



FESTIVALS & EVENTS STRATEGY–1st STAGE CONSULTATION REPORT

Report of the Corporate Director, Regeneration and Culture

1 Purpose of Report

- 1.1 To seek Cabinet's approval to adopt three criteria to determine the Council's future financial support to festivals and events and to agree to the further development of the Strategy following consultation.

2 Summary

- 2.1 In July 2005 Cabinet approved a draft Festivals and Events Strategy for consultation. The consultation sought the views of festivals and events organisers, key stakeholders, elected members and other interested parties on criteria for future Council support to festivals and events. The consultation also sought views on the future development of the programme.
- 2.2 There was a 100% response rate to the consultation from organisers of currently funded festival and events, and a statistically significant response from the wider consultation. Officers used both quantitative and qualitative data to inform the analysis of the consultation and the resulting recommendations. A summary of the consultation exercise, including the results and analysis, is attached as an Annex to this report.
- 2.3 In brief, the consultation supported the three criteria set out in the July draft Festivals and Events Strategy. If Members agree these criteria for providing financial support to festivals and events in the future a number of festivals and events organisers could have their funding withdrawn or frozen at current levels (Background Report 1.8).
- 2.4 If Members approve the criteria officers will carry out a further period of consultation to ensure festival and events organisers have the opportunity to make representations if they feel they have been incorrectly assessed against the criteria.
- 2.5 Following that second consultation a further report will be brought to Cabinet in December. That report will include the final version of the Strategy, a proposed 3 year programme of festivals and events from April 2006, a detailed action plan and the results of the 2nd stage consultation.

3 Recommendations

Cabinet is recommended:

- 3.1 To confirm agreement to the criteria for supporting festivals and events, as set out below:
- Help community cohesion and empowerment by bringing people together to share common interests
 - Demonstrate economic benefit to the city through job creation and visitor spend
 - Demonstrate innovation, quality and creativity to raise the profile of the city and improve satisfaction among residents.
- 3.2 To note the impact of applying the agreed criteria on existing festivals and events, as set out in the attached Annex (2.6 – 2.12) and to support the 2nd stage consultation with those festivals and events organisers who could have their funding withdrawn or frozen at current levels.
- 3.3 To receive a further report in December, including the final version of the Strategy informed by the results of the initial consultation, a proposed programme of festivals and events, a detailed action plan and the results of the 2nd stage consultation.
- 3.4 To note that the budget to support the Strategy will be considered as part of the Council's 2006/7 Budget Strategy.

4 Financial & Legal Implications

Financial Implications

- 4.1 The 2005/06 festivals and events programme will be managed within existing Regeneration and Culture budgets. The increased cost of maintaining the current programme is £57,100. This is largely made up of two events: Diwali (£30,000), where actual costs considerably exceed budget due to infrastructure costs, and Navratri (£20,000), where the current grant agreement has been extended for a further year to allow for consultation as part of this review.
- 4.2 The additional cost has been met from one-off income in 2005/06 from car parking due to the delay in the disposal of the former Granby Halls site.
- 4.3 The proposed festivals and events programme for 2006/07 and beyond will require significant additional expenditure if the ambitions contained in the Strategy are to be delivered. Any increase in funding will be considered as part of the Council's Budget Strategy for 2006/07 and beyond.
- 4.4 Actual increased costs will be dependent upon the outcome of the consultation exercise and the preparation of more detailed business plans.
- 4.5 It will be made clear to organisations what effect the Strategy will have on their funding.
Graham Aitken, Interim Head of Finance, 22nd September 2005

Legal Implications

- 4.6 The Council currently funds a number of festivals and events and the proposals in the Festivals and Events Strategy bear directly on the funding. The consultation programme currently in progress is in two main stages.
- 4.7 The first stage, outlined in this report, is to consult on the provisions of the Strategy itself. The second stage is a consultation on the implementation of the delivery of the Strategy. It will be made clear to organisations what the proposed effect of the Strategy is on their funding.

Joanna Bunting, Assistant Head of Legal Services, 4th October 2005

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DECISION STATUS

Key Decision	No
Reason	N/A
Appeared in Forward Plan	N/A
Executive or Council Decision	Executive (Cabinet):



FESTIVALS & EVENTS STRATEGY-1ST STAGE CONSULTATION REPORT

**Report of the Corporate Director, Regeneration and Culture
Report**

1. Background

- 1.1 In July 2005 Cabinet agreed to approve a Festivals and Events Strategy for consultation. The Strategy was a result of a review on how Leicester City Council operates, funds and supports festivals and events in Leicester and to ensure that it is guided by the Council's Vision, Corporate Plan and available resources.
- 1.2 The consultation took place during July and August 2005 with festivals and events organisers potentially affected by the Strategy, i.e. those currently financially supported, as well as other festivals and events organisers, key stakeholders, interested parties and elected members.
- 1.3 Officers encouraged feedback from the general public through a press release about the consultation exercise as well as information on the Leicester City Council website.
- 1.4 Using a questionnaire, we consulted on Leicester City Council's vision, the proposed criteria and key proposals outlined within the Strategy to determine the level of support for them and their future inclusion within an amended Strategy.
- 1.5 We also asked organisers of festivals and events that we currently fund for delivering festivals and events to complete a further questionnaire to determine how well their particular event met our proposed criteria.
- 1.6 A summary of the consultation exercise and an analysis of the results are detailed in Section One of the Annex. The summary and analysis are supplemented by a set of appendices and additional information lodged in the Members' Area.
- 1.7 The key proposals arising from the consultation are detailed in Section Two of the Annex. To summarise, on the whole the Strategy was welcomed and well supported by the majority of respondents. The vision, supporting principles and criteria all attracted strong support. The support for some of the proposed developments ranged from fairly strong to moderate and the qualitative data will be invaluable in revising the Strategy where necessary.

- 1.8 On the assumption that the specified criteria and questions will not change following consideration of this report, the information supplied by festivals and events organisers has been analysed and the provisional outcome of applying the criteria on existing festivals and events is as follows.
- Group 1 (top group) will have their funding maintained at the current level or increased in order to achieve a broader audience for festivals and events celebration.
 - Group 2 (middle group) have met the current threshold required for current support, but we have concerns over whether that position is sustainable and they may find that their evaluation may be different in three years time, therefore they will be included in a programme to increase their level of satisfaction and broaden and increase their attendance. Should they fail to increase their score sufficiently before the next three-year programme they will cease to be supported.
 - Group 3 (bottom group) will be advised the proposal is that, because their festival does not meet the current threshold proposed for future festival support following an evaluation against the Council's criteria, the Council is unable to support them through our Festival and Events Strategy and their funding will cease. They will be advised to write and demonstrate how they do meet the criteria if they feel they have been incorrectly assessed, as part of the second stage of consultation.
- 1.9 Details of the scoring thresholds and ranking organisations has been lodged in the Members Area, marked "Not for Publication" as it contain information relating to the financial affairs of third parties.

2. FINANCIAL, LEGAL AND OTHER IMPLICATIONS

Financial Implications

2.1 Please see cover report

Legal Implications

2.2 Please see cover report

2.3 Other Implications

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	None specific	
Policy	YES	Throughout
Crime and Disorder	None specific	All festivals and events undertake risk assessments relating to their impact on crime and disorder. Festivals and events engender pride of place and can both directly and indirectly reduce crime and disorder.
Human Rights Act	NO	
Older People on Low Income	None specific	Many of the festivals and events are free and are programmed at different times of the day. They provide opportunities for older people to

		come together and provide participation of older people on low income.
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2.4 Risk Assessment Matrix

	Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1	Sensitivity with communities in relation to the festivals in the winter programme, particularly the enhancement of the Diwali Festival.	M	L	Approach to be supportive and to add value and not impact on the current arrangements.
2	Negative reactions to withdrawing support from certain festivals and events and possibility of legal challenge	H	M	Two stage consultation will minimize the possibility of successful legal challenge First stage consulted on the criteria, the second on the impact of the criteria.
3	Inadequate resources to maintain festival programme	H	H	Reduce existing programme Reduce enhancement /new events
4	Increased costs due to increased capacity requirements	H	H	As above
5	Negative response to more strategic working development of Summer Festivals Forum and joint marketing	M	M	Consultation at early stages. Need demonstrated through First Stage Consultation. The Consultation report to include positive and negative points raised during the consultation period. Strategy to be amended to take on board common concerns whenever possible.

L – Low
M – Medium
H – High

L – Low
M – Medium
H – High

3 Background Papers – Local Government Act 1972

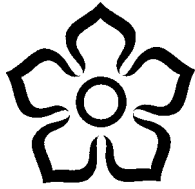
Cabinet Report 25th July 2005: Festivals and Events Strategy – Consultation Draft

File of responses to Part A of the consultation questionnaire

File of responses to Part B of the consultation questionnaire. [Part B responses contain information about the finance and business affairs of the respective organisations which is exempt information for the purposes of Schedule 12A of the Local Government Act 1972. These responses are not for publication].

4 Consultations

	Date Consulted
Consultation including festival and event organisers, key stakeholders and interested parties such as arts organisations, creative industries, park user groups, Emergency Services and general members of the public.	July 05-Aug05
All ward Councillors, Council officers.	July 05-Sept 05
Cultural Strategy Partnership	July 05-Aug 05
Leicester Shire Promotions, Arts Council England - East Midlands, Three Cities Consortium.	July 05-Aug 05
Arts, Leisure & Environment Scrutiny Committee	Aug 05
Strategic Planning & Regeneration Committee	Aug 05



Leicester
City Council

Celebrating culture and cultures
A FESTIVALS & EVENTS STRATEGY
For LEICESTER CITY COUNCIL
Annex to the 1st Stage Consultation Report
Summary of the consultation exercise, results and analysis

SECTION ONE

SUMMARY OF CONSULTATION, ANALYSIS AND RESULTS

THE QUESTIONNAIRE

- 1.1 The questionnaire had two parts – Part A and Part B (Appendix A, lodged in Members' Area), Part A to be completed by all respondents and Part B only by those festivals and events currently receiving funding from Leicester City Council.
- 1.2 Part A was designed to capture information on the level of support for Leicester City Council's vision, the proposed criteria and the key proposals as outlined within the Strategy.
- 1.3 Part B was designed to capture information on how the festivals and events that Leicester City Council currently funds meet the proposed criteria. It was however made clear that this was not intended to pre-judge the results of the consultation as the specified criteria may change following consultation.

PART A

Quantitative data

- 1.4 Each question allowed respondents to either tick a box, provide a comment or do both. In ticking a box, they could agree strongly, agree slightly, neither agree nor disagree, disagree slightly or disagree strongly.

Qualitative data

- 1.5 Not everyone chose to make a comment for every question, but the comments we did receive have been grouped in order to summarise the qualitative data into percentage terms (Appendix C, lodged in Members' Area).
- 1.6 However, it is important to look at the quantitative and qualitative data together, especially when over 10% of respondents disagree (see scoring system outlined in 1.9). Appendix D (lodged in Members' Area) provides a summary of quantitative and qualitative data side by side to assist with interpretation.
- 1.7 The comments made at the consultation meetings with the Arts, Leisure and Environment Scrutiny Committee, the Strategic Planning and Regeneration Scrutiny Committee and the Cultural Strategy Partnership have not been included in the questionnaire analysis, but have been taken into consideration as part of the analysis process and will be used in amending the Strategy.

THE ANALYSIS

- 1.8 The following table (Table 1.2) provides a summary of the statistically significant quantitative data collected through Part A of the questionnaires returned from festival and events organisers, key stakeholders, interested parties and elected members. A full analysis of the findings can be found in Appendix B (lodged in the Members' Area). The analysis of this quantitative data provides us with a good indication of the level of agreement or disagreement.
- 1.9 The information gives us the evidence needed to determine the level of support for each aspect of the Strategy.
- 1.10 The level of support has been categorised from very strong to weak using a scoring system (Table 1.1). All proposals scoring strong or very strong we recommend for adoption. All proposals scoring fairly strong to fairly moderate we recommend for adoption with changes or recommendations guided by the

qualitative data. All proposals scoring weak we recommend removing from the Strategy.

Table 1.1: Scoring system to determine the level of support and appropriate resulting action based on the level of support:

Score range in %age terms	Category of support	Resulting action
Over 70% Agree & less than 10% Disagree	Very Strong	Adopt
Over 70% Agree & between 10 to 20% Disagree	Strong	Adopt but consider qualitative data
Over 50% Agree & less than 10% Disagree	Fairly Strong	Consider qualitative data to adopt
Over 50% Agree & between 10 to 20% Disagree	Moderate	Consider qualitative data to adopt
Over 30% to 50% Agree	Fairly Moderate	Consider qualitative data to adopt
Under 30% Agree	Weak	Remove from Strategy

Table 1.2: Results of applying the scoring system to the quantitative data collected through Part A of the Questionnaire.

Question	Testing	Agree	Disagree	Comment	Action
1	Vision & supporting principles	94%	6%	Very Strong	Adopt
2		91%	1%	Very Strong	Adopt
3		84%	2%	Very Strong	Adopt
4		90%	5%	Very Strong	Adopt
5	Key proposals	65%	11%	Fairly Strong	Consider qualitative data to adopt
6		46%	16%	Fairly Moderate	Consider qualitative data to adopt
7		59%	15%	Moderate	Consider qualitative data to adopt
8		75%	9%	Very Strong	Adopt
9		53%	16%	Moderate	Consider qualitative data to adopt
10		58%	8%	Fairly Strong	Consider qualitative data to adopt
11		71%	7%	Very Strong	Adopt
12		75%	11%	Strong	Adopt & consider qualitative data
15		81%	7%	Very Strong	Adopt
16		85%	5%	Very Strong	Adopt
13 Criterion 1		Criteria	86%	7%	Very Strong
13 Criterion 2	73%		17%	Strong	Adopt Qualitative data has been taken into account and has informed the scoring system (see 1.13)
13 Criterion 3	89%		1%	Very Strong	Adopt

RESULTS

- 1.11 In summary the Strategy received a strong level of support and most of the key proposals could easily be adopted after due consideration of the comments offered within the qualitative data. Some of the key proposals will need some amendment, again guided by the qualitative data.
- 1.12 The Vision and supporting principles covered in questions 1-4 of the questionnaire all received very strong support indicating a high level of acceptance.
- 1.13 Criterion 1 (Community Cohesion) and Criterion 3 (Innovation and Quality) received very strong support while Criterion 2 (Economic) received strong support and therefore should be adopted without change. However we do need to examine the qualitative data related to Criterion 2 due to the level of disagreement being over 10%. This tells us 30% of respondents chose to make a comment and of those 9% expressed the fear that only larger festivals and events can demonstrate economic impact and the consequent fear of the loss of

Leicester City Council funding support for smaller festivals and events. Therefore the scoring system (Appendix E, lodged in Members' Area) that we created to compare festivals and events against the criteria was designed to award points for activity in all areas measured. For example, if an event could demonstrate that it actively promotes tourism or could provide statistical evidence of tourism generated, it would get a point and the award of points was not based on quantity. A number of responses commented adversely on the ability of community specific festivals to meet diverse community cohesion objectives. However, the purpose of the criteria is to encourage inclusion and it is felt that festivals and events can have a strong role to play in encouraging greater understanding and interest in cultural events.

- 1.14 Key Proposals. Proposals outlined in questions 8, 11, 15 and 16 of the questionnaire all received very strong support and should therefore be adopted without change or with very little amendment. Proposals outlined in questions 5, 6, 7, 9, 10 and 12 could be adopted with change guided by the qualitative data received. In the future all these proposals will be tested against the criteria.

PART B

THE QUESTIONNAIRE

- 1.15 Information supplied by the festivals and events organisers through Part B of the questionnaire was used to determine how successfully each festival and event matched the Criteria. Festival and event organisers were encouraged to provide supporting evidence whenever possible in the completion of their questionnaires.

THE ANALYSIS AND SCORING

- 1.16 Following the consultation on the Criteria, a scoring mechanism was devised (Appendix E, lodged in Members' Area) to ensure that the concerns raised were taken into consideration when scoring festivals and events. Good value for money and a well-managed event is inherent within the scoring system.
- 1.17 A maximum of 5 points were awarded under each criterion making the highest score possible 15.
- 1.18 A minimum threshold of 2 points per criterion was established to ensure that future support should be given to festivals and events that could perform against all the criteria and not just do well against two of the three criteria.
- 1.19 A minimum overall score of 9 was established to ensure future support, making it possible for a festival or event to continue to be funded by scoring 3 in each category.

RESULTS

- 1.20 The festivals and events have been divided into three groups based upon their overall score:
- **Group 1 will include festivals whose score exceeds 11.5**
 - **Group 2 will include festivals whose score falls between 9 and 11.5**
 - **Group 3 will include festivals with an overall score of 8 or less and scoring less than two under any criteria**
- 1.21 For a full analysis including the score for each question please see Appendix F Parts 1 and 2 (these are lodged in the Members' Area but are not for publication). The highest score actually achieved by any event was 13.5 and the lowest was 4. In total six festivals came out with a score that placed them in Group 3, five

festivals scored between 9 and 11.5 placing them in Group 2 and eight festivals scored over 11.5, placing them in Group 1.

- 1.22 A sensitivity analysis has been done to ensure that organisations in Groups 1 and 2 are not disproportionately scoring and that none of the organisations in Group 3 are there solely because of a hair-trigger score of under 2. For example any festival or event which has scored 1.5 against any criterion has not scored 9 or more overall.

SECTION TWO

RECOMMENDATIONS AND CONCLUSIONS

- 2.1 Following consultation on the Festival and Event Strategy - Consultation Draft 'Celebrating Culture and Cultures', it is obvious that the Strategy is needed and on the whole supported, subject to improvements.
- 2.2 The consultation process has been very useful and fruitful in determining the implementation of the Strategy. Consultees have provided invaluable comments and suggestions which have been summarised in the additional information (lodged in the Members' Area) used to write the report and this Annex.
- 2.3 The findings detailed in the report, Annex and additional information will be used to improve the Strategy which, if adopted, will provide a valuable framework for the future development and delivery of festivals and events in Leicester.

KEY PROPOSALS

- 2.4 To adopt the Vision and Criteria as proposed in the draft Strategy.
- 2.5 To adopt the key proposals subject to some amendment guided by the qualitative data.
- 2.6 To agree to only support the festivals and events that we currently fund that meet the three criteria:
 - **Help community cohesion and empowerment by bringing people together to share common interests.**
 - **Demonstrate economic benefit to the city through job creation and visitor spend.**
 - **Demonstrate innovation, quality and creativity to raise the profile of the city and improve satisfaction among residents.**
- 2.7 To cease to support financially those festivals and events that fall into group 3 (bottom group), but continue to provide advice by exploring charging for admission that could result in some events being self-financing.
- 2.8 To agree that the three criteria are also used to guide decision-making over any future festivals.
- 2.9 To write to festival and event organisers who fall into group 3 to inform them that because their festival or event does not meet the required threshold proposed for future financial support following an evaluation against the Council's criteria, their funding will cease at the end of the financial year. They will be advised to write and demonstrate how they do meet the criteria if they feel they have been incorrectly assessed as part of the second stage of consultation.
- 2.10 To write to festivals and event organisers which fall into group 2 (middle group) to inform them that their funding will remain at the current level and that they will be included in a programme to increase their level of satisfaction and broaden and increase their attendance. Should they fail to increase their score before the next three-year programme they will cease to be supported.

- 2.11 To write to festival and events which fall into group 1 (top group) to inform them that their funding will be maintained or possibly increased with the desired outcome of achieving a broader audience for festival and event celebration.
- 2.12 To agree to reinvest any savings made from no longer funding those events that fall into group 3 (bottom group) into those events in group 1 (top group) or any of the key proposals.
- 2.13 To provide Cabinet with a further report in December, to include the revised Strategy and the results of the Stage 2 consultation.

SECTION THREE

APPENDICES AND ADDITIONAL INFORMATION SEPARATED INTO TWO FOLDERS, ONE MARKED 'NOT FOR PUBLICATION', LODGED IN MEMBERS' AREA, 'B' BLOCK, NEW WALK CENTRE

APPENDICES

Appendix A	Questionnaire to consult on the Festivals and Events Strategy Consultation Draft	Folder 1
Appendix B	Quantitative results taken from Part A of the Questionnaire	Folder 1
Appendix C	Qualitative summary in percentage terms	Folder 1
Appendix D	Summary of quantitative and qualitative analysis presented side by side	Folder 1
Appendix E	Scoring mechanism used to compare festivals and events against the Criteria	Folder 1
Appendix F Part 1	Score of festivals and events against the Criteria <i>Not for publication</i>	Folder 2
Appendix F Part 2	Resulting allocations of currently supported festivals <i>Not for publication</i>	Folder 2

ADDITIONAL INFORMATION

1.	Verbatim comments on the questions in Part A of the questionnaire	Folder 1
2.	Notes from the consultation meeting held with the Cultural Strategy Partnership on 23 rd August 2005	Folder 1
3.	Minutes of the Arts, Leisure & Environment Scrutiny Committee meeting held on 25 th August 2005	Folder 1
4.	Minutes of the Strategic Planning & Regeneration Scrutiny Committee held on 14 th September 2005	Folder 1
5.	Summary of questionnaire findings	Folder 1
6.	Questionnaire returns Part B <i>Not for publication</i>	Folder 2

Please note:

Appendix F Parts 1 and 2 and item 6 of the Additional Information have been placed into a separate folder marked 'Not for publication' as they contain information about the finance and business affairs of the respective organisations, and therefore contain exempt information for the purposes of Schedule 12A of the Local Government Act 1972.