurostar. Participants will record and upload their experience of travel, including live feeds and reflections on their experiences of travel as a metaphor for wider senses of identity and place. These travel stories will then converge at **Art Sheffield** – the city's major platform for visual arts.

Sheffield Explorer

We will co-create with participants a trail of networked and interactive pods and signage platforms at key sites and 'unexpected' locations across the city. These provide audio and visual information on the significance of each site and relationship to other sites. They also offer a platform for users to upload information – such as stories, memories, and photographs – to create a **'virtual city time capsule'** that describes Sheffield through the UKCC experience. This will be networked into the city's main communication tools, plus on-line. Each pod will be different – the outcome of a design commission and will be supported by a wider creative signage project where the digital and the analogue come together.

Self Portrait

This will be delivered via partnership with a media sponsor where we will commission 1,000 of the city's young people to develop digital self portraits that provide a snapshot of the living, breathing cultural life of the city.

Exchange, explore, review: the digital dialogue

We want Sheffield 2013 to transform the way our communities participate in culture and we want to enable people to freely exchange ideas. This is so important for the cultural sector – in extending reach, improving engagement and, increasingly, in delivering excellence. But it is even more important for Sheffield – if local people are to develop a real and meaningful role in their communities and if the very different communities of the city are to develop meaningful relationships with one another.

Appendix B: Use of Digital Technology

Digital dialogue

The Digital Region Initiative will enable us to reach many more people than any other cultural programme; but it will also enable them to reach us. To provide shape and energy, we will launch a monthly set of digital commissions for local people – **Digital Dialogue**. This will involve ‘bundles of the 1,000 Great Ideas’ to be streamed across the city. A key feature will be cultural performances, short films and other types of interdisciplinary content from Sheffield’s intercultural communities. We want Sheffield people to tell their stories to one another and we recognise the power of digital technology in providing reach. Surrounding this, we will also launch the UK’s first **Dialogue Café**, a tele-presence facility that links Sheffield to Shanghai, Rio, Beirut and other cities. Young people across Sheffield will co-create new senses of place through dialogue with young people across the world. An amazing opportunity exists here to commission new performances that involve an international cast of young people, co-creating content in real-time that is screened via the Dialogue Café in Sheffield².

Digital review

We want Sheffield 2013 to be as open as possible. Our **Impacts 13 Programme** and its digital component – **Impact/Experience** – will be the first open source city-wide evaluation programme. Impact/Experience is a social network evaluation programme where Sheffield audiences evaluate the programme in real time, continuously uploading feedback, commenting on their experiences and evaluating the ‘value’ of the programme. It will **enable digital democracy and personalisation to influence how we measure impact** and it enables continual feedback which in turn ensures the programme is attuned to the needs and aspirations of our audiences.

Collaborate, co-create, innovate: The digital economy

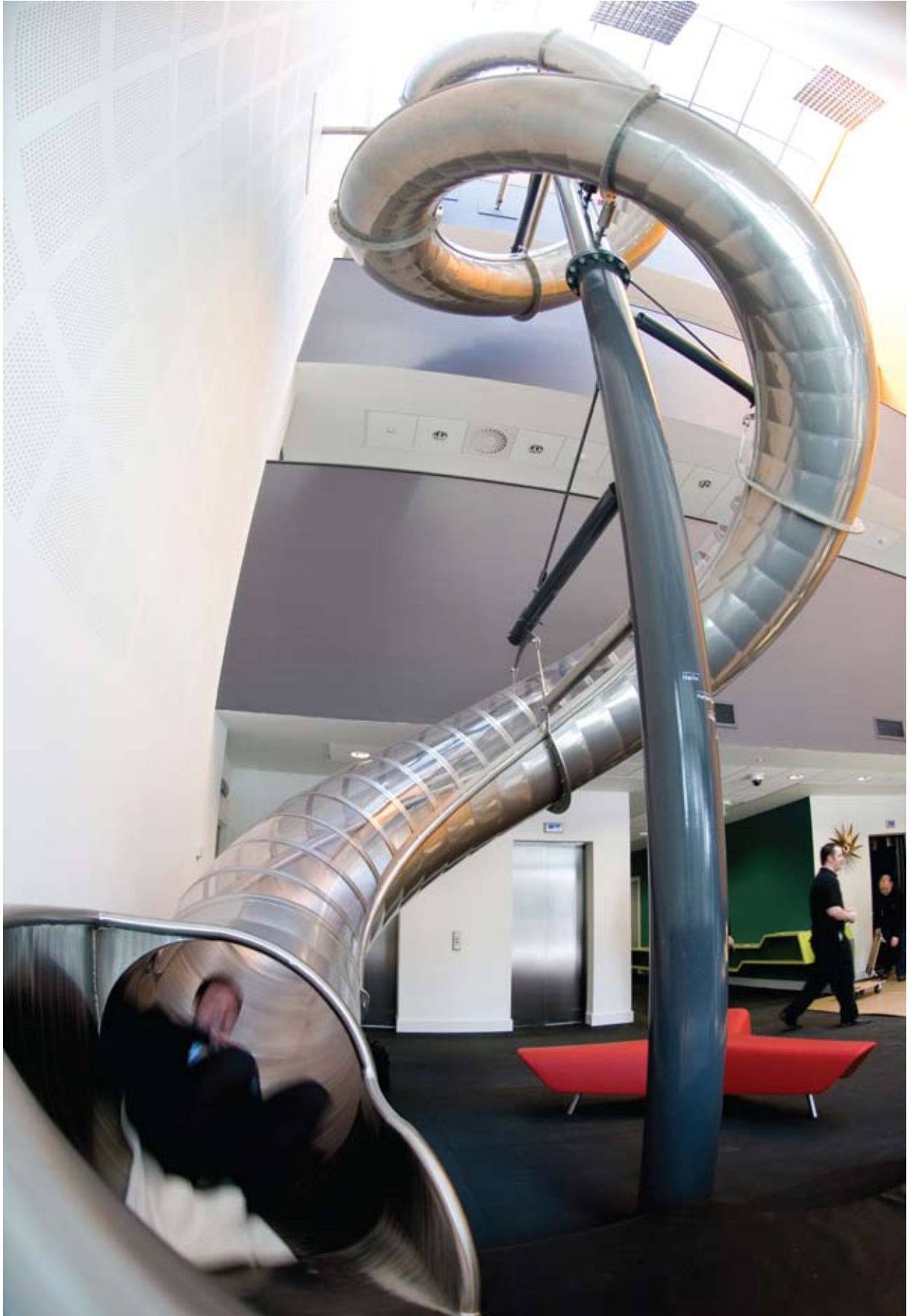
Digital technology will play a critical role in accelerating growth in Sheffield’s creative economy and in nurturing a skills base of digitally literate, boundary-crossing talent. This is why strong emphasis is placed throughout our programme on developing the capacity, skills and critical mass of the city’s digitally-driven creative economy.

Sheffield is already an emergent centre for these activities and recent investment has seen the first phase of the 600,000 sq ft Electric Works and the growth and consolidation of a mix of companies and events that place digitally-enabled collaboration, interdisciplinary practice and convergent activity at their heart.

For 2013, we will leverage the Digital Region Initiative to mobilise participation in a set of globally-facing creative showcase, collaboration and market development events and networks. These include **b.TWEEN 13**: the Sheffield-grown world summit(s) for boundary-crossing collaboration and innovation. b.TWEEN 13 will complement **Doc/Fest** and others to ensure a year-long programme of creativity and innovation in the city. Digital innovators, technologists, talent scouts, and industry leaders from across the fragmented digital media supply chain will arrive in Sheffield to share knowledge, find collaborators, seed and share ideas and do business. Together, they will explore what they can do in partnership that they can’t do on their own. Elements of the programme will be webcast to live audiences at venues in major UK cities and partner venues in Europe and beyond, allowing remote delegates to participate fully with delegates and speakers at the event(s).

Surrounding this business-facing approach, we will launch a city-wide **Digital Pioneers Programme** in partnership with Creative Sheffield, the two universities and the FE sector. This will include a set of smart commissions that connect digitally-driven creative entrepreneurs to businesses based in other sectors – to explore how digital technology can forge new business models and generate alternative ways of working. This will operate as a demonstrator project to showcase the role of digital technology in collaborative practice and to develop connections with schools and colleges via a tour of experimentation projects – such as ‘digital technology sprints’ where young people engage in practical workshops with artists, engineers and technologists to co-create different prototypes. As with our entire programme, this process will be streamed live for anyone to view, comment on and interact with at any time.

²www.dialoguecafe.org



Appendix C: Estimating Economic Impact

Introduction

This appendix provides an explanation of how the estimates of economic impact in 2013 for UK City of Culture have been calculated, in particular Key Table 3: Visitor Economy Impacts.

The Cambridge model

For the purposes of this bid, we are using 2007 as our baseline year for our estimates of economic impact. The figures for 2007 are taken from the Cambridge Summary Report 2007: An estimation of the volume and value of tourism in Sheffield District (updated January 2009), published by the Yorkshire Tourist Board.

The Cambridge Model uses available information from national surveys, including the United Kingdom Tourism Survey (UKTS), International Passenger Survey (IPS) and United Kingdom Day Visits Survey (UKDVS), combined with local level information such as accommodation stock and occupancy figures, to generate estimates of the value and volume of tourism activity (including day visits) within a local area. A full description of the methodology and data sources used by the Cambridge Model can be obtained from the market intelligence team at Welcome to Yorkshire.

However, a number of gaps have been identified in the measurement of spend and volume of visitors using the Cambridge Model, namely:

- key events
- evening entertainment
- visiting friends and relatives
- business tourism spend and volume.

There are also a number of issues with the methodology used:

- Since it uses information from a range of sources and the methodology and accuracy of these sources varies, the precision of the results cannot be guaranteed. Estimates can only be regarded as indicative of the scale and importance of visitor activity in the local area;
- The model does not take account of any leakage of expenditure from tourists taking day trips out of the area in which they are staying;
- There are also indications that day visitors spend data is overinflated significantly in previous estimates of tourism value, with Cambridge being reliant on national survey data that lacked robustness and was out of date;
- The model is based on a three year rolling average, intended as a snapshot of tourism value at a point in time. It is therefore not possible to use the model as an ongoing measure of performance, as it is not possible to compare year on year trends;
- More specifically in relation to Sheffield, we believe that the 2007 figure for the number of international visitors is severely underestimated, partly due to the fact that it relates only to staying trips.

Impacts 13 Programme

To address these issues, we will develop an Impacts 13 Programme, operating on a similar model to Liverpool Impacts 08, albeit with a far greater digital element. This will be delivered by the city's universities working in tandem and will generate summative and formative evaluation data and intelligence to determine the economic and social impacts of UKCC. Further detail on Impacts 13 is provided in annex 1 to this appendix.

Impacts 13 will provide us with the opportunity to review the baseline visitor economy data for Sheffield and to develop a more robust methodology for calculating more accurately the value of tourism, total visitor numbers, total visitor spend and other visitor economy measures. It will also allow us to play a leadership role in knowledge development across the UK.

The Yorkshire Tourism Economic Impact Model

In addition, Yorkshire Forward has commissioned a new economic impact model for tourism in the region. The new Yorkshire Tourism Economic Impact (YTEI) model, developed by Tribal Consulting, seeks to overcome the methodological issues and gaps identified in the measurement of spend and volume using the Cambridge model.

The introduction of the Yorkshire & Humber Regional Visitor Survey in 2008 presented an opportunity to develop a more 'bottom up' approach to modelling tourism volume and value using robust primary data sources, in particular, improved estimates of tourism spend. The YTEI model makes use of local data wherever possible, including occupancy figures, visits to attractions, visits to tourism information centres, and allows for annual updates to the model. This should provide far more accurate measures of the value of tourism at a regional and local level and will track changes over time.

Whilst there are estimates of tourism volume and value for Sheffield available for 2008 (the first year that the YTEI model has been applied), these figures are currently being reviewed and are therefore provisional. In addition, the methodology is likely to be refined and improved as new, more accurate data becomes available. For these reasons, we have used the 2007 Cambridge Model data for the baseline figures used in the calculations for the UKCC visitor economy impacts set out above.

We will work with Yorkshire Forward/Welcome to Yorkshire to use the YTEI model to provide more accurate data for each year leading up to 2013 and to measure the impacts of UKCC on the visitor economy both during and after 2013. Clearly, this means that the estimates of the volume and value of tourism in Sheffield could be higher or lower than the figures in this bid which are based on the 2007 Cambridge Summary Report.

Volume and value of tourism in Sheffield

From the information provided by the 2007 Cambridge Summary Report, the headline figures for the volume and value of tourism in Sheffield are:

Volume

- volume of staying trips estimated at 858,000 trips per year, 89% of which are made by domestic visitors and 11% by overseas visitors;
- staying visitors spend an estimated 2.8M nights in the district;
- an estimated 9.1M day trips are made to and within the district each year.

Appendix C: Estimating Economic Impact

Value

- overall value of tourism is an estimated £598M per year;
- staying visitors generate an estimated £123M of expenditure;
- day visitors generate an estimated £442M of expenditure;
- total visitor spend is an estimated £565M;
- other tourism activity accounts for approximately £33M of expenditure.

An estimated 9.1 million day trips are made to and within Sheffield district annually. A day trip is defined as those leisure trips from home which have a duration of three hours or more and taken on an irregular basis.¹

An estimated £442M is generated by tourism day visits each year, with an average spend per trip of £48.41. This is based on UK Day Visits Survey 2005 data updated to reflect regional variations and inflation to 2007 values.

The following charts show the relative proportions of domestic and international staying visitors in Sheffield District, both in terms of number and value of trips.

Chart 1: Distribution of trips

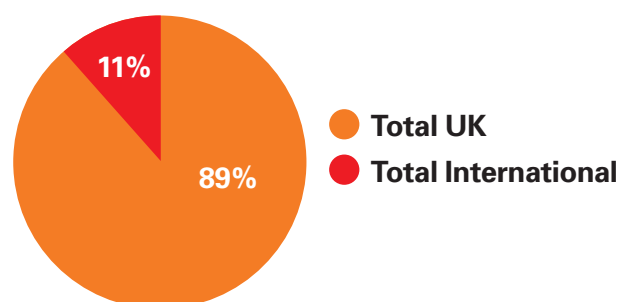


Chart 2: Distribution of spend

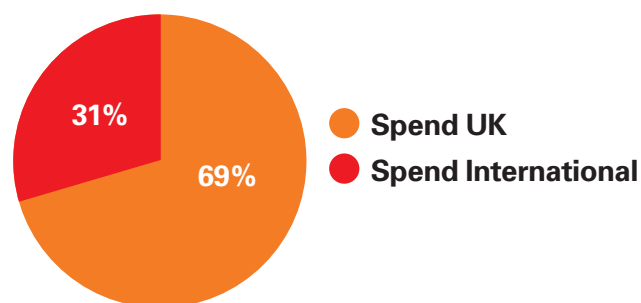


Chart 1 illustrates that in terms of trip volume, the domestic market is worth 89% of the overall staying market in Sheffield with only 11% attributable to the international market.² In terms of spend, the domestic market equates to 69% of the total market and 31% to the international market.

The following tables show a breakdown of staying trips, nights and spend by purpose of visit.³

¹For the purposes of the 2007 Cambridge Summary Report, only leisure day visits made from home, as opposed to leisure visits made whilst people are staying away from home, were counted.

²Staying trips only. Baseline data for international visitors to Sheffield to be reviewed as currently under-estimated.

³Business trips include meetings and conferences, VFR represents 'visiting friends and relatives', study represents language school courses for overseas students and 'other' purposes include education and training, social or sporting events, house hunting, weddings and funerals.

Appendix C: Estimating Economic Impact

Trips	Domestic	International	Total
All Holidays	322,000	14,000	336,000
Business	133,000	28,000	161,000
VFR	287,000	42,000	329,000
Other	23,000	6,000	29,000
Study	0	4,000	4,000
Total	764,000	94,000 ⁴	858,000

Table C1 – Staying trips by purpose of visit

Nights	Domestic	International	Total
All Holidays	803,000	75,000	878,000
Business	303,000	116,000	419,000
VFR	542,000	483,000	1,025,000
Other	68,000	144,000	212,000
Study	0	231,000	231,000
Total	1,716,000	1,050,000	2,766,000

Table C2 – Nights by purpose of visit

Spend	Domestic	International	Total
All Holidays	£31,380,000	£5,045,000	£36,425,000
Business	£33,315,000	£10,528,000	£43,843,000
VFR	£18,963,000	£11,631,000	£30,594,000
Other	£1,374,000	£4,787,000	£6,161,000
Study	£0	£5,585,000	£5,585,000
Total	£85,031,000	£37,576,000	£122,607,000

Table C3 – Spend by purpose of visit

The profile of tourism in Sheffield District (in 2007) is split fairly evenly between holiday makers (39% of trips) and those visiting friends and relatives (38% of trips), with business trips contributing a further 19% of trips. In terms of value, each of these three markets (holiday, VFR and business) is worth 30%, 25% and 36% respectively.

The table below shows that value of tourism in Sheffield in 2007 was £598M.

2007 (Baseline data from Cambridge Summary Report)	Visitor spend (£)	No of trips (day)/nights (staying) (M)	Average spend per trip (day)/night (staying) (£)
Day	442,000,000	9,100,000	48.57
Staying	123,000,000	2,800,000	43.93
Total visitor spend (£M)	565,000,000	-	-
Other tourism activity	33,000,000	-	-
Total Value of tourism in Sheffield in 2007 (£M)	598,000,000	-	-

Table C4 – Value of tourism in Sheffield in 2007

⁴Staying trips only. Baseline data for international visitors to Sheffield to be reviewed as currently under-estimated.

Appendix C: Estimating Economic Impact

The table below estimates the value of tourism in Sheffield in 2013 boosted by UKCC to be £943M. This is based on targets of a 20% increase in staying visitors and a 30% increase in day visitors plus an additional estimate of the contribution of ancillary tourism activities.

2013 (Estimated)	No of trips (day)/ nights (staying) (M)	Average spend	Visitor spend (£M)
Day	11,830,000 (30% inc on 2007)	58.57 (£10 inc on 2007)	693,000,000
Staying	3,360,000 (20% inc on 2007)	63.93 (£20 inc on 2007)	215,000,000
Total visitor spend (£M)	–	–	908,000,000
Other tourism activity	–	–	35,000,000
Total estimated value of tourism in Sheffield in 2013 (£M)	–	–	943,000,000

Table C5 – Estimated value of tourism in Sheffield in 2013 boosted by UKCC

Key Table 3: Visitor economy impacts

This section provides further detail on the calculations used to produce the figures in Key Table 3: Visitor Economy Impacts which sets out the baseline and estimated future visitor economy figures for 2013, both with and without UK City of Culture.

The figures in column (b) of Key Table 3 (2013 target without UKCC) for total visitor numbers, total visitor spend, total overnight stays and total international visitor numbers are based simply on year on year incremental growth estimated as follows:

Year	2007	2008	2009	2010	2011	2012	2013
Est % Growth	Baseline year	0%	0%	1%	2%	2%	2%
Total visitor numbers (M)	9.96	9.96	9.96	10.10	10.30	10.50	10.70
Total day visitors (M)	9.1	9.1	9.1	9.2	9.4	9.6	9.8
Total staying visitors (000s)	858	858	858	867	884	902	920
Total visitor spend (£M)	565	565	565	571	582	594	606
Total overnight stays (M)	2.80	2.80	2.80	2.83	2.89	2.95	3.01
Total international visitor numbers⁵ (000s)	94	94	94	95	97	99	101

Table C6 – Estimated 2013 targets without UKCC

⁵Staying trips only. Baseline data for international visitors to Sheffield to be reviewed as currently under-estimated.

Appendix C: Estimating Economic Impact

Total international visitor spend in 2013 without UKCC is estimated at £45.4M, calculated as follows:

Average spend per international visitor in 2007

= Total international visitor spend divided by total international visitor numbers
= £37.6M divided by 94,000
= £400

Average spend per international visitor in 2013 (without UKCC)

= £450 (estimated at £50 more than the average spend in 2007)

Total international visitor spend in 2013 without UKCC

= Average spend per international visitor multiplied by estimated number of visitors
= £450 multiplied by 101,000
= £45.4M

The figures in column (c) of Key Table 3 (2013 target with UKCC) are estimated as follows:

- total visitor numbers
Based on 30% increase on 2007 day visitors (9,100,000) and 20% increase on 2007 staying visitors (858,000);
- total visitor spend (£M)
Based on 30% increase on 2007 day visitors (9,100,000), 20% increase on 2007 staying nights (2,800,000), £10 increase on 2007 average spend per trip for day visitors and £20 increase on 2007 average spend per night for staying visitors (see Table C5 above);

- total overnight stays
Based on 20% increase on 2007 overnight stays (2,800,000);
- total international visitor numbers
Based on a target of 500,000 international visitors in 2013;
- total international visitor spend
Based on a target of 500,000 international visitors in 2013 and £100 increase on 2007 average spend per international visitor.

Annex 1 – Impacts 13 Programme

We see learning and evaluation as central to our leadership role should we become UK City of Culture and, operating on a similar model to Liverpool Impacts 08, we will develop an Impacts 13 Programme. This will be delivered by the two universities working in tandem and will generate summative and formative evaluation data and intelligence from 2010 to 2016. It will provide a platform for events, research papers and other media that present the 'Sheffield model' to international audiences.

However, unlike any other major events impact programme, at its heart will be **Impact/ Experience**, a social network evaluation programme where Sheffield audiences evaluate the programme in real time, continuously uploading feedback, commenting on their experiences and evaluating the 'value' of the programme. Enabled through the **Digital Region Initiative**, this will be the first open source, city-wide evaluation programme. It enables digital democracy and personalisation to influence how we measure impact and it enables continual feedback which in turn ensures the programme is attuned to the needs and aspirations of our audiences. This, we think, shows real leadership in cultural programming.

The summative evaluation framework

The evaluation framework will be developed alongside the cultural programme, ensuring evaluation mechanisms are built into the planning from the outset. The first step will be to work with partners to establish a robust baseline against which the key outcomes or step changes and overall impacts can be measured. A new web-based data system is being developed at the City Council and, alongside the new Yorkshire Tourism Economic Impact model described above, this will provide a UK City of Culture baseline and systems to measure progress against the baseline. These two systems will start to gather the level of data necessary to measure the full impact of UK City of Culture.

Balancing the approach

For a complete understanding of the impact of UK City of Culture, it is crucial to balance statistical economic and event participation measurements with a more nuanced exploration of social, cultural and physical impacts. This will be done through a more qualitative approach using interviews, observation and longitudinal case studies. Our social network evaluation tool will play a key role in this, as will the Sheffield 2013 Inspire Network and the input of the Community Assemblies and the Youth Council.

Designing and implementing monitoring systems to capture demographic data will be a key element of the evaluation framework. Participants will be the artists, performers – professional and amateur – and those making a creative contribution to any event or activity. Audience surveys will be carried out to capture demographic data such as age, ethnicity, postcode, socio-economic group and whether or not a person has a disability.

Additional data will also be available through the Council's new web-based data collection system currently being developed. The new system will include much of the existing Sheffield Neighbourhood Information System data, a range of indicators under the headings of economic activity, education levels, housing, access to service, health and social care, environment and community safety. The system will also incorporate survey data from both the government's Place Survey and a large scale household survey conducted in Sheffield with cultural service satisfaction questions. In addition, the system will hold ACORN data capable of aggregation to small area level and a number of other potentially useful datasets.

Sharing the learning

Our social network evaluation tool will ensure an open and accessible approach to knowledge development from the outset. This will also enable impact to be gathered through mixed-media via film, creative reviews and different blogging tools. The evaluation programme will also include a series of training events for cultural and community providers to introduce the evaluation approach and tools to a wider audience. Ongoing support and advice will be available.

Opportunities to link and share experience with Impacts 08 are being explored and it is anticipated that the tools developed for UKCC 2013 will be shared online with the wider community, through presentations at events and seminars and a series of more accessible bulletins.

Finally, we will convene a major conference, which will also be a significant digital event, bringing together expertise on impact and legacy, with Sheffield playing the role of international broker.

Appendix D: Evidence on Funding

Appendix D: Evidence on Funding

Summary of Progress

Since being shortlisted, the city has made significant progress in securing core funding for UKCC. This is summarised below:

Major financial commitment from Sheffield City Council

Cabinet has agreed to fund a contribution of £3.63M towards the delivery costs of our programme. This includes immediate lead-in funding of up to £300K in 2010.

£0.5M commercial sponsorship now agreed with Capita

We have developed a sponsorship package and has already signed up our first major sponsor. Capita has confirmed a £0.5M sponsorship agreement with the city in support of UKCC and their confirmation letter is attached. Capita is a FTSE 100 company with 3000 staff employed in Sheffield. This company has been signed as our first 'UKCC Official Partner'.

£0.5M commercial sponsorship with E.ON now secured for our legacy programme

E.ON has pledged £0.5M towards a major public art project by the M1 motorway. This will form a key part of our legacy programme and the project is now entering its detailed feasibility stage. A letter confirming this sponsorship is attached.

Active sponsorship strategy

We have met with the city and region's 'top 25' businesses and discussed our bid in detail. The list includes Kier, British Land (Meadowhall), Veolia, East Midlands Trains, Siemens and Hammerson. This work is being led by the City Council's Chief Executive and we are expecting further positive outcomes on sponsorship at the point when Sheffield is announced as UKCC. Our strategy reflects the success of Liverpool 08 where major sponsors were drawn from regional or national companies that had a direct interest in the city. **Veolia and Kier have now signed as our 'UKCC Partners in Principle'.**

Our overall **sponsorship strategy** is summarised in the table below:

Category	Number in category	Minimum Contributions – cash and/or kind
Official Partner	4	£500K
Official Supplier	6	£150K
Patron	10	£25K

We are in discussions with potential sponsors across all 3 categories.

Arts Council England

Discussions took place with ACE immediately after the short listing decision. ACE confirmed their support for UKCC but has said that they will not enter negotiations with any bidding city, but instead will hold three-way discussions with DCMS and the winning city in due course.

We have made a realistic assumption that the City Council's commitment of £3.63M will be matched by ACE. This is based on the apparent national commitment of ACE to UKCC and the major contribution of ACE to Liverpool 08.

Regional funding

The City Council's chief executive is in discussion with the chief executives of both Yorkshire Forward (RDA) and Welcome to Yorkshire (regional tourism agency). Both organisations have shown very strong support for our bid and we have agreed that further high level discussions will take place if Sheffield becomes UKCC in 2013.

Pursuit of other funding sources

The City Council's economic development team are actively investigating a range of other national and European public sector funding streams, such as ERDF. These include resources via the European Union and research funds to add value to our Impacts 13 Programme.



Mr John Mothersole

Chief Executive
Sheffield City Council
Town Hall
Pinstone Street
Sheffield
S1 2HH

12 May 2010

Dear John,

CAPITA SPONSORSHIP – CITY OF CULTURE 2013

Further to my letter of 11 May to Laraine Manley, Executive Director of Resources at Sheffield City Council, I am able to confirm that should Sheffield be successful in its bid to host the 2013 UK City of Culture, Capita would be delighted to be one of your Corporate Business Partners.

I am therefore pleased to confirm that Capita will make available the sum of £500,000 in 2013 to be used in support of City of Culture.

Sheffield is a major and expanding base for Capita and we have a long association with the City. We recognise the vital role that business can play in supporting you and we believe that bringing the City of Culture to Sheffield in 2013 will make a huge and sustainable difference to our City.

Please let me know if I can be of any further assistance.

Yours sincerely

A handwritten signature in black ink that reads "T. Boynes".

Terry Boynes

Divisional Director
Capita Business Services



Mr John Mothersole
Chief Executive
Sheffield City Council
Town Hall
Sheffield

E.ON Sustainable Energy
Waterfront House
Lake View Court, Off Osier Drive
Sherwood Business Park
Annesley
Nottingham
NG15 0DS

eonenergy.com/sustainable
david.a.morgan@eonenergy.com

10th May 2010

Sheffield, UK City of Culture 2013 Bid, Letter of Support

Dear John, On behalf of E.ON, we are delighted to confirm our support to Sheffield City Council's bid to become UK City of Culture 2013.

E.ON has a strong and developing relationship with the City Council. E.ON is proud to confirm our pledge of £0.5M towards a major public art project by the M1 motorway, forming a key part to the cities legacy programme. The project is now entering its detailed feasibility stage.

E.ON is also a proud supporter of Sheffield is My Planet. Working together, E.ON will be sponsoring a Solar Disco at the forthcoming Tramlines unique free urban music festival in July 2010.

E.ON continue to work with Sheffield City Council and share their ambition and vision in their commitment in putting climate change at the heart of everything it does and to be a modern, vibrant, green city where people choose to live, invest and work.

Yours sincerely

A handwritten signature in black ink, appearing to read 'D.A. Morgan', followed by a horizontal line.

David Morgan
Head of Business Development
E.ON Sustainable Energy



SHEFFIELD CITY COUNCIL CABINET

Meeting held 28th April, 2010

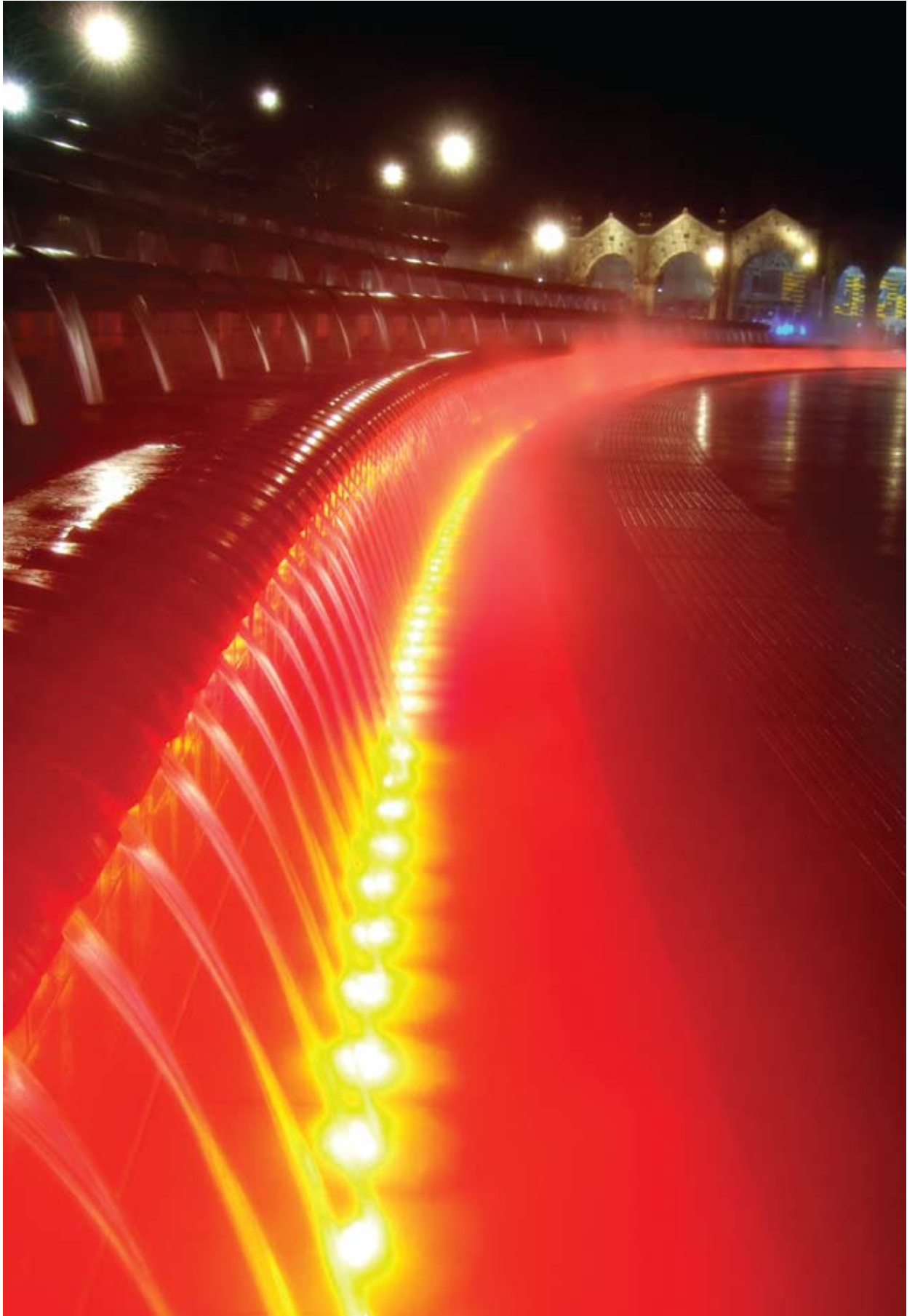
PRESENT: Councillors Paul Scriven (Chair), Ian Auckland, David Baker, Sylvia Dunkley, Bob McCann, Shaffaq Mohammed, Colin Ross and Andrew Sangar.

SHEFFIELD BID FOR THE UK CITY OF CULTURE 2013

RESOLVED: That (a) the submission by Sheffield City Council of a final stage bid to become UK City of Culture 2013 be approved;

- (b)** authority be delegated to the Executive Director, Place Portfolio, in consultation with the Cabinet Member for Culture, Sport and Tourism, the Chief Executive, Director of Resources and Deputy Chief Executive to take all appropriate steps to progress the bid to become UK City of Culture, including approval of the final bid content to be submitted to the Department of Culture, Media and Sport;
- (c)** authority be delegated the Executive Director, Place Portfolio, in consultation with the Cabinet Member for Culture, Sport and Tourism, the Chief Executive, Director of Resources and Deputy Chief Executive to negotiate with the Department of Culture, Media and Sport on any necessary arrangements and agreements prior to the future approval by Cabinet of financial terms if the City is selected as UK City of Culture;
- (d)** it be noted that, given the extremely tight timescales imposed by the UK City of Culture bidding deadlines, this item of business is being “fast tracked” and therefore Cabinet’s decision will be capable of implementation immediately;
- (e)** the estimated costs and benefits of becoming UK City of Culture be noted, together with the estimated £3.63M reflected within the Council’s forward financial strategy;
- (f)** it be agreed that the first phase of the City Council’s UK City of Culture expenditure (i.e. up to £300,000 from the total of £3.63M) be allocated in the City Council’s Budget for 2010/11 and the Executive Director, Place, in consultation with the Cabinet Member for Culture, Sport and Tourism be authorised to finalise the associated programme and its delivery.

**Appendix D:
Evidence on Funding**



Appendix E: Evidence of Other Support

Appendix E: Evidence of Other Support

We have received a **huge positive response** from organisations in support of our bid. Those named below have either submitted a formal letter of support and/or played a key role in supporting our bid development.

- 2 Fly Studios
- Action Space Mobile
- Arts & Business Yorkshire
- Arts Council England Yorkshire
- Balfour Beatty Utility Solutions
- Bank Street Arts
- Barclays Bank
- BBC Radio Sheffield
- Barnsley Metropolitan Borough Council
- Black and Ethnic Minority Network
- Bolsover District Council
- Burton Street Project
- CAPE UK
- Capita
- Capita Symonds
- Children's Media Conference Ltd
- Cross Art Form Venue Network
- Central Community Assembly
- Chinese Community Centre
- City of Bradford Metropolitan District Council
- Creative Clusters
- Creative Exchange: South Yorkshire
- Creative Sheffield
- Danceworks UK
- Dead Earnest Theatre
- DESQ
- Digital Campus
- Doncaster Metropolitan Borough Council
- E.ON
- East Community Assembly
- Ekspan Ltd
- Eventus Ltd
- First South Yorkshire Limited
- Forced Entertainment
- GO Sheffield
- Green Top Circus
- Hallam FM
- Harmony Training
- Hull City Council
- Hype Dance
- John Lewis, Sheffield
- Just-b. Productions
- Jon McClure: Reverend and the Makers
- Katey Felton Studios
- Kier
- Kwame Dawes (Author)
- Leeds City Council
- Lovebytes
- Manchester City Council
- Mark Jones: Wall of Sound
- Meadowhall Centre
- MK Communications
- MLA – Yorkshire and Humber
- Mott MacDonald
- Museums Sheffield
- Music in the Round
- Musical Works
- Nabarro LLP
- North East Community Assembly
- North East Derbyshire District Council
- Open Up Sheffield
- Paul Allen (Broadcaster)
- Paul Blakeman
- Paulette Edwards
- Peter and Paul Design
- Peak District National Park Authority
- PKF (UK) LLP
- Plug
- Point Blank Theatre
- Quba
- Rachael Clegg
- Raqs Britannia
- Regional Magazine

Appendix E: Evidence of Other Support

- Robin Hood Airport
- Rotherham Metropolitan Borough Council
- Sara Sanderson
- Screen Yorkshire
- Sensoria Festival of Film and Music
- Sheffield Assay Office
- Sheffield PCT
- Sheffield and District African-Caribbean Community Association
- Sheffield Cathedral
- Sheffield Chamber of Commerce
- Sheffield Civic Trust
- Sheffield College
- Sheffield Contemporary Art Forum
- Sheffield First Partnership
- Sheffield Forgemasters International Limited
- Sheffield Futures
- Sheffield Hallam University
- Sheffield Industrial Museums Trust
- Sheffield International Documentary Festival
- Sheffield International Venues Ltd
- Sheffield Live! (community radio)
- Sheffield PCT
- Sheffield Newspapers
- Sheffield Theatres
- Sheffield United Football Club
- Sheffield Wednesday Football Club
- Sheffield Youth Council
- Showcommotion
- Showroom – Workstation
- Siemens VAI
- Site Gallery
- South Community Assembly
- South East Community Assembly
- South Yorkshire Integrated Transport Authority
- South Yorkshire Passenger Transport Executive
- South Yorkshire Police
- Stag Works
- Stealth Management Ltd
- Stella Media
- Swamp Circus
- Swamp Trust
- The University of Sheffield
- Third Angel Theatre
- Trish O’Shea
- Universal Everything
- Veolia
- Vincent Dance Company
- Welcome to Yorkshire
- Yellow Bus Events
- Yorkshire Forward
- Yorkshire South Tourism
- Zoo Digital Group Plc

**Appendix E:
Evidence of Other Support**



Appendix F: Marketing Approach

UKCC and our emerging city brand

“Things are going to happen here”

Michael Palin

The bidding process for UK City of Culture 2013 has catalysed the development of a new brand identity for Sheffield. The two things are now seamless. Sheffield is a great city with a rich history and a bright future. In the past however it has been let down by the way others perceive it – despite evidence to the contrary.

Sheffield is the fourth largest city in the UK, but it often doesn't figure in top 10 lists of UK cities for investment. Many investors see Sheffield as a city of 'untapped potential', but the historic perception of 'heavy industry' still provides a stumbling block.

This presents Sheffield with an untapped opportunity, but one which requires the city to create a succinct proposition on which to build its future.

The brand development process has been running simultaneously with the UKCC bid. The process has involved consulting with key city stakeholders from citizens to business and the arts, alongside external stakeholders such as inward investors, broadcasters and journalists, property developers and key Government figures.

What is evident is that Sheffield is not a city suited to vain promotion or sloganeering, this is at odds with the city's psyche. **Content is all – and for us UKCC tops our list for providing world class content to the new city brand.**

Sheffield is a great believer that place marketing is driven by product rather than promotion. Sheffield has spent the last 15 years on 'product development'. The city now has an infrastructure to be proud of. The physical regeneration of the city has been widely acknowledged as transformational. The economy has also been going through a transformational period. Manufacturing has survived and prospered to become more 'bespoke', moving up the value chain and supplying emerging markets such as China and India.

The city has a thriving service base of key Government Departments and leading private sector businesses.

The creative and digital industries, catalysed by innovative policy making by the City Council in the late 1980's, is now producing world class exports such as BAFTA award winning Warp X Films and the city's many recording studios have produced a raft of talent from Human League and Heaven 17 through to Jarvis Cocker and Pulp, the Arctic Monkeys and Reverend & The Makers.

The time is right to tell this changing story to the world and put Sheffield back on the map.

UKCC will be our national and international interface by which we tell our changing story and positively shift perceptions of the city for good.

Our future shaped by history

'To succeed through honest endeavour' (Cutlers Company of Hallamshire, established 1624) typifies the spirit of Sheffield; it's in our DNA and it permeates every aspect of our approach to UKCC.

It is important for the city to retain and cherish this quality, but also we must become more connected to the global economy, as our historical 'raison d'être' potentially becomes less relevant. As a highly ambitious city, Sheffield must be well connected to Europe as a gateway to the wider world – relationships with London, Paris, Milan, Berlin, Frankfurt and the emerging BRIC economies are important – these are the cities driving 'intelligence culture' at the heart of our economic and social evolution.

Sheffield must also make it clear to domestic and global partners what it has to offer them. In order to communicate this more clearly we have developed a brand which is at the very heart of everything we create, make and do in the city.

Appendix F: Marketing Approach

Brand spirit

This spirit of our brand is 'authentic and independent' which will be the brand platform through which we tell the 'Sheffield Story'. This is a key cornerstone of our UKCC programming strategy and therefore one which defines and guarantees the shape and scope of our programme. The characteristic is a reflection of the following:

- Sheffield is the only UK place name protected by Companies House;
- the 'Made in Sheffield' hallmark carries a promise of quality and premium around the globe;
- the world's first football club was formed in Sheffield in 1857, pioneering a global phenomenon, and central to us being chosen as a candidate host city in England's bid for the World Cup in 2018;
- The University of Sheffield was built by penny contributions from the working classes due to local concern about the need for better technical training of the men responsible for running the great industries of Sheffield, particularly steelmaking;
- Jarvis Cocker – the ultimate 'outsider artist' was born and bred in Sheffield. He is famously quoted for saying 'we've always been a bit out of touch with reality'. He invented Brit Pop icons Pulp during an economics lesson;
- the World's first MySpace movie was created by Vito Rocco in Sheffield in 2008;
- World Champion Heptathlete Jessica Ennis has used the city's seven hills to her advantage, she was educated at Sheffield University and trains at the world class English Institute of Sport in the city.



Jarvis Cocker



Michael Palin

Bid champion and **Sheffield cultural icon Michael Palin** supports this by saying:

"I grew up absorbing the very independent spirit of the place. I think this independent spirit helped me very much in my career, it encouraged me to think for myself and not become part of any comfortable or complacent metropolitan elite."

Authenticity and independence are the characteristics that act as a filter for Sheffield's major activities. Sheffield enjoys an incredible amount of enthusiasm, both from citizens, visitors and ex-pats; and this framework will allow our people to shape ideas and bring them to life in a co-ordinated and cohesive way. We feel that this can create positive change in the way our city is perceived.

Our ambition is that in 2013, Sheffield will become an amazing hub of creativity – cultural and technological. It will be an incubator for practical passions, individual, boutique and original.

UKCC will promote Sheffield as a forward looking and ambitious city, showcasing the innovative spirit of the city and our desire to achieve this by collaborating with the UK, Europe and the world. **Sheffield aims to be the UK's most creative city by 2020.**

Our recently published International Strategy supports this approach. Our desire is to attract investment by retaining and broadening a skilled workforce, developing a more diverse and competitive economy, generating international trade opportunities and enriching the lives of people living in and visiting Sheffield. We want to support increased awareness of international opportunities for the community as a whole. International links can help build confidence, life and technical skills in people of all ages and abilities. It is a means of promoting international understanding and UKCC will be a key driver.

Appendix F: Marketing Approach

Above all else, in Sheffield we don't think brilliant ideas are enough. We are passionate about bringing them to life and delivering a great experience for citizens and visitors alike. Sheffield offers a unique aptitude for both creativity and delivery – both of which are the centrepiece of our case for UKCC.

**As Michael Palin says,
“Things are going to happen here”**

Key messages and tone

The overarching theme of our campaign will stay consistent to the vision for our bid – let's create something amazing. We will ensure that everything we do is true to the Sheffield brand characteristics of authentic and independent. The approach we take to marketing UK City of Culture will be bold and global, harnessing new platforms and new technologies. We will share our stories with the world and encourage collaboration and partnership with audiences and partners globally. We will upload our message and encourage interaction.

Priority audiences

Trade

Sheffield has steadily improved its relative position as a competitive business location in the UK context, but still punches below its weight. For example, the city still sits behind Liverpool in the UK Cities Monitor League Tables (Cushman and Wakefield, 2008) despite having a better profile labour market. Reports such as this are driven by the subjective external perceptions of key decision makers, many of whom are based in the South East of England.

European Capital of Culture 2008 played a major part in changing perceptions of Liverpool allowing to the city to re-ignite its heritage as a trading centre. Our aim is to use UK City of Culture 2013 to re-educate and invite investors, both international and domestic, from major corporations through to SME's and entrepreneurs to do business with the UK via Sheffield in 2013.

Sheffield is already home to hundreds of world-class interactive media companies but up until now there has been a lack of strategic networking opportunities. During 2013, the festival and conference activity will provide these networking opportunities on a regional, national and international level.

Talent

For Sheffield to make a greater contribution to UK PLC, there is a need to increase the exporting activity of the business base. This will require a greater diversity of markets served and increased specialisation. To achieve this we will need to attract and retain the world's best talent, through our universities, businesses and cultural organisations. We believe that UKCC 2013 will allow Sheffield to be seen as serious location for talent – facilitating collaboration between the people of Sheffield and the best global talent.

Tourism

Sheffield needs to work hard to capture a larger share of the tourism economy. The Sheffield region currently under-performs in terms of expenditure and visitor numbers from both domestic and overseas tourism. Sheffield currently sits at the bottom of the Core Cities League Table. A greatly improved visitor economy is a key step change being sought from our UKCC programme.

Priority markets

Increasingly, regional targeting of media is becoming a less relevant practice. We have moved from an era of mass communication – with passive audiences, to increasingly tailored interactive communications where audiences have an active role in the process. The internet has decentralised information; we now increasingly see consumers customising content to their own individual tastes, best illustrated by the i-pod generation. We see this as a critical part of how we will distribute our messages and encourage engagement in the build up to 2013, during 2013 and in the on-going legacy and dialogue with partners beyond.

Despite these significant changes to the way media is consumed, we still acknowledge that it is important to have a clear view of markets, both demographic and geo-demographic. **Looking at a map of the UK – Sheffield is the most central city, meaning we are well connected to many other UK cities and well placed to act as the world's creative broker.**

Appendix F: Marketing Approach

Local

Sheffield alone has a population of 525,000. The wider South Yorkshire population is over 1.3 million and the city's superb location combined with the transport links that connect Sheffield with the rest of the country mean that nine million people live within an hour.

Regional

The wider Yorkshire region opens up a population of over 5 million people, roughly twice the size of Wales and equivalent to the population of New Zealand. This highly lucrative visitor day market will be maximised in partnership with Welcome to Yorkshire.

Sheffield is also well connected by train to the North West and the Midlands, with trains links from Manchester, Birmingham and Nottingham all one hour or less.

National

The refurbishment of London St. Pancras and the doubling of train capacity between London and Sheffield has made significant improvements to both the service and the experience of travelling between the capital and Sheffield.

The main focus of Sheffield's domestic tourism strategy is London and the South East. The region delivers value for all audiences in our 3 T's approach of Talent, Trade and Tourism.

For UKCC 2013, our marketing activity will target the discerning high yield segments such as DINKS (Dual Income, no kids) SKINS (Spending Kids Inheritance) and the 'grey' market. These segments will be targeted to significantly increase the number of short breaks to Sheffield.

International

The dramatic growth of Sheffield's student population in recent times has significantly added to the texture of the city, with 128 languages now being spoken. The largest segments of growth in tourism trips to the UK are visits from Friends/ Relations (up 137% between 1993 and 2008) and Business (up 73% between 1993 and 2008) according to the International Passenger Survey 2009.

Sheffield is increasingly a multi-cultural city with rapidly growing Chinese and Indian communities, many of whom came here to study and have decided to live here.

Sheffield has strong trade links with the US and increasingly with emerging markets such as China and India. Sheffield also has strong trade connections in Germany, France and the Netherlands.

Sheffield is in the unique position of sitting between five international airports, none more than 65 miles away. This makes Sheffield a wonderfully accessible city. Doncaster – Sheffield Airport recently announced a lucrative deal with Easyjet, connecting the region with European cities such as Amsterdam, Barcelona and Prague. Manchester International Airport, just 35 miles from Sheffield, is the main international gateway outside London, connecting beyond Europe to the rest of the world. Direct trains from Manchester into Sheffield run twice an hour, taking just 50 minutes. Paris and Brussels are now directly connected via Eurostar at London St. Pancras.

Proportion of spend – UK v Overseas

We will significantly increase the city's overall marketing spend in support of UKCC.

The new brand identity which has been developed in parallel with the bidding process is being rolled out in June 2010 and will start to build awareness of UKCC 2013 from 2010 onwards, both within the city and on all marketing and communications with the UK and overseas. All major festivals and their marketing campaigns will carry the UK City of Culture identity with immediate effect.

Moving forwards, we anticipate that 50% of our expenditure will be focused in the UK, using established national media partners with a strong focus on audiences in London and the South East.

We plan to allocate 25% of the budget with European media partners and travel operators – particularly around hubs such as Amsterdam and Paris, connecting to our S2013 cultural programme.

The remaining 25% would be used for targeting long haul markets such as China and India in conjunction with Manchester Airport.

Appendix F: Marketing Approach

Marketing/Media Partnerships

We have already instigated conversations with key partners such as Welcome to Yorkshire, private sector stakeholders such as British Land (Meadowhall) and Capita and transport operators such as Doncaster Sheffield Airport, Manchester Airport, Eurostar and East Midland Trains.

We will also be discussing marketing partnerships with operators such as Easyjet, Ryanair, Netflights.com and Lastminute.com.

We have already spoken with travel guides such as Lonely Planet and Wallpaper and have explored the possibility of a link up with Time Out in London during 2013. The editor of Time Out is keen to work with us as he's a proud Sheffielder!

Traditional Media v On-line

Over the last 10 years, consumers have gained dramatically more choice and more control over the media they consume. As a result they watch, read, listen and interact only with content that interests them.

The profusion of media channels – from mobile to digital TV, email and the internet has transformed all communications, including marketing.

We believe that we now live in a post advertising age. Rather than spend on traditional advertising, we plan to create content that we can share through media partnerships; that can be syndicated to TV channels, web portals and radio networks in the build up to 2013.

In order to achieve this, we plan to form a strong coalition with willing media partners to co-create content. We believe that the media is interested in innovation rather than a rehearsal of past glories – our brand must be about what's coming next from Sheffield and the UK.

Sheffield has an established culture of DIY and doing things differently. This experimentation and innovation was the core of the success of the steel industry and is engrained in Sheffield's genetic makeup. It continues to fuel our creative and digital sector today.

The culture of 'disruption' was perpetuated by Sheffield's own Arctic Monkeys, a real DIY success story – taking the world by storm through MySpace – bypassing the usual routes and grabbing digital opportunities.

Our aim is to utilise the £90M (Digital Region Initiative) investment in next-generation broadband across the region, to facilitate a digital test-bed opportunity, co-creating marketing and promotion activities with partners around the world.

The combination of our existing creative culture and this infrastructural opportunity gives us a real chance to tell a different story, a story based around being digitally enabled.

We want to champion collaboration and co-creation (between Sheffield, the UK and the rest of the world). Our intention by 2013 is that Sheffield will have achieved a paradigm shift through the use of digital technologies – being recognised globally as an ideas leader and test bed of doing things differently.

We aim to provide a platform for content creators, producers and creative technologists from the UK and around the world to exchange information, knowledge, and experience. We intend to create high-value, international professional networks and new business opportunities.

We believe that this will promote the capabilities and services of the UK's digital media industries.

Our marketing approach will be from the new school, not the old school. We intend to start a movement – to bring together a tribe of like-minded people to create something amazing.

Our media partners are as likely to be Youtube, Facebook, Twitter, Linked-In, Flickr, and the new social media that will emerge in the interim, as well as established traditional media such as national and international press and targeted titles such as Conde Nast Traveller and Monocle.

As with our digitally driven UKCC programme, so it will be with our digital approach to marketing and promotion.

Appendix G: Changes from Initial Bid

Appendix G: Changes from Initial Bid

We have taken full account of the feedback offered on our initial bid. We have also conducted extensive consultation across the city and region. **Our progress on the key issues is summarised below.**

Secured significant funding – including £1M of commercial sponsorship

- £3.63M committed by Sheffield City Council and agreed by Cabinet
- £0.5M commercial sponsorship now agreed with Capita
- £0.5M commercial sponsorship with E.ON now secured for our legacy programme
- A sponsorship strategy has been launched – Veolia and Kier have now signed as ‘UKCC Partners in Principle’
- Strategic discussions with ACE, RDA and the regional tourism agency have brought strong commitment to the Sheffield 2013 bid
- We continue to explore a wide range of other public sector funding sources

Widened support

We have secured support from over 100 organisations – inside and outside the city. These are listed in Appendix E and include:

- The Local Strategic Partnership
- All seven community assemblies
- Sub-regional and regional districts and cities
- Creative Sheffield
- University of Sheffield & Sheffield Hallam University
- Major arts organisations such as Sheffield Theatres and Museums Sheffield
- Sheffield United FC & Sheffield Wednesday FC.
- South Yorkshire Police
- Voluntary Action Sheffield
- Sheffield Chamber of Commerce
- Sheffield Primary Care Trust
- South Yorkshire Passenger Transport Executive
- Welcome to Yorkshire
- Yorkshire Forward – the Regional Development Agency
- Arts Council England (Yorkshire), Arts and Business, Screen Yorkshire, MLA

Agreed our governance structure

- Detailed proposals on governance structures have been finalised
- We have widened the Stakeholder Group to steer the bid
- We continue to drive a major sector and public consultation exercise

Secured unanimous political support

- Cabinet commitment to funding support
- Cross-party support – reflected in Notion of Motion from political parties
- Full Council approval of the bid
- Scrutiny Board approval of the bid
- Support from all our local MPs

Developed and refined the programme

- We have simplified the programming strategy, increased clarity and cohesiveness
- We have produced a fully costed programme to ensure fit with available budget
- We have focused on growing the ‘best the city has to offer’ in terms of programming – to avoid the risk of ‘stop-start’
- We have developed a major digital programme and mainstreamed digital technology across the programme

Addressed step change and legacy

- We have developed proposals on step change and wider legacy, with Legacy NOW our core approach
- We have developed a seven point strategy for legacy combined with our Impacts 13 Programme to measure and test it
- We have built delivery of step change and legacy into our management structures

Appendix G: Changes from Initial Bid

Developed risk management measures

- We have a mentoring agreement with Ruhr 2010 and agreements with Guimaraes and Maribor 2012, plus Kosice 2013 will allow us to 'reality check' our programme proposals against similar mega cultural events
- We have developed detailed and costed programmes to reflect the 'likely', 'minimal' and 'aspirational' funding levels
- We have developed detailed management structures with clear responsibilities
- We have worked closely with Liverpool 08, including on-going dialogue, to allow us to test our proposals

Established a strong international dimension and connections

- We have secured collaborative agreements with Guimaraes and Maribor – both are European Capitals of Culture in 2012; and Kosice – European Capital of Culture 2013.
- We have attracted four international standard industry experts to advise the Bid Team on programme development
- We have in principle agreements with a number of international standard curators and we are in advanced discussions with a major global artist to curate a key part of our programme
- We have secured commitment to collaborative relationships with international artists across the programme. For example, Art Sheffield and our Children's Festival

Developed a detailed plan for management and delivery

- We have set out a detailed management structure, specific posts and responsibilities and costed for 3-year appointments in key positions – starting early 2011
- We have set out a process for an early start in 2011 via accelerated political approvals and recruitment in late 2010
- We have dovetailing arrangements to ensure a seamless shift from Bid Team to delivery structure
- We have assigned a central role to Sheffield City Council which will ensure overall programme delivery – 'first amongst equals'
- We have proposals for the development of a cultural consortium charged specifically with creating synergy, generating new resources and improving the co-ordination of programme delivery leading up to and beyond 2013

Balanced realism with aspiration

- We have already secured £1M of commercial sponsorship
- The programme and delivery mechanisms are fully costed
- The timeline for approval and delivery mechanisms are in place for rapid transition from bidding to winning
- The programme focuses on the organic growth of what Sheffield already does best in culture: it is grounded, practical and has strong local ownership
- We have made a set of realistic assumptions on funding
- Sheffield has unrivalled track record of delivering on time and on budget!

Appendix G:
Changes from Initial Bid



Lets Create Something Amazing!

[Creativesheffield.](http://Creativesheffield.com)
creativesheffield.co.uk

Sheffield
sheffieldcityofculture.com

**Sheffield
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sheffield.gov.uk



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