

Leicester
City Council

WARDS AFFECTED: CITY WIDE

CABINET

25th July 2005

FESTIVALS AND EVENTS STRATEGY – CONSULTATION DRAFT

Report of the Corporate Director, Regeneration and Culture

1 Purpose of Report

- 1.1 To seek Cabinet approval to consult on the Festivals and Events Strategy - Consultation Draft and to approve the Consultation Programme.

2 Summary

- 2.1 Festivals and events can make a valuable contribution to the ambitions of the Council, but the Council does not have an agreed strategy to guide decisions related to the delivery of its Festivals and Events programme.
- 2.2 The current programme of events reflects decisions taken historically, often in an ad hoc way. Some of those events may have changed their nature over the years, or may no longer be relevant to current needs.
- 2.3 The infrastructure costs of public events have risen considerably over the past years to comply with heightened risk awareness and new safety requirements. This has impacted on the Council's ability to develop new events, the range of events offered by community and charitable organisations, and the call on the Council's expertise and budgets.
- 2.4 This Strategy review has been developed to respond to the problems associated with the current situation and to equip the Council with a framework and a vision for festival and event development that will deliver its ambitions and priorities.
- 2.5 The proposed Festival and Events Strategy:
- Looks at the value and purpose of public events
 - Proposes a robust policy to determine how festivals and events can be supported by LCC
 - Examines the resources available to deliver the festivals and events programme
 - Suggests a programme for the development of festivals and events in Leicester
- 2.6 The programme of work to implement the proposed Festivals and Events Strategy will result in some changes to the current programme. A consultation programme and timetable (F13, F14) is in place to allow stakeholders, including festival and events organisers, to comment on the proposals. The consultation programme allows for festival and events organisers to submit evidence in support of their festival or event meeting the criteria (Appendix G).

- 2.7 Following consultation on the strategy and the proposed criteria each festival will be scored against set criteria to determine if we can continue to support it and at what level.

3 Recommendations

3.1 Cabinet is recommended to:

- a) Approve the Festival and Events Strategy - Consultation Draft for consultation.
- b) Agree in principle to the development of a revised and enhanced festivals and events programme over the next 3 – 5 years in support of the strategy, subject to consultation.
- c) Approve the consultation programme (F13).
- d) Receive further reports in October and November 2005 following consultation with festival and event organisers, stakeholders and partners.
- e) Approve the virement of £57,000 from Sports to Arts.

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 (see Appendix A). 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 will be met from one-off income in 2005/06 from car parking due to the delay in disposal of the former Granby Halls site. This will need virement from Sports.
- 4.3 We anticipate delivering the consultation programme from Regeneration and Culture's existing resources and budget.
- 4.4 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. We would seek to mitigate the Council's costs through sponsorship, fundraising and earned income. However, based on the work undertaken to date, the delivery of the enhanced programme envisaged in this Report would require increased expenditure of around £140k in 2006/07 and £220k in 2007/08 by Leicester City Council. Full details of the proposed events will be provided in the follow-up reports, following consultation with festival and events organisers, stakeholders and partners. Any increase in funding would need to be considered as part of the Council's Budget Strategy for 2006/07 and beyond.
- 4.5 Actual increased costs to be proposed will be dependent on the outcome of the consultation exercise and the preparation of more detailed business plans.

Alan Tomlins, Head of Finance

Legal implications

- 4.6 The Council currently funds a number of festivals and events and the proposals on the draft Festival and Events Strategy bear directly on future funding. The consultation programme proposed is therefore in two main stages, the first stage to consult on the provisions of the strategy itself and the second, a consultation on the implementation of that strategy which will make it clear to organisations what the proposed effect of the strategy is on their funding.

Joanna Bunting, Assistant Head of Legal Services

5 Other Implications

5.1

OTHER IMPLICATIONS	YES/NO	PARAGRAPH REFERENCES WITHIN SUPPORTING PAPERS
Equal Opportunities	None specific	But see Equalities impact assessment of programme proposals
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 & Events are free and are programmed at different times of the day. They provide opportunities for older people to come together & provide participation of older people on low income.

5.2 Risk Assessment Matrix –

	Risk	Likelihood L/M/H	Severity Impact L/M/H	Control Actions (if necessary/or appropriate)
1	Sensitivities 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 & not impact on current arrangements
2	Negative reactions to withdrawing support from certain festivals & events and possibility of legal challenge	H	M	Three opportunities for consultation with festival & event organisers will minimize the possibility of successful legal challenge

3	Inadequate resources to maintain festival programme	H	H	Reduce existing programme Reduce enhancement/new events
4	Increase costs due to increased capacity requirements	M	H	As Above
5	Negative response to more strategic working development of Summer Festival Forum & joint marketing	L	M	Consultation at early stages. Need demonstrated through cultural strategy partnership feed back. Demonstrate & explain opportunities in working more strategically across a number of partners in approaches to funding bodies e.g. EMDA, LSP, ACE.

L – Low
 M – Medium
 H – High

L – Low
 M – Medium
 H – High

6 Consultations

	Date Consulted
Liz Blyth - Cultural Strategy Manager, Leicester City Council	January 2005
James McVeigh - Arts Council England East Midlands	January 2005
Cultural Strategy Partnership Executive	March 2005
Paul Brookes – Leicester Shire Promotions	March 2005
Martin Peters - Leicester Shire Promotions	March 2005
Alan Tomlins - Head of Finance	May 2005
Joanna Bunting - Assistant Head of Legal Services	June 2005

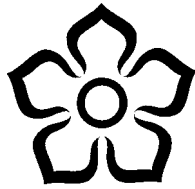
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DECISION STATUS

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



Leicester
City Council

Celebrating culture and cultures

A FESTIVALS & EVENTS STRATEGY

For LEICESTER CITY COUNCIL

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SECTION ONE

SUMMARY

- 1.1 In a city of many cultures, festivals and events can bring communities together and foster a sense of place and belonging. Festivals and events can also give employment, and bring spend. They can foster training and jobs in creative industries.
- 1.2 Leicester has a unique opportunity to shape its extensive programme of festivals and events to raise the profile of the city locally, within the region, nationally, and internationally. Leicester can use its festivals to develop the city as a tourism destination of choice and increase the range and quality of the existing events to bring economic benefit as well as greater pride in the city.
- 1.3 But the increasing demands of a risk-averse society have raised the costs of staging events and festivals both for the Council itself and independent event organisers. This has left the existing programme overstretched and without the capacity to build on its strengths. Some events are forward-looking and market-responsive, but others have become entrenched. Some events are close to, and valued by their communities, but others may not be. Some events are open to everybody, but others are particular to one community or have become the prerogative of cliques.
- 1.4 This Strategy sets a framework and a set of criteria against which the programme of events and festivals in Leicester can be assessed. It proposes:
 - Grouping a series of festivals in winter with the intention of promoting them as a vehicle for attracting tourism
 - That Leicester's summer festivals focus on day visitors and developing cohesion and pride in the city
 - That the criteria described in the strategy are used to refine the events and festivals programme from the Spring of 2006
 - A programme of capacity building with selected events and event organisers
- 1.5 The strategy contains a number of specific proposals as follows:
 - 1 That the administration of the bookings of parks is transferred to Parks Services (4.14)
 - 2 To group a series of festivals already taking place in Leicester over the winter months and develop their tourism potential (5.6)
 - 3 To categorise the festivals in winter into 3 tourism purposes:
 - **Category One:** Developing national and international tourism with staying visitors
 - **Category Two:** Developing regional tourism with day and staying visitors

- **Category Three:** Developing local visits (5.9)
- 4 To develop the family day celebration of Diwali through a 3-year strategy into a two/three day event, financed mainly through earned income, external grant aid and sponsorship (5.10)
 - 5 To develop the quality and range of Leicester's Christmas offer (5.11)
 - 6 To develop Leicester's New Year celebrations into a family-friendly celebration (5.12)
 - 7 To install appropriate lighting for Eid, along with a community-run and managed public celebration for the whole community (5.13)
 - 8 To finish the winter season with a self-financing Burns Supper supported by Leicester's business community (5.13)
 - 9 That Leicester's summer festivals focus on day visitors and developing cohesion and pride in the city for our own people (5.6)
 - 10 That the Council should work with summer event organisers to develop the artistic content of the festivals and their appeal to a wider Leicester and regional audience (5.15)
 - 11 That the Council continues to support the Comedy Festival through a service level agreement (5.17)
 - 12 That Black History Season is included in a programme of capacity building to get a better sense of its remit and contribution to community cohesion in Leicester (5.18)
 - 13 A set of underlying principles based on the potential of festivals to strengthen local pride and give economic benefit (6.2)
 - 14 That the City Council will support festivals, events and celebrations that:
 - Help community cohesion, and local 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 (6.5)
 - 15 That the Council develops an outline programme for building capacity in Council managed events (6.10)

- 16 That the Council develops a programme of capacity building with event organisers (6.12)
- 17 That the Council supports the current level of events as in 2004/05 in 2005/06, and following consultation commences the implementation of a revised programme based on the Strategy from the Spring of 2006 (6.17)
- 18 That the Corporate Director of Regeneration and Culture applies for entertainment licences for Leicester's public spaces (6.18)

SECTION TWO

WHY DO FESTIVALS AND EVENTS?

- 2.1 The East Midlands region, and particularly Leicester, is rich in cultural festivals and events. Uniquely, festivals and events in the East Midlands have been the subject of research and study¹. The East Midlands study started from the premise that festivals can:
- Be an opportunity for reflection and imagining alternative futures for individuals and communities
 - Be a source of creativity and innovation
 - Develop audiences for other activities
 - Be a tool for exploring different points of view
 - Nurture social skills and social involvement
 - Attract visitors
 - Be a forum for regeneration
 - Celebrate local distinctiveness and pride
 - Contribute to social and economic well being
- 2.2 Those purposes can be grouped together as:
- **Social** Festivals can bring communities together and foster a sense of place and belonging.
 - **Economic** Festivals can give employment, and bring spend. They can foster training and jobs in creative industries.
- 2.3 In respect of those purposes the East Midlands study showed that the eleven festivals examined:
- Had a total income of £1m
 - Spent £990k, contributing £570k to the East Midland's economy - equivalent to 28 full time jobs
 - Had £7m spent by audiences at local shops and other businesses in the area. The economic impact of this spending generated a further £4m to the region – equivalent to 209 full time jobs
- 2.4 In addition:
- 33% of local businesses thought festivals brought new business
 - 93% of local businesses saw festivals as good for local communities and 85% saw them as making a good contribution to the development of tourism
 - 64% of audiences said they felt more positive about the place where the festival was held - an important factor in improving perceptions of places and people
- 2.5 The findings of the East Midlands study are borne out by studies of festivals and events elsewhere.
- 2.6 A study in Ontario, Canada² on the overall economic impacts of 97 festivals and events showed that these provide substantial economic benefits through spending by the festivals themselves and by their visitors.

¹ Festivals and the Creative Region – Arts Council England 2002

² Festivals and Events Ontario, 2003 Economic Impact Survey, <http://www.festivals-events-ont.com/2003FEOfinalreport.pdf>

They contributed an estimated \$80m to the province's Gross Domestic Product. The 97 festivals also generated \$30m in taxes for all levels of government and helped create 2600 jobs and over \$50m in salaries and wages.

- 2.7 The 2004 Brighton Festival contributed more than £20m to that city's economy, according to a survey commissioned by Brighton and Hove Council, Arts Council England, South East and Brighton Festival Society³. Attendances exceeded 400,000 of which 31% were visitors to the city.
- 2.8 The annual Festival of Light in Lyon attracts up to 3-4 million visitors and Le Progres⁴, a regional daily newspaper, reports that 92% of Lyon's residents take part.
- 2.9 Scotland now has a Major Event Strategy⁵ in order to promote Scotland globally through major events. EventScotland has been established specifically to deliver this Strategy. Their publication 'Promoting Scotland through Major Events'⁶ states:

'The economic impact of an event is calculated to show how much new spending is created as a result of it being held. An example of an event with high economic impact is the Edinburgh Festival - six festivals in one - that created over £100 million of additional spending in 2003. But major events can have even greater benefits for Scotland. Global media coverage of events like Edinburgh's Hogmanay positions Scotland in the international media spotlight, highlighting our natural assets and way of life. In turn, this media coverage attracts future tourism and further economic growth.'

- 2.10 One Big Sunday (2002), a partnership one-day event with Leicester City Council and the BBC, attracted over 100,000 visitors to the City. The BBC said it was the biggest free open-air concert in Europe. It generated an estimated £2.1 million income to the city⁷. The total estimated value of the media coverage gained was £1,149,153 and the overall estimated coverage received within local media was £123,002⁸.
- 2.11 While much of the research data argues the economic importance of festivals, there is also evidence of the value of festivals in generating pride of place and local self-reliance. The East Midlands study found that 64% of festival attendees felt more positive about the place where the festival was held. Volunteers gave an estimated 33,000 hours of support to festivals in the East Midlands, the equivalent to 375 days work for each of the festivals.

³ The Economic and Cultural impact of Brighton Festival, 2004 summary at:
http://www.brightonbusiness.co.uk/secure/assets/ni20041126.874821_41a75315141ba.doc

⁴ Le Progres, Wednesday 8 December 2004

⁵ Major Event Strategy, <http://www.scotland.gov.uk/library5/culture/majorevents.pdf>

⁶ Promoting Scotland through Major Events, EventScotland, <http://www.eventscotland.org/brochure.pdf>

⁷ Based on LPL English Tourism board daily visitors spend per head £21.00 per person

⁸ Based on advertising rate-card prices

- 2.12 The evidence shown above, and in other studies, demonstrates that festivals and events as well as being vital creative hubs for cultural energy can bring positive social and economic change. Festivals and events can enhance local image and develop a sense of place and pride while engaging communities (the social benefits). There is no doubt that good festivals and events contribute to tourism. There is considerable evidence to support the fact that festivals can generate wealth and create an environment attractive to investors (the economic benefits).

SECTION THREE

POLICIES AND STRATEGIES

- 3.1 This strategy does not sit in isolation. There are national, regional and local strategies that govern and influence its direction.
- 3.2 The Cultural Services Divisional Implementation Plan for 2005-2008 has two broad strategic priorities: -
- To help achieve the Council's Corporate Plan and strategic objectives.
 - To help achieve 'Diverse City', Leicester's Cultural Strategy and work with partners to fully exploit the potential of cultural activity to make the city a more attractive place and promote community cohesion.
- 3.3 The Cabinet Portfolio for Arts, Leisure and the Environment includes the following terms of reference relevant to festivals and events:
- To attract visitors and inward investment to the City through events and activities of local, regional and national significance
 - To promote and value cultural diversity and raise the profile of communities and the city through a year-round programme of events and activities and festivals
- 3.4 **Leicester's Cultural Strategy, Diverse City** (approved by Cabinet in 2001 and subsequent action plan, dated October 2003) identifies the development of festivals as a key to improving opportunities for tourism and economic, social, cultural and environmental regeneration. The cultural strategy recommends investment in capacity building programmes, for example with the Leicester Caribbean Carnival and Diwali, to explore ways in which cultures work together.
- 3.5 **The Council's Corporate Plan 2003-2006** sets out a vision for the city:

Making Leicester more attractive for our diverse communities to live, work and invest in

and includes a number of key priorities that relate to festivals and events:

Make our city's developments sustainable so that we do not close down choices for our children and grandchildren

- B3 Provide cultural activity and opportunity, that contributes to the sustainable development of our neighbourhoods by empowering individuals and communities.

Build on Leicester's history of including people from all backgrounds in a cohesive community free to pursue peace and prosperity

- C1 Improve and promote community cohesion in Leicester

- C3 Celebrate the fact that the city's culture is defined by the diversity of its people's cultures and increase respect and understanding for the integrity of each of those cultural traditions

Develop a safe, clean and creative city with wider access to culture and recreation

- F6 Provide cultural activity that contributes to the economic, social and personal well being of individuals, and increase access to, and participation in cultural activity.

3.6 The Council's strategic objective:

Improving our environment to make local neighbourhoods and the city centre places for people to be proud of

along with the Council's vision, sets out a clear direction for festivals and events in Leicester.

3.7 ***The Cultural Strategy for the East Midlands – Time for Culture⁹ has a number of objectives relevant to this strategy:***

- Encourage more people to take part
- Volunteers are vitally important to the range and quality of culture in the region
- Culture has an important part to play in supporting community development
- Celebrate our diversity
- People believe that cultural diversity is a cornerstone of regional identity and community life
- It's important for all sections of the community to be able to realise their cultural aspirations
- Support the cultural economy
- Cultural industries make a major contribution to the region's economy
- Many visitor attractions and popular events can be used to help promote wider cultural opportunities
- Encourage sustainable regeneration
- Tourism projects often lie at the core of regeneration schemes

⁹ Culture East Midlands, <http://www.culture-em.org.uk/html/admin/pdf/TIMEFORCULTURE.pdf>

SECTION FOUR

FESTIVALS AND EVENTS IN LEICESTER NOW

- 4.1 Leicester has an extensive programme of festivals and events ranging from the high profile and popular, through to more modest events. The Council directly runs events itself; works in partnership with organisations and communities to co-promote events; funds community groups to stage events; provides advice to event organisers; licences events or rents halls or manages open spaces where events happen.

SOME ISSUES

- 4.2 The programme of events supported in some way by the Council has arisen in an ad hoc way; and while this, in itself, may not be a bad thing, the budget and the capacity of the small events team leaves little room for new ideas, or for new events to respond to new needs. Some of the events in the programme may no longer be appropriate to the needs of the city, and some may need further investment to allow them to meet changed needs and expectations.
- 4.3 Changes and raised expectations of risk management in licensing, health and safety, traffic planning and control, stewarding and security, and essential infrastructure costs are placing a burden on the Council's and other event organisers' limited resources.
- 4.4 Following a national policy decision the police no longer provide traffic wardens at events free of charge. Festival organisers are now required to provide and pay for qualified traffic stewards to cover traffic duties.
- 4.5 The recent SIA (Security Industries Act) requires that a percentage of security staff in key roles (those roles which might require dealing with conflict and crowd management) are trained and qualified. The cost of providing or hiring qualified staff from a company registered with a recognised professional association falls on the event organiser.
- 4.6 Changes to the licensing law now require all public events to be licensed. The cost associated directly with obtaining the license, as well as meeting the requirements of the licence fall on event organisers.
- 4.7 Previously only secured ticketed events at which alcohol was available required an alcohol license. New legislation now requires all outdoor events where alcohol is available to be licensed. The cost associated with obtaining the license and meeting the requirements of the licence now falls on the event organiser.
- 4.8 These new additional requirements have resulted in a number of event organisers approaching the Council for help for events that were previously self managing or existing supported events seeking an uplift in their support. Unfortunately, the Council's events budget is fully committed to the existing programme and the Council has been unable to help in any significant or comprehensive way.

- 4.9 The list below includes many of the festivals & events that take place in Leicester. This is not a comprehensive list, and there may well be omissions, for which we apologise, but it does give an indication of the wealth and range of festivals and events in the city.

Abbey Park Bonfire/Fireworks	Leicester Belgrave Mela
Animal Antics	Leicester Comedy Festival
Bands on Parks	Leicester Markets Week
Black History Season	Leicester Pride
British Transplant Games	Leicester Short Film
Caribbean Carnival	Local Community Events
Castle Park Festival	Navratri
Christmas Lights Switch On –	Pancake Day celebrations
Civic events i.e. Queens visit,	Race for Life
Town Hall launch	Remembrance Day Ceremonies
Corporate events	Riverside
Dashera	Special Olympics Torch Run
Diwali x2	St George's Day Parade
Early Music Festival	Summer Sundae- programming
Eid	local bands
Expo	The Spark
Festival	Tour Of Britain
Football & Rugby Parades - City	Town Hall
Centre	Vaisaki Parade
Hanumat Maha Yagna	Walk of Life
Holi Festivals x 3	
Horticultural Show	
Humberstone Park Bonfire	
International Music Festival	

In addition Parks & Sports hold over 100 events and activities on the parks. Along with this individual event organisers also book the use of parks & open spaces through the Festivals and Events Unit

- 4.10 Some festivals or events have paid professional full or part time staff, some employ freelance event organisers, others have experienced volunteers. Some organisations have competent and aware boards and volunteers, in some others they are less competent, or have less time to give to improvement.
- 4.11 Some events are forward-looking and market-responsive, others have become entrenched. Some events are close to, and valued by their communities, others have become vehicles for personal aggrandisement. Some events are open to everybody, others are particular to one community or have become the prerogative of cliques.

STAFF

- 4.12 Four full time members of staff currently work in the Festival and Events Team:
- Festivals & Events Manager – Full time
 - Festivals & Events Officer – Full time

- Music & Festivals Officer – Full time (*50% Music development funded through ACE*)
 - Festivals & Events Assistant – Full time
- 4.13 Between them they directly manage 21 festivals and events and provide grant aid and support for a further 11 festivals. Of the 5,737 hours of staff time available to them in 2004/05 approximately:
- 45% was spent on providing event management, advice & support
 - 30% on running festivals and events
 - 25% on administration, including taking bookings of parks & open spaces
- 4.14 The team also administer the letting of Leicester's parks and open spaces. This strategy proposes that the administration of lettings is transferred to parks services in order to allow the events team to concentrate on event management.

BUDGETS

- 4.15 Leicester City Council budgets allocated to festivals and events come from a variety of sources. The Festivals and Event Unit in the Regeneration and Culture Department in 2004/05 had a controllable net budget of £207,300 including growth of £40,000 as a result of the 2003/04 Departmental Revenue Strategy. Additional festival expenditure of £137,900 comes from grant aid and funding from other divisions and departments in the Council.
- 4.16 Event organisers in Leicester find funding from a number of sources; from grant aid from both the City Council and other grant making organisations, from sponsorship, from earned income and from donations. The City Council's directly managed events find extra funding from sponsorship, external grant aid and from earned income.
- 4.17 The table below shows the 2004/05 budget. The 2005/06 budget is broadly the same, uplifted to reflect inflation, but with an additional £10k for Humberstone Bonfire to replace the 2004/05 one-off spends.

Table 4.1 Spend 2004/05

	2004/05 Budget
Festivals and Events Unit Staffing (including Stewards & Casuals)	114,400
Office Expenses	5,000
Festivals and Events Directly Managed by Festivals and Events Unit (Net)	54,700
Festivals and Events Grant Aided funded via Festivals and Events Unit	33,200
Total Festivals and Events Unit Budget	207,300
Total Community Grant Fund – Festivals and Events	24,200
Total Grant Aided Projects	63,700
Highways and Transportation Division (Diwali celebrations only, not including Diwali Lights)	43,000

Environment Division (Riverside Festival)	2,000
Resources, Access and Diversity (for Christmas Lights switch on)	5,000
Other Divisions and Departments	50,000
Regeneration and culture one off contribution to EXPO and Holi Festivals	8,750
Arts Grants - one off payments	2,000
Total One Off Funding	10,750
TOTAL	355,950
Total less staff, office costs and one off funding	225,800

- 4.18 Appendix A provides further detail of existing festivals and events budgets.
- 4.19 But the budget alone does not give the whole picture. Because of the demands described in paragraphs 4.3 – 4.8, and historic under-funding of some elements of the programme, officers estimate that additional funding in the region of £57,000 would be needed to maintain all the current programme without any allowance for growth, or development.

SECTION FIVE

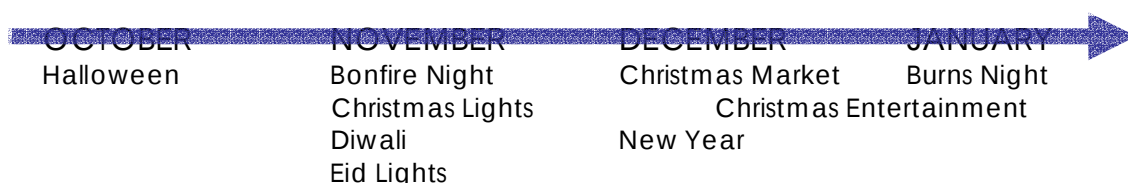
WHERE WE COULD BE – A VISION FOR THE FUTURE

Tourism and Festivals

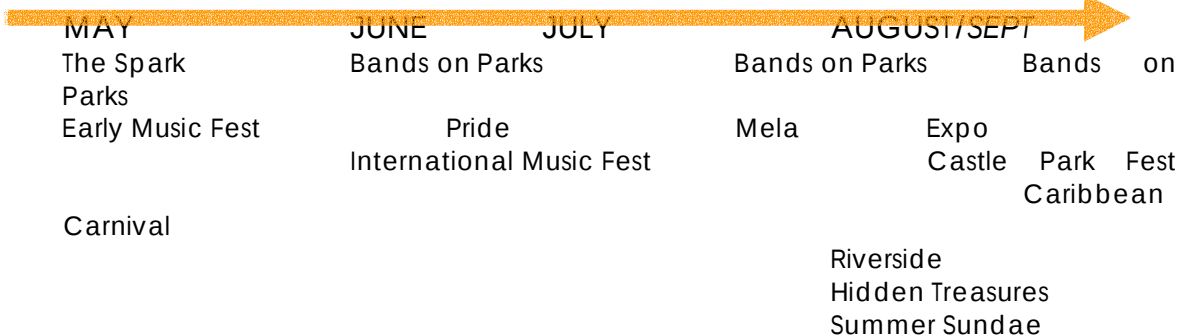
- 5.1 Leicester has a single unique selling point – its cohesion. Leicester is seen by the outside world as a multi-cultural, cohesive and safe city. This strategy proposes building on that perception to create a new tourism economy based on our festivals.
- 5.2 In 1992 Edinburgh City Council decided to develop a Hogmanay celebration to develop Edinburgh as a short stay winter destination. The City Council, in partnership with a professional events promoter, took an essentially private Scottish celebration and turned it into the largest street party in Europe. With associated programming, bands, fireworks and events the current festival contributes around £42million a year to the city and £53million a year to Scotland as a whole.
- 5.3 London's Notting Hill carnival is internationally acknowledged as a major tourism attraction for London with £36million being spent by visitors in the locality and a further £9million on accommodation in 2002 alone.
- 5.4 Bilbao's decision to provide a home for the Guggenheim Museum was based on the regenerative power of tourism to influence all aspects of the economy, from restaurants to bus companies and from hotels to markets, shops and historic buildings.
- 5.5 Smaller cities and towns have also used festival-based tourism to bring prosperity and a new sense of pride. From Hay on Wye's invention as the capital of books, Bradford's Mela and Buxton's music festival, the right, unique, and properly marketed cultural festivals can develop tourism where it was previously under-developed or non-existent.

Festivals In Winter, Festivals In Summer

- 5.6 This strategy proposes grouping a series of festivals already taking place in Leicester over the winter months and developing their tourism potential. Summer festivals already compete with holidays and an extensive programme of national and international festivals, attractions and events. This strategy proposes that Leicester's summer festivals focus on day visitors and developing cohesion and pride in the city for our own people. Leicester's winter festivals have fewer visitor competitors, and can link to develop a series of inter-related celebrations for local, day and staying visitors.
- 5.7 WINTER FESTIVALS



5.8 SUMMER FESTIVALS



Festivals In Winter

5.9 This strategy proposes categorising the festivals in winter into 3 tourism purposes:

- **Category One:** Developing national and international tourism with staying visitors: *Family celebration of Diwali*
- **Category Two:** Developing regional tourism with day and staying visitors: *Christmas Lights, Christmas markets and entertainment; New Year*
- **Category Three:** Developing local visits: *Halloween (new event); Bonfire Night; Eid Lights (new event); Burns Night (new event)*

Category One

5.10 Some investigation of the potential of the family celebration of Diwali to attract tourism has already taken place, and the Arts Council is keen to finance a feasibility study to explore its potential further. This strategy proposes a 3-year strategy to develop a two/three day event, mainly financed through earned income, external grant aid and sponsorship. Appendix B describes the Diwali tourism strategy and outline business case in greater detail, and the Arts Council feasibility study will further test the business case for this development.

Category Two

5.11 Leicester's Christmas lights and Christmas entertainments, though superior, rely on local promotion and attract a primarily local audience. This strategy proposes developing the quality and range of Leicester's Christmas offer by, for instance, developing a Christmas market in the manner of German Advent markets, increasing the number of speciality markets, developing a magical place of stillness and anticipation in Town Hall square, extending and embellishing Leicester's Christmas lighting, and developing a programme of entertainment throughout the city.

5.12 This strategy further proposes developing Leicester's relatively low-key New Year celebrations into a family friendly celebration with a range of entertainments, fireworks at 8pm and midnight, dancing under cover, and street entertainers in the city centre streets. Appendix C describes the New Year and Christmas proposals and outline business case in greater detail.

Category Three

5.13 This strategy proposes installing appropriate lighting for Eid, along with a community-run and managed public celebration for the whole

community. Halloween celebrations could be promoted through a family early night-time event in a park. The November civic firework display could be enhanced to bring in larger numbers (a target of 25,000 by 2008/9). This strategy proposes finishing the winter season with a self financing Burns Supper supported by Leicester's business community. Appendix D describes these events in greater detail.

Festivals in Summer

- 5.14 Section One of this strategy described how festivals and events can enhance local pride of place and create cohesion. This strategy proposes that Leicester promotes both small and large festivals throughout the summer to build pride in the city and to bring audiences and participants from our many cultures together to celebrate in common.
- 5.15 Leicester's Mela, Carnival, Riverside Festival, Summer Sundae and Expo are key large celebrations that help define Leicester as a cohesive and multicultural city. This strategy proposes that the Council should work with event organisers to develop the artistic content of the festivals and their appeal to a wider Leicester and regional audience. Appendix E describes a programme of summer festival development in greater detail
- 5.16 Smaller celebrations, such as local gala days, fun runs and religious processions could be facilitated by the Council to help build local distinctiveness and local empowerment.

And all the other stuff

- 5.17 A number of key festivals fall outside the Summer/Winter split. The Comedy Festival in February continues to build a national profile, and this strategy proposes that the Council continue to support it through a service level agreement.
- 5.18 Black History Season in October and November, though nationally the subject of some debate, remains a powerful focus for the Afro Caribbean and African Communities in Leicester. This strategy proposes that Black History Season is included in a programme of capacity building to get a better sense of its remit and contribution to community cohesion in Leicester.

SECTION SIX

HOW TO GET THERE

- 6.1 This section of the strategy sets out the underlying principles and the basis on which the strategy is built, to create a vibrant, memorable, exciting and relevant programme of celebrations in Leicester.

Principles

- 6.2 This strategy proposes a set of underlying principles based on the potential of festivals to strengthen local pride and give economic benefit. The principles set out the rules by which the City Council will determine its involvement in future celebrations, and provides a rationale for its current involvement. All kinds of celebrations, for all kinds of reasons, exist and will continue to grow in Leicester. The principles set out here do not seek to limit those celebrations, but instead set out the rationale for present and future City Council financial or staff support of celebrations in Leicester.
- 6.3 These principles are predicated on the City Council's vision:

Making Leicester more attractive for our diverse communities to live, work and invest in

And in particular by the City Council's strategic objective

Improving our environment to make local neighbourhoods and the city centre places to be proud of.

- 6.4 In pursuit of that vision, the City Council will:
- Play a major role and invest in the exploration and showcasing of cultural heritages where those cultures are shared with and are demonstrably accessible to all sectors of the community
 - Provide and support cultural activity that contributes to empowering individuals and communities provided that those activities are shared with and are demonstrably accessible to all sectors of the community
 - Support festivals and events that attract staying and day tourism provided the festivals and events are consistent with Leicester's promotion as a cohesive and multicultural city
 - Encourage creative, and innovative partnerships with the private and public sector
 - Improve cultural planning in Leicester and its surrounding region to maximise resources, investment and partnership opportunities
 - Evaluate festivals and events to ensure public money is well spent and targeted to add value
- 6.5 The City Council will support festivals, events and celebrations that meet the following 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

6.6 These principles are based on the aspirations of people in Leicester as described in Leicester's Cultural Strategy where they described a future for Leicester as one:

- Where the cultural diversity of the population is seen as one of the city's overwhelming strengths and defining characteristics
- Where cultural differences can be celebrated, cultural heritages and traditions understood and valued and opportunities to promote and develop culture are embraced
- Where the City of Leicester is renowned for its festival activity.

Development

6.7 Moving our current programme to a more focused and ambitious programme, one that celebrates Leicester's strengths and communities, a programme that brings cohesion and engenders pride along with economic benefit and a higher profile will require development over a three – five year period.

6.8 The key elements of a development plan for festivals, events and celebrations in Leicester are:

- Creating new content
- Building capacity in Council managed events
- Building capacity and vision with event organisers

Creating new content

6.9 Tables 6.1 and 6.2 on the next page give an indication of the developing new content programme of the Festivals programme. The dates and actions are indicative only and will be subject to budget availability and worked up detailed business plans

Table 6.1 Developing a Winter Festival Programme

Action		2005/06	2006/07	2007/08
1	Complete ACE feasibility study	✓		
2	Write programme brief	✓		
3	Recruit and appoint programme Director	✓	✓	✓
4	Appoint Fundraiser for programme development	✓	✓	✓
5	Enhance family Diwali festival	✓		
6	2 day Diwali festival		✓	
7	Further enhance 2 day Diwali festival			✓
8	Marketing Diwali festival	✓	✓	✓
9	Enhancing Christmas decorations	✓		
10	Develop Christmas market	✓	✓	✓
11	Enhance Christmas entertainment	✓	✓	✓
12	Enhance New Year			✓

Action**2005/06****2006/07****2007/08**

	celebrations			
13	Enhance Bonfire night	✓	✓	
14	Develop Halloween family event			✓
15	Develop Burns Supper	✓	✓	✓
16	Develop Eid lights		✓	
17	Develop Eid celebrations			✓

Table 6.2 Developing a Summer Festival programme

Action		2005/06	2006/07	2007/08
1	Write initial programme brief	✓		
2	Establish Summer festival forum	✓		
3	Establish formal constitution for 3 cities framework for future 3 cities regional initiatives	✓		
4	Conduct mapping exercise on marketing & promotion initiatives for festivals	✓		
5	Conduct research at key festivals initially, focusing on children & young people interests	✓	✓	✓
6	Fundraise for summer festivals	✓	✓	✓
7	Conduct innovative data capture initiatives at selected festivals		✓	✓
8	Develop marketing & communication strategy	✓		
9	Enhancing Bands on Parks	✓	✓	✓
10	Develop Service Level Agreement for Mela	✓		
11	Develop grant aid agreement for Pride	✓	✓	✓
12	Develop grant aid agreement for The Spark	✓	✓	✓
13	Enhance marketing for Summer Festivals	✓	✓	✓
14	Enhancing Early Music Festival			✓
15	Enhancing International Music Festival			✓
16	Enhancing Expo		✓	✓
17	Enhancing Castle Park Festival		✓	✓
18	Enhancing Caribbean Carnival		✓	✓
19	Enhancing Riverside Festival			✓
20	Enhancing Hidden Treasures		✓	✓
21	Enhancing Mela		✓	✓
22	Enhancing The Spark		✓	✓
23	Enhancing Pride			✓

Building capacity in Council managed events

6.10 Those events directly managed by the Council need capacity building in two areas to be capable of delivering the vision of this strategy:

- Creating the financial headroom to develop new work and strengthen the existing programme
- Reducing the non-event related administration burden on the team

- 6.11 Table 6.3 below sets out an outline programme for building capacity in Council managed events, cost to be calculated following a review of programme and events and approval of the changes proposed in this Strategy.

Table 6.3

Action		2005/06	2006/07	2007/08
1	Review staff team, work programme, location and areas of responsibility	✓		
2	Make changes arising from review	✓		
3	Review programme of events in the light of strategy		✓	
4	Propose changes to R&C DRS to meet programme changes			✓
5	Instigate changes			✓

Building capacity and vision with event organisers

- 6.12 A programme of capacity building with event organisers will help to ensure better managed, more creative events, with a larger proportion of external and self generated income being brought into the city. The Events team will work with event organisers to identify weaknesses and agree a programme of development.
- 6.13 A first step in that process will be to develop service level agreements with previously grant aided event organisations to ensure that Council funding contributes to their event meeting the vision and aims of the Council as described in this strategy.
- 6.14 Table 6.4 below sets out an outline programme for that work.

Table 6.4

Action		2005/06	2006/07	2007/08
1	Identify areas of weakness	✓		
2	Develop a tailored capacity building programme	✓		
3	Run programme		✓	✓
2	Negotiate service level agreements	✓		
3	Operate service level agreements		✓	✓

- 6.15 In 2005/6 the Festival and Events team will have £221K available to it to support and provide events, festivals and celebrations in Leicester. This takes account of inflation but reflects the increased staff time in the total budget.
- 6.16 This budget however, has been undermined by the increasing cost of infrastructure (see Section Four, paragraphs 4.3 – 4.8). Leicester's ambition to hold large-scale events like One Big Sunday, to develop new events, or to grow existing events to meet customer expectations cannot be sustained without an increase in budget, and a rationalisation of the range of events supported.
- 6.17 This strategy proposes holding the current level of events in the coming year (2005/06), and commence implementing a revised programme as described in this report from the Spring of 2006. However, work on fundraising for the current and following year will need to start following agreement in principle to the development of a revised festival and events programme. This will be funded by reprioritising existing funding and by grants already received.
- 6.18 This strategy also proposes that the Corporate Director of Regeneration and Culture apply for entertainment licences for those parks and public spaces commonly used for festivals and events.
- 6.19 This approach will minimise the potential additional cost of Council run events. It will also allow the Council to extend the benefit to independent and Council supported festivals and events, provided they meet a

sensible set of safety, content, transport and risk criteria appropriate for the nature and size of the event.

Funding the proposed Programme

- 6.20 To deliver the ambitions and exciting programming outlined in this strategy for 2006/07 and beyond, additional investment from the Council will be required. Indicative figures to date indicate a further £140,000 for 2006/07 and a total of £220,000 for 2007/08.

Appendix A

Current festivals and events – details and budgets

Table A.1

Event / Festival	Budget available 04/05 and 05/06 (£)	Minimum Budget (£)	Category	Comment
<i>Abbey Park Bonfire/ Fireworks</i>	<i>24,000</i>	<i>20,000</i>	<i>Council Run Festivals and Events budget</i>	<i>7000 users (estimate based on 2003/04 figures)</i>
<i>Animal Antics</i>	<i>2,400</i>	<i>4,000</i>	<i>Council Run Festivals and Events budget</i>	<i>4000 users. Last year £4,000 was identified as the minimum cost related to infrastructure needed.</i>
<i>Bands on Parks</i>	<i>2,500</i>	<i>3,000</i>	<i>Council Run Festivals and Events budget</i>	<i>813 users. This provides 12 events across a number of Parks & Open Spaces. Increased demand to be met by Parks.</i>
<i>Black History Season</i>	<i>4,000</i>	<i>5,000</i>	<i>Council Run, supported by BHS consortium Festivals and Events budget</i>	<i>7000 users (estimate based on 2003/04 figures). The Festivals and Events Unit, currently coordinate this event on behalf of the Black History Season consortium. Staff time & marketing costs is valued at £7,800</i>
<i>Castle Park Festival</i>	<i>7,000</i>	<i>10,000</i>	<i>Council Run Festivals and Events budget</i>	<i>11,229 users. Last year 10,000 was identified as the minimum to be spent if the specification is to remain the same</i>
<i>Dashera</i>	<i>6,500</i>	<i>6,500</i>	<i>Council Run Festivals and Events budget</i>	<i>4,000 users (estimate based on 2003/04 figures)</i>
<i>Horticultural Show</i>	<i>2,000</i>	<i>2,000</i>	<i>Council Run Festivals and Events budget</i>	<i>1,500 users</i>
<i>Humberstone Park Bonfire</i>	<i>11,000¹⁰</i>	<i>10,000</i>	<i>Council Run Festivals and Events budget</i>	<i>8,000 users. Last year there was a dramatic increase in attendees.</i>
<i>Riverside Festival</i>	<i>5,000</i>	<i>11,000</i>	<i>Council Run Festivals and Events budget</i>	<i>4,500 users. Last year the event cost £11,000 over a two-day period. This is a partnership with British Waterways and a two day festival is required for their continued presence at this event. This Festival features street markets, narrow-boat activity, as well as traditional alternatives focussed on the environment.</i>
<i>Diwali x2</i>	<i>43,000</i>	<i>73,000¹¹</i>	<i>Council Run Festivals and Events and Highways budget</i>	<i>60,000 users (estimate based on 2003/04 figures) 04/05 costs totalled £105,300, excluding staffing and lights. This figure was offset by sponsorship income of £35,000</i>

¹⁰ 10k uplift specifically for Humberstone from budget strategy

¹¹ Shortfall to be met by budget savings

Event / Festival	Budget available 04/05 and 05/06 (£)	Minimum Budget (£)	Category	Comment
Sub-Total	107,400	144,500		
<i>Christmas Lights Switch On – Town Hall</i>	<i>7,000</i>	<i>7,000¹²</i>	<i>Council run – R, A & D budget £5,000; Festivals and Events budget £2,000</i>	<i>5,000 users R, A & D are currently responsible for this event, but it is delivered by the Festivals and Events team. A budget of £5,000 is made available from R, A & D. A further £2,000 is spent from the Festivals and Events budget. Further expenditure is spent on street lighting for Diwali and Christmas by Highways</i>
<i>Navratri</i>	<i>0*</i>	<i>20,000</i>	<i>Grant Aid Festivals and Events budget</i>	<i>18,000 users (estimate based on 2003/04 figures). *04/05 last yr of the 3year requirement to cover the cost of Ramgarhia Hall. 05/06 funding has been identified for one year only pending the outcome of the festival strategy.</i>
<i>Early Music Festival</i>	<i>1,200</i>	<i>1,200</i>	<i>Grant Aid Festivals and Events budget</i>	<i>4,300 users</i>
<i>Leicester Belgrave Mela</i>	<i>10,000</i>	<i>10,000</i>	<i>Grant Aid Festivals and Events budget</i>	<i>60,000 users The event organisers have requested an uplift to enable the Festival to continue.</i>
<i>Leicester Pride</i>	<i>2,000</i>	<i>2,000</i>	<i>Grant Aid Festivals and Events budget</i>	<i>8,500 users The event organisers have requested an uplift.</i>
<i>Leicester Short Film Festival</i>	<i>1,500</i>	<i>1,500</i>	<i>Grant Aid Festivals and Events budget</i>	<i>Not available</i>
<i>Expo</i>	<i>0</i>	<i>0</i>	<i>04/05 Grant Aid £8,000 New Works budget 05/06 Contribution from UCP</i>	<i>In 04/05 LCC supported the stage programming over a 5-day period. 05/06 Support for the stage programme will be staffing only plus one off grant from UCP as part of the Three Cities Create and Connect programme of £89,000.</i>
<i>International Music Festival</i>	<i>4,900</i>	<i>4,900</i>	<i>Grant Aid Festivals and Events budget</i>	<i>4,500 users</i>
<i>Caribbean Carnival</i>	<i>42,600</i>	<i>42,600</i>	<i>Grant Aid Community Grant budget</i>	<i>90,000 users. 06/07 payment inflationary increase only</i>
<i>Leicester Comedy Festival</i>	<i>17,700</i>	<i>17,700</i>	<i>Grant Aid Community Grant budget</i>	<i>50,000 users (estimate based on 2003/04 figures). 06/07 payment inflationary increase only</i>

¹² Total event cost minimum £7,000. Recommend budget transfer of £5,000 from R,A & D

Event / Festival	Budget available 04/05 and 05/06 (£)	Minimum Budget (£)	Category	Comment
<i>The Spark</i>	2,000	2,000	<i>Grant Aid Arts budget</i>	<i>9,300 users. Unique children's festival. Special commissions for schools, theatres and arts venues. The LCC grant assists leverage of other grants, e.g. ACE Grants for the Arts. In kind support is also made available by LCC venues</i>
<i>Holi Festivals x 3</i>	0 ¹³	0	<i>Grant aid New Works budget</i>	<i>One off grant 9,500 users (estimated, based on 2003/04 figures)</i>
<i>Community Grants</i>	24,800	24,800	<i>Grant Aid Small Community Grants budget</i>	<i>Supports small scale events up to 1,200 each 06/07 payment inflationary increase only</i>
	113,700	133,700		
GRAND TOTAL	221,100	278,200		
Shortfall		57,100		

¹³ one off payment of £750 made in 04/05

Diwali tourism strategy and outline business case

B.1 DESCRIPTION

- B.1.1 In five years' time Leicester's current Family Day Diwali celebrations could be transformed into the major financial tourism generator in the city. Imagine a three day celebration, thronged with visitors from across the UK and Europe, our hotels fully booked and local bed and breakfast businesses thriving on the back of a new tourism economy.
- B.1.2 Day One celebrates Leicester's Asian bazaars, with the city centre transformed with themed displays in shops and themed markets across the city centre and down the Belgrave Road. From Mid-Day street entertainers animate the streets, and restaurants across the city offer tastings and special menus that reflect Indian traditions and influences. In the evening concerts and films vie with themed club nights and night time bazaars to entertain and amuse.
- B.1.3 Day Two focuses on children. The culmination of 6 weeks' workshops in primary and secondary schools across Leicester is a night time lantern procession through the city centre and along the Belgrave Road, culminating in a firework display, community performers and street entertainments in Belgrave Road and Cossington Park. The school workshops will be accompanied by a teaching pack, and as well as introducing children and their teachers to processional arts, will also act as a foundation introduction to religious practice in the Winter, focussing on those religions that use light and fire in the darkness as a metaphor for hope and redemption. All the bazaars and markets of Day One continue into Days Two and Three, with street food vendors added to the mix in Belgrave Road and Cossington Park. Again, in the evening themed nights, concerts, and films continue across the city.
- B.1.4 As darkness falls on Day Three the city explodes with colour and music as huge professionally built lanterns and costumes take to the streets, with drummers, acrobats, lights, pyrotechnics, dancers, flag wavers, rickshaws and trucks, as many small processions join up to march down the Belgrave Road. The highlight of the evening is a free concert and a continuous party ending in a spectacular aerial firework display.

B.2 OUTLINE BUSINESS CASE

		£	£	£	£	£	
	Event	Council Cost	External Funding	Sponsorship	Earned Income	Event Total	Benefit to Leicester
2005/6	Diwali – One day	0	37,000 ¹⁴	0	0	37,000	£840k direct spend ¹⁵ Increased recognition locally and regionally
2006/7	Diwali – Two Day	20,000	100,000	15,000	15,000	150,000	£1.65mil direct spend ¹⁶ Increased recognition locally, regionally and nationally
2007/8	Diwali - Two Day	25,000	100,000	35,000	15,000	175,000	£2.26mil direct spend ¹⁷ Increased recognition locally, regionally and nationally
2008/9	Diwali - Three Day	25,000	120,000	40,000	25,000	210,000	£2.67mil direct spend ¹⁸ Increased recognition locally, regionally, nationally and internationally

The benefits to Leicester are based on very modest assumptions about the numbers of visitors and their spend in the city. During the programme the event team will commission research to get a better impact of the visitor numbers and their spend in the city.

¹⁴ Funded by Urban Culture Programme Three Cities Create and Connect

¹⁵ based on 40,000 visitors spending on average £21 each – based on spend profiles in Festivals and the Creative Region – Arts Council research document 2003

¹⁶ based on 40,000 visitors spending on average £21 each & £10,000 visitors spending on average £81 each

¹⁷ based on 50,000 visitors spending on average £21 each & £15,000 visitors spending on average £81 each

¹⁸ based on 50,000 visitors spending on average £21 each & £20,000 visitors spending on average £81 each

New Year and Christmas proposals and outline business case

C.1 DESCRIPTION

- C.1.1 Imagine Christmas in Leicester just three years from now. The city centre streets are thronged with families waiting for the Christmas Lights switch on. An advent market fills the evening air with the smell of roast chestnuts and mulled wine. In Town Hall Square the fountain seems frozen with glittering icicles. It sits at the centre of an ice rink, with café tables and snow-spangled trees all around. With just 10 minutes to go before the lights are turned on, the city centre falls dark and from the darkness a single perfect voice is raised singing Silent Night, soon the one voice is joined by a choir, and as they finish, with a fanfare of trumpets, the lights are switched on and bells peal out.
- C.1.2 During December children visit Santa's magic Grotto in the Market where they get a balloon, a candy cane and a shiny red apple. Story tellers and seasonal concerts take place in all the City's venues, the cultural quarter in St Georges hosts open studios, and a steam carousel and giant wheel bring visitors to Humberstone Gate, and horse drawn sleigh rides circle the city centre streets.
- C.1.3 On New Year's Eve the city centre is closed to traffic and three huge marquees with live bands ranging from swing to R&B, from polka to bhangra transform the city streets into a series of parties and ballrooms. Street entertainers vie with street food sellers to attract attention, and at 8pm a firework display signals that it's time for children to be tucked up in bed. From 8.30pm through to midnight the music mix changes slightly so keep the grown ups on their feet, but at midnight everybody joins in the traditional countdown as another, yet more spectacular firework display fills the skies. By 12.30am the bands have packed up and those who want to carry on the party have moved into Leicester's clubs and restaurants. Security personnel look after the marquees until the early hours when crews of technicians demolish them while other crews clean the streets to meet the new year.

C.2 OUTLINE BUSINESS CASE

		£	£	£	£	£	
	Event	Council Cost	External Funding	Sponsorship	Earned Income	Event Total	Benefit to Leicester
2005/6	Christmas	20,000	5,000	2,000	5,000	32,000	£1.26mil ¹⁹ in direct spend Increased recognition locally and regionally
2006/7	Christmas	25,000	10,000	5,000	7,000	47,000	£1.47mil ²⁰ in direct spend Increased recognition locally and regionally
2007/8	Christmas	30,000	15,000	8,000	9,000	62,000	£1.68mil ²¹ in direct spend Increased recognition locally and regionally
	New Year	50,000	20,000	20,000	10,000	100,000	£630,000 in direct spend ²² Increased recognition locally and regionally

The benefits to Leicester are based on modest assumptions about the numbers of visitors and their spend in the city. During the programme the event team will commission research to get a better impact of the visitor numbers and their spend in the city.

¹⁹ based on 60,000 people spending, on average, £21 each

²⁰ based on 70,000 people spending, on average, £21 each

²¹ based on 80,000 people spending, on average, £21 each

²² based on 30,000 people spending, on average, £21 each

Local Winter festivals and celebrations

D.1 DESCRIPTION

D.1.1 This strategy envisages that by the winter of 2007 a programme of events throughout the winter will include a Halloween family event in Castle Gardens, the November civic fireworks attracting audiences of 25,000, community lighting with a community event for Eid and a Burns Supper where the business community and the Council celebrate a new year together.

Halloween in Castle Gardens

D.1.2 From 5pm – 7.30pm children dressed up as little ghouls and fairies, clutching their goody bags while they hold tight to their parent's hands as they experience the "safe scary" of Leicester's Halloween in Castle Gardens. In the dark park the paths are lit for a night time adventure, with entertainers, tableaux, friendly ghosts, storytellers and surprises.

Bonfire Night in Abbey Park

D.1.3 Leicester's already successful Bonfire Night firework display is expanded with improved fireworks, entertainment, street food vendors, music, lasers and fire sculpture to attract 25,000 people from across Leicestershire.

Eid Lights

D.1.4 As dusk falls at the end of Ramadan the community comes alive with decorative streetlights. Early education projects started within our schools provide the theme for the celebrations allowing all ages & cultures to come together in celebration.

Burns Supper

D.1.5 The festivals in Winter comes to an end on Jan 25 with a civic Burns Supper hosted by the Council with Leicester's business community. Following a 5-course dinner, with all the traditional speeches and toasts, there's the opportunity for everyone and their guests to Ceilidh the night away.

D.2 OUTLINE BUSINESS CASE FOR WINTER FESTIVAL PROGRAMME

		£	£	£	£	£	
	Event	Council Cost	External Funding	Sponsorship	Earned Income	Event Total	Benefit to Leicester
2005/6	Bonfire Night in Abbey Park	20,000	1,000	5,000	20,000	46,000	£315K direct spend ²³ Increased recognition locally and regionally
2006/7	Bonfire Night in Abbey Park	20,000	3,000	5,000	22,000	50,000	£420K direct spend ²⁴ Increased recognition locally and regionally
	Burns Supper	Nil	Nil	2,000	5,000	7,000	Increased recognition locally and regionally
2007/8	Bonfire Night in Abbey Park	25,000	5,000	10,000	25,000	65,000	£525K ²⁵ direct spend Increased recognition locally and regionally
	Burns Supper	Nil	Nil	2,500	6,000	8,500	Increased recognition locally and regionally
	Eid Lights	10,000	2,000	Nil	Nil	12,000	Increased recognition locally and regionally
	Halloween in Castle Gardens	10,000	Nil	250	1,000	11,250	£10.5K direct spend ²⁶ Increased recognition locally and regionally

The benefits to Leicester are based on modest assumptions about the numbers of visitors and their spend in the city. During the programme the event team will commission research to get a better impact of the visitor numbers and their spend in the city.

²³ based on 15,000 people spending, on average, £21 each

²⁴ based on 20,000 people spending, on average, £21 each

²⁵ based on 25,000 (maximum capacity) people spending, on average, £21 each

²⁶ based on 500 people spending, on average, £21 each

Summer celebrations and festival development

E1 DESCRIPTION

- E1.1 The Summer Season already offers a wide range of festivals & events from the small but very popular Bands on Parks to Leicester Mela, Caribbean Carnival, Riverside Festival and Expo. It is the mix and diversity of celebrations that help define Leicester as cohesive and multicultural.

In just two years with a focus on artistic content and successful marketing campaigns our Summer Festivals could be transformed, extending their appeal to wider Leicester and regional audiences.

The Spark Children's Festival

- E.1.2 Next April, The Spark Children's Festival brochure is posted to every Leicester home signalling the start of the summer festival Season in May. Hundreds of school children assemble on the plaza of the Phoenix and parade from the Phoenix along the decorated New Walk stopping at museum square and then on to De Montfort Hall launching the start of Sparks and our Summer Season of Festivals and the launch of the summer blockbuster exhibition at New Walk Museum and Art Gallery. The Spark Children's Festival provides something for the whole family, its specially curated programme informed by research in our schools. It ensures everyone involved has the chance to experience high quality performing arts, theatre and dance. Now extended for a two-week period, theatre companies, dancers and storytellers who specialise in working with children occupy many of our city venues, schools, and community centres. The programme continues into the half term, ensuring the whole family and community have the opportunity to attend workshops and events. Many of our city centre venues (New Walk Museum and Art Gallery, De Montfort Hall, Phoenix Arts) offer workshops to signal and generate interest in their programme later in the year. Innovative data capture initiatives ensure newcomers are offered further opportunities throughout the summer.

Leicester Mela

- E.1.3 Leicester's already successful Mela is assisted by the capacity building programme to enable it to reach new audiences and gain greater financial stability. The site is expanded to give maximum impact to the artistic programme. Venues in the city coordinate their programme to complement that of the Mela.

Expo

- E.1.4 The success of Expo is dependent on the high quality artistic and cultural activity on offer to attract the day visitor. The links and timings of Castle Park Festival, Art Markets and Open Studio (Hidden treasures) and Three Cities Create and Connect programme funded by the Urban Culture Programme, help to develop a critical mass, which can continue to be built upon. Expo is earning Leicester a reputation as a creative city and promotes art and culture as a major asset.

Castle Park Festival

- E.1.5 Leicester Roman and Saxon re-enactments sit side by side with Kulthic or Bollywood dance routines. The entertainment is varied and culminates on the Park enriched by a children's fringe festival. The audience from the earlier Sparks Festival is invited back to see the most popular element of its programme showcased again in Castle Park.

Riverside

E.1.6 Riverside provides us with a spectacular end to our Summer Season, time to catch a lazy boat trip, pursue art, food and craft markets whilst explaining the environmental theme to the festival. As darkness falls, narrow boats parade the light sculptures created in the festival workshops along the canal to the delight of all.

E.1.7 Leicester Early Music Festival, Leicester Pride, Leicester Mela, Caribbean Carnival, International Music Festival, Castle Park Festival, Riverside Festival and Hidden Treasures will all benefit from increased marketing support and the use of early events promoting those further into the season.

E2 OUTLINE BUSINESS CASE FOR SUMMER FESTIVAL PROGRAMME

The benefits to Leicester are based, as with the Winter Festival programme, on modest assumptions about the number of visitors and their spend in the City. Estimates for sponsorship and earned income have been completed for directly managed events only. Full details for those festivals and events supported by grant aid will be required and collected in 2006 as part of Service Level Agreements.

		£	£	£	£	£	
	Event	Council Cost	External Funding	Sponsorship	Earned Income	Event Total	Benefit to Leicester
2005/6	Small-medium grant aid						336,000 direct spend ²⁸ Increased recognition locally and nationally
	The Spark	2,000					
	Early Music Festival	1,200					
	Leicester Pride	2,000					
	International Music Festival	4,900					
	Hidden Treasures	2,000 ²⁷					
	Large events						3,213mil direct spend ³⁰ . Increased recognition locally & regionally
	Leicester Mela	10,000					
	Expo	Nil ²⁹					
	Caribbean Carnival	42,600					
	Directly managed						330,000 direct spend ³¹ . Increased recognition locally &
	Bands on Parks	2,500	Nil	Nil	Nil	2,400	
	Castle Park Festival	7,000	0	2,000	1,000	10,000	
	Riverside Festival	5,000	3,000	1,000	2,000	11,000	

²⁷ In kind exhibition space (LCB Depot)

²⁸ based on 16,000 people spending on average £21 each

²⁹ Supported by Three Cities Create & Connect Urban Culture Programme

³⁰ based on 153,000 people spending on average £21 each

³¹ based on 15,700 spending on average £21 each

	Event	£ Council Cost	£ External Fundin g	£ Spons or-ship	£ Earne d Incom e	£ Event Total	Benefit to Leicester
							regionally
2006/ 7	Small- medium events The Spark Early Music Festival Leicester Pride International Music Festival Hidden Treasures	 2,000 1,200 2,000 4,900 2,000 ³²					420,000 direct spend ³³ Increased recognition locally & regionally
	Large events Leicester Mela Expo Caribbean Carnival	 12,000 2,000 52,600					3,276mi direct spend ³⁴ . Increased recognition locally & regionally
	Directly managed Bands on Parks Castle Park Festival Riverside Festival	 3,000 10,000 11,000	 Nil 2,000 3,000	 2000 4,000 1,000	 500 1,000 2,000	 5,500 17,000 17,000	357,000 direct spend ³⁵ Increased recognition locally & regionally
2007/ 8	Small- medium events Sparks Early Music Festival Leicester Pride International Music Festival Hidden Treasures	 2,000 1,200 2,000 4,900 2,000 ³⁶					504,000 direct spend ³⁷ Increased recognition locally & regionally
	Large events Leicester Mela Expo Caribbean Carnival	 12,000 2,000 52,600					3,318mil ³⁸
	Directly managed Bands on Parks Castle Park Festival Riverside Festival	 4,000 10,000 11,000	 Nil 3,000 5,000	 2000 5,000 8,000	 500 1,000 1,500	 6,500 19,000 25,500	399,000 direct spend ³⁹ Increased recognition locally & regionally

³² In kind exhibition space (LCB Depot)

³³ based on 20,000 people spending on average £21 each

³⁴ based on 156,00 people spending on average £21 each

³⁵ based on 17,000 people spending on average £21 each

³⁶ In kind exhibition space (LCB Depot)

³⁷ based on 24,000 people spending £21 on average each

³⁸ based on 158,000 people spending on average £21 each

³⁹ based on 19,000 people spending on average £21 each

Future Festival and Event Programme

F.1 Leicester City Council is proposing that, in future, support of festival and events is based on the following criteria.

Festivals and events that:

- 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

F.2 It is intended that each festival and event currently supported is scored against these criteria using current information held or evidence supplied by festival and events organisers during the first stage of consultation. The festivals and events will then be put into three groups following this exercise in order to determine future funding.

F.3 Each criterion has been awarded 5 points, the maximum score festivals and events can achieve will be 15.

F.4 Festivals will need to score points in each of the criteria to be supported.

F.5 For festivals and events to score 5 for Community Cohesion they will have to demonstrate that their event:

- Can and does bring a wide range of people together from different communities and cultures
- Allows access to the community as a whole, e.g. free event or significant free element to the event
- Shows a strong commitment to integration through programming to attract a culturally diverse audience
- Has a strong educational outreach element
- Has the ability to bring communities together from across the City

F.6 For festivals and events to score 5 under Innovation, Quality and Creativity they will have to demonstrate that their event:

- Attracts high quality professional artists/performers
- Is strongly supported by local residents, ideally demonstrated through satisfaction surveys
- Is recognised by media and other bodies/organisations as a major event in the City
- Is recognised nationally as unique and has the ability to attract national press/media
- Demonstrates a highly creative approach to programming and delivery endorsed by other funding bodies

F.7 For festivals and events to score 5 for Economic Benefit to the City they will have to demonstrate that their event:

- Provides employment
- Attracts a large number of visitors to the City resulting in inward spend
- Attracts wide media coverage that in turn assists in raising the profile of the City
- Attracts significant funding from external bodies other than Leicester City Council
- Attracts sponsorship and works with a wide range of project partners in delivery

- F.8 From 2006/07 the Council will cease to support financially those festivals and events that fall into the bottom of the three groups, but will continue to support them through advice or by exploring charging for admission that could result in some events being self-financing.
- F.9 Those festivals and events that fall into the middle group will be supported at the current (2004/05) level of funding (if currently financially supported) and included in a programme to increase and widen attendance at festivals and events. Should they fail to increase their score before the next 3-year programme in 2009/10 they will cease to be financially supported from 2009/10.
- F.10 Those festivals and events that fall into the top group will have their support maintained at the 2004/05 level or increased. The desired outcome will be to achieve a broader audience for festivals and events and inclusive celebrations.
- F.11 Consideration will be given to merging one event with another where it can be developed to build a broader audience base.
- F.12 In order to ensure that the process of rationalising the number of events currently supported is both legal and fair, officers have taken advice from the Council's lawyers on the process of consultation to ensure event organisers are fully consulted.
- F.13 The consultation programme for the Festivals and Events Strategy Celebrating Culture and Cultures can be summarised as follows:

25 July	To Cabinet to approve consultation on Festivals and Events Strategy - consultation draft
26 July	First stage of consultation to commence
18 August	Closure of first stage of consultation
3 October	Cabinet meet to approve revised strategy, action plan and proposed programme subject to further consultation with festival and events organisers affected by the review
4 October	Second stage of consultation with festival and events organisers to start

1 November	Closure of second stage of consultation
21 November	Cabinet meet to approve revised strategy and action plan with the opportunity to consider findings from consultation with festival and events organisers affected by the review and other interested parties tabled at the meeting
24 November	Third stage of consultation with festival and events organisers to start
8 December	Final comments to be collated and prepared in a final report that will be incorporated into the Budget Strategy

F.14 The three stages can be further summarised as follows:

- Stage 1: *Consultation on principles*: This will result in a paper that will firm up the proposed criteria and strategy through the consultation process, outlining the results and actions that will be taken if implemented
- Stage 2: *Implementation paper*: This paper will outline the process to date and how the Strategy will be implemented and what effect this will have on the organisations concerned. It will also note that as part of the consultation process festivals and events organisers will have until the 10 November to respond in writing. These comments will be summarised for Cabinet on 21 November along with officer recommendations
- Stage 3: *Final Consultation*: Following Cabinet on 21 November Festivals and Events organisers affected by the Strategy will receive a letter giving them a further 10 days to respond to the decisions and to make their representation

Appendix G

Questionnaire and letter for stage one consultation

Celebrating Culture and Cultures

A Festivals & Events Strategy

Questionnaire For Leicester City Council

This Consultation Draft Strategy sets out a framework and a set of criteria against which festivals and events in Leicester can be assessed. The following questions are designed to get your views on the key elements of this strategy as well as capturing your comments on how we can improve festivals and events in Leicester utilising existing resources.

The set questions can be answered by tick box and/ or comment. A section at the end of the questionnaire has been left for any general comments you may have, which are not related to any specific questions. If you feel you do not wish to comment on any question please move on to the next question.

Thank you for taking time to read the Strategy and respond to the questions.

Please complete your contact details:

Name Telephone

Position Email

Organisation

Address

Postcode

Are directly involved in organising festivals and events?

YES/NO (please delete as applicable)

Q1. To what extent do you agree with Leicester City Council's vision:

"Making Leicester more attractive for our diverse communities to live, work and invest in"

And in particular Leicester City Council's strategic objective:

"Improving our environment to make local neighbourhoods and city centre places to be proud of"

Agree Strongly Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree
☐	☐	☐	☐	☐

Comments:

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Q2. To what extent do you agree that Festivals & Events can bring communities together and foster a sense of place and belonging?

Agree Strongly Strongly	Agree Slightly	Neither agree nor disagree	Disagree Slightly	Disagree
☐	☐	☐	☐	☐

Comments:

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Q3. To what extent do you agree that Festivals and Events can:

Demonstrate they can improve the cities economy by creating jobs or cultural visitors to spend money with local businesses?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q4. To what extent do you agree that Festivals & Events can :

Demonstrate innovation, quality and creativity to raise the profile of the city and improve satisfaction among residents?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q5. To what extent do you agree with the proposal of grouping a series of festivals and events in winter with the intention of utilising these festivals to attract tourism?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q6. To what extent do you agree with developing the family day celebration of Diwali over three to five years into a two/three day event (this would be mainly financed by earned income, external grant aid and sponsorship)?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q7. To what extent do you agree that Leicester's summer festivals should focus on day visits and help to bring communities together to help foster a sense of pride in the city?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q8. To what extent do you agree that Leicester City Council should develop the quality and range of events on over the Christmas period?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q9. To what extent do you agree that Leicester City Council should develop Leicester's New Year celebrations into a family friendly celebration?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q10. To what extent do you agree that Leicester City Council should install appropriate lights for Eid, along with a public celebration organised by the community for the city?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
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☐

Comments:

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Q11. The current Riverside Festival offers the opportunity to increase the awareness of the environment with residents of the city.

To what extent do you agree that this environmental focus is a positive aspect of the Riverside Festival?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐☐

nor disagree

☐☐☐

Comments:

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Q12. To what extent do you agree that the Black History Season should be developed to ensure it can be enjoyed and experienced by broader audience?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Q13. Leicester City Council is proposing that its future support of Festivals and Events are based on the following criteria:

Criteria 1

Help community cohesion, and empowerment by bringing people together to share common interests

To what extent do you agree that Leicester City Council should support festivals and events that meet the above criterion?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Criteria 2

Demonstrate economic benefit to the city through job creation and visitor spend

To what extent do you agree that Leicester City Council should support festivals and events that meet the above criterion?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐
☐

nor disagree

☐
☐
☐

Comments:

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Criteria 3

Demonstrate innovation, quality and creativity to raise the profile of the city and improve satisfaction among residents

To what extent do you agree that Leicester City Council should support festivals and events that meet the above criterion?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐☐

nor disagree

☐☐☐

Comments:

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Q14. Please suggest any other criteria that you consider Leicester City Council should use in determining what Festivals and Events it supports in the future.

Comments:

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Q15. To what extent do you agree that Leicester City Council should develop a programme for improving Council managed events?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐☐

nor disagree

☐☐☐

Comments:

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Q16. To what extent do you agree that Leicester City Council should develop a programme to increase and widen attendance at non-council managed events, working with event organisers in order to assist them in developing their own events?

Agree Strongly
Strongly

Agree Slightly

Neither agree

Disagree Slightly

Disagree

☐☐

nor disagree

☐☐☐

Comments:

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Q17. Please enter any other comments, observations or concerns you may have in relation to the proposed Festivals & Events Strategy that you wish to be considered.

Comments:

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Thank you for your comments

- G.1 The remaining questions apply and will only be sent to organisations that currently receive funding from Leicester City Council.
- G.2 A letter will accompany the questions and emphasise that this part of the questionnaire is not intended to pre-judge the results of the consultation. If the criteria are changed due to the consultation then we may request further information from organisations that currently receive funding from Leicester City Council.
- G.3 Festival and events organisers will be encouraged to provide evidence drawn from the last two years of operation.

If you currently receive funding from Leicester City Council for your festival or event, it is important that you demonstrate (showing evidence where you can) how you meet the criteria in question in each of the following questions.

Please feel free to continue on a separate piece of paper if necessary, marking the question you are responding to.

In all cases please provide any evidence you may have to support your comments, drawn on the last two years of operation.

Criteria: Help community cohesion, and empowerment by bringing people together to share common interests

Do you offer a culturally diverse programme? Please provide supporting evidence of past programmes.

What methods do you use to attract a culturally diverse audience?

In your opinion how successful are you at attracting a culturally diverse audience? Please provide any survey work if available, as evidence.

Is your festival/event free or do you charge admission? If part of your festival/event is free, please provide details.

Do you run an education programme as part of your festival/event? If yes, how does this operate?

Would you say that your festival/event attracts people from a single council ward, several wards or from across the City? What evidence do you have to support this?

Criteria: Demonstrate innovation, quality and creativity to raise the profile of the city and improve satisfaction among residents

In your opinion what has been the artistic highpoint of your festival/event and why?

Does your festival/event have an artistic policy? If yes, please provide a copy.

If you do not have an artistic policy, can you describe what you think the artistic policy of your festival/event would be?

To what extent is your festival/event supported by residents of Leicester? Please attach results of any recent surveys you have carried out (from the last two years).

To what extent is your festival/event recognised by the media as a major event in the City? Please attach copies of any media coverage you have enjoyed as evidence.

In your opinion what does your festival/event offer that is unique? Has this unique quality been recognised by the media or other arts funding bodies, and in what way? Please provide evidence if possible.

Has the artistic programme of your festival/event been financially supported by any other agencies? If yes, please give details.

Criteria: Demonstrate economic benefit to the city through job creation and visitor spend

Does your festival/event actively promote inward tourism? If yes, please provide details.

Do you have any data or statistical evidence of the tourism generated by your festival/event? If yes, please provide details. How would you say your festival/event impacts on tourism?

Does your organisation attract funding from any other bodies apart from Leicester City Council? If yes, please supply details.

Did you secure any sponsorship last time you ran your festival/event? If yes, please supply details.

Do you work with any partners in the delivery of your festival/event? If yes, please provide details.

Did you recruit any paid staff to assist in the delivery of your festival/event last year? If yes, please give details (for example, one administrator for 3 months).

Did you recruit any volunteers to assist in the delivery of your festival/event when it last ran? If yes, what part did they play in the delivery of your festival/event?

How many people did you attract to your festival/event last year? Have you published any user figures to support this or can you provide details of ticket sales? If yes, please provide details.

How many artists were employed or benefited from working with your festival/event when it last ran?

Appendix H

Equalities Impact Assessment

POLICY/SERVICE AREA	IS IT A NEW OR EXISTING POLICY?	
	NEW (tick) ✓	EXISTING (tick) ✓
1. Festival and Events Strategy. This is a corporate strategy that will be delivered mostly (but not exclusively) in the Regeneration and Culture Department.	✓	

Policy/service area: The work arising from the strategy will be delivered mostly (but not exclusively) in the Cultural Division of the Regeneration and Culture Department.

Name of Lead Officer (service/business manager) completing the

assessment: Sylvia Wright

Acting Head of Arts

Ext No 8979

Cultural Services

27/04/05

Date:

List others involved in the assessment:

Richard Watson

Maggie Shutt

NO	QUESTION
1.	What are the aims/objectives of the service/policy? Ensure that the festivals and events supported by the Council deliver the Council's objectives as expressed in the strategy: • Help community cohesion, and local 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.	Are there any associated services/policies? If 'Yes' please list below Cultural Services Divisional Implementation Plan Cabinet Portfolio terms of reference Leicester's Cultural Strategy, Diverse City The Council's Corporate Plan The Cultural Strategy for the East Midlands – Time for Culture
3.	How and where is information about the service/policy publicised? Through the documents listed above. Individual festivals and events are publicised as required.
4.	List key stakeholders? Residents in Leicester Visitors to Leicester Festivals & events organisers Park user groups Community groups City Centre management groups Area Committees Cultural Strategy group members Venues Creative Partnership (LARAP) LeicesterShire Promotions Tourism and Economic Development Bodies Elected Members

5.	Identify any adverse impact/barriers of the policy/service on people who may be disadvantaged because of their:- RACE One of the objectives of the strategy is to ensure that festivals and events in Leicester deliver the City Council's ambitions for cohesion in the city. The strategy as currently outlined if implemented will result in small single community events no longer being supported financially, though they will continue to be supported with advice and help. The consultation programme proposed is designed to firstly consult on the provisions of the strategy itself and secondly, to consult on the implementation of that strategy. At the second stage of consultation, festivals and events organisers will be made aware of the impact of the strategy and will have the opportunity for further consultation..
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6.	Where do you think improvements could be made?
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	RACE Greater resources would allow better marketing and targeting of events to an inclusive audience. Education workshops in schools and out of school could create a better informed and broader audience for events and festivals, creating a uniquely Leicester culture of inclusive celebration.
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7	Identify any adverse impact/barriers of the policy/service on people who may be disadvantaged because of their:- GENDER None
---	---

8	Where do you think improvements could be made? GENDER Capacity building and development work with event organisers should ensure that they take the needs of all their audience into consideration, both in the way in which an event is managed, and its content.
---	---

9	Identify any adverse impact/barriers of the policy/service on people who may be disadvantaged because of their:- DISABILITY None
---	---

10	Where do you think improvements could be made? DISABILITY Capacity building and development work with event organisers should ensure that they take the needs of all their audience into consideration, both in the way in which an event is managed, and its content.
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11.	What have stakeholders already told you about the policy/service area? <i>(Refer to consultation exercises undertaken and/or complaints received)</i> This report seeks approval to consult on the Festival and Events Strategy – Consultation Draft and to approve the Consultation Programme attached to the Report. A questionnaire will be sent to festival and events organisers and key stakeholders listed below and will also be made available for the general public. Residents in Leicester Festivals & events organisers Park user groups Community groups City Centre management groups Area Committees Cultural Strategy group members Venues Creative Partnership (LARAP) LeicesterShire Promotions Tourism and Economic Development Bodies Elected Members The results of the consultation will be incorporated into a further Report and the equalities impact assessment will be amended according to the results of the consultation, and the impact on the proposed strategy.
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12.	How do we know whether our service is accessible to men, women, ethnic minorities or disabled customers? Through audience surveys and the evidence provided by festival and events organisers as part of the consultation programme.
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Policy/service area: The work arising from the strategy will be delivered mostly (but not exclusively) in the Cultural Division of the Regeneration and Culture Department.

Name of Lead Officer (service/business manager) completing the

assessment: Sylvia Wright

Acting Head of Arts

Ext No 8979

Cultural Services

Date: 27/04/05

List others involved in the assessment:

Richard Watson

Maggie Shutt

PROBLEM/BARRIERS IDENTIFIED	AIM/OBJECTIVE	ACTIONS REQUIRED TO ACHIEVE AIM/OBJECTIVE	TARGET DATE
Ensure that Council supported festivals and events deliver the Council's objectives	To give a better quality of life for Leicester residents	Implementation on the strategy	From April 2006
Some festival organisers may resent reduction in funding	Ensure stakeholders are committed to the implementation of the policy through the consultation programme	Consult with key stakeholders	Cabinet discussion on consultation strategy July 2005 Cabinet discussion on implementation of strategy following further consultation October 2005 Cabinet to approve revised strategy and consider findings from consultation November 2005 Stakeholder consultation from July 2005 to November 2005

PROBLEM/BARRIERS IDENTIFIED	AIM/OBJECTIVE	ACTIONS REQUIRED TO ACHIEVE AIM/OBJECTIVE	TARGET DATE
Some festival organisers may resent enhancements in funding	Ensure stakeholders are committed to the implementation of the policy	Consult with key stakeholders	Cabinet discussion on consultation strategy July 2005 Cabinet discussion on implementation of strategy following further consultation October 2005 Cabinet to approve revised strategy and consider findings from consultation November 2005 Stakeholder consultation from July 2005 to November 2005