

ITEM No ...4.....

REPORT TO: POLICY & RESOURCES COMMITTEE – 27 JUNE 2016

REPORT ON: FESTIVALS AND EVENTS

REPORT BY: EXECUTIVE DIRECTOR, CITY DEVELOPMENT AND DIRECTOR,
LEISURE AND CULTURE

REPORT NO: 225-2016

1 PURPOSE OF REPORT

1.1 This report seeks support for Dundee to work with partners in the neighbouring authorities and EventScotland to develop a major events strategy and bid for forthcoming major events. In order to increase the breadth and scale of festivals and events in Dundee, approval is sought to bring together the Council's responsibilities for organising and managing major festivals and events under the City Development Service and establish a Partnership Fund to attract and deliver new events in the City

2 RECOMMENDATION

- 2.1 It is recommended that the Committee agrees to;
- a The creation of a Major Events Strategy Working Group with representatives from the four authorities and EventScotland to prepare a Major Events Strategy;
 - b Extend the current contract secured by Creative Services Scotland to advise on the development of the Major Events Strategy and Dundee's potential European Capital of Culture bid;
 - c Dundee City Council endorsing and supporting Perth's Bid to become UK City of Culture for 2021;
 - d The principle of a Dundee City bid to be European Capital of Culture for 2023;
 - e Further soundings being taken on the formation of a Major Events Strategy for the Tay Cities area, informed by the European Capital of Culture scoping work to date;
 - f The creation of a Festival and Events Team, under the Executive Director of City Development to attract, co-ordinate and promote activities in the City with a new post of Lead Events Officer to be established within this Team; and
 - g Allocate £125,000 over a three year period to enable the creation of a Dundee Partnership Festivals and Events Fund to support activities of scale that will have a positive economic impact on the City.

3 FINANCIAL IMPLICATIONS

- 3.1 Where appropriate, the costs associated with the development of the Major Events Strategy would be shared between authorities and external funding will be sought.
- 3.2 A provisional sum of £45,000 should be allocated from the General Contingencies provision within the 2016/17 Revenue Budget to secure an extension of the support from Creative Services Scotland necessary for this process and the development of Dundee's bid to be European Capital of Culture.

- 3.3 The financial implications of attracting, managing and promoting new Festival and Events activities to the City are estimated at £50,000 per annum which will be allocated in future revenue budgets.
- 3.4 A single contribution of £125,000 will be required to match fund the investment from EventScotland into a Festival and Events Fund over a three year period. This will be funded from the Council's General Fund Reserves.

4 BACKGROUND

- 4.1 In the period between February and May 2016, Creative Services Scotland were commissioned by Dundee City Council to carry out scoping work in relation to Dundee's possible bid to become European Capital of Culture in 2023. During this period, a wide range of work has been carried out and recommendations will be brought to the Policy and Resources Committee later in 2016.
- 4.2 One of the key opportunities to emerge in the course of the scoping study, and in the context of Dundee, Perth and Kinross, Fife, and Angus collaborating, is the proposal to develop a Major Events Strategy. It would be unique in a Scottish context to have an inter-authority approach to major events, and it has the potential to significantly advance the commitment to economic, social and cultural objectives consistent with those underpinning the Tay Cities Deal. The development of this Strategy will consider potential delivery models, learning from comparator locations; include an audit of sporting cultural assets; and ensure the alignment of social, economic and cultural objectives.
- 4.3 A copy of the background paper prepared by Creative Services Scotland is attached to this report for information (Appendix 1).
- 4.4 This work has been undertaken in the context of the Dundee Partnership's approved Festival and Events Strategy 2012-2017, bringing together the key agencies in the City and providing strategic direction to support the delivery of an integrated programme of festivals and events. With Dundee's growing cultural reputation, the progress being made with the Central Waterfront development and the potential for significant growth in leisure and business tourism, there is an opportunity to increase the scale of existing events and to attract new events for which the city can become uniquely known.
- 4.5 During the lead up to the City's bid for UK City of Culture, EventScotland recognised this opportunity to develop more events of scale in Dundee. EventScotland has committed to work with the Dundee Partnership to develop this opportunity. The economic impact of festivals and events is highlighted in the city's Cultural Strategy. It is also acknowledged that festivals and events play an important role in the marketing and promotion of the city, developing both its economic and social profile.
- 4.6 The Dundee Partnership Festivals and Events Strategy identified the importance of a co-ordinated approach across all of the partners to ensure that the economic and cultural impact of events is maximised; programme clashes are identified and avoided; and the City's reputation for a diverse range of sporting, music and cultural events is further developed.
- 4.7 The responsibility for existing festival and events activity in the City Council is currently shared across City Development and Neighbourhood Services. In order to better co-ordinate this activity, it is proposed to bring the staff involved in organising and supporting events into a Team within the Planning and Economic Development Division of the City Development Service. Existing staff resources would be increased through the creation of a Lead Events Officer post that would have responsibility for growing the number and range of events within the City and wider City Region.

- 4.8 The Festival and Events Team will work closely with neighbouring Councils, Partner organisations including the City's two Universities and the UNESCO City of Design Team. Neighbourhood Services will continue to organise the Dundee Flower and Food Festival and support community based festivals and events throughout the City.
- 4.9 Festivals and Events play an important role in promoting the growth of tourism in the City and the wider area. In this context, it is important that activities are co-ordinated with neighbouring Councils as an important part of the marketing and promotion of the East Coast of Scotland as a visitor destination. There is potential for the implementation of the Major Events Strategy to be progressed as part of the Tay Cities Deal.
- 4.10 In order to support the growth in Festivals and Events in Dundee, it is proposed that a Fund is established to which Dundee City Council commits a total of £125,000 over a three year period. EventScotland has indicated a willingness to match this provision. Other Dundee Partnership organisations will be encouraged to contribute to this Festival and Events Fund in order to attract and support events of scale. This Fund would be invested under the direction of the Dundee Partnership Festivals and Events Group.

5 POLICY IMPLICATIONS

- 5.1 This Report has been screened for any policy implications in respect of Sustainability, Strategic Environmental Assessment, Anti-Poverty, Equality Impact Assessment and Risk Management. There are no major issues.

6 CONSULTATIONS

- 6.1 The Chief Executive, the Executive Director of Corporate Services, Executive Director of Neighbourhood Services and Head of Democratic and Legal Services have been consulted and are in agreement with the contents of this report.
- 6.2 Scottish Government agencies (Scottish Enterprise, Creative Scotland, VisitScotland, EventScotland) and members of the Dundee Partnership, particularly cultural sector organisations, have been consulted by Creative Services Scotland as part of their scoping exercise.

7 BACKGROUND PAPERS

- 7.1 None

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MPG/GH/SG/MS

17 June 2016

Dundee City Council
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Dundee

Tay Cities – Major Events Strategy

Background Paper

1 Background

1.1 This document is a consequence of recent discussions around the opportunities arising from discussion on the Tay Cities Deal, and from work undertaken researching the options for a European Capital of Culture (ECoC) bid by Dundee.

1.2 It recommends:

- A Major Events Strategy (MES) be prepared for Dundee and its neighbouring authorities area which includes:
 - Comparators for MES delivery models
 - Audit of sporting and cultural assets
 - Shared social, economic and cultural objectives
- A MES working group with representatives from the four authorities be created to take things forward.
- Dundee City Council endorse and support Perth's Bid to become UK City of Culture (UKCoC).
- DCC endorse the principle of a Dundee City bid to be European Capital of Culture
- DCC Members and Officers undertake further preliminary soundings on an ECoC bid with Scottish Government and Dundee Partnership members, informed by the European Capital of Culture scoping work to date.

2. Context

2.1 During the course of consultation between February and May 2016 regarding a possible bid by Dundee in the European Capital of Culture competition, it emerged that a more strategic approach to attracting major events to the area could provide a stronger case for each individual event. It was noted that several UK cities had adopted a long-term approach to attracting major events through a more focussed investment in appropriate infrastructure and associated governance and organisational structure (see next section).

2.2 Early discussions around the possible Tay Cities Deal have revealed the importance of maintaining the presence of existing major events in the area, such as The Open Championship at Carnoustie (Angus) and St Andrews (Fife), T in the Park at Strathallan (Perth and Kinross), and the Dundee Food and Flower Festival. The impact of one-off major events, such as the Radio 1 Big Weekend at Camperdown (Dundee City) was also underlined. The cross-authority collaborative approach that the Tay Cities deal emphasises is likely to be increasingly encouraged by the Scottish Government, and a Major Events Strategy would help underline and contribute to this.

2.3 The European Capital of Culture consultation noted that both Perth and Dundee are giving serious consideration to preparing Bids for the UK City of Culture 2021 and European Capital of Culture 2023 competitions respectively. In both cases the cities would be preparing bids during late 2016 through 2017, with decisions being made in late 2017 (UK) and early 2018 (ECoC).

- 2.4 Similarly, research on Scotland's business tourism commissioned by Scottish Enterprise in October 2015 will be published in June. It notes the potential of the Tay area, and Dundee in particular, to realise a greater level of visitor traffic annually alongside a requirement for a more robust infrastructure to service it.
- 2.5 The major events market is international and as a result competition is increasingly challenging. It is, however, financially lucrative, particularly as a means of attracting and sustaining tourism numbers.
- 2.6 There is an opportunity to capitalise on several events and places with high international name recognition (such as The Open Championship) and collectively marketing the resources of the wider area as a location that can accommodate a broad range of sporting and cultural major events. Some of these could be brought by bidding to host existing events (such as the UK City of Culture and European Capital of Culture competitions), or by developing the capacity to create new one-off, annual or biennial events in the area.
- 2.7 A strategic approach presents an opportunity to grow existing events (e.g. from small to medium, or medium to large) in a more structured way, enabling them to develop a larger market appeal and ensuring greater stability, as well as creating improved visibility for the area. Festivals Edinburgh – a network organisation created in 2007 for the 12 festivals in the city – enables collaborative projects and initiatives for smaller festivals that would be unavailable to them otherwise. The Tay Cities area already has a broad spectrum of events and festivals that could be included in such an approach, including:
- Stanza (Fife)
 - Almost blue Festival (Dundee)
 - Perth Festival of the Arts (Perth and Kinross)
 - Ignite (Dundee City)
 - Arbroath Seafest (Angus)
 - Dare to be Digital (Dundee City)
 - Perthshire Amber Festival (Perth and Kinross)
 - Food and Flower Festival (Dundee)
 - East Neuk Festival (Fife)
 - Angus Glens Walking Festival (Angus)
 - Science Festival (Dundee)
- 2.8 Nationally, EventScotland's national strategy, 'Scotland, The Perfect Stage', outlines its mission, "to develop, through a One Scotland approach, a strong and dynamic events industry producing a portfolio of events and festivals that delivers sustainable impact and international profile for Scotland".
- 2.9 'The Perfect Stage' notes the importance of events and festivals as a major contributor to the economy, and the supply chain is far-reaching. It also presents a clear set of objectives and potential impacts, which approach between Dundee and its neighbouring authorities may also benefit from, and emphasises the importance of maximising existing assets, whether these be road networks for cycling, historic venues, or natural environmental assets (beaches, lochs, mountains).

- 2.10 It is worth noting that in the recent Ministerial appointments to Scottish Government, there is now Cabinet responsibility for the joint portfolio of Culture, Tourism and External Affairs, each of which is particularly relevant to the creation of a Major Events Strategy which seeks to develop international profile and visitors. The post is held by Fiona Hyslop MSP, who has been very supportive of Dundee's various cultural initiatives in recent years.

3. Comparators

- 3.1 In an increasingly competitive global market it has become important to take a proactive approach to attracting major events to the area and creating new, unique events, while maintaining and developing the area's current events portfolio.
- 3.2 Scotland already has a strong major events presence: Edinburgh is the second most popular destination in the UK for international visitors (VisitBritain, 2014), and is only surpassed by London; Glasgow is 5th in the UK and is increasingly seeking to act as a global stage for events such as the 2014 Commonwealth Games and MTV EMAs (Europe Music Awards).
- 3.3 Glasgow, Manchester, Birmingham and Liverpool all have clear Major Events Strategies and long-term action plans, and invest significant sums in developing and delivering their MES. This is set against the backdrop of continued austerity cuts to local authority budgets.
- 3.4 Glasgow's events strategy includes ambitious targets and emphasises the importance of joint working between council departments and other key stakeholders like Police Scotland. It is also supported by tailored websites, such as the Glasgow Major Events website for people looking to host a big event in the city.
- 3.5 Liverpool's strategy has a strong emphasis on ensuring that events have a strong connection to cultural heritage, as does Birmingham's strategy, and also maximising opportunities to hold events in natural environments.
- 3.6 Manchester's strategy has a particular emphasis on ensuring events have community participation, grassroots initiatives, and bring to life the streets and communities of the city.
- 3.7 Internationally, Vienna's strategy is focused on tailoring its events to market the city as a 'premier' destination for visitors. Amsterdam's events programme highlights the potential to have an exciting set of events that take place throughout the year, using the darker winter months to its advantage.

4. Strategic Approach – Glasgow as Comparator

- 4.1 Glasgow's long-term strategy is worth noting in detail as there are organisational elements that a Tay Cities approach may wish to adapt. Destination city of the Commonwealth Games, the MTV EMAs, BBC Sports Personality of the Year Awards and the last Turner Prize, Glasgow has a highly successful [Major Events Charter](#) in place. It has been produced by the city's Strategic Major Events Forum (SMEF) and is fully supported by the city's events industry.
- 4.2 SMEF was set up in 2005 to strengthen Glasgow's competitive position in the global marketplace. It has been developing a portfolio of major events from 2009 to 2020 across arts and culture, music, sport, exhibitions and shows.

- 4.3 SMEF defines major events it will consider supporting as events which:
- attract significant numbers of visitors from beyond the city of Glasgow and generate economic wealth;
 - enhance Glasgow's profile internationally by generating significant media and TV coverage;
 - support the city's strategic plans for sport, culture, economic and social priorities.
- 4.4 Setting out the importance of a joint approach, the charter highlights the role of Glasgow City Council's Land and Environmental Services in supporting major events, including services in cleansing and waste, events and roads management, technical infrastructure and venue hire.
- 4.5 It also explains the role of the council's Development and Regeneration Services in supporting events. The charter outlines that there are nominated officers for all major event licensing issues in the city. It adds that there is a single point of contact, with comprehensive support guidance on building control.
- 4.6 The charter also states that it has a multi-agency team to ensure the safety and security of people attending events. This includes council services such as Licensing, Building Control and Public Safety, Environmental Health, and Traffic and Transport – working alongside Police Scotland, Scottish Fire and Rescue Service and Scottish Ambulance Service.
- 4.7 [The Glasgow City Marketing Bureau \(GCMB\)](#) is the official marketing organisation for Glasgow, established by Glasgow City Council in 2005. Under the tagline 'People Make Glasgow', GCMB works with partners, stakeholders and businesses to position and promote the city nationally and internationally. Its activities include bidding for, attracting and managing high profile major events, conventions and exhibitions. There is also a [dedicated website](#) for people looking to host major events in the city and guidance for local businesses looking to maximise opportunities from major events.
- 4.8 [Glasgow Life's Events Team](#) is responsible for events on behalf of Glasgow City Council. It [reportedly had 24 full-time members of staff](#) who were recently in charge of organising 12 core events, which included the Turner Prize, Glasgow Fireworks, the World Pipe Band Championships, the FIG World Artistic Gymnastic Championships, and the annual Christmas Festival, Glasgow Loves Christmas. [The Glasgow Life Annual Review and Annual Performance Report 2014/15](#) sets out its role in more detail.
- 5. UK City of Culture and European Capital of Culture**
- 5.1 A regional strategy for major event would provide a framework for hosting major events across a realistic timescale. This would be particularly helpful with the current consideration by Perth and Dundee for bidding to become UKCoC and ECoC respectively.
- 5.2 Creative Services has been commissioned to carry out a detailed scoping study in connection with the European Capital of Culture competition, to be hosted by the UK in 2023. It indicates the considerable economic and jobs benefits that could accrue from both bidding and, hopefully, from winning the designation.

- 5.3 It is understood that the scale of the event is such that it would require the support of Scottish Government and its agencies to deliver a credible and persuasive bid (and year). Therefore, at this stage, Dundee City Council should seek support in principle for the city to bid, allowing an opportunity over the summer for elected members and officers to sound out colleagues nationally over the potential of a Dundee bid.
- 5.4 Similarly, it is recommended that Dundee welcome a bid by Perth to become UK City of Culture in 2021 and to support its ambitions appropriately.

6. Conclusion

- 6.1 There are strong economic reasons for developing an inter-authority Major Events Strategy as a means of addressing a fundamental and sustainable up-lift in annual visitor numbers that would benefit all four areas. An early opportunity would be to evolve shared economic, social and cultural objectives as well as criteria for event support.
- 6.2 On a practical level, a Major Events Strategy would allow a more strategic approach to developing the infrastructure required to attract and sustain events of scale in the area – this would include transport, accommodation, and marketing. An audit of assets – built, natural, financial and human – would reveal areas of priority to be addressed from an area perspective.
- 6.3 The mutual support that can be offered by authorities and communities across the area will strengthen the individual bids for events, for instance, a smaller authority may be more inclined to bid for a major event to be held in its area if it knows it will receive the active support of the neighbouring authorities. The tourism and cultural offer in the area can be promoted to extend and enhance the visitor experience relating to sports events.
- 6.4 Glasgow provides a good model for developing the approach and infrastructure required to undertake successful long-term major events cultivation. It is therefore recommended that a group of senior officers from each authority be convened as a working group to undertake preliminary assessment and recommendations on:
- Preparing a Major Event Strategy for the Tay Cities area
 - Undertaking an audit of assets
 - Establishing shared social, economic and cultural objectives
 - The governance and structures necessary to administer and deliver the Major Events Strategy