



An Inquiry Report of the:  
**Economy & Culture Scrutiny Committee**

# **EVENTS IN CARDIFF**

**February 2019**



**Cardiff Council**

## CONTENTS

CONTENTS .....	2
CHAIR'S FOREWORD .....	3
TERMS OF REFERENCE .....	4
KEY FINDINGS .....	5
RECOMMENDATIONS .....	11
CONTEXT .....	14
WHY HAVE EVENTS? .....	24
COUNCIL'S CURRENT ROLE RE EVENTS .....	32
FUTURE OF EVENTS IN CARDIFF .....	39
FUTURE PROGRAMME OF EVENTS .....	39
FUTURE ROLE OF THE COUNCIL .....	44
FUTURE RESOURCES FOR EVENTS .....	46
INQUIRY METHODOLOGY .....	63
FINANCIAL IMPLICATIONS .....	91
LEGAL IMPLICATIONS .....	91
COMMITTEE TERMS OF REFERENCE .....	92

## CHAIR'S FOREWORD

This Inquiry reports at a pertinent time for Events in Cardiff: the landscape for global events is increasingly competitive; the demand for leisure, cultural and music events is growing, boosted by a millennial generation that prioritises experiences over possessions; and the growth in business events continues apace, with Cardiff in prime position to capitalise on our closeness to the International Convention Centre Wales.

Events are worthwhile for Cardiff, both economically and socially, enhancing citizens' lives and supporting many jobs and businesses in Wales. However, they also bring costs to statutory services, which are not recompensed. All of these factors, coupled with the reduction in available Council resources, mean it is time to rethink our approach to events in Cardiff.

I would like to thank my committee colleagues, Councillor Iona Gordon, Councillor Jane Henshaw and Councillor Thomas Parkhill, for undertaking this in-depth inquiry and balancing the evidence presented to them. I am also extremely grateful to all those who contributed to this inquiry, sharing their expertise and experiences to help inform our findings and thus shape our recommendations. The inquiry heard from those who attract, produce and deliver events in Cardiff as well as those who manage the impact of events and from some local residents and communities affected by events.

Our recommendations aim to place Cardiff Council in an enabling and facilitative role, retaining in-house our key function of coordinating partner efforts, consolidating our strategic approach, developing a signature event, lobbying for increased funding to meet the costs incurred by statutory services, and responding to the concerns of affected communities. Cardiff needs to further strengthen its events calendar and increase the legacy and impact of events, for the benefit of local communities and Wales.



**Councillor Nigel Howells, Chair, Economy & Culture Scrutiny Committee**

## TERMS OF REFERENCE

- To explore with key stakeholders what the programme of events in Cardiff should look like, taking into account the following factors:
  - Role of events re economy of city and region
  - Impact of events on citizens, the council and the city.
  
- To explore with key stakeholders what the Council's role should be re events, looking in particular at:
  - Role of Council and Partner organisations re attracting, promoting, delivering, managing and retaining events
  - How much Council resource should be focused on events?
  - How other Councils manage similar programmes of events.
  
- To make evidence based recommendations to Cabinet on a future events strategy for Cardiff and the role of the Council re events in Cardiff.

Members of the Task & Finish Group were:

- Councillor Iona Gordon
- Councillor Jane Henshaw
- Councillor Thomas Parkhill.

## KEY FINDINGS

### Overall:

- KF1. Events are good for Cardiff, with many positive economic and social impacts, bringing in more to the local economy than they cost and providing citizens with access to cultural and sporting events, thus enhancing health and wellbeing. Since 2012, major events have brought in £227 million direct economic return to the Cardiff economy.
- KF2. Events provide Cardiff with one of its most important tools in attracting those who want to learn, visit and invest. Tourism, heritage, cultural & sporting events, together with the creative industries that support them, all play a fundamental role in the Cardiff economy and contribute to the prosperity of the city.
- KF3. Cardiff is good at events, with a positive 'Team Cardiff' approach amongst partners across the statutory, business and voluntary sectors. Cardiff receives positive feedback from event organisers, both international and local companies, regarding its ability to ensure events are delivered safely and smoothly. There is a determination to manage events to minimise disruption to residents and local businesses.
- KF4. As the capital city, Cardiff and its infrastructure is an important component of Wales' event hosting capacity. The Welsh Government has set out its Major Events Strategy, with key policy drivers being economic impact, international profile and social impact. It is developing a new strategy to attract business events to Wales, to boost the number of business events and increase the number of visitors and their length of stay.
- KF5. Welsh Government investment in events reaps rewards for the Welsh economy. The Major Events Unit's annual budget of £3.9 million resulted in £72.5 million direct economic impact in 2017/18; it is predicted to lead to over £50 million direct economic impact in 2018/19.

KF6. The current programme of events in Cardiff leads to a 'peak and trough' calendar, including multiple major events held at the same time. This affects the reputation of Cardiff as it leads to accommodation providers increasing prices, demand pressures on the hospitality sector and pressures on the transport system. In addition, it prevents Cardiff and its surrounding region from maximising the economic benefit, as visitors stay elsewhere, but leaves Cardiff having to meet the costs of hosting the events.

#### **Future programme of events**

KF7. Cardiff will continue to attract many sporting and music events, due to its infrastructure and role in the wider region. However, events is an increasingly competitive global market and Cardiff does not have the same resource available to compete at this level. In addition, relying solely on these types of events leads to a feast/ famine events calendar, with consequential negative impact on the reputation of Cardiff and reduced economic impact for Cardiff and the region.

KF8. There is a need to smooth out the calendar of events, by adding events in the current downtime. There is also a need to ensure that a future programme of events is varied and includes accessible, inclusive events with cross-generational content. This will help to tackle the feast/ famine events calendar and move it towards a feast/ grazing events calendar. In terms of multiple events occurring at the same time, this is often outside the Council's direct control, as venues operate on a commercial basis. This is an area where all parties need to continue to work together, sharing information as early as possible and seeking ways of avoiding calendar clashes, in order that Cardiff and the region maximise the benefits to the area.

KF9. To assist this, it is essential that Cardiff plans its own signature event rather than rely on attracting and retaining brought-in events. The Inquiry heard care needs to be taken to ensure the right decisions are made regarding the timing, location, content, structure and length of the signature event.

KF10. In addition, it is essential to attract and retain business events throughout the year. Business event visitors bring, on average, three times as much economic return as

sporting and cultural events visitors, with an average spend of £347 compared to £80-100. As the capital city with good infrastructure, Cardiff has a key role to play in assisting with the delivery of the Welsh Government's aim of boosting business events in Wales. Individually, business events are worth three times as much as leisure events and they provide a steady stream of work throughout the year.

KF11. Smaller business events can be catered for by hotels, the Motorpoint Arena and City Hall; the Principality Stadium can accommodate larger business events. Cardiff currently lacks space for medium-sized business events. This Inquiry heard overwhelming support for an Indoor Arena in Cardiff. Witnesses highlighted that they felt this would boost Cardiff's ability to host medium sized business events, as well as entertainment events. It would also provide an essential building block to help music artists to develop, rather than having to leave Cardiff to progress their careers.

KF12. The International Convention Centre Wales (ICCW), based in Newport, provides opportunities for Cardiff to benefit from spill-over events and to attract delegates seeking entertainment. The Inquiry heard that the ICCW is intended to benefit the whole of Wales and that Cardiff is ideally placed to achieve this, being within only half an hour travel time.

### **Future role of the Council**

KF13. Cardiff Council has a key role to play to ensure Cardiff remains an event city. Currently, the Council undertakes a number of aspects of events work including attracting, retaining, promoting, managing and delivering events. Several departments are involved in ensuring events are safe and secure and that residents are not adversely affected, for example by road closures.

KF14. It is important that there is early consultation and involvement with local communities that bear the brunt of hosting events, such as residents in city centre areas, giving them the opportunity to share suggestions to manage and mitigate negative impacts. There needs to be clear communication of forthcoming events and agreed event plans at the earliest possible stage.

- KF15. The wider work of the Council, in terms of economic development and transport, is needed to tackle the infrastructure needs of events, for example the development of the Indoor Arena, work with the Cardiff Capital Region City Deal regarding the Metro, and the broader work of economic development to boost the demand for destination hotels. There is also a role for the Council in terms of investing in heritage buildings capable of hosting business events, such as City Hall and St David's Hall.
- KF16. Other aspects of the Council's work are also important to maximise the benefit of events, such as marketing and tourism. There is an opportunity to improve the marketing of events and to use events as an opportunity to promote and signpost to the many other attractions of Cardiff. These include: joining the International Congress and Convention Association (ICCA) to promote Cardiff as a host for business events; enhancing the website listings of events to ensure these include business events hosted in Cardiff as well as cultural and sporting events; and utilising opportunities to promote Cardiff via television coverage of events that reach a global audience, such as the Cardiff Triathlon.
- KF17. Counter-terrorism is an important part of event planning; we have a responsibility to safeguard those whom we proactively draw into event spaces. South Wales Police highlighted to the Inquiry that there is an opportunity to boost hostile vehicle mitigation and cut long-term costs, by investing in permanent infrastructure solutions that have low community impact.
- KF18. The Council currently provides direct and indirect resource for events and, in the current challenging financial climate, is reviewing this support. There is a need to ensure that investments in events align with key strategic direction, such as the creative city and music strategy initiatives. The Council needs to re-evaluate the support it gives to events, to ensure this is directed appropriately.
- KF19. The main costs to the Council re events stem from staffing costs, with the bulk of these being in the Events Team. The work of the Council's Events Team is critical to coordinate and monitor events and provide a top-level, strategic view across multiple events. It manages the Events Liaison Panel and is on hand on event days to respond to developing situations, working with partners to manage the city and ensure crowd safety.



KF20. There are significant costs to statutory partners incurred from hosting mega and major events, with few routes available to recoup these costs. Statutory partners stressed the need for Welsh Government and Cardiff Council to engage with them at the earliest opportunity to ensure planning assumptions are well defined and agreed. This will help to provide a clear basis and rationale for additional planning that may be required and ensure appropriate resource allocation and mitigation is undertaken to reduce impact on services and the public.

KF21. The Welsh Government see the Council's Events Team as a key partner in their work to attract major events to Wales, because of its professionalism and local knowledge and experience; these attributes are highly valued by international event organisers who recognise the team's work on events such as UEFA Champions League Final and the Volvo Ocean Series.

KF22. If the consultation savings proposals go ahead regarding deletion of posts, the Events Team will be as slim as it can be whilst maintaining the level of service needed for Cardiff to be an event city. Whilst there is an opportunity to reframe the work of the team, the Inquiry heard that the team has a key role to play in the following tasks:

- a. Assist Welsh Government to attract mega and major events to Cardiff;
- b. Work proactively to capitalise on the success of mega and major events held here by continuing to build relationships with associated bodies to attract further events to Cardiff;
- c. Work proactively to attract business events, working with local universities, the creative industries sector, life sciences and maritime sector to develop a competitive offer;
- d. Develop a signature event and ensure it delivers on its promise;
- e. Coordinate partnership working and manage the city, keeping it moving whilst events are underway and responding to challenges as they emerge on event days.

- KF23. The Council needs to seize the opportunities that the International Convention Centre Wales (ICCW) brings, building relationships with the Centre and ensuring Cardiff is seen as the natural partner to provide additional facilities.
- KF24. Cardiff would benefit from having a short Events Strategy that defines its ambition for events, clarifying which type of events it wishes to attract and retain; this would help to guide decisions as to which events to support and give transparency to investment decisions.
- KF25. There are very limited opportunities to increase resources for events. Public finances are squeezed and the Council has to prioritise the delivery of statutory services. The Council already achieves sponsorship for some events and recharges full costs of direct service provision for events wherever possible; there is limited scope to achieve more via these routes. Statutory partners emphasised they do not receive additional funding for the work they undertake re events and that recovery of events costs needs to be agreed in advance of permissions being granted.
- KF26. This Inquiry explored options for raising monies via an Events Levy or Tourism Tax. Both of these are unpopular with events stakeholders who believe that these would be counter-productive and unsupportive of the message that Cardiff is an events city. Members were struck by the fact that those UK cities that are considering introducing these mechanisms are in a different position from Cardiff in that they have excess visitors and tourists consistently throughout the year.
- KF27. This Inquiry asked for views on whether it would be worthwhile considering moving the Events Team into an Alternative Delivery Mechanism, such as an arms-length company or public/ private partnership. Whilst some external witnesses felt that there was scope for this to work, the overwhelming view from witnesses was that this would lead to a loss of the benefits of having a council-based events team i.e. connections to council teams and leverage with external partners. At the same time, the Council would still have events-related costs, as staff would need to interact with the events company.

## RECOMMENDATIONS

Having considered the evidence presented during the Inquiry, Members recommend that the Cabinet:

- R1. Task officers to develop a catalogue of available event spaces in Cardiff, which specifies which types of events are suitable for each event space, avoiding the use of narrow spaces that funnel and tunnel attendees and promoting the use of larger spaces with clear escape routes, such as the Civic Centre and Callaghan Square.
- R2. Task officers to investigate and report back on the feasibility of removing the existing cobbled road divider on Boulevard de Nantes and replacing it with a safe, flexible alternative that would allow the area to be opened up to provide a wider space for major events.
- R3. Continue to work to deliver an Indoor Arena in Cardiff, thus enabling Cardiff to host a wider range of sporting, cultural and business events.
- R4. Task officers to develop a short, precise Events Strategy, no longer than four A4 pages, that sets out the vision, aims and objectives of the Council re events. This should commit Cardiff Council to work to make Cardiff a world leader in major sporting and cultural events and in hosting business events and seek to boost the positive legacy and impact of events.
- R5. Task officers to work with partners to proactively plan an events programme that smooths out the event calendar, by increasing events in the downtime, providing a variety of events, including accessible and inclusive events that enhance the quality and variety of life for Cardiff citizens, allowing local people to benefit from Cardiff's role in hosting events.
- R6. Continue with its plans to develop a signature event that draws on the strengths of Cardiff and heeds the advice garnered by this Inquiry with regard to timing, location, content, structure and length.

- R7. Enhance the appeal and effectiveness of major events for local residents by tasking officers to develop a standardised, consistent approach to communicating and involving communities involved in events.
- R8. Seize the opportunities highlighted by this Inquiry regarding increasing the return on investment by maximising the marketing possibilities of events, as follows:
- a. Register with the International Congress and Convention Association (ICCA) at a cost of circa £3,500 per annum and reap the benefits of global marketing and exposure of Cardiff's ability to host business events;
  - b. Liaise with Always Aim High to ensure that the Cardiff Triathlon 2019 is televised to a global audience via the medium of English, at a cost to Cardiff Council of circa £8,000, and thus capitalise on the ability to promote Cardiff to a worldwide audience.
  - c. Improve the events listing service provided in Cardiff by ensuring that Visit Cardiff includes business events taking place in Cardiff as well as sporting and cultural events
  - d. Work to promote sporting, cultural and community events in the City and develop ways of signposting to the City's attractions.
- R9. Lobby UK government, via Core Cities and other appropriate mechanisms, for additional monies to meet the costs to the local authority and statutory partners that come from hosting events, which benefit the local economy and are much needed but are an additional pressure on our limited resources.
- R10. Task officers to continue their efforts to increase the sponsorship of events.
- R11. Hold meetings at all levels with the International Convention Centre Wales (ICCW) to ensure Cardiff accommodates and attract ICCW attendees and spin-off events.
- R12. Work with statutory partners to explore the options to boost hostile vehicle mitigation and cut long-term costs, by investing in permanent infrastructure solutions that have low community impact

The Economy & Culture Scrutiny Committee invites the Cabinet to accept the above recommendations and in their response, detail the work to be undertaken for those

recommendations that are accepted, the resources identified to deliver these and the timescales for implementation. Where any recommendations are rejected, the Committee asks that the Cabinet Response details the reasons for this and any proposed alternative approaches.

In addition, this Inquiry commends, to the Economy and Culture Scrutiny Committee, further scrutiny regarding the tourism and marketing services in Cardiff, to investigate in more detail some of the issues raised as part of this Inquiry.

## CONTEXT

### Global market of Events

1. Events is a highly competitive, global market. There is a UK events co-ordination group to ensure nations and regions work together rather than against one another. There is a UK Strategy '*Business Visits and Events Strategy*' (2015), which specifies the UK Government's approach to supporting these. This approach includes the formation of an Events Industry board to support bidding and implementation of key events.
2. The Welsh Government is part of both the events co-ordination group and the Events Industry Board. The latter works with VisitBritain<sup>1</sup> to implement a '*Business Event Growth Programme*'. This aims to support growth of the UK business events sector, help attract international business events that align with the Government's priority industry sectors and grow the international profile of events in the UK.
3. VisitBritain promotes business events worldwide, under the '*Events are GREAT*' brand. 'Events are GREAT' drives awareness of Britain's great destinations and product, highlighting the UK's long history of research, innovation and high-quality infrastructure, positioning the country as a leading destination for business events.



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<sup>1</sup> VisitBritain is the national tourism agency of Great Britain, its primary role being to promote Great Britain in international markets.

## Events in UK<sup>2</sup>

4. The UK events industry is worth £42.3 billion to the UK economy in terms of direct spend by event delegates, attendees and organisers. A substantially higher figure is achieved once the wider economic impacts (indirect and induced spend and accompanying persons' spend) are included. The spend by those accompanying attendees at business events is worth an additional £7.7 billion. The list below shows the value of Britain's Events Sector – direct spend by segment:
  - Conferences and meetings – £19.9 billion
  - Exhibitions and trade fairs – £11.0 billion
  - Incentive travel and performance improvement – £1.2 billion
  - Corporate hospitality and corporate events – £1.2 billion
  - Outdoor events – £1.1 billion
  - Festivals and cultural events – £1.1 billion
  - Music events – £1.3 billion
  - Sporting events – £2.3 billion
5. There are over 25,000 businesses in the sector including event organisers, venues, destination marketing organisations (DMOs), destination management companies (DMCs), exhibition contractors, event production companies, and a whole plethora of suppliers: transport operators, telecommunications and IT companies, interpreters and translators, speciality caterers, event insurance specialists, and many others.
6. The best estimates are that the sector sustains 570,000 full-time equivalent (FTE) jobs, mostly in small and medium-sized enterprises (SMEs). The top 10 leading event agencies in the UK have a turnover of more than £3.5 billion, much of which is generated outside the UK.
7. There are over 1.3 million business events held in the UK annually. Those attending these events spent just under £40 billion, and the segment generates more than £20.6 billion in gross value added (GVA) and £58.4 billion in gross domestic product (GDP). The direct spending associated with UK meeting organisers is £24.7 billion. Of this spend, £6.4 billion is funded by registration fees paid by delegates and attendees.

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<sup>2</sup> Taken from <https://www.eventbrite.co.uk/blog/academy/uk-event-industry-in-numbers-ds00/>

## Events in Wales

8. In 2010, Welsh Government published the national strategy for major events – ‘*Event Wales: A Major Events Strategy*’. Its’ overarching aim is to create a systematic, balanced and sustainable portfolio of world class events that deliver a longer term economic, social and cultural legacy for the people of Wales.
9. The strategy sets out four categories of events that are supported by a *Major Events Unit* whose role is to coordinate delivery, bid for opportunities and provide investment. The four categories are set out below:

### ***Mega Events***

Peripatetic events - with a global reach, that, normally, require large-scale capital projects, such as new venues and supporting infrastructure. They involve a major bidding effort and demand a high level of government resource and support at all stages from bidding to delivery. Examples include the Commonwealth Games and the Ryder Cup.

### ***Major Events***

Peripatetic events - large-scale international audiences, with extensive media coverage. These international events are not “owned” by Wales and would have to choose Wales in the face of international competition. Examples include an Ashes Test Match, rugby’s Heineken Cup Final and the MOBO (Music of Black Origin) Awards.

### ***Signature Events***

Recurring events - with a strong international dimension, they are also either unique to Wales or distinctively Welsh in flavour, and reflect our culture, traditions and values. Examples include established events such as the Hay Festival, the National and Urdd Eisteddfodau, the Llangollen International Musical Eisteddfod and the Royal Welsh Show, as well as newer events like the Green Man and Wakestock festivals.

### ***Growth Events***

Smaller events - often new, with a footprint and focus that is regional, local or sector led and which demonstrate the ambition and potential to evolve and grow to become Major or Signature Events for Wales. Examples include the Cardiff Half Marathon and Cardiff Triathlon.





10. The strategy provides a strategic rationale for major events and highlights key principles that underpinned an assessment framework for selecting events to be supported.

11. In 2017, Economy Secretary for Wales, Ken Skates AM announced the Welsh Government was taking a new approach to attract leading business events to Wales, further showcasing the destination on an international stage. This ties the Welsh Government's approach in with the approach taken at a UK-wide level, as set out at the start of this report:

*'Cabinet Secretary for the Economy and Transport, Ken Skates, said: "Wales has built an enviable track record of successfully hosting many of the world's biggest events and following last weekend's UEFA Champions League Final – the single biggest sporting event of 2017 – we're now looking at building on our experience to attract leading business events to Wales.'*

*"Wales currently attracts under 2% of the value of business conferences and meetings for the UK as a whole but there is significant potential to draw events from UK and international associations, public & third sector meetings, corporate meetings and team building events to Wales's award-winning venues and business destinations.*

*"A small dedicated team will be set up with its main goal to attract events aligned with Wales' key sectors and growth regions being targeted for inward investment, FDI<sup>3</sup> and economic development plus academic, scientific or medical excellence. Wales will be showcased as an agile and innovative nation with a truly global outlook. Synergy with target growth sectors such as Advanced Materials & Manufacturing, Financial & Professional Services and Energy provide real opportunities to attract business events to Wales. This is a pan-Wales initiative, spreading the business event impact across Wales' economy whilst also benefitting from the momentum provided by ICC Wales and follows VisitBritain's return to the international business events market, providing further opportunities for Wales.'*<sup>4</sup>

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<sup>3</sup> FDI = Foreign Direct Investment

<sup>4</sup> <https://gov.wales/newsroom/culture-tourism-sport/2017/170613-wales-developing-new-business-events-approach/?lang=en>

12. The Welsh Government states that Wales' thriving events scene is contributing to the Welsh economy as follows:

*'In 2016, the Welsh Government supported 35 major sporting and cultural events across Wales. These attracted 348,000 visitors and generated a direct economic impact of £53 million for the economy.'*<sup>5</sup>

13. The Welsh Government's Major Event Unit informed the Inquiry that its budget of £3.9 million generated £72.5 million in 2017/18 (including the Champions League Final) and is on track to generate at least £50 million in 2018/19.

14. The Welsh Government is working to build an annual portfolio of events that creates a critical mass for supply chains and retains talent in Wales, in order to strengthen the longer-term economic legacy of events. It is investing in training and skills development to boost new business opportunities re events.

## **Events in Cardiff**

15. Cardiff's event aspirations were first articulated in the 1990's as part of the Council's 2020 Vision. Events were identified as integral to developing Cardiff's Capital city role – the 2020 vision was not only about city building but also Nation building. Since the opening of Wales Millennium Stadium to host the Rugby World Cup 1999, Cardiff has been involved in hosting numerous international, sporting, cultural and community events including:

- a. FA Cup Finals
- b. Heineken Cup Rugby Finals
- c. 2009 Ashes cricket test matches
- d. Olympic Football Matches 2012
- e. Champions League Final 2017
- f. Charity Shield Football League play-offs
- g. Challenge Cup Rugby League
- h. Rugby World Cup games

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<sup>5</sup> Ken Skates AM, Economy Secretary – quoted in <https://gov.wales/newsroom/culture-tourism-sport/2017/170412-wales-thriving-events-scene-contributing-to-the-welsh-economy/?lang=en>

- i. Cardiff Half Marathon
- j. World Half Marathon Championships 2016
- k. Speedway Grand Prix
- l. Tour of Britain – Cycling
- m. Boxing – Anthony Joshua matches
- n. Wales Rally GB
- o. Volvo Ocean Race – Cardiff Stopover
- p. ICC Champions Trophy
- q. National Armed Forces Day
- r. Cardiff Festival
- s. WOW on the Waterfront
- t. NATO Conference 2014
- u. National Eisteddfod
- v. Arts Mundi
- w. RHS Flower Show
- x. City of the Unexpected - Roald Dahl Day
- y. Tafwyl... and more.

16. This Inquiry consistently heard that Cardiff puts on events well – showcasing and dressing the city and creating a good atmosphere. Members were informed that Cardiff has received positive feedback from event organisers who work all over the World:

*‘UEFA and Volvo Ocean Race both very complimentary about Cardiff – Volvo said it was one of the best stopovers of the series and UEFA thought it was an exemplar in terms of a small-city model for hosting future UEFA events. They both praised the warm welcome and atmosphere created as well as the local event management and interface with event staff.’*

Gwilym Evans – Major Events Unit, Welsh Government

17. This Inquiry heard that Cardiff is important for events for the following reasons:

- As the capital city, international event companies want to be seen in Cardiff
- As the capital city, it is expected to host certain events for Wales
- Cardiff provides a fantastic canvas for events, with the stadium, Bute Park, arcades, castle and civic centre on a postage stamp area – this is unique

- Cardiff has a range of wonderful assets to use as event spaces, including Cardiff Bay and Barrage, Oval Basin, Roath Park, as well as city centre assets.
- Cardiff is small, compact and easily walkable with good infrastructure.

18. Cardiff is also seen as important with regard to assisting with the delivery of the Welsh Government's aim of boosting business events in Wales:

*".. the Welsh Capital is raising its game in the business sector, with a recent industry survey voting Cardiff as the 6<sup>th</sup> best location across the UK for holding business conferences and events... Whether the requirement is for the corporate sector, agencies or associations, it is proven that Cardiff can deliver. The opportunity to grow and further establish ourselves in this sector will be realised through the collaborative approach of the Cardiff Capital Region. ...“The city may be leading the way in Wales, but our focus has to be wider and with the continued investment and growth of our capital city, the opportunities to further expand and establish ourselves in this sector are vast. Therefore seeing Wales invest further in this sector is great news for the industry, the country and the capital.”<sup>6</sup>*

19. This Inquiry heard that, since 2012, the Welsh Government's Major Events Unit has invested in excess of £23 million into 44 events in the capital. The economic return on these events, to the city, has been in excess of £227 million<sup>7</sup>.

20. However, this Inquiry heard that there is recognition that the current event programme has too many peaks and troughs, including multiple events being held at the same time, rather than a more even programme of events across the calendar. This prevents Cardiff and the surrounding region from maximising the economic benefit of events, as visitors stay elsewhere.

21. The current event programme also has a negative impact on the reputation of Cardiff as it leads to accommodation providers increasing prices, demand pressures on the hospitality sector and pressures on the transport system. These issues are explored in more detail below.

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<sup>6</sup> Extract taken from: <https://gov.wales/newsroom/culture-tourism-sport/2017/170613-wales-developing-new-business-events-approach/?lang=en>

<sup>7</sup> Please note this figure does not include the economic impact for the Volvo Ocean Series. It does include Speedway funding for 2019/20 and 2020/21.

22. The Inquiry heard agreement from the Council and other witnesses that there is a need to smooth out the event programme by increasing the number of events held in the downtime, such as business events held in the city during the week and a signature event held in the quieter weeks.
23. In terms of multiple events being held at the same time, Members heard that commercial venues book sporting and music events when they are available, according to tour programmes and sporting fixtures. It is not within the gift of the Council to stop this; however, all parties work together to discuss how best to manage events.

## **Cardiff's Infrastructure re Events**

### **Available Space for Events**

24. Overall, Cardiff has good infrastructure for events, which will be enhanced by the development of an Indoor Arena with capacity for 10,000 – 15, 000 people. Members heard that, currently, the lack of this size venue means that Cardiff is unable to attract certain events, including a third of major, international sporting events that require this size venue. Members also heard that the lack of this venue is leading to an exodus of local music talent, as people leave Cardiff to develop their careers. In addition, an Indoor Arena provides an opportunity to create an environment where business events happen every day of the working week.
25. In terms of outdoor space, the Inquiry heard that Cardiff has a limited amount of available outdoor performance space and so needs to be creative in order to maximise these; therefore, events that move around the city work well e.g. Step into Christmas, City of the Unexpected etc.
26. The Inquiry heard that there is untapped potential for hosting events in Cardiff Bay; this needs to form part of an overall Strategy for Cardiff Bay. This would also assist in boosting recognition of the maritime heritage of Cardiff.
27. Members heard that care needs to be exercised when thinking through which locations host events in order to ensure there are appropriate escape routes. The Inquiry heard that the civic area around City Hall provides good escape routes and gateways that can

be made secure. There is an opportunity to increase the available event space by replacing the cobbled road divider on Boulevard de Nantes with a safe but flexible alternative. With regard to St Mary's Street, Members heard concerns that the street furniture narrows the usable space for events; however, Members were informed that some of this is needed for health and safety reasons. Therefore, care needs to be taken to put in place appropriate crowd control strategies.

### **City of the Unexpected - Roald Dahl Day**

This Inquiry received very positive feedback on the 'City of the Unexpected – Roald Dahl Day' in terms of its content and appeal across the generations. Particular mention was made of the picnic in Bute Park, where families gathered and enjoyed the event together.

Members heard that the footfall for the event was even higher than anticipated, encouraged by the unusually warm weather for the time of year and the fact that families could enjoy the event at a reasonable cost. The event was also good for local businesses, as attendees moved around the city centre, from one spectacle to another. The event received high levels of media coverage, with some of the images becoming iconic, such as the tightrope walk with Cardiff Castle in the background and the Giant Peach on Castle Street.

However, statutory partners expressed the view that lessons need to be learned concerning planning to accommodate safely people in and out of event spaces, particularly spaces that include St. Mary's Street, which has limited escape routes. Members heard from a senior officer who had been in the control room for the event who stressed that colleagues worked together to address emerging issues re crowd control and that lessons had been learnt with regard to mitigating some of the challenges posed by these types of events.

Overall, Members concluded that events such as this are fantastic for the citizens of Cardiff and for local businesses as they are inclusive, mesmerizing and bring opportunities for people to experience arts and culture in a new way. However, the lessons learned from this event must be applied to future, similar events in terms of event planning, event management and the use of St Mary's Street and the city centre.

## **Hotels**

### **Hotel Capacity**

28. This Inquiry heard that there are circa 5 - 6,000 hotel rooms in Cardiff, which together with B&B and Airbnb equate to circa 8,000-room capacity in Cardiff. The bed capacity in Cardiff is not sufficient to meet demand if there is more than one major event in Cardiff. This results in visitors staying outside Cardiff, sometimes outside Wales, and travelling to the event. This means Cardiff, and the surrounding region, has to cope with all the demand pressures of hosting events but does not receive all the economic benefits flowing from events. This could be addressed by ensuring either that events do not clash or that bed capacity is increased.

### **Hotel Prices**

29. This Inquiry heard that the current 'feast or famine' event programme in Cardiff drives a pattern of hotel prices 'spiking' around major events. This is damaging to the reputation of Cardiff; Members heard this does not happen in cities with a more even events calendar and where there is co-ordinated marketing of the city.

### **Hotel Investment**

30. Circa 38% of Cardiff's bed stock is in budget hotels. Whilst budget hotels have a role to play to boost staying visitor numbers, Members heard that Cardiff would benefit from having more destination hotels to increase the economic return from visitors. However, Members heard that hotel companies are investing in Bristol rather than Cardiff, as the return on investment yield is higher, due to higher occupancy rates. Witnesses stated that this was due to Bristol Council having a joined-up policy approach, with co-ordinated marketing of Bristol.

31. The Inquiry asked officers for their views on this and heard that Cardiff Council is adopting various approaches to boost inward investment and increase the number of high-income jobs, to help boost demand for high-cost hotels.

## Transport

32. Members heard that the road network in Cardiff and the surrounding region copes with event traffic. Witnesses highlighted that the removal of M4 tolls will mean that business events are more likely to come to Wales – both to the new International Convention Centre Wales (ICCW) and to Cardiff.
33. Professor Stevens highlighted that, were Cardiff to hold a signature event which attracted day visitors, it may need to think through how day visitors move quickly around the city to various signature event locations, for example via guided tours or by changing open-top bus routes.
34. With regard to trains, several witnesses stated that currently, train services cease too early in the evening and that there are not enough trains on a Sunday. Witnesses hoped that the proposed Metro would help boost sustainable travel, both in the city region and from England.

## Hostile vehicle mitigation

35. Counter-terrorism is an important part of event planning; we have a responsibility to safeguard those whom we proactively draw into event spaces. South Wales Police highlighted the opportunity to boost hostile vehicle mitigation and cut long-term costs, by investing in permanent infrastructure solutions that have low community impact.

## WHY HAVE EVENTS?

36. This Inquiry explored the positive and negative impact of events on citizens, the city and the council. Members were concerned to understand the economic and social impact on residents, local businesses, particularly smaller businesses, and the council, as well as the environmental impact of events.
37. This Inquiry looked at the industry-standard toolkit for assessing the impact of events, provided by *eventIMPACTS*. A summary is provided at Appendix 1, with more information available at: <http://www.eventimpacts.com/>



## Economic Impact

38. Overall, there is measurable economic benefit from events, as the information in point 19 demonstrates. Different types of events have a different economic impact:

- Business events generate more economic benefit than other events. On average, a business event visitor spends three times as much as a leisure event visitor, with an average spend of £347 compared to £80-£100. This is because business visitors are willing to pay more for accommodation on corporate account, travel at peak time and spend more in the local economy via expenses account. However, a business events visitor may not come to Cardiff for an event as often as a leisure event visitor may.
- Sporting events tend to have only one night benefit for hoteliers and other businesses.
- Events for national celebrations, such as St David's Day, have limited economic impact as primarily attracts day visitors.
- Events to attract international visitors, which tend to be in the cultural sphere, have higher economic spend as visitors stay longer.

39. The Inquiry asked which events had the most economic impact overall and heard that the Rugby World Cup and Champions League Final would be top of the list. The Welsh Government's Major Events Unit highlighted that, whilst major sporting events grab media headlines, cultural events support a lot of business in the Welsh economy and many cover areas that Welsh Government wish to grow, such as creative industries.

40. This Inquiry explored the impact of events on small businesses in Cardiff. Members heard that the Council works to promote a 'good neighbour' concept, encouraging event companies to use local businesses and working to avoid businesses feeling 'locked out' by road closures. Members heard that businesses in the centre of Cardiff understand that events give Cardiff good publicity and so help their business in the long run. Some businesses naturally benefit more than others, for example food and beverage retailers, and events that last a period of time and go across the city centre, such as City of the Unexpected, are better for retailers than those focused in a narrow area. Events that require a lot of road closures and barriers, such as the Wales Velothon, have a more limited benefit to retailers.

## **Costs to Council re Events**

41. This Inquiry heard that there are costs to the Council re events held in Cardiff. These costs come from direct contribution to events as well as ensuring that events are delivered and managed in a way that minimises the negative impact on residents. These additional costs vary according to the nature of an event but can include:
- Road closures
  - Traffic management
  - Street cleansing
  - Trading Standards
  - Food hygiene
  - Events Team
  - Loss of parking revenue.
42. As an example, this Inquiry heard that it costs circa £80k - £100K per annum for street cleansing after events. There is no mechanism for the Council to recharge indoor venues for street cleansing costs; venues meet their own cleansing costs but the Council bears responsibility for ensuring the streets are clean. Councillor Bradbury – Cabinet Member (Culture and Leisure) made the point that the Council's cleansing operatives do a really good job of cleaning up after events, regularly removing litter and waste swiftly so that a few hours after the event it has all been removed. This point was re-iterated by For Cardiff, who stated that the street cleansing services is a good service and that, by 9am the day after an event, the streets are clear.
43. Some events generate income for the Council from event parking. The Inquiry heard that large one-off concerts/ events at the Principality Stadium, which generate large numbers of spectators from outside Cardiff and Wales, lead to higher generation of parking income. This is due to the location of the Principality Stadium. The Cardiff City Football Stadium, which has its own dedicated car park, does not generate parking income to offset against the costs of required highway restrictions on event days.
44. The Inquiry heard that, wherever possible, the Council seeks to recoup costs from event organisers. The full costs of road closures, traffic management and loss of parking revenue is passed on to event organisers.

45. Councillor Goodway made the point that local authorities across the UK are bearing the costs generated by hosting events and do not receive additional funding to offset these. This is something that the Core Cities group has discussed and has raised with central Government – events benefit the local economy but at a cost to the local authority.

### **Costs to statutory partners re Events**

46. The Inquiry heard that events can lead to significant additional costs to the Health Board, Fire & Rescue Services, Police and Public Health Wales, including:

- Additional staff on duty to cope with increased demand and to provide timely community-based services despite road closures
- Additional equipment for staff to access in community locations
- Providing security-cleared treatment areas
- Enhancement of routine surveillance for communicable disease
- Staffing time to plan for events, which can be significant for major and mega events.

47. The Inquiry heard statutory bodies that cover Cardiff do not receive extra funding in recognition of the additional burdens they face in managing events in the city. Members heard that this point has been made to the South Wales Police & Crime Commissioner and that there is support from For Cardiff to lobby the Home Office for extra monies for Cardiff.

48. Witnesses from statutory partners stressed the need for earlier liaison regarding events in order to identify potential impacts and afford the opportunity to identify projected costs and agree the mechanism for reimbursement.

### **Social Impact**

49. Members heard that events have a positive social impact, in the following ways:

- Contribute to health, wellbeing and send a positive message re population health and wellbeing, particularly sporting events.
- Provide volunteering opportunities and community engagement
- Bring culture and regeneration to cities and enhance a feel-good factor
- Promote social and community cohesion, bringing people together, tackling isolation
- They bring a sense of wonder to people, helping to inspire and enabling participants to have tangible experiences.

50. However, Members heard that some events can have a negative social impact in that residents can feel 'priced out' and excluded by events that cost too much. In addition, residents can feel excluded by events that 'close-off' or 'close-down' the city, which is one reason the Council works to ensure traffic management for events has the least impact on residents as possible.

51. In addition, from their own work as ward councillors, Members are aware that local communities can feel that they are not as involved in event planning as they would wish to be. This point was emphasised by a written submission from a group of Pontcanna and Riverside residents who reflected on their experiences arising from the planning, communication, delivery and impact of Council, private sector and community-led events. The submission included the following statement:

*'.. there is inadequate consultation and involvement in relation to events that directly impact residents and the community.. they have little input into the event planning that so directly affects their lives.'*

52. The written submission suggested that the Council develop 'a standardised, consistent approach to communicating and involving communities affected by events', thus helping to 'ensure the maximum level of community involvement' and the 'highest level of support from local communities' for events. This could include:

- *'An overall events calendar shared with the local community (either directly or using the Council's website).'*
- *'A commitment to specific aspects of community involvement (public meetings, proposal circulation, community input process etc.)'*
- *'A stage within the process through which the local community has the opportunity to identify potential impacts from the proposed event together with suggestions for their management and mitigation.'*
- *'Marketing Plan – early, comprehensive communication will enable local businesses to take advantage of the commercial opportunities provided by visitor numbers and to provide additional support and value.'*

53. The Inquiry was struck by the willingness of residents to work with Cardiff Council and other partner agencies, taking an active role to provide input into the events plan and working to ensure the smooth and effective implementation of events.

## Environmental impact

54. This Inquiry sought evidence from event organisers on the work they undertake to minimise the environmental impact of events and work to make events sustainable. This included travel impact, waste impact and overall carbon footprint. Event organisers explained that they take various steps to minimise the environmental impact. For example, Run 4 Wales who organise the Cardiff Half Marathon, worked with Cardiff University to explore its' travel impact and found that:

*'earlier and more frequent public transport on race day, car sharing initiatives and sufficient secure bicycle storage facilities could encourage runners to travel in a more sustainable way.'*<sup>8</sup>

55. Run 4 Wales Chief Executive Matt Newman said:

*"Runners and supporters come from far and wide to experience our capital city on race day, and organisers will continue the dialogue with local travel providers with the aim of not only reducing traffic in and around Cardiff, but also to improve the overall sustainability of the race.*

*"One of Run 4 Wales' main objectives is to minimise the environmental impact of our race catalogue, and we are now far better equipped to reduce the Cardiff University/Cardiff Half Marathon's carbon footprint."*

## Media Coverage

56. The industry-standard *eventsIMPACT* toolkit sets out ways to assess the 'advertising equivalent' from media coverage of events, in terms of profile and exposure to various audiences. The inquiry heard from Welsh Government that they estimated that the Champions League Final 2017 would be worth £50 million to Wales in 'advertising equivalent' as an estimated 200 million people in 180 countries watched the event<sup>9</sup>. The Inquiry also heard from Always Aim High that the Cardiff Triathlon 2018, which hosted the British Championship, attracted a global audience of tens of millions of views.

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<sup>8</sup> <https://wales247.co.uk/cardiff-half-marathon-runners-add-in-excess-of-2-3m-to-local-economy/>

<sup>9</sup> <https://www.bbc.co.uk/news/uk-wales-39907810> downloaded 25 October 2018

The following provide an example of the range of impacts that events have:

**Cardiff Half Marathon 2015:**

- Over 700 volunteers across 2 days
- TV coverage on BBC network
- More than £2m raised for charities and good causes
- £1.6 million direct economic impact for Wales
- Average number of days attended = 1 day
- Average bed nights = 1
- Average daily spend (non-accom) = £34
- Average accommodation spend per bed night per person = £29
- 61% day visitors
- 67% local spectators
- 9% non-commercial stayers
- 30% commercial stayers

**Cardiff Half Marathon 2017:**

- £2.3 million spend in Cardiff
- £205,000 spend in the rest of Wales.<sup>10</sup>

**Cardiff Triathlon 2018:**

- 1,257 attendees
- 3,877 spectators
- Attendee spending = £302,964
- Spectator spending = £647,418
- Average number of nights in Cardiff = 3
- Number of Day visitors = 217
- Organiser spend in Host Economy = £143,185
- Direct Economic Impact = £1,093,567
- Jobs Supported = 22<sup>11</sup>

**National Eisteddfod 2018:**

- 150,000 visitors over the 2 week period.<sup>12</sup>

**Winter Wonderland 2018:**

- 250,000 visitors over the 6 –week period.<sup>13</sup>

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<sup>10</sup> <https://wales247.co.uk/cardiff-half-marathon-runners-add-in-excess-of-2-3m-to-local-economy/>

<sup>11</sup> Economic Impact report provided by Always Aim High, event organisers for Cardiff Triathlon

<sup>12</sup> <https://www.cardiffnewsroom.co.uk/releases/c25/18168.html>

<sup>13</sup> Cllr Bradbury's statement - <http://cardiff.moderngov.co.uk/mgAi.aspx?ID=14839#mgDocuments&LLL=0>

57. This Inquiry was interested to understand resident and visitor views on events in Cardiff. The Cardiff Research Centre provided a review of Cardiff Council Ask Cardiff surveys and budget consultations that have asked respondents for their views on events. This is attached at Appendix 2.

58. This Inquiry also requested that the Media and Communications team carry out sentiment analysis of social media comments on two recent events in Cardiff; the City of the Unexpected – Roald Dahl Day; and the first Anthony Joshua boxing match. This showed:

City of the Unexpected – Roald Dahl Day

- 108 Positive comments
- 108 Neutral comments
- 56 Negative comments

Anthony Joshua Boxing Match

- 60 Positive comments
- 73 Neutral comments
- 53 Negative comments

## COUNCIL'S CURRENT ROLE RE EVENTS

59. Cardiff Council has a commitment to ensuring a full programme of international events, as stated in the current Corporate Plan – *Delivering Capital Ambition 2018-2021* ‘Cardiff has developed a deserved reputation as a sporting and cultural Capital City. ... We will continue to invest in the city’s sporting infrastructure and ensure a full programme of international events.’

60. This commitment is supported by the following objectives and performance measures:

- *Develop a new major events strategy by 2019 to deliver events in the city for the next 5 years.*
- *Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events.*
  - *Number of staying visitors - 2% Increase (Approx. 40,000)*
  - *Total visitor numbers - 3% Increase (Approx. 630,000)*

61. Cardiff Council supports events in Cardiff via the work of a dedicated events team, frontline services such as parks, trading standards, environmental health and traffic management and officers based in tourism and in marketing. As well as staff time and expertise, the Council provides some financial support to a number of events. Further details are provided below.

### Council Budgets for Events

62. Cardiff Council's budgets for events have reduced over the last few years, as the Council ensures statutory services are maintained at a time of increased demand and reduced funding. This has resulted in less monies being available for events as well as less staff being available to undertake the work associated with events.

63. Cardiff Council's budgets for events include:

- *Permanent staffing budgets (e.g. the events team, elements of the tourism team that work to attract and retain business events, and elements of other service areas staff time that work on events, such as highways)*



- Temporary staffing budgets (*e.g. agency/ casual*)
- Operational costs (*e.g. events insurance, equipment, storage units for equipment*)
- Marketing budgets, and
- Financial contributions to events.

64. The Cardiff Harbour Authority also has a budget for events, including the Cardiff International Food & Drink Festival, Harbour Festival and Extreme Sailing event.

65. The overall budget for events in 2018-19 is £1,242,000, with £292,290 of this coming from the Cardiff Harbour Authority. These costs are offset by income earned from hire of venues and equipment as well as recharges to cover staff costs, advertising costs and the cost of service provision. The full cost of these is now passed onto the event companies, whereas in previous years the Council met some of the costs. Event Companies recognise the need to pay appropriate fees for the work provided by Cardiff Council and are used to doing this elsewhere in the UK. In addition, income is raised via ticket sales, sponsorship and partnering arrangements. The total income predicted to be raised in 2018-19 is £710,120, resulting in a net cost of £531,880.

### **Proposed budget savings 2019/20**

66. The Consultation Budgetary Proposals include:

- savings of £245,000 from the Council's budgets for events, including a reduction in support for specific events and a reduction of 1 FTE;
- savings of £260,000 from the Cardiff Harbour Authority, including cessation of the Harbour Authority Festival, a reduction in support for the Cardiff International Food & Drink Festival and a reduction of 1 FTE.

67. The Inquiry heard from Kathryn Richards, Head of Culture, Venues, Tourism and Events that the events team would then be as slim as it can be whilst maintaining the level of service needed for Cardiff to be an event city. The Leader of the Council expressed his view that there is a minimal level of staffing that is needed to deliver events; certain things need to be done by the Council.

## The Council Events team

68. The Council events team function:

*'provides our city with one of its most important tools in attracting those who want to live, work, learn, visit and invest in our City. The arts, tourism, heritage, cultural & sporting events and attractions together with the cultural and creative industries that support them all play a fundamental role in the Cardiff economy.'*<sup>14</sup>

69. The Inquiry heard that the Council's Events Team bring expertise to tackle the challenges of being a compact city that is also an events city and to ensure events run smoothly with minimal negative impact on residents. The Leader of the Council, Councillor Huw Thomas, stated that the Council Events Team acts as the glue holding Team Cardiff partners together, taking a holistic view of events.

70. The Council's Event team meet monthly with the Welsh Government's Major Events Unit to horizon scan and plan forthcoming events. Members heard that the team are an important partner for Welsh Government; the commitment, professional competence and local knowledge of the Council's Event team has helped to strengthen Wales' hosting capability.

71. External witnesses to the Inquiry highlighted the following positive points re the Council's events team:

- provide overview and strategic approach
- coordinate and monitor events to avoid complications
- sensitivity and understanding of how the City functions
- excellent network of contacts
- excellent local knowledge and heritage of infrastructure information
- understand statutory partners perspectives
- provide access to council venues
- facilitate services required
- provide advice and assistance
- have equipment for hire and contact details of other hire companies.

72. However, some witnesses stated that, over the years, they have built their own relationships within the Council and no longer go through the Events Team.

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<sup>14</sup> Economic Directorate Delivery Plan 2018-19

73. The Inquiry heard from some witnesses that the Council is bureaucratic, having to take decisions through appropriate channels and not being able to react swiftly. Officers countered this by explaining that the Council takes an overarching view of events across the city and may have to wait to resolve issues on one event before being able to give a decision on a separate event.

## **Partnership Working**

74. There is national guidance that local authorities should work with statutory agencies via a Safety Advisory Group, to plan for events, including undertaking an impact assessment. In Cardiff, the Safety Advisory Group is known as the Event Liaison Panel in order to distinguish it from a pre-existing Stadium Advisory Group. The Events Team lead on the co-ordination of the Events Liaison Panel. Officers explained that, for larger events, there will also be a specific Events Board, that acts as the local organising committee for that event.

75. The Inquiry heard complimentary feedback from statutory partners regarding the Event Liaison Panel, stating that there is trust and communication, with more frequent early indication of events.

## **Highways**

76. Members heard mixed views regarding events-related highways work. Statutory partners were appreciative of the work undertaken to share information, plan road closures and put in place traffic management arrangements that minimised the impact on the delivery of essential services, such as community based health and social care.

77. However, several event organisers highlighted issues relating to Highways, as follows:

- Cardiff Council expects them to do more in Cardiff re highways than in other local authorities where they deliver events. Officers responded that Members had made it clear that they expected there to be a '*gold standard*' of service for residents and visitors re traffic management to ensure road closures and diversions do not have a negative impact.
- Event organisers queried why they are not permitted to use private traffic management companies in Cardiff, to prepare and deliver an event traffic

management plan. They explained they are able to do this in other cities where they deliver events, such as Bristol and Leeds. Officers explained that the Council keeps responsibility for event traffic management in order to retain control and provide staff with local knowledge. This ensures that the negative impact on residents is reduced as much as possible and protects the Council from reputational damage should event traffic management go wrong.

- Traffic management costs are rising year on year. Officers responded that the Council now passes on the full costs of event traffic management but does not charge more than this.

## **Liaison with hotels**

78. The Inquiry heard concerns that the relationship between Cardiff Council and the Cardiff Hoteliers Association has worsened, with liaison becoming poorer. Officers responded that they have agreed to meet the Chair, Cardiff Hoteliers Association to discuss their particular concerns, including the use of the Cardiff Commitment, Group Max booking system and subvention funds.

79. Officers highlighted that there needs to be trust and engagement across the whole of the hotel sector that use these systems, not just Cardiff Hotelier Association members, in order for commercially sensitive information to be shared; there has to be agreement amongst hotels not to 'poach' business.

## **Marketing of Cardiff**

80. The Inquiry heard that it is important for Cardiff to market itself appropriately, both in terms of promoting events to attract visitors and in terms of using events to advertise and signpost to Cardiff's other attractions to promote return visits.

81. Cardiff Hoteliers Association stated that

*'Cardiff is suffering from not having a DMO<sup>15</sup> – Cardiff Hoteliers Association would like Cardiff & Co to return to promote and sell Cardiff. In a competitive market, the lack of a DMO is making a significant difference to Cardiff, we are losing compared to markets such as Bristol where the DMO is part of a joined up policy approach.'*

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<sup>15</sup> DMO = Destination Marketing Organisation

82. The Inquiry also heard that:

*'Cardiff Council needs to recognise it is competing against cities such as Belfast and Glasgow, which have significantly more money invested into Events. For example, Glasgow has a subvention funds of £750k per annum with the budget guaranteed over a 7-year period. They have a team of people working with defined roles that link to sectors, academia and industry. They work within their own marketing bureau that works to co-ordinate events and tie these into other work in the city, such as linking genetics conference with work by local universities re genetics. Cardiff Council could do the same, it could work with local universities, creative sector, life sciences, cancer research etc. and ask them to be ambassadors for Cardiff when they attend events elsewhere, ask them to spread the word about how good Cardiff is at hosting events. The Council could follow up these leads and market Cardiff, offer City Hall, offer access to the Lord Mayor and a hosted reception, meet the offer coming from other cities and find something in addition to mark Cardiff out from competitors.'*<sup>16</sup>

83. Cardiff Hoteliers Association stressed that they want to work with the Council to share their time, expertise and funds to promote Cardiff and boost tourism.

84. The Leader of the Council, Councillor Huw Thomas, confirmed that the Council would undertake Destination Marketing in-house and would not be re-introducing an external vehicle to carry out this work. This is because an external DMO model had proven to be unviable with all former organisations proving unable to raise enough money to be self-funding and continuing to rely on Council funding too heavily. The DMO activities are currently undertaken in-house and this works better and costs less.

85. The Inquiry also heard that, currently, Cardiff is not maximising marketing possibilities associated with specific events. Always Aim High, the Welsh events company that organises and delivers the Cardiff Triathlon, would like to work with Cardiff Council's marketing and tourism teams to use the Cardiff Triathlon to market Cardiff more effectively. They highlighted that the Cardiff Triathlon 2018 hosted the British Championship and received worldwide TV coverage to tens of millions of views. This year, S4C are televising the Cardiff Triathlon 2019 and the company producing this has offered to provide an English Medium version for circa £8,000. This version would then

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<sup>16</sup> Heledd Williams – Head of Business Events, Welsh Government

be available to worldwide television audiences and is likely to garner similar audience figures as in 2018.

## Tourism

86. This Inquiry heard that events lead to an increase in tourism, both day visitors and longer-stay visitors, because people who attend events as either delegates, participants or spectators often want to return to the area as a tourist. Visit Wales' research<sup>17</sup> found that tourists and visitors spend more than £17 million a day in Wales, amounting to £6.3 billion a year<sup>18</sup>.

87. The latest tourism figures for Cardiff are from the STEAM survey 2017, which shows the following:

- The total economic impact of tourism for 2017 is £1.3 billion, 7% increase on 2016 and 6% on 2015.
- During 2017, 21.30 million people visited the city last year, 5% more than the year before.
- 2.06 million of those visitors stayed overnight, a 2% increase from 2016
- 19.24 million people visited for the day, an increase of 5% from 2016
- 14,520 FTE jobs supported by tourism spend, a 4.2% increase from 2016.

88. In March 2018, Cardiff Council and partners hosted a Cardiff Tourism Summit, at which the Leader, Cllr Huw Thomas, said:

*"The tourism sector in Cardiff is hugely important, supporting more than 14,000 jobs in the city and injecting £1.3 billion into our economy. Working together with partners from all across the city has been vital in achieving this."*<sup>19</sup>

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<sup>17</sup> Available at: [Tourism statistics and research section](#).

<sup>18</sup> <https://llyw.cymru/topics/culture-tourism-sport/tourism/?lang=en>

<sup>19</sup> <https://www.cardiffnewsroom.co.uk/releases/c25/18168.html>

89. At the same event, Cabinet Member for Investment and Development Cllr Russell Goodway said:

*"Tourism has played a critical role in the city's economic success in past decades. We are committed to continuing this success by working with partners in the sector to invest in projects such as the new Indoor Arena to attract more visitors to our city."*<sup>20</sup>

90. The tourism team, Visit Cardiff, secured the Best Event Award, National Tourism Awards for Wales 2017, in recognition of its hosting and promotion of the UEFA Champions League.

## **FUTURE OF EVENTS IN CARDIFF**

91. This Inquiry has explored what the programme of events in Cardiff should be and what the role of the Council should be regarding events in the future. With regard to the programme of events, Members explored which types of events to attract and retain. With regard to the role of the Council, Members asked for views on whether the Council should work to attract, retain, promote, manage and/ or deliver events. Members also explored what level of resource should the Council invest in events and whether there are alternative ways of resourcing events. The Inquiry's findings are detailed below.

## **FUTURE PROGRAMME OF EVENTS**

92. Members heard that it is important that a future programme of events appeals to visitors, tourists, residents and workers and that it enables all to participate. It should be varied and balanced, both in terms of a mix of leisure events aimed across the generations, and in terms of events being held throughout the year.

93. A more balanced calendar of events would provide a more level platform, negating the current 'feast and famine' approach and avoiding Cardiff being overwhelmed by

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<sup>20</sup> As above

simultaneous events. This would enable Cardiff and the surrounding region to maximise the economic benefit of events.

94. The Inquiry heard that there are two key ways of achieving this: developing a 'signature event' for Cardiff; and boosting the number of business events held in Cardiff. Sporting events and music events will come to Cardiff of their own accord.

### **Signature Event**

95. The Inquiry found overwhelming recognition and support for Cardiff developing its own signature event. Most of those who spoke to the Inquiry are party to on-going discussions to create a signature event, working together to agree a clear sense of purpose, policy focus and direction that draws on Cardiff's strengths.

96. The Inquiry heard that care needs to be taken to ensure the right decisions are made regarding the timing, location, content, structure and length of the signature event. Professor Stevens highlighted the following:

Length	Need something that brings in people over a period of time. It needs to last at least 10 days and cover two weekends.
Structure	Create a highlight each end of the event, to frame it, as they do for the Eisteddfod. The highlight events will not necessarily be the main draw for visitors and it is important to have good quality product in the intervening period. Visitors may come on a Wednesday in the middle of the event – they need to feel part of the event, to see that it is happening and to feel the event is on-going; otherwise the reputational damage is immense.
Timing	Ask Cardiff Hoteliers Association when is their quiet time, when they would most benefit from bringing visitors into Cardiff – there is little point in putting on signature event when hotels are already full, as Cardiff will not benefit from full economic impact.
Location	Need to ensure signature event covers more than just the city centre, that it includes all neighbourhoods and all communities. Need to have something that all visitors and residents can experience, whether in the city centre, libraries, shops, local shopping centres etc. Tourists want to do what locals do, to experience locals' way of life, which means content needs to be in places locals visit – such as pubs, restaurants, local shops etc. This is good as it helps to spread the benefits of event.
Content	It would be good to have a playful element as part of the signature event.



97. Members sought Cardiff Hoteliers Association's view on a good time for a signature event in Cardiff and heard that either January – March, except for time of Six Nations, or August/ September would be their preference, with the latter being ideal.
98. In terms of length of the signature event, Members heard that it is more important to ensure the signature event delivers on its promises and builds sustainably than to try to achieve a long festival straight away. Professor Stevens highlighted that it has taken Edinburgh several decades to progress from a signature festival of a few weeks to the current programme that spans months. It is hard work to keep delivering on the promise of a signature event for that long, particularly initially, and we should not expect Cardiff to do that straight off.
99. Members heard that it is important the signature event fits with the image of Cardiff, its DNA, and that branding of the event will be important. Members asked witnesses for their views on suitable themes for a signature event and heard that it was important for the signature event to deliver to the World and have economic impact, rather than being inward looking and/ or community focused. Several witnesses felt that a music-themed signature event would work for Cardiff and this received strong support from the Cabinet Members who attended the Inquiry.
100. The Inquiry explored whether existing relevant events would fit into a signature event, for example if the signature event was music-based, would Cardiff Singer of the World form part of it? It heard that there are events in Cardiff that could be brought together and utilised as part of the signature event, which would enable them to punch above their weight, as part of a bigger package. The Inquiry heard that existing relevant events that receive Council support should be challenged to change their timings to fit with the signature event, to help achieve better impact.
101. Cabinet Members told the Inquiry that it is highly likely that the signature event will involve music but also other elements, such as Cardiff Contemporary Art Commissioning. The Inquiry heard that it is recognised that it is important that the signature event is specific to Cardiff, with an unexpected element that gets media coverage and encourages attendance – as happened with the Giant Peach and Tighrope Walk, Roald Dahl Day, and the 'Ball in the Wall' for the Rugby World Cup.

102. As part of the discussions on suitable themes for a signature event, Members heard several ideas from witnesses in terms of strengthening events in Cardiff, with a breadth of opinion offered. These include:

- Increasing events themed around water and Cardiff's maritime heritage
- Growing literature events, including Cardiff Book Festival, Children's Festival of Literature and Seren Cornerstone Poetry competition
- Growing community events
- Increasing family and child-centred events.

### **Music Strategy**

103. The Inquiry heard evidence about the developing Music Strategy, the Sound Diplomacy Music Strategy report is due to be submitted to Cabinet for consideration in Spring 2019, after the publication of this report. In light of this, this report does not detail these findings, which will be kept to inform future scrutiny of the Music Strategy.

### **Business Events**

104. The Inquiry heard that Cardiff should be leading the way re business events in Wales, with its good infrastructure and capital city status. There is an opportunity for Cardiff to capitalise on the Indoor Arena and ICCW and on the benefits of Cardiff being a compact city.

105. Members heard that a partnership consisting of the Council, For Cardiff, Cardiff Hoteliers Association and venues is working together to develop and implement a strategic plan to generate business tourism. This partnership is developing a 'fighting fund' to attract and retain business events.

106. Cardiff Council has also met with Heledd Williams, Head of Business Events, Welsh Government to discuss the way forward re business events in Cardiff. She stressed to the Inquiry the importance of Cardiff in achieving the Welsh Government's stated aim of increasing business events. She also highlighted that the Council could do more, as follows:

- by investing in its heritage buildings, such as City Hall and St David's Hall, for example by upgrading Wi-Fi, which could then be used for more business events.
- by joining the International Congress and Convention Association (ICCA), with a cost of £3.5K pa – ICCA is the global platform to index business events and rank locations – as Cardiff is not a member, it does not input events and therefore it appears very low in the rankings (below 400). This means Cardiff does not appear high up on main database used by business event organisers when searching for suitable cities to hold events.

## **ICCW**

107. This Inquiry was keen to understand the likely impact of the new International Convention Centre Wales (ICCW), sited in Newport. Members heard that whilst ICCW may initially take some business events from Cardiff, this would be addressed by the development of the Indoor Arena, which would make up this ground. In addition, Cardiff is the entertainment centre that many of those attending events at ICCW will want to come to.
108. However, Members also heard concerns expressed that key players in Bristol – including Bristol Council and hoteliers – are seeking to ensure that Bristol also benefits from its proximity to ICCW, enhanced by the removal of the M4 tolls.
109. Several witnesses raised concerns that Cardiff Council is not proactively engaging with ICCW; however, Members heard from the Leader of the Council, Councillor Huw Thomas, that he has met with Sir Terry Matthews to discuss approaches to maximise the benefit of ICCW to Wales. The Leader of the Council stated that the Council would be monitoring delegate patterns at ICCW, in order to be aware of emerging trends and be able to address any issues of concern.
110. In addition, key partners in Cardiff, including FOR Cardiff and Cardiff Hoteliers Association, are building relationships with ICCW, to ensure Cardiff benefits from accommodation needs and spill-over events. For Cardiff has bid for RTEF<sup>21</sup> monies to meet the costs of familiarisation visits and to showcase Cardiff.

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<sup>21</sup> RTEF = Regional Tourism Engagement Fund, Welsh Government

## FUTURE ROLE OF THE COUNCIL

111. The Inquiry looked at what the role of the Council should be regarding events, in terms of overall management, attracting, retaining, promoting, managing and delivering events. This Inquiry heard that the Council should move towards an enabling and facilitating role rather than delivering events itself. External witnesses made the point that there are local businesses able to produce and deliver events and the Council should move away from these tasks and concentrate available resource on attracting events to Cardiff and managing the city.

### Overarching management of the City

112. The Inquiry heard that the Council needs to keep the role of managing the high-level aspects of the city re events, such as the Events Liaison Panel. The current 'Team Cardiff' approach to event management has demonstrated that it works well and this gives confidence to event organisers thinking about bringing an event to Cardiff. The local knowledge and experience helps to ensure smooth delivery of events and minimises the disruption to residents and local businesses.

113. The Inquiry heard that Cardiff Council being clear which areas of the city are available to be used for events could further enhance the overarching management of the City. This would help with planning infrastructure and safety arrangements, give confidence to staff working events and help safeguard those attending events. The Council could clarify the 'Event Zones', i.e. those areas that can be used for events, as well as the 'Event Footprint' areas i.e. those areas that provide support infrastructure, parking and neighbouring communities that may be affected. This would

*'greatly facilitate the simple, clearly understood introduction of specific event-related measures, such as parking restrictions, parking flexibility, increased parking penalties and traffic management changes.'*

Written Submission received from Pontcanna & Riverside residents.

114. Once Cardiff Council has designated an area as available for events, it needs to ensure locations are fit for purpose. There needs to be clear exit strategies in place, with

a sense that it is possible to escape quickly; wider, open spaces are therefore preferable rather than narrow streets.

## **Attracting & Retaining events**

115. The Inquiry heard that the Council has an important role in showcasing Cardiff to attract major events. It also heard that Cardiff could capitalise on events already held here by marketing them more and seeking repeat business, rather than letting them go and investing in new events e.g. use the linkages built with UEFA by hosting the Champions League Final to approach Linesmen and Referee associations and encourage them to come to Cardiff for their conferences.

## **Signature Event**

116. Those giving evidence to the Inquiry were clear that the Council has a role to ensure that the promise of the signature event is delivered across the city and is accessible to visitors and residents.

## **Business Events**

117. The Inquiry heard that the Council needs to commit to increasing business events and work with Welsh Government and partners to boost business events in Cardiff. Cardiff Council should work with local universities, the creative industries sector, life sciences, cancer research and maritime sector to develop a competitive offer and promote Cardiff as a city for events for these academic specialisms.

## **Event Strategy**

118. The Inquiry heard from many witnesses that there needs to be an Event Strategy and subsequent programme that matches diaries and avoids conflicts. Witnesses stated that this would enable the Council to:

- Define its ambitions for events
- Clarify which events it wishes to attract and retain
- Align investments with key strategic developments
- Enable Cardiff to remain competitive
- Ensure work on events ties into other strategies.

## **Increasing Event Legacy and Impact**

119. This Inquiry heard that, given the high levels of investment in events, it is important to increase the legacy from events in terms of return visits and repeat bookings. The Inquiry heard that this is an area where Cardiff could improve its performance, as referenced earlier at point 115.
120. For Cardiff also highlighted that the impact of events could be increased by encouraging city centre events to branch out across the city centre and to utilise businesses based in the arcades; this is something it is encouraging events it sponsors to do.
121. Members reflected that cultural events tend to have a much greater legacy for the residents of the city compared to sporting events, which are often one-off events. Cultural events attract international visitors who stay for longer periods of time; they also support supply chains in the creative industries and provide training and skills development opportunities.

## **FUTURE RESOURCES FOR EVENTS**

122. The Inquiry heard that there is a need for the Council to re-evaluate the support it gives to events, to ensure this is directed appropriately. This is an important time for Cardiff, with the creative city and music strategy initiatives; the Inquiry heard that investments in events should align with these. At the same time, Members heard that it is not always clear to event organisers why certain events are selected for support and others are not; there seems to be no stated rationale or annual bidding round as there is in some other local authorities.
123. The Inquiry heard that major sponsors of events, including Welsh Government and the Arts Council of Wales, expect to see a local authority contribution before they pledge financial support to an event. These contributions can sometimes be 'in-kind' contributions, such as the costs of officer time, venue hire and administration fees being waived, or they can be direct financial contribution. Unfortunately, both direct financial

contributions and 'value in kind' are both difficult to provide in the current climate of austerity. This is the case re Artes Mundi , which is one of the 2019 consultation budget savings proposals.

124. This Inquiry heard that the Council's work re events has suffered from a lack of resource, which has prevented it from maximising Cardiff as an event city. This includes resource to market Cardiff on a global stage and resource to invest in heritage buildings that would make good event locations. Always Aim High highlighted that they receive no funding from Cardiff Council and, whilst they are grateful for the support and advice provided by council staff, they meet these costs in full via recharging. The Cardiff Triathlon is in the top three triathlons in the UK and is growing strongly. Members queries why council support should be offered, given its success, and heard that the monies spent on recharges '*could be used more wisely, in promoting and marketing Cardiff and Wales*'.

125. Members are mindful that the Council is juggling the twin pressures of increased demand for statutory services and reducing available resources for non-statutory services. Having heard that this year's proposed savings in the Events Team would reduce it to the minimal level whilst maintaining the level of service currently provided, Members were keen to explore views on what would be the impact of not having an events team and to look at how other, comparable, local authorities manage events. Members also explored whether there are alternative ways of resourcing events.

### **Do we need an Events Team?**

126. Members heard repeatedly from stakeholders across the events sector that, whilst the role of the events team could and should be reframed, the Council needs an events team not only to carry out statutory duties but also to assist in the attraction, retention and operational delivery of events.

127. Members heard that if the Council's events team were not there, it would hamper the operational delivery of events, for the following reasons:

- lack of local knowledge and experience, leading to time delays and lack of advice
- lack of expertise in dealing with local stakeholders and communities, resolving issues as they emerge

- lack of handholding:
  - event companies having to navigate the Council on their own
  - council staff having to liaise directly with event companies
- consequential increased costs to event companies due to above.

128. Members tested the above with several event organisers, asking them for their experiences working in Councils without an events team or with a single officer responsible for events. Event organisers explained that it was much harder for them to operate in councils with a small or non-existent events team, for the reasons summarised above. Some event organisers explained that the events they ran in Cardiff were larger than the events they ran in the other council areas without events team. However, two event organisers regularly deliver large events in other council areas without events team, such as Ed Sheeran concerts, and were clear that it was easier to do this in Cardiff because of the support provided by the Events Team.

129. The Inquiry also heard that, if the Council did not have an Events Team, it would present a significant challenge to Welsh Government's efforts to attract and develop events. Cardiff Council's events team has a good reputation for ensuring partners work together to deliver events safely and smoothly.

*'When bidding for major international events, a key factor is the availability of local knowledge and experience. For example, when we were bidding to host Champions League Final and Volvo 2018, we needed to demonstrate host capacity and competence – we were able to evidence a strong track record by citing other successful major events, such as FA Cup Finals, Rugby World Cup, Ashes Test Matches, World Half Marathon'*

Gwilym Evans – Major Events Unit, Welsh Government

## **Could we use an alternative delivery mechanism?**

130. Members sought witnesses' views regarding establishing an alternative delivery mechanism in Cardiff, so that there is still a central events service but it is not based in the Council. This is the option chosen by Glasgow Council. It is also an option considered, and discounted, by Monmouthshire County Council, as set out later at points 147 -152.



131. The Inquiry heard from witnesses that moving to an alternative delivery mechanism would mean the benefits of having a council-based events team would be lost i.e. connections to council teams and leverage with external partners. At the same time, the Council would still have events related costs, as council staff would need to interact with the events company. This Inquiry did not investigate this approach further, given the clear view that this was not a suitable option for Cardiff.

### **What do other local authorities do?**

132. Other local authorities manage events in different ways. Witnesses to the Inquiry highlighted that care needs to be taken to ensure appropriate comparator cities to Cardiff are used when looking to learn lessons from alternative approaches. This is because the landscape for events and partnership working varies greatly, city to city. Witnesses stated that the following UK cities would be appropriate comparators: Belfast; Edinburgh; Liverpool; Leeds; and Manchester. Some witnesses also stated that Cardiff could learn useful lessons from global leaders in music events, such as SXSW in Austin, USA and Linz, Austria. A selection of the UK based comparator cities is provided below, along with local examples from Monmouthshire and Bristol.

#### **Belfast**

133. The Scrutiny Research Officer undertook a telephone interview with Belfast City Council's City Events Manager, who explained that his in-house Events team provides services to support major and community events in the city. The team consists of seven members of staff - Team Manager, Assistant Manager, 2 Events Officers, 2 Events Assistants and 1 university placement officer. Responsibility for marketing and promotion of major events has recently moved to the Corporate Communications and Marketing Team.

134. The budget for the City Events team is circa £1.1 million for operational events delivery, including a staff budget of circa £360,000. The remaining budget is used for operational costs including: legislative costs associated with the event, closures including traffic management, LED screens, entertainment, medical cover and first aid, structures and infrastructures, power and safety issues etc. There is no provision to

provide, or offer, match funding. Where there is a requirement or a need to provide match funding or to co-bid to host or sponsor a one off event, the proposal to provide financial support goes through the corporate and Members decision making processes i.e. seek decision of SMT and then Committee decision; there is no Cabinet in Belfast.

135. The team has a programme of events that it delivers annually. It also provides advice to external events organisers on legislative elements of staging events; it does not charge for providing this advice, regarding it as 'in-kind' support. However, it may charge for services provided, although sometimes these are also provided as 'in-kind' support.
136. External events organisers staging events in the City (not in partnership with Belfast City Council) are at liberty to choose the service providers that they will use for traffic and highways management and for street cleansing and litter and waste disposal during and following a major event. The Events Team does not encourage external organisers to make use of council services on waste collection. Re traffic management, the Regional Road Authority in Northern Ireland provides external organisers with a list of registered companies who can provide traffic management services during these events.
137. The City Events Team is part of an Events Advisory Panel that reviews and goes through the plans for staging major events in the City. The group consists of event organisers, event promoters and emergency services but is separate from the Belfast Safety Advisory Group, which is coordinated by Health Services.
138. The Events Team also works in collaboration with other Council service areas including legal services, environmental health, waste collection, consumer advice, licensing, highways i.e. closure of road and the communications and marketing team, to deliver various events in the City.
139. Belfast City Council is currently working on a developing its events strategy and evaluation criteria to determine the types of events that would be supported by the City Council's Events team and resources. Initial thinking on key indicators and targets to help to determine decisions for supporting or hosting major events are: economic benefits that such events would bring to the City; and the level of national and international media profile that this brings. One of the key areas for further consideration relates to the value for money or return on investment that is generated from staging or

from supporting major events. The broader benefits that major events bring into the city, other than economic and media impacts, also need to be highlighted and recognised.

140. Belfast City Council is currently looking at the feasibility of implementing a tourism tax/ hotel tax/bedroom tax that could be implemented through the passing of legislation within the region. Conversations on this are at an early stage and further discussions would need to take place with other local authorities and the regional government in order to implement this type of scheme.

## **Liverpool**

141. In Liverpool, the Council established Culture Liverpool following the European Capital of Culture 2008, in order to continue and capitalise on its success through championing culture across the Liverpool City Region. Culture Liverpool includes a City Events Team that takes:

*‘.. responsibility for all aspects of the planning & implementation of large scale events and projects for Liverpool City Council. We take a systematic and methodical approach to the events and projects we organise. To do this, we:*

- *set clear objectives*
- *investigate feasibility*
- *risk manage*
- *set contingency strategies*
- *create operational policies*
- *fund and finance manage (including budget adherence)*
- *ensure the safety and well-being of all.*

*‘Our unmatched ability to do this with a highly-skilled and passionate team, means we can expertly plan and implement quality events across a diverse range of event types, themes, settings and content. As well as this, our event and project activities act as a direct catalyst for accomplishing the corporate and strategic initiative of the City.’<sup>22</sup>*

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<sup>22</sup> Extract from: <https://www.cultureliverpool.co.uk/about-us/> downloaded 14 January 2019

142. The Culture Liverpool City Events Team provide support and guidance to external event organisers in the following areas :

- Event Management
- Health & Safety
- Licensing
- Local Services Procurement
- Feasibility Studies
- Calculating Capacities
- Crowd Management and Dynamics
- Emergency Evacuation and Contingency Strategies
- Security and Steward Management
- Traffic and Parking Management
- Location Advice
- Media, PR & Marketing
- Public Transport Co-ordination & Liaison
- Concession & Market Management
- Local Accommodation

143. Culture Liverpool consists of a number of service areas, including tourism, marketing, film, arts, culture, venues, assets and cruise management. A special End of Year report on Liverpool's 2018 cultural activities, reported to their Culture and Tourism Select Committee on 22 January 2019, highlighted that Culture Liverpool generated £108 million for the city, including 2.2 million visitors to events who generated £85 million for the local economy.<sup>23</sup> Culture Liverpool is funded by various sources, including Liverpool City Council, the City Region Partnership, Arts Council England and Creative Europe European Union funding.

144. Culture Liverpool's City Events Team liaise with other council services that are central to events, including highways, parks, licensing and environmental health. The City of Liverpool Council's Licensing Unit chairs the Liverpool Safety Advisory Group. In

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<sup>23</sup> Taken from <https://www.cultureliverpool.co.uk/news/culture-delivers-massive-boost-for-city/> downloaded 5 February 2019

addition, Liverpool City Council remains responsible for some of the costs of clearing up after events, such as street cleansing. It has recently been discussing the feasibility of introducing a tourism tax – see points 168-172 later in this report.

## **Leeds**

145. The Inquiry heard that the Leeds City Council Events Team had been restructured, reducing to 2 members of staff, an Events Manager and an Events & Promotions Officer. The Events team are responsible for managing the Millennium Square event space, which has capacity for between 4 -5,500 spectators, as well as Victoria Gardens. Other spaces are managed by the City Centre Management team and by the Parks team.
146. The council's website has a page<sup>24</sup> dedicated to organising community events, that sets out the requirements on those organising events, provides templates for producing needed documentation, provides application forms for event licences and signposts organisers to the various different council departments that they need to interact with, including licensing, site managers, highways and Safety Advisory Group. The contact details at the end of this page are for the Council's Licensing Team, rather than the Events Team, who mostly focus on major events.

## **Monmouthshire**

147. Over the last eighteen months, Monmouthshire Council has explored options for the future of events in the county, including: reviewing whether or not to continue with an in-house events team; producing a detailed options appraisal of alternative delivery options, including looking at a hired facilities model and a joint venture partnership delivery; undertaking local stakeholder consultation; investigating the impact of divestment from events; and developing a forward strategy document to inform the development of a future Events Strategy.
148. The output from the above exercises was reported to Monmouthshire Cabinet on 25 July 2018; the report recommended that a 'hybrid approach' be taken, to put the Events

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<sup>24</sup> <https://www.leeds.gov.uk/your-council/emergencies/organising-events>

team on a strategic and stable footing. The hybrid option is set out in the report to Cabinet as follows:

*'the Council events team will take a proactive and strategic approach, coordinating the events programme within working with partners on major events either via direct procurement or on a joint venture basis. In addition, the events team will coordinate corporate events and provide support for community events... providing much needed expertise and support whilst identifying additional income generation options.'*

149. The report to Monmouthshire Cabinet goes on to state that the hybrid option also gives the Events Team the opportunity to work with the Council's strategic tourism function to ensure that events align with the county's Destination Marketing Plan.

150. The Monmouthshire Events Team was originally established as an income generation function with no Council funding, operating on a surplus budget of £18,000. The report to Cabinet requested an annual base budget provision of £32,000, requiring an additional £50,000. This is to meet staffing costs of £88,000, office costs of £2,000, with income of £58,000 offset against this, with income coming from recharges for staff time, external hire and project management. The team consists of a Project and Events Manager, an Events Producer and an Events Administrator.

151. In terms of generating additional income, the report to Cabinet lists the following ways that the team has previously raised income and lists further opportunities:

2016/17

- Provision of assistant stage manager and crew – Glastonbury Festival
- Site manager – UEFA Champions League Final
- Provision of project management and event support – Morgan Classic Cars,
- Technical management and delivery of lighting, staging and set elements – Health & Care Awards, Ticketmaster conference

Income Generating Opportunities

- Commercial events – hire of council venues, sale of tickets
- Community events – cinema evenings, ice rink, Christmas market, fayres etc.,
- Equipment hire – staging, sound, lighting, transport
- Contracts – projects for external clients – production and event management

- Staff hire – stage managers, technicians, crews, drivers etc.
- Recharging internal service areas
- Recharging MonLife – the alternative delivery model recently established to provide Tourism, Leisure and Culture services for Monmouthshire.

152. A meeting of the Monmouthshire Economy and Development Select Committee on 22 November 2018 acknowledged that the Events Team was very good at putting on events within the County. However, it was considered that a marketing company should be employed to sell the Authority's marketing of events. It was confirmed that the events team would remain as part of the Authority. However, discussions are being held in terms of joint ventures and promotions with a view encourage income generation.

## **Bristol<sup>25</sup>**

153. In Bristol, a group of over 30 of Bristol's independent festival and event organisers has established a charity – Bristol Festivals – which is also a company limited by guarantee. The aim of Bristol Festivals is to support the:

*'.. sustainable and strategic development of Festivals and Events (arts, heritage, science, sport, food and drink) in the Bristol area, for the benefit of the widest range of audiences in the West of England.'*

154. Bristol Festivals works with public and private sector partners to promote Bristol as a leading destination for cultural festivals and events. It promotes events via its website, emails and via social media marketing, provides discounted use of meeting rooms and office space at the Bristol Festivals Hub and provides access to bi-monthly forum meetings, attended by Bristol City Council and Destination Bristol. Members of Bristol Festivals receive priority access to Bristol City Council Licensing drop-in sessions and arrange advice sessions with Bristol City Council's site permissions team for those individuals and organisations wishing to hold an event on council owned land. They also create training, research and volunteer projects to help make events reach a more diverse audience.

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<sup>25</sup> Information downloaded 14 January 2019, from <http://bristolfestivals.org/information/>

155. Bristol City Council's commitment to events is set out in their Cultural Strategy '*City of Openness, Imagination and Originators*', which stresses the need for partnership working and mutual support to deliver a programme of events and enhance the cultural offer of Bristol:

*'Coordination in the festivals and events sector. Bristol is a city of festivals and events. They are one of the main ways the city tells its stories – about itself and to the world. Bristol can, with a development programme brokered by the Bristol Festivals and Events Forum, consolidate, coordinate and grow its festivals offer. This can include shared skills and knowledge exchange, coordinated procurement of local cultural producers and artists, and a R&D strand that cuts across the whole festival landscape to encourage the use of new technologies and connection between the arts, science and technology.'*

156. Bristol City Council's website contains several pages for those seeking to organise an event e.g. <https://www.bristol.gov.uk/museums-parks-sports-culture/hold-an-event>. These pages provide links to site permissions forms and event licence application forms as well as contact details for the relevant teams. In addition, the Council has a small events team that works to support the development and delivery of city-wide festivals and events, in line with the city's Cultural Strategy. Events officers provide strategic direction, oversee and monitor event contracts and grant funds and payments to events and festival organisations. They offer advice and guidance to events and festival organisers and work with a range of stakeholders to ensure that projects are delivered in accordance with Bristol Council's policies and priorities. They are also tasked to develop income generation models and to submit funding applications to support the development of events and festivals.

157. As part of the budget setting process for 2018-19, Bristol City Council consulted on exploring the possibility of increasing major event income through sponsorship and additional commerciality, without changing the fundamental nature of events. It was estimated that this could raise an additional £35,000 a year by 2022/23. 86% of respondents either strongly agreed or agreed with this proposal.

## **Ways of increasing resources for events**

158. Currently, there are various sources of resources for events including: UK and Welsh Government funding; other public bodies' funding, such as the Arts Council and sporting



organisations; local authority contributions; sponsorship monies; and event organisers' contribution. All of these are under pressure – public funding due to the pressures on public finances; sponsorship monies as more and more services seek support following cuts in public funding; and event organisers' contributions as their profit margins decrease.

159. In light of the above, Members asked for views on ways of increasing resources for events in Cardiff without using public funding. Members heard that the options in Cardiff are limited for the following reasons:

- Sponsorship – whilst the Council needs to be creative in gaining sponsorships to stage events, there is a limited number of available sponsors in Cardiff and most of these already sponsor a number of events, for example Admiral sponsor the Ice Rink at Winter Wonderland and For Cardiff sponsor a range of events including Tafywl, Cardiff Book Festival, IRIS film festival, Swn festival and Women in Music.
- Charging for Council Services re Events - Cardiff Council already charges event companies for the services provided by the Council that are directly related to the event, for example road closures and consequent traffic management, commercial banners and marketing.

## **Events Levy**

160. An events levy refers to the practice of adding a small charge either to a ticket price or as a 'per person' charge to event organisers for non-ticketed events. The Inquiry was aware of speculation in the media<sup>26</sup> that Cardiff Council was investigating the feasibility of charging an events levy and therefore explored this option with those giving evidence to the inquiry. Members heard that it is not possible for Cardiff Council to put in place an events levy for venues such as Principality Stadium and Cardiff City Football Stadium, as this would have had to form part of the original contract terms and conditions with these venues.

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<sup>26</sup> <https://www.bbc.co.uk/news/uk-wales-46357414>

161. The Inquiry heard it may be possible to charge an events levy to businesses, particularly those that benefit from events. However businesses already pay business rates and those in the city centre that are part of the For Cardiff Business Improvement District also pay a levy, some of which is used to support events, as set out in this report in terms of sponsorship, as well as in terms of night (taxi) marshal services and the ambassadors.

162. In addition, this Inquiry heard opposition to the idea of an event levy with some witnesses highlighting that it would be counter-productive and unsupportive of the message that Cardiff is an events city.

## **Tourism Tax**

163. Members were aware of discussions in other UK cities, including Aberdeen, Bath, Edinburgh, Hull, Liverpool and the Scottish Highlands, about the possibility of introducing a tourism tax to provide revenue to counter the costs of events. Further information on some of these are provided below.

### **Bath<sup>27</sup>**

164. Bath and North East Somerset Council has asked central government for the power to introduce a levy on local tourism and short-term holiday lettings. It is investigating whether to impose a £1-per-night charge to allow the authority to invest. Council leader Tim Warren said that while a levy would not make a "big difference" to visitors' hotel bills, it would have an impact on the council's budget for services such as street improvements. He added: "We are not asking for more money, we are asking for the opportunity to make our own money."

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<sup>27</sup> Information taken from: <https://www.bbc.co.uk/news/uk-46838307>

## Edinburgh<sup>28</sup>

165. Edinburgh City Council has recently consulted on proposals to introduce a Transient Visitor Levy (TVL or tourist tax), with the results being reported on 9 January 2019. The consultation received over 2,500 responses found:

- 85% respondents support the TVL scheme
  - 91% respondents who are residents support the TVL scheme
  - 51% respondents who are accommodation providers support the TVL scheme
- 72% respondents agreed with proposed rate of £2 a night or 2% of the cost of the accommodation
  - 19% of respondents felt the proposed rate was too low
  - Preference was for flat rate per night rather than % charge of room cost
  - 81% respondents wanted at least a seven-day cap on charges.

166. Edinburgh City Council estimates that the TVL scheme could raise between £11.6 million and £14.6 million per year. The Council is putting together final proposals for consideration by councillors later this year. If these proposals are agreed, the Council will then pass them on to the Scottish Government, which would need to approve any scheme, as councils do not currently have the power to introduce a tourist tax.

167. Some business groups, such as Federation of Small Business Scotland, Association of Scotland's Self Caterers and Scottish Tourism Association have warned it could have an impact on other revenue from tourism.

*'FSB development manager for the East of Scotland Garry Clark said: "Edinburgh businesses will want to digest these consultation results but many may ask how it addresses evidence suggesting that even a three per cent drop in Edinburgh's visitor numbers could result in a £42m drop in the benefits of tourism to the city.'*

*"As the council doggedly pursues these proposals, businesses will reasonably expect detail on which firms would have to administer such a tax and what say they would have over how revenues were spent.*

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<sup>28</sup> Information taken from: <https://www.holyrood.com/articles/news/council-consultation-reveals-clear-support-tourist-tax-edinburgh> and <https://www.assc.co.uk/2019/01/city-of-edinburgh-council-tourist-tax-consultation-statement-from-assc/>

*“All of this must also be viewed from the context of how such a tax would impact the tourism industry in Scotland as a whole.”<sup>29</sup>*

*‘the consultation’s own figures show that only 17 per cent of responses came from businesses and a mere 7 per cent were drawn from accommodations providers – both of whom would feel the brunt of this tax disproportionately if it were imposed. ... “What is needed is a full economic impact assessment to accompany these proposals in order to help promote pragmatic, sensible, and fair policy decisions as this issue unfolds.”<sup>30</sup>*

## Liverpool

168. At Liverpool City Council’s Full Council meeting on 16 January 2019, two Members put forward a notice of motion regarding a tax for cultural events.<sup>31</sup> The notice of motion highlights the economic benefit of events in Liverpool, creating £100 million direct economic impact, full hotels, restaurants and bars, thus creating jobs. It also highlights the need to ensure training, for some of the skilled professionals required to support events, is open to all residents in Liverpool. It states that Liverpool:

*‘... should adopt the principle of a small charge (Tourist Tax) that is prevalent in many international cities throughout the world.’*

169. The notice of motion goes on to state that:

*‘This council is aware that at present it is not permitted for Local Government to impose this upon hoteliers and restaurateurs, therefore, until the law is changed that a voluntary scheme is considered. Therefore, the motion be considered by the Mayor and Cabinet and a letter be sent to the relevant Government Minister outlining the terms of this motion.’<sup>32</sup>*

170. The notice of motion generated media coverage, including an article on the BBC website<sup>33</sup>. This highlights that a £1 levy on hotel rooms could potentially raise £2 million per annum for the city. It reports comments from the Chief Executive of Liverpool

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<sup>29</sup> <https://www.holyrood.com/articles/news/council-consultation-reveals-clear-support-tourist-tax-edinburgh>

<sup>30</sup> <https://www.assc.co.uk/2019/01/city-of-edinburgh-council-tourist-tax-consultation-statement-from-assc/>

<sup>31</sup> <http://councillors.liverpool.gov.uk/ieListDocuments.aspx?CIId=305&MIId=16819>

<sup>32</sup> As above

<sup>33</sup> <https://www.bbc.co.uk/news/uk-england-merseyside-46905959>

Business Improvement District (Bill Addy) stating that local business would need to be convinced:

*"Private businesses would say, 'we already pay business rates, we are heavily taxed at 20%, we have a BID that is a levy on private business'." But he said a new levy on hotel rooms would be a way of providing funding for events and training in the hospitality industry.*

*"The big free activities we've got used to has to come through public sector money, that money is not available, it is about how we replace that money.*

*"There is also destination marketing - we have to keep telling people about how good Liverpool is".*

171. The BBC article<sup>34</sup> concludes that, with cross-party support, Liverpool City Council is speaking to local businesses about how a potential voluntary levy could work.

172. This Inquiry heard opposition from local witnesses to the idea of a tourism tax, for the same reasons as outlined above in points 161 -162. Hotel representatives stated that it would lead to job losses, as hotels would seek not to pass the costs on to customers in order to remain competitive with locations without a tourist tax, and that it would be damaging for Cardiff's economy.

### **City Deal funding**

173. In 2018, the Liverpool City Region introduced a commitment to spend the equivalent of 1% of its annual £30 million funding, as part of its Culture and Creativity Strategy. This is to support a number of key new developments to kick-start delivery of the strategy and build on the existing programme of events, delivering a City Region-wide events programme.

*"This new 1% for Culture programme, which is in addition to previous and planned large scale funding commitments, will establish a new annual Borough of Culture programme, new Liverpool City Region Cultural Awards and a Liverpool City Region-wide events programme. ... "I'm asking the Arts Council to work with us to deliver this first city region initiative that will change the way we work together and engage all of our boroughs.*

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<sup>34</sup> <https://www.bbc.co.uk/news/uk-england-merseyside-46905959>

*“I hope our commitment underlines how serious the city region is about supporting cultural activities. Culture and creativity are integral to our international profile and brand and are essential to achieving our vision to make the Liverpool City Region a prosperous, fair and desirable place to live, work and invest. A city region of one voice, but with many accents.”<sup>35</sup>*

Metro Mayor for the Liverpool City Region, Steve Rotheram

## **Business Rates**

174. The Leader of the Council, Councillor Huw Thomas, highlighted that if Welsh Government unlocked revenue-raising powers and transferred these to local authorities or if local authorities were allowed to keep business rates, this would assist Cardiff Council in covering the costs of events. However, it was recognised that this would require system change that is outside the remit of Cardiff Council, which can only lobby for this change to happen.

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<sup>35</sup> <https://www.liverpoolcityregion-ca.gov.uk/liverpool-city-region-introduces-1-for-culture-programme-to-support-cultural-activities/>

## INQUIRY METHODOLOGY

M1. The Economy & Culture Scrutiny Committee applies a project management approach to its inquiries; including mechanisms to consistently prioritise topics suggested for scrutiny, scoping reports and project plans. The aim of these is to ensure there is a dialogue with the services involved in the scrutiny process with the ultimate aim of improving overall service delivery and enabling effective scrutiny.

M2. Members held five meetings to hear from the following external witnesses:

- Sarah Cole – SC Productions
- Gwilym Evans – Major Events Unit, Welsh Government
- Adrian Field – FOR Cardiff - BID
- Acting Ch. Supt Mark Hobrough – South Wales Police
- Pablo Janczur – Orchard Productions
- Tim Lloyd – Always Aim High
- Karen Matthews – Chair-in-Waiting, Cardiff Hoteliers Association
- Matt Newman – Run 4 Wales
- John Rostron – consultant working for Sound Diplomacy
- Angela Stephenson – Cardiff & Vale University Health Board
- Professor Terry Stevens – Stevens Associates
- Ben Underwood – Chair, Cardiff Hoteliers Association
- Heledd Williams – Head of Business Events, Welsh Government.

M3. Members invited written submissions from key stakeholders, including statutory partners, venues, and representative organisations for arts and small businesses. The Inquiry received submissions from the following:

- Artes Mundi
- Pontcanna & Riverside Residents
- Public Health Wales
- South Wales Fire & Rescue Service.

M4. As part of the Inquiry, Members visited the Principality Stadium to hear their views on events in Cardiff, the role of the Council and the future programme of events in Cardiff.

M5. Members held three meetings to hear from the following Council officer witnesses:

- Councillor Huw Thomas – Leader of the Council
- Councillor Peter Bradbury – Cabinet Member (Culture & Leisure)

- Councillor Russell Goodway – Cabinet Member (Investment & Development)
- Councillor Michael Michael – Cabinet Member (Clean Streets, Recycling & Environment)
- Neil Hanratty – Director of Economic Development
- Kathryn Richards – Head of Culture, Venues, Tourism and Events
- Matthew Wakelam – Assistant Director, Environment
- Jonathan Day – Operational Manager – Economic Policy
- Ruth Cayford – Creative Industries and Culture Manager

M6. In order to inform the Inquiry, desk-based research was undertaken into approaches taken elsewhere by the following local authorities in the UK in terms of resourcing and managing events:

- Belfast
- Leeds
- Liverpool
- Monmouthshire.
- Bristol

M7. High-level desk-based research was also carried out into recent developments regarding an ‘events levy’ and ‘tourism tax’.

M8. Members also looked at the approach taken to events in the following cities that witnesses highlighted as exemplars re events:

- Austin, Texas
- Barcelona, Spain
- Linz, Austria.

M9. In addition, a summary literature review of the impact of events was undertaken and is attached at **Appendix 1** of this report. Cardiff Research Centre was asked to provide details of recent Cardiff Council consultations that included results pertinent to this Inquiry; their response is attached at **Appendix 2** of this report.

M10. The desk-based research, coupled with evidence from internal and external witnesses, was used to identify suitable findings from the Inquiry.



## Appendix 1

### Impact of Events

1. There is recognition that events have a range of impacts on the areas where they are held and that they need to be managed to maximise the benefits and minimise the negative consequences. The industry-standard for ensuring this is provided by *eventIMFACTS*, which has produced a toolkit of resources to help event organisers improve their evaluation of the impacts associated with staging sporting and cultural events. A summary is provided below, with more information available at:  
<http://www.eventimpacts.com/>
2. The main impact of events are split into the following categories: economic; social; and environmental. The events industry also measures media activity.

### Economic Impact<sup>36</sup>

3. In terms of economic impact, the following statistics are usually collected:
  - ATTENDANCE FIGURES
  - LOCAL VISITORS
  - DAY VISITORS
  - COMMERCIAL/NON-COMMERCIAL STAYERS
  - NUMBER OF DAYS ATTENDED
  - AVERAGE BED NIGHTS
  - AVERAGE DAILY SPEND
  - AVERAGE ACCOMMODATION SPEND.
4. The 'economic impact' of an event refers to the total amount of additional expenditure generated within a defined area, as a direct consequence of staging the event. For most events, spending by visitors in the local area (and in particular on accommodation) is the biggest factor in generating economic impact; however, spending by event organisers is another important consideration. Economic Impact studies typically seek to establish the net change in a host economy - in other words, cash inflows and outflows are measured to establish the net outcome.
5. The **Direct Economic Impact** is a measure of the total amount of additional expenditure within a defined geographical area, which can be directly attributed to

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<sup>36</sup> Taken from <http://www.eventimpacts.com/>

staging an event. Based on visitor and organiser spending, Direct Economic Impact is an assessment of the net increase in spending as a result of the event.

6. Many event organisers also wish to capture the **Total Economic Impact**. This step is designed to adjust the Direct Economic Impact to capture the subsequent '**secondary impacts**' of additional spending within the host economy. Effective calculation of the Total Economic Impact requires previous studies to have been carried out which analyse detailed interactions and interdependencies within the host economy itself.

### Scepticism re economic impact of events

7. In an article for the BBC (<https://www.bbc.co.uk/news/uk-wales-39907810> downloaded 25 October 2018), Professor Calvin Jones, Cardiff Business School, Cardiff University, is quoted as saying:

*"There is no evidence to suggest that hosting major events does your economy any good"*

*"That's not to say local businesses don't do well out of it, but a week-long event with tens of thousands people might bring in £50m - and when the Welsh economy is £50bn per year, it really is a drop in the ocean."*

*"The Champions League final will be brilliant but it can't replace your bread and butter city development strategy of skills, inclusion and innovation which, evidence suggests, are much more important."*

*"My question is, are we expecting too much financially of major sports events? My take is, even if it's a zero net impact on the Welsh economy, don't worry about the finances and let's just have a good time."*

### Social Impact<sup>37</sup>

8. eventIMPACTS has identified four areas of social impacts, as follows:
  - SATISFACTION
  - IDENTITY AND IMAGE
  - PARTICIPATION
  - VOLUNTEERING & SKILLS
9. Social Impacts are unlikely to happen by chance and must be managed if they are to occur. Clearly stated aims and objectives for an event will help to identify appropriate social impacts and describe the delivery mechanisms by which these will occur.

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<sup>37</sup> Taken from <http://www.eventimpacts.com/>

## **Environmental Impact<sup>38</sup>**

10. The following list captures the main categories for environmental impacts:

- WASTE IMPACTS
- ENERGY IMPACTS
- WATER IMPACTS
- TRANSPORT & TRAVEL
- FOOD & DRINK IMPACTS
- MEASURES OF SUSTAINABILITY PLANNING AND MANAGEMENT

11. The organisation, delivery and legacy phases of sport and cultural events all involve environmental impacts. Some of these are explicit, for example, land use for stadia or emissions created by visitor travel to and from events. Others are more hidden, for example, the carbon emissions generated in the production of merchandise.

12. Issues of sustainable development are increasingly important to potential event sponsors, participants and visitors. Careful consideration of environmental impacts is also a pillar of corporate social responsibility and represents sound strategic management. Understanding the drivers of environmental impacts can also help organizations to be more cost effective. Furthermore, effective communication of environmental credentials can affect the level and quality of sponsorship/funding.

## **Longer-term benefits of Events**

13. Research<sup>39</sup> has shown that it is possible to utilise events to bring long-term economic and social benefits to the location and its community. There are three key areas where events can be used by the public sector to aid the achievement of longer-term strategic objectives: urban regeneration and economic impact; local community benefits; and place promotion.

### *Urban Regeneration and Economic Impact*

14. Major events act as basic economic activities, by attracting and retaining external expenditure from tourists. They can also be utilised as a catalyst to develop local infrastructure, boosting local economies. The 'economic impact' of a major event refers

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<sup>38</sup> Taken from <http://www.eventimpacts.com/>

<sup>39</sup> CRAIG PUGH\* and EMMA H. WOOD (2007) (THE STRATEGIC USE OF EVENTS WITHIN LOCAL GOVERNMENT, UK Centre for Event Management, Leeds Metropolitan University, Leeds, UK

to the total amount of additional expenditure generated within a defined area, as a direct consequence of staging the event. For most events, spending by visitors in the local area (and in particular on accommodation) is the biggest factor in generating economic impact; however, spending by event organisers is another important consideration.

### *Local Community Benefits*

15. Major events may result in diverse community benefits, including new sporting facilities, improved transport, social cohesion and community volunteerism.

### *Place Promotion*

16. Major cities throughout the world have turned to promotional activity to market and reinvent themselves in changing economic and social climates. Place promotion is the process of creating a symbolic image that is representative of the area and then communicating that image to a target audience in order to create or maintain the desire to visit, work and/or live there. Major events have significant, social, or cultural importance, draw large numbers of visitors, and attract a significant amount of national or international media coverage. These events offer unique opportunities for place promotion by building a better image and increasing awareness of the city.
17. The realisation of the above benefits depends on the funding and organisational structures surrounding events, in terms of attracting, promoting, delivering, managing and retaining events. The opportunity to accomplish strategic objectives may be overlooked by the need to achieve a substantial and varied events programme.<sup>40</sup>

### **Impact on local communities and stakeholders**

18. Several academic research projects have explored the range of impacts – both positive and negative – that events have on their host communities and stakeholders, for example shop owners, customers, wholesalers. The table below summarises these impacts:

**TABLE 1. The impacts of events (adapted from Allen et al. 2010, 61.)**

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<sup>40</sup> CRAIG PUGH\* and EMMA H. WOOD (2007)(**THE STRATEGIC USE OF EVENTS WITHIN LOCAL GOVERNMENT**, UK Centre for Event Management, Leeds Metropolitan University, Leeds, UK

<b>Impacts of Events</b>	<b>Positive Impacts</b>	<b>Negative Impacts</b>
<b>Social and Cultural</b>	Shared experience	Community alienation
	Revitalisation of traditions	Manipulation of community
	Building of community pride	Negative community image
	Validation of community groups	Bad behaviour
	Increased community participation	Substance abuse
	Introduces new and challenging ideas	Social dislocation
	Expansion of cultural perspective	Loss of amenity
<b>Political</b>	International Prestige	Risk of event failure
	Improved profile	Misallocation of funds
	Promotion of investment	Lack of accountability
	Social cohesion	Propaganda
	Development of administrative skills	Loss of community ownership/ control
	Legitimation of ideology	
<b>Environmental</b>	Showcasing the environment	Environmental damage
	Provision of models for best practice	Pollution
	Increased environmental awareness	Destruction of heritage
	Infrastructural legacy	Noise disturbance
	Improved transport & communications	Traffic congestion
	Urban transformation and renewal	
<b>Tourism &amp; economic</b>	Destination promotion & more visits	Community resistance to tourism
	Extended length of stay	Loss of authenticity
	Job creation	Damage to reputation
	Increased tax revenue	Exploitation
	Business opportunities	Opportunity costs

19. Weaver & Lawton (2013) make the point that local resident attitudes are important because they are more directly impacted by activity in their own 'backyard' and because of that have a strong moral case to be heard and heeded.

20. Madrigal (1995) states that residents' perceptions and attitudes towards the impacts of events must be understood, because they have an impact on the visitors' experience and contribute to the location's overall attractiveness as an event destination. Local

residents' support for and participation an event will affect directly the success of the event; local residents' attitude towards the hosting of the event and tourists will leave an impression on visitors (Yu et al. 2012).

21. Research has found that visitors perceive the quality of an event as good when there has been good communication and cooperation between different stakeholders, for example, when event managers and shop owners communicate and work together to ensure there are good services around an event (Engström & Hakansson, 2010).
22. However, a lack of communication between event managers, stakeholders and local communities can lead to conflict due to differing expectations of an event; for example, a government uses a 'signature' local event for promoting tourism and destinations' image, while event organizers just want to bring locals together to enjoy themselves. Zhou (2006) points out that it is important to understand goals, aspirations and opinions of communities when planning events, and to keep government/ event organisers aims and motivations, and residents' perceptions in harmony with each other.
23. Research has also identified that events can have positive impacts in terms of creating cultural identity and increasing cohesion in communities (Gursoy et al., 2004). Fredline and Deery (2005) add that local communities feel pride when showcasing aspects of their culture and traditions, which in turn gives them a spirit of belongingness to their culture. In addition, it strengthens the tie between the local residents and the tourists visiting the destination (Gursoy et al., 2004).
24. There are also some negative socio-cultural impacts that researchers have identified can affect the local community. The tourists may disrupt the normal lives of residents and decrease their privacy (Fredline & Deerey, 2005). Larger events may also be associated with traffic high noise, unreasonable litter and pressure on host community infrastructure (e.g. transport) (Gursoy et al., 2004). Viviere and Slabbert (2012) added to the list of negative impacts with: exploitation of culture and traditional ways of life; prostitution; crime and drugs.
25. The role of events managers in balancing the impacts of events is summarised as:

*“It is the task of the event manager to identify and predict these impacts and then to manage them to achieve the best balance for all parties, so that on balance the overall impact of the event is positive. To achieve this, all foreseeable positive impacts must be developed and maximized, and negative impacts countered. Often negative impacts can be addressed through awareness and intervention – good planning is always critical. Ultimately, the success of the event depends on the event manager achieving this positive balance sheet and communicating it to a range of stakeholders.” (Bowdin et al., 2006)*

### **Impact of Events in Cardiff**

26. Events that are funded by the Welsh Government Major Events Unit have to provide an impact assessment to them. In addition, the following Economic Impact Assessments were undertaken by the Welsh Economic Research Unit (WERU) on behalf of Cardiff Council and Cardiff Harbour Authority:

- a. Canoe Slalom World Cup 2013
- b. Cardiff Half Marathon 2013
- c. Cardiff Harbour Festival 2013
- d. International Food & Drink 2013
- e. Royal Horticultural Society 2014
- f. Winter Wonderland 2014.

## **Appendix 2**

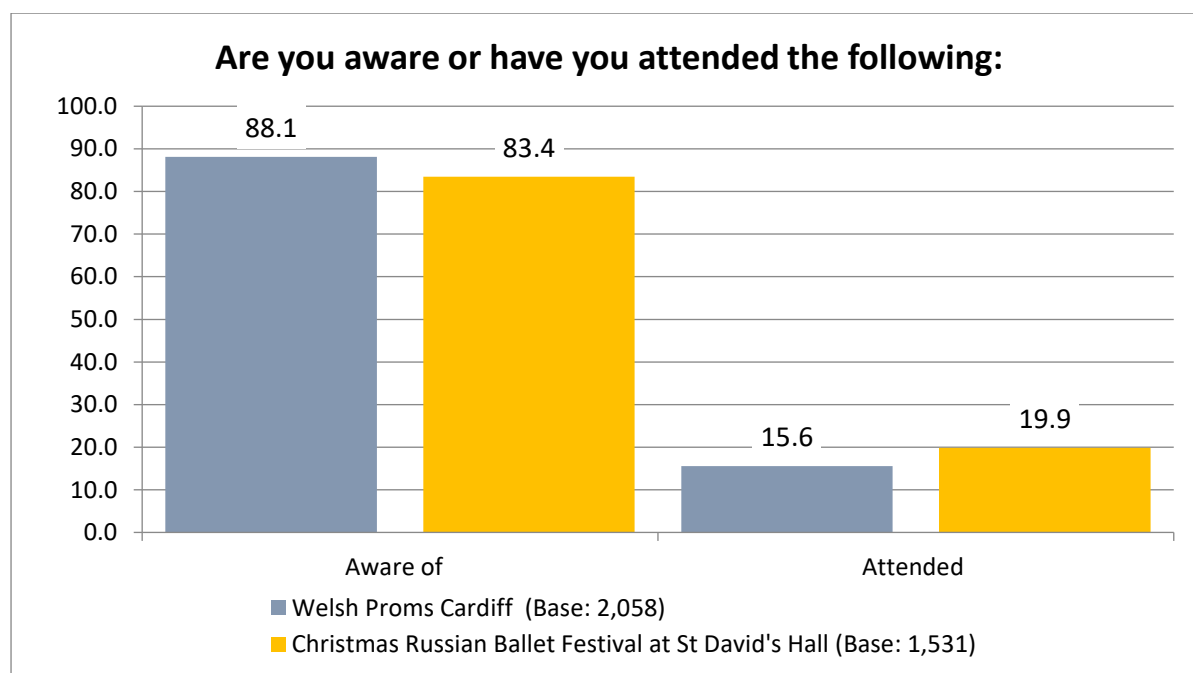
**Relevant Extracts from Cardiff Council Ask Cardiff and Budget Consultations**

### **Ask Cardiff 2014**

## Are you aware or have you attended the following:

Almost nine in ten respondents had an awareness of the Welsh Proms (88.1%), with almost one in six (15.6%) attending this event.

Over four-fifths (83.4%) were aware of the Christmas Russian Ballet Festival, with a fifth (19.9%) attending the show.



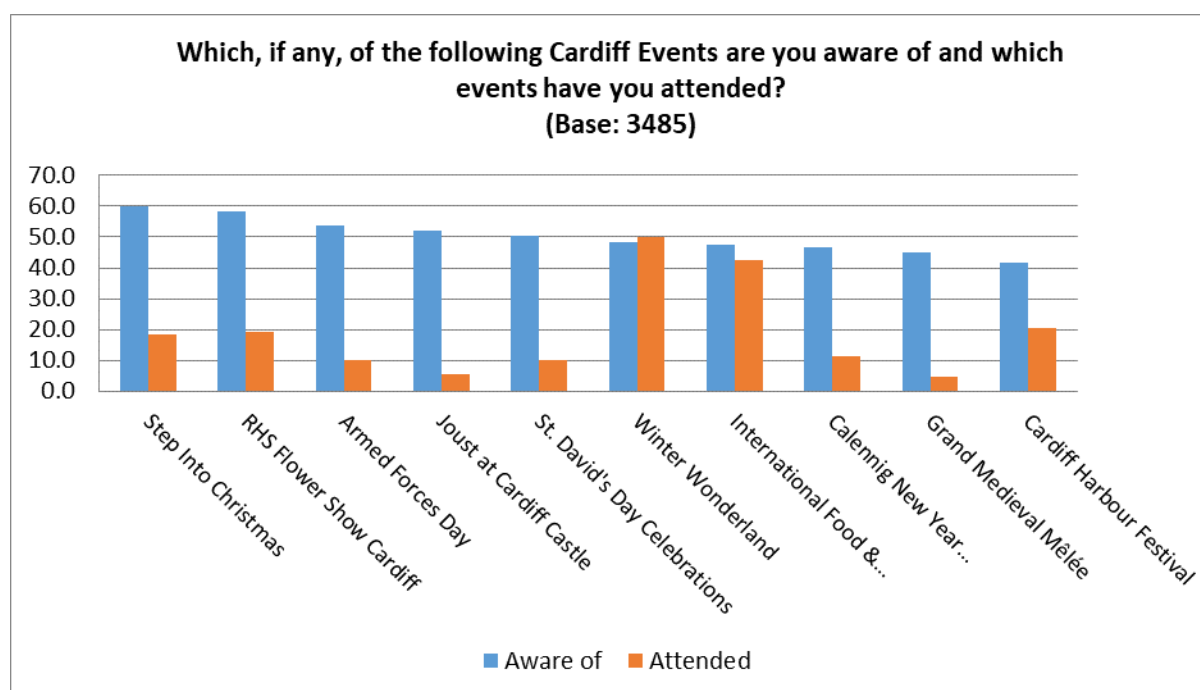


# Ask Cardiff 2013

**Which, if any, of the following Cardiff Council Events are you aware of and which events have you attended?**

Three-fifths of respondents (60.0%) were aware of Step Into Christmas/ Christmas Lights Switch On, followed closely by the RHS Flower Show Cardiff (58.3%). Half (49.9%) of respondents had attended Winter Wonderland.

	Aware of		Attended	
	No.	%	No.	%
Step Into Christmas / Christmas Lights Switch On	2090	60.0	648	18.6
RHS Flower Show Cardiff	2032	58.3	663	19.0
Armed Forces Day	1879	53.9	355	10.2
Joust at Cardiff Castle	1813	52.0	196	5.6
St. David's Day Celebrations	1760	50.5	358	10.3
Winter Wonderland	1690	48.5	1739	49.9
International Food & Drink Festival	1659	47.6	1477	42.4
Calennig New Year Celebrations	1621	46.5	401	11.5
Cardiff Grand Medieval Mêlée at Cardiff Castle	1568	45.0	169	4.8
Cardiff Harbour Festival	1458	41.8	708	20.3



The results were then split into age demographics:

<b>Under 35 (Base: 952)</b>	<b>Aware of</b>		<b>Attended</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
RHS Flower Show Cardiff	563	59.1	103	10.8
Step Into Christmas / Christmas Lights Switch On	535	56.2	219	23.0
Joust at Cardiff Castle	499	52.4	60	6.3
St. David's Day Celebrations	480	50.4	109	11.4
Armed Forces Day	469	49.3	76	8.0
Cardiff Grand Medieval Mêlée at Cardiff Castle	416	43.7	45	4.7
International Food & Drink Festival	406	42.6	474	49.8
Winter Wonderland	391	41.1	588	61.8
Cardiff Harbour Festival	362	38.0	185	19.4
Calennig New Year Celebrations	351	36.9	94	9.9

*Excludes blank responses*

<b>35-54 (Base: 1367)</b>	<b>Aware of</b>		<b>Attended</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Step Into Christmas / Christmas Lights Switch On	854	62.5	270	19.8
RHS Flower Show Cardiff	820	60.0	259	18.9
Armed Forces Day	758	55.4	150	11.0
Joust at Cardiff Castle	736	53.8	88	6.4
Calennig New Year Celebrations	697	51.0	196	14.3
St. David's Day Celebrations	696	50.9	121	8.9
International Food & Drink Festival	681	49.8	591	43.2
Cardiff Grand Medieval Mêlée at Cardiff Castle	651	47.6	78	5.7
Winter Wonderland	643	47.0	760	55.6
Cardiff Harbour Festival	598	43.7	314	23.0

*Excludes blank responses*

<b>55+ (Base: 1039)</b>	<b>Aware of</b>		<b>Attended</b>	
	<b>No.</b>	<b>%</b>	<b>No.</b>	<b>%</b>
Step Into Christmas / Christmas Lights Switch On	635	61.1	143	13.8
Winter Wonderland	592	57.0	345	33.2
Armed Forces Day	591	56.9	117	11.3
RHS Flower Show Cardiff	585	56.3	282	27.1
St. David's Day Celebrations	526	50.6	118	11.4
Joust at Cardiff Castle	523	50.3	41	3.9
International Food & Drink Festival	521	50.1	370	35.6
Calennig New Year Celebrations	517	49.8	99	9.5
Cardiff Harbour Festival	455	43.8	187	18.0
Cardiff Grand Medieval Mêlée at Cardiff Castle	450	43.3	41	3.9

*Excludes blank responses*

The awareness of the Christmas Lights Switch On (56.2%, 62.5%, 61.1%) is just over 5% for under 35s, 35-54 and 55+ respectively. Awareness of the RHS Flower Show (59.1%, 60.0% and 56.3%) is within 5% for under 35s, 35-54 and 55+ respectively.

The top three attended events for each age category was as follows. Winter Wonderland and the International Food and Drink Festival featured as the top two choices across all age ranges.

<b>Under 35s</b>	<b>35-54</b>	<b>Over 55s</b>
Winter Wonderland (61.8%)	Winter Wonderland (55.6%)	International Food & Drink Festival (35.6%)
International Food and Drink Festival (49.8%)	International Food & Drink Festival (43.2%)	Winter Wonderland (33.2%)
Step Into Christmas (23.0%)	Cardiff Harbour Festival (33.2%)	RHS Flower Show (27.1%)

# Budget Consultation 2016/17

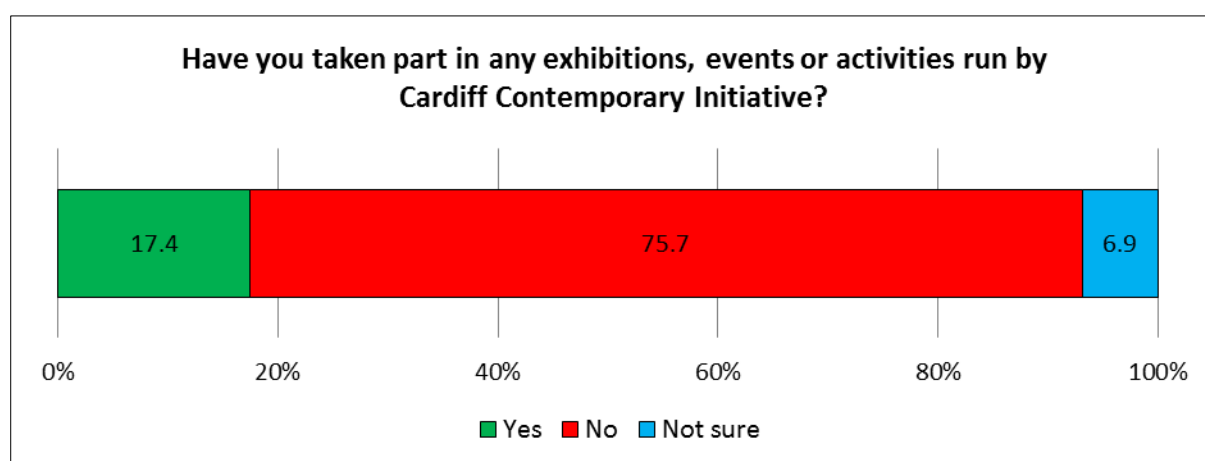
## 5.5.1 Cardiff Contemporary Initiative

*Cardiff Contemporary is a five-week celebration of contemporary art held across the city every year. The initiative offers a diverse range of exhibitions, events and activities developed by Cardiff's community of artists, designers and architects. The requirement to make budget savings means that Cardiff Contemporary will cease but the Council will seek to identify alternative funding to help ensure the future of the initiative.*

### Q24. Have you taken part in any exhibitions, events or activities run by Cardiff Contemporary Initiative?

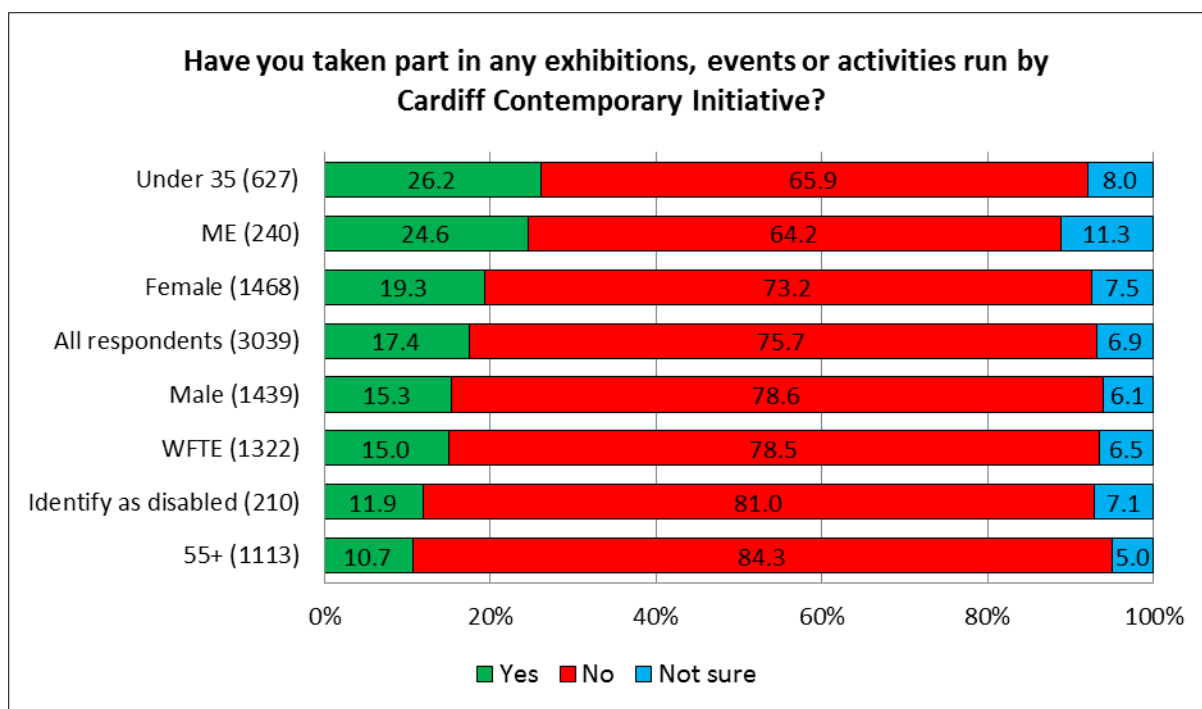
*There were 3,039 responses to this question meaning a response rate of 90.8%.*

**17.4% (529)** of respondents had **taken part in activities** run by Cardiff Contemporary Initiative, with three-quarters (**75.7%**) not having participated to date.



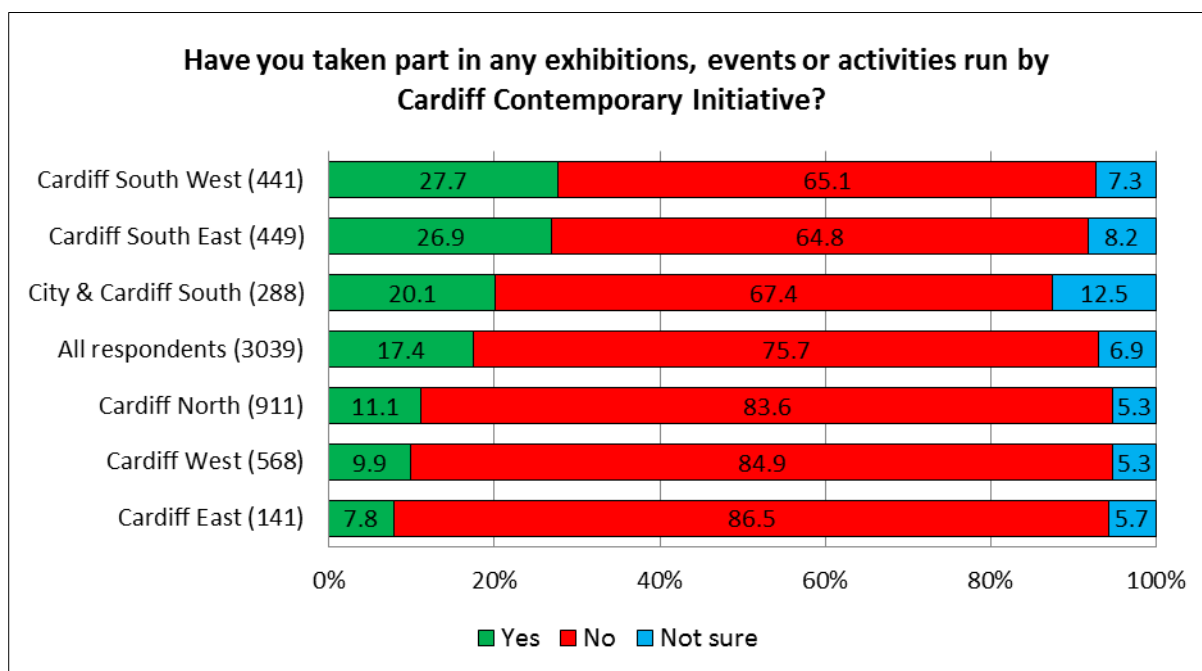
*Base: All respondents (3,039)*

Involvement with Cardiff Contemporary varied by demographic, and most significantly by age where over a quarter of respondents **under 35 had participated (26.2%)**, compared to **10.7% of over 55s**.



(Base data shown in brackets).

There was also significant variation in involvement across the city, with **27.7%** of respondents in **Cardiff South West**, **26.9%** in **Cardiff South East** and **20.1%** in **City and Cardiff South** having participated, compared to under 10% of respondents in **Cardiff East (7.8%)** and **Cardiff West (9.9%)**.

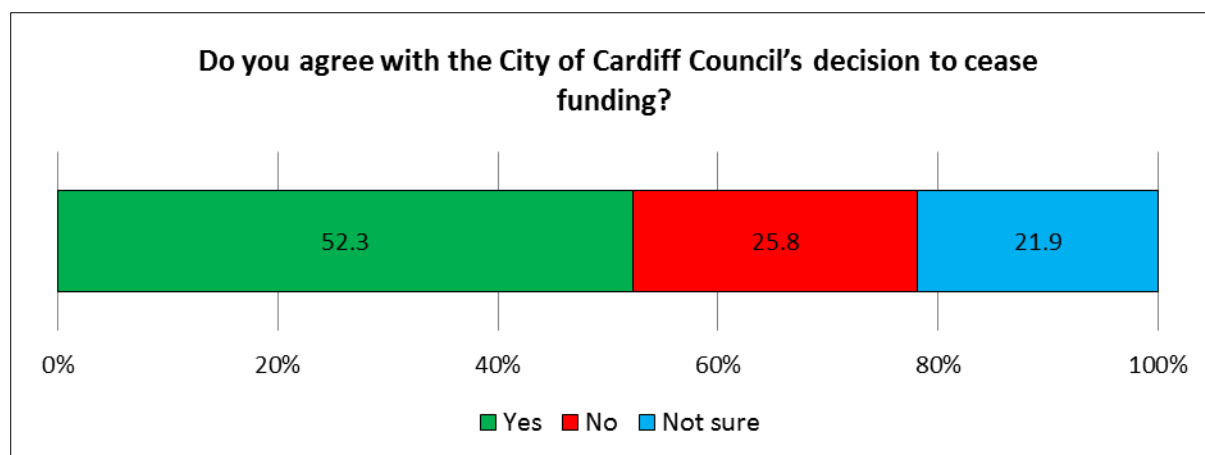


(Base data shown in brackets)

## Q25. Do you agree with the City of Cardiff Council's decision to cease funding?

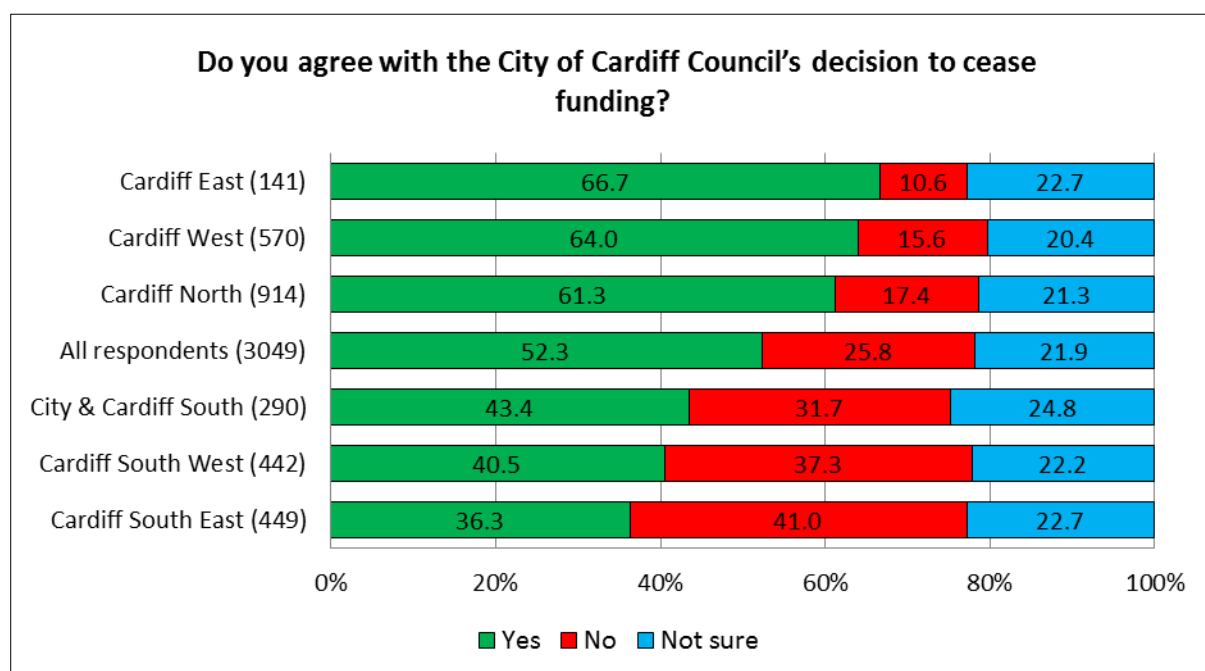
There was a response rate of 91.1% with 3,049 respondents.

**52.3% (1,595)** agreed with the proposed decision to cease funding, with **25.8% (786)** opposed and **21.9% (668)** not sure.



Base: All respondents (3,049)

Looking at respondent views by geography those from **Cardiff East (66.7%)**, **Cardiff West (64.0%)** and **Cardiff North (61.3%)** were more supportive of the proposal to cease funding than the remaining areas where under half the respondents were supportive. This included **43.4% of respondents in City and Cardiff South**, **40.5% in Cardiff South West** and **36.3% in Cardiff South East**.



(Base data shown in brackets)

Reasons for opposing the proposal were provided by **666** respondents, with the most common reasons found to be expressing the **importance of the Arts** (230 comments; 34.5%), **against the cuts** (181 comments; 27.2%), and **Cardiff being a poorer place without the arts** (140 responses; 21.0%).

**Top 3 themes emerging from the 666 comments received in opposition to the proposal that the Council will cease funding Cardiff Contemporary Initiative:**

Theme	No.	%	Example comments
<b>Arts/Culture are important</b>	230	34.5	<ul style="list-style-type: none"> <li>• <i>The arts are just as important an area than any other, they always are the first to be hit by cuts/funding.</i></li> <li>• <i>Because art and culture are integral to the well-being and success of any city, especially Cardiff which has such a strong art scene.</i></li> <li>• <i>Art is a key part of city life. The Council should understand that looking after the cultural needs of the many benefits not only the well off, but provides a setting for the young and old to contribute and feel valued.</i></li> </ul>
<b>Against the proposals</b>	181	27.2	<ul style="list-style-type: none"> <li>• <i>I think the shutdown of the abacus is enough for this decade, please.</i></li> <li>• <i>If Cardiff is to be a vibrant city where people want to work and live, it is vital that arts and culture are support - look at Bristol?!</i></li> <li>• <i>I'm against cuts of any sort we're sleep walking into a future that has no culture, no art, no innovation, no dreamers who inspire, people who see an alternative future.</i></li> </ul>
<b>Cardiff would be a poorer place without this</b>	140	21.0	<ul style="list-style-type: none"> <li>• <i>This city has already very little to offer when it comes to art and more creative disciplines. Taking out the artistic progression and the evidence of that is going to cripple Cardiff cultural scene even more. And it's already barely crawling.</i></li> <li>• <i>Events like this help keep Cardiff a vibrant city and ceasing funding might drain the enthusiasm of the city.</i></li> <li>• <i>Cardiff is always willing to fund sports and pop music events. If cultural activities cease to be funded Cardiff will become a cultural wasteland.</i></li> </ul>

### 5.5.2 Arts Active

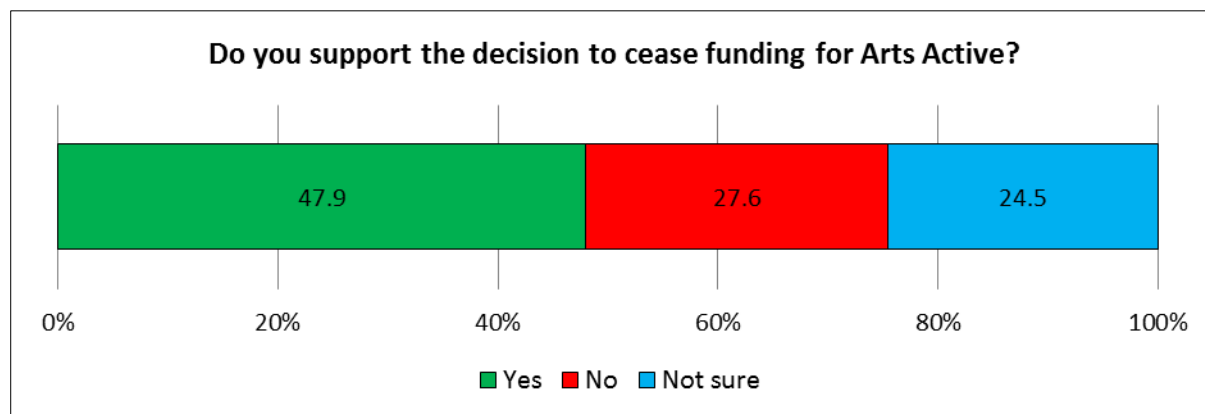
*Arts Active is a registered Cardiff charity with funding from the City of Cardiff Council as well as private organisations and foundations. The charity offers education, community and audience engagement projects for people of all ages in the city through St David's Hall and the New Theatre.*

*The Council will no longer be able to contribute to Arts Active's funding but will seek to maximise contributions from private organisations and foundations to minimise the impact.*

## Q26. Do you support the decision to cease funding for Arts Active?

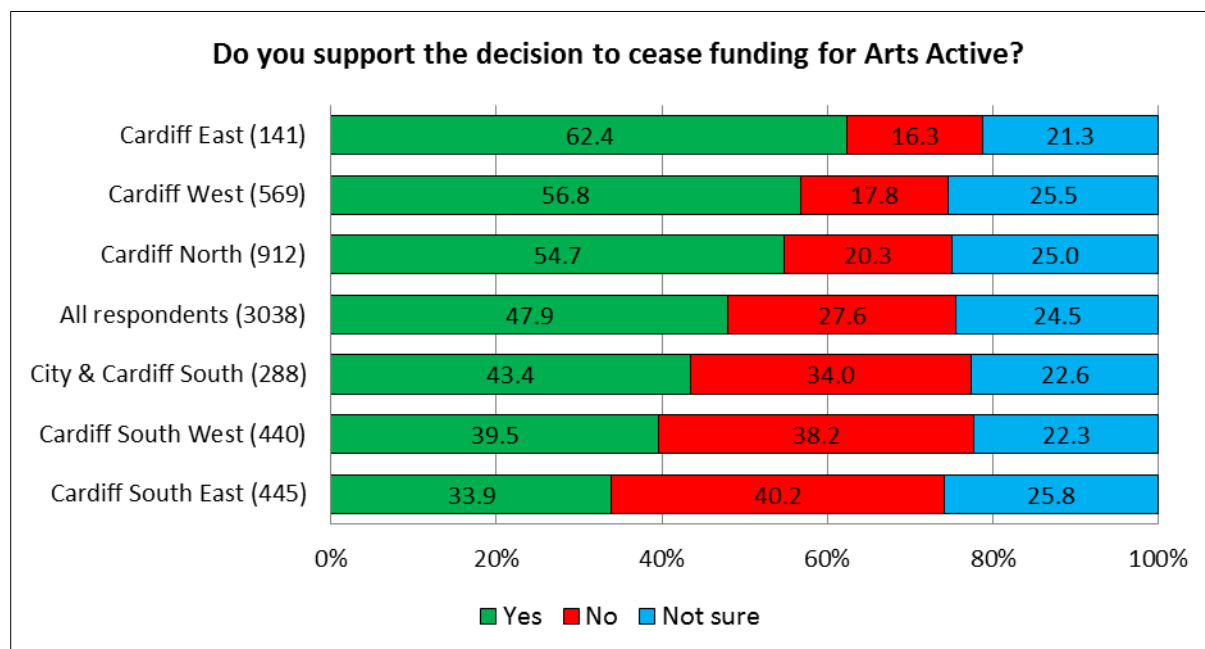
2,028 responses were received for the question, a response rate of 60.6%.

**47.9% (1,456) agreed** with the decision to cease funding, with approximately a **quarter opposing the decision (27.6%)** and a **quarter unsure (24.5%)**.



Base: All respondents (3,038)

Respondents from **Cardiff East were most supportive** of the decision to cease funding (**62.4%**), compared to **Cardiff South West (39.5%)** and **Cardiff South East where opposition was greater than support (40.2% versus 33.9%)**.



(Base data shown in brackets)

Reasons for opposing the proposal were provided by **467** respondents, with the most common reason again found to be **expressing the importance of the Arts** (143 respondents; 30.4%), ahead of **being against the proposal** (98 responses; 20.9%), and **suggesting the Council should be supporting the Arts** (91 comments; 19.4%).



**Top 3 themes emerging from the 467 comments received in opposition to the proposal that the Council will cease funding for Arts Active:**

Theme	No.	%	Example comments
<b>Arts/Culture are important</b>	143	30.4	<ul style="list-style-type: none"> <li>• <i>Art is important to support.</i></li> <li>• <i>Important part of the fabric of the city from which everyone can benefit - cut down on other groups which only have minority support.</i></li> <li>• <i>Culture is vitally important to the identity and morale of the populous of the city. Take that away and you open a vast chasm of despair and lack of ambition and will end up paying for it later on.</i></li> </ul>
<b>Against the proposals</b>	98	20.9	<ul style="list-style-type: none"> <li>• <i>Cultural activities must be protected.</i></li> <li>• <i>Because engaging people in Arts is essential to quality of life. You state in this survey that the charity offers opportunities to people of all ages, so can you not see how blind it would be to cut this off? We need cohesive communities and to build connections between different groups within our communities. Defunding arts will be detrimental to that.</i></li> <li>• <i>Because it's a poor decision.</i></li> </ul>
<b>Job of the Council to support this</b>	91	19.4	<ul style="list-style-type: none"> <li>• <i>Cardiff Council's funding will be vital in Arts Active securing other funding from private organisations and foundations. It is important for Cardiff Council to support the arts and also to support people's participation in the arts.</i></li> <li>• <i>Cardiff Council's support is central to Arts Active existence, and its involvement is symbolic of its commitment to the arts and equal access to the arts, and diversity of audience and opportunity. Cardiff is a city marked by its cultural diversity and open embracing of culture and equality. Cutting funding to Arts Active would reverse some of the work done to develop this thriving element of the city's identity, and impact most upon people from poorer neighbourhoods as well as BME backgrounds.</i></li> <li>• <i>The Council ought to support organisations that reach out and work with some of the most vulnerable people within the city.</i></li> </ul>

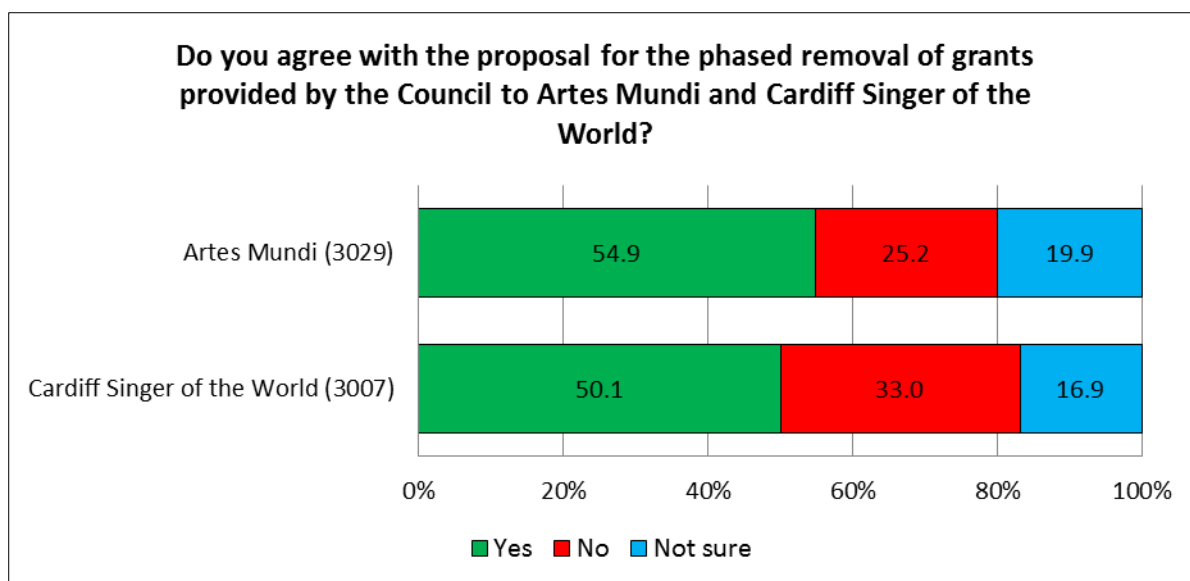
### 5.5.3 Artes Mundi and Cardiff Singer of the World

**Q27. The Council currently provides funding to Artes Mundi and Cardiff Singer of the World and the intention is that there is a phased removal of these grants over 2 years. Do you agree with this proposal?**

*Response rates for the Artes Mundi and Cardiff Singer of the World questions were 90.5% (3,029 responses) and 90.0% (3,007 responses) respectively.*

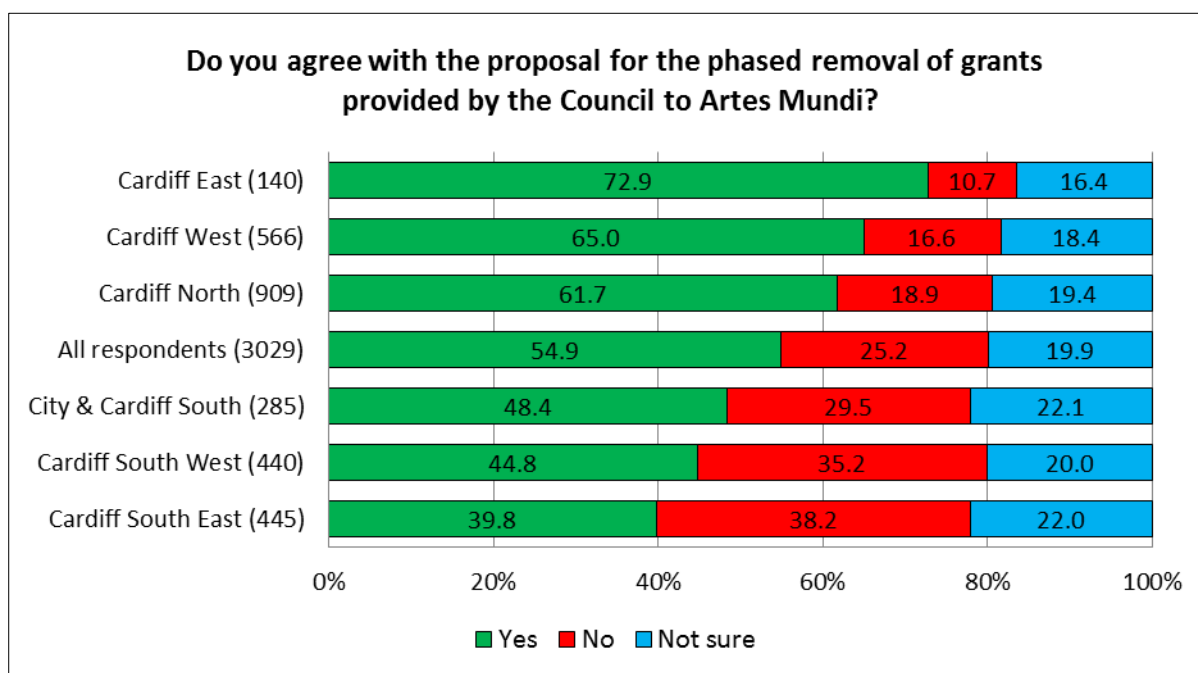
**54.9% (1,663) agreed** with the proposal for the phased removal of grants to **Artes Mundi**, compared to **25.2%** who were **against** the proposal and **19.9% not sure**.

**50.1% (1,506) agreed** with the proposal for **Cardiff Singer of the World** whilst **33.0%** were **against** and **16.9%** **not sure**.



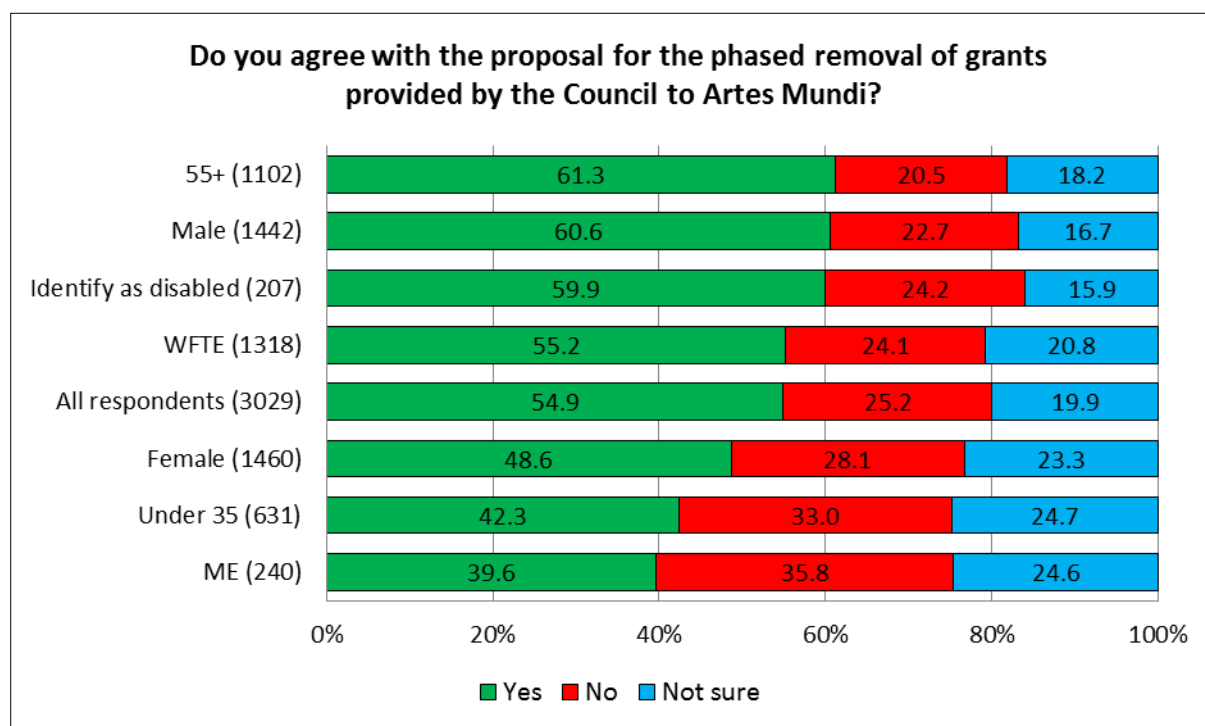
(Base data shown in brackets)

Support for the **phased removal of grants from Artes Mundi** was greatest in **Cardiff East (72.9%)**, the only Neighbourhood Partnership Area which exceeded 70%, ahead of **Cardiff West (65.0%)** and **Cardiff North (61.7%)**. Opposition was greatest in **Cardiff South East** where 39.8% supported and 38.2% opposed the proposal respectively.



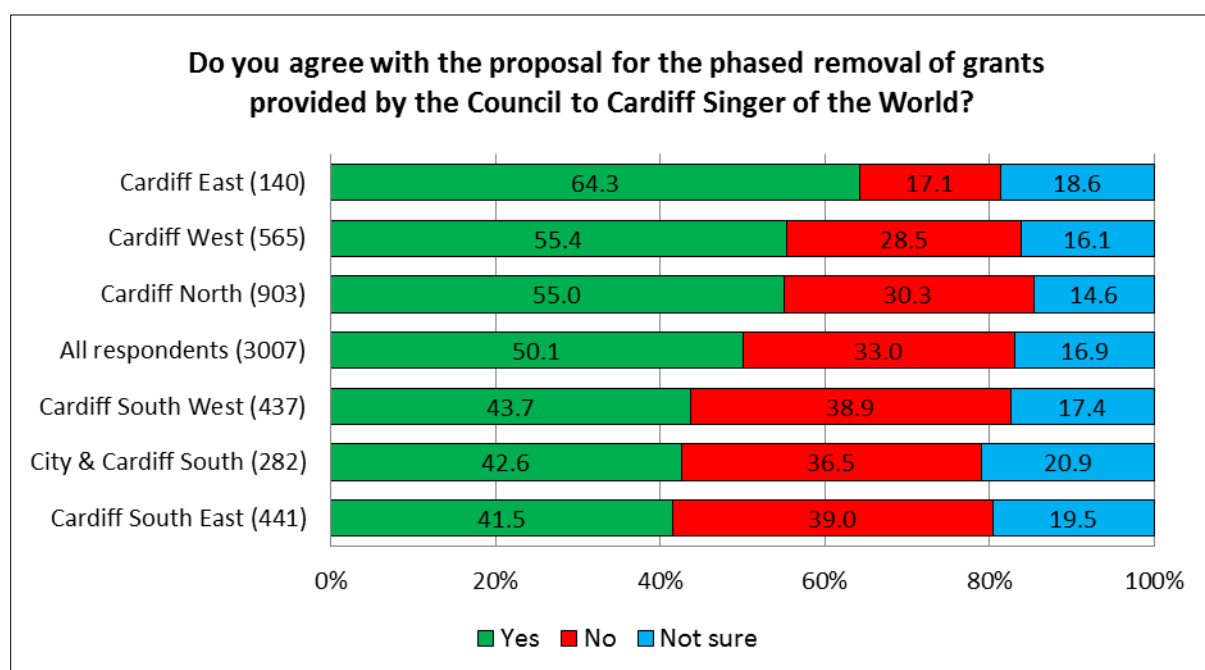
(Base data shown in brackets)

Among the key demographic groups respondents **over the age of 55 were most supportive** of the phased removal of funding (**61.3%**), ahead of **males (60.6%)**. **Minority ethnic respondents (39.6%)** and **under 35s (42.3%)** were significantly less supportive.



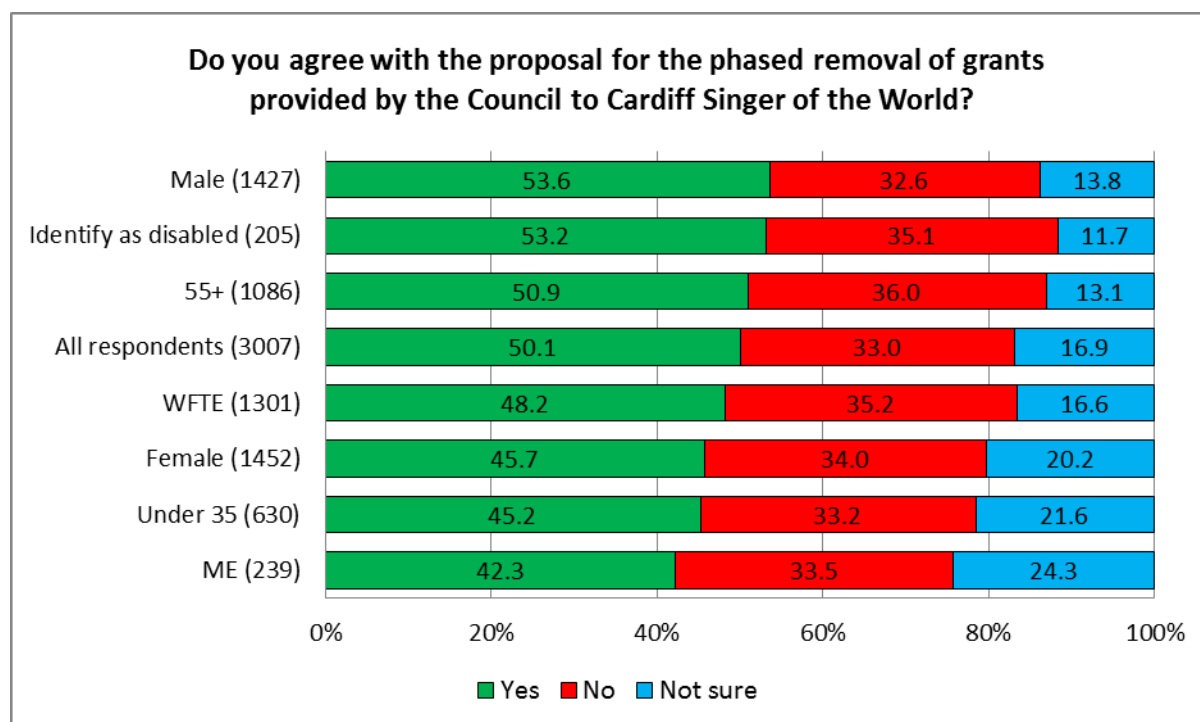
(Base data shown in brackets)

Results were similar for the same question on **Cardiff Singer of the World**, including **Cardiff East having the greatest support (64.3%)** and **Cardiff South East the lowest (41.5%)**.



(Base data shown in brackets)

The proposal for a **phased removal of funding to Cardiff Singer of the World** was supported by **males (53.6%)**, respondents identifying as **disabled (53.2%)** and the **over 50s (50.9%)** compared to **42.3% of minority ethnic respondents**.



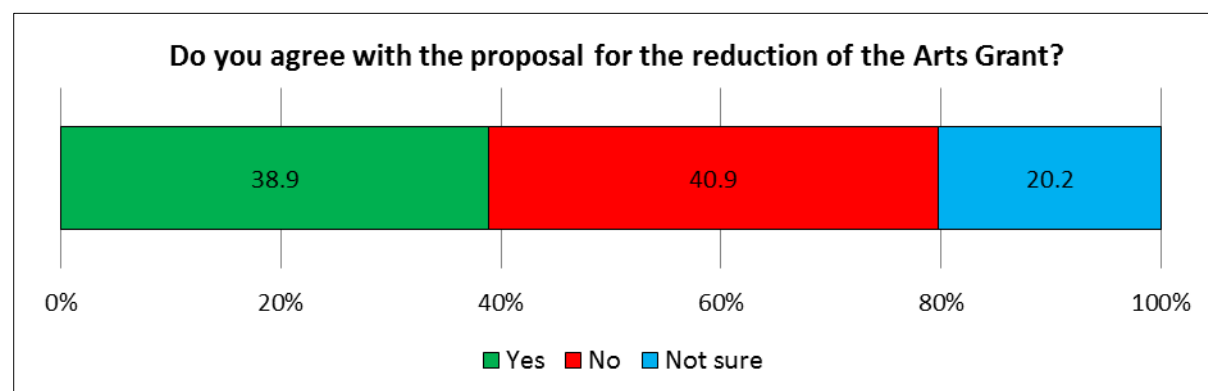
(Base data shown in brackets)

## 5.5.4 Community Arts

**Q28. The Council is also reducing the Arts Grant to organisations which support community led art programmes. Do you agree with this?**

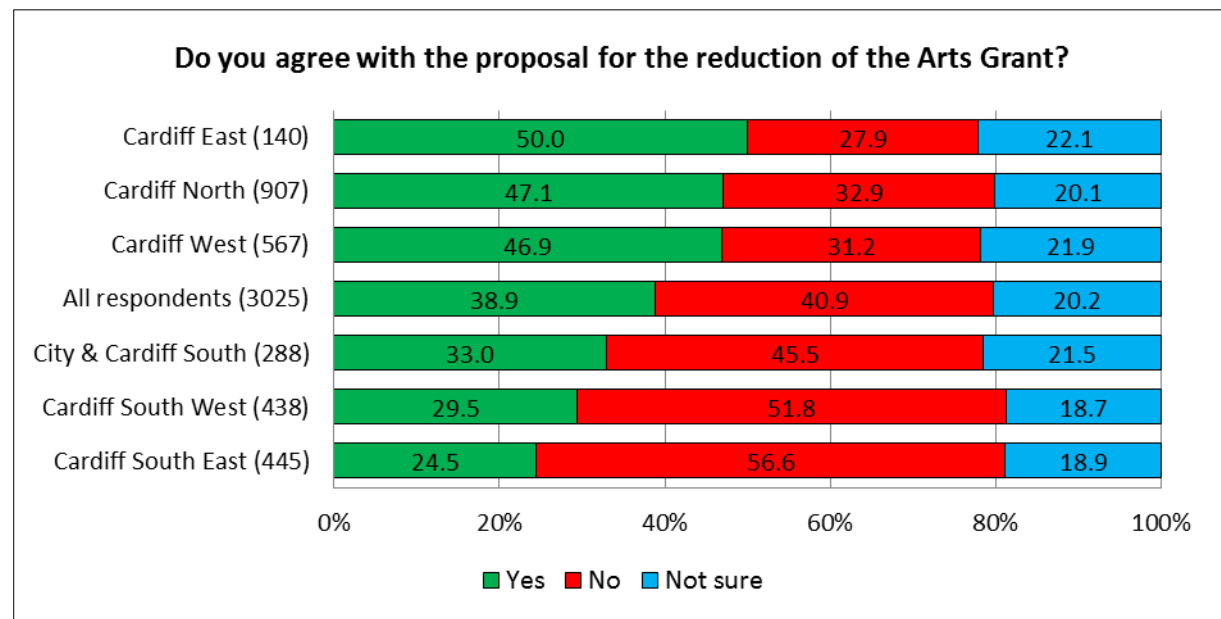
There was a response rate of 90.4% (3,025 respondents) for Q28.

Opinions on reducing the Arts Grant were divided, with **38.9% (1,176)** in agreement compared with **40.9% (1,237)** against the proposal.



Base: All respondents (3,025)

Once again there was significant variation in agreement with half the respondents from **Cardiff East (50.0%)** supporting the reduction. This was more than double the equivalent result in **Cardiff South East where 24.5% agreed** with the proposal but **56.6%** were in **opposition**.



(Base data shown in brackets)

## Cardiff Without Culture petition

The coalition of arts producers and consumers ran an online campaign against the proposals to cuts funding to the arts and gathered 4,102 individual signatories.



## Cardiff Youth Council Engagement Forum

The Youth Council discussed the different proposals which will potentially affect art and culture provision. When asked about the plan to withdraw funding for Cardiff Contemporary Initiative, the young people at the Cardiff Youth Council engagement event were most concerned about how this would impact on the city. They felt that the Arts and Culture scene makes the city attractive, interesting and unique.

When asked about the proposal to cease funding for Arts Active there was a divide with some feeling that if funding could be found from elsewhere then the Council should cease funding. However, others felt that there was a clear need for this charity and it should be fully supported by the Council.

Attendees at the event felt that the Council should continue to fund Artes Mundi and the Cardiff Singer of the World, with their reasons including that ‘It brings tourism to the area to support growth’.

## Additional correspondence

In addition to the petition, Cardiff Council received 43 correspondences relating to the Arts. All were from individuals or single organisations with the exception of one which had 29 signatories from major art and community organisations. The respondents include representation from Cardiff residents and the wider general public, art academics, professional artists and businesses.

The correspondences argue the importance of the arts sector, and makes the case for the continued funding of Cardiff Contemporary, Artes Mundi and Cardiff Singer of the World. They argue for the cultural profile that the initiatives bring to the city, which in turn attracts 52,000 visitors each year, driving tourism and investment. Correspondents stressed the community cohesion and focus on engaging with deprived communities, working with ethnic minorities and older, unemployed and disabled people.

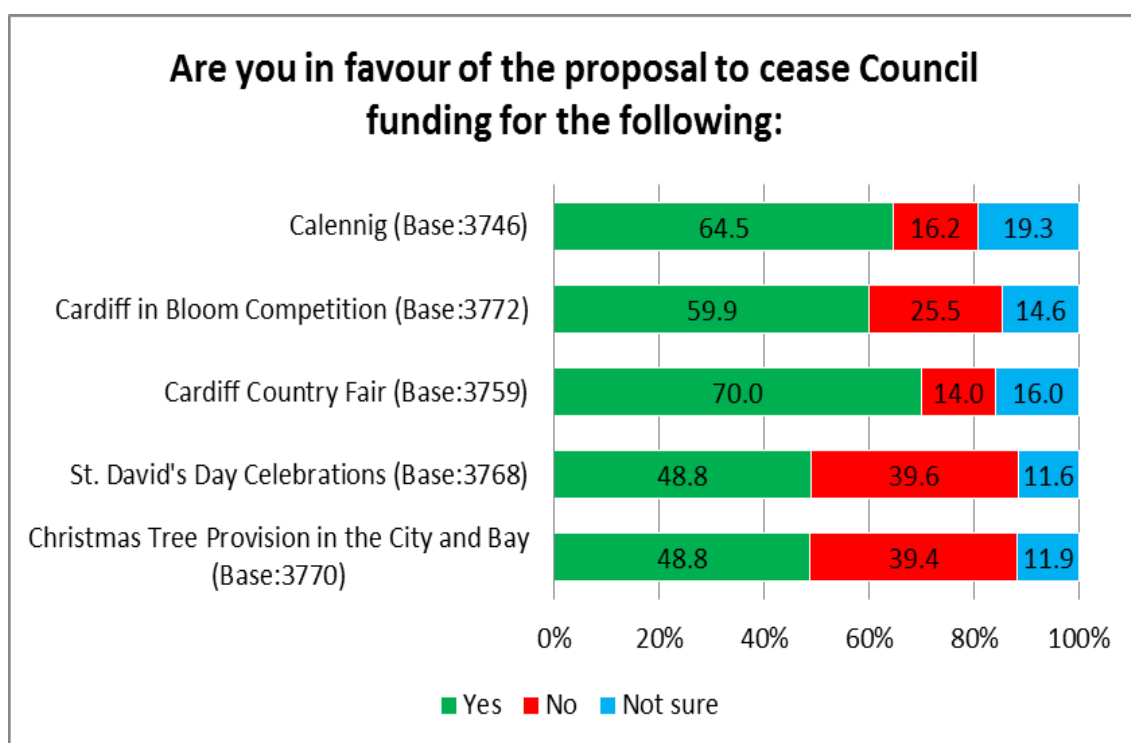
## **Budget Consultation 15/16**

### **2.5 Events and Celebrations**

There are a number of events and celebrations that the Council has traditionally helped to fund over the year. Financial challenges mean that the Council no longer has the resources to enable this support to continue.

In recent years, ways have been found to ensure that some events still proceed though commercial funding such as Winter Wonderland and the Cardiff Bay Beach. Within the consultation, it was outlined that Council funding is proposed to be withdrawn for other events in the city including Calennig, Cardiff Country Fair, St David's Day Celebrations and the Cardiff in Bloom Competition. Additionally there will be no Christmas Trees in the city and the Bay unless sponsorship is secured. Whilst work will continue to help source alternative funding /sponsorship for these events, it is likely that without financial support from the Council they could cease.

The findings of the consultation revealed that whilst **70.0% of respondents** were in favour of the Council ceasing funding of the annual **Cardiff Country Fair**, there was a greater opposition to proposals regarding **St David's Day celebrations** (39.6% / 1,492) and **Christmas Tree provision** (39.4% / 1,485).



Where those responding disagreed with the proposals to cease funding of events they were invited to give an explanation of their opposition. The greatest number of additional comments was received in relation to the provision of city centre and Cardiff Bay **Christmas trees** (1,019) and **St. David's Day celebrations** (956). In comparison just 321 (7.7% of the overall number of respondents) provided comments opposed to the cessation of funding for the **Cardiff Country Fair**.

A fifth (20.6%) of those providing comments on Calennig (84 people) referenced the importance of the **Calennig celebrations** to the city's image.

**Top 3 themes emerging from the 408 comments received in relation to opposing the cessation of Council funding for Calennig:**

Theme	No.	%	Example comments
Importance to Cardiff's image	84	20.6	<ul style="list-style-type: none"> <li>"These are things that bring in visitors to our city and should be celebrated. The capital of Wales without these important Welsh activities would be a lesser place."</li> <li>"As a capital city these events showcase the city to the world"</li> </ul>
Disagree with the proposal/need to be retained even if sponsorship cannot be secured	80	19.6	<ul style="list-style-type: none"> <li>"Calennig is very important to Cardiff and people who attend it every year people all over the world the Council have done a great job up to now so perhaps you could look at funding some of the events?"</li> <li>"All of these parts are important to the culture of the people of Cardiff, it is ridiculous to remove any funding, these are council responsibilities."</li> <li>"No to cuts to Calennig as this is a popular celebration in the city, one which tourists also attend so the council should maximise income generating opportunities."</li> </ul>
Importance of events in Cardiff's role as a capital city	65	15.9	<ul style="list-style-type: none"> <li>"Cardiff is the Capital city of Wales. At new year England has it's celebrations in London, Scotland has it's Hogmanay and we would be left with nothing"</li> <li>"Cardiff is the capital city of Wales. We should encourage all celebrations that encourage our Welsh identity."</li> <li>"The Calennig is important to the City's attractiveness as a tourist destination and it's City status"</li> </ul>

A total of **586 additional comments** were received relating to **Cardiff in Bloom**. Most frequently these mentioned the importance of this event on **community spirit** as well as the positive impact that the celebrations make to the overall **image** of the city.

**Themes emerging from the 586 comments received in relation to opposing the cessation of Council funding for Cardiff in Bloom:**

Theme	No.	%	Example comments
Community spirit	163	27.8	<ul style="list-style-type: none"> <li>"Cardiff in bloom encourages residents to take a pride in their city and surrounding environment"</li> <li>"Cardiff in bloom is an example of a good scheme for ensuring the involvement of individuals with pride in their city. Nearly all the others listed do not provide the same function, and if they are not profitable then they should cease."</li> <li>"Cardiff in bloom helps to get some of the citizens of Cardiff to show their gardens to the rest of the city, this rubs off on their neighbours, friends and people passing making it a better place."</li> </ul>
Importance to Cardiff's image	146	24.9	<ul style="list-style-type: none"> <li>"Cardiff in Bloom is a good vehicle for bringing communities together and it is difficult to see how it could be run or co-ordinated outside the council framework."</li> </ul>
Disagree with the proposal/need to be retained even if sponsorship cannot be secured	92	15.7	<ul style="list-style-type: none"> <li>"Cardiff in Bloom. Maintains some colour in the City. St David's Day."</li> <li>"Important for the image of the City"</li> <li>its important that the city retains a visual presence"</li> </ul>

**70%** (2,630 respondents) of those participating in the Consultation expressed agreement with the Council's proposal to cease funding of the **Cardiff Country Fair event**. Of those who were opposed to the plans **321** provided comments outlining their reasoning.

***Top 3 themes emerging from the 321 comments received in relation to opposing the cessation of Council funding for Cardiff Country Fair:***

Theme	No.	%	Example comments
Disagree with the proposal/need to be retained even if sponsorship cannot be secured	66	20.6	<ul style="list-style-type: none"> <li>• "The country fair is at a time when there are few other activities and for children raised in an urban environment gives them an opportunity to experience other things."</li> <li>• "There's nothing much going on in Cardiff so the fair should stay"</li> <li>• Cardiff Country Fair - excellent event. Good for getting kids involved in conservation"</li> <li>• "We need something to celebrate amongst all this austerity and the country fair seems to be the most interesting of these events"</li> </ul>
Importance to Cardiff's image	59	18.4	<ul style="list-style-type: none"> <li>• "These events bring people to the city and help develop a vibrant city"</li> <li>• "These are all key celebrations for the City for all inhabitants to use - keep them going."</li> <li>• "The draw and attraction of the City is due to the attractiveness and events that take place within it. Removal of the sponsored events will prove a detriment to the city."</li> </ul>
Community spirit	46	14.3	<ul style="list-style-type: none"> <li>• "By reducing funding to some of the cultural events above it will reduce community spirit, and the presentation of the city."</li> <li>• "I feel the county fair brings in money as well and is a great community event"</li> <li>• "Cardiff County fair is a great community gathering"</li> <li>• "because people need to come together more than they do"</li> </ul>

Proposals to cease the Councils funding of **St. David's Day celebrations** (along with the funding of Christmas trees) received the **highest level of opposition** with two fifths (**39.6%** or 1,492 respondents) of people stating that they disagreed with the plans. Greatest opposition was seen in **Cardiff East** (46.9%) and **City & Cardiff South** (46.3%), compared to 35.7% in **Cardiff North** (Graph 2.39, Appendix 1)

A total of 956 respondents also provided details regarding their opposition with over a third (**36.1%**) of these referencing the importance of the celebrations to the **culture and heritage** of the city. It was also considered by many that, as the Capital City of Wales, it is essential that Cardiff make provision to make this celebration in the calendar.



**Themes emerging from the 956 comments received in relation to opposing the cessation of Council funding for St David's Day Celebrations:**

Theme	No.	%	Example comments
Importance to the city's culture/heritage	345	36.1	<ul style="list-style-type: none"> <li>• "St. David's Day should continue to be celebrated as we should celebrate our national day....it should also be a bank holiday...."</li> <li>• "I think it is important that the St David's day celebrations continue as it is our national day and Cardiff is the capital city. Xmas tree provision should also continue as it is our main festival of the year and brings happiness and joy to many."</li> <li>• "St. David's day celebrations are historic &amp; essential to our culture. How awful to go into the City Centre or the Bay at Christmas &amp; not see a Christmas Tree"</li> <li>• "St David's day celebration is an important national event and Cardiff as Wales' capital city should have a St David's Day celebration. Thousands of people turned up to the celebration in 13-14. It would be a shame to lose this"</li> </ul>
Importance of events in Cardiff's role as a capital city	253	26.5	<ul style="list-style-type: none"> <li>• "Capital of Wales ceasing St David's Day celebrations and not having Christmas tree would be pretty sad!"</li> <li>• "We are the Welsh Capital and as such should mark St David's day - doesn't have to be large scale though. We are a Christian country and Christmas is an important festival which brings huge income to the retailers in the city. People are attracted by such things as Christmas decorations."</li> <li>• "Cardiff is the Capital and needs St David's day celebrations and a Xmas tree."</li> <li>• "Cardiff as the capital of Wales should support our national Saint's day."</li> </ul>
Disagree with the proposal/need to be retained even if sponsorship cannot be secured	174	18.2	<ul style="list-style-type: none"> <li>• "If these events were to cease as stated above "without financial support from the Council" then I believe that Council funding should continue. Every citizen deserves the "feel good factor" in their city."</li> <li>• "St David's Day is a national event and so should be funded by the council as it's for all. The same for Christmas provisions. The others are "nice to haves" and not essential when funding is tight"</li> <li>• "Council should encourage a 'green' city, St David's day should be celebrated in capital city"</li> <li>• "St David's day is a must for funding"</li> </ul>

A total of **1,485** respondents (39.4%) expressed their opposition to the Councils proposal to cease funding for **Christmas tree provision** in the city centre and Cardiff Bay. City & Cardiff South respondents were less likely to be in favour of the proposal with **45.6%** against, compared to **36.9%** in Cardiff West. (Graph 2.41, Appendix 1)

Over a thousand (**1,019**) of those against the proposal also took the opportunity to detail the reasons for their resistance to the plans.

The annual features of the Christmas trees were described as being extremely important with their provision having significant **positive effect upon the image** of the city, **community spirit** and wellbeing as well as economic activity.

**Top 3 themes emerging from the 1,019 comments received in relation to opposing the cessation of Council funding for Christmas Tree provision in the city and Bay:**

Theme	No.	%	Example comments
Disagree with the proposal/need to be retained even if sponsorship cannot be secured	432	42.4	<ul style="list-style-type: none"> <li>• “Cardiff as a Capital City should supply the Christmas trees for the city if funding/sponsorship is not sought - You can’t have the Capital City of Wales without a tree. Maybe working with an environmental group to donate a ethically sourced trees as part of a partnership”</li> <li>• “All events could be self-funding in principle but the St David’s Day and the trees are essential to our pride and presentation.”</li> <li>• “Christmas is a celebration for all and should be funded by the council. The other events are for the minority of people.”</li> </ul>
Importance to Cardiff’s image	150	14.7	<ul style="list-style-type: none"> <li>• “If Cardiff is to encourage visitors to spend money we need attractions not a dull city centre”</li> <li>• “St David’s day and Christmas are national holidays. Wales’ image would be damaged by not celebrating these appropriately at times when the world is watching.”</li> <li>• “It is important for the image of the City and to help encourage visitors during the Xmas period.”</li> <li>• “A capital city with no Christmas Tree would look very second rate!!”</li> </ul>
Community spirit	146	14.3	<ul style="list-style-type: none"> <li>• “Christmas is a whole family experience and should be supported in order to encourage a feeling of wellbeing in austere times”</li> <li>• “We are a Christian based society The tree especially in City Centre is an Important symbol of this, Also bring back Mary Joseph and baby Jesus, and 3 wise men to castle walls. My Muslim friends will not be offended.”</li> <li>• “Important for Community spirit”</li> <li>• “Christmas is a community time, and money should be spent to provide public trees for people who cannot afford their own”</li> </ul>

## **FINANCIAL IMPLICATIONS**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications.

## **LEGAL IMPLICATIONS**

The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without modification. Any report with recommendations for decision that goes to Cabinet / Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal power of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## COMMITTEE TERMS OF REFERENCE

- To scrutinise, measure and actively promote improvement in the Council's performance in the provision of services and compliance with Council policies, aims and objectives in the area of economic regeneration.
  - Cardiff City Region City Deal
  - Inward Investment and the marketing of Cardiff
  - South East Wales Economic Forum
  - Economic Strategy & Employment
  - European Funding & Investment
  - Small to Medium Enterprise Support
  - Cardiff Harbour Authority
  - Lifelong Learning
  - Leisure Centres
  - Sports Development
  - Parks & Green Spaces
  - Libraries, Arts & Culture
  - Civic Buildings
  - Events & Tourism
  - Strategic Projects
  - Innovation & Technology Centres
  - Local Training & Enterprise
- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-governmental bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance or service delivery in this area.

## Economy & Culture Scrutiny Committee Membership



Councillor Nigel Howells  
(Chairperson)



Councillor Iona Gordon



Councillor Jane Henshaw



Councillor Gavin Hill-John



Councillor Thomas Parkhill



Councillor Adrian Robson



Councillor Adbdul Sattar



Councillor Elaine Simmons



Councillor Ed Stubbs

