





## Business Plan 2019-2024



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## Executive summary

This Business Plan covers the period 2019-2024 and the next 3 Festival planned to take place in 2020, 2022 and 2024. The strategic aims for this period focus on creating a quality product that moves towards a sustainable future with a separate identity. At the end of 2018 the Wye Valley AONB Unit employed Louise Emmerson to undertake a Governance review of the Festival. The Review recommended moving towards a Charitable Incorporated Organisation (CIO) status as the preferred option for Wye Valley River Festival. The Business Plan has a dual focus to maintaining and improving the high quality of content and audience experience at the Wye Valley River Festival, alongside a transition for the Festival from a Wye Valley AONB Partnership Initiative, to an autonomous entity. The challenges and constraints to achieving this dual aspiration are analysed within this Business Plan and a set of options and tests are laid out in order to fulfil the end goal. The plan requires renewal with each subsequent Festival, and its success rests on achieving the key objectives set out within the plan. These objectives will be monitored by the Festival team led by Festival Director Phillipa Haynes & the AONB Unit staff and overseen by the Management team. Andrew Blake, AONB Manager, has overall responsibility for the Festival, approved by the Joint Advisory Committee of the Wye Valley AONB Partnership.



## **Introduction**

The Wye Valley River Festival (WVRF) is a Wye Valley Area of Outstanding Natural Beauty (AONB) Partnership initiative. The Festival is biennial, focused on arts & environment with landscape at its heart and takes place over 2 weeks in early May. Since 2014 the Festival team has staged a thriving, edgy biennial arts and environment Festival plus outreach programme, celebrating the nature, culture, landscape and life of the lower Wye Valley. This new Business Plan will build on the experience to date and set out our strategic vision in the short and longer term.

This Business Plan covers the period from 2019-2024 when the Festival aims to deliver 3 Festivals in early May 2020, 2022 & 2024. During this time frame the Festival will focus on implementing changes recommended in the Governance Review Report of February 2019.

By staging magnificent outdoor arts events that captivate and engage, the Festival has celebrated & interpreted the River Wye, the countryside and its communities, using the arts to develop thinking, imagination and understanding, building new audiences and strengthening the vital role that culture plays in the future development and 'place making' of this AONB. The Wye Valley River Festival received the Bowland Award in July 2018 at the annual conference of the National Association for Areas of Outstanding Natural Beauty. The Award recognises the most outstanding project in 2018 of all the UK's 46 Areas of Outstanding Natural Beauty.

Achievements in the 2018 Festival included; an audience of 32,500 at 30 events at 25 venues; 2 world premieres on the first day; a schools and community outreach programme targeted & free, Luke Jerram's Museum of the Moon sold out raising £11,700; with the film gaining 50,000 views on Visit Wales web site; the new Festival web site received 11,000 Unique views April- June 2018. The Welsh Government Minister for

Culture, Tourism and Sport opened the Museum of the Moon, covered on S4C welsh TV, plus the Moon was ‘picture of the day’ in Guardian, Telegraph and The Times. Success in 2018 places the Festival in a positive space to set a clear route for the future which this plan provides.

Our strategy is to promote the creation of three biennial festivals over the next 5 years that will challenge, inspire, amaze, and engage new audiences whilst promoting positive change and environmental awareness predominantly through outdoor arts. It will not be curated in the traditional way - buying in existing shows - but will develop and devise bespoke work with artists well versed in creative community engagement, consolidating these relationships and energising the wider partnerships, networks and connections. We use the river, the outstanding countryside and its communities, to inspire the artists to develop thinking, imagination and understanding, that builds new audiences and strengthens the vital role that culture will play in the future development and ‘place making’ of this Area of Outstanding Natural Beauty.

The Plan sets out the vision which guides the Festival through the next challenging phase of development. The Festival over the lifetime of this Plan needs to capitalise on the growth and success of the last six years. Setting ambitious and strategic goals that can be achieved with clear management and leadership. This Business Plan is a practical road map for achieving a sustainable Festival that is locally cherished and nationally admired.



*The vision below describes the inspirational change desired through the Wye Valley River Festival artistic programme for the life time of its existence. (see Appendix 1)*

## Vision

### *The change desired*

The Wye Valley River Festival will inspire audiences to engage positively with landscape. The artistic programme will promote change, creating a compelling call to action for citizens to conserve and enhance the Wye Valley Landscape for future generations. To that end the Wye Valley River Festival will deliver thought provoking, site specific, and high quality inspiring art in the outdoors, growing empathy, emotional engagement and better understanding of the landscape of the Wye Valley Area of Outstanding Natural Beauty (AONB). Through celebratory and insightful Festival experiences the Festival will foster a strong connection between the Festival audience and the Wye Valley landscape.



*The mission below describes how the Wye Valley River Festival will deliver the vision over the next ten years.*

## Mission

Stage, sustain and deliver a biennial nationally renowned arts & environment Festival showcasing thought provoking, site and community responsive work in the outdoors, that celebrates the nature, culture, landscape and life of the lower Wye Valley.





# Our Values

The Wye Valley River Festival team is committed to delivering **excellence** and providing the very best opportunities for everyone to engage with the arts and the environment. We believe that, as far as it is economically possible, the rural communities and audiences of the Wye Valley have an equal right to **access** and **experience the very best** artistic performances and presentations that are commonly available in areas of greater population density. We wish to **inspire creativity** amongst individuals, community groups and the professional artists and companies of the Wye Valley region.

We believe in building effective **collaborations** and **creative partnerships** with individuals, organisations, agencies and stakeholders in order to achieve shared goals. We believe the arts should fundamentally be enjoyable, memorable and **enrich people's lives**. Outdoor arts through the Festival programme, offers an **innovative** approach and an opportunity to encourage **empathy**, emotional connection and **positive citizen action** for the natural world, promoting thought and behaviours that aim to conserve and enhance the Wye Valley Area of Outstanding Natural Beauty (AONB) for future generations.

## Strategic Aims 3-5 Years

1. Create a high quality outdoor arts programme to captivate, inspire, engage, and bring meaning and emotion to the outstanding landscape of the Wye Valley AONB and the issues affecting it, for residents and visitors alike.
2. To build strong partnerships with the arts, education, environment, tourism, heritage, community and all other stakeholders in the creation and delivery of each Festival. Developing skills and capacity with partners to deliver outdoor arts and increasing environmental knowledge of the Wye Valley.
3. The audience is inspired to conserve and enhance the landscape, take actions to reverse biodiversity loss and be carbon minimal.
4. To secure the future sustainability of the Festival.



# Detailed Objectives for 2020 Festival

- a. Maximise the impact and effectiveness of current funding, seeking out new income streams, and pursuing economic efficiency.
- b. Maintain artistic values and environmental integrity, nurtured and created in the development phase.
- c. To create an ensemble narrative as a holding form for each Festival.
- d. To commission at least 2 large installations and at least 3 smaller installations at each Festival.
- e. Create an engaging and lively themed programme over 2 weeks and 3 weekends in May.
- f. To work closely with community, artists and landscape partners in the creation, development and delivery of the Festival.
- g. Nurture Governance skills. Describe and identify key Governance needs. Grow a pool of talent in the arena of leadership and governance for the Festival. Build a reserve of funds to place WVRF in position to set up a future CIO.
- h. The Festival continues to build an outreach programme that delivers participation, up-skilling, engages hard to reach groups and supports local ownership. This programme will aim to increase engagement in 2019.
- i. Maintain visitor numbers in the 30,000 bracket for 2020
- j. Increase overnight visitors stay through targeted product development.
- k. Implement recycle, re-use and carbon-minimal practices and engage audiences creatively in responsible festival attendance.
- l. Implement a marketing plan and campaign to focus on the environmental messages.

## Strategic Aims and Objectives

In this section each of the Festival strategic aims will be clarified in detail alongside the work plan and objectives to implement them.

Please refer to the Action Plan (page 26) which sets out the work programme for the next three years in further detail including monitoring and evaluation.

The Financial Section (page 28) covers how this Action Plan will be resourced to achieve the high quality Festival we aspire to.

The Leadership & Management Section (page 18) describes the Leadership Team and the Management Team and the roles & responsibilities of each and in addition how the wider partnership of stakeholders is represented within this framework.

The Marketing Plan is a separate document to be used in conjunction with the Business Plan and details how we will reach our target audience and implement a campaign to advocate for the Festival and reach objectives f. & g.

## Strategic Aims & objectives for 2020 Wye Valley River Festival:

1. **Create a high quality outdoor arts programme to captivate, inspire, engage, and bring meaning and emotion to the outstanding landscape of the Wye Valley AONB and the issues affecting it, for residents and visitors alike.**

*Including strategic objectives b. c. d. e. i. j.*

**How to achieve:**

The Wye Valley River Festival team will develop & improve the collaborative process it has established over the life of the previous Business Plan 2014-18; co-creating with new and established partners the Festival theme and artistic content; facilitating opportunity to empower stakeholders and build ownership of their Festival. In this way each Festival is shaped by high calibre artists, the relevant landscape issues of focus, and the people who live and work within that landscape. The Festival Team Plan a series of creative workshops for May 2019 to create the narrative for the next Festival, the ensemble will work with a script writer to create a touring performative piece that will tour the Festival sites and illuminate the theme of time. The details of the installations to feature at the Festival will be developed and budgets will be allocated to leads of each element of the Festival. The outreach programme will be agreed and a tour of schools and communities arranged.

The delivery of the artistic concept and the 2 week 3 weekend Festival. The outreach programme will take place in March and April creating engagement and inclusion in the Festival broadening the diversity of the audience. A targeted marketing campaign which seeks to maintain the audience size and increase the richness of Festival experience and develop a product for overnight stays. Please see Marketing plan

#### **Monitoring and Evaluation**

Quarterly reporting by Wye Valley River Festival Team on work plan delivery and achievement of milestones.

Reporting to AONB Manager and to AONB Partnership at Joint Advisory Committee meetings.

- 2. To build strong partnerships with the arts, education, environment, tourism, heritage, community and all other stakeholders in the creation and delivery of each Festival. Developing skills and capacity with partners to deliver outdoor arts and increasing environmental knowledge of the Wye Valley.**

*Including objectives f, g, h.*

**How to achieve:**

Partnership working is key to the core work that the Wye Valley AONB Unit undertake. Over the past six years it has been through collaboration with partners that we have built the Festival and achieved together. Wye Valley River Festival team aims to build upon the current positive energy of tried and tested relationships and forge new partnerships with a reputation for high quality art in the landscape.

The Research and Development phase of the Festival is key to nurturing the important stakeholders' relationships we seek to engage partners who have expertise in engaging groups that we do not, for example local National Trust staff are working with elderly people in care homes and the Monmouthshire Housing Association are working with Young Dads.

The artistic programme is developed in conjunction with partners and a range of arts, community, heritage and environmental organisation locally. This Business Plan focuses on building more capacity in community and partnerships both new and existing. We will re-focus on community producers adopting the Festival toolkit, so that with our support locals can take ownership and management of identified elements of the Festival. This applies particularly in communities, but also with some of our significant partners like Cadw and the Forestry Commission, when it comes to enabling a flexible approach to overcome the challenges of working in the outdoors and creating work in designated sites & scheduled monuments. We will ensure partnership agreements are in place during the development phase, clearly stating each partner's roles and responsibilities in the element of the Festival which they are contributing towards. In 2020 we want to increase the capacity to involve volunteers in the delivery of the Festival and intend to undertake training sessions, identify roles and allocate resource to facilitate volunteers and create ambassadors for the Festival. Armed with environmental knowledge, they will assist in the immersive experience of Wye Valley River Festival reinforcing the theme and narrative for audiences, hosting and welcoming audiences across the Festival sites.

### **3. The audience is inspired to conserve and enhance the landscape, take actions to reverse biodiversity loss and be carbon negative.**

#### ***Objective 1***



Creating a clear message for our target audience to act positively for the environment will be a focus of all Festival communications. Festival evaluation indicated there is room to improve the connection between the art and the pro-environmental knowledge and the behaviours we seek to encourage. In order to make the best use of this opportunity we will invest time and resource embedding this into the Festival narrative and in working with an artist to create an effective Wye Valley AONB presence at the Festival to act as the conduit for this messaging, creating an immersive and impactful installation/exhibition. This work will commence in 2019 and the artists will be instructed to make the work live beyond 2020 so that it can evolve with the Festival and remain relevant.

Alongside this work we will promote the Citizens' Charter to assist audiences in making pro-environmental choices in their home and workplace that will benefit the landscape of the Wye Valley and beyond.

### **Monitoring and Evaluation**

We will need to undertake new and specific monitoring and evaluation to demonstrate the effectiveness of this approach and involve our partners in promoting the Citizens' Charter campaign. We will make use of social media and use the metrics to gain an insight into our success, alongside survey undertaken during and after the campaign.

## **4. To secure the future sustainability of the Festival.**

### ***Objectives g, h, a.***

There are 2 elements to this aim. The **Financial sustainability** of the Business model which will be covered in the Finance section and the **Governance of the Festival**. A robust and focused approach is required to both areas to bring about the sustainability of this Business Plan.

The **strategy for Festival funding** is to continue to build relationships with key funders who value the work of the Festival to deliver on their key aims and objectives in the arts and environment sectors. The largest proportion of funding has and continues to be sought from these sources. For

further analysis of the Financial sustainability please refer to Finance section, where earned income, ticket sales, advertising & concessions are analysed.

The future sustainability of the Festival requires a move toward adopting a new **Governance Model**. The Wye Valley AONB Partnership commissioned a Wye Valley River Festival Governance Review and a report was produced by Louise Emmerson, from Taking the Current, in February 2019. One focus of the report was to investigate the viability and range of options open for the Wye Valley River Festival to adopt as a new governance model. Currently Wye Valley River Festival is a Wye Valley AONB Partnership project. The desired move is towards an independent entity allowing greater scope for accessing funds from trusts and charitable sources. The report outlined the need to meet several key tests before progressing towards the most suitable governance model for the Wye Valley River Festival. Louise identified this model to be a Charitable Incorporated Organisation (CIO). In this Business Plan we present the key **Governance Transition Tests** which must be met to achieve this new status:

- 1) To build up a reserve of funds before setting up a CIO. This needs to be in the region of £50,000 to enable the recruitment and training of a leadership board, recruitment and employment of a part-time employee, administration and office costs and all legal fees.  
Time frame: aiming to achieve by December 2023. This will be reviewed as the Business Plan is updated after the next Festival in June 2020.
- 2) Select and nurture a leadership team to become part of a future Board to run a Wye Valley River Festival CIO.  
Time frame: aiming to achieve by December 2022.
- 3) Formalise key partnerships with key organisations, community supporters & artists around the vision, mission, values and aims of Wye Valley River Festival set out in this Business Plan.  
Time frame: aiming to have partnership agreements with those partners that have become long term supporters to achieve this by December 2019.
- 4) Legal requirements are confirmed by host authorities Monmouthshire County Council, Herefordshire Council, Gloucestershire County Council and Forest of Dean District Council enabling the transition of Wye Valley River Festival from a Wye Valley AONB Partnership Project to an independent entity: CIO.  
Time frame: aiming to achieve by December 2020.

- 5) Satisfy the Wye Valley AONB Joint Advisory Committee (JAC), as the Festival leadership body, that all the above tests have been met.  
Time frame: aiming to achieve at the latest by December 2024, can be earlier if all other transition tests are met.

We will review our success in achieving this goal throughout the lifetime of this Business Plan.

## Wye Valley River Festival (WVRF) Leadership, Management Team and Partners



Having successfully delivered 3 Wye Valley River Festivals the management team and the Wye Valley AONB Partnership have developed strong, productive working relationship over 6 successful years.

### The Wye Valley AONB at its '3-in-1 nature'

It is important to understand that the Wye Valley Area of Outstanding Natural Beauty (AONB) has a '3-in-1 nature' as referenced in all the WVRF documents.

The “AONB” is a nationally designated and protected landscape – an inanimate line on a map within which the purpose is to conserve and enhance the natural beauty of the area, supported by a statutory Management Plan.

The “AONB Partnership” is the collection of local, regional and national organisations from the public, private and voluntary sectors who are constituted through a Joint Advisory Committee (JAC) to advise on the management, conservation and enhancement of the AONB and the delivery of the AONB Management Plan.

The “AONB Unit” are the small dedicated team based in Monmouth who co-ordinate and facilitate conservation and enhancement work in the AONB on behalf of the AONB Partnership. (see Appendix 2)

### **Leadership Body:**

The Wye Valley AONB Partnership meets three times per annum at the Joint Advisory Committee and oversees the work programme and financial planning of the Festival. This Business Plan will continue this successful governance until such time as **all 5 of the Governance Transition Tests** have been met allowing for a smooth transition towards a new Governance Model. The aim of this plan is to meet the 5 key tests over the lifetime of this plan and to move to the new governance model by 2024. (see Appendix 2 AONB Partnership)

**The Wye Valley River Festival Team are the Leadership and the Management Team:**

### **Leadership Team**

**Andrew Blake AONB Manager**

Andrew has overall responsibility for managing the Wye Valley River Festival, the freelance Festival Team and the AONB Unit. The 2 team collaboration monitor key milestones in line with the activity plan and overall risk assessment. Andrew reports to the JAC (as detailed above). Andrew is responsible for ensuring all Milestones are met, through monitoring of milestones on a daily, weekly and monthly basis as necessary. He also ensures evaluation data

collection, audience surveys and economic impact assessments are coordinated and set to maximise effect and outcome. Andrew has previously managed and delivered Wye Valley River Festivals 2014, 2016 and 2018.

**Festival Director Phillippa Haynes: Reporting to AONB Manager Andrew Blake: Overall responsibility for:**

Final Programme, events, spectacle shows, arts commissions and artistic content. Management of core team. Effective delivery of the Festival / Financial monitoring / Marketing overview / Quality overview and attainment of objectives and vision / Key advocate for festival at PR and Press events Liaison with key Partners – ACE, ACW, local authorities, Welsh Government, environmental agencies / Partnership development / Future and strategic planning / Working with Marketing and PR to develop future Sponsorship opportunities / Overview of Festival Infrastructure / Ensure H & S and Licensing is compliant present to SAGs alongside the Production Manager.

## **Management Team**

**AONB Unit:** The staff at the AONB Unit is integrated into the Festival and core to delivery. They will be tasked in accordance to their skills, Job Descriptions and specific interest for this project, taking on additional duties in accordance with the needs of the successful festival delivery.

**AONB Unit staff time allocation to festival** will be assessed year by year. Currently the staff capacity is below the allocation for the 2018 Festival but the ambition is to restore capacity for 2020 and then potentially contract as the Festival moves towards adoption of a new governance model with dedicated staff taking on the work that AONB Unit staff have undertaken in previous Festivals. The estimate of AONB staff time in kind to the 2018 Festival was in the region of £60,000. Staff undertook varied roles, from R&D, theme development and Festival team liaison to programme design and delivery, logistics, ticketing set up, marketing, publicity, promotion and undertaking Festival facilitation from rubbish collection, signage, hosting, survey work, plus all of the administration and finance management. Without this level of support, it would not be possible to achieve a high percentage of artistic output and outcomes during the delivery of the Festival. The AONB Unit has secured funding from Visit Wales to deliver some of the marketing services the Festival. In addition £20,000 has been allocated to take on extra staff to cover Information Officer role which is reduced to 3 days a week and to add to the capacity in



administration and finance. These roles will be filled by autumn 2019. Enabling the AONB Unit to concentrate on management of the Festival as a whole and development of the new governance model. It is anticipated the support in terms of staff time will remain high.

**WRVF Core Artistic Team:** The AONB Partnership chose Phillippa Haynes as Festival Director based on her extensive track record of developing and managing strategic, large and small scale engaging work and **Desperate Men** (DM) as Artistic Directors of the WVRF 2014 because of their unsurpassed experience as one of the UK's most versatile and inventive outdoor arts companies. They have the ability to collaborate with and inspire artists, professionals and communities. DM combine artistic leadership, originality, bold innovation with 'on the ground' performance skills and inspirational ideas. They create the narrative world in which the interactive theatre exists, and lead on the spontaneous and inventive nature of the work as it responds to the events that live street theatre brings. DM direct and lead the ensemble work to ensure the aesthetic and theatrical cohesion of all performances and act as dramaturgs and outside eyes for all other created and commissioned work, making sure that work is of high quality, challenging and exciting but also coherent, accessible, relevant and effective.

**Artistic Directors Desperate Men:** [www.desperatemen.com](http://www.desperatemen.com): **Reporting to the Festival Director. Responsible for:** Delivery and development of Outdoor Arts Programme / Ensuring and driving Artistic Quality.

Manage, facilitate and initiate artists' selection / Support and ensure quality artists' development- maintain good working relationship with key partners, stakeholders and funders. Foster and cultivate new and existing artistic partnerships. Prepare and present budgets for artistic activities to Festival Director.

Commissioning and budget management for artistic programme – with AONB Unit

Liaising with Production Manager and commissioned artists and other key members of the team. / Ensuring quality community engagement in projects.

Providing information for marketing, PR and social media / Using Desperate Men and national outdoor arts networks and contacts to promote Festival / Be available for PR and press events

**Production Manager: Reporting to the Festival Director. Responsible for:**

Delivery of the design and production of the Festival / Management and implementation of Festival infrastructure / Advice on specific events infrastructure / Ensure maximum cost effective procurement. Proposing budgets for production to Festival Director for ratification / Commissioning and budget management for production – with AONB Unit. Preparation of all paperwork for health and safety and licensing is done on time, is compliant and present to SAGs alongside Festival Director / Lead on licensing applications and liaison with LAs. Ensure security and stewarding is correct and informed. Manage local production people and volunteers

**Programme Manager and Community Liaison Sarah Sawyer: Working with the Festival Director. Responsible for:** Management and coordination of core & flow through programme / Partnership Development / enabling community to secure local and small funding / Liaising with AONB finance, community and marketing / Liaising with Production Manager / Contracting and financial management for core & flow through events – with AONB Manager & Unit / Community and engagement programmer alongside artistic team ensuring quality / Community development, coordination and continued work for the Festival.

## **Partnerships, Artists and Collaborators**

### **Arts Organisations and Artists**

#### **Articulture**

will be a co-commissioning and development partner again and we will deliver a second networking seminar for Welsh and English based artists and producers,

#### **University of South Wales Theatre and Ecology course professor Dr Hilary Ramsden**

Contribute to creative vision and develop students input to the Festival. Hilary runs the Theatre & Ecology module on the drama degree at University of South Wales. For 2020 USW are hoping to expand our offer beyond Theatre & Drama students to include Geography, Film and Animation & Games students, thus extending the reach of the

Festival's impact within the University and broadening the pool of young artists that can work with the WVRF team.

<https://www.southwales.ac.uk/courses/madrama/2532/its-a-joy-for-us>

**Dave Chadwick & Pa Boom** Website: <https://xtrax.org.uk/artist/pa-boom/>

Dave will bring his considerable experience in theatrical events and artistic and community collaboration, fire displays, fire sculpture and production training to the project. His breadth of knowledge and experience, his sound advice about large scale spectacle, safety, and practicalities, as well as his considerable creative inventiveness, are a crucial part of this collaborative devising process.

**Becky Prior / Priormade** Website: <https://www.priormade.co.uk/home>

Leading on creative delivery of outreach work in schools, groups and communities, and help WVRF devise inventive programmes of work for participatory activities that will be integral parts of the festival.

**Tim Hill** Website: <http://www.tongues-of-fire.co.uk/band.html>

Tim Hill is WVRF music director, composer, performer & horn player, & has worked very closely with the world renowned Lydbrook Band of the Wye Valley. They are an integral part of the WVRF, combining the ensemble's street band of top jazz players with the trained brass players of the Lydbrook Band in original compositions and arrangements that complement all the festival activities, and greatly enhance the skills of both set of musicians.

### **Lydbrook and Monmouth Band**

Will be collaborating with us identifying ways they can present and develop new work under Tim's direction.

**Kathy Hinde** Website: <http://kathyhinde.co.uk/>

Kathy Hinde - award winning international artist - is an audio-visual practitioner, inspired by 'phenomena found in nature and the everyday, working with sound, light, image, sculpture, and location'. Kathy previously worked with WVRF to create an installation in 2016 which brought a new dimension and understanding of art forms to the WVRF audiences.

**Somewhere Nowhere / Harriet and Rob Fraser** Website: <http://www.somewhere-nowhere.com/>

Harriet & Rob took part in the Wales funded R&D day in January and were enthused and inspired by our approach to collaboration. As artists new to WVRF we welcomed them bringing in different and original methods of working, and a very particular and acute sense of making art in the landscape and responding creatively to the countryside.

**Anita Westmoreland****Website:** [whatfolly.com](http://whatfolly.com)

A core member of the annual Green Man festival team, responsible for management and production, she knows the outdoors context well and knows what is entailed in the practicalities and challenges of creating outdoor work. She recently produced and presented an interactive bicycle powered light installation in central Bath for Bath Business Improvement District, as part of their vision for a Bath Festival of Light 2020.

**Wyldwood Arts / Penny Allen - Exec Producer****Website:****Mr and Mrs Clark****Website:** <http://www.mrandmrsclark.co.uk/>

WVRF Ensemble members since 2014, they know the festival well - it's ethos, values, aspiration and work - and as such have importantly strong and palpable connections with many of the stakeholders, partners and audience that have in many cases grown into friendships and further inventive collaborations.

**Mike Akers****Website:** <http://www.mikeakers.co.uk/#welcome>

Our writer in residence has written several radio plays broadcast on BBC Radio 4. He works regularly with director Sally Cookson. Shows they have collaborated on include Boing!, Bob The Man in the Moon (both for Travelling Light in Bristol) and a trio of highly successful productions for Bristol Old Vic, Treasure Island, Peter Pan and Jane Eyre, the latter two of which both transferred to the National Theatre.

**Duncan Hallis / Big Loop Theatre****Website:** <https://www.biglooptheatre.com/past-projects>

Duncan Hallis first performed and connected with WVRF as a University of Wales performing arts student in 2016, and subsequently was invited to join the Ensemble in 2018. He's young, sharp, intelligent, a fine actor and a valuable asset to the Ensemble company, and inspired partly by his work with WVRF he has set up a new theatre company Big Loop who are all keen to get involved, and who we may be able to commission collectively for specific work in WVRF20

**Rod Machlachlan****Website:** [rodandcone.co.uk/](http://rodandcone.co.uk/)

Rod worked with WVRF in 2018 making bespoke projections and lighting for iconic buildings. Rod's work is technically cutting edge and beautiful. Rod can produce stunning work in a relatively short period of time - a valuable skill and great asset in the fast moving environment of a live outdoors arts festival.

**Built and Natural Heritage Organisations Partners**

Cadw, Forestry Commission, Foresters' Forest, Environment Agency, National Trust, Gwent Wildlife Trust, British Pilgrimage Trust, Monmouthshire Museum Services, Herefordshire Nature Trust, Wye Navigation Committee

### **Local, National and Regional Government supporters**

Welsh Government, Ross on Wye Town Council, Shire Hall Monmouth, Monmouthshire County Council, Herefordshire Council, Tintern Community Council, Monmouth Town Council, Trellech Community Council

### **Tourism Supporters**

Visit Wales, Wye Valley and Forest of Dean Tourism Association, Visit Monmouthshire

### **Community and Voluntary Groups Partners**

Tump committee Lydbrook, Hereford River Carnival, Carnival Arts, Art Blast, Soundworks Roger Drury, William Wilding and Play Ross, Monmouth Lantern Parade Group, Llandogo WI, Engage Youth Circus, Chepstow Walkers Welcome, Lydbrook and Monmouth Town Bands, Ross Civic Society

### **Local Business Supporters**

Monmouth School Sports Club Wild Swim, Tintern Business Forum, Celtic Trails, Humble by Nature, Hay on Wye Festival

## Action plan 2019- 2020

	Development 2019	Who	When- milestones	Evaluation	Reporting
<b>Programme</b>	R&D phase Jan-May 2019: adopt new theme, partner's locations, develop programme concepts devised	Wye Valley River Festival Team (WVRFT)	Achieved  May 2019	Participants evaluation	JAC Date:
	1 commission of national significance co- commissioned 1 European co-commission 1 commission on AONB work	WVRFT	September 2019	Participants evaluation	
	Citizens charter	AONB unit / WVRFT	September 2019	JAC evaluation	
	Outreach programme agreed	AONB unit / WVRFT	June 2019		
<b>Audience</b>	Study on audience demographics	Louise Emerson	Feb 2019		Wye Valley River Festival Team and AONB unit
	Target audience identified & segmented. Data gathering strategy formulated	AONB unit	May 2019		
<b>Marketing</b>	New marketing strategy written	AONB unit/WVRFT	May 2019	JAC evaluation	JAC Date:



	<b>Development 2019</b>	<b>Who</b>	<b>When- milestones</b>	<b>Evaluation</b>	<b>Reporting</b>
	Festival pro-environmental messaging and Festival theme campaign commences social media  Full campaign commences  Target increase in overnight stays, offering packages with Visit Wales Funding	AONB unit/WVRFT  AONB unit/WVRF  AONB unit	July 2019  September 2019  September 2019	Data gathering	
<b>Finances</b>	Funding round Wales 5/05/2019 England rolling programme SDF rolling programme Visit Wales Funding successful £50,000 secured  Income commitments from partners finalised	AONB unit/WVRF  AONB unit/WVRF	September 2019 act on funding picture when all grant applications known  September 2019	See breakdown of time frames for funding bids	JAC
<b>Partnership Development</b>	Partnerships maintained and developed partnership agreements in place.  Partners letters of support	Wye Valley AONB/WVRFT  Wye Valley AONB/WVRFT	September 2019  December 2019	Repeat partner's evaluation survey January 2020	JAC
<b>Governance</b>	Include recommendations of governance review into Business Plan	WVRFT & AONB unit	March 2019		Wye Valley River Festival Team and AONB unit

	Development 2019	Who	When- milestones	Evaluation	Reporting
	Commence meeting 5 tests to governance transition	WVRFT & AONB unit	Review Dec 2019 Review June 2020	Report on 4. Legal fit	JAC  JAC

## Finance

Wye Valley River Festivals in 2014, 2016 & 2018 were under- written by the Wye Valley AONB Partnership and facilitated by our finance body Herefordshire Council. In this Business Plan we intend to move from the Festival as a project run by the Wye Valley AONB Partnership to an entity with its own governance and autonomous finances. This will bring new challenges to the fore in terms of cash flow and insolvency and in terms of contracting and procurement. As the Wye Valley River Festival has a track record of 6 years of operation, we know the costs of undertaking the development and delivery of the Festival. However, there are costs that are covered in kind by the Wye Valley AONB Unit in the current set up which need to be identified and will add to the cost of Festival operations.

The majority of the income for the Festival comes from a variety of funding streams. In the 2018 Festival income was diversified by the addition of ticket sales to selected activity. This provided income that covered the costs of hosting a portion of the artistic activity, but did not accrue enough income to cover the full costs entirely. Money from sponsorship and advertising was less than in 2016 when a specialist was employed to secure advertising deals. Income from food concessions remained steady.

<b>Income heading</b>	<b>2016 Festival</b>	<b>2018 Festival</b>
Arts Council England - Development Phase	£8,000	£0
Arts Council of Wales - Development Phase	£5,000	£0
Sustainable Development Fund - Development Phase	£12,500	£6,512
Other funders - Development Phase	£0	£0
Wye Valley AONB funds - Development Phase	£0	£4,981
Ernest Cook Trust - Delivery Phase	£3,000	£0
Awards for All	£9,400	£0
Arts Council England - Delivery Phase	£46,900	£59,000
Arts Council of Wales - Delivery Phase	£27,000	£25,000
Sustainable Development Fund - Delivery Phase	£51,500	£50,000
Wye Valley AONB core funds - Delivery Phase	£8,000	£0
Local Authority - Delivery Phase	£2,000	£1,000
Town / Parish / Community Councils	£1,000	£2,800
Sponsorship/ advertising	£2,100	£100
Food concessions	£527	£2,134
Ticket sales	£0	£11,831
T-shirt sales / cash tickets	£0	£1,350
Cadw	£0	£4,800
Forestry Commission	£2,000	£5,000
Foresters' Forest	£0	£5,000
Environment Agency	£5,000	£5,000
Visit Wales Delivery Phase	£0	£14,400
Visit Wales Development Phase (Governance study etc.)	£0	£0
SDF underspend & re-allocation of projects	£7,287	£7,073
Tintern contribution	£975	£0
SDF education project	£4,300	£0
<b>Total</b>	<b>£196,489</b>	<b>£205,981</b>

### Earned Income comparison 2016 and 2018

Comparing the two Festivals of 2016 & 2018 reveals a marked difference in earned income. For the 2016 Festival the strategic direction focused on generating a revenue stream from sponsorship and advertising (See Figure 1). Expertise was bought in to create and sponsorship offer in the form of packages/advertising deals to local businesses. The income accrued amounted to £2,100, while the cost of buying in the expertise amounted to £5,000, leaving a budget deficit of £3,000. Beyond financial considerations the strategy presented the Festival to the business community, creating brand awareness with potential future supporters. Several reciprocal advertising deals were arranged providing exposure in magazines and in tourism publications. The 2016 Festival partnered with Sunshine Radio as a media sponsor providing exposure on line and on the airwaves during the Festival.

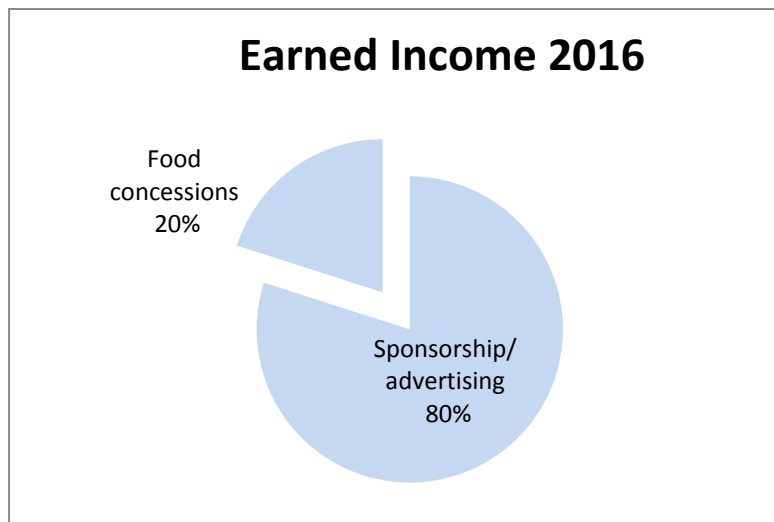
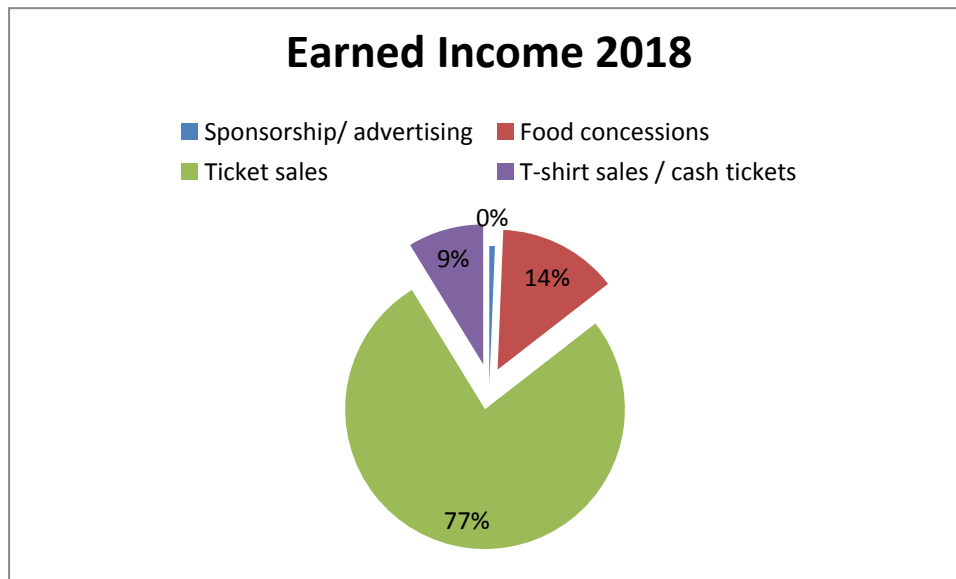


Figure 1

Earned Income 2016	
Food concessions	£527
Sponsorship and advertising	£2,100

For the 2018 Festival the we tested the viability of ticket sales at a selected event that was part of the Festival Programme (See Figure 2). The event was the week long installation of Luke Jerram’s Museum of the Moon at Tintern Abbey. This venture was more successful in creating an income stream for the Festival. A modest ticket price accrued an income to offset the hire and installation costs. The income from food concessions increased although the management of fee recovery (10% of takings) was poor and difficult to enforce and only one food concession company contributed to the earned income, while others chose to charge less or fed the cast free of charge instead of paying 10% of their takings to the Festival. An improved business approach is required to manage food concessions to maximize earnings in this area. The Report into future income generation undertaken by Louise Emerson recommended not to pursue the area of merchandising for income generation. The t-shirts produced in 2018 were a brand visibility and marketing strategy as opposed to an income generation and in that way they proved to be a successful tool.



Earned Income 2018	
Sponsorship/ advertising	£100.00
Food concessions	£2,133.63
Ticket sales	£11,831.32
T-shirt sales / cash tickets	£1,350.00

Figure 2

## Earned Income Strategy 2020

For the 2020 Festival a ticketed event is again planned at Tintern Abbey. The gate for 2018 was 3,500 with ticket sales of £11,831 at a ticket price of £3.80 - below the normal daytime entry price to Tintern Abbey. In 2020 we plan to set our ticket price more in line with standard Tintern Abbey entry prices, charging a little above where value is added with additional attractions. The table below indicates the proposed ticketing price point and an estimate of ticket sale accrued. The gate for the event is based on actual gate figures from 2018. The sales projections are then repeated with a gate at half of the ticket sales of 2018. This gives an indication of the potential to raise revenue from ticket sales in 2020.

Description	Ticket Entry Cadw	WVRF 2020 regular night	WVRF 2020 picnic	Based on 2018 Gate	Sales estimate	Based on a reduced gate	Reduced Sales estimate
Adult	£7.30	£7.00	£8.50	2,160	£15,120.00	1160	£8,120.00
Family (2 adults up to 3 kids)	£21.20	£20.00	£24.00	200	£4,000.00	100	£2,000.00
Juniors 5-17	£4.40	£4.00	£5.00	50	200	25	£100.00
kids under 5	free	free	free				
65+	£5.80	£5.00	£6.00	800	£4,000.00	400	£2,000.00
Armed forces	£4.40	£4.00	£6.00	20	£80.00	10	£40.00
Disabled & companion each	free	£3.50	£5.00	20	£70.00	10	£35.00
Tintern Resident	free	£3.50	£5.00	250	£1,250.00	125	£437.50
<b>Total</b>				<b>3,500</b>	<b>£24,720.00</b>	<b>1830</b>	<b>£12,732.50</b>

The profit from the income generated from ticket sales in 2020 will go towards building Wye Valley River Festival reserves in order to meet test 1) in the criteria needed to **Transition to a New Governance Model**.



### **Food concessions and advertising**

In 2020 where the opportunity for food concessions at Festival sites exists a flat stand fee of £50 will be charged when booking a pitch. Each stand will sign a contract agreeing to pay 10% of takings to the Festival. Management of this element will be undertaken by staff managed by the Wye Valley AONB Unit.

Advertising opportunities with Wye Valley River Festival are limited. We want to keep the Wye Valley River Festival brand clean and clear and to highlight the grant funders whose support make it possible. There will be opportunities for limited advertising in the programme. The marketing strategy will further set out this small revenue raising opportunity.

### **Sponsorship**

Taking advice from our Festival mentor Andy Fryers of Hay Festival, we are producing an advocacy pack for the Festival and looking to engage sponsors or patrons who have a strong connection with the Wye Valley and the core values of the Festival. Andy is providing contacts through business networks to the Welsh Diaspora in particular, these individuals identify with the geographical region, the beauty of the landscape and the lifestyle and cultural of the area. Many of these individuals are part of a business network dispersed nationally and internationally and have positions of influence and resources at their disposal. Our strategy is to target these individuals through the networks provided by Andy Fryers and direct our advocacy work towards building a close and beneficial relationship. Financial patronage would move this plan towards building the sustainable financing required to fulfil test **1) Transition to New Governance.**

### **Delivery Phase Strategy Comparison 2016 and 2018**

Figures 5 & 6 show that the input from the main funders. The Sustainable Development Fund has remained steady of the period of comparison. The investment from Arts Council of Wales has steadily declined, with re-application required before funding was secured for 2018. The investment from Arts Council England has steadily increased and surpassed any other funder. Arts Council England whole heartedly supported the application providing a detailed and helpful breakdown of the Festival Funding application.

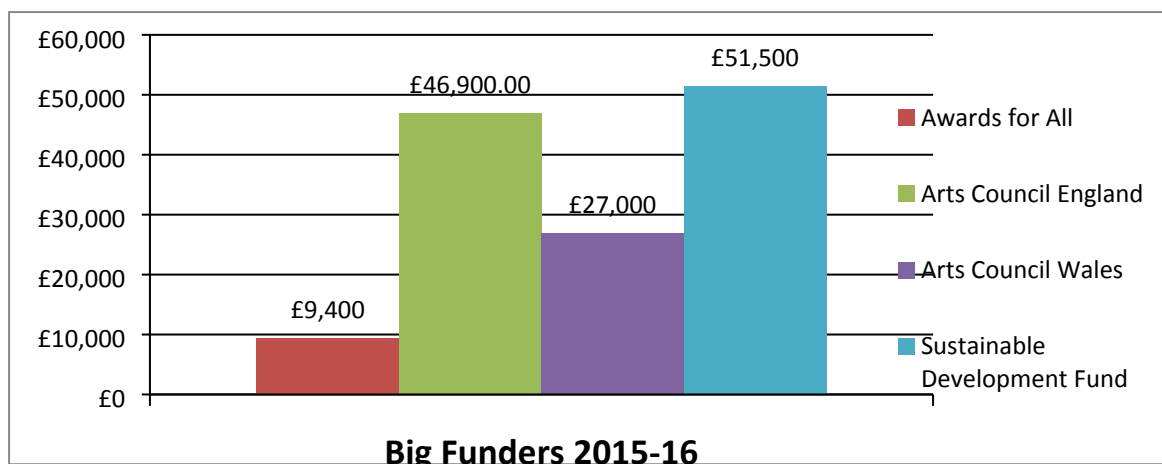


Figure 5

Funding to Awards for All was unsuccessful in 2017-18 but a new funder Visit Wales has provided support for our marketing budget. See Figure 6.

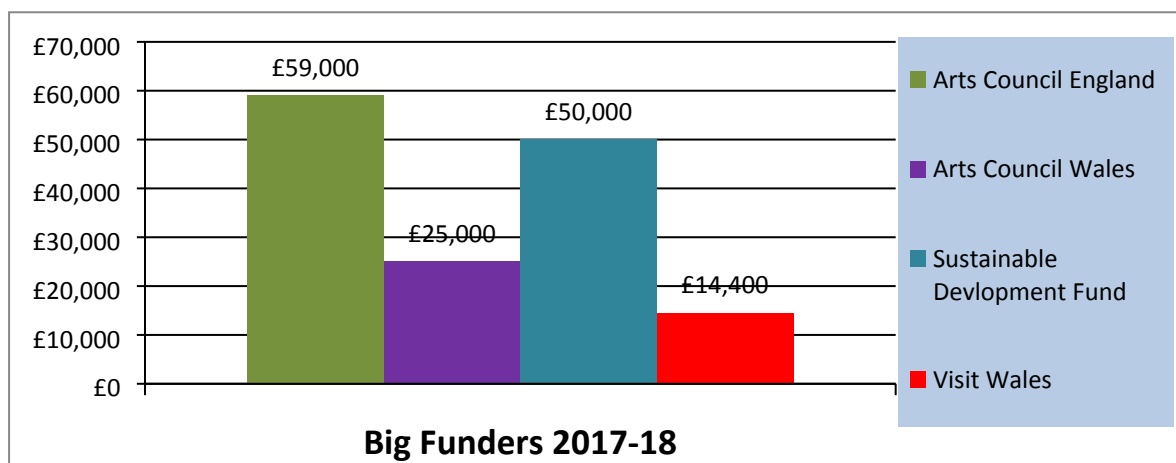


Figure 6

### **Funding strategy for Delivery Phase 2019-2020**

The majority of the Funding for Wye Valley River Festival is again to be raised from grants and funders.

Our funding target for 2020 is £305,699 which is larger than previous Festivals, however an important portion of this finance is already secured. Visit Wales have awarded funding in April 2019 to develop this product alongside an Interpretation space for the Wye Valley Landscape at the Festival to enhance the visitor experience. Wye Valley River Festival, after costs raised revenue from ticket sales enabling a small reserve to facilitate the marketing bid and arts development bid. This places the Festival in a strong position to move forward with the plans for 2020.

The Festival aims to increase overnight visitors stays and in particular attract visitors from England into Wales (see Marketing Strategy 'Across the Bridges' campaign). This element of the Festival includes developing a product for overnight stays to enhance the visitors experience during the Festival.

The funding target for 2020 is achievable and realistic based on previous experience and taking into consideration the current economic climate (see SWOT and PESTLE). There will be at least 2 bookable products with the intention of creating an income stream for the Festival (see Marketing Strategy). During the Festival a week- long event at Tintern Abbey with a spectacular evening to night time show will be ticketed offering the opportunity for revenue raising

## Projected Income & Financial Milestones 2019-2020

£82,800 secured to date

Date of Submission	Funder	Expected decision	Amount
08/05/2019	Arts council Wales	01/08/2019	£25,000
01/07/2019	Arts council England	01/10/2019	£70,000
29/04/2019	SDF	secured	£50,000
01/04/2019	Visit Wales	secured	£50,000
11/04/2019	Forestry Commission	11/05/2019	£5,000
11/04/2019	Foresters' Forest	secured	£5,000
11/04/2019	Environment Agency	secured	£5,000
01/12/2018	Cadw	Secured	£4,800
29/03/2019	Welsh Government	secured29/03/2019	£5,000
01/04/2019	AONB core funds	secured01/04/2019	£20,000
01/04/2019	WVRF funds	secured01/04/2019	£18,000
03/05/2019	Further Cadw money	secured	£4,800
tbc	Town councils	target	£3,000
01/06/2019	Lottery Bid	target	£10,000
Target Ticket sales			£10,000
Food Concession target			£5,000
Bookable walking product target ticket sales			£3,000
Sponsorship/advertising			£2,000
AONB contingency (unless other funds raised)			£10,000
<b>Total</b>			<b>£305,600</b>
<b>Target</b>			<b>£305,699</b>

## Projected Expenditure 2019-20

Choirs	Fee	£1,000
William Wilding	Fee	£2,500
Musical Programme Llandogo	Fees	£1,000
Musical Commission Tintern	Fee	£2,000
Pa-Boom Dave Chadwick - Commissions	Fee	£6,500
Fire Processions Llandogo and Monmouth		£1,500
Shire Hall - Various installations	various fees	£12,000
Symonds Yat - Various installations	various fees	£10,000
Llandogo Finali day	various fees	£12,000
Wolves	fee	£6,000
Art event in Ross/Fownhope		£6,000
CloudScapes	Fee	£1,700
Humanoids - Artists Fee and Production		£30,000
Rod Mclachlan - projections	Fee	£3,500
<b>Subtotal</b>		<b>£131,200</b>
<b>Marketing</b>		
social media across the bridge campaign		£2,447
Print advertising, including design		£1,000
Roadside banners and arts specific interpretation		£2,422
20,000 leaflets		£3,000
10.000 programmes		£2,100
Welsh translation		£3,000
Distribution		£490
Posters and postcards		£540
Digital marketing campaign		£10,000
Photography		£2,000
Film and drone shorts		£4,000

website		£4,000
Marketing Guerilla		£2,000
<b>Subtotal</b>		<b>£36,999</b>
<b>Running costs</b>		
Productions Costs - equipment hire PA etc		£8,000
Specialist contractors ( electricians, riggers etc )		£2,000
Toilets , marquees structures		£3,500
Legal, licencing and insurance		£1,500
Vehicle hire / fuel		£2,000
Stewarding and security		£7,500
LX and safety lighting		£3,500
Site decor including tables		£2,000
Accommodation		£4,000
Travel core, crew and performers		£4,000
Festival Production staff		£2,000
<b>Subtotal</b>		<b>£40,000</b>
<b>Making your work more accessible</b>		
Outreach workshops TBD		£10,000
Engagement on site workshops TBD		£6,000
Wye Valley AONB interpretation space		£10,000
Bookable walking product		£10,000
<b>Subtotal</b>		<b>£36,000</b>
<b>Monitoring and evaluation</b>		<b>£2,500</b>
<b>In kind students USW</b>		<b>£2,000</b>
<b>Total Festival Budget</b>		<b>£307,699</b>

## SWOT Analysis

<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Strong national geographical area awareness/brand recognition</li> <li>• Good images from WVRF2018</li> <li>• Success of 3 festivals with good community take up and support</li> <li>• Unique location cross border Wales/England. History of cross border working</li> <li>• Strong regional and country identification/ three counties/two countries</li> <li>• Strong landscape/river affinities/awareness</li> <li>• Good tourism connections</li> <li>• Strong AONB and festival team experienced in project management</li> <li>• Strong Core artistic team exceptional experience and networks for developing engaged festivals</li> <li>• Long and historical partnership working/good network</li> <li>• Good communications and administration systems</li> <li>• Variety of funding opportunities</li> <li>• Good local press awareness of event following success of 2018 event</li> <li>• Targeting of key audience through social media campaign</li> <li>• Extensive arts networks within core team</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Large geographical area to manage</li> <li>• Large number of diverse community interests</li> <li>• Problems of cross border co-operation</li> <li>• Dealing with three counties and two countries with different language, systems, councils, regulations and legal constraints and funding mechanisms</li> <li>• Complex logistics</li> <li>• Fragmented tourism associations/bodies throughout river valley corridor</li> <li>• Small team with other core activities and time restrictions</li> <li>• Restricted timescales and short deadlines</li> <li>• Limited funding</li> <li>• Dependence on community volunteers</li> <li>• Limited press penetration in Hereford/wider region; nationally</li> </ul>
<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Develop further local, national and international awareness of area and extend positive messages about Wye Valley landscape, heritage, culture, history and environment</li> <li>• Raise Arts engagement and participation</li> <li>• Create a unique and contemporary artistic, cultural and environmental experience for visitors and locals alike</li> <li>• Build on cross border working opportunities</li> <li>• Increase regional and country identification with the Wye Valley</li> <li>• Raise awareness of AONB purpose &amp; Unit/landscape/river affinities/awareness</li> <li>• Bring together tourism connections and develop further tourism opportunities</li> <li>• Increase AONB team skills and experience</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Management of communities if expectations</li> <li>• Lack of investment by national government in local authority tourism or arts services.</li> <li>• Inability to raise enough funding to create and market a robust programme</li> <li>• Overstretching AONB team and systems</li> <li>• Environmental problems</li> <li>• Unable to build reserves to transition governance and sustain the Festival</li> <li>• Failure to meet marketing objectives if marketing not funded and targeted correctly and comprehensively</li> <li>• Insufficient skills or motivation within some communities to manage/support local delivery and marketing</li> </ul>

<ul style="list-style-type: none"> <li>• Establish partnership working with arts and heritage organisations /professionals</li> <li>• Develop communications and administration systems including social networking</li> <li>• Explore further funding opportunities and gain experience of funding bids</li> <li>• Link diverse organisations together in a common cause</li> <li>• Deliver the message about the historical, cultural and environmental importance of the Wye Valley to a local, national and international audience.</li> <li>• Establish a sustainable River Festival over 5 years</li> </ul>	<ul style="list-style-type: none"> <li>• Events coming together at the last minute, limiting advance PR and marketing opportunities; creating demand for last-minute PR activity which deluges local press</li> </ul>
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### An analysis of the strategic external environment facing Wye Valley River Festival.

Political	Economic	Social- cultural	Technology	Legal	Environment
<p><b>Legislation</b> With the adoption of a new governance model the need to implement that change with care against a background of closer scrutiny of the charitable sector since well-publicised failures e.g. Kidz company</p> <p><b>Brexit</b> uncertainty may provide an opportunity to focus on the British landscape and celebrate it in a positive way.</p>	<p><b>Investment</b> The competition for funding is strong and the need to diversify income streams is inevitable. The challenge is to do this without compromising the values of the Festival to provide free and inclusive access to high quality art in the landscape.</p> <p><b>Costs</b> With the move to new governance model new costs will be incurred. Economists are currently</p>	<p><b>Values and culture</b> Post Blue Planet and in answer to climate change inertia there is an opportunity to focus on clear pro-environmental actions- citizens charter</p> <p><b>Lifestyle</b> Active lifestyles and actions towards improving health and well -being are a current focus of attention. The Festival programme can provide opportunities through walking etc. that do both.</p>	<p><b>New tech</b> Data will become increasingly important in our ability to reach our target audience, evidence our success and advocate for our approach.</p> <p><b>IT</b> Social media will continue to morph and develop we need to buy in expertise to mount campaigns on our behalf to keep up to date relevant and efficient. Savvy use of technology can pay off in engaging target</p>	<p><b>Industry's laws and policy</b> Increasing our data handling ability requires compliance with the law and we will need to ensure policies and procedures are in place to do so.</p> <p><b>Safety issues</b> Keeping up to changes to the HSE guidelines and once Festival activity has been risk assessed we will be able to identify any outstanding issues</p>	<p><b>Environmental issues</b> The Festival is largely about environmental education and the focus will be on climate change in 2020</p> <p><b>Energy consumed and Waste disposal</b> Carbon minimization if the aim. We are consulting with experts to undertake a strategic approach to achieve this aim.</p>



Political	Economic	Social- cultural	Technology	Legal	Environment
<p>Within the context of the National Association of AONB's work with Arts has come to the fore as an important mechanism for raising the importance of landscape &amp; threats to conserving and enhancing now and in the future. There is an opportunity for the Festival to raise its profile nationally through this current level of interest. We will need to keep up to date with moves nationally and remain engaged and relevant to all conversations going forward.</p>	<p>predicting food and retail price inflation in 2019 and it would be safe to assume that other costs of services will also increase. We will need to reflect this within the new budgets created for the 2020 Festival and continue to seek the best value for money with this budget.</p> <p><b>Economic growth</b> We want to demonstrate the positive economic impact of the Festival. An objective is to generate overnight visitor stay. (This will require using existing data from tourism partners to bench mark newly collated data. However, this is set against a background of predicted slow-down of the economy and weak consumer spending. It is safe to say that predictions for the economy at time of writing this Business Plan are challenging for the expert economists as the</p>	<p><b>Attitudes</b> We strive for an inclusive Festival. This comes with challenges to provide access for all too challenging landscapes. We will continue to improve opportunities for all to access the Wye Valley River Festival in as many locations as possible.</p> <p><b>Demography</b> The Wye Valley is well placed to encourage visitors from Bristol, Cardiff, Newport, Gloucester and Hereford to larger events. See demographics study for a full breakdown of our current understanding of our audience (marketing plan)</p> <p><b>Education</b> Involving young people in gaining an understanding, knowledge that develops the desire to care for the natural environment is acknowledged as an</p>	<p>audiences with our messages.</p>	<p>that need considered and separate attention.</p> <p><b>Trade regs</b> Food concessions Road closures Permissions Signage all needed to be planed and implemented in a timely fashion to respond to changes to process and procedures locally which we have found to be a common external challenge.</p>	

<b>Political</b>	<b>Economic</b>	<b>Social- cultural</b>	<b>Technology</b>	<b>Legal</b>	<b>Environment</b>
	country is facing a time of volatility and unpredictable financial markets. Flexibility, adaptability and on-going awareness of the situation will be key to Wye Valley River Festival success in navigating turbulent economic times.	important aspiration. Some of this work happens in schools yet is limited by the knowledge of teachers and lack of outdoor contact. This Festival provides an opportunity to provide high quality activity that schools may not have the time with all the other pressures, to deliver. A focused attention on issues of importance and a means to engage with those issues designed to match those needs.			

## WVRF 19-2020 Delivery Schedule

Start date	End Date	Activity or Task	Task Lead
		<b>KEY : AONB = Area of Outstanding Natural Beauty Unit / FD = Festival Director / AD's Artistic Directors / PM = Production Manager /</b>	
16.11.19	30.11.19	Inform all Artists, Partners and Stakeholders of final funding / current funding / and festival plans	AONB / FD
16.11.19	15.1.20	Confirmation of Contracts & Partnership Agreements / Setting Roles and Responsibilities	AONB / FD
16.11.29	15.1.20	Confirmation of Artists & PM's Contracts	AD's
16.11.19	15.1.20	Set up meetings with Site Managers / Local producers and production staff	AD's
16.11.19	27.11.20	Set up monthly monitoring and Evaluation meetings	FD
<b>16.11.19</b>	<b>20.5.20</b>	<b>Activate Marketing Plan</b>	<b>AONB</b>
16.11.19	5.2.20	Plan Rehearsal and Production Schedules	AD's
16.11.19	29.1.20	Initial Marketing to Regional and National Tourist and Festival Organisations	AONB
24.11.19	25.11.19	WVRF2019 rep to attend ISAN conference	FD
30.11.19	18.12.19	Set dates for training and W/shop book venues/ prepare marketing	FD
23.11.19	18.12.20	Tender for PR agency	AONB
8.1.20	10.1.20	Creative planning weekend with all Artists Partners & Environmentalists	AD's
4.1.20	1.2.20	Tender for Evaluation work	AONB
4.1.20	4.3.20	Apply for Permissions/ Licenses / Road Closures etc.	PM
4.1.20	1.4.20	Site Visits with Artists and PM	AD's
4.1.20	1.4.20	Confirm, contract and agree all other programming / artists / contractors / freelancers / personnel / security / volunteers etc.	FD

4.1.16	28.3.20	Design and development bespoke art pieces / props / Costumes & sourcing of materials / suppliers	PM with And Now & Will Datson
4.3.20	28.4.20	Creative Workshops	AD's
22.3.20	28.4.20	Schools Workshops	FD
14.3.20	1.4.20	Manage set up of full programme including community additions and new partnership work	FD
4.3.20	6.3.20	Festival Partners and Participants Launch Event	
7.3.20	18.3.20	Prepare press launch / Finalise print	AONB
1.4.20	22.4.20	Finalise delivery details of overall programme	FD
28.3.20	11.4.20	Prepare and finalise production infrastructure	PM
11.4.20	28.4.20	Ensemble Rehearsal period	AD's
11.4.20	28.4.20	Site Builds and get-ins prior to delivery	PM
		<b>Festival Delivery</b>	<b>FD</b>
16.5.20	20.5.20	Production Wrap Up / Budgets / Sites /	PM
16.5.20	27.5.20	Post Festival Marketing /Promotion / Reporting	AONB
23.5.20	6.6.20	Evaluation / Economic impact / Collation / Report Writing	FD
23.5.20	6.6.20	Editing of & Collation of Film & Photographic Documentation	AD's
6.6.20	13.6.20	complete funding reports	AONB/FD
6.6.20	30.7.20	Finalise and Wrap up Budgets	AONB / Festival Director
6.6.20	30.7.20	Finish all Data / Feedback collation	AONB

## Appendices

### Appendix 1 - Pro-Environmental Research: the evidence base for our vision

A wealth of current research points to the importance of engaging emotions to assist in change towards pro-environmental behaviour. The Arts play a role in eliciting an emotional response to landscape, although experienced differently by audiences depending on a range of other factors as illustrated in the model below 'Mind the Gap.' A proportion of the audience will experience a profound engagement of the emotions, sufficient to break through barriers to behaviour change and move towards pro-environmental behaviour. By engaging an audience with emotions, providing clear information and discussion and offering opportunity to channel pro-environmental actions we feel that the Festival offers a great opportunity to take an audience on a journey towards a pro-environmental behaviour.

Curtis in his paper '*Creating inspiration: The role of the arts in creating empathy for ecological restoration*,' concluded that 'by providing an emotional affinity or empathy for the natural environment, art can have a major role in influencing pro-environmental attitudes.' First published: 24 November 2009 <https://doi.org/10.1111/j.1442-8903.2009.00487.x>

**Citation:** Lumber R, Richardson M, Sheffield D (2017) Beyond knowing nature: Contact, emotion, compassion, meaning, and beauty are pathways to nature connection. PLoS ONE 12(5): e0177186. <https://doi.org/10.1371/journal.pone.0177186>

Lumber, Richardson and Sheffield in the 2017 research concluded that 'Activities that involved contact, meaning, emotion, compassion and beauty were found to be both indicators of, then pathways towards nature connectedness. There is a need to move beyond a superficial contact with nature or focussing exclusively on knowledge and identification, when fostering a relationship with nature. .... Researchers and

practitioners interested in facilitating nature connectedness and its associated benefits should focus specifically on activities that involve contact, meaning, emotional attachment, or a compassionate relationship with nature that includes engaging with nature's beauty.'

In conclusion it is good to be aware of the growing body of academic research which we can hang 'pin' our vision to. The approach the Wye Valley River Festival has chosen seeks to fully engage the emotions and foster the change we want to see towards pro-environmental behaviours.



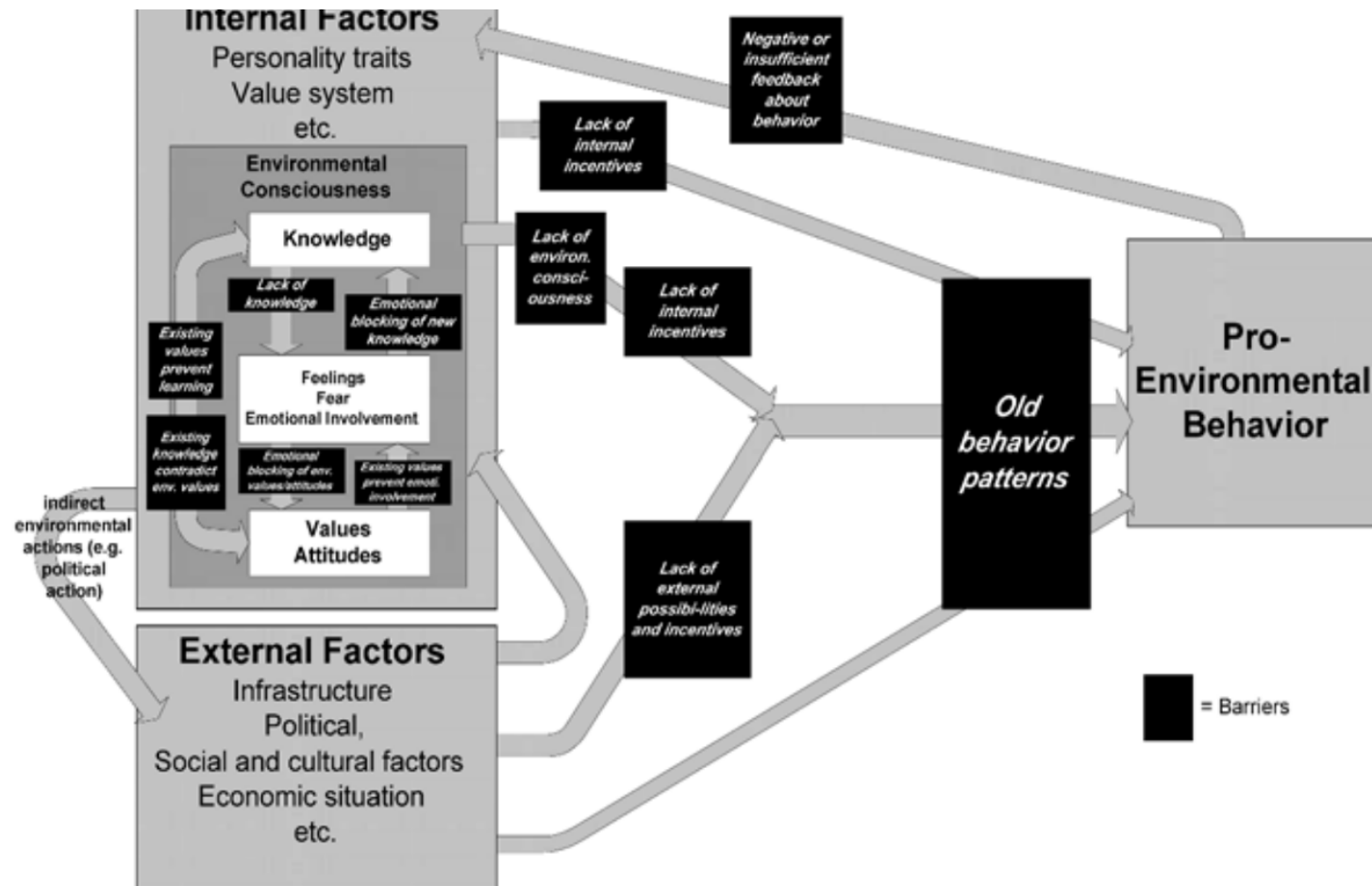


FIG. 7. Model of pro-environmental behaviour (Kollmuss & Agyeman).

**Mind the Gap:** Why do people act environmentally and what are the barriers to pro-environmental behaviour? Anja Kollmuss & Julian Agyeman July 2009.

## **Appendix 2 - Wye Valley AONB Partnership**

The Wye Valley AONB Unit is the lead delivery agent for the Wye Valley Area of Outstanding Natural Beauty (AONB) Partnership dedicated to conserving & enhancing the nationally designated Wye Valley AONB, guided by the statutory Wye Valley AONB Management Plan and staffed by employees of the representative local authorities; Forest of Dean District Council, Herefordshire Council and Monmouthshire County Council. The AONB Partnership is led by the Wye Valley AONB Joint Advisory Committee (JAC) established under agreement by the Forest of Dean District Council, Gloucestershire County Council, Herefordshire Council and Monmouthshire County Council with core grant contributions from Welsh Government through Natural Resources Wales and DEFRA. Herefordshire Council acts as treasurer for the AONB Unit's finances.

The wider and higher interests in the AONB are generally referred to as the "AONB Partnership" which includes the Joint Advisory Committee (JAC), Tourism Co-ordination Group etc. who have all endorsed and are supportive of the Wye Valley River Festival and see great value in it to further our ambitions. **Joint Advisory Committee includes Local Authorities:** Forest of Dean District Council - 2 councillors, Gloucestershire County Council - 2 councillors, Herefordshire Council - 2 councillors, Monmouthshire County Council - 4 councillors. **Co-opted members:** Hereford Association of Local Councils, Gloucestershire Associated Parish Town Councils, One Voice Wales, County Land and business Association, National Farmers Union, Voluntary conservation representatives from Gloucestershire, Herefordshire & Monmouthshire, The Wildlife Trust, Wye Valley Society, River Wye Preservation Trust, recreation and tourism interests.

**Technical Officers' Working Party:** Representatives of the four local authorities, and Government Agencies including: Cadw / Historic England / Environment Agency / Natural Resources Wales / Forestry Commission / Natural England.



## Appendix 3 - Themes

### Strap line:

Wye Valley River Festival: embrace the outdoors, ignite the imagination, and engage the mind (2018)

### Brand/ look:

Woodcut image

### Artistic Theme for 2020:

Time

### Environment Messages:

We need to act now to reverse effect of climate change and biodiversity loss



