

Subject: Strategic Review of Events

Report to: Economic Development Committee - Strategic Review of Events - 8 October 2018

Report by: Head of IT, Communications & Marketing

SUBJECT MATTER/RECOMMENDATIONS

Members are asked:

- (a) To note the current events programme including the type of support provided by the council.
- (b) To feedback comments to help inform the future direction of an events programme linked to the Council's six Corporate Priorities with a view to agreeing the future shape of the events programme and resource level from 2019/20 onwards.

1. INTRODUCTION

1.1 In support of the council's corporate priorities the Borough Council directly supports and facilitates a broad range of business-related, public-facing and civic events. The purpose of the council supporting events is set-out below:

- To market and support the thriving economic climate that exists within the Borough.
- To showcase the Borough as a major visitor destination and create a vibrant atmosphere.
- To promote the Borough as a place of positive interest where good things happen and life can be lived well.
- To undertake Great Yarmouth's ambassadorial role representing the wider local community through maintaining, upholding and fostering the heritage and culture of the Borough.

1.2 Members have agreed to develop a new Tourism and Culture Strategy for the Borough in association with the Greater Yarmouth Tourism and Business Improvement Area District. Once approved, that new strategy will require a funding and delivery plan to bring to life the key themes which will be identified in the strategy. It is this work together with Great Yarmouth's track record of running events which should enable the Borough to support high quality events of all shapes and sizes.

1.3 As a reminder, events the council supports contribute to three of the six corporate priorities:

Economic Growth – ensuring the Borough of Great Yarmouth is well positioned to gain from the next generation of offshore energy developments and continue to build on creating the conditions for private and public investment, capturing growth and the benefits to local communities.

Tourism, Culture and Heritage - achieving national recognition for the borough's extensive heritage will act as a big stimulus to attracting new visitors, and providing more upmarket attractions. The seasonal nature of the sector will be extended with the tourism offer being developed to all year round attractions. We will seek to create a more coordinated approach

to major events and attractions across business, museums, arts and performance venues and spaces working closely with the Greater Yarmouth Tourism and Business Improvement Area District company. This should create a stronger sense of place and support targeted promotion.

Great Yarmouth Town Centre - Strengthening Great Yarmouth's town centre as the symbol of the borough, creating an attractive town centre that is a commercial and cultural hub which showcases what the whole borough offers working with the Town Centre Partnership.

2. PARTNER INVOLVEMENT

- 2.1 The council has a positive working relationship with several key partner organisations which help make Great Yarmouth's public events successful. Whilst partner organisations support many of the events across the Borough with in-kind and financial sponsorship, other events, to date, are funded solely by the council.
- 2.2 A combination of revenue funding within service budgets, one-off commitments from reserves and the events budget are used to deliver public events.
- 2.3 Larger events and festivals, with the exception of the Wheels Festival, are also funded and owned by the Greater Yarmouth Tourism & Business Improvement Area (GYTABIA) company. The council's role in GYTBA events typically involves marketing, promotion and help to deliver the event on the day(s).
- 2.4 Whilst the council benefits from a vast amount of goodwill and generosity of spirit from a host of local community volunteers who help to make sure each event runs smoothly and successfully, inevitably there is a net cost in officer time to organise, facilitate and deliver each event.
- 2.5 Given the passage of time, the wealth of experience built-up over a number of years and the recognition that well-planned and executed events raise the profile of the Borough, attract people to visit and encourage investment opportunities in the area, it is timely for Members to reflect on how events support the council's Corporate Priorities as well as the revenue cost borne by the council as the council commences its annual budget setting process.

3. TYPES OF SUPPORT

- 3.1 Events within this strategic review that the council is involved with have been divided into three types:
- 3.2 **Wholly or partly funded events** - In terms of events and festivals funded in full or part by the council, the marketing and events team takes its brief from the client team within the council with a budget. A scope and event plan is worked-up and a resourcing plan agreed which can include securing external funding or sponsorship where required. The council's seed funding for these events encourages other partners to contribute either in kind or financially to events, for example the welcome party of recently arriving cruise ships.
- 3.3 Such events include the winter and Easter Festivals in support of encouraging footfall in the town centre market place, leisure events such as the Wheels Festival, business events such as the Spirit of Enterprise Awards and community engagement organised by the neighbourhood offices.
- 3.4 In some cases the council takes the lead in event planning, marketing and delivery e.g. A Service Level Agreement exists with the GYTBA company in which the council delivers a

series of events in support of the visitor economy. For example six weeks of fireworks in the summer season and the Maritime Festival. Delivery of such events does require an adequate level of officer resource going forward.

- 3.5 The council also works with the Town Centre Partnership to co-design entertainment and promote events aimed at increasing footfall in the market place and town centre.
- 3.6 The net budget excluding officer time for council supported events in 2018/19 is £91,565 made-up of:

Funding source	Income	Expenditure	Net cost
Events base budget	£44,990	£69,990	£25,000
Civic base budget			£21,250
Various service base budgets			£24,515
One-off from reserves			£20,800
			£91,565

- 3.7 Appendix 1 summarises the level of council funding and the types of events undertaken to date.
- 3.8 **Facilitated events** – includes public events and festivals undertaken within the Borough organised or led by other organisations independent of the council e.g. usually making use of council assets e.g. the beach, car parks, public areas etc. For this type of event, the council's role includes providing safety and preparatory advice by way of regular multi-agency Event Safety Advisory Group (ESAG) organised by the council, guidance and support to promote the event and help to facilitate the organisers' event plan e.g. Gorleston Cliff Top Festival, the Out There Festival, Tour de Broads cycle event.
- 3.9 Some of these facilitated events of other local organisations are made possible by the council's grants programme. Members should note that the grants programme will be reviewed as a separate piece of work in due course.
- 3.10 The marketing & events team takes the lead with the enquiring organisation and liaises with other GYBC services e.g. property and licensing. Events staff also administer the ESAG. Appendix 2 summarises facilitated events.
- 3.11 **Civic events** – consists of civic functions, Mayoral activities and community commemorations. The council is renowned for undertaking its civic ambassadorial role which befits the heritage of the Borough and its links with the naval and seafaring sectors.
- 3.12 The independent role of the Mayor as a community leader allows the council to acknowledge the thriving work of local community and charitable groups across the Borough. Appendix 3 sets out a typical year of civic events and duties. The net budget in 2018/19 for civic events is £21,250 which is flexed depending on which civic events are required from one year to the next.

4. FINANCIAL IMPLICATIONS

- The revenue budget for events is as set-out in this report. Wherever possible the council looks to unlock match-funding from partners, attract sponsorship and raise income for each public event and festival.
- Each event's budget includes the cost of marketing and promotion where required but not officer time.

- c. It is proposed that the council's future events programme operates in terms of income and expenditure with a view to covering the revenue costs borne by the council.

5. RISK IMPLICATIONS

- b. Some events may not cover the full revenue cost owing to the significant competition for sponsorship. Nevertheless the council will continue to position key events and market them to potential headline sponsors as far as possible.
- c. It is unlikely that the events programme would be fully self-financing and therefore the reputational risk will require close management if or when support is withdrawn.

6. CONCLUSIONS

- 6.1 Great Yarmouth is more and more known for the calibre of its events. Many of which showcase and benefit the local business community in particular the tourism-related value chain and retail sector. The public events are available for all and can provide residents with a sense of place. Events also showcase the Borough's natural assets to a wider population who make return visits and spend locally. The development of a new Tourism, Culture and Strategy for Great Yarmouth will provide a framework for public events which should enable to council and its partners to maintain a vibrant and sustainable event programme.

7. RECOMMENDATIONS

Members are asked:

- (a) To note the current events programme including the type of support provided by the council.
- (b) To feedback comments to help inform the future direction of an events programme linked to the Council's six Corporate Priorities with a view to agreeing the future shape of the events programme and resource level from 2019/20 onwards.

8. BACKGROUND PAPERS

Area for consideration	Comment
Monitoring Officer Consultation:	
Section 151 Officer Consultation:	
Existing Council Policies:	Corporate Plan
Financial Implications:	Yes
Legal Implications (including human rights):	Yes
Risk Implications:	Yes
Equality Issues/EQIA assessment:	Yes

Crime & Disorder:	Yes
Every Child Matters:	Yes

Funded events

Appendix 1

Event	Month	Description	Revenue Cost	Officer Resource	Est. Officer Days/Time	Supports Corporate Priority
Gorleston Bandstand entertainment [Footfall not counted]	Summer Sundays	Brass Bands – music every Sunday to June to end of August funded by GYBC.	£1,000 [Events budget]	¼ Event Manager overall ¼ Marketing Assistant	2 days prep for the season.	Tourism, Culture and Heritage
Wheels Festival [Footfall: 50,000] Est. 50,000 people with 18,000 motorcycles on Day 1]	July	Financially supported by the GYTABIA and GYBC together with sponsorship from leading seafront traders, a two day event which this year included the Great Yarmouth (motorcycle) Takeover where 50,000 people was recorded as being on the seafront. There is an opportunity to grow this event. It reported brought in quarter of million pounds to the local economy (anecdotal feedback from traders).	£18,000 GYBC [Events budget]	1 Event Manager 2 x Marketing Officers 8 x Event Staff	30 days prep 30 hours on event	Tourism, Culture and Heritage
Community events via 3 multi-agency partnership teams where the community is supported to take as much of a lead as possible. MESH Neighbourhoods that Work ComeUnity <ul style="list-style-type: none"> MESH fun day Community Neighborhood fair Make it Happen Resilience day 	Across the year	The majority of the events that the teams run are low key activities or are events that we support for the local community. The aim being to foster a sense of ownership and build community capacity. E.g. Street-based engagement activities- neighbourhood pop-ups, street meets, litter clean-ups etc. The events are responsive to the grass roots agendas, and are therefore planned and delivered on a weekly/fortnightly basis as and when funding allows The majority of the frontline events delivery is undertaken by our commissioned VCS NTW partners.	Grant Funded via Neighbourhoods	Nil	Nil	Neighbourhoods, Communities & Environment

Heritage Open Days	September	Part of a National Campaign giving public opportunity to visit otherwise closed buildings.	£3,000 [Events budget]	1 Event Manager 2 Guides 1 Marketing officer	9 days prep 4 days while event taking place	Tourism, Culture and Heritage
Cruise Ship	Adhoc June & September in 2018	Tri-partite funding with Norfolk CC, Peel Ports and GYBC. Luxury cruise ship visits the Borough and via the Outer Harbour. Civic Welcome provided and guides on coaches together with stewards situated around the town helping and guiding passengers.	£2,000 GYBC contribution [Events Budget]	1 Event Manager 8 Event Staff 3 Heritage Guides	5 days prep 7 - 10 hours on day	Tourism, Culture and Heritage
Crematorium Open Day	2018 held in August	Normally held on an annual basis and incorporates either a general or special date memorial service (e.g. Mothering Sunday) An opportunity for members of the public to have a tour of the facilities including the cremation area with a short verbal presentation of the cremation process, along with a tour of the Garden of Remembrance and sales opportunity for memorial options	£500 from [Bereavement Services budget]	1 Crem Manager 1 Event Manager 1 Seafront Officer 1 Porter	10 days prep ½ day 2 days prep	Neighbourhoods, Communities & Environment
Market Place - Winter Festival Programme	November	<p>This event in its 20th year and covers market and craft stalls and seasonal activities for a three day period at the end of November. Added to the stalls are Christmas music and walkabout entertainers and includes a Christmas light switch-on on a Friday evening. This has proved very successful as shoppers stay longer at the event.</p> <p>The Winter Festival Programme is funded in association with the Town Centre Partnership with support in kind from the Great Yarmouth Minster i.e. a choir from Norway attends for a Christmas Concert in Great Yarmouth Minster.</p>	£17,800 net budget [One-off from Invest to Save]	½ Event Manager 2 Market Managers 1 Head of Service 1 Marketing Officer 1 Admin Officer 6 Event Staff	<p>20 – 30 days prep 7 days prep</p> <p>15 days prep 7 days prep</p> <p>10 days prep 7 - 10 hours each day of event</p>	Great Yarmouth's Town Centre
Market Place - Pancake Day	February	Launched in 2017 – a popular event which could expand to include schools and community groups. Great Yarmouth College have been involved in this event.	Sponsored by Great Yarmouth College	NA		Great Yarmouth's Town Centre

Market Place - Great Yarmouth Food Festival	May	Part of Great Yarmouth 'Feastival'. This event sees stalls on the market place together with food demonstrations. It would be advantageous if this event grew with GY tourism to promote food places in the Borough. The Moveable feast organised by Palliative Care and the Great Yarmouth Beer and Cider Festival organised by the Town Centre Manager also takes place at this time.	£4,700 [From Market service budget]	1 Event Manager 2 Market Managers 1 Admin 2 Event Staff	15 days prep 5 -7 days prep 5 – 7 days prep 7 – 10 hours each day of event	Great Yarmouth's Town Centre
Market Place – Arts Festival	June	Supports the Art Festival with a community carnival.	£3,000 [From Town Centre Initiative Reserve].			Great Yarmouth's Town Centre
Market Place – Easter Fair	March/ April	Long standing tradition in the market place since the Charter was granted in 1208. Four day event – largest showman fair in east Anglia.	£16,415 net [From Market service budget]	1 Head of Service 2 Market Managers 1 Event Manager 1 Admin Officer 7 Event Staff	10 – 15 days prep 12 – 15 hour day of event Event staff of shift rota	Great Yarmouth's Town Centre
Spirit of Enterprise Awards	November	A prestigious business-focused event held in the Town Hall celebrating a range of the leading businesses in the Borough with an Awards Ceremony. Core funded by GYBC via EnterpriseGY, the event also attracts business sponsorship packages.	Officer time only	2 Marketing Manager 1 Event Manager 2 Porters 1 Head of service	30 days prep 7 days prep 7 days prep 2 – 3 days prep 12 hours on event	Economic Growth
Leader's Reception	December	Event Held in the Town Hall to celebrate the year and to look forward to the next to promote business in the Borough and networking.	£1,200 [Funded from Economic Development Budget]	1 Event Manager 1 Economic Development Manager 2 Porters	5 days prep 7 days prep 1 day prep	Economic Growth

Facilitated Events

Appendix 2

Event	Month	Description	Revenue Cost	Officer Resource	Est. Officer Days/Time	Supports Corporate Priority
Maritime Festival [Footfall: 25,000]	September	A GYTABIA event, the Maritime Festival is in its 19 th Year and focuses on heritage and culture of the Borough through our famous maritime history. The event runs along South Quay. GYBC is also sponsor.	Officer time only	1 Event Manager 1 Tourism Manager 2 Marketing Officers 2 Event Staff 4 Heritage Guides 4 Porters	30 – 40 days prep 10 days while event takes place 21 hours at the event	Tourism, Culture and Heritage
Fireworks [Footfall: 24,000 to 26,000, a 10,000 increase compared to a non-firework day]	6 weeks during summer holidays	A GYTABIA event, the Fireworks are provided on the seafront with a Radio Roadshow and live music. GYBC run the event for the BID.	Officer time only	1 Event Manager 1 Tourism Manager 1 Event Staff	7 days prep 9 hours each day for each member of staff	Tourism, Culture and Heritage
Air Show [Footfall 170,000]	June 2018	A GYTABIA high profile Event in the Borough to attract and promote Great Yarmouth as a destination.	Staff time only	1 Event Manager 1 Tourism Manager 2 Marketing Officers GYBC Property, Licensing, Insurance also involved.	Est. 70-90 days prep time 10 days of event set up and running event 2 days of take down	Tourism, Culture and Heritage
Festival of Bowls	September	This event has been running for over 70 years and runs for 6 weeks from end of August. Over 1,200 bowlers from all over the country come to take part. The event is sponsored by GYBC.	£1,000 net [From Events Budget]	1 Event Manager 1 Marketing Officer	30 – 40 days prep 15 days while event is taking place	Tourism, Culture and Heritage
East Coast Run	October	Held in October, this is a 10k Run around the Great Yarmouth – in conjunction with Great Yarmouth Road Runners. Involves site logistics and joint event management. GYBC also sponsor the event.	£1,700 funded from Neighbourhoods Service Budget]	1 Event Manger 2 Event Staff	4 days prep 8 hours on the day	Neighbourhoods, Communities & Environment
Tour De Broads	May and August	A cycle event owned and managed by Pedal Revolution. GYBC do the site set-up and logistics on the day.	Staff time only	1 Event Manager	2 day prep per Tour	Neighbourhoods, Communities & Environment

Civic Events (Budget: £21,250)
Appendix 3

Event	Month	Description	Revenue Cost	Officer Resource	Est. Officer Days/Time	Supports Corporate Priority
Mayor Making	May	Ceremonial display in honour of the Mayors. Installation of the Mayor in the Annual Mayor Making Ceremony held in the Town Hall. Invited guests of the incoming mayor together with civic guests list and members. 150 people normally attend. A buffet reception is served following the formal council meeting.	£3,500 [From Civic Budget]	1 Event Manager 3 Porters 3 Event Staff	15 Days prep 5 days prep 12 hours on the day	Tourism, Culture and Heritage
Civic Service	June - September	Civic with parade to church Normally in Great Yarmouth Minster – reception at Town Hall following service.	Nil as this year's food was provided by the Mayor.	1 Event Manager 3 Porters 2 Event Staff	7 days prep ½ day prep 6 hours on the day	Tourism, Culture and Heritage
Civic Reception	June - October	An opportunity to showcase the Borough and network with other districts and businesses – this year's reception was held at Air Show I	£4,000 [From Civic Budget]	1 Event Manager 2 Porters Dependent on where event held 3 Event Stewards	7 days prep ½ day prep 4 – 6 hours on day	Tourism, Culture and Heritage
Town Hall Open Day	September	(Maritime Festival) – key event in calendar – town hall open day attracts 4,000 visitors to town hall.	£200 [Civic Budget]	1 Event Manager 3 Porters 8 Event Staff	10 days prep 7 days prep 18 + for the weekend 7 hours for event staff	Tourism, Culture and Heritage
Trafalgar Day	October	service held at the Monument south denes with wreath laying and toast to the memory of Nelson	£400 [Civic Budget]	1 Event Manager 3 Porters 1 Event Staff	5 days prep ½ day prep 4 hours on day	Tourism, Culture and Heritage
Festival of Remembrance Remembrance Day	November	To commemorate the start of World War I. This year sees the finale to the 100 th Anniversary Commemorations and it is planned that an event will take place at the Hippodrome. This event also coincides with the national Campaign “Cry for Peace and Beacon Lighting” taking place in Anchor Gardens following the Festival and will end with a firework display. We are proud this year	Nil budget – funded via income from sale of tickets and contributions from the other Norfolk LAs	1 Event Manager 3 Porters 4 Event Staff	20 days prep ½ day prep 20 hours for weekend 7 hours for event staff	Tourism, Culture and Heritage

		to host this event on behalf of the County of Norfolk with HM Lord Lieutenant supporting this event to make it a countywide event. We are supported by local school children, community groups such as the Royal British Legion, Cadet organisations and Age Concern in putting this festival together. GYBC have been involved in supporting the Remembrance Day and Far East Prisoner of War Services on behalf of the Royal British Legion for a number of years. The event attracts well in excess of 3,000 people in the park each year and the numbers are growing. A parade takes place from the Market Place made up of Royal British Legion, Cadets and Community Organisations. The Civic Party assembles in St Georges Theatre and is made up of Civic Dignitaries, MP, Representatives of Armed Services, Police, Fire and Magistrates. Following the main service in the park a service is held on the seafront to support the FEPOW.	Staff costs only £7,000 [Civic Budget]			
Civic Carol Service	December	Very well attended carol service in Great Yarmouth Minster – held jointly with the High Sheriff of Norfolk. Normally 600 plus guests	£600 [Civic Budget]	1 Event Manager 3 Porters 2 Event Staff	5 day prep ½ day prep 4 hours 4 hours for event staff	Tourism, Culture and Heritage
Mayors Ball	April	The finale of the Mayoral year which raises the majority of monies for the mayor charity. Held in the Town Hall since the refurbishment, 200 guests can attend. The Ball is a real opportunity to showcase the Mayor's year in office and celebrate all that has been achieved.	£300 remainder of the budget is offset by income [Civic Budget]	1 Event Manager 3 Porters	10 days prep 1 day prep 7 hours for the event	Tourism, Culture and Heritage
WWI events	Adhoc	Such anniversaries and commemorations – such as D-day and other such services that we have to mark. This also includes Armed Forces Day.	£1,000 [Civic Budget]	1 Event Manager 3 Porters 2 Event Staff	Dependent on event could take 10 day prep	Tourism, Culture and Heritage
Military Parades /Naval Visits	Adhoc	Adhoc for visits by the Royal Navy and Freedom of the Borough Parades	£2,000 [Civic Budget]	1 Event Manager 3 Porters 6 – 8 Event Staff dependent on nature of event	20 days pep 20 hours on weekend if applicable	Tourism, Culture and Heritage

Great Yarmouth Sport Awards	October/November	A civic event in conjunction with Active Norfolk and Sentinel. This year being held at the Town Hall. We provide invites and printing of certificates. All winners are then put forward to the Active Norfolk Award Ceremony.	£500 [Civic Budget]	This event is not going ahead in 2018/19.	5 days prep ½ day prep 4 hours on day	Neighbourhoods, Communities & Environment
Town Twinning	Adhoc	Adhoc events to support the twinning association. This can also include visiting Rambouillet to attend meetings.	£1,000 [Civic Budget]	1 Event Manager 3 Porters 4 – 8 event staff dependent on nature of event	20 to 30 days prep Dependent on nature of event Events normally over four days.	Tourism, Culture and Heritage
Royal Visits	Adhoc	Visits to Borough take place sporadically	£750 contingency [Civic Budget]	1 Event Manager 2 – 4 Event Staff dependent on visit	7 days prep	Tourism, Culture and Heritage
Ambassador Visit	Adhoc	As above		1 Event Manager 1 Officer 2 Porters	7 days prep	Tourism, Culture and Heritage
Conferences	Adhoc	Town Hall used as a conference venue		1 Event Manager 1 Officer 2 Porters	7 days prep	