

One NorthEast Response to Festivals and Events Forward Planning for the North East

One NorthEast welcome this independent report from SQW, which we feel is a good and useful document. It highlights a variety of clearly defined and possible options for single programme investment in events post 2010. It reaffirms some of our, and our partners, past experiences since 2003 and it recognises the continued commitment of partners to festivals and events in North East England. The report is particularly useful for One NorthEast in planning future investment but we also recognise that other investors in festivals and events may have different challenges and criteria.

The report highlights the policy direction in which One NorthEast is travelling, in particular drawing attention to the impact of the comprehensive spending review (CSR) and Sub National Review (SNR). These reviews set the scene for:

- tighter budget settlements from 2008/9 creating the need for significant efficiencies and increased value for money ;
- an increased emphasis on the delivery of regional economic growth and increased prosperity;
- the development of stronger delivery relationships with local authorities and other partners, less direct RDA delivery.

In particular, One NorthEast welcome the description of the principles, roles and responsibilities on which future actions should be based and we recognise the significant progress that the Culture 10 partnership and team has already made in achieving/delivering them.

We are particularly pleased to see a continued appetite and aspiration amongst stakeholders and partners for regional collaboration and coordination with a focus on the right event in the right venue. We recognise that this is unlikely to lead to an equal geographic spread of activity but agree that any investment should be based on quality, added value and value for money. With that in mind, the agreement of the need to deliver fewer, bigger, higher quality events also resonates well with RDA policy to gain maximum economic impact from all its investments. In that respect, the EventScotland model with tight, well defined aims to invest in a small number of world class major international and regional events each year, that impact significantly against economically focussed qualifying criteria is a useful comparator. However, we do not automatically assume that a direct copy of this model would be appropriate in North East England.

Also of particular interest is:

- the debate on the separation of the strategic planning and delivery roles and the impact of doing so – particularly in the light of our changing relationship with SRPs, moving away from automatic delegations and towards a dialogue for agreed investment priorities;

- the increased emphasis on researching, evidencing, audience segmentation, monitoring and evaluation to inform future planning and decision making as opposed to evaluation alone;
- the improved balance and inter relationship between arts, sports and business conferencing;
- the importance of creating a consumer facing brand with regional buy in and integration with other appropriate activities.

As a result of CSR, the current level of Single Programme investment for the delivery of regional festivals and events is not sustainable post 2009/10 and will reduce significantly. We are therefore keen to create an environment that has the capacity to maximise contributions from a wide range of public and private partners to build on the momentum created to date. However, whilst recognising the efforts that have already been made to increase private sector investment we also recognise that the significant challenges faced, particularly in North East England.

Next Steps

Whilst clarifying our investment decisions post March 2010 as soon as possible is important, we are keen to engage with regional partners in debating some of the recommendations and options set out in this report. We would therefore welcome written comments from partners to the report and One NorthEast's response by Friday 22nd February 2008. An additional opportunity to debate the principles, roles and responsibilities along with the various options will be made available on 7th February. For details of the event, please contact Gayle Hetherington.

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We are particularly interested in partners views in relation to:

- The proposed principles, roles and responsibilities outlined in the report;
- The proposed revised relationship between strategic planning and delivery;
- The level of marketing activity that a regional coordination unit should undertake;
- Timescales for implementation.

We are keen to come to a clear and agreed way forward by the end of March 2008.

Festivals and Events Forward Planning for the North East

Report to One NorthEast

December 2007

1: Introduction

Introduction to the study

- 1.1 One NorthEast has commissioned SQW to work with the Agency and key stakeholders to develop options for investment in regional festivals and events post 2010. This report sets out SQW's analysis and represents independent advice to One NorthEast. It develops options primarily within the context of ONE NorthEast's objectives, however, the analysis of roles and responsibilities is relevant to all partners even though we recognise that they have different criteria for supporting events and festivals.
- 1.2 The North East of England has long been a proponent of the role of culture in regeneration and economic development and has invested heavily in cultural capital and a programme of festivals and events. Festivals and events funding has, in the past four years, been delivered primarily through the Culture¹⁰ Programme by a team based within the NewcastleGateshead Initiative (NGI) and funded by both local and regional partners.
- 1.3 The study is not an evaluation of the Culture¹⁰ programme, but it is important to stress at the outset the significant progress that the programme has made in supporting, leading and delivering high quality events in the North East. At the half way point in the seven year Culture¹⁰ programme, the time is now right to start to plan a forward strategy for investment in festivals and events post 2010, providing time to implement emerging recommendations and ensure a smooth transition to any proposed new working arrangements. This study considers whether and how the contexts have changed and suggests a number of different options that could be adopted after 2010. For ONE NorthEast, relationships with SRPs are changing and the Sub National Review also has implications for the way in which the agency will support and fund events and festivals in the future.
- 1.4 The study also highlights the challenges that One NorthEast and its partners face in maintaining the level of resources that has been made available in the past. With various budgetary pressures, the current level of resources may not be sustainable in the future. This means that, whatever the future structure of event support, it remains critical that it is focused on the activities that will deliver most effectively against the investors' objectives.
- 1.5 Finally, the emphasis on a co-ordinating structure which is driven by investors' objectives does not mean that programmes should be led simply by economic measures. Investors can set any objectives they want including supporting innovation, creativity and quality. It is the role of any co-ordinating structure to develop programmes and identify events which deliver these objectives. Fundamental to this is the understanding the objectives of investors.
- 1.6 Although the emphasis of the report is primarily on the contribution that can be made to economic development, maintaining the quality of the events and festivals supported is also important. High quality events reinforce the image of the region, generate profile and national interest, attract visitors and provide memorable experiences for residents.

- 1.7 The recommendations in the final section are for ONE North East and relate to its investment and the ways in which its support of festivals and events can contribute most effectively to the economic development of the region.
- 1.8 This analysis aims to:
- be underpinned by the Regional Festivals and Events Strategy.
 - be informed by regional structures, strategies, contexts and priorities.
 - provide comparator data and examples of models and infrastructure from other parts of the UK.
 - comment on regional, sub and city regional models to encourage coordination, collaboration, maximise co-operation and value for money whilst helping to increase public and private sector investment from a broader set of stakeholders
 - summarise the current key objectives of major stakeholders.
 - provide an options analysis on future delivery of support for festivals and events.
- 1.9 The report builds on the findings and conclusions of SQW's previous evaluation of the Culture¹⁰ programme, which was published in 2006. It does not seek to further evaluate the current structure but looks to the needs of the sector and its stakeholders into the future (post 2010), changes in the competitive environment and opportunities from major events to set out options for future delivery.

Methodology

- 1.10 The methodology requires an understanding of what is happening now, but also looks at what should happen in the future. The study has involved the following main elements of research:
- Desk review of major regional strategies and policy documents – in particular the region's Festivals and Events Strategy, the SQW Evaluation of Culture¹⁰, the draft Bidding and Development Strategy for Major Events, the Business Tourism Report and Action Plan, Area Tourism Partnership plans, papers from the Culture¹⁰ team and its CEO group and the Sub National Review
 - Consultation with the major stakeholders and partners – including One NorthEast, Arts Council England North East (ACE NE), NewcastleGateshead Initiative (NGI) and its Culture¹⁰ unit, Local Authorities, Area Tourism Partnerships and others.
 - Review of comparator events organisations including EventScotland and Northern Ireland Events Company (NIEC) and regional approaches to events (including the various regional events strategies, existing and proposed events organisations and partnerships etc). We have also looked at approaches that are driven by major cities rather than by regions.

- 1.11 From these various data sources we have developed a set of options for the North East that may be considered as potential routes to take forward the region's events coordination post-2010.

2: The strategic context for culture and events

The North East has been committed to cultural regeneration for more than a decade

- 2.1 Over a period of more than a decade, the North East of England has invested in its cultural product as a key tool in helping to raise its profile, reputation and its quality of place. Newcastle Gateshead, in particular, is often held up as an example of successful Cultural Regeneration that has been responsible for a change in the fortunes of these post-industrial Northern cities and for re-positioning the region.
- 2.2 The North East of England is well known for its investment in bold cultural capital projects – led initially through the regeneration plans of Gateshead MBC (in particular) and Newcastle City Council, One NorthEast and ACE NE’s capital investment strategy *“The Case for Capital”*¹.
- 2.3 Such has been the level of change that in its 2003 report, Demos described the recent regeneration of central Newcastle and Gateshead as

“A successful transformation from Coal City to Culture City”
- 2.4 This focus on Cultural Regeneration is evident in the wide range of iconic cultural infrastructure from the Angel of the North and the Millennium Bridge, to the Norman Foster designed Sage Gateshead, Baltic Centre for Contemporary Art, The Centre for Life, Dance City and the redevelopment and forthcoming re-opening of the Tyneside Cinema. These have typically involved bold statements of transformation – architecturally and in terms of their locations in the previously desolate urban inner cities. They have not only increased the physical capacity for cultural activity, but also attracted national and international attention to an area that, in the process of regenerating its cities, is proudly rejuvenating its profile. This radical approach to cultural regeneration involved traditional rivals, Newcastle and Gateshead, working together to build a cultural infrastructure, capability and branding of a scale and ambition that could not have been achieved by local authorities working in isolation. Its success was such that the cities now collaborate in many other areas of public policy and planning too; and such that other cities in the UK (even Edinburgh and Glasgow have set up a collaboration project) have since started trying out their own collaborations.
- 2.5 Such was the commitment to cultural regeneration in Newcastle Gateshead during the 1990s that it was seen to develop from being pretty much a cultural desert, to being a serious contender for 2008 Capital of Culture. Sadly, the partners were beaten to the accolade by Liverpool. However, the transformation is real and Newcastle Gateshead has continued with its cultural plans and aspirations anyway.
- 2.6 While the main epicentre of cultural regeneration in the North East of England is undoubtedly Newcastle Gateshead, there has been some notable investment made elsewhere in the region too, including the opening of Middlesbrough Institute of Modern Art (MIMA), the extensions

¹ ACE NE, The Case for Capital, 1996

to and renovation of Alnwick Playhouse, the improvements to visitor facilities and exhibition spaces at Belsay Hall in Northumberland.

Culture¹⁰ background

- 2.7 Out of the Capital of Culture bid, the region agreed to invest in a major programme of festivals and events through the Culture¹⁰ Programme, formed in 2003. Partners committed to invest approximately £45million between 2003 and 2010, in order to deliver a high quality, curated, programme of festivals and events with the following initial aim and objectives.

“Culture¹⁰ is a succession of cultural events and projects that support the development of the NewcastleGateshead brand”

- To deliver a regional economic impact
 - To support projects outside Newcastle and Gateshead
 - To support a small number of big projects each year
 - To use the existing and emerging capital infrastructure
- 2.8 In developing the support of events and festivals the North East is therefore not starting afresh. The Culture¹⁰ Programme has led the regional approach to supporting events and festivals. It has led a strong programme for the region, but has faced a number of challenges.
- 2.9 Following a change of Creative Director in late 2005 and reflecting increased investment from One NorthEast’s regional Culture and Tourism Programme, the aims and objectives of the Culture¹⁰ Programme were re-visited by partners reinforcing the emphasis on the economic benefits and to creating a greater regional focus. The evaluation in mid 2006 found that partners felt that this brought a renewed energy and creativity to the programme. However, the underlying view was that while the Culture¹⁰ programme had gone “some way” to encouraging running bigger and better events, there was still much to be done.
- 2.10 Culture¹⁰ has had nearly four years of supporting festivals and events in the North East of England. In its first year, Hotbed 2004, its activities were relatively small scale. 2005 Alive marked a significant step up in activity and investment. It was built around four distinct Festivals. The Festival of the Rivers and the Seas was a seven week programme with the Tall Ships as its centrepiece. It included festivals at Sunderland waterfront, Stockton and Kielder as well as major community programmes in Newcastle and Gateshead.
- 2.11 The Great North Run was the centrepiece of the Festival of Sport, but there was also golf (the Seve Trophy), O’Neill surfing championships, Million Mile Challenge and the British Touring Cars Championship. The Festival of Music, included the Sage Gateshead Opening programme, Evolution, the Boss Sounds Reggae Festival and various classical music events. The Winter Festival was the theme used to bring together Newcastle and Gateshead’s Christmas and New Year events including performances, fireworks and markets.
- 2.12 The Festival of Visual Arts was built around the British Art Show’s visit to the Baltic. A series of other visual arts events were supported at other galleries and included public art exhibits.

2.13 During 2006 and 2007, some of the major events supported include:

- The Eat! NewcastleGateshead Food festival, focused on locally produced food and specialities. This was the first time the event had been held in NewcastleGateshead
- Welcome to the Tyne, was an event held to commemorate the arrival of the QE2 on its 40th anniversary. The event included fireworks and music.
- the use of the former Swan Hunter Shipyard to show an open-air screening of the film classic, Battleship Potemkin, with a live sound-track performed by the Pet Shop Boys and the Northern Sinfonia in May 2006.
- working with the event organisers of the annual music festival, Orange Evolution, helping it to reach the stage where it can genuinely claim to have “national significance”
- The Tunnel 2k race, a major wheelchair racing event which attracts many paralympic world record holders, has been supported 2004 – 2006 as has the NewcastleGateshead Winter Festival.

2.14 The evaluation in 2006 concluded that the Programme had been:

- strong in terms of the catalytic effects, helping new things to happen to a higher standard, raising confidence and enthusiasm and developing new ideas
- reasonable in bringing together partners and co-ordinating activity, with the proviso of broadening out more effectively across the region
- less strong in dissemination of good practice, in encouraging capacity building and in shaping strategic thinking.

Main Investors in the Culture¹⁰ Programme

2.15 As a result of the above and over the next 18 months, a number of proposals for development were put to the main investors of the Culture¹⁰ Programme and the following set of conclusions emerged. Investors concluded that the focus on events and festivals is right and that the next stage should be to raise the quality of events and reduce the number. This should include leaving a number of essentially local events to be led by local authorities. There was also a feeling from the group that Culture¹⁰ investment may have “let the sub-regions off the hook” by supporting events that could have been supported by other organisations. In order for these events (and others) to develop on their own, there is a need for more capacity building, a task which should shift to the Arts Council or other partners.

2.16 Aside from Great North Run and Belsay, the region does not have any nationally recognised annual/biennial events and this should be addressed. The investors also considered that there should be more of a focus on developing contemporary events at iconic locations. More generally, it felt that ideas should come from a smaller number of deeper relationships rather than the “call for projects” approach. However, the Culture¹⁰ team are keen to stress the importance of this as a way of engaging with partners across the region and generating new ideas.

- 2.17 There was also an acceptance by investors that although the programme should continue to look at using regional strengths, most events will happen in NewcastleGateshead and that this is where the biggest impacts will be generated. This reflects the commonly used phrase in the consultations of “having the right events in the right place”.
- 2.18 Finally, Newcastle and Gateshead Councils and the Northern Rock Foundation have expressed a commitment to extend funding to 2012. Investors considered that they should continue to invest in order to maintain the region’s position of strength in cultural events programming in the face of competition from other cities.
- 2.19 These messages are reflected in our own consultations and there is a consensus on all these points. The objectives of fewer, bigger and better events and identifying some specific high profile annual events, ideally using iconic locations are widely accepted. The issues are not so much about the need to attract bigger and better events or whether to focus on iconic locations, but how to ensure that the support mechanisms are organised to make this happen.

Developing culture across the North East region

- 2.20 The continuing commitment to using culture, including events and festivals, is demonstrated by the suite of strategic documents prepared for the region. Each aims to build on the North East’s cultural resources to achieve a variety of positive impacts. Perhaps most importantly, they all explicitly support a regional approach. The objectives and actions proposed, particularly in the last two, require a co-ordinated regional structure for identifying, co-ordinating and supporting festivals and events. The main regional strategies are:
- **Regional Economic Strategy** – sets the economic development direction and approach for the region
 - **The Regional Cultural Strategy**² - produced by all regions
 - **The Regional Tourism Strategy**³ - investment in festivals and events must be linked to the attraction of visitors and their experiences in the region
 - **North East Festivals and Events Strategy**⁴ - prepared to give a focus to the investment already agreed
 - **The Bidding and Development Strategy for Major Events, 2007**⁵ - prepared to help get more out of festivals and events and identify where the main opportunities may be

One North East ‘Leading the Way – Regional Economic Strategy 2006’

- 2.21 Leading the Way is the Regional Economic Strategy (RES) for the North East. Its vision is that the North East will be a

² *The Regional Cultural Strategy for the North East of England (2005)*

³ One northeast, *North East England Tourism Strategy, 2005-2010*

⁴ One northeast, *Festivals and Events Strategy, 2004*

⁵ One northeast, *Bidding and Development Strategy for Major Events, PAWA, 2007*

“region where present and future generations have a high quality of life. It will be a vibrant, self-reliant, ambitious and outward looking region featuring a dynamic economy, a healthy environment and a distinctive culture. Everyone will have the opportunity to realise their full potential”

- 2.22 Under this vision, there is a focus on ‘developing, preserving and promoting a vibrant and healthy cultural climate that will facilitate improved economic performance’. This implies a direct link between the “cultural climate” and economic performance.
- 2.23 The context for the RES is the aim to increase productivity levels of existing and new businesses from 87% to 91% or 92% of the national average, create between 61,000 and 73,000 net new jobs, and create around 20,000 new businesses.
- 2.24 Research underpinning the RES identifies the Commercial Creative (Creative Industries) sector as a key growth sector and contributor to the regional economy. A recent OECD report highlights the success of cultural regeneration and the higher than average growth of in creative industries.
- 2.25 In relation to people, the RES encourages the use of the cultural assets of the region to support learning and participation, including engaging people in volunteering. Raising the aspirations and attainment levels of young people – in part to be achieved through enriching learning at school through a range of extra-curricular (including cultural) activities. There is also reference to promoting economic inclusion through cultural activity, helping to increase participation among those not in work, including volunteering in sport and arts-based activities.
- 2.26 The RES points to evidence that the bidding process for NewcastleGateshead Capital of Culture led to an increase in visitor numbers, improved visitor perceptions and resulted in increases in private sector investment and sponsorship. It also cites research which concludes that a new generation of creative professionals and knowledge workers is being drawn to live in the area as a result of the improved perceptions which is having a direct impact on the region’s economy.
- 2.27 The region’s rural cultural assets are a central component of the regional tourism offer, image and quality of life. The RES emphasises the importance of the region’s sporting profile and festivals and events (including those under the Culture¹⁰ programme). The region’s cultural assets should be utilised to promote positive messages to visitors, and provide the local population with opportunities for economic and social growth. It specifically mentions the role of events in attracting visitors and their expenditure.

The Regional Cultural Strategy aims to bind the region through its collective cultural experience and identity

- 2.28 The revised Regional Cultural Strategy, published in 2005 has a vision of:

“a region known for its unique character and sense of place. A region bound by a collective identity that encompasses the past and the present. A confident region that looks outward, embraces change and accepts others. A region that puts people first, understands their core values and the importance of community. A region of people, places and values”

2.29 The emphasis of the strategy is in acting

‘to bind the region through its collective cultural experience and identity’

2.30 and to highlight the distinctive character of the North East, which should be promoted to enhance the region’s potential for competitive advantage.

2.31 The strategy highlights the importance of capitalising on the potential of the region’s tourism and cultural and creative industries as key economic drivers and looks at using culture, regional distinctiveness, image and identity as tools to attract business firms, capital investors, residents, tourists and other consumers to the region. In terms of capacity building, the strategy encourages the provision of useful data to inform coherent, comprehensive and significant cross-sectoral research into the impact of cultural initiatives.

2.32 The “Manifesto⁶” is designed to complement these strategic aims. It emphasises a number of cross-cutting themes:

- regional distinctiveness
- openness to new ideas and experiences
- improving access to (and opportunities for) cultural participation
- encouraging the region to be outward-looking and strengthening links with the wider world
- inspiring regional decision-makers through the role of culture
- developing the leadership capacity of the cultural sector.

2.33 The Cultural Strategy also includes amongst its objectives:

- improving the opportunities for individuals and communities to fully experience and participate in cultural activities.
- stimulating vigorous and sustainable economic growth of the region’s tourism, cultural and creative industries sector.

The Tourism Strategy wants to create a destination 365 days a year

2.34 The vision of the North East Tourism Strategy⁷ has a different end goal, but does overlap considerably with the Cultural Strategy in terms of its aim to develop the sector – including its activities and cultural offerings. The focus here, though, is on looking at the experience of visitors to the region:

“North East of England will become a sought after destination 365 days a year – for leisure and business visitors - with activities, attractions, facilities and accommodation that consistently exceed visitor expectations”

⁶ Culture North East, *A Cultural Manifesto for the North East of England*, 2005

⁷ One northeast, *North East England Tourism Strategy, 2005-2010*

- 2.35 Its objectives focus on attracting more visitors, increasing expenditure, reducing seasonality, increasing employment in tourism related businesses, increasing investment, improving quality, raising skill levels, increasing visitor satisfaction and enhancing and conserving regional assets.
- 2.36 The strategy aims to address some of the challenges faced by the visitor economy in the North East, including:
- the region’s lower than average share of leisure tourism as a share of all tourism, compared to the national average
 - its relatively low volumes of overseas visitors on holiday or on business visits
- 2.37 At the same time building on regional strengths such as:
- the relatively high expenditure by its business visitors
 - and the region’s popularity as a location for visiting friends and relatives from the UK.
- 2.38 Further research commissioned by One NorthEast has looked in more depth at the Business Tourism angle and calls for a coordinated approach to attract business tourism, including major conferences and events as a way of boosting this high-spending category of visitors.

They share a vision of continued investment in culture

- 2.39 The Tourism Strategy shares with the Cultural Strategy a commitment to continued and enhanced investment in the cultural product of the region – through cultural assets and infrastructure, through a strong cultural and creative skills base and through a distinctive and dynamic festivals and events programme that will:

“develop a seasonal spread of tourist interest”

- 2.40 As part of its Action Plan, the strategy commits to:

“Develop Festivals and Events Framework as opportunities to increase visitor numbers - linked into emerging Area Tourism Partnership Action Plans.”

The regional image campaign is becoming firmly embedded with culture playing a key role

- 2.41 As part of the wider economic development remit, again with cross-cutting relevance for culture, tourism and regeneration, the North East of England has made serious investments in re-moulding its image. The Regional Image Campaign has led a regional re-branding through its “Passionate People, Passionate Places” campaign, which has sought to build on existing perceptions of North East people and the culture as “friendly, welcoming and warm”, while re-vamping the associations with heavy industry and work. The brand is used and recognised across the region, is being adopted by a whole range of partners.
- 2.42 Image has become increasingly important – recognised as a RES priority for the first time and defined as communicating the region’s passion and confidence; and what it means to live,

work or visit the North East. Culture plays an important role in shaping, promoting and projecting that regional image.

Conclusions from this section

- 2.43 This section has provides a brief overview of the role of culture in the North East of England within the main regional strategies including the RES, the Regional Cultural Strategy, the Tourism Strategy and the Regional Image Campaign.
- 2.44 The clear message is that the region is committed to supporting culture, and values cultural approaches to meeting a wider set of economic, social and profile objectives. The region has invested in venues through its capital culture programme, which in itself has attracted positive media coverage and helped to change perceptions of both local people and visitors. Festivals and events are a tool to support and build on this investment.
- 2.45 The second conclusion is that there are a huge range of benefits and expectations associated with culture, festivals and events in the region. The details of these strategies identify tourism and business impacts, benefits to image and profile, investment and quality of life, social inclusion and community development. If nothing else, it is clear that a lot is expected of this type of investment.
- 2.46 Finally, because of this range of potential impacts the co-ordination of festivals and events also involves a wider range of partners than might be the case in other types of intervention. This is clearly challenging with limited resources and high expectations.

3: Main stakeholders and their priorities

- 3.1 There is a range of stakeholders in the region, all of whom regard festivals and events as important to addressing their particular aims and objectives. For example, One NorthEast sees festivals and events in terms of their contribution to economic development; ACE NE looks to the role of events in developing audiences and participation and for developing capacity amongst the cultural sector; and local authorities view events as part of their community and economic development activities.
- 3.2 This chapter considers those investing in festivals and events including, currently, the Culture¹⁰ programme. These are likely to be the main investors rather than those involved in the delivery of events.
- 3.3 While stakeholders all share a broad interest in festivals and events, their individual priorities differ - some are more interested in major events, others have greater involvement in smaller community events. Some have an interest in sports, others in culture. Some are interested in the cultural value of events, while for others it's about extending visitor numbers and length of stay.
- 3.4 This section considers the priorities of the main relevant investors in the North East and their expectations of how festivals and events will contribute to meeting their objectives. The main bodies investing in festivals and events are currently One NorthEast, ACE NE, Local Authorities the Northern Rock Foundation In addition, the private sector should be considered an important partner. By considering these view-points, we see the various arguments for investing in festivals and events.
- 3.5 The following sections consider the potential investors post 2010 and the objectives that drive their investment. Meeting these objectives will be critical in securing support for festivals and events.

One NorthEast

- 3.6 One NorthEast's priorities as a regional development agency are derived through the Regional Economic Strategy (RES). This establishes the economic development direction and approaches of all stakeholders in the region. Consequently, One NorthEast's investment must be directly linked to the achievement of RES outcomes. Ultimately, all activity should contribute to achieving increases in productivity, employment and new business set out in the previous chapter.

Context

- 3.7 One NorthEast's investment in events and festivals should be set against the background of two major UK policy changes.
- The first is the broad impact of a tighter **Comprehensive Spending Review**. This will squeeze the funds available for the Regional Development Agencies to invest

generally. The impact will be felt on the allocations for events and festivals. **It is clear that the current level of funding available from One NorthEast is not sustainable.** This makes it all the more important that events and festivals are able to demonstrate their value in economic terms.

- The second policy change is being driven by the **Sub-National Review**. This essentially indicated that Regional Development Agencies should be acting less in the direct delivery of the interventions it funds and should adopt a more strategic role, delegating and devolving delivery to other agencies, working with partners and developing capacity within the region. The implication for events and festivals is that while One NorthEast may continue to provide some financial resource, it should not be directly involved in delivery, for example, by having an in-house events team. Consequently, devolving investment to regional or sub-regional bodies fits with the general direction of policy.

Economic objectives

3.8 One NorthEast's priorities specifically relate to economic objectives. Support for events and festivals is expected to deliver against the overarching RES objectives to increase productivity to bridge the gap with the rest of the UK, create 20,000 more companies and get 70,000 more people economically active.

3.9 Festivals and events are expected to do this in a number of ways. By:

- attracting visitors and their spending to the region, which helps supports employment and income
- raising profile, which will in turn attract visits, but also generate interest in investing, working and studying in the region
- developing a stronger creative sector – investment will support jobs and income in this sector, which should provide a base for businesses to grow and compete outside the region
- attracting and retaining investment and people – a strong cultural environment is considered to play a role in decisions about where to live and work. Many of the leading regional economies have used their vibrant culture to encourage talented and entrepreneurial people.⁸

3.10 One NorthEast sees festivals and events playing a major role in developing the region as an attractive place for people to come to work and live. Now that the region has a number of key venues and cultural and sporting infrastructure, it is important to use them to make the North East a vibrant place. The RES recognises that:

“by developing a vibrant cultural environment the region is able to attract more highly skilled, creative and innovative people. These are exactly the kind of people who, with their ideas and imagination, drive productive companies and lively economies”

⁸ For example, this argument is central to the work of US academic Richard Florida

3.11 When people visit a region and witness strong events, it makes them more inclined to consider it as a potential place to move for work or to live. This is again a way for One NorthEast to help improve key economic indicators for the region – including economic activity, productivity and so on.

3.12 In its quest to build the NorthEast as a place, One NorthEast will want to see festivals and events that:

Have a relevance to values put across through the regional image campaign (Passionate People, Passionate Places), that attract business tourists and high value visitors and that show-case the region as a great place to work, visit and study.

Supporting the creative sector

3.13 For the commercial creative sector, festivals and events can involve important market development opportunities. So, creative local suppliers gain experience and business in providing services such as audio-visual services; publicity and promotions; theatrical, musical other production experience. And others can sell creative and cultural goods to locals and visitors attending the events. This can also involve skills development opportunities and the chance to work with larger scale productions than are otherwise presented in the region. Some major events can be useful forums for the commercial creative sector to meet and form relationships with national or international partners and contacts. This would be a significant legacy of the investment

Labour market participation

3.14 One of the big challenges for regional development agencies, particularly in post-industrial areas that have experienced levels of high employment over several generations, is to improve levels of “economic activity” or participation – the proportion of people in the population that are either in employment or actively seeking employment.

3.15 As the data in Figure 3-1 shows only too clearly, this has been a particular problem in the North East of England where economic activity rates are the lowest of any of the English regions and ahead only marginally ahead of Wales, which trails the rest of the UK. Four out of every ten adults over sixteen was counted as “economically inactive” at the latest survey.

3.16 However, observation of trends shows improvements in the rates of economic activity in the North East of England over the past ten years since 1997, compared to a relatively unchanged average for England.

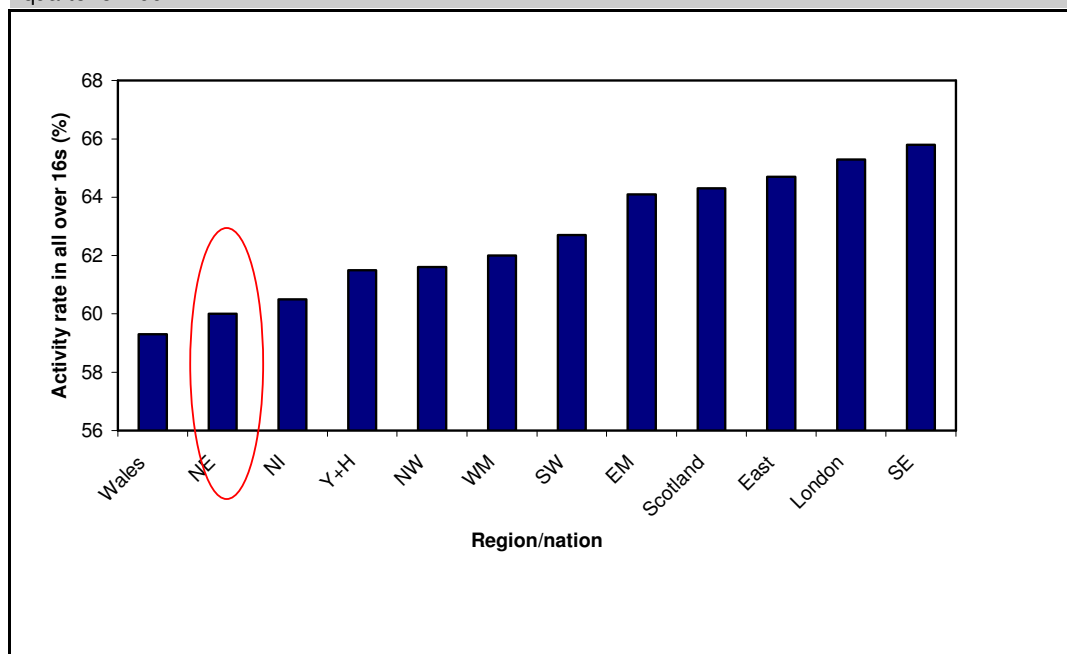
3.17 The RES is supportive of the view that there is a connection between pride and participation with relation to cultural events and participation as applied to the labour force. Culture is thought by many to play a role in:

- supporting better quality of life and a sense of “belonging” to a community and encouraging greater participation in other aspects of life
- helping people to deal with mild to moderate mental health issues that can be responsible for keeping people from work

- developing transferable skills and building confidence in people who may otherwise have been excluded from work.

3.18 All of these are valuable impacts that a strong cultural offering may help to achieve and which may lead to continued improvement in economic activity and a healthy and engaged work-force.

Figure 3-1: Economic activity rates (%) for over 16s in the regions and nations of the UK for the first quarter of 2007



Source: ONS Labour Force Survey

Source: ONS Labour Force Survey

Tourism Network North East

- 3.19 The Tourism Network North East has played, and is increasingly playing, a major role in shaping the use of festivals and events in the region. It has been established to coordinate and deliver tourism policy at regional and local levels. It comprises the Regional Tourism Team, which is located at One NorthEast and four Area Tourism Partnerships (ATPs). Following a period of review and planning, One NorthEast published the Regional Tourism Strategy, 2005 - 10 and the ATP Guidelines. Implementation began in 2005/6 – with the new network up and running by April 2006.
- 3.20 The ATPs were set up to be the main points of contact between businesses and Tourism Network Northeast. They have a role in representing their area's interests regionally and nationally, including by agreeing the Area Tourism Management Plan (ATMaP) priorities. But also, they have a role in identifying at regional level any activities, issues and matters of regional relevance or requiring wider coordination or activity.
- 3.21 The individual ATPs are free to operate in their own way, according to the preferences of their boards and also for the benefit of the specific areas they represent. They are all required,

by One NorthEast to produce both an ATMaP and a business plan. All four ATPs have now appointed their boards and completed initial drafts of both ATMaPs and business plans.

- 3.22 All ATPs recognise the value of festivals and events in developing the visitor offer and events are frequently included in their plans. They do not currently fund events directly, unless it is through the single programme (which would then relate to One Northeast's priorities). Consequently some ATPs are now identifying opportunities for festivals and events around the region. The level of aspiration is high across the sub regions.,
- 3.23 Events are seen within the ATP as an important part of **Tees Valley**'s marketing toolkit and product development. Events have a key role to play in raising profile and changing perceptions as well as in directly attracting visitors. In 2008/9 and 2009/10 the ATP aims to coordinate a sub-regional element of the Culture¹⁰ programme. Tees Valley has a current programme – First for Festivals – which was funded for 2006-07 through single programme to complement Culture¹⁰ activities and the ATP has further ambitions to extend the programme. Despite the strong enthusiasm for events, contact with the Culture¹⁰ team has been fairly limited and will need to be strengthened.
- 3.24 Tees Valley Tourism counts the Stockton International River Festival and the Billingham International Folklore Festival as the current jewels in its crown of festivals and events. The ATMaP⁹ sets out objectives relating to events in Tees Valley. This sits alongside the commitments made in the Tees Valley Cultural Strategy from July 2003 (this is currently being re-written). The objective is to complement existing event marketing activities by developing mechanisms for pooling resources, building profile, developing synergies and increasing the reach of the cultural/sporting offer to the domestic and overseas market. Tees Valley is also interested in developing regional alliances and exchanges with other projects, such as those coming under the umbrella of the NewcastleGateshead Initiative.
- 3.25 Funding has been put in place for an events officer, and an Events Forum has been established to disseminate information, share resources, undertake research to improve planning and promotion of the events calendar, including identifying potential sponsorship opportunities from the business community, developing promotional packages, supporting bidding efforts, coordinating press and PR support, and coordinated ticketing. This person would be the main point of contact for the Culture¹⁰ team to help strengthen relationships and to support Culture¹⁰ activity in the sub region.
- 3.26 Events in **Northumberland** have historically been small and local, and therefore of less interest to economic development professionals. The Culture¹⁰ programme has had the benefit of convincing stakeholders that there is economic value in events, and more resource is now going into these activities. Events in Northumberland are therefore closely tied in with tourism efforts. The primary interest in events at regional level is economic, followed by the potential to build profile.
- 3.27 Events are supported and led through the Northumberland Strategic Partnership with a link and interest from the ATP. The direction of the role of festivals and events is set through the Culture Board. The ATP is a member of this and its priorities (in relation to events and festivals) align with those of the Board. This gives the sub-region a single voice in its aim to

⁹ Tees Valley Areas Tourism Management Plan 2005 – 8, Draft for Consultation, October 2005

support high quality, high calibre events that attract visitors and raise its profile as a visitor destination – as a result the NSP Culture Board have an excellent collaborative relationship with the Culture¹⁰ programme and have run several high quality events as a result.

- 3.28 The Northumberland ATPMaP¹⁰ (September 2005) identifies events as an opportunity for the County. The development of an annual festivals and events programme is one of 14 “Gold” priorities for the partnership. The intention is to work on delivering an annual programme of high quality/high calibre events in Northumberland and to coordinate and promote existing events (which are largely run by voluntary bodies and local authorities).
- 3.29 The **Tyne and Wear** ATP is co-located with NGI. Its focus has been on promoting events within the sub-region and also in getting other partners on board. With much of the capacity and opportunity for events in the cities, there are real opportunities to link the tourism promotion with major events and to engage and work with businesses to maximise their income. There is evidence that Culture¹⁰ has already raised aspirations throughout the sub-region and not just in the cities. For example in North and South Tyneside.
- 3.30 **County Durham** considers that it currently has an underdeveloped events programme but that this is true of its visitor economy generally. There is a new focus in the County, based on the City of Durham, which perceives events as having a particular role in relation to cultural offerings. The intention is to develop events that increase the attractiveness of Durham as a place to live, work and visit and to extend the length of a visitors stay. However, the area still currently lacks large events.
- 3.31 The County Durham partners consider that they currently have an interesting array of events which, if developed, could attract additional visitors and tourists as well as building the profile of the County. These events include International matches at the Durham Cricket Club (current capacity of 20,000), the Great North Walk, Brass - Durham International Festival and Durham Regatta (the oldest event of its kind in the world). A consultant has recently been appointed to plan the growth of Brass.
- 3.32 The County Durham ATP business plan ¹¹ identifies events as important within the tourism product mix but places the responsibility for coordinating events with County Durham Cultural Partnership. It would not be their role to co-ordinate this activity but potentially to source funding where there are economic outcomes. Other main events for County Durham are the Festival of World Culture, events to commemorate the anniversary of the end of WWII and a variety of local community events.

ACE NE

- 3.33 ACE NE has, in line with ACE national trends, emphasised participation and audience building at the heart of its overall strategy. It is keen to emphasise the importance of quality and excellence in the events and festivals that it supports. ACE’s stated ambition for 2006–8 is to

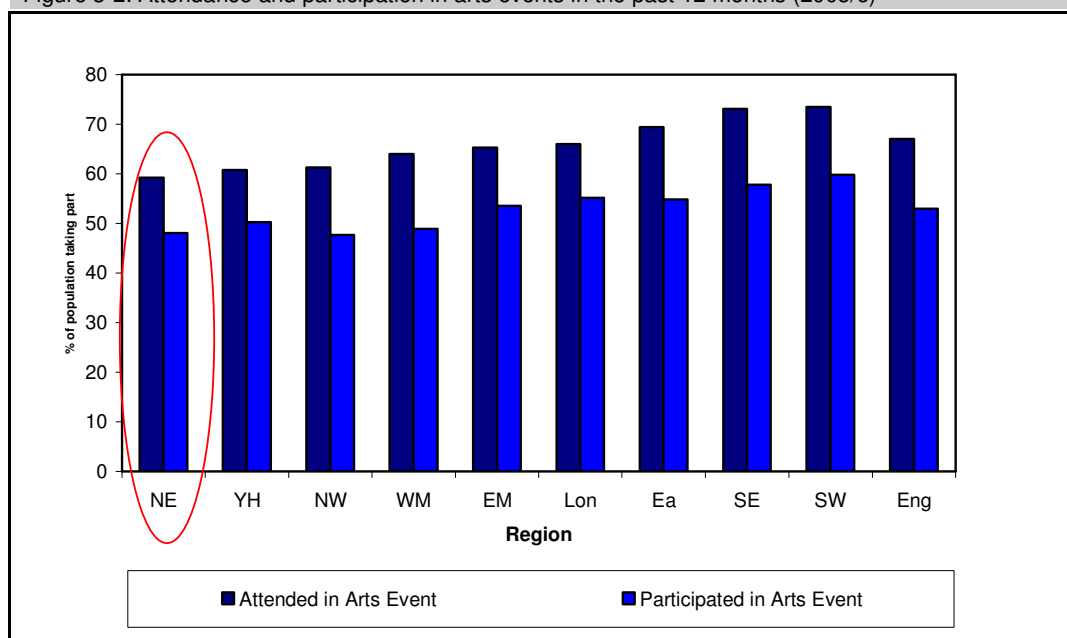
¹⁰

¹¹ County Durham Area Tourism Partnership Business Plan (draft), November 2005

“put the arts at the heart of national life and people at the heart of the arts”

- 3.34 The overall vision is for everyone in the country to have the opportunity to develop a rich and varied artistic and creative life. This involves ensuring that more high quality work reaches a wider range of people by ensuring greater levels of engagement as both audience and participants. The agency is keen to support artists and arts organisations to take creative risks and follow new opportunities.
- 3.35 However, with the North East, despite its commitment to culture trailing behind comparator regions in the quarterly performance indicators, ACE is also looking to ensure that the projects it supports also succeed in drawing in and exciting new audiences.
- 3.36 Figure 3-2 shows the percentages of the population of the region that Attendance figures for 2005/6 indicate just over 59% of the North East Population had attended an arts event in the last 12 months - which was almost eight percentage points below England as a whole. Participation in arts events, the North East faired only slightly better – at second last to England’s North West with 48.1% of the population having participated in an arts event in the past 12 months, compared to just under 48% in the North West and an all-England average of 53%. In fairness, there is still a bias towards the South of England where cultural assets have been embedded and supported over a longer period of time.
- 3.37 These are disappointing figures given the investment in culture in the region and clearly, if ACE and other partners are going to fulfil their aims, then some targeted action is required to start to engage seemingly unengaged audiences.

Figure 3-2: Attendance and participation in arts events in the past 12 months (2005/6)



Source: North East England Cultural Observatory

- 3.38 ACE states that by 2008 it hopes to see the following:
- a more confident, diverse and innovative arts sector which is valued by and in tune with the communities it serves

- more active participation in the arts by adults and young people across the country.
- 3.39 So, in the North East this means greater engagement with audiences that are currently either voluntarily or involuntarily excluded from participation – either through lack of information, lack of understanding/education, lack of interest in the cultural product or a lack of suitable opportunities to participate in culture and the arts.
- 3.40 The priorities that ACE NE will look for from festivals and events are:
- festivals and events that have a broad appeal and attract a new range of audiences who may be encouraged to seek further chances to experience arts and culture in the future
 - festivals and events that have a strong participatory element so that people can get involved at different levels, learn new skills and enjoy cultural appreciation and enrichment of their experiences
 - festivals and events that give regional artists and organisation an opportunity to build their expertise and reach new markets and those that bring the work of major international artists to a wider audience.
 - High quality events that bring and nurture cultural excellence in the region.
- 3.41 While ACE NE is content to see sports covered within a future structure, it can only fund arts-related activities.

The Northern Rock Foundation

- 3.42 Northern Rock Foundation is a major investor in the Culture¹⁰ Programme and is therefore considered to be an important potential investor in festivals and events post 2010. It is an independent charity, which aims to tackle disadvantage and to improve quality of life in North East England and Cumbria. The Foundation receives 5% of Northern Rock's annual pre-tax profits, but operates entirely independently with its own board of Trustees governing its work. The Foundation is interested in supporting activities and in investing in innovative new approaches. Funding is made available for arts and culture rather than sport.
- 3.43 As the only direct private-sector funder in Culture¹⁰, the Foundation is in a position where it can be more flexible in the projects that it supports – it is not tied to the same extent as the public sector – and it sees its role in providing support for existing and interesting, perhaps experimental cultural events.
- 3.44 As a registered charity, the Foundation does not support professional sporting events – its focus is on the arts and culture and addressing quality of life, but the bank separately sponsors Newcastle United Football Club, Newcastle Falcons Rugby League side and Durham County Cricket Club. Moreover, as with ACE, current interest is rising for cultural programmes linked to sports. The Foundation's priorities would be:
- to support festivals and events that help to raise the profile of the Foundation in doing “good work” that improves the quality of life in the NE through its association with interesting, exiting and challenging cultural events. The Foundation does not have

targets for audience development or for economic development but it would like to see the regional events organisation bringing in new audiences and helping to raise the status and profile of the region's cultural offer.

- 3.45 As with many of the other stakeholders, the Foundation wants to make sure that in the future support of events and festivals effort is put into audience development as well as into the creativity of the events. For the Foundation, the quality of the events is critical, creating outstanding experiences for people within the region and raising the aspirations of the cultural providers.
- 3.46 Despite the recent events in relation to the ownership of the Northern Rock Bank, the Foundation will continue to provide funding to the Culture¹⁰ programme up to 2012.

Local authorities

- 3.47 The local authorities are also major investors in events and festivals in the region. This is both in terms of supporting their own local events and through the collective support of the Culture¹⁰ Programme (Newcastle, Gateshead, Tyne and Wear Partnership currently support Culture¹⁰).
- 3.48 Local Authorities organise events to help encourage visitors to the area. Rural and semi-rural areas will often have strong volunteer groups that organise "home-grown" events, frequently with a strong historical tradition and a distinctively local feel – these also act to help build communities, add to well-being and support social cohesion.
- 3.49 However, while some local authorities are primarily involved with relatively small scale local events, they often have aspirations for hosting major events that draw larger visitor numbers to the area and help to raise their profiles. For this reason, local authorities such as Newcastle and Gateshead have invested heavily in attracting larger scale festivals and events. There was major investment in supporting the Tall Ships and the range of events that surrounded it. Gateshead lead on investment in sport. In other areas, Stockton Borough Council invests in the Stockton International River Festival and the Billingham International Folklore Festival, its two major events. Durham City Council supports the Regatta, North Tyneside Council has supported the Fish Quay Festival and more recently North and South Tyneside have collaborated on the Mouth of the Tyne Festival, City of Sunderland Council supports the Great Women's Run, the Kite Festival and International Airshow. These are some examples of the breadth of investment that is taking place across the region. As well as being important partners for the major events, local authorities will continue to lead local festivals and events.

Sport England

- 3.50 Although Sport England does not directly support events itself, it has an important role in generating legacy through sports participation. It has a strong focus on increasing participation in physical activity and, consequently, could play a role in helping to identify and shape sports events in the region, particularly where participation is an objective.
- 3.51 Despite the limited scope to contribute direct financial support for events, where potential events or festivals can demonstrate that they would increase participation, there may be

opportunities to support spin-off activities that would contribute to other funders' social objectives.

- 3.52 Decisions on hosting sports events will require discussion with UK Sport in relation to the opportunities in the North East. Co-ordination would also identify the criteria that Sport England would use to determine its interest and consider how events could be shaped to maximise participation.

Other private sector funds

- 3.53 Attracting private sector support of festivals and events is a long term objective but has proven difficult to achieve. Unless they are national or international events, attracting private support will always be challenging and even then feedback indicates it will be difficult. In the North East this has been clearly demonstrated where even the use of sponsorship professionals has been unsuccessful. This may be caused by a small number of major company headquarters in the region.
- 3.54 Even so, it should remain an objective. In the final sections of the report we suggest a longer term approach to engaging businesses more generally, not just to provide funds for one-off events. This would include engaging businesses in developing ideas for events that they might be willing to be involved in or looking at opportunities for their employees to take part, or possibly through the development of a major events business club
- 3.55 Attracting private sector interest requires a demonstration of how an event can bring more profile for their organisation, benefit their employees or contribute to corporate social responsibility goals. Ultimately though, exciting major events that offer good profile for the region will also interest the private sector.
- 3.56 A tender to research the potential to increase the private sector investment in festivals and events for Culture¹⁰ has recently been prepared.

Conclusions from this section

- 3.57 We have seen in this section, how the partners that support events and festivals have distinct sets of expectations from their investments. One NorthEast are driven by the economic imperatives of RES targets, ACE NE by participation and engagement and the local authorities are responsive to their own communities and require a combination of social, economic and profile raising events. The private sector requires profile, quality and positive associations for their brand while tourism businesses will be driven opportunities to generate new income from attracting visitors.
- 3.58 An important question is whether the interests and objectives across the region and across partners are too divergent to make the region-wide co-ordination of events workable. Even though the emphases may differ, the measures of success are not radically different. Most partners are interested in raising the profile of the region or their sub-region. Most want events that attract as many people as possible. Most want events to work with local businesses and encourage local participation, and most emphasise the importance of the quality of events (something which it was felt the Culture¹⁰ programme had brought).

- 3.59 The Tall Ships is an example of an event that was widely cited as achieving a range of economic, social, profile and cultural objectives. It was also an event that required a great deal of co-ordination and co-operation. Genuinely major events provide a platform for all these benefits. The bigger the events, the easier it is to bring partners together.
- 3.60 Geographically, there remains an appetite to support events and festivals and also to have some form of co-ordination. Consultees continue to support the role of a regional co-ordinated approach, but with pressures on funding, there is also a stronger focus on achieving their own objectives. As a result demonstrating that festivals and events are meeting these objectives becomes all the more important.

4: The vision for festivals and events in the North East

4.1 The stakeholders mentioned in the previous section have identified that there is sufficient shared ground between them to develop and agree a strategy for festivals and events in the region¹². The Festivals and Events Strategy sets out a shared vision from across the region, covering the full diversity of festivals and events from major international events down to small community-focussed events.

4.2 Expectations in the region are high and festivals and events are expected to play their role in the development of the region, by utilising:

“the strengths of the region’s cultural base to promote positive messages to visitors and equally importantly, provide the local population with opportunities for economic and social growth.”

4.3 The stakeholders have recognised that there are some aspects of the shared vision that while they all have their individual roles to play in achieving the vision for festivals and events, that there are also some elements of the strategy that can be more effectively delivered through regionally coordinated approaches.

4.4 The strategy goes as far as identifying lead organisations to take forward its four major priorities. It does not, however, include a full action plan for implementation or split out those elements of the strategy are included as guidelines or a code of practice for stakeholders and which elements will be delivered proactively on a regional basis. Our concern in the sections following this one, will be to define potential approaches for the regional delivery and coordination of the strategy.

North East Festivals and Events Strategy

4.5 The Festivals and Events Strategy seeks to meet its overall aims through its fulfilment of four main objectives:

- OBJECTIVE 1: build and improve the region’s capacity to deliver high quality festivals and events of all sizes
- OBJECTIVE 2: create, nurture and develop indigenous festivals and events throughout the region to maximise economic and social potential
- OBJECTIVE 3: attract and host high profile and high quality events of international and national significance
- OBJECTIVE 4: maximise sustainable and inclusive regional growth from festivals and events.

¹² ONE northeast, *Festivals and Events Strategy*, 2005

- 4.6 Two of these objectives (1 and 3) have been designated to Culture¹⁰, objective 2 to ACE NE and objective 4 to One NorthEast. This is not necessarily a leading role but it does mean responsibility for monitoring progress and significant involvement in delivery.

OBJECTIVE 1: build and improve the region's capacity to deliver high quality festivals and events of all sizes

- 4.7 The strategy describes success for Objective 1 to be achieved by 2010 as:
- a virtual festivals and events cluster or 'unit' supported by appropriate ITC infrastructure
 - a range of advice and guidance fact sheets developed and easily available
 - festivals and events database created, and hosted within DESTI.NE
 - common methodologies for measurement developed
 - more training opportunities for event organisers
 - more training opportunities within event organisations
 - high quality business support for event and promotional companies
 - increased festivals and event expertise in the region.
- 4.8 It looks to a range of partners including One NorthEast, Local authorities, ACE NE, Culture¹⁰, Sub-Regional Partnerships, Area Tourism Partnerships (ATPs) Individual organisations, Groups of festivals, Training providers, Northern Cultural Skills Partnership and Business Link to help deliver this objective.
- 4.9 Some of these objectives have been addressed. For example:
- The Culture¹⁰ programme has been responsible for supporting, leading and delivering high quality events and this in turn has helped to drive up the expectations within the region
 - One NorthEast has compiled and published a Festivals and Events Toolkit, available for download from the website;
 - Some initial revisions and proposals for further revisions to DESTI.NE have been made to accommodate festivals and events,
 - Identification and analysis of skills needs for the festivals and events sub sector has been undertaken by Northern Cultural Skills Partnership (NCSP)
 - Development and delivery of the Cultural Leadership programme by the Culture¹⁰ team
- 4.10 But others are still to be actioned:

- SQW provided a monitoring and evaluation framework¹³ alongside the Culture¹⁰ evaluation in 2005/6. Culture¹⁰ has made great efforts to ensure the information is collected for events that they support but don't have the resources to enforce it
- There is greater capability within DESTI.NE for festivals and events related content and functionality that requires further development.
- Increase integration and involvement of Business Link North East, The Learning and Skills Council and the Sector Skills Council, Creative and Cultural Skills to meet the development needs of the sub sector.

OBJECTIVE 2: create, nurture and develop indigenous festivals and events throughout the region to maximise economic and social potential

4.11 The strategies aspiration for success by 2010 for Objective 2 are as follows:

- Better exploitation of the major cultural icons in the region
- 3 - 4 indigenous events supported to grow into major festivals and events
- Increased exploitation of the major themes, e.g. history and heritage, countryside, culture and people
- Coherent festival and event offerings across the region throughout the year
- A clear pathway for growth and development
- Product for Regional Image Campaign and tourism marketing
- Increased public and private sector investment and sponsorship of indigenous festivals and events

4.12 The main partners involved in co-ordinating Objective 2 are ACE NE, One NorthEast, Culture¹⁰ (at present), and Culture North East. The lead partner for this objective is ACE NE.

4.13 At present a number of indigenous events and festivals are supported, however, it is not clear that support is provided on the basis of maximising economic and social potential in any explicit way. The views of consultees about difficulties understanding the rationale for supporting some events rather than others would support this.

4.14 There was also a common view that more could be done with cultural icons, although we note that over the past few years the region has exploited some of the region's heritage and cultural themes and in 2009/10 the theme of Culture¹⁰ will be Landscape and Heritage. The use of themes has given a coherent shape to the region's offer.

4.15 There has been less evidence in the past that events and festivals have been used to provide products for the Regional Image Campaign although the role of the ATPs will ensure that the links with tourism marketing should be improved. The links with those delivering the Regional Image Campaign and tourism marketing are critical and need to be strengthened.

¹³ ONE northeast, *Culture¹⁰ Monitoring and Evaluation Framework*, SQW, 2005

- 4.16 All these issues require some form of regional co-ordination. For this objective to be met it requires an objective assessment, across the region, of the indigenous events to be supported, their economic and social impacts and their growth path.

OBJECTIVE 3: attract and host high profile and high quality events of international and national significance

- 4.17 Turning to Objective 3, the targets for success for 2010 are:
- 2 to 3 high profile new international events each year attracted to North East England
 - High spending national and international visitor numbers increasing year on year
 - Increased public and private sector sponsorship in the delivery of major festivals and events
 - Increased levels of national and international positive media coverage from festivals and events taking place in North East England.
- 4.18 Over the past four years the North East has attracted a number of high profile events and this continues to be the main objective. There is less evidence that these have attracted high spending international visitors as this type of data has not been systematically collected. The quality of the events attracted and hosted is also very important. Through the Culture¹⁰ programme this has been achieved.
- 4.19 There has also been a lot of success in raising the profile of the region through national media coverage. However, we would highlight again the importance of using the regional image campaign more strongly and the links to tourism marketing. At present these are not well connected.

OBJECTIVE 4: maximise sustainable and inclusive regional growth from festivals and events

- 4.20 And for Objective 4, the vision for 2010's success is to see:
- Increased participation from targeted communities
 - High quality festivals and events of all types and sizes taking place throughout the year and throughout the region
 - At least 1000 people in festival and event placements/volunteering opportunities per annum with clear route ways to further skills or employment
 - Every major event /festival providing placement/volunteering opportunities through a central network
 - Central Regional Volunteering/Placement Programme with a database to market economic inclusion opportunities generated by festivals and events activities
 - Formalised and strategic linkages developed between festivals and events promoters and job referral/support agencies.

- 4.21 The events that are supported have contributed to these objectives, but it is not clear how systematically this is being co-ordinated. Demonstrating that targeted communities are participating requires good monitoring data.
- 4.22 Links to volunteering, placements and skills are all important elements to maximising the impacts from events. Ensuring that there is progress against these aims requires a clearer understanding of who is going to monitor progress and assess partners commitment and delivery.
- 4.23 Finally, the Strategy lays out a vision for the future that includes:
- the festivals and events sector will demonstrate its contribution to regional economic prosperity
 - a commonly-adopted output and outcome range will be established and widely adopted
 - there will be clarity regarding roles and responsibilities amongst the myriad of public and private sector partners
 - the festivals and events sector will have a clearly defined relationship to tourism, image, business, education and economic inclusion
 - a monitoring and evaluation structure will add an evidence base to future plans
 - the region will have a more focussed range of quality festivals and events, supported by appropriate organisations and advisory mechanisms
 - an environment will be created that encourages and supports communities to develop, manage and run their own festivals and events and secure economic and social impacts at local levels.
- 4.24 These mainly relate to adopting a much stronger evidence base for investing in festivals and events. They all require a strong degree of co-ordination and clarity. We return to these messages in the roles and responsibilities chapter.

Bidding and Development Strategy for Major Events

- 4.25 The Bidding and Development Strategy for Major Events (undertaken by ONE NorthEast and Culture¹⁰) emerged as an action from Objective 3 of the Festivals and Events Strategy and summarises the benefits of major events to the region as follows:

“Major events can bring a wide range of benefits, both economic and social, to the North East. They can raise the profile of the region, nationally and internationally, promoting the area as a dynamic, vibrant place to live and to visit. They attract hundreds of thousands of visitors, contributing to the regional economy and helping to develop a wide range of skills in the residents; raising aspirations, self-esteem and pride within local communities and across the region, particularly amongst young people. They enrich our lives.”

- 4.26 It states that the region's choice of which events to attract and support should be based on the following:
- the region's capacity to host the event, or their willingness to develop this capacity on time for the event to take place
 - events that are relevant to the region's strategies and objectives
 - events that demonstrate strong levels of benefit to the cost invested in them.
- 4.27 This piece of work identifies a number of areas for improvement in the region's capabilities with respect to bidding for major events. In some cases these overlap with the findings of the SQW evaluation of Culture¹⁰.
- 4.28 It identifies a lack of forward-planning, intelligence gathering and coordination – previous approaches were found to be reactive and hence hindered through time constraints. The region needs, it states, to set up an events diary and a regional sports event forum.
- 4.29 While there is a legacy of communication and partnership working in the Arts and Culture sector following the Capital of Culture bid, there is weaker partnership working evident in the area of sports, particularly in relation to capital investment, although more recently the bid for School Games successfully brought partners together.
- 4.30 Moreover, where the region has invested in cultural infrastructure and venues, through the impetus of ACE NE's "The Case for Capital" and this is evident in major developments such as The Sage Gateshead, the renovation of Tyneside Cinema and the new Middlesbrough Institute of Modern Art, there has been no such coordinated investment in infrastructure for sports events.
- 4.31 The strategy concludes that at present levels, the region does not have sufficient facilities for International level sports events, although it does have a cluster of facilities (particularly in its universities) that are suitable for events for elite and aspiring athletes.
- 4.32 Amongst its recommendations, the strategy calls for:
- partners to address its current lack of strategic relationships outside the region, especially in sport, including a programme of engagement with key influencers and decision makers and with National Governing Bodies of Sport
 - more strategic involvement of public sector bodies with event organisers and a forum to realise and coordinate regional ambition
 - a "ring-fenced" resource to support sports events
 - the region to build its reputation and its capacity for hosting major events by hosting major sub-elite and youth sports events and by supporting selected home-grown events.
- 4.33 It is clear that a strong collaboration, including shared information, strategic planning and bidding is required if the North East is to achieve the capacity and momentum to be really successful in bidding for and winning major events.

Conclusion

- 4.34 The Festivals and Events Strategy and Bidding Report both reinforce the need for regional cooperation and coordination. The actions identified in both cases require a region-wide approach and this was not challenged by consultees participating in this study.
- 4.35 The sets of actions proposed by each document help form the roles and responsibilities discussed in chapters six and seven. The analysis of these suggests some specific areas of responsibility that will need to be strengthened to deliver the strategy. Many of these actions are already being taken forward, however there are specific improvements that can be made.

5: Comparators

- 5.1 In this section we consider the approaches to Major Events that are being taken by the various English regions and by Scotland and Northern Ireland. We are interested, in this section, to consider both forms and functions of events organisations elsewhere, taking from these lessons for the North East.

There are different approaches to events coordination emerging across the UK

- 5.2 There are some interesting changes taking place with respect to the coordination of major events, across the UK. As often appears to be the case, Scotland and Northern Ireland are working along different lines to the English regions.
- 5.3 Table 7-1 in Annex A shows the current position of events coordination across the UK – showing those nations and regions that have events strategies, the main partners involved in events coordination, any bodies that have been either established or planned and brief notes relating to the objectives of coordinated approaches. We refer to some of these examples in more detail in the following discussion, always thinking about the relevance and implications for the North East.
- 5.4 There are a number of key points:
- Scotland and Northern Ireland (until recently) have dedicated events organisations
 - major events bodies are more often focussed on sport than on culture
 - the city focus is making way for more regional coordination
 - the English regions are doing this on a regional basis through networks or virtual regional groups
 - cultural events planning tend to be on a city-basis but regional strategies may lead to co-ordination at a wider level.

Scotland and Northern Ireland have dedicated events organisations

- 5.5 Both Scotland and Northern Ireland have already set up dedicated organisations to coordinate the responsibility for major events – these are Event Scotland and the Northern Ireland Event Company (NIEC) respectively.

Northern Ireland Events Company (NIEC)

- 5.6 Northern Ireland Events Company (NIEC) was set up in 1997 by the Northern Ireland Tourist Board, Northern Ireland Sports Council, Northern Ireland Arts Council and the Department of Culture, Arts and Leisure to lead the implementation of the Northern Ireland Major Events Strategy. The approved budget for the Northern Ireland Events Company in 2007-08 was just

over £2 million. NIEC is a company limited by guarantee. The Department of Culture, Arts and Leisure is the sponsoring department and is responsible for allocating resources to the Company and monitoring its performance.

5.7 NIEC employs eight staff including:

- Acting Chief Exec
- Events Manager
- Marketing Manager
- Marketing and administration assistant
- Finance
- Events assistant
- Grants officers (2).

5.8 NIEC also has a Board made up of representatives from the partner organisations and stakeholders. It has quite a tight and well-defined aim - to support ten world class and major international events each year. NIEC positions itself as a “one stop shop” for event organisers, national and international federations and statutory bodies. The actual services that it provides mainly involve researching opportunities and providing administration and marketing support to major events. NIEC represents Northern Ireland at Sports Events Conferences and with international federations.

5.9 In order to qualify for support, events must impact significantly against qualifying criteria. In particular, they need to demonstrate the potential to attract out of state media coverage. As well as meeting the impact criteria, NIEC must also be confident that the events will deliver what they set out to and that they provide value for money. NIEC aims to support 2 – 3 world class events and 6 – 8 international events each year. It provided up to 50% funding and will usually fund to a maximum of 3 years.

5.10 Some of the events that NIEC has previously supported include the Senior British Open Golf Championship (held in Northern Ireland six times), the World Rally Championships (with the Republic of Ireland, in 2007), the North West International Motorcycle Road Race, FIM World Championship Motocross Series, Motocross of Nations 2008, European Championship Sailing at Ballyholme Yacht Club, Amateur Boxing Championships, European Fencing Championships and the Irish International Badminton Championships.

5.11 Under the Review of Public Administration it was decided that NIEC will be incorporated into the Northern Ireland Tourist Board from 1 April 2008, with localised functions transferring to the relevant local authorities.

Event Scotland

5.12 EventScotland was established in 2003 as a vehicle through which to deliver the Scottish Executive’s Major Events Strategy. Its overall aim is:

“to sustain Scotland’s reputation as one of the world’s foremost events destinations, increasing visitor numbers to Scotland and thereby maximising tourism related business for the development of the Scottish economy”

- 5.13 EventScotland distinguishes two main types of groups of events that it supports – International and Regional events. Within the International Events Programme, EventScotland aims to support and attract events which will create significant economic impact and/or generate significant international media coverage for Scotland. The Regional Events Programme is designed to complement the core activity which primarily takes place in Glasgow and Edinburgh, developing domestic tourism across other areas of Scotland, and to assist festivals and events that have the potential to develop and grow.
- 5.14 EventScotland is positioned as supporting rather than leading events. Most of its support is geared towards capacity building, marketing and promotion. The approach is based on consultation and partnership. So that, EventScotland’s role in bidding is to take the lead role as advisors – helping local authorities, event organisers and other agencies – rather than taking on the role themselves. Equally, the agency sees its financial support of events as investment rather than core funding and expects to see economic return (usually in the form of increased visitor numbers and positive media exposure) on its investments.
- 5.15 Although Scotland is a nation rather than a region, and it is subject to a different set of national bodies and some legal differences, it makes a good comparator for the North East of England. Like the North East, Scotland has dominant urban centres (in particular Edinburgh and Glasgow) that form the main focus for festivals and events. The scope for major festivals and events outside of these cities is limited – much of Scotland is both rural and sparsely populated, many of the smaller towns are still suffering following the decline in primary and secondary industry and there are access (transport) issues and a lack of both events infrastructure and tourist facilities.
- 5.16 In this type of environment there is always the risk that a National, in this case, or in the case of the North East, regional, events body will look to be favouring the major cities over the other areas. This distinction between International Events and Regional Events helps to deal with the problem – while it is clearly stated that International Events will predominantly focussed in the major cities, other areas have a chance at least through the Regional Events Programme, which EventScotland help to develop and grow.
- 5.17 EventScotland has had a budget of £3 million in 2004-05, rising to £5 million in both 2005-06 and 2006-07. Most importantly decision-making is driven by delivering economic returns and by identifying events with potential to grow and because of this decision making is perceived to be transparent. The organisation does not deliver events but works with partners to support them.

And it looks like the English regions may follow suit

- 5.18 Currently in England the only **regionally-focussed** events body outside the Culture¹⁰ programme is “Events for London”, which is a “virtual” rather than a fully independent body. Some of the other regions are beginning to get organised and are setting up partnerships or organisations to coordinate events.

Events for London

- 5.19 Events for London was set up following the publication of London's Major Events Strategy by the Mayor of London as the strategic body for attracting, creating, developing and co-ordinating sporting and cultural events in London. The idea was to capitalise on the 2012 Olympics, the Paralympics and the grand depart of the Tour de France and to implement the framework for delivering the Major Events Strategy.
- 5.20 The focus for the organisation is to provide:
- leadership
 - expertise
 - a point of contact for organising committees, international sports federations, associations
- 5.21 Some of the recent major events that Events for London has been involved with include the London Grand Prix Athletics, Tour de France, NFL American Football game, NBA Europe Live Tour (Basketball) and the Modern Pentathlon World Championships. Events for London is currently bidding for the World Badminton Championships in 2011.
- 5.22 As such, Events for London takes a similar role to NIEC in actively marketing the capital to international sports federations and to organising committees. However, rather than operating as a fully separate entity, it is a virtual organisation that incorporates various functions and expertise that already existed within the Mayor's Office, the GLA, the London Development Agency (LDA) and Visit London (Figure 4.1).
- 5.23 Day to day activities are undertaken by the Project Team, who continue to be employed by the partner organisations. The Project Team reports (via a sub-group of Project Team members) to the Steering Group. Wider partnership links are pursued at the strategic level through connections between the Steering Group and the Boards of Visit London and the London Development Agency and at an operational level through the Project Team's stakeholder liaison function.

The City focus is making way for more regional coordination

- 5.24 Elsewhere, the events organisations that exist to coordinate major events have been organised around the major cities such as Liverpool, Manchester, Bristol and Sheffield.
- 5.25 However, with growing interest in major events as a driver for *regional* development and for destination marketing, we are seeing many of the regions developing Major Events strategies and starting to scope out and plan structures that address major events at the region-wide level.
- 5.26 The North West, South West, South East and Yorkshire and Humber have all published events strategies and are starting to work in partnership on major events. The structures that they are setting up are currently on partnership bases, but with some appointments announced too there is a likelihood that, in time, they may consider more formal structures for coordinating events.

- 5.27 It will be interesting to see how these new regional approaches work in the regions that have strong city-led event organisation. In Yorkshire the approach is to focus on marketing the unique selling points of the different parts of the region – Sportport Global in Sheffield, Diversity Central in West Yorkshire, England’s Great Outdoors in North Yorkshire and Business Entertainment Capital in Leeds. This type of approach helps to manage the aspirations and expectations amongst the regional stakeholders as well as giving a clear high-level impression of a large and diverse region to visitors and events organisers.

Major events bodies often focus on sport

- 5.28 Both NIEC and Events for London have a focus on events of National and International relevance and on bidding for events. NIEC in particular, has a strong bias towards sports events. Events in London has a more similar emphasis to that of the North East – aiming to cover community, cultural and artistic as well as sporting events – although the major events featured on the website show a definite bias again towards sports events.
- 5.29 In the South East there is a clear emphasis on sport to the extent that the new partnership is called “Sports Events South East” and is coordinated by a new post, known as “Major Sports Events Officer” at SEEDA.
- 5.30 Sport is an important area for major events – in particular, for those touring events for which bids need to be prepared. In the North East, Gateshead has been the main location for sports events – it has the physical infrastructure, the track record and the personnel and expertise to successfully bid for and host major events. In Yorkshire and Humber, where most of the sporting infrastructure and expertise is located in Sheffield the approach has been to identify sub-regional areas of specialism – with Sheffield as the “Sportport Global”. In fact, Sheffield has a major sports events unit, with five permanent staff members, operating as part of Activity Sheffield in the Development, Environment and Leisure Directorate.
- 5.31 Sheffield is unusual, however, in having such a large major sports events unit. The history of the unit is tied up with the city’s major capital investment in sports infrastructure for the World Student Games in 1991. Most of the other city-wide events units have a cultural emphasis and coordinate events at the cultural and community levels.

Cultural events planning tends to be on a city-basis

- 5.32 Organisations such as Bristol Cultural Development Partnership (BCDP) and the Liverpool Culture Company focus on cultural events.

Bristol Cultural Development Partnership (BCDP)

- 5.33 BCDP receives funding from Bristol City Council, ACE, the National Lottery and from private supporters. It has implemented a range of annual events such as the Great Reading Adventure and the Festival of Ideas. Like Culture¹⁰, Crea8tive Bristol was set up in 2005 to deliver the programme devised for Bristol’s bid for European Capital of Culture. The City decided to go along with the programme despite losing the bid to Liverpool. BCDP operates as a company limited by guarantee. It has two members of permanent staff – a director and a

research and operations manager. It also works in partnership to deliver projects that improve quality of life and address sustainability in Bristol.

Liverpool Culture Company

- 5.34 The Liverpool Culture Company, for example, was also set up to deal with the bid for European Capital of Culture 2008 and, following Liverpool's designation, to implement the programme for 2008. The main focus is on the continued development of culture and creativity in the city and indeed the City has organized themed events for each year as 2008 approaches (2005, Sea Liverpool; 2006, Liverpool Performs; 2007, 800th Birthday).
- 5.35 The Liverpool Culture Company is responsible for managing and delivering the programme for 2008. The Company is staffed by recruited employees as well as senior officials on loan from the City Council. The staff is structured beneath a Chief Executive Officer, a Chief Operating Officer, a Marketing Director, an Artistic Director, a Communications Director, an Executive Director (Resources), an Assistant Executive Director (Regeneration), and a Head of Finance.
- 5.36 During 2008, Liverpool also plans to deploy an army of volunteers and extra staff to deliver the programme of events.
- 5.37 The Company is accountable primarily to Liverpool City Council, which has vested a broad range of functions in the Company and provides a significant proportion of its funding. These include events management, tourism development, funding management and enhanced marketing, commercial and artistic capacity. The Company is also accountable to DCMS and to various other stakeholders including communities, artistic and cultural groups, and funding partners.
- 5.38 The Company is structured into the following departments: Creative Delivery Team; Tourism Team; Welcome Team; Heritage Development Team; Marketing Team; Communications Team; Funding Team; Commercial Team.

Conclusions from the comparators for the North East

- **All of these approaches involve some integration of effort to attract major events either by region or local authority partners.** There are some obvious advantages to co-ordinating activity that these approaches demonstrate. They allow partners to work together to identify the best targets to bid for rather than have competition between cities or sub-regions. They allow partners to plan together how to get the most out of an event, they can use regional funds collectively to attract events that individually they could not and, from the event's point of view, the offer of regional commitment, with support from all the partners, makes a location far more attractive. Specifically evidence of a trusted and experienced co-ordinating group will help attract events.
- **Separation of strategy and delivery** - the examples in most regions and Scotland show the development of co-ordinated regional strategies and partnerships. Typically, the regional partnerships or organisations are set up to identify and co-

ordinate event activity rather than to deliver events themselves. This allows them to work at a more strategic level, identifying and commissioning events to meet the objectives of funders

- **Our review of the comparators reinforces our recommendation that the North East increases its focus and effort in the area of sport.** As we have seen, there is a preference towards major sporting events that require a bidding process in many of the coordinated approaches. This is partly due to the immediacy and measurability of major sporting events and an increased interest in this area in the wake of the successful bids such as London's 2012 Olympic bid, Manchester's hosting of the Commonwealth Games in 2002 and Sheffield's staging of the World Student Games in 1991. It should be possible to maintain the expertise for sport in Gateshead (as a parallel to the expertise that Yorkshire and Humber has in Sheffield), however, consideration will need to be given as to how this expertise can be used for other parts of the region.
- **The EventScotland model supports a wide range of event types, but it provides a clear delineation of expectation between the main cities (which are the focus of the International Events Programme) and the other areas** that will expect to benefit through the Regional Events Programme. It covers sports and cultural events and both incoming and indigenous events. Although it is a much bigger organisation than would be needed in the North East it has some useful parallels. A similar split could be used between sport and culture or city regions and rural areas, but this would need a clear delineation of expectation that should be agreed or established at an early stage.
- **Yorkshire and Humber's approach is interesting but probably not appropriate for NE.** It would need the North East to be able to identify unique selling points for different sub-regions or other geographical areas. However, given the importance of NewcastleGateshead to all types of events, this approach may not adapt very effectively.
- We have seen **only a small number of existing organisations for supporting festivals and events on a regional basis.** However, we believe that to deliver effectively against a regional strategy will require at least some full time resource to drive it. The review of comparators would suggest that the North East of England is in a good position to develop a structure that can deliver its regional event strategy, having already organised events and developed relationships on a regional basis through the Culture¹⁰ programme.

6: Defining the roles and responsibilities

- 6.1 All the evidence so far suggests an appetite, value and aspiration across the region for co-operation and collaboration on a regional as opposed to sub regional or city basis. There is consensus on value of regional cooperation and in focusing on hosting the right event in the right place. Providing a strong basis for identifying these opportunities and for demonstrating their impacts is at the heart of developing the appropriate roles and responsibilities.
- 6.2 Discussions with representatives from organisations that currently fund events and festivals all indicated the importance of the strategic role that the unit should play. They emphasised the need for objectivity, transparency and accountability in demonstrating how the events and festivals supported were supporting their objectives whether they are social, economic or cultural. It is easy to invest in events, but difficult to invest in the *right* events. This is why we argue that there must be sufficient weight placed on many of the more strategic roles such as researching and identifying the best opportunities, developing ideas, auditing existing festivals and events and, critically, carrying out good monitoring and evaluation. These views shape most of the following principles.
- 6.3 The previous sections set out the strategic context, the rationale for supporting events and the current approach. This section brings these together to provide an outline of the activities that need to be delivered to maximise the effectiveness of the support. At this stage we are concerned with an ideal model of what should be done rather than the structure to deliver it. In section 7, as we go on to discuss, there are a number of delivery options, each of which has implications for whether or how effectively these roles would be fulfilled. Function should determine form rather than the other way around.

Principles

- 6.4 This section covers a series of responsibilities that relate to the regional strategy but also provides more detail of what should be delivered. Before considering the roles and responsibilities, it is useful to set out some of the guiding principles. These have been drawn from the consultations and reference group meeting and the conclusions of the comparators. They reflect the views of the partners and our understanding of the priorities for supporting events. **We recognise that many of these principles are being met to a greater or lesser extent by existing delivery bodies such as Culture¹⁰ but some may require a greater emphasis in the future to create greater impact.**
- **Regional co-ordination** - there remains a strong case for taking a regional approach for events in the North East of England. This is reflected in the regional strategy and the views of consultees. There is an understanding that a regional approach can above all provide leadership, direction and co-ordination of resources. The alternative would be likely to lead to more ad-hoc or reactive support and potentially poorer outcomes. The launch of the Culture¹⁰ programme was widely welcomed as demonstrating the importance of festivals and events and although there is some

scepticism, co-ordinating programmes at a regional level continues to have support and provide added value. The main arguments are:

- the ability to co-ordinate and add weight to major bids – a region that is well organised and has a single point of contact for funding will be better placed to attract events than one that where stakeholders operate independently.
 - avoiding different parts of the region bidding against each other for major events and helps manage calendar clashes
 - enabling knowledge to be shared across the region resulting in skills development and capacity building – the event toolkit and the monitoring framework are examples.
 - to support consistent approaches to monitoring and evaluation across the region
 - enable events to be joined up or work with each other – the delivery of Tall Ships shows how funders all benefited from events across the region
 - providing a valuable expert gateway for regional funders to make their funding decisions more effective and easier
 - avoiding duplication of effort between funders – researching opportunities, commissioning region-wide studies, co-ordinating and appraising the case for events all reduce the need for funders (and other partners) to spend time doing it.
 - to provide leadership for the sector – collectively supporting a regional organisation gives it credibility. This in turn allows it to provide leadership to the sector.
- **An organisation or network** – the evidence from the consultations is that more needs to be done to attract major events, to develop events with potential and to identify opportunities for new events, across the region. All of these require a significant investment of time, management and experience which is more likely to come from an organisation than from a network.
 - **Clarity of role** – Evidence from consultations indicated some confusion about current roles and responsibilities. This was both in respect to the role of those involved in supporting and delivering events and particularly in respect to why some events rather than others are supported. Consequently co-ordination requires these to be defined clearly and the basis on which decisions are made should also be set out. This would be aided by an understanding of the impacts of different events and evidence of performance. For example, in the case of the Arts Council, the objectives relate primarily to participation. Investments using ACE resources will require evidence of the scale, profile and nature of participation and an indication of why this represents a good value.

- **Strategic programming and/or delivery role** - it is not easy to define these but consultees' views and the comparator examples, suggest that the support structure should be primarily strategic rather than involved in the direct delivery of events. Event delivery organisations have a fundamentally different way of assessing the success of events than funders. For the delivery organisation, success is more likely to relate to the *activity* or the event itself – was it good in terms of quality, performance and levels of attendance? Investors measure success in terms of the *outcomes* – what is the value of the economic or social benefits that have been achieved or was the event considered innovative or creative? The two require separate approaches. Our view is that to deliver strong outcomes, the structure should focus on the strategic programming role rather than the delivery role. This is defined more clearly in the following sections.
- **High quality monitoring data** must be routinely collected and used both for individual events and in future decision making. It should also be used to inform subsequent rounds of planning and over time evidencing the added value of regional cooperation and coordination itself against targets that contribute to aspects of the region's economic and cultural performance. In our view, it is this that underpins the case for continuing to invest in festivals events, both for the public and private sectors. It is essential to demonstrate not just that supported events are delivering outcomes, but that they are better outcomes than could be achieved through other means.
- **Event leadership** - there is a growing number of people involved in events across the region and rising expectations of what can be done. This is a tribute to the activity of the Culture¹⁰ team. The ATPs now have a prominent role to play, local authorities have event staff and the private sector is seeking opportunities. There continues to be a willingness among funders and partners to support events. With more stakeholders, particularly the ATPs, there is even more need for a regional strategic overview and direction. Comments from consultees indicate that while the partners in the region work well together, it requires leadership to drive forward and take responsibility for identifying new event opportunities and supporting the best of the existing events.
- **The importance of transparency** in decisions about which events are supported and why was raised frequently in consultation. This reflects some of the difficulties of managing a curated programme, where the curator must be able to make decisions in relation to arranging the strongest programme. A lot of work has already gone into creating greater transparency within the Culture¹⁰ programme through the development of partnerships, but it still seems to be an issue for some consultees. Transparency must be a principle for the co-ordinating unit if it is to meet the demands of consultees, including funders. For a curated programme this will always be a challenge, but where decisions are grounded in research and evidence they will be more readily accepted. The use of evaluations by EventScotland and programmes of evaluation in Edinburgh and Glasgow have all reinforced perceptions of transparency in decision making and, perhaps more importantly, created a reputation for rigour.

- **Range of events and research** - The Major Event Bidding Strategy sets out the potential to bid for specific sports events. Doing this requires research, contacts and a good understanding of what types of events deliver what types of impacts. Its conclusion was to set up a sports event forum that builds on the existing expertise in the region. Leadership of this forum should be part of any delivery structure. It would not replicate the experience that is already available, but it would provide a regional overview of attracting sports events.
- **Legacy** – ensuring events provide a clear economic legacy and a priority for One NorthEast NorthEast [legacy is interpreted as many things we are interested in economic legacy only] would be part of the funders’ conditions for their support and to ensure its own funding, it should therefore be a principle for any resulting delivery post 2010. There are a number of ideas that consultees provided that the structure should be tasked with investigating including:
 - the development of an events related business club
 - event-related suppliers and contacts network/database
 - materials for tourism promotion
 - tourism contact databases.
- **Branding** – Regional delivery requires a strong brand that has resonance on a regional basis. Many of the consultees were in agreement that the Passionate People, Passionate Places regional image slogan could be adapted for use with the region’s events. At present there is relatively little tie-in between the regional brand and festivals and events.
- **Relationships with regional brand and tourism partners** – There must be an effective communications strategy through which strong relationships and networks are built with local stakeholders, potential event organisers and national and international bodies. A particular focus should be on building links with the private sector – including event organisers, suppliers and potential event sponsors.

Roles and responsibilities

- 6.5 Building on these principles, it is helpful to set out in more detail some more specific areas that need to be considered. These illustrate an ideal model based on the consultations undertaken. Most of these responsibilities are already being undertaken to a greater or lesser extent by the Culture¹⁰ team. However, it is important to set out what needs to be in place and the emphasis for successful delivery post 2010
- 6.6 These are under the headings:
- types of events that are to be supported
 - scale of events to be supported
 - research and programming role

- advice and guidance
- strategic leadership and networking
- funding and sponsorship
- marketing and promotion
- event delivery
- monitoring and evaluation.

Types of events

- 6.7 There are a wide range of event types that partners can work to develop or attract. Consideration must be given to the areas that will best meet the objectives of the funders, including One NorthEast. The full list of events range from business and corporate events, sports events, cultural festivals and events, through to government, civic or private events. The North East has invested significantly in cultural infrastructure over the past five years and the current Culture¹⁰ Programme reflects decisions made by funders to use cultural events to meet social, economic and cultural objectives.
- 6.8 There may be an argument that post 2010 this focus could shift towards sport (with the build up toward the Olympics in 2012.). Equally, it might be argued that there should continue to be a programme focused on culture and that only over a longer period of time will the region be able to build the credibility and profile that it aims for. The commissioning of the work on attracting major events primarily covers sports events and concludes that there are opportunities for the region that could be investigated.
- 6.9 In our view, this finding should be incorporated into the scope of any festivals and events structure post 2010. We recognise that there are significant differences in the way in which sports events are attracted as compared with cultural events. Even so, there are sufficient similarities to suggest that they should be co-ordinated together. There would be cross-learning between different events and opportunities to support each other. In order to play a strategic role in supporting sports events any regional co-ordination would require a sports events function.
- 6.10 This role would be strategic, working with the ATPs, local authority events teams and private sector to identify and test the feasibility of hosting sports events that will contribute to the objectives of the regional strategy and funders. This could include facilitating the Sports Events Forum, but rather than operating as a network of interested parties, it would provide leadership and regional strategic direction to the Forum.
- 6.11 The function should go beyond identifying events and include working across the region to find appropriate opportunities working closely with existing regional expertise such as the Gateshead Council events team, key public and privately run sports venues and the ATPs. This role would work in parallel with cultural events, providing research, co-ordinating bids, providing signposting, guidance, contacts and monitoring and evaluation of support.

Regional co-ordination should incorporate a sports function to work with and facilitate a proposed sports forum. Any Regional Coordinating body would be the first port of call for all event advice, information and support, reducing the burden on One NorthEast and other funders in dealing with separate event enquiries.

Alternatively, under a network option, the Sports Events Forum would operate as a sub group of the Regional Events Network

More generally, the types of events would be determined on a clear evidence and in discussion with stakeholders, including ATP's and the private sector as well as funders. The programme would set out how and why the proposed events would meet funders' economic, social, image and cultural objectives.

Business tourism events

- 6.12 There is an argument that the processes, marketing and information required to attract cultural and sports events are similar to the work done by the NGI based convention bureau to win major conferences. Indeed, there can be a thin line between conferences and events.
- 6.13 There are discussions regarding the possibility of extending the role of a convention bureau into a rounded 'Business Tourism Development Unit' to provide a more in-depth regional service to deliver:
- business tourism marketing and events bidding
 - managing a fund to attract conferences
 - facilitating effective business support and training, informed by business need
 - developing ambassadors in priority sectors to drive conference business to the region
 - developing relationships with Professional Conference Organisers
- 6.14 Major conferences are a type of event and should be considered within a regional event delivery structure. The benefits are not just in terms of the tourism expenditure that they generate but also the types of people that they attract. Major conferences attract influential people from all walks of life and this can have knock-on effects in attracting future visits and investment. There is a growing recognition that business tourism events can deliver strong economic impacts and consequently, any events delivery structure should be able to help co-ordinate this investment.
- 6.15 This would not overlap with the Business Tourism Unit. Consultees were clear that they did not see a "business team" within the new structure. Instead, the remit would include the research and identification of potential major business conferences. The function would be to identify potential and work with the Convention Bureau and others to develop bids where necessary, generate support from potential funders and create opportunities for the Bureau's accommodation booking services. Because of the focus on generating significant economic outcomes it would only be involved in identifying a small number of major conference events.

There are important overlaps, but our consultations indicate that while there is a role to play in relation to major conference events, the structure should not encompass a “convention bureau”. Instead it would have a strategic function to identify potential opportunities and then work with the Bureau to attract events. The links between conference and sports events are perhaps closer than with developing cultural events.

Given that these events offer strong economic returns (that will interest funders), there would be an argument for the new unit to have a remit to identify high impact business events.

Bidding

- 6.16 Bidding for mobile events is another way of generating profile (primarily) and some economic impact. The Major Sports Bidding Strategy sets out the types of events that are mobile and the areas where the region would have strengths in attracting them. The range of mobile events is often smaller than might be imagined and are mostly sports and business or conference events. The bidding process for events has a lot of similarities to the process required to attract conferences. It requires assembling evidence of the region’s capacity to deliver an event, accommodation, facilities, local support, political support, transport and access etc. There would be some overlap between the materials and contacts that a convention bureau would use and an events team that organises bids.

Our view is that as a serious events location the North East should be in a good position to attract major events. There are advantages in having an organisation which offers consistency and can build up experience, contacts and materials. A co-ordinating unit or network could work with teams in the cities or sub-regions on specific bids, although the extent to which they were proactive in identifying opportunities or simply work on opportunities brought forward by others will depend on the structure and resource.

An alternative regional Network would have to find resources to lead bids from within its membership or commission external support.

Scale of events

- 6.17 A further dimension is the *scale of events* that the region and event funders consider will deliver best against objectives. To what extent should the target be to work with all events or target a small number? The indication from the Culture¹⁰ Chief Executives’ group points towards the “fewer, bigger, better” message that has been recommended by the Culture¹⁰ team for some time. This is likely to remain the case post-2010. Evaluation suggests that the value for money in supporting bigger events is generally greater than a large number of small events. Achieving economic benefit requires events to be sufficiently high profile to attract visitors from outside the region, but the social impacts are also likely to be greater as these events also offer a bigger stage for communities to engage.
- 6.18 Our view is that any delivery structure would be tasked with working with three categories of events in different ways: The three groups are:
- **Events of “national” or “international” importance.** These attract media interest and visitors from outside the region. It would be possible to develop specific economic and/or social thresholds to assist in identifying events of this type.. These events would either be existing events that can be brought to the North East or new

events that would be commissioned by a regional events structure. An outline of the main event opportunities would be developed by a regional delivery structure, and new, major events would be commissioned to meet the funders' criteria.

- **Events of “regional” significance** which have potential for development. This would be a judgement and based on an audit of what the region currently hosts in combination with the aims of funders. A regional events structure would review this to identify a subset of events for development.
- **Smaller, local or less high profile events.** The economic and social impact of these events is small and therefore would not be the focus for a regional events structure. However, a basic level of support (Events Toolkit information etc.) could be coordinated by a regional events structure.

6.19 Internationally, successful event cities and regions have built their events programme on a calendar of indigenous events which create the expertise, the infrastructure and the associated private enterprises to host and benefit from one-off or mobile events. Indigenous events have the benefit of not requiring bids and, occurring year after year, can be better integrated into the local economy. Developing these events takes time, and consideration must be given to whether the potential is sufficient to merit support at a regional level or if this should be left to sub-regional organisations.

In terms of focus and scale of events supported, the following provides a broad outline:

An initial research exercise carried out to identify the existing portfolio of events, the regions' strengths and capacity for delivery and the gaps and opportunities- based on existing information in most cases

Seek to bring or host a small number (2 or 3) events that are agreed by funding partners as being of “national or international” significance to the North East, each year.

Identify, support and develop a small number (2 – 3) of regional events that have the potential to become nationally or internationally significant within 3 – 5 years.

Include an events development function to provide advice for smaller, local events. This would involve liaison with the ATPs, local authorities and event organisers. The work would be targeted at those events that offer the greatest potential and could allow the use of the North East brand, limited advice on raising funds, marketing etc.

Programming and research role

6.20 Many of the comparator models are simply networks which focus on the regional co-ordination of activities supported by individual cities or sub-regions. This would not secure some of the potential benefits of developing a “programme” and would not provide resource to carry out the research and support that would enable the North East to differentiate itself through festivals and events. In other words, how important is it to pro-actively develop a programme rather than simply respond to ideas coming forward from cities and sub-regions. There are two areas where this could be done.

- **Research to identify gaps and opportunities** – any regional coordinating structure should provide a resource for identifying gaps in the North East's festivals and events

offer and the opportunities for either attracting or building up major events. This could be done internally or commissioned.

- **Festivals and events research to identify those with potential for development** – many of the major events developed around the world are “home grown” and not bought in. It would be an important exercise to look across the region and identify which of the many existing events have the potential to become major (of national or international significance).

- 6.21 For example, Culture¹⁰ has brought added value and vibrancy to the process of identifying and supporting events. This is recognised and future co-ordination should be responsible for identifying opportunities, matching them with the objectives of investors and bringing them together as a programme. It should demonstrate the added value that can be achieved by supporting a collection of activities rather than individually.
- 6.22 This programming role requires experience and creativity in order to get the best out of investment in festivals and events.

Our view is that if festivals and events are to continue to be an important element in meeting economic, social and cultural objectives in the North East, post 2010, the event support role should concentrate on identifying, planning, developing and co-ordinating the delivery of major events.

This is the difference between taking an active role in identifying what should be done as opposed to reacting to ad-hoc ideas.

Given the scale of event investment, support for researching and planning a programme is makes sense if it results in better outcomes. Even if it leads to just one stronger event the difference would be significant. Some of the research work can be done by commissioning event and festival experts to support a core team.

The research role would include keeping track of national and international comparators, trends in major events and identifying opportunities for new events – either opportunities to bid or events that are enjoying success elsewhere.

The co-ordinating role would use its analysis of opportunities to develop an outline programme of events that would meet funders’ objectives. This requires experience and creativity.

Delivery and strategic programming role

- 6.23 Investors supported the view that the regional coordination function should primarily be strategic rather than a delivery role. In other words, it would focus on creating a programme by identifying event opportunities and working with partners to secure them rather than involvement in the actual delivery. A fundamental reason to separate these roles is that delivery organisations tend to focus on the event itself rather than its outcomes while investors see events as a tool for delivering their economic, social or cultural objectives. It makes sense for the co-ordinating role to be strategic, creating and developing exciting programmes that can achieve the investors’ objectives, rather than on the delivery of events, which can be commissioned to others.
- 6.24 Aside from the additional resources that delivery requires, it also needs intensive input over a short period of time, which can be a major distraction from other activities.

- 6.25 A final reason is the importance placed on identifying, appraising and evaluating potential events. To do this the unit must be considered to be independent and rigorous in its assessment of different opportunities. Close association with specific events could undermine this and care will have to be taken to be even-handed and transparent.
- 6.26 We see the co-ordinating role taking place at a strategic level, using research and evidence to create programmes that meet the objectives of funders. The elements of the programme would be commissioned to events organisers to deliver. For major events, the role would usually include being part of the project steering group, helping to develop and shape the brief for the event.
- 6.27 It is important to be clear about the difference between strategic support and event delivery. Strategic support is the identification of opportunities for the region and involves:
- creating an exciting outline programme based on these opportunities and the regional and local target outcomes to be achieved
 - discussions with event companies and partners to determine the practicalities of developing or attracting specific types of event
 - making the case for using the region's resources by setting out the anticipated outputs and outcomes using evidence from elsewhere. Identifying how an event would meet the objectives of the investors (economic benefits, participation, social groups, cultural aims, innovation etc) and why the funding requested is necessary.
 - it would consider ways in which the events and festivals proposed could be exploited across the region and how the event would fit more widely within the regional programme and plans
 - identifying and engaging the partners that would be involved and agreeing a lead partner to take it forward.
 - working with the lead partner to commission support for delivery of the event from an appropriate organisation where it is necessary, attending steering group meetings and providing advice. Critically, the role is to act on the investors' behalf, ensuring that the elements of delivery that are the most critical to meeting funders targets are carried out effectively. For example, this would include ensuring quality, innovation, the use of the regional brand, broadening participation etc.
 - ensuring that legacy is recognised as a key outcome for all the investors and that this is addressed through the delivery plans for supported events and festivals
 - building in monitoring and evaluation from the start for supported events and having responsibility for using this evidence to demonstrate achievements to funders.
- 6.28 In contrast *delivery of events* may require external support to be *commissioned* by the lead partner. This might include, refining the concepts for the event, using contacts to attract specific events, marketing and PR activities including negotiating media coverage, security, identifying venues, organising road closures, negotiating food, drink and retail concessions, booking artists, ticket sales etc.

- 6.29 In practice every event is different and the elements to be delivered will vary, but the principle is that the strategic role identifies opportunities, acts to match these with investors' objectives and then provides support to help partners to either *deliver* the events themselves or commission specialist support to do it. The process may also differ between cultural, sports and business events.
- 6.30 For example, Gateshead is already recognised internationally as an athletics centre and has a great deal of experience in hosting major events. The strategic role in sport is to help identify new opportunities and the best use of the resources available for the region. Can more be made of the Great North Run, Durham Cricket Club, the football and rugby clubs and Gateshead's facilities and reputation? The Major Events Bidding Strategy identifies some of these opportunities. The strategic role would be to bring together a regional sports group and to investigate some of the opportunities it highlights. The delivery role would be largely left to local authority partners and the private sector.
- 6.31 For business events, the strategic role would be to work with the Convention Bureau and other partners to identify facilities and opportunities that could be worked up into proposals. There may be a more limited delivery role as this is usually taken on by the business association or organisation, the venue and the conference businesses.

There should be a clear distinction between the strategic role and the delivery of events. The co-ordinating unit proposed here would be strategic rather than operational

It is difficult to be prescriptive about what "delivery" is, but the role described here, post 2010 is more strategic than operational, with the delivery of events being commissioned or facilitated, although this would necessarily vary between events.

Delivery of events is very resource intensive and with a small team would reduce the amount of other work that can be done. Just as importantly, becoming involved in specific events reduces the unit's position as being independent and objective.

However, there may be more scope to deliver events if a sub regional rather than regional approach is taken (see options)

Events Calendar

- 6.32 Maintaining the events calendar involves being aware of what is going on in the region and helping to space the events sensibly and logically through the year. This function aligns too with any desire to book related events in the sub-regions alongside major events taking place in the cities, for example. Using a further developed version of DESTI.NE as a framework would enable events tickets to be booked through the online system and other aspects of a visit coordinated in the one place. As well as the main regional calendar, a regional coordinating function would allow for opportunities to "piggy back" on events taking place out of the region and to avoid major clashes with events in neighbouring regions.
- 6.33 DESTI.NE should be the most comprehensive and up to date source of tourism and events information for visitors and audiences in the region. The actual population of DESTI.NE can and should be handled through the ATPs, but there may be an on-going need at regional level, to ensure that the system continues to work for its regional campaigns and on behalf of sub-

regional and local partners. DESTI.NE should also be used to market events programmes and major events through the use of micro-sites and promotional tools.

The actual management of DESTI.NE would not fall to a regional coordination unit – the system has a wider tourism focus that is outwith the remit, but we would expect it to exert significant influence in ensuring that DESTI.NE develops in line with the needs of the events audiences and suppliers as these are considered to be a major driver for attracting visitors.

Advice and guidance

- 6.34 There remains a regional role for providing *high level* guidance and coordination on event matters and for developing and disseminating good practice. In fact, expertise resides across the region – both in the public and private sectors - and the role is more about facilitating networks and signposting than it is about providing hands on support. A large proportion of this role could be covered through a combination of Frequently Asked Questions (FAQ) and fact sheets on the website; through a directory of contacts and events facilities and talent; and then through a rolling programme of seminars and networking events. The toolkit is already one example of this approach. We would not envisage a regional unit dealing with many individual queries except where these relate to targeted “priority regional projects” that are targeted for development as potential major indigenous events. Instead, local events would be referred to appropriate events people within the ATPs or local authorities.
- 6.35 With a greater focus on strategic overview, there will be a role for partners to work with event organisers on specific events. The co-ordinating role would provide support where it is needed and the process of commissioning and leading events will in itself help reinforce the increase in capacity to host high quality events in the future.

Funding and sponsorship

- 6.36 Developing an events programme would require identification of gaps and opportunities among existing, new and mobile events in cultural and sports areas. Regular meetings with potential funders would allow presentation of its case for the shape of the programme, its plans and responses to new ideas that come forward in the course of the year and the outcomes that would be expected.
- 6.37 There are options for how this funding could be drawn down (either at the beginning of the year or on a case by case basis). This process would be the subject of discussions between the funders and the agreed regional structure. Core funding is needed to operate day to day and possibly for some generic marketing. However, funders may want to retain their resources and respond to the cases put to them either collectively or singularly based on the outcomes and outputs indicated.
- 6.38 While One NorthEast may wish to support events outside the recommendations of this structure, it would be assumed that requests for funds for elements of a programme would be agreed in principle as early as possible.
- 6.39 Another issue raised in consultation is the aspiration for events to become more sustainable while funding is often only available on a one-time basis. A suggested solution would be for

multi-year funding packages which would give event organisers the confidence to plan and recruit other sponsors and funders. This could be agreed with the potentially strong regional events, subject to a demonstration of potential impacts and growth plans.

- 6.40 Attracting private sector funding and sponsorship is a challenge for most festivals and events, but appears to be even more difficult in the North East. The reasons for this are complex. Research has shown that there is no easy solution to this and that having more expert approaches does not necessarily deliver better results. Events have to have significant status to attract private funds. Even for well-known major events attracting sponsorship can be difficult. Having good evaluation evidence helps, but expectations of what can be achieved should be realistic.

Developing longer term relationships with the private sector may be the best way to proceed. Attracting sponsorship on a short-term or one-off basis is unlikely to work. This could be addressed more strategically, by building business interest over a longer period. For example: working with the private sector to identify events that they would be interested in supporting opportunities for employee participation, or setting up a major events business group.

Marketing

- 6.41 Events alone will have a minor impact without suitable marketing. Feedback from consultations suggests that co-ordination of the marketing of events in the North East could be better. Tourism Network NorthEast carries out some activities and Culture¹⁰ is involved in promoting its own events through NGI. There is a need both for a more joined up approach to events marketing on a region-wide basis – and clearer and more deliberate collaboration with the regional tourism team.

Branding

- 6.42 There would be benefit from using a regionally-recognised brand. Consideration should be given to adapting the existing regional brand. The co-ordinating role would oversee the use of the brand and ensure that it is used by events appropriately and ties in with the region's wider efforts to raise profile and refine its image. The brand would be a hallmark or promise of the quality that supported events would be expected to deliver. It would decide how it is to be used and how it would work in conjunction with the regional image campaign. The co-ordinating function would be the custodian of the brand.

Advertising and promotion

- 6.43 Promoting sports and cultural festivals are specialist activities, particularly in working with the press and other editorial channels. Any regional coordination function would not take on the marketing itself, but should provide support for event organisers in contracting marketing experts. This support would take the form of suggested supplier lists, outline marketing briefs and guidance on selecting suppliers. Its role would be to ensure the best possible promotion of its supported events to meet investors' objectives and to ensure value for money. The co-

ordination role would seek to ensure that marketing supports the tourism network North East activities, the regional image campaign and that it will generate the scale of activity required to meet outcome targets.

- 6.44 Advertising and promotion would be undertaken mainly for specific events with funding linked to that event. Given the objectives of funders, marketing support would be considered within the overall package of funding requested. There may be a case for generic programme promotion. If so, this should be made along with the outline plan at the start of the year. If it is mainly for local consumption, this might be better funded by local agencies. If it supports the regional image campaign there may be other sources.

We would not envisage that funding for generic “events” marketing would be made available without a separate case to demonstrate how it will increase the outcomes of the events that it covers.

The presumption would be that marketing would be largely done at an event level, and that the budget would include an appropriate marketing allocation.

Regional distribution

- 6.45 Dealing with a range of funders that cover different geographies will always be complex. Funders will expect that their contribution will be used to support events in their area. This element requires careful management.
- 6.46 Consultation indicates that regional funders accept that a focus on the right event in the right place will lead to a significant proportion of events being hosted in NewcastleGateshead as the major city region, conurbation and most recognisable place in North East England. This is accepted as long as there is sufficient evidence that the other opportunities across the region have been fairly assessed. For regional funders, including One NorthEast, the geographical issue is much less problematic where there has been a rigorous assessment of these opportunities.
- 6.47 A major part of this issue is being perceived to be sufficiently clear about the opportunities throughout the region and to demonstrate that they have been assessed fairly. This provides confidence in judgements about hosting events in the “most appropriate” locations. A regional structure that is seen as genuinely regional and strategic should be able to do this.

Most consultees accept that the majority of large events will be held in NewcastleGateshead. However, to confidently make decisions about “the most appropriate” venues and locations requires good research evidence and acceptance that it has reviewed opportunities throughout the region. This would be an ongoing task for any regional co-ordinating structure.

Monitoring and evaluation

- 6.48 It is important that the events and festivals that are supported can show that they have delivered what they expected to. As resources become tighter it becomes increasingly important to be able to demonstrate what is being achieved. Without this there is no way for investors to argue within their own organisation that this is the best use of scarce resources. Monitoring and evaluation is therefore at the heart of the continued support of events and

festivals. This is never easy, particularly in cultural programmes where many of the outcomes relate to quality of experience rather than just counting attendances.

- 6.49 This should be clearly based on the objectives of the investors. If they are investing in creativity then this should be demonstrated, if investment aims to generate broader participation this should be shown. In many cases investment will come from a number of sources, each with its own aims. The co-ordinating role is to demonstrate the contribution that the event has made to each.
- 6.50 Any future structure should have monitoring and evaluation at the core of its activities. Without it, it will become increasingly difficult to make cases for future funding.

Conclusions on functions

- 6.51 In summary the main elements are:
- a regional approach to co-ordinating events and festivals. The scale of investment and the added value that can be provided justifies a small permanent team
 - The unit would have a strategic and objective overview of what benefits different events can deliver relative to their costs and identify the most appropriate opportunities
 - It should be independent of both the events it commissions and the investors that support it
 - It would be responsible for preparing a creative programme that identifies new opportunities and supports festivals and events with potential
 - It should coordinate investment on the basis of how and why the proposed events would meet investors economic, social and cultural objectives. This includes ensuring the high quality of events
 - It should work with ATPs and local authority teams to co-ordinate and advise on bids and the development of high potential events
 - It should work with ATPs, local authority teams and venue owners to identify opportunities to use iconic locations for major events
 - It should include sports and business functions (in a co-ordinating role)
 - It should be responsible for identifying and ensuring legacies from each project
 - It would monitor and evaluate the performance of events against funders objectives in order to demonstrate value for money
 - It should co-ordinate the use of a regional brand and work closely with the North East Passionate People campaign and tourism marketing teams
 - It should provide strong and clear leadership for the events sector.

7: Organisational options

- 7.1 In this section we introduce the options for structuring festival and event support in the North East, identifying strengths and weaknesses and the suitability of each option. Although the brief was to set out the options, we have also made some specific recommendations at the end of the chapter. While the previous chapter's analysis of roles and responsibilities is intended to be relevant for all partners, the options and recommendations are specifically to ONE NorthEast in relation to their investment.
- 7.2 Although we take as read the main roles and responsibilities outlined in the previous chapter, it is important to reiterate a number of important conclusions. These have implications for the organisational options proposed.
- 7.3 The first is to emphasise that, whatever the structure, there should be a separation between the strategic programming and delivery roles. The two roles are driven by different objectives. Our recommendation is that in order to maximise the benefits from festivals and events, the structure must operate at a strategic level. This involves researching the opportunities and creating an exciting outline programme of events that match up with the objectives of investors. The delivery of these events should be commissioned separately.
- 7.4 Secondly, there may be some concern that emphasising investors' objectives and placing more importance on evidence will be detrimental to quality and/or creativity. We argue that with tighter funding settlements, evidence of outcomes is of even greater importance as events and festivals compete with other potential investments for support. Without evidence there will be less of a case for funding in the future. There is no reason why this should impact on quality. Quality is important because it generates greater profile, attracts more interest and provides a better experience, all things that funders' want to achieve.
- 7.5 We would, however, stress that maintaining creativity will place responsibilities on both the investors and on any proposed co-ordinating function. Investing in festivals and events requires creativity and innovation and the outcomes may be different from anticipated. Although investors are bound by their objectives they should be prepared to take risks on more innovative events, where appropriate. Equally, the co-ordinating role will in some cases need to argue why these risks are worth taking.
- 7.6 Another important conclusion assumed in this chapter is the preference for a regional approach. This reflects the regional strategy and the views of consultees. There is an understanding that a regional approach is the most effective way to provide leadership, direction and co-ordination of resources. It will add weight to major bids and avoid duplication of effort between funders.
- 7.7 The final issue that, whatever the option adopted, the investment or purchase of the services set out in the previous chapter will be subject to public procurement legislation.
- 7.8 The main options discussed here are:
- No support structure for the coordination of festivals and events

- One NorthEast invests in festivals and events directly
- Continued investment in the Culture¹⁰ Programme as pre 2010
- Development of the Culture¹⁰ Programme/structure
- Develop a new network or partnership operated on a voluntary basis
- Create a new regional network alongside a NewcastleGateshead focussed Culture¹⁰
- Establish a new regional special purpose organisation
- Procure regional services by competitive tender.

No funding for festivals and events

- 7.9 Although this is an option, the strategies and consultations indicate that support for festivals and events remain an important part of One NorthEast's and other partners approach to the economic development of the region. Festivals and events support a number of the objectives of the RES and other regional strategies, including building on the region's significant investment in cultural capital. Investment in festivals and events contributes to tourism, place competitiveness, civic pride and participation. It is important that these objectives drive the way in which support is delivered. However, funding from One NorthEast NorthEast and other partners is likely to reduce in future years and therefore, it is all the more important that it used effectively.
- 7.10 Ending funding completely would risk undermining the efforts and investment that have already been made in shaping the image of the North East. Across the UK (and indeed most of the world) culture is increasingly being seen as a playing an important role in attracting (and retaining) talented people, visitors and investment. Festivals and events are being supported to help position cities and regions as attractive and distinctive. While ending One NorthEast's funding would not mean the end of events and festivals, it would have a major impact, making it much harder for the region to host events of significant scale.
- 7.11 Moreover, other regions are investing in events and festivals meaning greater competition. Without investment, there could be damage to perceptions of the region as a "cultural city" and some of the gains made through the Regional Image Strategy could be undone.
- 7.12 On the basis of the commitments made in the regional strategies and the feedback from consultees, funding of events and festivals continues to have an important role to play and this would not be a serious option.

One NorthEast funds festivals and events directly

- 7.13 Another option is for One NorthEast (and possibly other funders) to act independently to support events. Assuming that One NorthEast would not wish to plan event programmes or research and develop events, their role would be largely reactive. There would be less co-ordination as potential events would simply approach One NorthEast and others for support. This is still likely to be fairly time consuming for executives who would need to take on the

assessment of applications for funding and demonstrate the impact of individual events. There would be a significant time commitment in managing event resources and working with funders. Other investors would have to go through the same processes.

- 7.14 The main benefit of this approach is that it may be slightly less expensive than supporting a separate network or organisation. However, given the time that would be needed to deal with applications, this may not be much less than One NorthEast's share of the funding that would be needed to support an organisation. It would also run counter to the Agency's approach of reducing the services it provides directly and enabling other providers.
- 7.15 Funding events directly could make it easier to co-ordinate events with other One NorthEast activities, particularly with the tourism team and, through them, the ATPs. In practice, without an organisation to lead the process, One NorthEast may increasingly be drawn into negotiations around the co-ordination of events and the mix of funding.

Continued investment in the Culture¹⁰ Programme as pre 2010

- 7.16 The previous chapter set out the roles and responsibilities that we envisage for a co-ordinating unit. Many of these are already being carried out. However, in some areas we have suggested a number of changes. In many cases this is a change of emphasis relative to the current arrangements. In this section we outline some of the challenges and in the following section set out how the Culture¹⁰ Programme could evolve to meet these.
- 7.17 While the current structure has worked well in many areas, there are a number of areas, highlighted in the report, which if improved or revised could increase the impact of investment.
- the roles in the previous chapter indicate the need to be perceived as genuinely regional. At present, the co-location and close links with NGI are considered to hinder this outside NewcastleGateshead.
 - we also believe that the co-ordinating unit should play a more strategic role, stepping back from delivery and instead focusing on identifying and developing major events that will deliver strong economic and social outcomes
 - although the current programme is recognised for creating and supporting many new and innovative high quality events, there is still confusion among some consultees over its role and how events are identified for support. A stronger evidence base would help achieve this.
 - festivals and events are a major element in developing the region's image, but links with both the tourism marketing team in One NorthEast and the Regional Image Campaign are weak.
 - an increasingly important role for funders is demonstrating value for money from their investment. This is both complex and time-consuming for Culture¹⁰ and the current mix of activities does not allow sufficient resource for this.

- related to this is the need to show how programmes and investment will meet funding objectives. Funding and identification of events should be more closely linked to these objectives. Stronger identification and clarity about legacy opportunities would also strengthen the case for funders
- the Major Bidding Strategy highlights opportunities to bid for major events. The new structure should spend time to assess these and other major opportunities. At present the structure does not have the resource to work across business events and sports, both of which could contribute significantly to funders' objectives
- finally, the confusion over branding with NGI suggests that as a regional unit, there is a strong case to relaunch the Programme with a North East brand.

7.18 Without change of some kind it is likely that some of these issues will continue. If Culture¹⁰ is not seen as being genuinely regional, the regional funders may look at other ways of supporting events. Events outside NewcastleGateshead would continue, but there would be no co-ordination, particularly in the rest of the region.

7.19 In moving forward, there is now an opportunity to refine the way in which the support is organised building on the strengths and experience of the Culture¹⁰ programme.

Development of the Culture¹⁰ Programme/Structure

7.20 It is important to recognise the distance that has been travelled since the launch of the Culture¹⁰ programme. The team has been instrumental in moving events and festivals up the agenda in the region and raising aspirations and building capacity and confidence. The team has also been responsible for developing and supporting some strong events which have contributed to the changing perceptions of the region and its economic and social development. The programme has also met the demands for engagement and participation through its support of events such as Spencer Tunick, the events around the Great North Run and La Fura del Baus.

7.21 Many of the roles and responsibilities set out in the previous chapter have been identified by the Culture¹⁰ team or are already being undertaken and most of the proposed developments represent a shift in emphasis rather than a radical change. However, the changes are important and are aimed at providing better value for money in the longer term and a stronger regional approach.

What changes would be needed?

7.22 Culture¹⁰'s work currently includes a delivery role. This reduces the resources available for research and planning and although it ensures the delivery of first class events, it can make it harder to be seen as objective in assessing their success.

7.23 A co-ordinating unit should, as far as possible, be independent of delivery, remaining objective and analytical in what is being achieved through events. This is the way in which most of the comparators operate.

- 7.24 The SQW evaluation highlighted the importance of demonstrating the economic, social and profile objectives of investors and provided a framework for measurement. At the time we argued that this should drive activity and investment. The framework remains valid and it is more important than ever that it is used to appraise and evaluate event performance and support decision making. It is an extensive exercise to do effectively and one which we do not consider Culture¹⁰ in its present form has the resource to enforce or deliver.
- 7.25 With the new ATP in place and the increasing will of local authorities to support events, the co-ordinating function becomes even more important. The role involves working with these and other key partners to identify and support specific opportunities. This is happening already, but will become more important in the future and therefore a central part of the function would be working with events people to co-ordinate, support and identify opportunities to a significantly greater level than can presently be achieved and with a clear regional spread.
- 7.26 Researching and identifying the potential major events, particularly those that might be annual or biennial is a current task for the Culture¹⁰ team. The Chief Executives group for Culture¹⁰ has agreed on this refined strategy which is now being implemented. In the past, there is little doubt that the programme has been pulled too thinly across too many events and that the “fewer, bigger, better” approach will greatly help. In terms of the principles, we would stress the need for this to be driven by stronger research and analysis either done internally or commissioned separately.
- 7.27 At the heart of some of the concerns is a view that the region still needs another annual major national event (in addition to the Great North Run). The focus of Culture¹⁰ has, to date, been on developing events of high cultural value. This has been valuable in changing perceptions of the North East. With reductions in funding post 2010, there is even more of an imperative to demonstrate that future events will deliver significant economic, social and profile outcomes.
- 7.28 Event planning and programming should be driven by the objective of generating these outcomes. An understanding of economic and social impacts, for example, indicates that for events to be worthwhile in these terms they have to generate very large attendances and attract major national coverage. If Culture¹⁰ is to evolve into a strategic, co-ordinating body, it must be able to assess the costs and benefits in an objective way. This requires a more analytical approach than a creative one. This is about emphasis and balance rather than doing one rather than another.
- 7.29 Another important change would be the inclusion of a co-ordinating role for both sports and business events. This would broaden the scope of the team and may require people/organisations with appropriate skills either internally or subcontracted. The roles would not overlap with existing activities in the local authorities, but would be there to identify and link up opportunities across the region, for example by co-ordinating a sports forum and, in the case of business events, working with the convention bureau. These would be require a new emphasis with the Culture¹⁰ team. It already looks at sports events but this would need to be strengthened to take advantage of the opportunities identified in the Bidding Strategy and attract funding.

- 7.30 One of the principles is to ensure that there is greater attention paid to the legacy of events and the structures that support them. This should be a formal responsibility of any regional coordinating unit. Proposals for funding for individual events and programmes should set out anticipated economic and social legacy and plans to evaluate it. In addition, the unit should investigate other ways of increasing legacy such as business clubs, marketing tools, supplier lists etc and how they can be used. Legacy is an important part of the current team's work but it requires a greater focus and dedicated resource to maximise and increase its impact. Currently a happy coincidence as opposed to something that drives activity. The principles set out here suggest that this becomes a more formal responsibility, both for the unit to develop and for funders to assess.
- 7.31 Branding and marketing is a major source of confusion currently. The principles suggest that this is substantially changed. There is little tie in between the Culture¹⁰ events and the regional image strategy. Without an "outward facing" brand, Culture¹⁰ suffers because events are perceived to be supported by NGI who do not financially contribute to the programme delivery or Culture¹⁰ team. Because of the lack of co-ordination and the wider perceptions, it would make sense to relaunch Culture¹⁰ under a new name. The co-ordinating role should have its own brand such as "NorthEast England events" and close links with the existing regional image strategy in particular.
- 7.32 Improve links with the regional tourism team. Separation of the regional programme of festivals and events from the regional tourism activity reduces the impact that the investment makes. Greater clarity is required between promotion and marketing of a regional programme of festivals and events and a city region destination. Market segmentation information contained within Tourism Network North East could be used to create vital evidence for planning and decision making. Tourism marketing could then be used to get a sophisticated message out to target audiences in relation to particular events. The role of the Culture¹⁰ unit in relation to marketing would need to change significantly to play this role in ensuring that the tourism marketing and DESTI.NE develop into valuable tools that will help maximise the impacts of the events that are attracted.
- 7.33 Finally the roles and responsibilities include event leadership for the sector. The Culture¹⁰ programme has played an important role, stimulating new enthusiasm for events and raising expectations of what can be achieved. It has demonstrated through its own engagement with specific events the importance of quality. These strengths are recognised by consultees. However, its position within NGI makes it difficult to be seen as genuinely having a regional overview and consequently, providing regional leadership has been more difficult. As with the branding, a relaunch would give the team a new platform to establish its new role and build trust – although the position in relation to NGI would also have to be addressed.

Position within NGI

- 7.34 Although the Culture¹⁰ team works hard to operate across the region, its current position within NGI is a barrier to being seen or working as genuinely regional. Among consultees there was a perception that Culture¹⁰ is part of NGI and as long as this continues, it will not be seen as a genuine and objective events co-ordinating unit. The core unit costs of the team are contributed by two councils and One North East. Both local authorities, Newcastle and

Gateshead, need to show value for money within their areas. This reinforces the focus of work on Newcastle and Gateshead, along with the links with NGI. Ensuring fair treatment of all the parts of the region is a difficult balance to strike. It can only be resolved through negotiation with all regional partners and acceptance that there will be a core cost to supporting the co-ordinating team.

- 7.35 As mentioned previously, a number of consultees raised Culture¹⁰'s position within NGI as a problem and these concerns should be considered in moving the model forward. This was an issue in a number of different contexts. For example, the co-location and employment of Culture¹⁰ staff by NGI was considered to undermine its role as a genuinely regional programme. There was also confusion over the use of NGI branding. Although the team has worked hard to counter these perceptions, it remains a barrier to meeting some of the functions envisaged.
- 7.36 In addition, because NGI is a membership organisation, there is a perception among private sector members that they are investing in elements of the Culture¹⁰ Programme when they are not. If businesses believe they are already supporting events and festivals, it will harder to convince them to make any further contributions, limiting potential sponsorship. This further supports proposals create a clearer separation between the Culture¹⁰ Programme and NGI's own activities.
- 7.37 It is also important to recognise the substantial advantages in being co-located in NGI:
- Culture¹⁰ is in close proximity to related groups such as the Convention Bureau, the destination marketing function for NewcastleGateshead and now, the ATP – all of which fall within NGI and share interests of relevance to festivals and events.
 - The various teams within NGI are able to share resources and capacity such as marketing and administration.
 - Culture¹⁰ is able to operate as a project, rather than as a separate legal entity – the accountable body is Gateshead Metropolitan Borough Council, but employment contracts are handled directly by NGI. This means that Culture¹⁰ has not had to adhere to such an onerous level of formal organisation and reporting as would be required by a separate legal entity – for example, developing its own HR procedures, financial systems and preparation of legal documentation

In practice

- 7.38 Resources would be retained by partners, with the Co-ordination Unit working with potential investors to support a small number of annual and bi-annual events of a sporting, business and cultural nature. The decision to invest in these events and festivals for each partner would be determined by the evidence collated by the unit. Themed (crossing years) and/or annual plans would be prepared identifying the unit's priorities, the range of events it hopes to support, target outcomes, evaluation plans, marketing and longer term projects to attract events. This Programme would be discussed with One NorthEast and partners to identify how closely it meets their objectives and the outcomes that would be expected. Although specific events will not always be known at this stage, an outline for the type to be targeted/bid for could be

provided. Through negotiation, agreement would be reached on the year's/theme of activities, targets and funding requirements, including a contingency. Partners would provide 'in principle' agreement for funding for the programme or for those events that meet their criteria.

- 7.39 This approach would also be applicable for additional, non-event funding such as research, evaluation, expert input into programme development, non-event specific marketing etc. A case would be made for individual elements of this additional funding or, if appropriate, as a package.
- 7.40 Marketing would be at the discretion of the unit. Generally this will be part of the event support, but if the unit makes a strong case for the value of generic event marketing or for a group of related events, a case could be made to investors to demonstrate how this would improve impacts. The details of this would be negotiated with funders, for example, the need for any central PR and how much resource is needed. There may be a case to commission an external organisation to lead the PR or it may be of a scale that can be managed in-house. These issues would depend on the programme to be supported and other regional marketing activities.

Summary of main changes

- 7.41 The principles in the chapter set out the way in which we suggest a new structure should operate. This section considers how Culture¹⁰ can evolve, post 2010, to better meet these principles. This would require important shifts in focus.
- a step back from the direct delivery of events , towards a higher level co-ordinating role and commissioning approach
 - greater emphasis on researching, analysing and identifying major event opportunities that will meet funders' objectives
 - greater emphasis on delivering outcomes to meet investors objectives
 - a relaunch of the programme, use of an adapted North East brand, closer links with regional image strategy and tourism
 - a clearer separation from NGI to address perceptions or regional spread and focus
 - broadening of scope and expertise within the team on sports and business functions
 - stronger focus on legacy as part of the case for funding
 - maintain the development of an events programme, with funding driven more transparently by funders objectives
 - engagement with businesses to develop long term relationships to encourage support

Benefits

- if there is logic to having a single regional organisation to co-ordinate and support festivals and events, then building on Culture¹⁰ is the most obvious step. Culture¹⁰ has now built up a considerable amount of learning and has a track record in delivering a number of important events. However as indicated at the beginning of this chapter, the investment or purchase of any service would be subject to public procurement legislation.
- it is already carrying out many of the roles and responsibilities outlined in the previous chapter and it would be relatively straightforward to refine some of the these. It has a team of experienced professionals who have done a good job in delivering exciting and innovative cultural events in the region. Despite the perceptions that they focus too much on NewcastleGateshead they have taken on a regional role and, with a new remit and clearer separation/transparent relationship from NGI this would become easier.
- the change in role would help to focus activity on delivering stronger outcomes rather than on delivering events.
- supporting a revised Culture¹⁰ avoids the considerable complexity and costs of setting up a new organisation, which would take time to find its feet. The experience of dealing with the demands of investors that Culture¹⁰ has developed should not be underestimated.
- there are still options around both how One NorthEast delivers its funding and this would depend on the arguments that Culture¹⁰ makes about its proposed programme, operating costs and marketing activity. There would be scope to retain a proportion, or to tie elements of the funding to Culture¹⁰'s achievement of match funding from other sources.

Weaknesses

- building on Culture¹⁰ does not provide a genuinely fresh start, but is an evolution and as a result it may be harder for it to adapt to a change of roles. For example, it requires some new skills and ways of working, such as linking with the sports teams, greater use of research material and stronger analytical role as opposed to a creative approach.
- a relaunch may require a separation/greater transparency in its relationship to NGI which could be complex and may have a negative impact on NGI's operations
- there is a risk that the strategic role proposed here would not sit comfortably with Culture¹⁰'s interest in event development and delivery.
- Fundamentally, the service would have to compete in the open market place to win a competitive tender.

A network or forum (possibly coordinated by one of the leading partners)

- 7.42 A regional network, partnership or forum for events is another option that would provide co-ordination and take on some of the roles and responsibilities discussed. Under this option funders would retain their own funds for delivery of events, but would support a network that brought together all the stakeholders within the region. There might be one just one forum, or different networks for sports and cultural events.
- 7.43 Many of the comparator models for the English regions are based on this approach, at least at this stage. Membership functions are delivered through a regular programme of meetings and publications, and increasingly, electronic forums.
- 7.44 It would be necessary to provide secretariat support, through one of the partners, which could be collectively funded. The responsibilities could be quite substantial depending on how the network chooses to operate, particularly if it were to handle and review funding applications. Funds would be held by the partners, with individual applications for specific events brought forward by network members or partners. Not all funding would go through the network, which, being voluntary would not have as much authority as a single organisation.
- 7.45 Partners might include the ATPs and the One NorthEast tourism and regional brand teams, local authorities, NGI, the new City Development Company (CDC), Arts Council England, the Northern Rock Foundation, SRPs, private sector businesses and venue managers, Sport England and others involved in supporting events. Culture¹⁰ could continue to operate as a partner and depending on funding arrangements it might continue to represent the region or might work solely within NewcastleGateshead,.
- 7.46 In terms of the functions set out earlier, a network organisation would be able to undertake some of the research and intelligence role. A well organised network could take on sharing best practice and regional knowledge. It may even provide a sufficient level of coordination to encourage greater adoption of the DESTINE database for events promotion and perhaps for the development of a regional festivals and events resources database. The network could also offer a regional festivals and events branding to be used by members.
- 7.47 For major events, sub-groups might be pulled together to lead bids or to co-ordinate delivery. A good forum would be able to commission and fund research and evaluation and disseminate it.
- 7.48 It would not require significant commitment either from the members or from funders. Members need only participate to the extent that they are interested, and time and resource commitments are low. This option could be useful in ensuring that the relevant equivalent officers from the different areas meet each other and share knowledge and information.
- 7.49 However, a network would be unlikely to be sufficient to ensure adherence to the monitoring and evaluation framework, for carrying out detailed research and proactive regional marketing of the events capability, or for responding quickly to assess potential opportunities. Moreover, with only a loose association of members, a network would lack a common front for bidding. Opportunities for bidding could, however, be identified through the network but

addressed through steering groups set up between members wishing to target particular events.

- 7.50 Broadly a major events network could be sufficient to discuss and commission work to identify and attract a small number of major events. It is less likely to be able to take responsibility for identifying and nurturing regional events, as this would probably fall to the sub-regional agencies. Work to develop a brand, monitoring and evaluation, programming and research and intelligence is likely to be more challenging for a network.
- 7.51 We would also warn that this approach could well see One NorthEast as the coordinating partner – a role that would involve additional administration, organisation and commitment which would go against the overall direction of the Sub National Review.

Benefits

- a network is very easy to set up
- it can be adaptable to members' changing priorities and needs
- it is an adequate forum for supporting knowledge sharing and diary coordination
- it enables officers from different parts of the region to get to know each other
- it could help to support the adoption of regional branding for festivals and events

Weaknesses

- a network has little allocated resources and only limited budgetary control
- it has little or no capacity to attract funding from other sources (as its connection with the main funder is too close)
- it lacks formal decision-making power or strategic clout
- it relies on its members to participate on a voluntary basis, both in attending meetings and in carrying out actions
- the network itself would be dependent on the continuing enthusiasm of members and their willingness to undertake the operation of the network. Network organisations can run the risk of becoming “talking shops” and more active organisations may instead forge their own relationships outside of the network.
- One NorthEast are unlikely take on the co-ordinating role which would contradict the roles set out in the SNR
- Potential to lead to watered down decision making to gain consensus as opposed to clear leadership required to make some difficult decisions

A regional network alongside a NewcastleGateshead Culture¹⁰

- 7.52 One variant of the previous approach would be a network operating alongside a NewcastleGateshead event organisation (such as Culture¹⁰). This would force regional funders to allocate support between the two, but could work if there was sufficient activity in NewcastleGateshead to merit it. It would also mirror the new City Development Company.
- 7.53 Under this arrangement Culture¹⁰ could continue to operate from NGI (or the new CDC) and potentially continue to be involved in delivery work, where it were paid to do so. The proposed Network would cover the region, with NGI as a partner.
- 7.54 In addressing the roles and responsibilities, the network would lead the event strategy but would have to work closely with Culture¹⁰. The Sports Events Forum proposed in the Major Bidding Strategy would sit under the Regional Events Network, reporting back to its main group. Culture¹⁰'s role would depend on the needs of its funders, but One NorthEast and Newcastle and Gateshead Councils in particular would have a strong say in its direction. Many of the roles set out in the previous chapter would still be applicable to this version of Culture¹⁰, although without the regional remit. It would still work in other parts of the region, but this would be at the request (commission) from the network.
- 7.55 While this arrangement would work well for NewcastleGateshead, it would undermine the single regional approach and it is unlikely that the funding available outside the region would permit a significant programme of events. Without the cities, the Network might struggle to compete and attract major events, although some funding would be available. In essence, Culture¹⁰ would be explicitly about NewcastleGateshead rather than the region. It would solve a number of problems, but also send a signal that funders are less concerned about major events in the rest of the region.
- 7.56 The network would provide the regional strategic role, while the delivery would be commissioned from a range of sources which would include the Culture¹⁰ team.

Benefits

- it reduces the tension between NewcastleGateshead and the rest of the region by explicitly asking funders to take a decision to focus on Newcastle Gateshead
- it allows Culture¹⁰ to continue within NGI and potentially, with a narrower remit, to continue to provide some event delivery
- it allows One NorthEast to focus support on NewcastleGateshead explicitly (if this is where it believes the best opportunities are), while other funders can make their own decisions
- the regional network would still include Culture¹⁰ and would form the basis for engagement in the rest of the regional activities.

Negative effects

- the signal that it sends to the rest of the region and a sense that NewcastleGateshead is receiving special treatment
- there may be less resource for the rest of the region and the network might be undermined by Newcastle Gateshead activities
- there may be some duplication of effort and responsibilities. One NorthEast would be supporting both an organisation and a network in the rest of the region
- because the rest of the region would be operating through a network, some of the roles, such as nurturing regional events would not be carried out as effectively
- the risks would be the division that this could cause, the lack of genuine regional co-ordination and difficulties in integrating Culture¹⁰'s new NewcastleGateshead role into the rest of the region
- confusing and no one point of contact and this approach could see One NorthEast as the coordinating partner – a role which would go against the overall direction of the Sub National Review

New organisation (or special purpose vehicle)

- 7.57 A more radical option would be for One NorthEast and potentially partners to fund a new events unit. This approach has been adopted in other parts of the UK, through EventScotland and NIEC, where a limited company has been established to support event and festival functions. Depending on the views of other funders, this new unit would be expected to replace Culture¹⁰. However, it is possible that Culture¹⁰ could continue as a delivery organisation. This arrangement would need careful negotiation as there would be no sense in having funders supporting competing events organisations.
- 7.58 The roles and responsibilities of this organisation would be as outlined in the previous chapter and in previous options.
- 7.59 The board of this type of organisation would be made up of representatives from the major funding bodies and stakeholders but also from experts both from the region and in events (preferably including a mix of public and private sector and a good range of expertise and skills). A well-chosen board should provide strong strategic input and guidance although there can be a risk that board members are motivated more by the interests of the main organisations that they represent than (as laid out in the Nolan report) the best interests of the events organisation.
- 7.60 This is a relatively high risk approach in that the organisation is outside the direct control of the major sponsors but is responsible for managing its own budgets. Such a structure would provide a combination of public sector funding with the freedom afforded by a private sector structure.
- 7.61 For the reasons set out in the previous chapter, there would be merit in separating this regional strategic role from the delivery of events.

Benefits

- a fully independent organisation can set its own agenda and control its own budget (providing it satisfies its funders).
- it has fully-allocated resources that are available at any time the organisation needs them
- it can gain further strategic insight and leadership from a well-chosen board of Directors
- it has the resources and critical mass to make an impact on the world events stage and to take both a proactive and a strategic role in the region's events planning.
- it has the potential to build a really strong events offer for the region – but needs to work effectively with other partners too.

Weaknesses

- this option can be relatively expensive to set up and run and its success presumes the appointment of staff with the requisite skills and potential to make it work
- the funders take a risk in handing over funding and control to an independent organisation
- the organisation can be seen as self-serving, rather than meeting regional needs. There can be a lack of clarity relating to the commitment of the organisation to work in partnership with other events bodies
- the existence of a regional events organisation of this scale may encourage other partners (such as local authorities) to take a back seat with respect to their own support for events.

Procure services through tendering process

- 7.62 This option would be to develop a brief and commission the delivery of the event support services broadly as described in the previous chapter.
- 7.63 This has the potential to be very effective if successful, but also has some risks. While it is relatively clear how the support of events can be developed from Culture¹⁰, procuring services would be a step into the unknown. The shape of delivery will depend very much on how well specified the brief is. Given the difficulties in agreeing a regional event strategy, agreeing a more specific brief will be tricky, but not insurmountable.
- 7.64 For the reasons set out in the previous chapter, there would be merit in separating this regional strategic role from the delivery of events.

Benefits

- this could bring a new set of ideas and fresh purpose to the support of festivals and events.
- because it means that a tighter brief has to be developed, it would allow very specific targets to be set. A much tighter contract would have to be prepared and this in itself would help focus partners on what they do and don't want.
- tenderers might be able to offer cost savings or opportunities to tie funding to performance
- potential tenders could include the existing partners as well as private companies.
- more likely to be seen as a genuine regional organisation

Weaknesses

- agreeing a brief with a number of funders would be a difficult process given the challenges around definitions. The activities would be governed by the incentives in the contract and these can be difficult to get right.
- it would run the risk of losing the experience of Culture¹⁰ and the synergies with NGI
- the process itself could be more expensive and initially more time consuming than evolving the current structure
- if Culture¹⁰ were to continue in some form it would mean yet another organisation, which would be confusing and probably unnecessary
- The biggest risk is whether an effective brief and contract can be agreed
- There is also a risk that if Culture¹⁰ continued in some form, operating in Newcastle Gateshead, there could be duplication and potentially competition between funders.

Recommendations

- 7.65 The options above represent a range of approaches that could be used to deliver support for festivals and events. Each has strengths and weaknesses and, in practice, it may also be appropriate to consider combining elements of the different options.
- 7.66 Although the brief was to set out the options, it is also helpful to make some specific recommendations. While the analysis of roles and responsibilities is intended to be relevant for all partners, the options and recommendations are to ONE NorthEast in relation to their investment.
- 7.67 Of the options outlined, the two strongest are the development of Culture¹⁰ as a more strategic regional resource and the development of a regional network, within which Culture¹⁰ continues to operate explicitly for NewcastleGateshead. In moving to either one of these revised models, full consideration of public procurement procedures would need to be explored and changes to the current Culture¹⁰ structure, aims and objectives would need to be agreed.
- 7.68 **Our recommended option for ONE NorthEast is to build on the success of Culture¹⁰ by adapting its role along the lines set out.** Specifically, in developing its role we recommend that:
- there should be a regional approach to co-ordinating events and festivals. The scale of investment and the added value that can be provided justifies a small permanent team
 - there should be a clear separation between the strategic programming and delivery roles and that, post 2010, it should focus on the strategic programming role.
 - the team would be responsible for preparing a creative programme that identifies new opportunities and supports existing festivals and events with potential
 - it should be driven solely by meeting the objectives of its funders. To do this requires research, evidence and identification of events and festivals that best deliver against funders' economic, social and cultural objectives. This includes ensuring that events are high quality
 - related to this, a strong emphasis will be required on monitoring and evaluation to inform future planning and decision making
 - funding for the core unit should be made available to undertake this co-ordinating role. Event funding would be agreed for programmes subject to evidence of the likely impacts that they will have across specific criteria.
 - getting full regional support is also critical and this is more likely with a relaunch of the unit and a front-facing brand which reflects its regional role. The unit would co-ordinate the use of a regional brand and work closely with the North East Passionate People campaign

- to be perceived as genuinely regional, there will need to be a clearer separation between the Culture¹⁰ Programme and NGI's own activities.
- there should be closer integration with the tourism network and the regional image campaign, both of which play an important role in maximising the impact of festivals and events
- the unit should be funded to research and identify festival and event opportunities in arts, sports and business events. Its role would include identifying where there may links between these different areas that can be exploited
- the fewer, bigger, better focus should continue to be adopted, with emphasis on researching and identifying major events that can use the region's iconic structures and locations. This includes making a case for supporting indigenous events with growth potential as well as commissioning and attracting new ones.
- hosting "the right events in the right locations" should continue to be the approach of the unit. This would be strengthened by using research to identify and demonstrate the main opportunities region-wide and their potential impacts.
- there should be a balanced programme that considers sports, arts/cultural and business events.
- legacy should be a high priority in the unit's work. It should be required to research and identify legacy opportunities both related to individual events and to festivals and events collectively.

Annex A: regional approaches to events coordination

Table 7-1: Summary of regional approaches to events coordination

Region	Strategy?	Partners	Events organisation	Notes
North West	Yes	NWDA (lead), The Lowry, Manchester City Council, Culture North West, Liverpool Culture Company	Regional Major Events Steering Group, working through the Regional Tourism Forum and Regional Marketing Forum	Planned events portfolio with Global Giants, Flagships, Organic Excellence and Attack Zone events
East Midlands	No – major events are included in the Tourism Strategy though	emda	Coordination of events so that they do not clash. Also, funding support for developing events	Help grow indigenous events Identify and attract one-off events Support community events
West Midlands	No – but a key thematic element in the West Midlands Visitor Economy Strategy	Advantage West Midlands, Quality at Heart West Midlands, Heart of England Tourism	Business Visitor Economy working group Strategy calls for a role for a regional co-ordinator and champion for major events	Business people attending a greater range go business exhibitions, conferences and events The region's visitor offer will include more nationally and internationally recognised... festivals and events
South West	Yes	Culture South West (lead)	Work together in partnership – existing organisations. Thinking about setting up a regional events forum	Coordinating dates Economic impact, profile, cultural development
South East	Yes – Major Sports Events Strategy	SEEDA, Sport England South East, Cultural South East and Tourism South East	Sports Events South East – partnership but has also appointed a Major Sports Events post within SEEDA	Sporting events with “International Significance”
London	Yes	The Mayor's Office, the GLA, the London Development Agency (LDA) and Visit London	Events for London – a virtual organisations with a project team and Board structure and links to partners	Leadership and advocacy Support with staging events Bidding for major events Helps put together partnerships Helps with funding applications
East of England	No – planned for March 2008 – arising from Rising to the Challenge	EEDA, EET, sub regional tourism groups, Arts Council England,	N/A	Establish the criteria for public sector intervention into

Region	Strategy?	Partners	Events organisation	Notes
	– Tourism Strategy	East Living East, Sport England and the local authorities		touring and indigenous events Bidding for hosting major events
Yorkshire and Humber	Yes	Yorkshire Forward, Yorkshire Tourist Board	Partnership working including Olympics Taskforce for the region and for sub-regions	Sheffield – Sportport Global West Yorkshire – Diversity Central North Yorkshire – England's Great Outdoors The Coast – England's European Coast Leeds – Business Entertainment Capital
Scotland	Yes	Scottish Executive (lead), Event organisers, cultural bodies, local authorities	EventScotland	International events programme (significant economic impact and PR) Regional events programme (building regional tourism products)
Northern Ireland	Yes	Northern Ireland Tourist Board, Northern Ireland Sports Council, Northern Ireland Arts Council and the Department of Culture, Arts and Leisure	Northern Ireland Events Company – private company with a Board structure from partners	Has a major events fund for up to 10 events per year. Will support for up to 3 years (50% match funding)

Source: SQW

Annex B: Consultees

Interviews took place July and August 2007

Organisation	Name	Contact	Date
Northumberland Area Tourism Partnership	Giles Ingram	Face to Face	23/7/07
County Durham Area Tourism Partnership	Melanie Sensicle	FtF	17/7/07
Tees Valley Area Tourism Partnership	Julia Frater	FtF	18/7/07
ONE tourism team	Chris Little	FtF	23/7/07
ONE Marketing team	Tania Robinson	FtF	23/7/07
			22/6/07
ONE NE Culture Manager	Ailsa Anderson	FtF	29/7/07
Regional Image Team	Julia Banks	FtF	23/7/07
Arts Council England, North East	Mark Robinson	FtF	27/7/07
Gateshead Council	Jane Robinson	Telephone	5/9/07
Newcastle City Council	Paul Rubenstein	FtF	18/7/07
			22/6/07
Arts Council England	Alison Clarke Jenkins	FtF	29/7/07
Culture ¹⁰	Stella Hall	FtF	10/7/07
NewcastleGateshead Initiative/Tyne and Wear Area Tourism Partnership	Andrew Dixon	FtF	17/7/07
Joined Up North/Cultural Co-ordinator for Northumberland Strategic Partnership	Jane Blackburn	FtF	23/7/07
Northern Rock Foundation	Penny Vowles	FtF	27/7/07
Gateshead Council	Geoff Haggon	Tel	30/7/07
Sunderland City Council	Chris Alexandra	Tel	6/9/07
Culture ¹⁰	Carol Bell	FtF	23/7/07
Culture ¹⁰	David Bilton	FtF	23/7/07
Durham County Council	Rosemary Laxton	Tel	31/7/07
Durham City Council	Kate James	Tel	31/7/07
Durham University	Liesl Elder	Tel	3/8/07

Reference group meeting 5th September

County Durham Area Tourism Partnership	Melanie Sensicle
ONE tourism team	Chris Little
ONE NE Culture Manager	Ailsa Anderson
Newcastle City Council	Paul Rubenstein
Culture ¹⁰	Stella Hall
Joined Up North/Cultural Co-ordinator for Northumberland Strategic Partnership	Jane Blackburn
Nova International	Mike Candlish
Sport England	Ian Gardner
Stockton	Jan Docherty
ONE North East evaluation team	Carol Candler
Newcastle Falcons	Mick Hogan
Durham County Cricket Club	Richard Dowson
Arts Council England	Mark Monument
