

SUBJECT: NEXT STEPS – EVENTS AND SPECIAL PROJECTS

MEETING: ECONOMY AND DEVELOPMENT SELECT

DATE: 19TH JULY 2018

DIVISION/WARDS AFFECTED: All

1. PURPOSE:

To provide a progression report on Events further to the findings of an independent Events review; and to consider the options that will underpin a forward plan and future Events Strategy.

2. RECOMMENDATIONS:

- 2.1 To consider the forward plan for Events and offer comments and recommendations to inform the Cabinet paper for the 25th July 2018, regarding the preferred 'Hybrid' option the purpose of which is to put the Events and Special Projects team on a strategic and stable footing.

3 KEY ISSUES:

- 3.1 Following the findings of a number of internal audit reports and a *Limited Assurance* audit opinion, an independent evaluation was undertaken to review progress made towards the implementation of the internal audit recommendations. The purpose of the review was to:
- review the current "in house" team using the audit report as baseline data to analyse current procedural issues which pose risks to the Council;
 - produce a detailed options analysis of alternative delivery options to include a hired facilities model, joint venture partnership delivery, etc. which will be specific in recommending new approaches to future event delivery;
 - undertake local stakeholder consultations to gauge opinion regarding the staging of major events at Caldicot Castle;
 - produce a detailed analysis of the option to divest from events to include the projected impact on tourism visitor numbers, the reduced potential for repeat visits, the potential for reduced visitor spend and the impact on the benefit of wider community engagement opportunities;
 - inform a Forward Strategy document which contains a full appraisal of all available options; will be strong in strategic direction and guidance surrounding good governance; will enshrine due diligence and include guidance on how this can be operationalised, should the opportunity to divest prove too costly to consider.
- 3.2 The findings of the review concurred with the Audit report findings whilst also identifying the benefit of the events to the local economy:
- Events can be considered as part of the DNA of a rural economy like Monmouthshire's because they can create a lively and dynamic experience for

residents and visitors. They can be key in promoting the area and all the wonderful things people can enjoy whilst visiting it. For local residents, they have provided recreational opportunities that help to build strong and resilient communities through participation and involvement, as well as increasing economic and social benefits in the following ways:

- Events boost the local economy from increased visitor numbers and increased spending associated with events;
- Events act as a platform for providing positive local and national media about the area as well as increasing the county's profile locally and nationally;
- Events encourage economic growth opportunities by developing the local supply chain to respond to the need of major events;
- Events provide opportunities for the local community to get involved by volunteering to help develop skills and employment opportunities; and
- Events provide local entertainment for the community and additional recreational opportunities for residents across the county.

3.3 On top of these benefits the review recognised the general feel good factor. Having a lively and dynamic locality brings immeasurable benefits to communities, businesses and tourism which contribute £163.5 million (Visit Monmouthshire Website) to the local economy. After a major event, an area can be 'buzzing' for weeks about how great the events are for the region.

3.4 The review also stated that although it wasn't possible to measure all the financial benefits of the events at Caldicot Castle more robustly as no specific visitor surveys were carried out there for the events and the database of ticket buyers wasn't retained. However, the anecdotal information locally was positive and it was clear that there was good energy in the town - pubs and restaurants were full and local accommodation providers were fully booked well in advance.

3.5 The review considered that if the Council were going to continue bearing the risk of the events it puts on the site, more advice needed to be taken in terms of the quality control of the events taking place and their financial viability. All the stakeholders and officers interviewed demonstrated an appetite to continue doing large events at Caldicot Castle. That said, some of the feedback was that there should be a reasonable mix of larger and smaller type events. There were some tensions in terms of the restrictions placed on those wanting to use the site as a country park which needed to be considered going forward. The mix demonstrated in 2017 was good, but perhaps leaning too much towards the music side, and two concerts only might have been more appropriate.

3.6 Other general conclusions included:

- Many of the problems encountered by the Council in relation to the 2017 summer events in Caldicot Castle related to lack of experience and the ambitious programme which involved a large increase in scale and volume of events from previous years;
- Additionally the local audience for the events in the Castle is undoubtedly a strong one but with too many events there was not enough money in the local economy to support all the events. Emphasis needs to be placed on events that attract audiences from outside Monmouthshire i.e. increasing the current 9% figure of event visitors from outside the County.

3.7 Going forward the review recommended:

- A system of more robust checking of the key elements that failed (reporting of ticket sales, budget updates and supplier management and procurement, effectively all the recommendations from the audit reports) be it through regular meetings or other systems of checks and balances and robust assistance of support services;
- Improved communication and engagement. A shared information system is therefore recommended which is updated and synced where all key people can refer to it. This would need to be checked on a regular basis to ensure all key documents are in place and up to date. This would involve agreeing the nature of the files to be kept in advance, aligned with an event timeline from the first day after the project is signed off;
- In terms of procuring suppliers a clear set of guidelines needs to be given to the team in terms of what they can and can't do. If those procedures are already in place then the system needs to be enforced with no suppliers being signed off unless they have been procured the correct way. This includes signoff to ensure staff being taken on and that they have been recruited properly in line with the Council's staff recruitment policy.

4 Options Appraisal

4.1 The independent reviewer, an established events promoter, has worked with a number of Local Authorities in Wales over the past 15 years and has experience of a number of different models. Most of the models suggested in the options appraisal below include elements of de-risking to provide comfort to the Council as it is understood that Council Members and staff will need reassurances if music events continue to happen:

- a) **Retain the current team and structure and continue to promote Caldicot Castle (and potentially, other) events in-house, taking all the financial risk but taking all lessons learnt into consideration and implementing all recommendations and findings including developing and training the team.** The events team can certainly coordinate a programme across the county and bring in suppliers to fill the gaps where those skills aren't present in the team for example a booking service for artists may need to be procured. The ideal would be to aim for one major weekend event in Caldicot Castle each year. Realistically, with robust programming, a weekend event should yield £75-£100,000 subject to ensuring all the additional income streams like parking, booking fee rebates, food and drink concessions are maximised.

If possible, trying to maintain momentum in 2018 possibly with one smaller concert inside the Castle walls towards the end of the summer, if a suitable artist can be found, although this is now a little late for 2018.

Pros and Cons: The Council is still taking the full financial risk however with lessons having been learnt the same mistakes being made again are unlikely therefore the risk is reduced. The team however has the opportunity to learn and develop further over the longer term.

- b) **Elect to only hire the Caldicot Castle site (and other potential venues) to reputable external promoters.** The reviewer understands that eminent event organisers and promoter companies have viewed the site with interest to promoting events there. Promote and market the site to the industry through adverts in the relevant industry journals and through word of mouth. Castles are always attractive places to put on summer shows, particularly one with a track record and a supportive Local Authority. The

Council could consider a fixed fee in the region of £10,000 per show day for a larger concert with a commercial promoter like Little Mix (included is a pre - arranged rig and de rig period) or depending on the size of the event a smaller guarantee versus £1.50-£2.00 per head fee plus possibly a cut of secondary income subject to negotiation. There are a number of different configurations that could be considered subject to the size and nature of the event. As a part of this there would be a requirement to market the site as an event space in key industry press requiring some marketing investment. It is important to bear in mind with this option however that some opportunities may be specific to certain promoters and therefore a traditional tender process may be difficult.

Pros and Cons: The risk to the Council is completely eradicated and the income for the event is guaranteed when an event is confirmed. The site however will need to be marketed to the industry and financially any income would be dependent on how many bookings were taken. In addition, the Council could lose some of the control of the site which may lead to a reputational risk.

- c) **Fund through procurement, on a two or three year initial agreement for a reputable promoter to come in and deliver a one or two day event (depending on what the promoters can come up with), whereby the Council continues to take the risk and the promoter is paid a management fee.** All ticket incomes are retained by the Council. In this scenario the promoter would work alongside the house events team and take a management fee which would be negotiated with the council. This would usually be calculated using a percentage of the potential gross income and the total costs of staging the event.

Pros and Cons: The event risk is reduced with an external team in place delivering the event for the Council. There would be opportunities for the Council events team to learn working alongside an external team however the Council will lose some of the control of the site which may lead to a reputational risk.

- d) **Partially fund or sponsor an event for an established and experienced promoter (again through procurement) to deliver a concert but the risk lies entirely with the promoter.** For example £75,000 per annum over three years but the Council gets branding, hospitality and perceived ownership opportunities as well as other benefits which can be negotiated.

Pros and Cons: The benefits of this model are again a reduced risk to the Council but a guaranteed event on the site for the period of the contract and again developmental opportunities for the Council events team to work alongside experienced, professional promoters. Loss of Council control and reputational risk will remain a factor.

- e) **Work in partnership with a reputable promoter on a joint venture basis where the risk is shared equally.** The promoter could be recruited via competitive tender and through advertising in trade journals.

Pros and Cons: The advantages are straightforward here; any risk on a major event on the Caldicot Castle site is halved with developmental opportunities again for the Council team.

- f) **An additional option not contained within the independent review but for consideration is to look beyond Council owned event sites and consider partnering with other landowners** (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show).

Pros and Cons: This provides an opportunity to market the considerable event production expertise of the events team and provide an income stream whilst minimising the risk to the Council. However any profits will need to be shared with site owners.

g) **An additional option of a Hybrid and combination of some of the above** i.e. the Council events team will take a proactive and strategic approach, coordinating the events programme within working with partners on major events either via direct procurement or on a joint venture basis. In addition, the events team will coordinate corporate events and provide support for community events, whilst also taking an active role in the management of Abergavenny Borough Theatre, providing much needed expertise and support whilst identifying additional income generation opportunities.

h) **Pros and Cons:** The Council has an ability to implement its “financial viability” template ensuring that each commercial opportunity can be assessed as to whether or not it will make a profit or a loss thus reducing the overall financial risk whilst considering the wider economic and community benefits for the county and the Council. It also offers a more flexible approach and an ability to be proactive.

In summary the options detailed in Table One are as follows:

Table One: Events Option Appraisal

Option	Pros	Cons
Retain team and promote and deliver in house	<ul style="list-style-type: none"> • Lessons have been learned so previous mistakes are unlikely; • Risk will be reduced; • Team can learn and develop further over time; • Community and economic benefits can be maximised. 	<ul style="list-style-type: none"> • Council is still taking the full financial risk
Hire the Caldicot Castle site (and other potential venues) to reputable external promoters.	<ul style="list-style-type: none"> • Risk to the Council is completely eradicated; • Income is guaranteed when an event is confirmed. 	<ul style="list-style-type: none"> • B2B Marketing costs; • Income will be dependent upon bookings taken; • Council could lose control of the site leading to potential for reputational risk; • Community and economic benefits likely to be reduced.
Fund through procurement, on a two or three year initial agreement for a reputable promoter to come in and deliver a one or two day event	<ul style="list-style-type: none"> • Event risk is reduced as external team deliver event for the Council; • Developmental opportunities for the Council events team to learn working alongside an external team. 	<ul style="list-style-type: none"> • Council continues to take the risk; • Council pays promoter a management fee; • Council still pays the events team with limited opportunity for income generation; • Council loses control of the site leading to potential for reputational risk; • Community and economic benefits likely to be reduced.
Through procurement, partially fund or sponsor an event for an established	<ul style="list-style-type: none"> • Financial risk lies with the promoter; 	<ul style="list-style-type: none"> • Multiple procurements will be necessary to maintain a

<p>and experienced promoter to deliver a concert but the risk lies entirely with the promoter</p>	<ul style="list-style-type: none"> • Minimal financial risk to the Council; • Guaranteed event and income for the Council for the period of the contract; • Developmental opportunities for the Council events team to work alongside external team. 	<p>steady income which will be resource heavy;</p> <ul style="list-style-type: none"> • Council still pays the events team with limited opportunity for income generation; • Council loses control of the site leading to potential for reputational risk; • Community and economic benefits likely to be reduced.
<p>Work in partnership with reputable promoter on a joint venture basis where the risk is shared equally. Procurement exercise required.</p>	<ul style="list-style-type: none"> • Risk is halved; • Guaranteed income for the Council for the period of the contract; • Developmental opportunities for the Council events team to work alongside experienced, promoters; • Community and economic benefits can be maximised. 	<ul style="list-style-type: none"> • Council still pays the events team with reduced opportunity for income generation; • Council loses control of the site leading to potential for reputational risk.
<p>Look beyond Council owned event sites and consider partnering with other landowners</p>	<ul style="list-style-type: none"> • Risk to Council is reduced; • Income sharing opportunities; • Developmental opportunities for the Council events team 	<ul style="list-style-type: none"> • Costs of sites and overhead costs will impact on profit margins;
<p>A Hybrid approach i.e. the Council events team will take a proactive approach, coordinating the events programme within the county, working with partners on major events either via direct procurement or on a joint venture basis.</p>	<ul style="list-style-type: none"> • In-house team is retained, benefiting from lessons learned, providing local knowledge and professional, strategic expertise; coordinating corporate events; providing support for community events and providing additional stability and income generation opportunities for Abergavenny Borough Theatre; • “Financial viability” template implemented ensuring the viability of each commercial opportunity is assessed to ensure maximum income generation and reduce the overall financial risk to the Council; • Council retains control; • Wider economic and community benefits for the county and the Council are maximised; • Flexible approach with an ability to be proactive. 	<ul style="list-style-type: none"> • Commitment from Council for staging major events in order to generate income levels required to support the team; • Reserve and base budget funding required.

4.2 Having considered the options in Table One and also taking into the account the recent decision by the Council to bring the Borough Theatre back into Council operations, the Hybrid option, approximating (f) above, offers the best way forward for which further detail is included in Appendix A.

4.3 The Hybrid option will provide us with the following benefits:

- The creation of income generating event opportunities for the Council, generating income and increasing numbers to council owned visitor attractions;
- The facilitation of the development and maximisation of opportunities for the county's event locations e.g. turning locations into alternative spaces for example the Market Hall and Brewery Yard in Abergavenny;
- Assistance with and coordination of a county wide events programme and offer to all Council and Alternative Delivery Model venues, such as the museums, leisure centres, Castles, sports facilities etc. to include vision, planning, event production and management;
- A development lead for the Abergavenny Borough Theatre providing operational, event production, marketing and digital development advice;
- Partnership working with reputable promoters on a joint venture basis to produce events at council owned sites;
- Professional support for community projects and groups to achieve their ambitions and to extend the Council's involvement and support to local ventures;
- Partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show);
- Working with the Events Safety Advisory Group (ESAG) collective to maintain knowledge of what is happening around the county and to advise when necessary;
- Provision of planning and delivery support for special projects e.g. Velothon, Eisteddfod, National events, Health Campaigns etc.;
- Working in line with Cardiff Capital Region city deal priorities – Culture and creative industries;
- Maintaining an understanding of Welsh Government Cultural plans and the national and UK event calendars.

4.4 In addition the Hybrid option also gives the team the opportunity to work with the Council's strategic tourism function to ensure that events align with the county's Destination Management Plan and aims which are:

- To grow tourism revenue to the county;
- By 10% in real terms value (from 2015 base);
- Across the year;
- Across all parts of the County;
- Based on high quality visitor experiences

4.5 A coordinated and strategic events programme will therefore enable the events team to contribute towards more specific and relevant objectives namely:

- To consolidate Food Capital of Wales status for Monmouthshire
- To maximise the tourism benefits of the cultural offer as well as countryside and heritage
- To develop a seasonal programmes of events which support the County's key product offers – Food, Heritage, Arts + Culture, Walking and Cycling

- To ensure that Monmouthshire on and off-line content is distributed through all relevant channels and campaigns
- Through all activities to build the reputation of the County - 'Monmouthshire' = high quality

5. EVALUATION CRITERIA

- 5.1 An evaluation assessment has been included in Appendix B for future evaluation of whether the decision has been successfully implemented. In addition a monitoring and evaluation framework for the Hybrid option is included in Appendix A. A progress report will come back to this committee in six months' time.

6. REASONS

- 6.1 It is clear that the many lessons have been learned from the 2017 Events programme and Council can be assured that measures are now in place to avoid any repeat of this going forward. The review demonstrates that the Council still has an appetite for events as events are part of the DNA of a rural economy like Monmouthshire, creating a lively and dynamic experience for residents and visitors. Events are key in promoting the area and all the wonderful things people can enjoy whilst visiting whilst local residents benefit from the recreational opportunities that help to build strong and resilient communities. Having a lively and dynamic locality brings immeasurable benefits to communities, businesses and tourism which contribute £163.5 million (Visit Monmouthshire Website) to the local economy and wider region.
- 6.2 The proposed Forward Plan details that an annual base budget of £32,000 is required in order to put the team on a strategic and sustainable footing enabling them to maximise the income generation pipeline and the Council's assets, this will in turn provide much needed events coordination and production service for the Council, expertise for the Abergavenny Borough Theatre and the wider community.

7. RESOURCE IMPLICATIONS

- 7.1 The Events and Special Projects team were originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. However given the previous lessons learned and the need to limit the scale of ambition whilst putting the team on a more sustainable footing, it is requested that an annual base budget provision of £32,000 is approved for 18-19. The £50,000 funding required to do this will be taken from the Council's underutilised redundancy provision.

Table One: Events Costs and Funding Breakdown

	Outturn	Yr1	Yr2	Yr3
	18-19	19-20	20-21	21-22
	£000	£000	£000	£000
Budget	-18	33	34	35
Expenditure				
Employee Costs	88	103	108	112
Supplies & Services (Office Costs)	2	2	2	2
Total Exp	90	105	110	114
Income				
Staff Recharge - MonLife	-9	-12	-12	-12
Staff Recharge - Borough Theatre	-33	-25	-20	-15
Events (Profit only)	0	-20	-29	-37
Team External Hire & Project Mgt	-16	-15	-15	-15
Total Income	-58	-72	-76	-79
Net Outturn	32	33	34	35
(Under)/Overspend	50	0	0	0

Funding	Outturn 18-19 £000	Yr1 19-20 £000	Yr2 20-21 £000	Yr3 21-22 £000	Budget Virement	TOTAL Funding
Budget Virement From Redundancy Reserve	50				50	50
Yr 1 - No Funding Required		0				0
Yr 2 - No Funding Required			0			0
Yr 3 - No Funding Required				0		0
Total	50	0	0	0	50	50

Notes:

- 18-19 - It is proposed that £50,000 is vired from the Redundancy reserve to provide base funding for the team.
- Yr1 - Estimated to come in on budget.
- Yr2 - Estimated to come in on budget.
- Yr3 - Estimated to come in on budget.

* The manpower figures assume that staff will start at bottom of grade.

* Costs of performers and artists are not included so income is assumed as profit only.

8. WELLBEING OF FUTURE GENERATIONS IMPLICATIONS (INCORPORATING EQUALITIES, SUSTAINABILITY, SAFEGUARDING AND CORPORATE PARENTING):

- 8.1 The significant equality impacts identified in the assessment (Appendix C) are summarised below for members' consideration:

The review of the Events team has provided a thorough analysis of lessons learned and identified opportunities for the future sustainability of the Events team. Events are crucial to the local economy and community well-being, generating employment and growth opportunities for both paid staff and volunteers. The proposed solutions that have been identified will develop and sustain a viable events programme with income generation potential which will ensure this much valued service is not lost. Continuing to incorporate the Events team into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims whilst also providing much needed support for the Abergavenny Borough Theatre.

9. CONSULTEES

Audit Committee

Senior Leadership Team

Economy and Development Select Committee

BACKGROUND PAPERS

Appendix A: Events and Special Projects Forward Plan

Appendix B: Evaluation Assessment

Appendix C: Equality Impacts Assessment

10. AUTHOR:

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11. CONTACT DETAILS:

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Appendix A: Proposed re-purposed Events and Special Projects Team Overview

1. Purpose of the Team:

- To create event opportunities for MCC, generating income and increasing numbers to council owned visitor attractions;
- To facilitate the development and maximise the opportunities for the county's event locations e.g. turning locations into alternative spaces for example the Market Hall and Brewery Yard in Abergavenny;
- To assist with and coordinate a strategic county wide events programme and offer to all Council venues, such as the museums, leisure centres, Castles, sports facilities etc. to include vision, planning, event production and management;
- To work with the Borough Theatre in Abergavenny as a development lead, providing operational, event production, marketing and digital development advice;
- Where the opportunity arises, to work in partnership with reputable promoters on a joint venture basis to produce events at council owned sites;
- To work with community projects and groups to achieve their ambitions and to extend MCC's involvement and support to local ventures;
- To look beyond Council owned event sites and consider partnering with other landowners (e.g. Celtic Manor, Chepstow Racecourse) to understand whether there is scope to run events or even to introduce (music) events into regular annual events (Monmouth Show, Usk Show);
- To work with the Events Safety Advisory Group (ESAG) collective to maintain knowledge of what is happening around the county and to advise when necessary;
- To provide special projects planning and delivery support e.g. Velothon, Eisteddfod, National events, Health Campaigns etc.;
- To work in line with Cardiff Capital region city deal priorities – Culture and creative industries;
- Maintain an understanding of Welsh Government Cultural plans and the national and UK event calendars.

2. Income Generation Opportunities:

- To continue to develop external work opportunities and income generation potential – income total for 17/18 £9,435 which has offset the surplus budget (as detailed in Appendix B);
- To provide support to existing functions and venues within the county regarding event planning, budgeting, scoping, delivery and evaluation;
- To provide advisor support for new builds, development of towns and strategic planning;
- To provide trained personnel for additional requirements e.g. specific licences, plant tickets, Health and Safety;

3. Cost Implications:

The team will consist of the following:

- F/T Project and Events Manager (Grade I);
- F/T Events Producer (Grade H);
- P/T Events Administrator (Grade E) to work alongside the team and the Abergavenny Borough Theatre Team.

The annual cost of the team for 18/19 is £88k.

The original events team were originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. However given previous lessons learned; the proposed re-purposing of the team in terms of its provision and advice to the Council and the wider, local community and the need to limit the scale of ambition whilst putting the team on a more sustainable footing, it is requested that an annual base budget provision of £32,000 is approved for 18-19. The £50,000 funding required to do this will be taken from the Council's underutilised redundancy provision as detailed in Table One below:

Table One: Events Costs and Funding Breakdown over a three year period

	Outturn	Yr1	Yr2	Yr3
	18-19	19-20	20-21	21-22
	£000	£000	£000	£000
Budget	-18	33	34	35
Expenditure				
Employee Costs	88	103	108	112
Supplies & Services (Office Costs)	2	2	2	2
Total Exp	90	105	110	114
Income				
Staff Recharge - MonLife	-9	-12	-12	-12
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Events (Profit only)	0	-20	-29	-37
Team External Hire & Project Mgt	-16	-15	-15	-15
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Net Outturn	32	33	34	35
(Under)/Overspend	50	0	0	0

Funding	Outturn 18-19 £000	Yr1 19-20 £000	Yr2 20-21 £000	Yr3 21-22 £000	Budget Virement	TOTAL Funding
Budget Virement From Redundancy Reserve	50				50	50
Yr 1 - No Funding Required		0				0
Yr 2 - No Funding Required			0			0
Yr 3 - No Funding Required				0		0
Total	50	0	0	0	50	50

18-19 - It is proposed that £50,000 is vired from the Redundancy reserve to provide base funding for the team.

- Yr1 - Estimated to come in on budget.
- Yr2 - Estimated to come in on budget.
- Yr3 - Estimated to come in on budget.

* The manpower figures assume that staff will start at bottom of grade.

* Costs of performers and artists are not included so income is assumed as profit only.

The team have already proved their ability to generate income as detailed in (Appendix 1). It is also anticipated that following the decision to move Tourism, Leisure and Culture services into an Alternative Delivery Model, Mon Life, that costs will be supported via a regular income stream from Mon Life given that a significant number of services will be provided by the team in their support of events at Mon Life managed sites. The team will also provide added value to Mon Life by working with existing functions such as Caldicot and Abergavenny Castles to create and plan their own season of events. Examples of income generating opportunities are detailed in Table Two below:

Table Two: Income Generating Opportunities

Event Type	Examples
Commercial Events – one in 1st year, building up throughout years 2 and 3	
Large Scale Music Events	Musical Events at Caldicot Castle from a tribute size to someone like Status Quo
County Site Hires	Caldicot Castle, County Parks, Green Spaces, other sites and venues
Smaller one off events	Comedy nights, themed events, food and drink, tourism focussed
Community Events – regular focus across three years, community led	
Town and Community Events	For example, cinema evenings, Christmas light switch on for town and community councils, etc.
Ice Rink Abergavenny	Proposed ice rink and Christmas market offer – 3 year growth plan
Outdoor cinema events	Town and community groups
One off community events	Fayres, shows, celebrations, national events to include provision of advice and support
Fireworks at Caldicot Castle	As detailed in appendix one
External Commercial Opportunities – continuous throughout three year period	
Equipment Hire	External hire of catalogue – staging, sound, lighting, transport
Contracts	Projects for external clients –production and event management
Staff Hire	Stage Managers, technicians, crews, drivers, etc.
Other	Advisory roles, specialised staff
Internal Opportunities – continuous throughout three year period	
Abergavenny Borough Theatre	Providing strategic management, production and administrative support
Market Hall	Assisting the growth of events at the venue, strategic planning and delivery
MonLife (ADM)	Running events on behalf of MonLife e.g. Caldicot Castle
Comms and Marketing	Corporate events such as celebrations, awards, engagement events, well-being events, etc.
Special Projects	Velothon, National Eisteddfod, Usk Show, Historical events and enactments, etc.

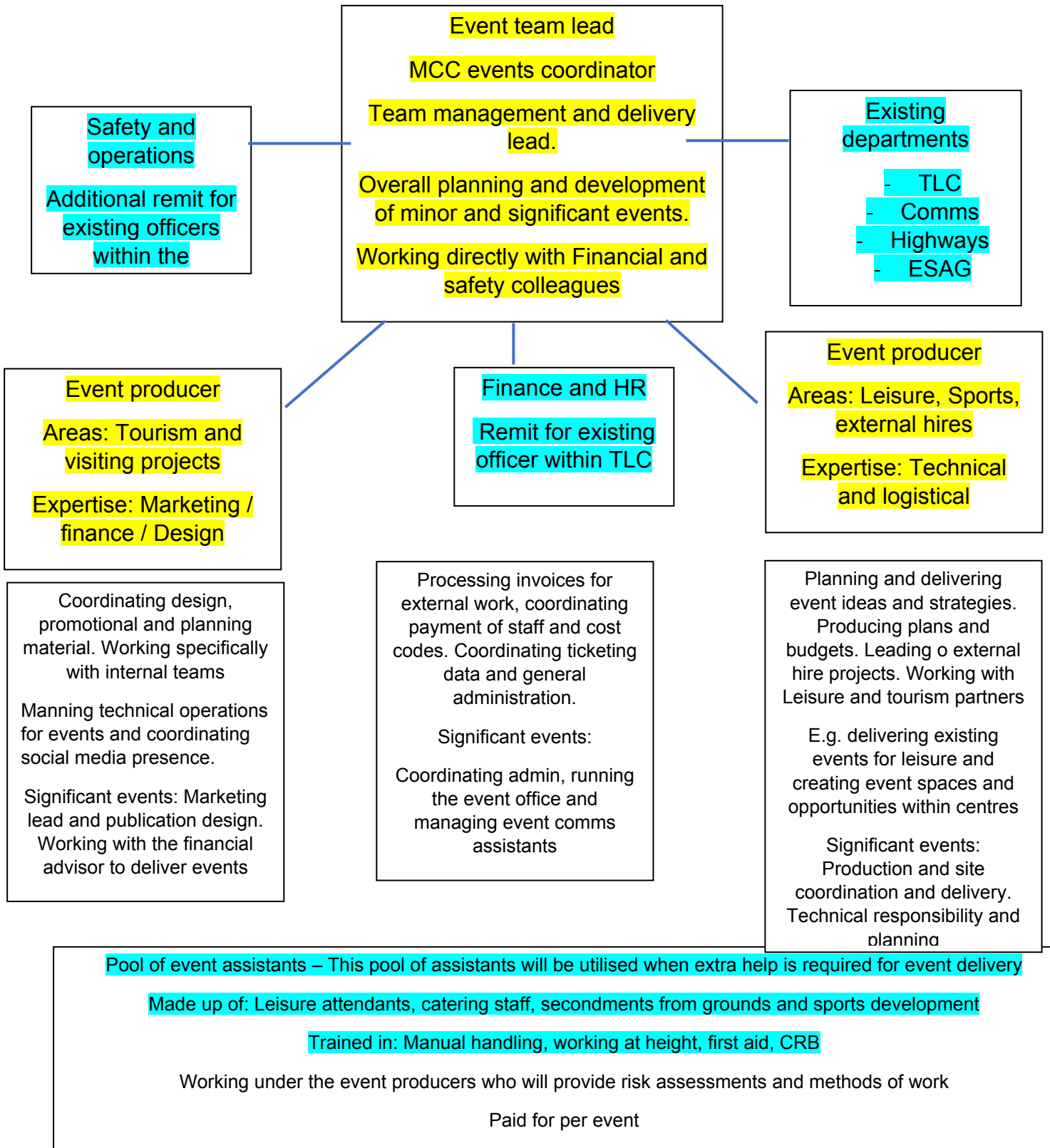
4. Added Value Opportunities

Interaction with other Council teams:

This re-purposed events team provides an opportunity to pool resources and achieve better things as detailed in the diagram that follows:

Yellow highlight – New events team position

Structure



5. Immediate delivery partnering opportunities include:

- The Shire Hall;
- Caldicot Castle;
- The Borough Theatre;
- Abergavenny Market Hall;
- Abergavenny Castle;
- Chepstow Leisure Centre;
- Caldicot Leisure Centre;
- Monmouth Leisure Centre;
- Abergavenny Leisure Centre;
- Schools across the county; and
- Town and Community Councils across the county

6. Opportunities for support include:

- Helping each of these different areas to improve their delivery, increase their impact and generate more income;
- Developing venues and building – Physically with additional equipment and infrastructure but also administratively with programming and planning protocol etc.;
- Teaching event management skills and protocols enabling staff to better plan and deliver successful events;
- Visiting schools and community groups, assisting with event and planning needs. Delivering events with them to ensure that local communities have vibrant and healthy programmes;
- Working with officers to find the gaps in their delivery, helping top up the shortfall with staff when necessary and create a structure for each individual venues event portfolio;
- Develop and maintain the events ‘Tool Kit’ – make it widely available internally and externally;
- Scoping events on behalf of these venues, seeing what is achievable;
- Drawing up venue specifications, documents and terms for each venue to have at hand;
- Actively encourage and aid the publicity of our spaces and venues to external clientele.

7. Monitoring and Evaluation

The benefits that events and increased visitor numbers bring to the local economy are considerable resulting in increased visitor spending; boosts to the local supply chain and positive local and national media attention increasing the county’s national and international profile. Events also provide socio economic benefits such as recreational opportunities for residents and visitors alike, volunteering opportunities that help develop skills and employment chances and simply the feel good factor resulting from a lively and dynamic experience.

Capturing the benefits of events though can be more difficult to pin down and lessons learned from previous events demonstrate a need to address this going forward. A monitoring and evaluation framework will therefore be put in place to enable the team to robustly measure the financial benefits of events to the Council and to the County. The framework will align with the strategic requirements of Monmouthshire’s Destination Management Plan and will include the following:

7.1 Measurement of quantitative Event Performance Outputs

- Initial Financial Viability Analysis ;
- Sales figures – tickets, merchandise, catering, etc.;
- Visitor and participant statistics – attendance, profiles (exit surveys, tickets collected, etc.);
- Number and value of sponsors;
- Number of flyers, adverts, posters, press releases and PR, media utilised, etc.;
- Accidents, complaints, compliments, etc. reported;

- Number of volunteers recruited, number of volunteers hours.

7.2 Measurement of qualitative Event Performance Outputs

- Post event visitor attendance surveys to include questions regarding length of stay; type of accommodation used; propensity for return visit; personal recommendation; stays and visits to other attractions in Monmouthshire; changing perception of Monmouthshire; spend during visit; etc.
- Post event artists surveys to assess their experiences, e.g. quality of venue; quality of event management; overall experience; propensity to return; future recommendations; etc.;
- Post event local business surveys to assess local economic benefit in terms of increased customer numbers; increased turnover; raised marketing profile; etc.
- Post event volunteer survey to assess the wider socio economic benefits of event volunteering e.g. skills gained; networking contacts increased; confidence gained; improved sense of well-being;
- Post event de-briefing sessions will also be held with venues, staff and contractors to ensure any lessons learned are captured and best practice examples are opportunisted.
- A programme of post event communications will also take place to maximise media opportunities and profile raising opportunities for the Council and the County.

Appendix 1:

Events department external hire and project management

Throughout 2016/17 the Events team undertook a number of external hires which generated income for the Council to offset the surplus budget and also enabled staff to increase industry networking opportunities. These external operations included anything from a dry hire of some of the team's staging units, to full production and technical management which included the provision of Stage Managers for one of the world's biggest music festivals.

Some examples of their work included:

Glastonbury festival:

Provision: Assistant Stage Manager for the Main stage – Stage crew for the West Holts Stage

Turnover: £1,872.00

Morgan Classic cars:

Provision: Full project management, production design, specification, budgeting and delivery for another event client. 3 staff, transport coordination and technical management.

Turnover: £16,980.00

South Wales Argus – Health and Care awards:

Provision – Technical management and delivery of lighting, staging and set elements.

Turnover: £1,200.00

Ticketmaster summit conference – London

Provision: Technical production manager on site delivery

Income generated: £350.00

UEFA champions' league final

Provision: Site manager – Real Madrid fan zone Cardiff

Turnover: £1,400.00

Totals

Overall this year the events team external hire services have generated the following:

Turn over: £32,489.83

Profit: £9,435.22

The Team's calendar is filling for 2018 with 12 jobs already confirmed and many more pencilled in.

This external hire opportunity not only gives the team a means of generating income, but also extends the reach of services into the community whilst generating experience gaining opportunities for the staff. The hire services therefore provide an opportunity to assist the team's income generation opportunities with a view to it becoming self-sustaining although this is clearly not their only remit.

Appendix B

Evaluation Criteria – Cabinet, Individual Cabinet Member Decisions & Council

Title of Report:	Events and Special Projects
Date decision was made:	19 th July 2018
Report Author:	Cath Fallon

What will happen as a result of this decision being approved by Cabinet or Council?

Further to consideration by Audit Committee, an analysis has been undertaken of the options appraisal and a preferred option has been set out to inform a full decision-making report to Cabinet.

Was the desired outcome achieved? What has changed as a result of the decision? Have things improved overall as a result of the decision being taken?

What benchmarks and/or criteria will you use to determine whether the decision has been successfully implemented?

Recommendations of the options appraisal to be considered by Committee which will inform the decision making report to Cabinet

Paint a picture of what has happened since the decision was implemented. Give an overview of how you fared against the criteria. What worked well, what didn't work well. The reasons why you might not have achieved the desired level of outcome. Detail the positive outcomes as a direct result of the decision. If something didn't work, why didn't it work and how has that effected implementation.

What is the estimate cost of implementing this decision or, if the decision is designed to save money, what is the proposed saving that the decision will achieve?

Six month appraisal

Give an overview of whether the decision was implemented within the budget set out in the report or whether the desired amount of savings was realised. If not, give a brief overview of the reasons why and what the actual costs/savings were.

Any other comments

Appendix C



Future Generations Evaluation (includes Equalities and Sustainability Impact)

<p>Name of the Officer Cath Fallon</p> <p>Phone no:07557 190969 E-mail: cathfallon@monmouthshire.gov.uk</p>	<p>Events and Special Projects</p>
<p>Name of Service: Enterprise</p>	<p>Date: Future Generations Evaluation 26th June 2017</p>

NB. Key strategies and documents that may help you identify your contribution to the wellbeing goals and sustainable development principles include: Single Integrated Plan, Continuance Agreement, Improvement Plan, Local Development Plan, People Strategy, Asset Management Plan, Green Infrastructure SPG, Welsh Language Standards, etc.


1. Does your proposal deliver any of the well-being goals below?





Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A prosperous Wales Efficient use of resources, skilled, educated people, generates wealth, provides jobs</p>	<p>To ensure a much valued local service is maintained and continue to provide employment and volunteering opportunities.</p>	<p>Income generation and investment to be robustly interrogated to ensure sustainability, and sustained growth moving forward.</p> <p>Continue to invest and grow the very successful volunteering support team whilst also developing</p>

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
		opportunities for positive engagement with local communities.
A resilient Wales Maintain and enhance biodiversity and ecosystems that support resilience and can adapt to change (e.g. climate change)	Continue our close working partnership with Arts Council for Wales to ensure our arts and cultural resource is supported.	
A healthier Wales People’s physical and mental wellbeing is maximized and health impacts are understood	Positive impact by ensuring quality services are provided by offering events to encourage engagement with communities contributing to their wellbeing and healthy lifestyles.	Working with key partners will ensure opportunities are widely available that will contribute to the overall wellbeing, and cultural experiences of those who attend performances.
A Wales of cohesive communities Communities are attractive, viable, safe and well connected	The Events team is a central resource and the Authority’s on-going support will enhance its community engagement and connection with local priorities - this will lead to service offer improvements and continuing to understand what matters to our customers and partners.	To ensure the Events Team has a structure which focuses on encouraging community cohesion as one of its social drivers.
A globally responsible Wales Taking account of impact on global well-being when considering local social, economic and environmental wellbeing	The Events team have delegated responsibility to ensure high standards are met and maintained that do not conflict with the global drivers.	Any decisions taken by the Events team will take into account global and well-being issues as part of its day to day processes.

Well Being Goal	Does the proposal contribute to this goal? Describe the positive and negative impacts.	What actions have been/will be taken to mitigate any negative impacts or better contribute to positive impacts?
<p>A Wales of vibrant culture and thriving Welsh language Culture, heritage and Welsh language are promoted and protected. People are encouraged to do sport, art and recreation</p>	<p>The Events team contribute greatly to the local culture, heritage and art, which includes the promotion and protection of the Welsh language, which forms part of the core values and aims of the service.</p>	<p>One of the key drivers of the Events team is the promotion of arts, culture and heritage and its structure and key developments reflect this.</p> <p>We will also seek to develop partnerships and seek to access new forms of funding to secure longevity through established and new partnerships.</p>
<p>A more equal Wales People can fulfil their potential no matter what their background or circumstances</p>	<p>The Events team provide services for all age ranges and deliver a diverse and comprehensive programme for local communities.</p>	<p>With the ability to better market and understand data there will be opportunities to target areas of the community that may not currently be aware of all that the Events team offer.</p>

2. How has your proposal embedded and prioritised the sustainable governance principles in its development?

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Balancing short term need with long term and planning for the future</p> <p>Long Term</p>	<p>Further analysis and future viability exercises will continue to be carried out. During this period there is still a need to ensure the services continue to function and develop.</p>	<p>Development and coordination of a county wide events programme will assist the future viability of the team.</p>

Sustainable Development Principle	Does your proposal demonstrate you have met this principle? If yes, describe how. If not explain why.	Are there any additional actions to be taken to mitigate any negative impacts or better contribute to positive impacts?
 <p>Working together with other partners to deliver objectives</p> <p>Collaboration</p>	<p>The Events team has some key partners which provide grants and deliver services. Some key partners include Arts Council Wales; Acting for the Borough (A4B) and associated performers and local community events groups.</p>	<p>The newly focused team will scope opportunities to enable key objectives to be actioned.</p>
 <p>Involving those with an interest and seeking their views</p> <p>Involvement</p>	<p>There is an ongoing engagement programme in place to ensure all the relevant people are consulted. This includes Arts Council Wales; A4B and current audiences.</p>	<p>The engagement process will be constantly reviewed and evaluated to ensure the views of all those who have an interest are taken into account.</p>
 <p>Putting resources into preventing problems occurring or getting worse</p> <p>Prevention</p>	<p>The proposed seed corn funding will ensure the future viability of the service.</p>	<p>Leadership is provided from the Head of Economy and Community Development to work alongside the team to identify key income and grant pipelines and how these can be developed in the future.</p>
 <p>Considering impact on all wellbeing goals together and on other bodies</p> <p>Integration</p>	<p>Opportunities are being identified and scoped to develop current and new ways of delivering this service, whilst identifying additional income streams to sustain the long term future of the team. This will enable improved wellbeing outcomes for other partners, particularly grant funding bodies. It is important that this service is able to clearly demonstrate and understand their input and impacts on wellbeing goals,</p>	<p>Working with the Abergavenny Borough Theatre, one of the key drivers of the Events Team will be the promotion culture, welsh language and art and its structure and key developments will reflect that. All of this will be linked back to ensuring the key priorities of the Future Generations Act are met.</p>

3. Are your proposals going to affect any people or groups of people with protected characteristics? Please explain the impact, the evidence you have used and any action you are taking below. For more detailed information on the protected characteristics, the Equality

Act 2010 and the Welsh Language Standards that apply to Monmouthshire Council please follow this link:<http://hub/corporatedocs/Equalities/Forms/AllItems.aspx> or contact Alan Burkitt on 01633 644010 or alanburkitt@monmouthshire.gov.uk

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Age	The Events Team and their associated events programme will provide continued opportunities for all ages as they develop and builds on existing facilities and programmes. It will also enable a joined up approach with other MCC services including the Abergavenny Borough Theatre, to provide a much wider offer to ensure inclusivity to all characteristics.	N/A	Continued communication and engagement with all parties and customers will assist in establishing a viable Events team.
Disability	Any new re-design or development of events venues used will be compliant with the Equalities Act.	N/A	With the proposed refurbishment of the Community Hub and Market Hall, working with Abergavenny Borough Theatre specifically, we can ensure all new facilities and re-developments have/will be fit for purpose and suitable for all abilities.
Gender reassignment	As per Age Line Above	As per Age Line above	As per Age Line Above
Marriage or civil partnership	As per Age Line Above	As per Age Line above	As per Age Line Above

Protected Characteristics	Describe any positive impacts your proposal has on the protected characteristic	Describe any negative impacts your proposal has on the protected characteristic	What has been/will be done to mitigate any negative impacts or better contribute to positive impacts?
Pregnancy or maternity	As per Age Line Above	As per Age Line above	As per Age Line Above
Race	As per Age Line Above	As per Age Line above	As per Age Line Above
Religion or Belief	As per Age Line Above	As per Age Line above	As per Age Line Above
Sex	As per Age Line Above	As per Age Line above	As per Age Line Above
Sexual Orientation	As per Age Line Above	As per Age Line above	As per Age Line Above
Welsh Language	All marketing materials and general information for customers will be provided bilingually including planned social media. There will be opportunities for all staff to access Welsh Language courses to enable them to meet and greet customers.	N/A	Events team will be encouraged in improving their ability to communicate through the medium of Welsh. There is support for this centrally via a scheduled training program to ensure the team are in a good position to deliver the core aims within a set timeframe.

- 4. Council has agreed the need to consider the impact its decisions has on important responsibilities of Corporate Parenting and safeguarding. Are your proposals going to affect either of these responsibilities?** For more information please see the guidance <http://hub/corporatedocs/Democratic%20Services/Safeguarding%20Guidance.docx> and for more on Monmouthshire's Corporate Parenting Strategy see <http://hub/corporatedocs/SitePages/Corporate%20Parenting%20Strategy.aspx>

	Describe any positive impacts your proposal has on safeguarding and corporate parenting	Describe any negative impacts your proposal has on safeguarding and corporate parenting	What will you do/ have you done to mitigate any negative impacts or better contribute to positive impacts?

Safeguarding	We will ensure safeguarding is at the forefront of all plans with the relevant documentation, systems and procedures and levels of training in place for all staff relevant to the role consistently across the service.	N/A	We will continue to prioritise our safeguarding measures, reflect on current practice and continue to train staff to the appropriate level to ensure the safety of event goers.
Corporate Parenting	We will continue to work with our partners to assist in any way we can and add value to the current provisions.	N/A	We will ensure that the Events team has representation at team meetings and continuously monitors and review all systems and procedures mentioned above to ensure we are providing as safe an environment for all of our customers as possible. We actively encourage all staff to be vigilant and report any instances they feel appropriate and have procedures in place for this.

5. What evidence and data has informed the development of your proposal?

Various internal audit reports and the independent review report produced in March 2018.

6. SUMMARY: As a result of completing this form, what are the main positive and negative impacts of your proposal, how have they informed/changed the development of the proposal so far and what will you be doing in future?

The review of the Events team has provided a thorough analysis of lessons learned and identified opportunities for the future sustainability of the Events team. Events are crucial to the local economy and community well-being generating employment and growth opportunities for both paid staff and volunteers. The proposed solutions that have been identified will develop and sustain a viable events programme with income generation potential which will ensure this much valued service is not lost.

Continuing to incorporate the Events team into the Enterprise Services contributes greatly to our local culture, heritage and art, the promotion of health and wellbeing forming part of its key aims whilst also providing much needed support for the Abergavenny Borough Theatre.

7. ACTIONS: As a result of completing this form are there any further actions you will be undertaking? Please detail them below, if applicable.

What are you going to do	When are you going to do it?	Who is responsible	Progress
Adopt changes as a result of the scrutiny process and amend the recommendations accordingly.	July 2018	Cath Fallon	
Approval sought for the Report	July 2018	Cath Fallon	
Six month appraisal	February 2019	Cath Fallon	

8. MONITORING: The impacts of this proposal will need to be monitored and reviewed. Please specify the date at which you will evaluate the impact, and where you will report the results of the review.

The impacts of this proposal will be evaluated on:	February 2019.
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9. VERSION CONTROL: The Future Generations Evaluation should be used at the earliest stages of decision making, and then honed and refined throughout the decision making process. It is important to keep a record of this process so that we can demonstrate how we have considered and built in sustainable development wherever possible.

Version No.	Decision making stage	Date considered	Brief description of any amendments made following consideration
1	<i>Economy and Development Select</i>	<i>19th July 2018</i>	<i>This will demonstrate how we have considered and built in sustainable development throughout the evolution of a proposal.</i>