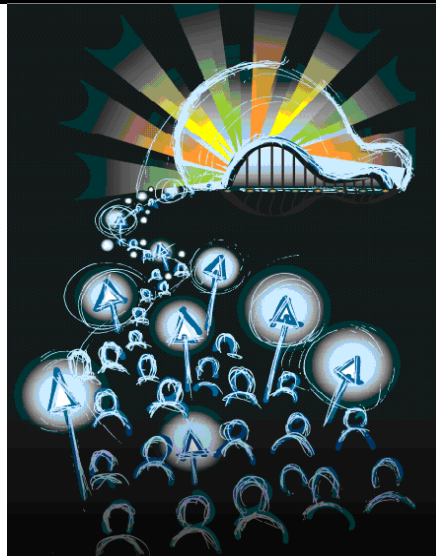
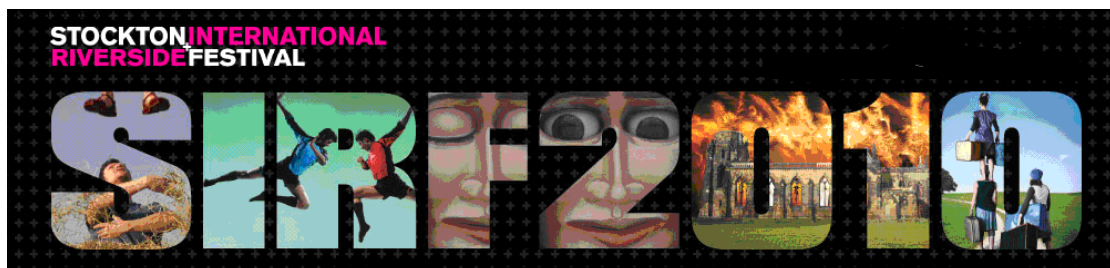


## Regeneration and Transport Select Committee EIT Review of Events, Arts, and Tourism



March 2011

## **Select Committee – Membership**

Councillor Perry (Chair)  
Councillor Cains (Vice-Chair)

Councillor Faulks  
Councillor Fletcher  
Councillor Kirton  
Councillor Noble  
Councillor Salt  
Councillor Smith  
Councillor Walmsley

## **ACKNOWLEDGEMENTS**

The Committee thank the following contributors to this review:

Tara Connor, Business Unit Manager, Development and Neighbourhood Services  
Paul Dobson, Corporate Director of Development and Neighbourhood Services  
Jan Doherty, Arts Development Manager  
Jenny Elstob, Residents Panel Coordinator  
Kate Fulton, Intelligence and Improvement Manager  
Reuben Kench, Head of Culture and Leisure  
David Newton, NOVA International  
Richard Poundford, Head of Regeneration and Economic Development  
Kathy Stainthorp, Tourism Service Manager

and Viewpoint residents that attended the focus groups for this review.

## Foreword

On behalf of the Regeneration and Transport Select Committee, we are pleased to introduce the final report of the Efficiency, Improvement and Transformation (EIT) Review of Events, Arts and Tourism.

The overall objectives and aims of the review were to identify options for future strategy, policy, service provision that will deliver efficiency savings and sustain and improve high quality outcomes for Stockton Borough residents.

The Committee has considered the substantial evidence presented during the course of the review that demonstrated the number, range and variety of highly regarded, quality art, festivals, events and community based activities that are provided in the Borough. The Committee also benefited from attendance at many of the events that were held during the year and gained first hand experience of the enjoyment and satisfaction expressed by residents, participants and visitors.

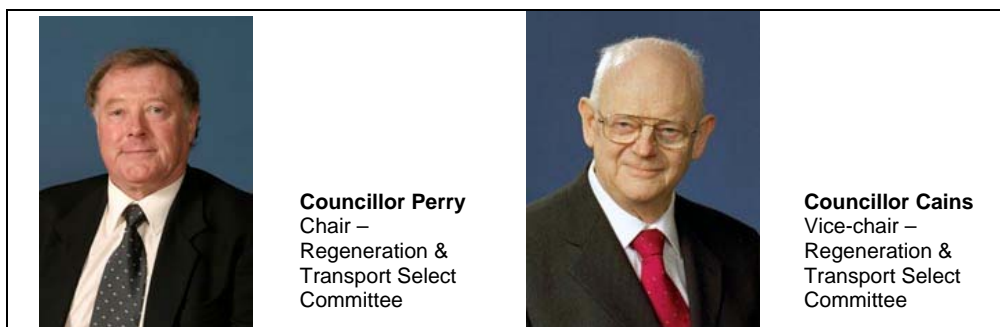
The Committee recognised the significant contribution that events, festivals, arts and tourist information make to the Local Economy and the marketing of 'Place' and the social benefits of bringing people together to enjoy and celebrate.

The development of an overarching Events Strategy will provide the necessary strategic lead to co-ordinate event delivery and drive the Council's vision for events to deliver a cutting-edge programme of local, regional and significant event activity, which remains fit for purpose and delivers key outcomes now and in future years.

The recommendations reflect this and provide the opportunity to enhance and improve our events/festivals/arts programmes and the visitor experience, whilst delivering estimated savings of approximately £90,000.

The Committee was impressed by the level of work, dedication and achievement of each of the teams involved in this review. The small staffing levels in each team show the flexibility and ingenuity of the services in utilising other resources as well as successfully bidding for increasingly limited resources.

On behalf of the Committee, we would like to thank everyone involved in the scrutiny review, especially the officers, managers and Heads of Service who attended meetings, provided information and supported the Committee; the residents who participated in focus group meetings and the external Marketing Company, NOVA International for their contribution to the review.



## Original Scope

### What services are included?

Events where SBC lead (but excluding minor community based events)  
Arts Provision  
Tourist Information

### The Thematic Select Committee's / EIT Project Team overall aim / objectives in doing this work is:

To identify options for future strategy / policy / service provision that will deliver efficiency savings and sustain / improve high quality outcomes for SBC residents.

### Please give an initial indication how transformation will enable efficiencies and improvements to be delivered by this EIT review?

The review will be of interest to local residents and visitors to Stockton. Many of the activities provided are designed to ensure access to all and focus upon the 'feel good' factor that attending a high quality, mostly free event brings.

Improving the Council's events portfolio through innovation and efficiency will improve the social well being of residents. Attracting visitors to Stockton will contribute to the economic well being of the area and assist in improving the reputation of the area.

## Key Responsibilities

<b>Chair / Member Sponsor</b>	Councillor Maurice Perry
<b>Scrutiny Officer</b>	Graham Birtle
<b>Lead Officer</b>	Sue Daniels, Head of Performance and Business Services, DNS
<b>Independent Officer</b>	Simon Milner, Network Safety Manager, DNS
<b>Finance Officer</b>	John Bailey, Senior Accountant, RES

## 1.0 Executive Summary and Recommendations

### *Introduction*

- 1.1 The report presents the findings of the Efficiency, Improvement and Transformation EIT Review of Events, Arts and Tourism undertaken by the Committee between May 2010 and February 2011.
- 1.2 The review forms part of a three year programme of EIT reviews covering all services provided by the Council. The programme aims to ensure that all services are reviewed in a systematic way to ensure that they are provided in the most efficient manner, provide value for money and identify opportunities for service improvements and transformation.

### *Aim of the Review*

- 1.3 The primary aim of the review was to identify ways in which the service can be organised that will deliver efficiencies and that will sustain or improve the visitor experience and encourage more visitors to Stockton Borough, maximising the social and economic benefits. The review has examined:
  - Events/ Festivals
  - Arts Provision
  - Tourist Information
- 1.4 One of the Council's key development priorities for 2010 – 2013 is to “develop our events programme, to involve local people and raise the profile of the area.”
- 1.5 For the purpose of this report events/festivals are defined as major celebrations, activities or displays of some theme, open to the public for a limited time only, which may re-occur annually or less frequently.

### *Events Service*

- 1.6 The provision of events is not a statutory service, however it offers low cost or free entertainment providing residents and families affordable, good quality and exciting events such as the annual fireworks festival and Stockton International Riverside Festival (SIRF). This raises Stockton's profile not only regionally but also nationally and internationally and promotes Stockton as an interesting and exciting place to visit, in turn making a significant contribution to the local economy.
- 1.7 Throughout the year the events and arts teams deliver a range of events which have been categorised as 'signature', 'medium', and 'local' depending on the level of size and/or importance of the event. The service also provides support and advice to local communities, charities and residents wanting to deliver their own local events. As a result the teams are involved, to varying degrees, with approximately 150 events in a year.
- 1.8 Residents value the events/festivals that are provided and hold them in high regard. Comments received from Residents Viewpoint Panel consulted during the review included:
  - Events and Festivals are held in high regard with minimal cost to residents.
  - Specific mention was made to the commitment of Stockton Council to events and this helped to improve the quality of life for residents.
  - The panel enjoyed the variety of events on offer.

- Recognition is given to the difficult financial state facing the Council and events are likely to be affected but should, wherever possible, be retained to continue the enhancement of the borough especially for residents.
- Payment to see events is generally accepted so long as the price is commensurate with the event. Willing to pay (£15 - £20) for quality headline acts
- Make better use of social network sites to advertise events
- Resident satisfaction with overall events is 92%
- 93% of visitors think events are good for promoting Stockton
- Over 90% would attend again and 98% would recommend to a friend

1.9 The Council has earned a good reputation for delivering events of quality, with high levels of satisfaction (from residents and visitors) and significant credibility over a number of years and it is these strengths that can be built upon with the commitment to 'invest' in an event service. The Committee recognised that events and festivals make a significant contribution to:

#### The Local Economy:

- Direct benefits to the business sector in retail, accommodation, food and beverage providers
- Indirect benefits are created in industries that supply goods to local businesses – such as food supplies
- Increased spending by visitors to events

#### Place Marketing:

- Attracting visitors to the area (and possibly business)
- Enhancing the reputation of Stockton sub-regionally, regionally and nationally
- Showcasing the Borough's assets such as the River Tees, White Water Course, Preston Park and Museum, etc;
- Increased profile for Stockton as a great place to live, work and visit

#### Social Benefits:

- Promoting / invigorating community pride and sense of belonging
- Building stronger communities by celebrating together
- Participation in an event provides enjoyment, a feeling of good will, well being and belonging
- Fosters interaction with people from different geographical, social, economic and ethnic backgrounds and age groups for a more cohesive society
- Events can inspire and leave a lasting impression
- Improving health and well being through a sense of fulfilment and enjoyment

1.10 Committing to a programme of events and developing a co-ordinated and cohesive Strategy and Events Service will continue to deliver all of these benefits as well as providing an opportunity to enhance / improve both the programme and the visitor experience.

1.11 Financial efficiencies can be achieved through the development of a more joined-up event service under a delivery framework, with budgets/expenditure being managed by a central team for those high costs events (Signature and Medium). Longer term planning of the events programme and a central control will result in smarter procurement. **(Indicative Savings - £55,300 representing an overall efficiency saving of 10.5%).**

## Recommendation

### **R1 The Committee recommend that the Council commit to a programme of events and festivals and develop a co-ordinated and cohesive Strategy and Events service.**

The Committee concluded that this recommendation would provide the basis to:

- develop a 5-10 year Events/Festivals strategy
- confirm a programme which will allow smarter procurement / efficiencies
- adopt a project management approach in the delivery of the events programme and define roles under a delivery framework
- improve marketing and communication of events including website improvements and a single point of contact through a comprehensive communication plan
- develop a Medium Term Financial Plan including increasing income via a charging regime, offering season tickets, etc.
- develop a business sponsorship framework to allow for re-investment into events

## Arts Service

*(As a point of note Arts festivals such as SIRF, Infinity Festival, etc have been covered in the Events Service above. This section concentrates on the remaining service provision).*

- 1.12 This non statutory service works to extend opportunities for people to experience and participate in the arts and other cultural activity. In the same way that the Events Team operates, the Arts Team utilises the services of other Council departments as well as external organisations to deliver projects.
- 1.13 The service is provided through a mixture of direct project development and management; grant support to ARC, Tees Music Alliance (TMA) and Billingham International Folklore Festival (BIFF), brokering partnerships between artist and groups to deliver projects.
- 1.14 The main areas of the service's work are:
- Strategic development of the arts and advocacy of the value and benefits of engagement with the arts across the authority.
  - Managing the development and delivery of SIRF and Community Carnival.
  - Shaping the creative programme for Infinity Spring Festival and other key festivals in the Borough
  - To provide appropriate information and support to community groups to organise and manage their own arts projects; applying for funding; selecting and working with artists
  - To represent SBC as observer at ARC and Tees Music Alliance board meetings to monitor the Companies' work and provide support as appropriate.
  - To work in partnership with other services to develop and deliver a variety of projects and support services, for example active play, public art, creative industries, drugs and alcohol support.
  - Developing and delivering Art and Soul, an arts programme for people with mild to moderate mental health problems, including dementia, post natal depression, GP referrals



- 1.15 The Arts team are successful external fund raisers, for both our own projects and those in partnership with others. The service attracts considerable external funds from sources such as the Arts Lottery which are actually increasing. Historic regional distribution of these funds has been uneven and the current national review of DCMS 'arms length' aid presents an opportunity for Stockton to increase its share of those resources.
- 1.16 The Committee recognised the vast range of activity delivered by the Arts Service team including support to projects. The team has successfully embedded the arts within the work of the Council and their projects continue to add value to the work of other Council services. External assessments (particularly in Children, Education & Social Care) frequently acknowledge the value that is added by involvement in the arts.
- 1.17 Given its success, relatively low cost, ability to attract investment from external sources and small officer numbers the Committee agreed with the option appraisal identifying little opportunity to drive efficiencies in this small service area over and above a reduction in subsidies.
- 1.18 The Arts Development Manager has recently worked with the Chief Executive of ARC with plans to reduce ARC's reliance on Council subsidy. ARC's efficiency plan will lead to a reduction in grant from SBC by 20% over the next five years.
- 1.19 The Committee felt it appropriate to look to drive similar reductions of Council subsidy with other organisations prior to the allocation of funds for 2011/12. It is anticipated this will deliver efficiencies in 2011/12 of:
- ARC - £ 9,500  
BIFF - £4,000

### Recommendation

- R2 The Committee recommend that officers work up detailed proposals on the savings from Arts Development budget that will be delivered over the next five years.** It is anticipated this will equate to a saving of approximately **12.5%** (£13,500 in 2011/12).

### Tourism

- 1.20 This non statutory service is part of the Regeneration and Economic Development Department and delivered by 2 FTE Tourism Promotions staff based in Municipal Buildings and 2.5 FTE Tourist Information Centre staff. The frontline service is provided at the tourist information centre in the Shambles. The service also delivers the Visitor Experience team at all major events.
- 1.21 Stockton's tourism service has a focus on the tourism economy, linked to the events programme and other natural attractions. It supports businesses that underpin tourism such as accommodation, restaurants and retail. It also promotes Stockton as a place to live, work and visit at a regional and national level.
- 1.22 Tourism supports many local businesses and helps create a substantial number of jobs. Within the Tees Valley the value of Tourism in 2007 was £544million accounting for 10,852 jobs, rising to £706 million in 2008 (from ONE North East study). £1 in every £5 spent by visitors is generated in the Tees Valley.



1.23 The breakdown of sector spend is:

- 42% on food and drink (£175m)
- 17% on retail (£71m)
- 9% on accommodation (£40m)

1.24 The last specific economic survey was in 2001, using the Cambridge Model where it was identified that the economic impact of tourism to Stockton Borough is in excess of £89 million <sup>1</sup>

1.25 Members learned that Stockton is the highest performing TIC in the Tees Valley, 5<sup>th</sup> (of 33) in the North East region and 37<sup>th</sup> nationally out of 302. Visits are increasing year on year and since the TIC re-located to The Shambles, visitors have increased by over 60%. Other retail units within The Shambles have enjoyed an increase in business by an average of 15% since the re-location of the TIC.

1.26 The service has already been delivering in-year efficiencies by operating within reduced capacity whilst focusing on delivering against the tourism strategy. Furthermore an additional impact on the service as a result of the wind-up of ONE means that VisitTeesValley will not exist beyond 31 March 2011. Stockton's Tourism Service will have to pick up some of the work previously undertaken by VTV and the current Tourism & Visitor Economy Strategy will be updated to reflect this.

1.27 The Committee again noted that this was a relatively low cost service with small officer numbers. The Committee supported the proposal to delete the current vacancy to achieve an efficiency saving of £29,000 pa and that consideration is given to providing tourist information outlets in Customer Service Centres when they are available.

#### Recommendation

- R3 The Committee recommend that the current vacancy within the tourism team is deleted from the structure.** This will generate a saving of £29,000, which equates to an overall saving on the total tourism budget of **23%**.
- R4 The Committee recommend consideration is given to providing tourist information outlets at the Customer Service Centres in the three town centres when they are available.**

<sup>1</sup> Economic Survey 2001, Cambridge Model

## 2.0 Introduction

- 2.1 The report presents the findings of the Efficiency, Improvement and Transformation EIT Review of Events, Arts and Tourism undertaken by the Committee between May 2010 and February 2011.
- 2.2 The review forms part of a three year programme of EIT reviews covering all services provided by the Council. The programme aims to ensure that all services are reviewed in a systematic way to ensure that they are provided in the most efficient manner, provide value for money and identify opportunities for service improvements and transformation.

## 3.0 Background

### *Aim of the Review*

- 3.1 The primary aim of the review was to identify ways in which the service can be organised that will deliver efficiencies and that will sustain or improve the visitor experience and encourage more visitors to Stockton Borough, maximising the social and economic benefits.
- 3.2 The Regeneration and Transportation Select Committee agreed the scope of the review on 24 May 2010 in relation to:
- Events/ Festivals
  - Arts Provision
  - Tourist Information
- 3.3 One of the Council's key development priorities for 2010 – 2013 is to “develop our events programme, to involve local people and raise the profile of the area.”
- 3.4 For the purpose of this report events/festivals are defined as major celebrations, activities or displays of some theme, open to the public for a limited time only, which may re-occur annually or less frequently.

### *Baseline Information*

- 3.5 The Committee considered information relating to the current service provision, including:

#### Arts

- The Arts team structure and operation.
- External funding received including Arts Council England grant and limited resources available in the Tees Valley from trusts and grant giving bodies.
- Previous scrutiny report on Review of Festivals
- Monies / grants allocated to Billingham International Folklore Festival, ARC and Tees Valley Music Alliance.
- Health benefits through Arts via GP referrals scheme.

#### Tourism

- The Tourism team structure and operation.
- Tourism & Visitor Economy Strategy 2010 - 2015
- Benchmarking information.
- Tourist accommodation availability and proposed future developments.
- Information on visitTeesvalley.

Events

- The Events team structure and operation.
- Events Programme and financial information
- Draft Delivery Framework
- Economic Benefits of Events
- Promotion of Events and Place Marketing benefits
- Vibrant Stockton pilot evaluation report.
- Details of the Independent Safety Advisory Group (ISAG).
- Feedback from residents / visitors to 2010 events/festivals
- Feedback from Viewpoint focus groups
- SIRF Market Research
- Satisfaction data

Expert Witness Evidence was received from:

- Marketing, Promotion and Communication plans from Abi Kelly, Head of Communications
- Economic Benefits of Events from Dave Newton, Nova International Ltd.

#### 4.0 Evidence and Findings

##### Events Baseline Information

- 4.1 Formed in 1977 to deliver a programme of community events, the Council operates a small Events Team consisting of 1 full time Events Manager and 3 full time Events Officers. The team is supported by a pool of casual staff employed for specific events.
- 4.2 Throughout the year the events and arts teams deliver a range of events which have been categorised as ‘signature’, ‘medium’, and ‘local’ depending on the size and/or importance of the event. Signature events have the highest profile with international, national or regional recognition and usually attract high numbers of visitors. Medium events may also have high interest or recognition outside the borough but may cater for a more specialised audience. Local events are important for the community involvement they create, instilling a personal connection equally as important as the signature and medium events.
- 4.3 The full Events Programme is attached at Appendix 1 and the following table provides a summary of events which took place in the Borough during the period of this review.

Signature Events 2010:

Event	Date	Comments
Stockton International Riverside Festival  Stockton Riverside Fringe Festival	29 <sup>th</sup> – 1 <sup>st</sup> Aug 2010	In its 23 <sup>rd</sup> year, this event is internationally renowned for its street theatre and dance, high street community carnival and high end musical celebration
Entente Floral 2010  (Venue: Borough Tour)	6 <sup>th</sup> - 8 <sup>th</sup> August 2010	European competition for Towns and Villages aimed at improvements in the quality of life for communities. The competition focuses on greening of towns/villages, flowers, shrubs, green spaces, environmental and ecological

		developments and educational and communities awareness and involvement.
Take to the Tees - Participation Programme & Event Village - Triathlon - Rat Race - Summer Carnival - Arc in the Park  <i>(Venue: River Tees/Tees Barrage)</i>	22 <sup>nd</sup> - 29 <sup>th</sup> August 2010	Water based activities during the week to encourage participation in and around the river.  Plus, an athlete friendly triathlon event that will be used by participants in the 2012 Olympics and River Rat Race utilising the many exciting facilities of the River Tees.  Incorporating Stockton's Summer Carnival and ARC in the Park
Fireworks10  <i>(Venue: Stockton Riverside)</i>	5 <sup>th</sup> November 2010	Regionally significant firework festival attracting tens of thousand of spectators from across the Tees Valley.
Stockton Sparkles - Switch On Event - Xmas Markets  <i>(Venue: Stockton High Street/Parish Gardens)</i>	25 <sup>th</sup> November – 24 <sup>th</sup> December 2010	Christmas orientated series of events that aim to attract visitors who normally don't visit Stockton Town Centre as a shopping destination, as well as developing the visitor experience for regular visitors. Includes, Christmas Lights Switch On, a Christmas Market and street theatre.

## Medium Events 2010

Event	Date	Comments
Infinity Spring Festival 2010  <i>(Venue: River Tees/Tees Barrage)</i>	1 <sup>st</sup> – 3 <sup>rd</sup> May	Celebration making the Infinity Bridge, including a lantern and community parade.
Heritage Event  <i>(Venue: Stockton High St)</i>	12 <sup>th</sup> & 15 <sup>th</sup> May	Main event 12/5/10 and repeated on Saturday 15/5/10. To celebrate 700 <sup>th</sup> Anniversary of Stockton Market.
Fire Engine & Vintage Car Rally  <i>(Venue: Grangefield School)</i>	26 <sup>th</sup> & 27 <sup>th</sup> June	One of the North East's major rallies of preserved vehicles with over 400 exhibitors covering the history of fire-fighting from its earliest times to the most modern of appliances.  Exhibits also include commercial vehicles, agricultural and military exhibits and pedal/motorcycles.

<p>Cultural Olympiad – Stockton</p> <p><i>(Venue: To Be Advised)</i></p>	<p>July 2010</p>	<p>A series of events to showcase the UK’s Arts and Culture. The 4 year London 2012 Cultural Olympiad started in Sept 2008 and is designed to give everyone a chance to be part of London 2012.</p>
<p>Billingham Folklore Festival</p> <p><i>(Venue: Billingham Town Centre)</i></p>	<p>7<sup>th</sup> August – 14<sup>th</sup> August 2010</p>	<p>Technical Support and attendance from Events Team is required.</p>

- 4.4 Local events during 2010 included: Sport Relief Mile; Bell Boat Regatta; Farmers Markets; ‘Stockton Calling’ Music Event; Tees Valley Garden Show; Rugby 7’s; Tees Regatta; Dragon Boat; Fins ‘n’ Chrome; Scouts Water Sports Activity Day; Yarm Gala; Greener Living Roadshow; Brazilian Event; Durham and Yorkshire Freedom Parades; Ridewell Motorcycle Safety Show; Stockton Golf Week; Open Water Swim; Thornaby Show; Crucial Crew; and Halloween ‘Fright Night Walk’.
- 4.5 The events team are involved in the delivery of the Council’s annual events programme and provide the logistic and technical lead for a variety of Council run events. The service also provides support and advice to local communities, charities and residents wanting to deliver their own local events. Operational support for corporate events and hospitality, such as at freedom parades, is provided and the service co-ordinates Borough tours for award submissions, inspection regimes and recruitment processes. As a result the team and supporting officers are involved to varying degrees with approximately 150 events in a year.
- 4.6 All aspects of Event Planning and health and safety is managed by the team, including lifting equipment, crowd safety and control, risk assessments, temporary structures, safe use of electrical equipment, noise and lighting controls, slipping, tripping hazards etc. Event officers attend regular training sessions in planning and health and safety.
- 4.7 The Event Manager holds the premise licence for Council run events and is the Designated Premise Supervisor (licensee for alcohol) which is a statutory requirement.
- 4.8 All SBC led events are referred to the Council’s Independent Safety Advisory Group (ISAG) which was established in February 2010 to ensure that public events take place safely and successfully (SBC is the first LA in the Tees Valley to establish an ISAG). Through consultation and joint working between the Council and its partners including Police, NEAS and Fire services, the aim of the ISAG is to standardise the approach to all organised events providing advice and guidance to event organisers, promoting high levels of safety and welfare at all times.
- 4.9 The management of road closures and traffic control is a major part of event planning, ensuring visitor safety at all times. Traffic flow and minimising disruptions on the roads and car parking issues in residential areas is also managed by the events team. The team works closely with the Emergency Services and Highways agency to ensure that potential problems are identified and addressed. The Committee benefited from the support given to it by the review’s independent officer who had direct involvement in this aspect of the review.

- 4.10 Although the provision of events offers low cost or free entertainment providing residents and families affordable, good quality and exciting events such as the annual fireworks festival and SIRF it is not a statutory service. As such the Committee had to consider the continuation of such a service at a time when all public sector bodies were expected to reduce costs and make financial savings. The Committee believe there are many advantages of providing an events programme and that continued support to the arts and events raises Stockton's profile not only regionally, but also nationally and internationally, promoting Stockton as a good place to visit, thereby making a significant contribution to the local economy.

### **Charging Policy**

- 4.10 The Committee gave consideration to the possibility of recovering some of the costs at some events whilst recognising infrastructure costs which could outweigh any potential income. It recognised that not all events are suitable to charge for i.e. Fireworks Display.
- 4.11 When considering charging a balance needs to be achieved to ensure that 'charging' is scalable and does not deliberately exclude. A mixture of chargeable/free entertainment and a review of ticket concessions for families, OAPs etc., should deliver affordability for all, including low income/disadvantaged families.

### **Finance**

- 4.12 The Events core budget in 2009/10 was £213,174 to deliver the service:

Staffing:	£170,429
Premises/Technical	£ 21,168
Transport:	£ 13,002
Entertainment:	£115,820
Income:	£107,245

- 4.13 Resource allocation 2010/11 for Events £214,594, projected expenditure/income levels are:

Staffing:	£153,035
Premises/Technical:	£ 7,613 (efficiencies via improved procurement)
Transport:	£ 12,909
Entertainment:	£ 98,734
Income:	£ 57,697 (Preston Park closed for refurbishment)

### **Customer Feedback**

#### **Mori**

- 4.14 Successive Mori surveys have shown a positive increase in satisfaction with Council run events: 69% in 2004, 71% in 2006, rising to 91% in 2008.

### **Viewpoint Discussion Groups**

- 4.15 The Committee was keen to hear what response events received from residents in the borough. Three focus groups (2 adult, 1 youth) were held on Wednesday, 29<sup>th</sup> September drawn from members of the Council's citizens panel with the following providing a summary of the key issues:



- The arts and events in Stockton Borough are held in very high regard with little cost to residents. Specific reference was made to the commitment of Stockton Council to the arts and events it is involved with helping to improve the quality of life for residents.
- The limited venue/facilities within the borough are well used and any additional venues would only strengthen the wide and varied programme.
- Not enough is made of Stockton's High Street especially considering its size. This could become more of a focal point within the borough for events.
- Both adult focus groups made reference to the lack of utilising the railway heritage in the borough.
- All groups would like consideration to be given to the location of events with better use made of Billingham, Thornaby, Ingleby Barwick, and Yarm as well as the numerous parks in the borough.
- The signature events were readily known and enjoyed but the number and variety of the 'smaller' events surprised each of the focus groups. The groups all felt that this should be addressed by better advertising to raise the profile and participation levels.
- The youth focus group was asked specifically about the use of new technology to better inform them about events. Care needs to be taken to use the most popular forms which currently include Facebook and mobile phone texting.
- The timing of events and the transport issues to and from events need to have greater consideration as this might impact on the demographic profile of attendees at events.
- Stockton Council can not rest on its laurels as good as the events programme is. A regular refresh of the programme should be considered to continue to maintain the satisfaction levels currently enjoyed.
- Payment to see events is generally accepted so long as the price is commensurate with the event.
- Recognition is given to the difficult financial state facing the Council and events are likely to be affected but should, wherever possible, be retained to continue the enhancement of the borough especially for residents.

4.16 A more detailed summary of responses for each focus group is attached at **Appendix 2**.

4.17 The Committee believed that the positive responses gave a basis on which to develop the events team and programme. As can be seen, local perceptions of the Council and the area would be impacted if the service was not delivered and satisfaction levels would reduce. The Focus Group discussion also reveals that Stockton's residents expect a certain number of events to be delivered and to a high standard (e.g. Fireworks, Stockton Sparkles, etc.) and that there was an acceptance of charging for certain key events.

### **CIPFA Comparison**

4.18 As was stated above, the provision of events and a team assisting the delivery of events is not a statutory service. Some comparator work was undertaken to identify if any alternative methods of delivery for events existed amongst the local authorities most alike to Stockton Council as recognised by the Chartered Institute of Public Finance and Accountancy (CIPFA) and whether charges were made at any of the events.

4.19 The majority (Doncaster; Telford & Wrekin; Darlington; St Helens; Halton; Oldham; Warrington; Walsall; Wakefield; Rochdale; Bolton; Derby) operate council run arts and events development services.

4.20 However, in Rotherham, the Rotherham Culture Company (RCC) is an event management and fundraising organisation that has provided arts regeneration projects, arts training and arts project management whilst in Wigan the Wigan Leisure & Culture

Trust (WLCT) operates as a charitable trust with a combination of external funding and income generation, including an annual grant from Wigan Council. The Trust is a registered charity and a social enterprise, which means that any surplus income generated must be invested in improving facilities and services for the people of the Borough. A trading arm exists for services that are deemed not to be charitable.

- 4.21 The majority of arts and events provided by the CIPFA comparators are free to attend but a few of the larger, more developed events do attract charges.
- 4.22 In Doncaster, the HotHouse Festival charges £5 on a range of performances for under-18s whilst in St Helens a charge is made for St.Helens Live which presents a range of musical genres and provides a series of tea dances, which includes a mixture of Sequence, Modern Ballroom and Olde Tyme music.
- 4.23 During the review Darlington Borough Council was reported that it would withdraw its subsidy from the town's Civic Theatre and the Arts Centre acknowledging that this could lead to the closure of both facilities but which would save about £1.7m a year. In addition it was planned to end the free bonfire night and fireworks spectacular that has built up over 17 years and is attended by 50,000 people. ("Hundreds of jobs to go and services slashed as council cuts bite – Northern Echo, Friday 29th October 2010)
- 4.24 As a response the Committee considered a change to the operational delivery of events from an external provider of services (see Option 2). Stockton Council would not be alone if it outsourced its events service but it was not the most cost effective option considered by the Committee. In addition the Committee was eager for the Council to continue to provide events given its significant contribution to the local economy.

## Marketing and Communications

### Internal

- 4.25 The Committee was aware of the importance of how events and the arts are promoted and gathered evidence from Abi Kelly, Head of Communications. The timeliness of marketing materials was stressed and Members were informed of the increasing amount of material being produced to raise public awareness of what was on offer.
- 4.26 At the beginning of the review the Committee had remarked on the need for a diary of events to be produced at the beginning of the year to allow people to plan ahead and not miss anything of interest. During the review this issue had been dealt with by the introduction of 6-monthly calendars inserted into Stockton News to promote events taking place.
- 4.27 Increasingly important is the branding of events and so it was planned from January 2011 that a standardised format linking festivals and events would be introduced making Stockton instantly recognisable.
- 4.28 With the need to ensure value for money within the review the Committee investigated the costs incurred to promote the events. It learned that, for example, the use of in-house marketing expertise for the Stockton Sparkles event had halved the amount to £14,000 as opposed to the cost of employing an external marketing company.
- 4.29 The Council's Communications Team is keen to utilise its media and public relations to attempt to gain 'free' publicity by making news worthy items for Council events and festivals rather than relying on paid advertising. The example of cost given was the advertising of Stockton Sparkles on ITV which cost £15,000.

- 4.30 Other forms of raising awareness continue to be explored. The sides of Council bin wagons provide moving advertising displays, empty shop frontages have displayed 'eventfull' material, web sites, and advertising in Council buildings especially with services which have a high level of contact with customers.



Shop frontage on  
Stockton High Street

## External

- 4.31 The Committee was also interested to gain evidence from an external marketing company who were successful in delivering events to a large audience.
- 4.32 David Newton represented Nova International Ltd which, since 1988, has specialised in the development, design, organisation and rights management of mass participation, televised sporting events and is structured to deliver total event solutions from concept to implementation.
- 4.33 Its current brand portfolio includes some of the biggest mass participation events in the world, all based on the original formula of the BUPA Great North Run – the UK's largest mass participation running event with 54,000 successful entrants selected from almost 100,000 annual applicants. The use of a commercial partner such as BUPA assists to cover Nova's costs along with monies from the event sponsor and the participants.
- 4.34 Nova International's way of making sure its consumers keep coming back and remain loyal to the brand is to fully understand their expectations and strive to deliver and, where possible, exceed them. It is important to know what motivates the runners to take part in the events and what they get from their participation. A full understanding is composed though the company's marketing function.
- 4.35 The Great North Run has built up its reputation to provide £22 million of economic impact which includes the income generated from tourism as is recognised in the tourism section of this review. An important element has been to 'grow' the events rather than buying them in which is something recognised by those developing events in Stockton Borough.

## Events/Festivals - Options

- 4.36 A SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis was undertaken to determine options for possible actions to rectify the issues identified. For more detail see **Appendix 3**.
- 4.37 The review identified three possible options for the events strand of the review and these are summarised below:

**Option 1 – Discontinue the Council’s Event Programme and remove the Events Technical Support Service Team.** The Council discontinues its events programme including the delivery of Signature and Medium events, together with the removal of the Team who provides technical support/advice.

This option would provide indicative savings of £528,537 however the following would be incurred

- One-off redundancy costs (costs to be determined);
- Cost of buying in technical expertise for one off events at an average of £20k per event (in 2010 the costs would be around £500,000);
- a loss of tourism economy i.e. SIRF £2 million, overall £89 million in the Tees Valley.

**Option 2 – Outsource the delivery of the Council’s Event Programme, including Event Technical Support.** The Council’s Event Programme would be delivered by a third party organisation via a comprehensive tendering exercise, with a fixed management fee being applied. All signature, medium and some local Council-run events would be included as part of the contract, together with Event Support (Technical and Specialist).

**Indicative Savings – cost neutral.** Potential savings of around £50k via a negotiated agreement with external partner. However it is estimated this would be offset by the need for other council service areas to buy in technical support and equipment for ad-hoc events such as parades and for contract compliance monitoring. Plus the cost of buying-in technical expertise and equipment for ad-hoc events not covered by contract (e.g. parades, dignitary visits, etc) at estimate of £20k per event.

**Option 3 - Commit to a Council Programme of Events and develop a co-ordinated and cohesive Events Service.** The Council has earned a good reputation for delivering events of quality, with high levels of satisfaction (from residents and visitors) and significant credibility over a number of years and it is these strengths that can be built upon with the commitment to ‘invest’ in an event service. It is recognised that events and festivals make a significant contribution to the local economy, attracting visitors to the area (and possibly business) and promoting / invigorating community pride and sense of belonging. Committing to an Event Service will continue to deliver all of these benefits as well as providing an opportunity to enhance / improve the programme offer.

**Indicative Savings - £55,300 representing an overall saving of 10.5%.** Financial efficiencies can be achieved through the development of a more joined-up event service, with budgets/expenditure being managed by a central team for those high costs events (Signature and Medium). Longer term planning of the events programme and a central control will result in smarter procurement.

## Events - Conclusion

- 4.38 The Committee noted that the Council has earned a profile and a good reputation for delivering events of quality, with high levels of satisfaction and significant credibility over a number of years and it is these strengths that can be built upon with the commitment to ‘invest’ in an event service.

4.39 The Committee recognised that events and festivals make a significant contribution to:

The Local Economy:

- Direct benefits to the business sector in retail, accommodation, food and beverage providers
- Indirect benefits are created in industries that supply goods to local businesses – such as food supplies
- Increased spending by visitors to events

Place Marketing:

- Attracting visitors to the area (and possibly business)
- Enhancing the reputation of Stockton sub-regionally, regionally and nationally
- Showcasing the Borough's assets such as the River Tees, White Water Course, Preston Park and Museum, etc;
- Increased profile for Stockton as a great place to live, work and visit

Social Benefits:

- Promoting / invigorating community pride and sense of belonging
- Building stronger communities by celebrating together
- Participation in an event provides enjoyment, a feeling of good will, well being and belonging
- Fosters interaction with people from different geographical, social, economic and ethnic backgrounds and age groups for a more cohesive society
- Events can inspire and leave a lasting impression
- Improving health and well being

4.40 The Committee concluded that committing to an Events Service would continue to deliver all of these benefits as well as providing an opportunity to enhance / improve the programme offer.

4.41 The development of an overarching Events Strategy will provide the necessary strategic lead to co-ordinate event delivery and drive the Council's vision for events to deliver a cutting edge programme of local, regional and significant event activity, which remains fit for purpose and delivers key outcomes now and in future years.

4.42 Currently, the delivery of the events programme is dispersed across a number of service areas within the Council and this approach provides flexibility and a good dimension for programme content. However, the downside to this approach is that various processes/systems are used in the delivery of events which can be problematic to resource and manage. In addition to the large/medium scale events, there are other 'event-type' activities that are delivered throughout the Council as part of individual service area's general operations e.g. parades, opening ceremonies.

4.43 The introduction of a cross-cutting Event Delivery Framework will support the Events Strategy and will act to strengthen working relationships and working processes across the Council for all services areas that 'touch' events. The Framework will formalise processes/systems and will define roles/responsibilities for event management, event content and event support, in turn providing a more 'joined-up' event service.

4.44 Consolidation of the event technical support role is vital and will provide the necessary controls and standards in event site management, commissioning of specialists and health and safety issues including road closures, risk assessments, crowd management etc and it is this area where efficiencies are expected to be achieved.

- 4.45 In addition, on going technical support for external organisations, charities and communities will be strengthened as will the ability to foster community engagement/involvement at both a local and community level.
- 4.46 Marketing and Communications are seen to be vital to the successful delivery of a longer term events strategy and is featured as a key role in the Event Delivery Framework. A mixture of marketing tools and approaches and the development of an overarching event brand for Stockton are expected to form the basis of a communications and marketing strategy. Feedback from youth focus groups, include better use of social network sites, including Facebook, twitter etc
- 4.47 The introduction of a charging regime for certain signature/medium events will again support the event programme's long-term financial sustainability but must ensure affordability. A mixture of chargeable/free entertainment and a review of ticket concessions for families, OAPs etc., should deliver affordability for all, including low income/disadvantaged families.
- 4.48 Efficiencies can also be achieved through a more co-ordinated and strategic approach to programme planning and achieving a balanced offer incorporating innovative value for money acts and community based events utilising volunteers.
- 4.49 A new aspect of an improved event service will be the implementation of a Business Sponsorship/Corporate Hospitality framework which will bring in funding to sustain the events programme and in the longer term provide the opportunity to deliver higher profile events through commercial partnering.

### Recommendation

- 4.50 The Committee supported the continuation of events in the Borough. Whilst Option 1 appears to provide the greatest indicative financial savings, the Committee believed that this would ultimately have an adverse effect on the provision and benefits of events, the local economy and resident satisfaction. It would introduce expenditure across other Council services and affect the tourism economy for the borough. As a result **the Committee recommend that the Council commit to a programme of events and develop a co-ordinated and cohesive Strategy and Events Service.**
- 4.51 The Committee concluded that this recommendation would provide the basis to:
- develop a 5-10 year strategy
  - confirm a programme which will allow smarter procurement / efficiencies
  - adopt a project management approach in the delivery of the events programme and define roles under a delivery framework
  - improve marketing and communication of events including website improvements and a single point of contact through a comprehensive communication plan
  - develop a Medium Term Financial Plan including increasing income via a charging regime, offering season tickets, etc.
  - develop a business sponsorship framework to allow for re-investment into events



4.52 With the approval of the above recommendation the Committee is keen to see the following elements developed as part of the action plan that will deal with the co-ordination and cohesion of the Events Service:

- Events developed that celebrate our heritage
- A charging regime be explored and implemented
- Improved promotion and advertising for events
- Development of an Events Strategy
- Local Authority cross-promotion of events
- The provision of a season ticket for events
- Increased sponsorship of events
- Introduction of new technology to improve awareness of events and tourism
- Calendar of events in Stockton News annually at the beginning of each year

## ARTS

*(As a point of note Arts festivals such as SIRF, Infinity Festival, etc have been covered in the Events Service above. This section concentrates mainly on the remaining service provision).*

### Previous Scrutiny Review of Festivals 2007/8

- 4.53 In March 2007 the Arts, Leisure and Culture Select Committee chaired by Councillor Fletcher (now a member of the Regeneration and Transport Select Committee) reported to Cabinet its findings and recommendations for a review of festivals in the Borough.
- 4.54 Councillors Fletcher and Laing were tasked to look at and report on the finances of the two festivals. Identifying the Council's expenditure on both SIRF and BIFF festivals was under discretionary powers, the Committee did not take a view on the festivals' overall cost to the Council although they were competing for scarce resources against other demands.
- 4.55 The Committee did recommend that any future decisions on substantial changes in financial support to either festival be timely in order to allow successful implementation. In November 2007 the recommendation was considered fully achieved as budget planning and forecasting was included in appropriate SIRF and BIFF planning meetings. The success measures were considered to be ensuring predictable budget positions for both Festivals, with maximum possible notice of changes.

### Arts - Baseline

- 4.56 This EIT review develops further the recommendation from the earlier review extending it to the whole of the arts portfolio in order to identify options for future service provision that will deliver efficiency savings whilst sustaining or improving high quality outcomes for Stockton residents.
- 4.57 The non statutory service is part of Culture and Leisure Services. Its purpose is to extend opportunities for people to experience and participate in the arts and other cultural activity.

- 4.58 In the same way that the Events Team operates, the Arts Team utilises the services of other Council departments such as: personnel, finance, legal, events, Care For Your Area, tourism, communications, town centre management and regeneration, as well as external organisations to deliver projects.
- 4.59 The service is provided through a mixture of direct project development and management; grant support to ARC, Tees Music Alliance (TMA) and Billingham International Folklore Festival (BIFF), brokering partnerships between artist and groups to deliver projects.
- 4.60 The main areas of the service's work are:
- Strategic development of the arts and advocacy of the value and benefits of engagement with the arts across the authority.
  - Managing the development and delivery of SIRF and Community Carnival. The Arts Development Manager is SIRF Festival co-ordinator
  - Shaping the creative programme for Infinity Spring Festival and other key festivals in the Borough
  - To provide appropriate information and support to community groups to organise and manage their own arts projects; applying for funding; selecting and working with artists
  - To represent SBC as observer at ARC and Tees Music Alliance board meetings to carefully monitor the Companies' work and provide support as appropriate.
  - To work in partnership with other services to develop and deliver a variety of projects and support services; active play, public art, creative industries, town centre vibrancy, drugs and alcohol support.
  - Developing and delivering Art and Soul, an arts programme for people with mild to moderate mental health problems, including dementia, post natal depression, GP referrals
- 4.61 The Arts Development service also runs SPARK, an arts resource on the site of Our Lady and St Bede's School alongside Tees Valley Music Service. This was created in 2004 with funding from Spaces for Sport and the Arts. It is used largely for community carnival workshops and community projects such as a young people's film club. The space is also occasionally let to other organisations with Art Development charging for the use of SPARK facilities.
- 4.62 The main influences on the service are funding, health and wellbeing, community cohesion, regeneration and economic development, diversity, political. The Committee therefore believe that access to the arts and culture is essential to a good quality of life similar to the events in the borough. In the current financial downturn the service provides opportunities for people to enjoy the arts at modest or no cost.
- 4.63 The service is reactive to partnership working, developing projects to meet groups and individuals' needs and adding value to a variety of initiatives. The service is also responsive to project evaluation and market research, for example SIRF, where visitors, participants and artists feedback are incorporated into improvement plans.

## Finance

- 4.64 The service is high achieving in terms of accessing internal and external funding; continuing high visitor satisfaction ratings, positive impact on Stockton's image and significant economic benefits for the town through SIRF and the growth and development of Community Carnival (see **Appendix 4**).

- 4.65 The Arts team is successful in acquiring external funding. Recent examples include:
- UK Trade and Investment for SIRF (£7,500),
  - First Light Film Fund (£28,000),
  - Mediabox (£15,000) project delivered by ARC,
  - Banco Santander Foundation (£15,000) project delivered by ARC.

- 4.66 Delivery is by a team of three full-time officers. Resource allocation for Arts Development in 2010/11 is:

- Festivals - £423,984 (including SIRF and BIFF)
- Arts Development - £381,783 (including ARC and TMA grants)

Members believe that such a small and specialist service which is able to deliver very diverse programmes would be difficult to replicate if split across the Council and would make it difficult to run efficiently and effectively.

- 4.67 The Committee, as it had with the Events Team, considered whether the Arts Development Service could be provided by an external organisation. It recognised that this was an option but also that it may cost the Council more to deliver the service as Arts Development staff work on a wide variety of initiatives at the same time. An external organisation could lose the strategic link with the Council, the monitoring and support expertise provided, and the brokering opportunities provided by the current service. Members agreed that arts activity in the borough would reduce and fewer artists would be employed to deliver projects as well as the possible closure of ARC, BIFF, Georgian Theatre and Tees Music Alliance and staff redundancies.

- 4.68 Consequently without an Arts Development Service, Members agreed that it was unlikely that SIRF or the Community Carnival would continue. As identified in the focus group sessions both give a great deal of pleasure to local people and affect people's perception of the Borough.

### **Arts Development – Options**

- 4.69 Arts events such as SIRF and the Infinity Festival are included as part of the events options and recommendation in the previous section. The following options therefore concentrate on the remaining service provision.

### **Arts Projects**

- 4.70 The Arts Development Service works to achieve the strategic development of the arts across the Authority, advocating the value and benefits of engagement with the arts and the use of the arts as a tool for the achievement of a range of social and educational objectives. The team has successfully embedded the arts within the work of the Council, delivering a variety of projects and support services. The projects continue to add value to the work of other Council services, contributing to targets and providing valuable information and evidence of life changing outcomes. External assessments and reviews of Education and Social Care services frequently acknowledge the value that is added by the arts and cultural services.

### **Monitoring Arts Investment**

- 4.71 The Arts Development Manager represents the Council as observer at ARC and Tees Music Alliance board meetings, carefully monitoring progress, providing support as appropriate and ensuring that strategic links with the Council are maximised. The

monitoring and support is critical to protect the Council's investment ensuring organisations are responding appropriately to current circumstances.

- 4.72 Supporting growth and driving out inefficiencies in those functions is already outsourced, such as arts centre facility management and popular music development requiring strategic intervention.
- 4.73 The Arts Team is hugely successful in acquiring external funding for both its own projects and those in partnership with others. The service attracts considerable external funds from sources such as the Arts Lottery which are actually increasing. Historic regional distribution of these funds has been uneven and the current national review of DCMS 'arms length' aid presents an opportunity for Stockton to increase its share of those resources.
- 4.74 The small Arts Development Team included an Administrator to assist with the large number of externally funded projects. This post has been removed through the Admin EIT Review and the reduction in the size of the Team was considered when the Committee resolved to recommend retention of the core Arts posts. Therefore, given its relatively low cost, the ability to attract investment from external sources with a small number of officers the Committee agreed with the option appraisal identifying little opportunity to drive efficiencies in this small service area over and above a reduction in subsidies.
- 4.75 The Arts Development Manager has recently worked with the Chief Executive of ARC with plans to reduce ARC's reliance on Council subsidy. ARC's efficiency plan will lead to a reduction in grant from SBC by 20% over the next five years.
- 4.76 The Committee felt it appropriate to look to drive similar reductions of Council subsidy with other organisations prior to the allocation of funds for 2011/12. It is anticipated this will deliver efficiencies in 2011/12 of:

ARC - £ 9,500

BIFF - £4,000

## Recommendation

- R2 The Committee recommend that officers work up detailed proposals on the savings from Arts Development budget that will be delivered over the next five years.** It is anticipated this will equate to a saving of approximately **12.5%** (£13,500 in 2011/12).

## Tourism

### Baseline

- 4.77 This non statutory service is part of the Regeneration and Economic Development Department and delivered by 2 FTE Tourism Promotions staff based in Municipal Buildings and 2.5 FTE Tourist Information Centre staff. The frontline service is provided at the tourist information centre in the Shambles to promote and encourage additional visits, utilising print, promotional materials and websites as well as delivering a service with partnerships and events. The Tourism service also delivers the Visitor Experience team at all major events.

- 4.78 Stockton's tourism service has a focus on the tourism economy, linked to the events programme and other natural attractions such as the River Tees. It supports businesses that underpin tourism such as accommodation, restaurants and retail. It also promotes Stockton as a place to live, work and visit at a regional and national level.
- 4.79 The main purpose of the service is to increase the overall value of tourism to the local economy which helps deliver economic wellbeing in the area (see **Appendix 5**). It provides business support across the whole sector, and markets the area to existing, new and potential visitors. Within the Tees Valley the value of the tourism industry in 2007 was £544million accounting for 10,852 jobs, rising to £706 million in 2008 (from ONE North East study). £1 in every £5 spent by visitors is generated in the Tees Valley. The breakdown of sector spend is:
- 42% on food and drink (£175m)
  - 17% on retail (£71m)
  - 9% on accommodation (£40m)
- 4.80 The last specific economic survey was in 2001 using the Cambridge Model where it was identified that the economic impact of tourism to Stockton Borough is in excess of £89 million<sup>2</sup>
- 4.81 Members learned that Stockton is the highest performing TIC in the Tees Valley, 5<sup>th</sup> (of 33) in the North East region and 37<sup>th</sup> nationally out of 302. Visits are increasing year on year and since the TIC re-located to The Shambles, visitors have increased by over 60%. Other retail units within The Shambles have enjoyed an increase in business by an average of 15% since the re-location of the TIC.
- 4.82 A number of threats and opportunities were identified which can affect the impact of tourism in the borough which need to be adequately managed:
- National & Local Economic Climate – downturns in the economy can limit leisure/holiday spending but that often means people stay more local for their holidays.
  - Weather – adverse conditions effect visitor movement.
  - Travel – Air Strikes – usually benefits UK economy as people take more short breaks throughout the year.
  - Website – direct marketing to potentially millions of new visitors.
  - Funding – limited / reduced budgets year on year
  - Additional Products- working in partnership to deliver a better package
  - New Attractions – such as Saltholme, Preston Hall developments, Infinity Bridge, Yarm voted Best High Street, Britain in Bloom winners etc, will increase visitors to the region, will raise awareness and increase visitor spend.
  - Events – will increase visitor numbers and assist the retail / business economy.

## Finance

- 4.83 Overall staff budget + TIC expenditure = £125,057.

Income to TIC for April 2010 – January 2011:

Shop	- £ 2,780.87
Sales	- £23,278.75
Commission	- £ 895.16

<sup>2</sup> Economic Survey 2001, Cambridge Model

- 4.84 In October Ticketmaster withdrew all agents across the UK. The TICs have since taken on other income generating sources.

### Tourism Options

- 4.85 The service has already been delivering in-year efficiencies by operating within reduced capacity whilst focusing on delivering against the tourism strategy. Furthermore an additional impact on the service as a result of the wind-up of ONE means that VisitTeesValley will not exist beyond 31 March 2011.
- 4.86 Stockton's Tourism Service will have to pick up some of the work previously undertaken by VTV and are working closely with the other Tees Valley Local Authorities (exc. Darlington) to share workload and deliver best practice to our customers and visitors. The current Tourism & Visitor Economy Strategy, adopted by the Council in February 2010, is being updated to reflect this.
- 4.87 The Committee again noted that this was a relatively low cost service with small officer numbers. The Committee supported the proposal to delete the current vacancy to achieve an efficiency saving of £29,000 pa and that consideration is given to providing tourist information outlets in Customer Contact Centres when they are available.
- 4.88 It is expected that Customer Service Centres will operate similar to that of one-stop shops offering a range of Council services contacts. Likely to have a high footfall rate this will provide increased opportunity to market the arts, events, and festivals throughout the borough.

### Recommendation

- R3 The Committee recommend that the current vacancy within the tourism team is deleted from the structure.** This will generate a saving of £29,000, which equates to an overall saving on the total tourism budget of **23%**.
- R4 The Committee recommend consideration is given to providing tourist information outlets at the Customer Service Centres in the three town centres when they are available.**

### 5.0 Conclusion

- 5.1 The Committee was impressed by the level of work and achievements of each of the teams involved in this review. The small staffing levels in each team show the flexibility and ingenuity of the services in utilising other resources as well as successfully bidding for increasingly limited resources.
- 5.2 Members want to congratulate all concerned and use this report to highlight the dedication of staff as well as providing them with recommendations to continue to supply well appreciated services that are affected with the financial constraints placed on public sector.



Event	Venue	Date	Lead Officer	Comments
Stockton International Riverside Festival Stockton Riverside Fringe Festival	Riverside	29 <sup>th</sup> – 1 <sup>st</sup> Aug 2010	SIRF – Jan Doherty (SBC Arts & Leisure)	Internationally renowned street theatre and dance, High Street Community Carnival alongside high end musical celebration on Riverside
Entente Floral 2010	Borough Tour	6 <sup>th</sup> -8 <sup>th</sup> August 2010	Sheree Daniels and Craig Willows (CFYA, Direct Services)	European competition for Towns and Villages aimed at improvements of the quality of life for communities. The competition focuses on greening of towns/villages, flowers, shrubs, green spaces, environmental and ecological developments and educational and communities awareness and involvement.
Take to the Tees – incorporating: River Rat Race Triathlon Event Village Summer Carnival Arc in the Park	River Tees/Tees Barrage	22 <sup>nd</sup> -29 <sup>th</sup> August 2010	Neil Russell (SBC Sports Development)	An athlete friendly triathlon event that will be used by participants in the 2012 Olympics. Rat Race is an urban adventure race utilising the many exciting facilities of the River Tees. Complimented by water based activities during the week to encourage participation in and around the river. Stockton's Summer Carnival will be incorporated into this years Take To The Tees and ARC in the Park.
Fireworks10 (Evening Event)	Riverside	5 <sup>th</sup> November 2010	Graham Reeves (SBC Events Team)	Regionally significant firework festival attracting tens of thousand of spectators – traditional attraction in Stockton.
Stockton Sparkles	Stockton High Street/Parish Gardens	25 <sup>th</sup> November – 24 <sup>th</sup> December 2010	Jamie Mccann (Direct Services) Jan Doherty (Arts & Leisure) Graham Reeves (Events)	Christmas orientated series of events that aim to attract visitors who normally don't visit Stockton Town Centre as a shopping destination, as well as developing the visitor experience for regular visitors. Includes, Christmas Lights Switch On, a Christmas Market and street theatre.

Event	Venue	Date	Lead Officer	Comments
Infinity Spring Festival 2010	River Tees/Tees Barrage	1 <sup>st</sup> – 3 <sup>rd</sup> May	Jan Doherty (SBC Arts Development)	
Heritage Event Incorporating 700 <sup>th</sup> anniversary of Stockton Market	Stockton High Street	12 <sup>th</sup> or 15 <sup>th</sup> May	James Glancey (Town Centre Mgmt)	Main celebration 12/5/10. Other celebration 15/5/10. To incorporate 700 <sup>th</sup> Anniversary of Stockton Market (13.05.10).
Fire Engine & Vintage Car Rally	Grangefield School	26 <sup>th</sup> & 27 <sup>th</sup> June	Graham Reeves (SBC Events Team)	Note new venue for 2001/11
Cultural Olympiad – Stockton	To Be Advised	July 2010	Neil Russell (SBC Sports Development)	A series of events to showcase the UK's Arts and Culture. The 4 year London 2012 Cultural Olympiad started in Sept 2008 and is designed to give everyone a chance to be part of London 2012
Billingham Folklore Festival	Billingham Town Centre	7 <sup>th</sup> August – 14 <sup>th</sup> August 2010	COIFF UK	Technical Support and attendance from Events Team is required.
Beacon Event for Hartlepool Tall Ships 2010		7 <sup>th</sup> -10 <sup>th</sup> August 2010	Tees Valley Local Authorities	Internationally acclaimed races held every summer in European waters  Beacon Event: Lighting of Torch event to depict the start of the Tall Ships 2010
Yarm Fair	Yarm High Street	14 <sup>th</sup> – 16 <sup>th</sup> October 2010	Yarm Town Council (Supported by SBC Events Team)	Technical Support and attendance from Events Team is required.



Event	Venue	Date	Lead Officer	Comments
Sustrans – High Street Display	Stockton High Street	20 <sup>th</sup> March 2010	James Glancey (SBC Town Centre Management) and Sustrans	Technical Support and attendance from Events Team is required FOC.
Sport Relief Mile	Tees Barrage	21 <sup>st</sup> March 2010	Neil Russell (SBC Sports Development)	Last delivered two years ago
Bell Boat Regatta	River Tees	22 <sup>nd</sup> March 2010	Castlegate Quay/Tees Active	
Farmers Market	Stockton High Street	27 <sup>th</sup> March 2010	James Glancey (SBC Town Centre Management)	May include Young Entrepreneurs Market
‘Stockton Calling’ Music Event	Stockton High Street, KBAR, Georgian Theatre, ARC	3 <sup>rd</sup> April 2010	James Glancey (SBC Town Centre Management) and Paul Burns (Tees Music Alliance)	30 bands programmed at a number of venues, it will include a supplementary busking/street musician element.
Tees Valley Garden Show	Northfield Preston Park	1 <sup>st</sup> – 3 <sup>rd</sup> May 2010	John McCabe, Tees Valley Garden Company	Technical Support required by the Events Team and is chargeable
Rugby 7’s	Stockton Rugby Club	2 <sup>nd</sup> May 2010	Neil Russell (SBC Sports Development)	200 participants expected in Year 1.
Tees Regatta	River Tees	15 <sup>th</sup> May 2010	Tees Rowing Club	
Dragon Boat	River Tees	15 <sup>th</sup> May 2010	Dragon Boat Club/British Waterways	
Fins ‘n’ Chrome	Preston Park	29 <sup>th</sup> – 30 <sup>th</sup> May 2010	Karen Bulmer Fins and Chrome	Confirmed use of the Northfield site at Preston Park

Event	Venue	Date	Lead Officer	Comments
Farmers Market	Stockton High Street	29 <sup>th</sup> May 2010	James Glancey (SBC Town Centre Management) and Sustrans	Technical Support and attendance from Events Team is required.
Scouts Water Sports Activity Day	Castlegate Quay/Tees Active	6 <sup>th</sup> June 2010	Tees Active	
Yarm Gala	Yarm TC	6 <sup>th</sup> June 2010	Paul Smith	Events Team (Advisory support)
Greener Living Roadshow	Ropner Park	6 <sup>th</sup> June 2010	Neil Ellison (SBC Technical Services)	Technical Support and attendance from Events Team is required.
Brazilian Event	Cultural Quarter	12 <sup>th</sup> June 2010	TMA supported by SBC	
RNIB Visually Impaired Group	River Tees	13 <sup>th</sup> June 2010	Castlegate Quay/Tees Active	
Yarm Bell Boat Regatta	River Tees	20 <sup>th</sup> June 2010	Castlegate Quay/Tees Active	
Yorkshire Freedom Parade	Stockton High Street	24 <sup>th</sup> June 2010	Linda Lawty (SBC Democratic Services)	Technical Support and attendance from Events Team is required.
Dragon Boat	River Tees	27 <sup>th</sup> June 2010	Dragon Boat Club/British Waterways	
Schools Bell Boating Regatta	River Tees	2 <sup>nd</sup> July 2010	Castlegate Quay/Tees Active	
Daisy Chain Bell Boat	River Tees	5 <sup>th</sup> July 2010	Castlegate Quay/Tees Active	
Ridewell Motorcycle Safety Show	Preston Park	11 <sup>th</sup> July 2010	Cleveland Police (Supported by SBC Events)	Technical Support and attendance from Events Team is required.

Event	Venue	Date	Lead Officer	Comments
Farmers Market	Stockton High Street	31 <sup>st</sup> July 2010	James Glancey (SBC Town Centre Management) and Sustrans	Technical Support and attendance from Events Team is required FOC.
Stockton Golf Week	Eaglescliffe Wynyard Teesside Golf Club	28 <sup>th</sup> – 31 <sup>st</sup> July	Neil Russell (SBC Sports Development)	Hoping to achieve 100 participants in Year 1, set up costs are nominal
Keen Green & Ethical Market	Riverside	31 <sup>st</sup> July 2010	Nigel Laws (SBC Town Centre Management) and Market Square Group	Proposal to incorporate this event with SIRF and FRINGE
Tees Primary and Adaptive Regatta	River Tees	7 <sup>th</sup> August 2010	Tees Rowing Club	
Open Water Swim	River Tees	7 <sup>th</sup> August 2010-04-29 Proposed Date	Castlegate Quay/Tees Active	
FNT Jet Ski Weekend	River Tees	14 <sup>th</sup> – 15 <sup>th</sup> August 2010		
Waterski Night Slalom	Stockton High Street	17 <sup>th</sup> August 2010	Tees Water Ski Club	
Thornaby Show	Harold Wilson	5 <sup>th</sup> September 2010	Thornaby Town Council	Funded by Thornaby Town Council Technical Support required by Events Team.
Durham Freedom Parade	To Be Confirmed	9 <sup>th</sup> September 2010	Linda Lawty (SBC Democratic Services)	

Event	Venue	Date	Lead Officer	Comments
Crucial Crew	Education Centre	6 <sup>th</sup> – 17 <sup>th</sup> September 2010	Graham Reeves (SBC Events)	
Billingham Carnival & Garden Show	Billingham Green Area	11 <sup>th</sup> & 12 <sup>th</sup> September 2010	Roger Black, Billingham Carnival/Garden Show Committee	
Long Distance Rowing	River Tees	23 <sup>rd</sup> October 2010	Tees Rowing Club	
Farmers Market	Stockton High Street	30 <sup>th</sup> October 2010	James Glancey (SBC Town Centre Management)	
Halloween 'Fright Night Walk'	Preston Park	31 <sup>st</sup> October 2010	Graham Reeves (SBC Events Team)	
Annual Road Safety Quiz (Primary Schools)	Oakwood Centre	6 <sup>th</sup> December 2010	Mike Edwards, Network Safety (SBC Technical Services)	

## VIEWPOINT FOCUS GROUP – RESPONSES

### Key to responses

Adult 1

Youth – Underlined

Adult 2 – Italic

### Satisfaction

In the Council's most recent Residents survey 91% of residents said they were satisfied with events. Does this surprise you?

- Not surprised due to the variety of events offered, as a result the satisfaction level is a good reflection of what is on offer.
- A variety of age groups are catered for throughout the year.
- No – happy with the events provided.
- *Not surprised.*
- *Satisfaction is probably due to the wide variety of events available.*

### Satisfaction / Dissatisfaction

- Fringe was great especially because of Calvin Harris.
- Distance to travel was an issue especially coming from Yarm.
- *SBC gives a lot of emphasis on its events programme.*
- *A reasonable budget seems to be given to provide the events.*
- *The use of the river is good attracting people to attend and use the surroundings including good walks etc.*
- *Some events have an educational element.*
- *No link to the railway heritage.*

### Events Programme

Looking at the list of events what were your initial thoughts?

- Surprised by the number of events
- Hadn't heard of half of the events.
- Good variety of events.

### Amount of events

- More events than thought existed.
- Surprised by the amount.
- *Surprising amount of events*

### Type of events

- Not much seems to be aimed at middle-aged residents.
- Stockton's heritage is not as high profile as it should be. Hartlepool does better.
- Preference for the signature events
- Music and dance events were of most interest.
- Need to include the whole family when thinking of the type of events.
- *Wide variety.*



## Awareness of events

- Council fails to advertise its events. There is not enough publicity prior to events.
- Should make use of empty shop fronts to advertise. This will make the High Street more attractive and it already works in Redcar and Cleveland where the shops look pristine.
- A calendar used to be produced and issued with the council tax bill. Events could be mentioned if a calendar is produced.
- A 'wallet' sized calendar or list of events should be available to carry around.
- Free papers go to most houses so could carry a supplement to advertise events but lots of people might just throw all of the paper away.
- Residents should be 'educated' to look for events.
- Signature events are advertised more so had most awareness of these events.
- Unaware of the Halloween event but it seemed like an interesting event when told about it.
- Interest levels determine awareness and when known about and interested then this is shared with friends.
- Advertising was noticed when travelling to and from Yarm.
- Could advertise in schools, at scouts / rangers, in bus stops, and on posters around Stockton.
- Internet, text messages and Facebook (provides links to friends) are used a lot so this could be used but e-mails tend to be thought of as spam and are quickly deleted.
- *Limited awareness of all events.*

## Preferences

Any strong preferences for any of the events?

- Fireworks (No seating which impacts on elderly and disabled spectators. Provide more entertainment before and after the display. Roads are a problem after display so entertainment would help to stagger the numbers leaving.)
- Stockton Sparkles
- BIFF
- SIRF
- Fringe (Using local bands would be an advantage don't just make it a fringe event. Make it a separate event.)
- TTTT
- Vintage Car Rally
- Farmers Market (Very disappointing as there was only 3 stalls. This needs to be expanded to be similar to what Darlington and Sedgfield offer at Christmas which is more traditional and includes entertainment. We're a market town! Needs to offer alternatives to the standard market.)
- Fringe
- SIRF
- BIFF
- Forum
- Arc
- Heritage Day
- Fireworks
- Preston Park
- Water events
- Stockton Sparkles
- Vintage Car Rally

Is there anything linked to borough pride?

- High Street affects how Stockton is viewed and limits the effectiveness of events.
- Need to raise Ingleby Barwick's profile for events.
- Needs better railway events.
- Something should be done regarding the flowers at the end of the season. The Council could sell/give flowers no longer to be used for displays.
- Improve the use of local parks.
- Don't recognise a relationship to the borough for events.
- *Music based events can be atmospheric and can bring people together.*
- *Heritage events broadens the outlook for people.*
- *Fireworks are a good family event, it's atmospheric and provides safety. Not only for November 5<sup>th</sup> but also at the end of SIRF.*
- *Community Carnival gives pride especially of and for young people.*
- *Signature events provide kudos for Stockton Council.*

### Other Events

What other events would you like to see added to the programme?

- Something in the New Year as major events tend to be at the end of the year with little to cheer people up afterwards.
- More thought should be given to the age of residents and to match events accordingly.
- More thought could be given to the timing of events. River events tend not to be good due to being held during the main holiday season.
- Organised bike rides around the borough as there is now good cycle paths.
- Stockton Charity Show – a day to support and promote the charities in the borough.
- More music events such as Middlesbrough's MML.
- *Outdoor film shows in parks.*
- *Music events that feature music from all eras.*
- *Events programme needs to be able to develop to keep things fresh and interest and excite residents. Now quite a seasoned street theatre audience so the Fringe could overtake SIRF as it develops.*
- *Heritage evening events*
- *Art gallery to exploit Preston Park's Victorian Street.*
- *Outdoor theatre.*
- *Building heritage should be exploited.*
- *Floral event to build upon the competitions the Council enters.*
- *Nothing comparable to the photographic gallery in Newcastle.*
- *Railway heritage trail – this could develop the original ticket office.*

Do you travel outside the borough to attend events? (What and where)

- Grassington – Victorian Day
- Harrogate – Great Yorkshire Show
- Middlesbrough MML
- Edinburgh Festival
- Leeds Festival
- Newcastle / Gateshead – Sage, Photographic Gallery
- Pickering – sixties weekend
- Hartlepool – Tall Ships
- Middlesbrough – MIMA

## Costs

Does Stockton Council offer good value for money?

- Good value within the council tax payment.
- Comparable to the size of the town.
- Does the cost meet the overall cost or could it cost less?
- *Yes, the events have enhanced living in Stockton Borough and improved the quality of life.*

## Paying

In the future the Council could increase the number / type and calibre of events by charging attendees.

What do you think of this?

- Council is not providing events for free as money is taken from council tax payments.
- Rather the Council used local bands/acts to ensure no introduction of charges.
- Payment would start to differentiate between those that can afford to pay and those that can not.
- If charging was introduced then it would need to be affordable as over charging would limit attendance.
- Pay for top class / headline / chart acts. (Would have paid up to £15 to see Calvin Harris.)
- *Support was expressed for paying for events, at the going rate, to increase the number, type and calibre of events.*
- *The majority of events should remain free to allow as many people to attend as possible.*
- *The Council should operate 'not for profit' but needs to ensure that it cover the cost of events.*

If we charged how do you think this could work?

- Charge for headline events/acts but nothing else
- Don't make it complicated to get tickets – for example use tourist information centres.
- If people understand the need to charge then they will be more willing to pay and attend.
- For the top acts costs could be between £5 and £20 and still get an audience.
- Fireworks are a good event and could charge £1 to £2 to attend.
- *Charges need to be appropriate to the event.*
- *Stockton needs a concert venue.*
- *Need to recover the costs for alcohol.*
- *Residents free but out of borough pay.*

## Non attendance

Why do you think people do not attend events in the borough?

- Cost
- Transport
- Parking
- Congestion
- Disability issues
- Timing of events (provide afternoon shows as well as evening – elderly people less likely to go out at night)
- Unaware of events other than signature events

- Distance to event
- Transport
- Traffic
- No bus service on an evening when events are held
- *Lack of interest*
- *SBC events tend to be advertised but those SBC support are less well known.*
- *Older people are less likely to attend evening events.*

What could we do to encourage more people to attend?

- Provide a tent area at elderly people at the fireworks event.
- Include other agencies in the events (i.e. police, scouts / cubs / guides)
- Better advertising
- Provide taster events to increase interest.
- Provide better signage to events
- *Exploit Stockton's heritage (Sheraton, Walker)*
- *Diversify more and no longer provide particular events when necessary, then reinvent.*
- *Move events around the borough as occurred for the vintage car event. The farmers market for example could be sited in Yarm and Billingham as easily as Stockton High Street.*
- *Provide transport as there is a lack of buses on an evening.*
- *Provide a park and ride facility?*

## Events – Option Appraisal

## Appendix 3

<p><b>Option 1 – Discontinue the Council’s Event Programme and remove the Events Technical Support Service Team</b></p>
<p><b>Description</b></p> <p>The Council discontinues its events programme including the delivery of Signature and Medium events, together with the removal of the Teams who provides technical support/advice.</p> <p>The implications of this include:</p> <ul style="list-style-type: none"><li>- a reduction in staffing numbers who deliver the Council's events, including Stockton International Riverside Festival, Fireworks Festival, Infinity Festival and Take to The Tees;</li><li>- technical support for other event related activities would not be available and Service Teams would need to go out to the market to procure this kind of support/advice.</li></ul> <p>In addition, event support, including health and safety advice/guidance to communities, charities, town council’s etc., would also discontinue and this will impact on the Council’s ability to meet the Government Big Society agenda.</p>
<p><b>Potential Advantages</b></p> <ul style="list-style-type: none"><li>- Potential staffing and programme savings</li><li>- Opportunity for external organisations to fill the ‘gap’ with commercial / payable event options</li><li>- May provide the ‘motivation/will’ for community groups to deliver their own programme of local/community based events</li></ul>

**Potential Disadvantages**

- Loss of technical staff would impact on other Council Teams and Community groups' ability to deliver their services and /or cost of procuring technical support from external sources would make this financially unviable. Examples might include:
  - resident/park groups (fetes),
  - Town Council's annual events (Yarm Fair, Thornaby Show),
  - libraries (book readings),
  - Britain in Bloom
  - Dignitary visits and engagements
  - Freedom Parades, Civic parades, award ceremonies
- The removal of the Council's most high profile signature event, **Stockton Riverside International Festival** will have a negative impact on the Council's reputation/profile and will mean a reduction in visitor numbers to the Borough
- Negative impact on local economy and potential impact on local jobs and businesses (loss of almost £2 million per year from SIRF alone)
- Adverse effect on Council's ability to deliver some of its improvement targets i.e. "develop our events programme" and "ensuring we have vibrant and successful town centres"
- Reduction in resident satisfaction levels
- Negative impact on resident 'feel good' factor and overall quality of life
- Gap in service provision may result in external organisations delivering events, which may be cost prohibitive for low income/disadvantaged families.
- Inability to support the Government's Big Society agenda e.g. street parties or pressure on other service teams to provide this support
- Negative impact on the Council's marketing strategy to promote Stockton as a place to live, work and visit.

**Indicative Savings**

<b>Positives</b>		<b>Negatives</b>
Events technical support team plus transport costs	<b>£ 173,500</b>	One-off redundancy costs (costs to be determined).
Events Programme inc.	<b>41,037</b>	Cost of buying in technical expertise for one off events @ an average of £20k per event (in 2010 there have been 28 to date). To illustrate:
- Fireworks		28 events = £560,000
- Vehicle Rally		20 events = £400,000
- Crucial Crew		
- Christmas Light Switch-on		
- Billingham Show		
- Stockton Summer Show		
SIRF	<b><u>314,000</u></b>	Loss of Tourism economy
<b>Total</b>	<b>528,537</b>	- SIRF £2 million
		- Overall £89 million <sup>3</sup>

<sup>3</sup> Economic Survey 2001, Cambridge Model



### **Views of the EIT Project Group**

Not a viable/preferred option due to the impact on the ability of other services to carry out activities i.e. impact on Freedom/Civic Parades, etc with loss of technical support and expertise

Would be costly to buy in external expertise necessary to deliver the events

Not able to support Community groups in delivering their event.

Negative impact on the Town Centre with reduced visitor numbers and subsequent threat to local businesses

Loss of income to local businesses and impact on their survival / High Street

### **Views of the View Point Panel / General Public**

- Resident satisfaction with current Events is 92% overall
- Whilst recognising the current difficult financial state, Stockton Council should retain the events programme to continue to enhance the Borough especially for residents.
- No service would impact on their health and wellbeing / feel good factor
- 93% of visitors to SIRF thought it was good for promoting Stockton Borough as a place to visit
- 92% of visitors think that SIRF is a good use of the Council's resources

**Option 2 – Outsource the delivery of the Council’s Event Programme, including Event Technical Support**

**Description**

The Council’s Event Programme will be delivered by a third party organisation via a comprehensive tendering exercise, with a fixed management fee being applied. All signature, medium and some local Council-run events would be included as part of the contract, together with Event Support (Technical and Specialist).

Monitoring arrangements, for both the contract and performance of the successful company will be set up and controlled within the Council’s Performance and Finance Teams. An Event Strategy will be developed, with the strategic lead being managed by an Events Board and led by the Corporate Director, Development and Neighbourhood Services.

An element of event support for event-type activities, which will continue to be delivered by individual Service Teams, however it is expected that this level of support will not be as flexible or comprehensive as the current service provision.

**Potential Advantages**

- An opportunity for a refreshed event programme being delivered by an external partner
- Possibility of attracting a partner with specialist knowledge and experience in a wider spectrum of events/festivals
- Possible TUPE implications for staff

**Potential Disadvantages**

- Some loss of control over event content, safety and delivery methods
- Communication flow during event organisation may be lost or adversely affected
- Fixed management fee would be less flexible and will reduce any potential savings
- Management of contract with an external organisation could be difficult and time consuming, requiring some retention of expert capacity at a cost
- Potential loss of Arts Council grant to external organisation and threat to continuation of events such as SIRF
- Potential loss of strategic link with the Council
- Focus may be on large scale events only rather than a mix of large scale and community/local, low cost events
- Events may become commercially/business focused rather than community focused
- Lack of flexibility for ad-hoc events e.g. official openings, anniversaries, royal visits, etc., resulting in extra one-off costs to the Council
- Difficulty in attracting external organisations to deliver the events programme without a generous package

- Limited capacity for community involvement and support
- Event ticket costs may become too expensive for low income/disadvantaged families
- Loss of positive publicity for the Council, with the new organisation taking credit
- Risk to the Council's reputation and resident satisfaction levels and possible loss of / reduction in community/borough pride

**Indicative Savings**

<p><b>Positives</b> Potential savings of around £50k via a negotiated agreement with external partner.</p> <p>However it is estimated this would be offset by the need for other council service areas to buy in technical support and equipment for ad-hoc events such as parades and for contract compliance monitoring.</p> <p><b>Overall expected efficiency savings = £0</b></p>	<p><b>Negatives</b> Cost of contract compliance monitoring.</p> <p>Cost of buying-in technical expertise and equipment for ad-hoc events not covered by contract (e.g. parades, dignitary visits, etc) at estimate of £20k per event.</p>
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**Views of the EIT Project Group**

Not a viable/preferred option due to the impact on the ability of other services to carry out activities i.e. impact on Freedom/Civic Parades, etc

Costly to buy in external expertise

Not able to support Community groups in delivering their event.

Possible negative impact on satisfaction of Council / Council reputation

**Views of the View Point Panel**

- Think an outsourced service would be costly to attend
- Resident satisfaction with current Events is 92% overall
- Whilst recognising the current difficult financial state, Stockton Council should retain the events programme to continue to enhance the Borough especially for residents.
- 92% of visitors think that SIRF is a good use of the Council's resources

### **Option 3 - Commit to a Council Programme of Events and develop a co-ordinated and cohesive Events Service**

#### **Description**

The Council has earned a good reputation for delivering events of quality, with high levels of satisfaction (from residents and visitors) and significant credibility over a number of years and it is these strengths that can be built upon with the commitment to 'invest' in an event service.

It is well recognised that events and festivals make a significant contribution to:

The Local Economy.

- Direct benefits to the business sector in retail, accommodation, food and beverage providers
- Indirect benefits are created in industries that supply goods to local businesses – such as food supplies
- Increased spending by visitors to events

Place Marketing

- Attracting visitors to the area (and possibly business)
- Enhancing the reputation of Stockton sub-regionally, regionally and nationally
- Showcasing the Borough's assets such as the River Tees, White Water Course, Preston Park and Museum, etc;
- Increased profile for Stockton as a great place to live, work and visit

Social Benefits

- Promoting / invigorating community pride and sense of belonging
- Building stronger communities by celebrating together
- Participation in an event provides enjoyment, a feeling of good will, well being and belonging
- Fosters interaction with people from different geographical, social, economic and ethnic backgrounds and age groups for a more cohesive society
- Events can inspire and leave a lasting impression

Committing to an Event service will continue to deliver all of these benefits as well as providing an opportunity to enhance / improve as outlined below.

#### **Potential Advantages**

- Opportunity to review current event programme and develop a co-ordinated, strategic / operational approach to its delivery Council-wide
- Consistent and co-ordinated approach to event project management
- Ensure events are safe and well organised
- Ensure the balance of public benefit against cost
- Improved marketing of events through a comprehensive communication plan
- Improve Stockton Council's reputation and increase resident satisfaction levels
- Improve community and borough profile
- Encourage community involvement
- Social benefits and Cohesion

- Potential of additional Arts Council funding for investment in specialist street-arts
- Continued support to communities, charities and town council's, meeting the Government's Big Society agenda
- Positive impact on economic benefits, including businesses, transport and tourism (SIRF research has demonstrated that almost **£2 million** was brought into the Borough). See Appendices 2 & 3
- Contribution to 'place' marketing
- Increased health and well being for residents
- Encourage partnership work, building stronger relationships with major players and smaller interest groups
- Possible increased audiences from Tees Valley residents as other LA events cease
- Increased visitor numbers

#### **Potential Disadvantages**

- Core budgets insufficient to support current Event Programme
- Potential negative resident perception of events expenditure levels in current economic climate
- Capacity issues of Events Team may impact future delivery of programme and ongoing technical support to communities/charities etc

#### **Indicative Savings**

Financial efficiencies can be achieved through the development of a more joined-up event service, with budgets/expenditure being managed by a central team for those high costs events (Signature and Medium). Longer term planning of the events programme and a central control will result in smarter procurement.

##### Infrastructure Expenditure

Procurement of technical supplies will be co-ordinated and commissioned for all signature/medium events over a 3-5 year period, maximising the Council purchasing powers. Anticipated savings from procurement including fencing, stewards, security, toilets, etc will not be achieved in the first year due to the need to develop specifications and tendering process.

Efficiency savings are estimated at circa £20,000 over the five year period.

##### Subsidies

Consider reduction in subsidies provided by 5% (in line with Arts Development subsidy reductions) as follows:

£15,000 - SIRF

£300 - Billingham Show

##### Charging

Reduce subsidy to Fringe Festival by full amount. This to be offset to TMA by charging for headline acts. - £20,000

Overall efficiency savings

£55,300 representing an overall saving of **10.5%**

**Views of the EIT Project Group**

This is the Project Group's preferred option with opportunities to:

- develop an overall strategy and delivery framework
- Define a 3-5 year programme leading to smarter procurement and efficiencies
- Develop a MTFP
- Support to communities and groups to deliver their own events
- Less pressure on individual services with a co-ordinated approach to event delivery, safety and technical support
- Place marketing
- Attracting visitors (and possible businesses)
- Deliver local economic benefits

**Views of the View Point Panel / General Visitor Feedback**

This was the preferred outcome from Residents Viewpoint Panel. Their feedback included:

- Events and Festivals are held in high regard with minimal cost to residents.
- Specific mention made to the commitment of Stockton Council to events and this helped to improve the quality of life for residents.
- The panel enjoyed the variety of events on offer.
- Recognition is given to the difficult financial state facing the Council and events are likely to be affected but should, wherever possible, be retained to continue the enhancement of the borough especially for residents.
- Payment to see events is generally accepted so long as the price is commensurate with the event.
- Willing to pay (£15 - £20) for quality headline acts
- Better use of social network sites to advertise events
- Resident satisfaction with overall events is 92%
- 93% of visitors think events are good for promoting Stockton
- Over 90% would attend again and 98% would recommend to a friend

**Possible Outcomes from this option**

The advantages of this option are highlighted above and also provide the opportunity to:

- develop a 5-10 year strategy
- confirm a programme which will allow smarter procurement / efficiencies
- adopt a project management approach in the delivery of the events programme and define roles under a delivery framework
- improve marketing and communication of events including website improvements and a single point of contact
- develop a Medium Term Financial Plan including increasing income via a charging regime, offering season tickets, etc
- develop a business sponsorship framework
- Increased health and wellbeing
- Improved equalities



## **SIRF 2010 - Market Research Headlines**

1. 2010 was the 23rd Stockton International Riverside Festival and 20th Stockton Riverside Fringe and another extremely successful year.
2. 98% of visitors think that SIRF/Fringe is a good thing for Stockton Borough.
3. 93% of visitors think SIRF/Fringe is good for promoting Stockton Borough as a place to visit
4. 92% of visitors think that supporting SIRF/Fringe is a good use of Stockton Borough Council's resources.
5. A quarter of businesses experienced a 50% or greater increase in turnover during the Festival
6. 90% of businesses agree that SIRF and Fringe festivals are a good thing for Stockton and  $\frac{3}{4}$  of businesses agreed that the festivals are good for promoting Stockton as a place to visit.
7. SIRF and Fringe generated £1.9m of income for the Borough
8. 81% of visitors came to Stockton especially to attend SIRF/Fringe
9. 85% of visitors had previously attended SIRF/Fringe and 13% of visitors had attended 19-20 times.
10. SIRF presented the largest programme for many years with over 200 performances by 32 companies from 7 European countries.
11. 1,351 participants and 62 groups participated in the Community Carnival, with every ward in the borough represented.
12. 26 new community groups were involved.
13. SIRF and Fringe combined presented more than 300 performances to estimated audiences of over 160,000 people.

**Tourist Information Centre – Increase in Activity through Events**

Stockton International Riverside Festival

Figure 1.1 SIRF TIC Footfall Figures 2009 - 2010

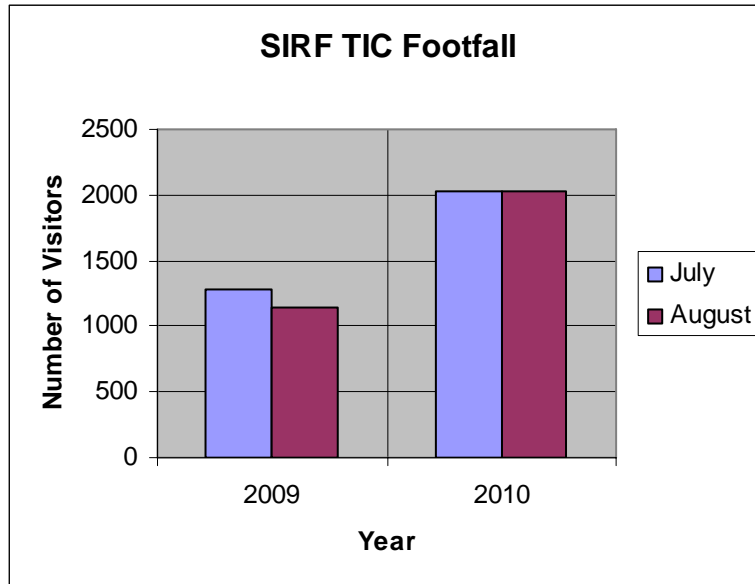
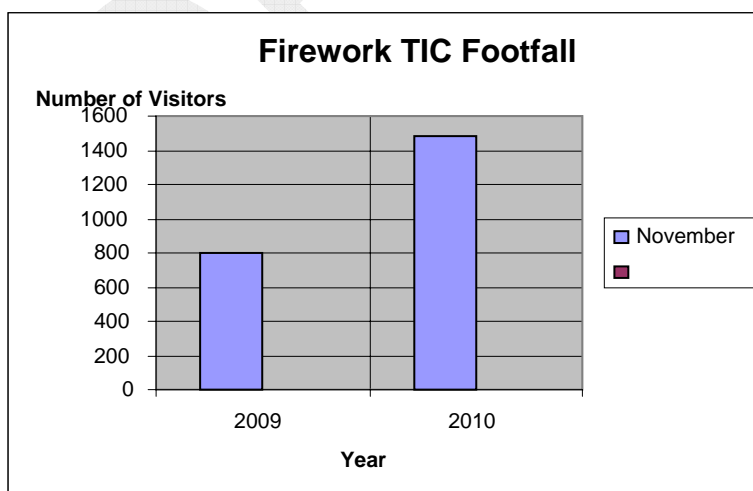


Figure 1.1 shows the comparison of footfall over SIRF. July & August 2009 and 2010.

The TIC had 1283 visitors in July 2009 and 1137 August 2009. 2010 saw an increase in both these months to 2025.

Stockton's Firework Display

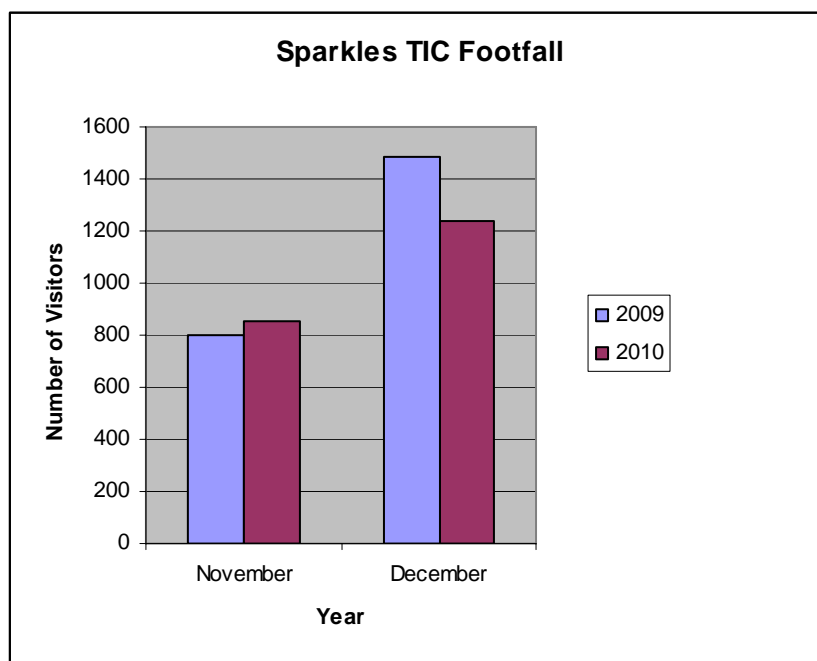
Figure 1.2 Stockton Firework Footfall Figures 2009 - 2010



In the month of November 2009 the TIC had 799 visitors which increased to 1486 in November 2010.

## Stockton Sparkles

Figure 1.3 Stockton Sparkles TIC Footfall Figures 2009 – 2010



	November	December
2009	799	852
2010	1486	1241

Figure 1.3 shows the comparison of footfall for Stockton Sparkles. November & December 2009 and 2010.

The TIC had 799 visitors in November 2009 and 852 December 2009. 2010 increased in November 2010 to 1486 visitors and 1241 for December.

## Halloween

The TIC sells the Halloween Fright Night tickets for the event held in Preston Park. In 2009 the TIC sold 892 tickets for the event and in 2010 the TIC sold 1474 tickets.

## **'Who-Ray' Local Retailer feedback**

### **SIRF 2010**

Thu 29 Jul - 14% turnover increase compared with previous Thu  
- 60% turnover increase compared with following Thu

These stats reflect the fact that, events in Stockton High St were limited, & the music on the Riverside had yet to begin

Fri 30 Jul - 17% turnover increase compared with previous Fri  
- 189% turnover increase compared with following Fri

Sat 31 Jul - 252% turnover increase compared with previous Sat  
245% turnover increase compared with following Sat

"We normally close at 5.30pm - we had to remain open until 9.20pm due to customer demand"

Sun 1 Aug - Who-ray! not usually open for business on a Sunday - we opened specifically because of SIRF.

As a comparison, on the Sunday we had a 57% increase in turnover compared with our busiest non-SIRF Saturday in July. We only opened on this Sunday due to SIRF, at 11am, & remained open until 9.30pm due to customer demand

### **Stockton Fireworks**

Fri 5 Nov - 62% turnover increase compared with previous Fri  
- 453% turnover increase compared with following Fri

"We normally close at 5.30pm - we had to remain open until 9.15pm due to customer footfall"

### **Christmas Sparkles**

These stats obviously need to take into account general Xmas shopping trends which would increase regardless of the Sparkle event - as this is our 1st year we have no like-for-like sales to compare with.

Thu 2 Dec - 79% turnover increase compared with previous Thu  
- 48% turnover increase compared with following Thu

Fri 3 Dec - 61% turnover increase compared with previous Fri  
- 11% turnover increase compared with following Fri

Sat 4 Dec - 305% turnover increase compared with previous Sat  
- 42% turnover increase compared with following Sat

Sun 5 Dec - Who-ray! opened for business on previous Sunday for Christmas Lights switch-on but only between 3pm & 7pm & our takings were negligible  
- 396% turnover increase compared with following Sun