

# Bridgend County Visitor Events Strategy and Action Plan

## 2013-2016

May 2013



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# Executive Summary

An increasing number of destinations are staging events and festivals as part of, or an enhancement to what they offer residents and visitors. A strong events programme can increase footfall and overnight stays with associated local expenditure; give a destination a higher profile, and contribute to regeneration of local communities.

Bridgend County has developed a reputation for designing and delivering a programme of innovative and 'quirky' events – a key feature of the destination's brand. The Bridgend County Visitor Events Strategy and Action Plan builds on the current events programme and support infrastructure and sets out a clear ambition and future direction for those events that attract, or have the potential to attract, visitors to the County. BCBC will continue to act as an incubator for new events, developing them and then handing them over to the private sector or community organisations to take forward. Greater attention will be paid towards a commissioning model with private sector to grow and manage event delivery. The type of support required or available will vary based on the classification of the event: established; growing; Niche/community, and; new.

**The vision is for Bridgend County to be recognised as a successful and dynamic events destination.**

The priorities for achieving this are:

**Create an environment which nurtures and supports events:** The strategy aims to assist event organisers and venues by providing a supportive environment, which facilitates creation, production and development of events, which build on the assets and brand values of Bridgend County.

**Refresh and develop an on-brand events programme:** The focus will be on developing and supporting an event portfolio which increases economic impact, is 'on brand', enhances the profile of the area, creates vibrancy throughout the year and improves the quality of life for residents. This will lead to Bridgend County being promoted as an events destination.

**Support the provision of flexible event spaces:** The strategy aims to enhance existing spaces and develop new ones to increase the range of spaces available and the appeal of the area to a broader spectrum of event organisers.

**Support a consistent approach to event planning, management and evaluation:** The emphasis is on implementing a robust and consistent review and evaluation approach to measure event outcomes, which will help justify public sector interventions and inform future support needs.

The strategy aligns with policy and programme priorities at a national and regional level. It recognises the key role that events play in expanding and developing tourism in Bridgend County. Bridgend County Borough Council is involved in events at various levels: design and delivery; support to events and event organisers and in enforcing relevant statutory provision.

To date, Bridgend County has hosted a wide range of events from small local gatherings and regional celebrations, to 'major' events attracting national attention. Analysis shows that the core strengths of the current programme are:

- a diverse range of events and themes
- good levels of community ownership
- a growing reputation based on lively approach and unusual themes
- the County Borough offers variety of landscape settings and venues
- potential introduction of Island Farm as dedicated events venue
- various promoting bodies including BCBC, Third Sector, accommodation and attraction operators and private entrepreneurs
- The Local Authority has developed skills and experience in delivering and supporting others to deliver events.

Its principal weaknesses are:

- very few large events (apart from the Elvis Festival, the current programme caters for a sub-regional / local target audience)
- not recognised outside Wales as an events destination
- infrastructure constraints, including the lack of purpose built events space
- no large dedicated indoor events space
- lack of dedicated single resource to support events
- lack of public money and resources to support events in the future

The events sector is becoming increasingly competitive, both at home and abroad, from new and exiting destinations. Neighbouring authorities continue to invest and develop their local events portfolio, which will impact on events in Bridgend County. The challenge is to identify events with growth potential and support them accordingly.

The County Borough provides a range of potential venues and spaces to host the current event portfolio; clearly, it is important the venues are fit for purpose and meet the current and future needs of event organisers. Research shows that the lack of a dedicated arena space is a constraint in terms of attracting larger events. There is an opportunity to present and 'package' a portfolio of the key event locations which can be made available to prospective event organisers.

A detailed Action Plan has been developed setting out clear objectives and actions to support, develop and expand the events portfolio in BCBC.

Progress towards the vision, priorities and intended outcomes will be monitored by the measurements outlined below. New event monitoring and evaluation tools will be developed through the action timetable and new systems and processes will be put in place for their use and collation.

# Introduction

An increasing number of destinations are staging events and festivals as part of, or an enhancement to what they offer residents and visitors. Events can play a variety of roles for a destination, with policy, justification and research highlighting the economic and regenerative impacts. A strong events programme can increase footfall and overnight stays with associated local expenditure; give a destination a higher profile, and; contribute to regeneration of local communities.

Events can be considered as a happening with a specific purpose, objectives and a pre-determined timescale. *“A kaleidoscope of planned culture, sports, political and business occasions: from mega-events like Olympics and World fairs to community festivals; from programmes of events at parks and attractions to visits by dignitaries and intergovernmental assemblies; from small meetings and parties to huge conventions and competitions”*<sup>1</sup>

Events can take a number of forms:

- **International / National Mega Event:** An event of international / national significance which attracts international / domestic visitors and international / national media coverage.
- **Major Event:** An event which attracts significant visitor numbers and media interest to a destination
- **Regional Event:** An event of regional significance which attracts regional visitors and regional media coverage.
- **Local Event:** An event which is of significance to the local community and attracts local interest and visitors who are already in the destination.

Bridgend County has developed a reputation for designing and delivering a programme of innovative and ‘quirky’ events – a key feature of the destination’s brand. A commitment to events is in line with Welsh Government and Regional Tourism Partnership policy and in recognition of the benefits of events: strengthening the local economy; changing perception of the area, and; improving quality of life for local residents. To build on this reputation the focus will be on events that aim to deliver these benefits in a way that is on-brand. The approach will be based on solid engagement with and involvement from the Welsh Government, Regional Tourism Partnership, neighbouring Local Authorities and local residents, group, organisations and businesses.

This document sets out the events ambition and events action timetable to build on the work to date; the approach required to consolidate what already exists and to develop new. Section 1 outlines the events ambition for the County and the priorities for realising the ambition. Section 2 presents the need and evidence base which has been used to inform these priorities: the nurturing events environment; the events programme, and; the events spaces. Section 3 sets out the action timetable associated with taking forward these priorities and section 4 gives detail on monitoring and evaluation of the events action timetable.

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<sup>1</sup> Special Events: Best Practice in Modern Event Management. Joe Goldblatt (2001)

# The events ambition

**The vision is for Bridgend County to be recognised as a successful and dynamic events destination.**

The priorities for achieving this are:

## **1. Create an environment which nurtures and supports events**

The strategy aims to assist event organisers and venues by providing a supportive environment, which facilitates creation, production and development of events, which build on the assets and brand values of Bridgend County. A refresh of the 'levers' to support and develop events will help strengthen the role of events in strengthening the local economy. Being an event friendly area will make Bridgend County easy to do business with.

## **2. Refresh and develop the events programme**

Refreshing and developing the events portfolio of the area will raise awareness of the area as a year-round events destination. The focus will be on developing and supporting an event portfolio which increases economic impact, is on brand and enhances the profile of the area, creates vibrancy throughout the year and improves the quality of life for residents. The level of support available will vary based on the classification of the event: established; growing; Niche/community, and; new<sup>2</sup>.

## **3. Support the provision of flexible event spaces**

The events programme currently takes advantage of a wide range of sites and areas owned by the private and public sector. Better packaging of existing event locations will assist in making them more appealing to prospective event organisers. Support to enhance existing spaces and develop new ones will increase the range of spaces available and the appeal of the area to a broader spectrum of event organisers.

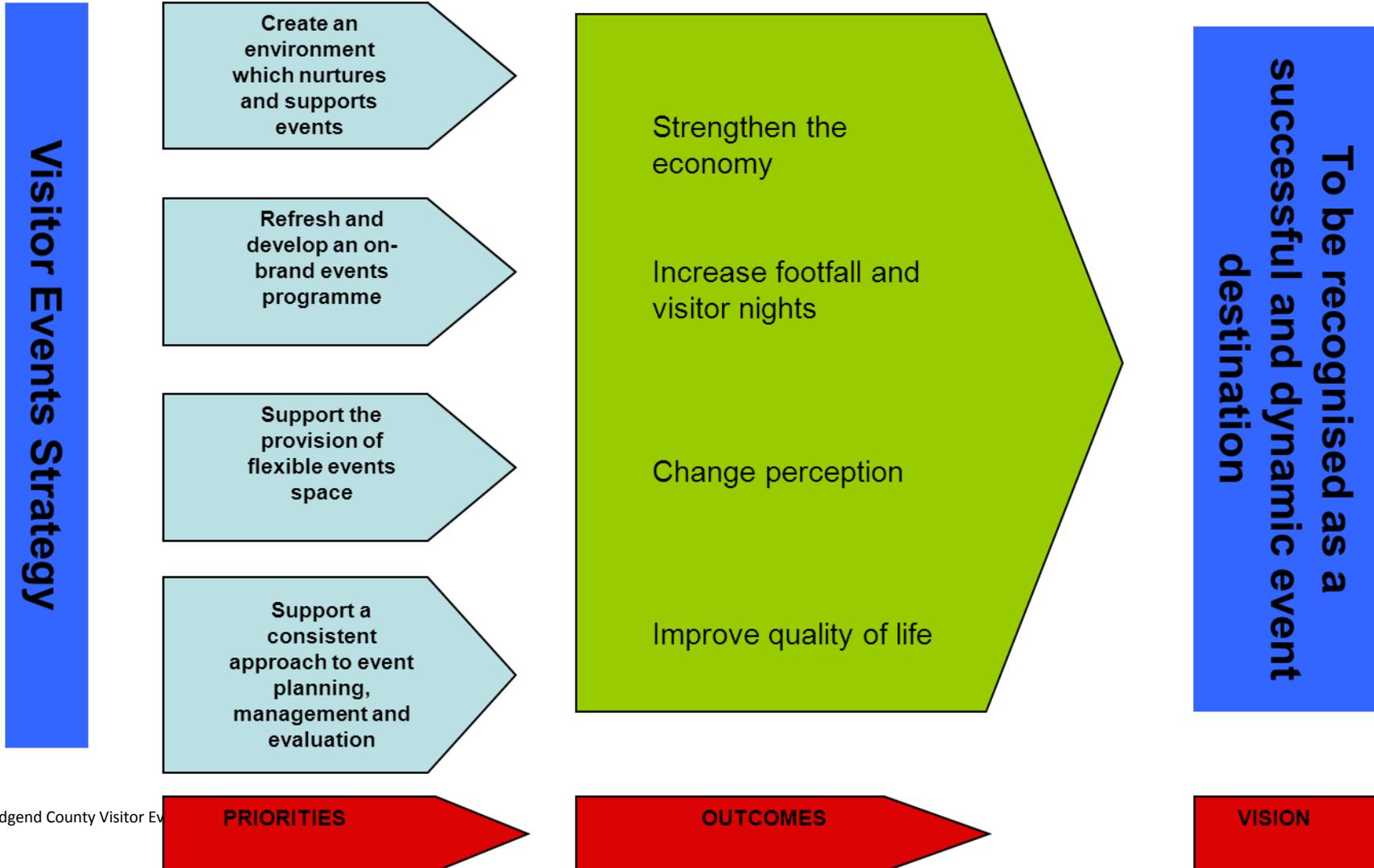
## **4. Support a consistent approach to event planning, management and evaluation**

Consistency in planning and management will drive forward quality improvements and reduce risk. Robust review and evaluation of events will help justify public sector interventions and inform future support needs. Measuring impact will enable an evaluation of return on investment and demonstrate the degree to which events drive economic benefits, change perceptions and benefit communities.

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<sup>2</sup> A breakdown of the characteristics of events classification can be found in Appendix 1

# Our Strategy



# The events environment

## Policy

### Welsh Policy

Visit Wales launched its events strategy 'Event Wales' in 2010 outlining its vision up to 2020. The aim is for Wales to be recognised as a consistently outstanding destination for major events. Events are categorised as Mega, Major, Signature and Growth and the Mission Statement is to develop a balanced and sustainable portfolio of major events which enhances Wales' reputation and the wellbeing of its people and communities.

The main impact categories are economic, socio-cultural, environmental and media. Most of these relate to positive impacts however it is recognised that the impact of any event on the environment must be managed and any disturbance levels minimised.

### Regional Policy

The South East Wales Tourism Partnership, Capital Region Tourism (CRT), consider events to be an important strand for tourism across South Wales. CRT oversees a regional calendar of events with a focus on events which are capable of generating or enhancing visits. CRT is keen to ensure that any new events build on particular unique selling points and link with other product areas, specifically sport, culture and heritage and food.

CRT push for indigenous events that build on unique strengths and cultural identity and encourage greater collaboration among local authorities to develop new and existing events that could deliver maximum benefit at a local, regional and national level.

### Local Policy

Bridgend County Borough Council (BCBC) has identified events as being an integral part of destination management, representing a major opportunity to target and attract additional visitors and related expenditure. In 2011 BCBC launched its tourism strategy to 2016 which highlights events as a priority for the future development of tourism within the County Borough:

*"We believe an events strategy is key to expanding tourism in BCB. The priority now is to build on this, and grow some events which will have a bigger impact in terms of attracting people from outside the area. We also need to ensure we get maximum benefit from the spill over from major events in Cardiff and Swansea."* Bridgend Tourism Strategy, 2011.

## Bridgend County Borough Council

The Council is involved in events at various levels:

- Design and delivery: directly involved in the concept design and development and as an event organiser and venue provider;
- Enabling / facilitating: supporting event organisers, e.g. providing funding, advice, marketing support and promotion;
- Regulatory: enforcing the relevant statutory provision in terms of licensing, health and safety etc.

- A number of departments are involved in all these different aspects relating to the events sector.

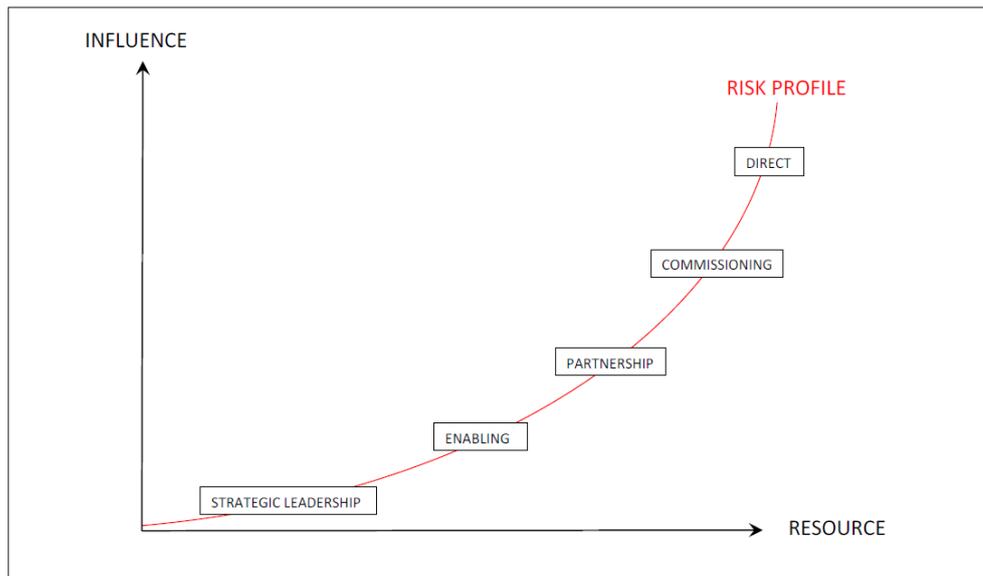
The consultation<sup>3</sup> and analysis carried out by Planning Solutions Consulting Ltd highlight a number of future service options available to Bridgend County Borough Council which can be seen below:

- **Direct delivery:** The council is currently involved in managing and delivering a number of events. Event management and delivery can be resource intensive and a more robust cost/benefit analysis may be required to support this approach.
- **Commissioning:** Options range from informal 'light touch' partnership arrangements, to more formal contractual arrangements documented in 'Service Level Agreements'. The latter is more appropriate in terms of event delivery, specifically if the event is funded / part funded through local authority resources. Commissioning could range from subcontracting of some event services through to outsourcing of the complete event through, for example, competitive tendering.
- **Partnering:** Building partnerships with the private and voluntary sector has been a key strategy for events to date. The option involves partnering arrangements between the council and event organisers to best utilise expertise and resources to meet agreed objectives, specifically for the council in the pursuit of economic and social benefits. Private sector sponsorship is part of this partnering activity and is encouraged / exploited where appropriate.
- **Enabling:** The council already has in place a number of 'levers' to support events design and delivery, for example Strategic Events Fund and marketing support. The option assumes selective enabling support to support events, recognising limits to delivery capacity, expertise and resources.
- **Strategic leadership:** This involves strategic direction, leadership and support rather than as a direct provider of events but looking to endorse events which offer growth potential and match the area's brand values.

The graph below proposes the relationship between resources and influence for each of the service options:

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<sup>3</sup> Details of consultation process can be found in Appendix 2



When capacity and risk are taken into consideration, the analysis suggests that move towards a more formal commissioning approach provides an appropriate model for BCBC, whereby clear priorities are set out and commissioning strategies are developed to deliver against agreed priorities.

The consultation and analysis also indicated that a more effective and efficient use of resources may involve:

- The need for an events co-ordinator function to be located within the Tourism Unit of BCBC.
- The need to review the Strategic Events Fund and operate it as a grant fund with an application process and clear criteria
- The need to revise and enhance the role of the Events Safety Advisory Group (ESAG).

# The events programme

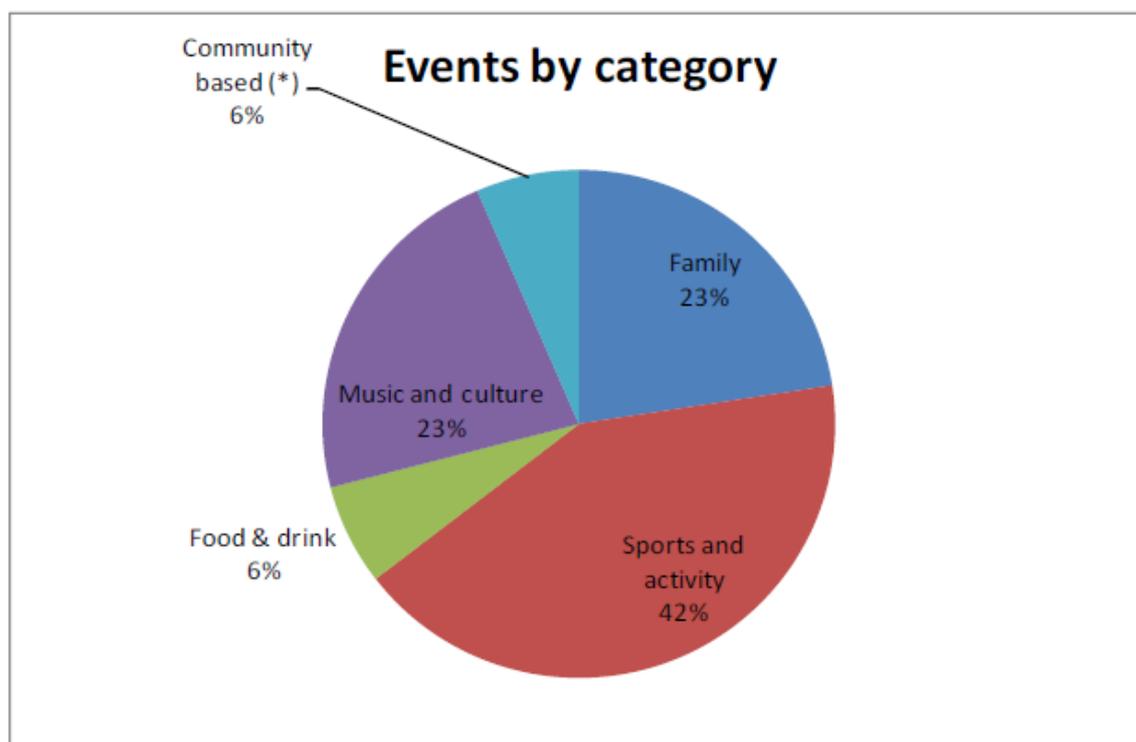
## The current situation in Bridgend County

The table below shows an overview of a number of the events that made up the events programme in 2012.

| <b>A summary of event 2012</b>     |             |              |                                      |
|------------------------------------|-------------|--------------|--------------------------------------|
| <b>Event</b>                       | <b>Date</b> | <b>Venue</b> | <b>Reach based on press coverage</b> |
| Brass band completion              | February    | Porthcawl    | Local                                |
| Porthcawl Interceltic Festival     | March       | Porthcawl    | National/international               |
| International Jazz Festival        | April       | Porthcawl    | National/international               |
| Party in the Park                  | May         | Maesteg      | Regional                             |
| Celtic Tapas Festival              | May         | Maesteg      | National/international               |
| Bridgend MashUp                    | May         | Bridgend     | Local/regional                       |
| Wiggle Dragon ride                 | June        | Various      | Regional                             |
| Bio-Shakespeare                    | June        | Bryngarw     | Local                                |
| Bridgend County Show               | July        | Pencoed      | Local/regional                       |
| Music in the garden                | August      | Bryngarw     | Local                                |
| Garw carnival and rural fair       | August      | Blaengarw    | Local                                |
| Porthcawl sea festival             | September   | Porthcawl    | Local/regional                       |
| Wales Valleys Walking Festival     | September   | Various      | Local/regional                       |
| International Elvis Festival       | September   | Porthcawl    | National/international               |
| Feastival                          | September   | Bridgend     | Local/regional                       |
| Love2walk Festival                 | October     | Various      | Local/regional                       |
| Splash Up                          | October     | Porthcawl    | Regional/national                    |
| Craft fair                         | November    | Bridgend     | Local                                |
| Christmas food fair                | December    | Bridgend     | Local                                |
| A Victorian Christmas              | December    | Bryngarw     | Local/regional                       |
| Merthyr Mawr Christmas pudding 10k | December    | Merthyr Mawr | Local                                |

Please note this list is not exhaustive.

The chart below shows how these events can be categorised.



Thumbnails of a number of these events are below to give an indication of the type and range of events that currently form part of the events programme.

#### **Porthcawl International Jazz Festival – ‘Jazz on the Sands’**

Runs over a weekend in April (Friday / Saturday / Sunday) based in Porthcawl with morning, afternoon and evening sessions. It has a range of sponsors including local accommodation providers, several venues and Porthcawl Town Council. The Festival itself is run by a not for profit organisation. The programme has attracted a range of internationally acclaimed artists and there is also a range of local talent within the live music programme.

#### **MashUp (Bridgend)**

Presents itself as the ‘street party like no other’, taking place in Bridgend in May. It is currently a one day event with free admission to its main activities. It combines a wide range of urban and adrenaline based sports, as well as some traditional activities, with other mainly youth based activities such as graffiti art and live music. It is led by BCBC with a number of partners including Bridgend College, youth based and other community as well as commercial organisations.

#### **Bridgend County Show**

This is the traditional annual ‘County Agricultural Show’ which has been established for 65 years and is run by Bridgend Festivals. It runs over a weekend in July and is currently based at Pencoed College. It offers elements of a typical county show with a strong agricultural theme. There is also a strong equestrian section including show jumping events. As it does include livestock sections, the event does have to meet strict regulations of control and public access.

### **Elvis Festival (Porthcawl)**

The Elvis Festival is now well established and runs for a weekend in September in Porthcawl. The event has grown in stature and represents a major influx of people. Elvis remains popular to a range of age groups and this has helped to sustain the Festival's appeal and to generate a strong level of associated PR. The event has a range of 'ticketed' venues in and around the seafront with a central focus on the Grand Pavilion and Hi Tide Venue. The Festival does stretch to more than its core 2 days.

### **Feastival**

Developed and managed by the council, Feastival is presented as a 'Food Festival with a difference', positioning itself in an alternative way to more traditional food and local produce fayres. It is based mainly in Bridgend town centre. It is staged as a two day weekend event and combines a range of unusual food related elements. It positions itself as a family friendly event with lots of kids-based activities. It also acts as a showcase for local farmers, producers and restaurants.

### **Love2Walk**

Love2Walk is a walking festival with an alternative 'angle'. It presents itself as 'no ordinary walking festival' and includes a wide range of quirky walks such as food foraging and bat detecting. The Festival aims to present the wealth of natural beauty in the County Borough from the beaches and coastal areas to the Bridgend valleys and forests. It also aims to increase active participation in outdoor activities among the local population.

### **SplashUp**

Positions itself as a 'watersports event with a big splash'. Based around Rest Bay and Porthcawl seafront / town centre, 2012 was its second year of staging the event. It combines watersports competitions (surfing, paddling, boarding and others) with a programme of live music and entertainment in various locations. It acts as an opportunity for people to sample different watersports and innovative new equipment, hoping to inspire interest and participation rates in outdoor activity.

An analysis of the current events programme by Planning Solutions Consulting Ltd against a range of economic, social and cultural criteria can be seen below. The scoring is based on feedback from consultation and discussions with event organisers as well as desk top analysis of the event profile including scale and market reach.

| Events Analysis Matrix   |                             |                      |                          |                                |                     |                    |                 |                     |                       |                        |                         |                                |            |                      |                    |                       |                                    |                 |                                    |                     |                           |          |
|--------------------------|-----------------------------|----------------------|--------------------------|--------------------------------|---------------------|--------------------|-----------------|---------------------|-----------------------|------------------------|-------------------------|--------------------------------|------------|----------------------|--------------------|-----------------------|------------------------------------|-----------------|------------------------------------|---------------------|---------------------------|----------|
| Tier One                 |                             |                      |                          |                                | Tier Two            |                    |                 |                     |                       |                        |                         |                                | Tier Three |                      |                    |                       |                                    |                 |                                    |                     |                           |          |
|                          | International Jazz Festival | Bridgend County Show | Porthcawl Elvis Festival | Porthcawl Interceltic Festival | Wales Food Festival | Love2Walk Festival | Bridgend Mashup | Porthcawl Splash Up | A Victorian Christmas | Porthcawl Sea Festival | Brass Bands Competition | Wales Valleys Walking Festival | Craft Fair | Christmas Food Fayre | Wiggle Dragon Ride | Celtic Tapas Festival | Merthyr Mawr Christmas Pudding 10k | Bio-Shakespeare | Porthcawl Youth & Junior Triathlon | Music in the Garden | Gaw Carnival & Rural Fair |          |
| Economic Impact          | 3                           | 2                    | 3                        | 2                              | 2                   | 2                  | 2               | 2                   | 2                     | 2                      | 2                       | 2                              | 1          | 2                    | 1                  | 2                     | 1                                  | 1               | 1                                  | 1                   | 1                         | 1        |
| Tourism Impact           | 3                           | 2                    | 3                        | 2                              | 1                   | 2                  | 1               | 2                   | 1                     | 2                      | 2                       | 2                              | 1          | 1                    | 1                  | 1                     | 1                                  | 1               | 1                                  | 1                   | 1                         | 1        |
| Socio - cultural benefit | 3                           | 3                    | 2                        | 3                              | 2                   | 2                  | 2               | 2                   | 2                     | 2                      | 2                       | 3                              | 2          | 1                    | 1                  | 2                     | 2                                  | 2               | 2                                  | 2                   | 2                         | 2        |
| Participation            | 2                           | 3                    | 3                        | 2                              | 2                   | 2                  | 2               | 2                   | 2                     | 2                      | 2                       | 2                              | 1          | 1                    | 2                  | 1                     | 1.5                                | 1               | 1.5                                | 1                   | 2                         | 2        |
| Longevity / legacy       | 3                           | 2                    | 3                        | 1                              | 1                   | 1                  | 2               | 2                   | 1                     | 2                      | 2                       | 2                              | 1          | 1                    | 1                  | 1                     | 1.5                                | 2               | 1.5                                | 1                   | 2                         | 2        |
| Funding / sustainability | 2                           | 2                    | 3                        | 2                              | 1                   | 1                  | 1               | 2                   | 1                     | 2                      | 2                       | 1                              | 1          | 1                    | 1                  | 1                     | 2                                  | 1               | 2                                  | 1                   | 1                         | 1        |
| <b>Total</b>             | <b>16</b>                   | <b>14</b>            | <b>17</b>                | <b>12</b>                      | <b>9</b>            | <b>10</b>          | <b>10</b>       | <b>12</b>           | <b>9</b>              | <b>12</b>              | <b>12</b>               | <b>12</b>                      | <b>7</b>   | <b>7</b>             | <b>7</b>           | <b>8</b>              | <b>9</b>                           | <b>8</b>        | <b>9</b>                           | <b>7</b>            | <b>9</b>                  | <b>9</b> |

Scoring method  
 3- strong, positive  
 2- neutral / reasonable  
 1- weak / significant constraint

The matrix can be explained in the following way:

- The Tier One events are the ones which currently rank as having the strongest positive overall impact. According to the Boston Consulting Group Matrix<sup>4</sup>, Tier One represent the 'Stars' - those events which are important to the economy and profile of the area and there is a need to ensure their market position and market share is retained. These events are all driven by the private / voluntary sector with the local authority performing a supporting / enabling role.
- Tier Two events represent mainly 'Question Marks' as many offer high potential growth but are still in their infancy. Many of these events have been reliant on Local Authority input in terms of concept and delivery
- The Third Tier are more niche activities, labelled as 'Dogs' in the Boston Matrix, with a reasonable market share in their respective sectors but limited growth potential.

## **The current situation in neighbouring areas**

The consultation carried out by Planning Solutions Consulting Ltd included primary and secondary research with seven neighbouring Local Authorities in South Wales.

The summary results include:

- Four stated that events are either very important or extremely important.
- Seven of the eight have staff dedicated to supporting and developing their events programme. The number of staff varied between one part time member of staff through to 15 which includes administration support, event logistics, development and production.
- The budget dedicated to supporting events varies. The annual budget ranges from £11,000 to over £250,000
- Only three of the eight authorities reported that there is a dedicated major events space or arena within their area.
- Neighbouring Local Authorities recognise the benefits associated with events including:
  - Significant PR coverage
  - Enhancing the image of the destination
  - Engaging with new audiences
  - Direct and secondary spend
  - Job creation
  - Repeat visits after the event

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<sup>4</sup> The Boston Consulting Group Matrix is a recognised model for categorising events based on a range of criteria. Further details can be found at: [www.bcg.com](http://www.bcg.com)

- At the same time there can be issues of traffic congestion on local roads, which can particularly impact on local communities.

The top events, by visitor numbers, for each responding Local Authority are set out below:

|  |   |
|--|---|
| <p><i>Merthyr Tydfil</i></p> <p>1 - Fireworks Display<br/>2 - Merthyr Rock<br/>3 - Bus &amp; Coach show<br/>4 - Horse Show<br/>5 - Christmas Lighting Ceremony</p>   | <p><i>Caerphilly County Borough</i></p> <p>1 - The Big Cheese<br/>2 - Medieval Market<br/>3 - Blackwood Christmas Market<br/>4 - Blackwood Summer Festival<br/>5 - Machen Show</p>        |
| <p><i>Rhondda Cynon Taff County Borough Council</i></p> <p>1 - Ponty's Big Weekend<br/>2 - Big Welsh Bite<br/>3 - Aberdare Festival<br/>4 - Nos Galan<br/>5 - County Show</p>  | <p><i>City and County of Swansea</i></p> <p>1 - Waterfront Winterland<br/>2 - Wales National Airshow<br/>3 - Swansea Bay 10k<br/>4 - World Party<br/>5 - Swansea Bay Summer Festival</p>  |
| <p><i>Vale of Glamorgan Council</i></p> <p>1 - Barry Waterfront Tall Ship Festival<br/>2 - Cowbridge Food and Drink Festival<br/>3 - Vale of Glamorgan Show<br/>4 - Barry Island Firework Fiesta<br/>5 - Summer Weekenders</p> | <p><i>Blaenau Gwent</i></p> <p>1 - Steel House Festival<br/>2 - Aber Fest<br/>3 - Abertillery Blues Festival<br/>4 - Go Wild<br/>5 - Christmas Fayres - difficult to choose one event</p> |
| <p><i>Cardiff</i></p> <p>1 - Winterwonderland<br/>2 - Events at the Millennium Stadium<br/>3 - International Food &amp; Drink Festival<br/>4 - Cardiff Harbour Festival<br/>5 - Big Weekend</p>                                |   |

## Events going forward

Events play an increasingly important role in a number of destinations both in terms of attracting visitors but also by targeting local residents. Events are used to create unique selling points – a point of differentiation within the highly competitive tourism market place. Importantly, events are also being used to attract visitors throughout the year. The report Opportunities for Growth in the UK Events Industry Roles & Responsibilities – A report to the All Party Parliamentary Group For Events<sup>5</sup> identified the potential growth of events in the UK. The outdoor events sector and music and festivals market are considered to be the most appropriate to the events product in Bridgend County will grow significantly in future years. The estimated value of outdoor events in the UK in 2010 was £1 billion and the estimated value by 2020 will be £1.3 billion, similarly music events are forecast to increase in value over the same period from £1.4 billion to £2 billion.

<sup>5</sup>

<http://www.businesspartnership.com/pubs/Opportunities%20for%20Growth%20in%20the%20UK%20Events%20Industry.pdf>

The table below shows forecast income from events for the UK to 2020.

| Sector                                | Estimated value in 2010 (£ bn) | Estimated value in 2015 (£ bn) | Estimated value in 2020 (£ bn) |
|---------------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Conference and meetings               | 18.8                           | 21.8                           | 25.2                           |
| Exhibitions and trade shows           | 9.3                            | 10.8                           | 12.4                           |
| Incentive travel                      | 1.2                            | 1.4                            | 1.6                            |
| Corporate hospitality                 | 1.0                            | 1.2                            | 1.3                            |
| Outdoor events                        | 1.0                            | 1.2                            | 1.3                            |
| Festivals and cultural events         | 1.1                            | 1.3                            | 1.4                            |
| Music events                          | 1.4                            | 1.7                            | 2.0                            |
| Sports events                         | 2.3                            | 2.8                            | 3.2                            |
|                                       |                                |                                |                                |
| <b>Total for discretionary events</b> | <b>36.1</b>                    | <b>42.2</b>                    | <b>48.4</b>                    |

Source: Events Industry Forum

Despite predictions of this nature the following trends have emerged as a result of the recession:

- Events are down by more than 20% (Eventia's Member Survey February 2010)
- Competition between event organisers has increased, often with substantial numbers of organisers being invited to tender for the same business
- Lead times have decreased and the nature of events / meetings has changed with later start times and cuts made on catering
- There has been a growth in public events with fewer consumers vacationing abroad, leading to an increase in spend on UK leisure such as festivals

Consultation undertaken by Planning Solutions Consulting Ltd with event organisers has identified the following trends and growth areas, which may have future implications for Bridgend County:

- Quality assurance – being an international industry, events may see the introduction of an international standard or some sort of quality assurance put into place, such as Accreditation in Meetings (AIM) being promoted by the Meeting Industry Association

- Continuing professional development – introducing CPD would help professionalise the industry as well as facilitate progression routes and up-skill the workforce
- Political – reductions in public sector spending may reduce the amount of events promoted by public sector organisations
- Sporting events – described as the “golden decade of sporting events”, the next ten years will see the UK continue to host several high profile sporting events which is further opportunity for organisers to gain further experience and skill in organising events on a grand scale
- Music events and festival – will continue to grow despite the impact of the recession.
- Outdoor adventure – the outdoor recreation sector is a growing and diverse economic sector, which includes a growing range of outdoor adventure sporting events

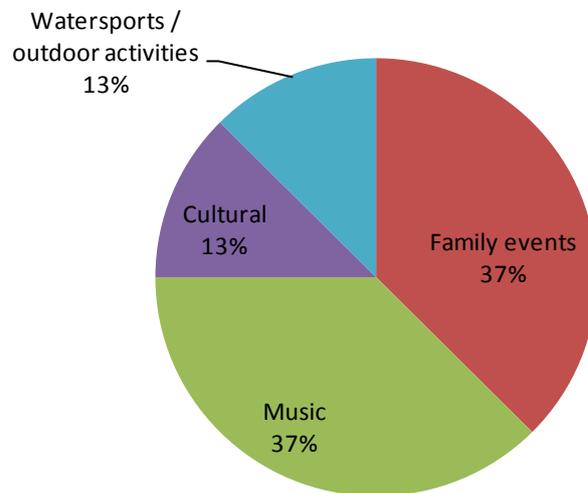
Despite the challenges, research undertaken by the Events Industry Forum, together with trend analysis from UK tourist boards, has confirmed the growth potential in outdoor events and prospects for the future. The matrix below compares the projected growth areas against some of the key assets, opportunities and primary visitor markets in the County Borough.

|                         | Sports events | Activity events | Music events | Festivals and culture | Conference and meetings |
|-------------------------|---------------|-----------------|--------------|-----------------------|-------------------------|
| Primary visitor markets | Orange        | Green           | Green        | Green                 | Red                     |
| Infrastructure          | Orange        | Orange          | Orange       | Orange                | Red                     |
| Access and logistics    | Green         | Orange          | Orange       | Orange                | Red                     |
| Event programme         | Green         | Orange          | Green        | Orange                | Red                     |
| Destination appeal      | Orange        | Red             | Orange       | Orange                | Red                     |

The traffic-light colour coding indicates that the County Borough is well positioned to take advantage of the projected growth in Festivals and Culture and Sports events but the lack of venues and accommodation stock means that it will remain difficult to compete for the conference and meetings sector.

Consultation with neighbouring Local Authorities identified the following views on event categories with most opportunity for growth as the chart below shows.

## Event categories with most potential for growth\*



\* according to research from neighbouring authorities

N.B. Four further categories received no responses - Arts and crafts, Sport and leisure, Religious and Youth.

# The events spaces

A key element of the events strategy is to identify any gaps in current provision of core infrastructure in terms of sites to accommodate events and to examine the potential to develop or enhance a potential arena and/or other venues. It is important to understand the current position in terms of available event sites and to determine how Bridgend County might be developed through enhancement of the portfolio of available event locations.

## **Bryncethin Clay Pits**

This disused site has been put forward for some time as a potential events site and a dedicated feasibility report was carried out by Hyder Consulting in February 2012 for Bryncethin Clay Pits—Outdoor Recreation & Events Feasibility in terms of its sustainability for outdoor recreation and events. This report considered ecology and hydrology as well as access. The study stated that the site demonstrated it could accommodate both sports facilities and events space dependent upon size and capacity requirements.

## **Bryngarw House and Country Park**

The 113 acres country park is already a venue for a range of events, including A Victorian Christmas, Autumn Fayre and Bridgend's vegetable show. There are some issues around access and capacity of the local road network to absorb larger volumes of traffic and onsite car parking is limited. There is limited capacity to expand and given the sensitive environment and its location in the Garw Valley, further development as a major events venue may be restricted. A feasibility study is being undertaken to explore future development of the historic house and Country Park, which may impact on its future role as a venue for events.

## **Newbridge Fields**

The site is laid out as playing fields. It has an attractive riverside location and although close to the urban core of Bridgend, it does have a 'rural feel'. There is easy access on foot from the town centre and major public sector transport connections are good. In the past, the site has hosted Bridgend Festival and the event was a success. It is a very flat site and the existing sports pitches are reputed to be of a high quality and there is a desire to retain use for football, rugby and cricket pitches. The site has moderate potential for expansion. There is for example a site for parking on the adjacent fields on the other side of the A48 with limited pedestrian access gained via a tunnel.

Suitability for smaller scale events is good although consideration of neighbouring housing would need to be given for music events.

## **Island Farm**

This is a proposed development project for a major sports village on a site close to the A48 on the southern outskirts of Bridgend. Proposed facilities include a 15,000 stadium, 8 pitches and major tennis academy. It has received planning consent and requires Welsh Government approval. These facilities are to be designed and built to a very high standard to attract major national and international sporting events and organisations to Bridgend.

This could represent a major potential contributor to the portfolio of event locations in Bridgend County in the medium to long term, although it remains to be confirmed in terms of available funding.

### **Pencoed College Site**

The Bridgend Festival has been successfully held at this location and the site has proved its capacity to host large events. It is an excellent location and is in close proximity to the M4 via Junction 35. The town centre and main railway station are some distance away, but bus links are good and there is a smaller mainline station at Pencoed. The immediate road infrastructure is excellent with mostly dual carriageways and large roundabouts. There are a number of options for site access with the possibility existing of segregating different types of vehicle. The size and topography of the site are very good with potential for expansion. Adjacent fields are suitable for parking and camping.

The site could be considered as suitable for a number of events and the risk of nuisance is low for congestion, and moderate for noise.

### **Coity Castle**

This Cadw site offers a small scale but impressive heritage attraction which is well suited to holding a range of cultural and community events within its main walls. The site presents an atmospheric location for musical and theatrical events against the impressive backdrop of the castle ruins.

### **Brewery Field**

The site has a central location, within easy reach of the town centre and public transport.

Although the site is flat, site access is limited with limited room for expansion. The site does offer some potential for events, but its suitability for larger events is limited due to the site capacity. The potential for congestion is also high.

### **Maesteg – Market Square**

The fourth phase of redevelopment of Maesteg includes provision of 14 new outdoor market stalls and a new market square in the heart of the town. At the heart of the project will be the establishment of a new focal point for the community – an area of public space where people can meet and socialise and which will be suitable for hosting local events and visiting markets.

### **Porthcawl**

Porthcawl does already host a range of entertainment cultural and sports based events across a number of sites within the town. The regeneration of the waterfront will create a vibrant new focus that will bring social, economic and environmental benefits for the town itself and the wider area.

Whilst it is some distance from Bridgend town centre and mainline rail links, road linkages are good with a number of arterial routes leading to the M4 J37.

### **Bridgend Town Centre**

Bridgend does host some events in the town centre although clearly there are issues with any major events in terms of disruption to the town's usual business activities. Several town centre events in recent years have offered benefits and may offer opportunities for growth and extension over a longer period.

The matrix below highlights an analysis of certain current and potential events spaces in relation to site characteristics, market fit, costs, delivery and sustainability. Those with the higher scores are considered to offer greater potential from a cost/benefit perspective than those with lower scores.

This analysis would suggest that the opportunity exists to package a portfolio of the key event locations which can be made available to prospective event organisers.

| Site Assessment Matrix          |                      |        |            |          |                         |                                |  |                                 |                  |                        |                 |                      |                      |                        |       |
|---------------------------------|----------------------|--------|------------|----------|-------------------------|--------------------------------|--|---------------------------------|------------------|------------------------|-----------------|----------------------|----------------------|------------------------|-------|
|                                 | Site characteristics |        |            |          |                         | Market / operator fit          |  |                                 | Costs & delivery |                        |                 | Sustainability       |                      |                        | Total |
|                                 | Location             | Access | Topography | Capacity | Existing infrastructure | Address market (visitor) needs | Fit / appeal to organiser requirements | Estimated costs to address gaps | Ownership        | Level of funding req'd | Planning issues | Environmental impact | Neighbourhood impact | Transport and linkages |       |
| Bryncethin Pits                 | 2                    | 2      | 1          | 3        | 1                       | 2                              | 1                                      | 1                               | 3                | 1                      | 2               | 2                    | 3                    | 2                      | 26    |
| Bryngarw House and Country Park | 1                    | 1      | 2          | 1        | 2                       | 2                              | 1                                      | 2                               | 3                | 2                      | 2               | 2                    | 2                    | 2                      | 25    |
| Newbridge Fields                | 3                    | 1      | 3          | 2        | 2                       | 2                              | 1                                      | 1                               | 3                | 2                      | 2               | 2                    | 1                    | 3                      | 28    |
| Island Farm                     | 3                    | 3      | 3          | 3        | 2                       | 3                              | 2                                      | 3                               | 2                | 1                      | 2               | 2                    | 2                    | 2                      | 33    |
| Pencoed College Site            | 2                    | 3      | 3          | 3        | 3                       | 3                              | 2                                      | 3                               | 2                | 3                      | 3               | 3                    | 3                    | 1                      | 37    |
| A48 site - Laleston             | 2                    | 2      | 2          | 1        | 2                       | 1                              | 1                                      | 2                               | 2                | 2                      | 2               | 2                    | 2                    | 2                      | 25    |
| Coity Castle                    | 2                    | 1      | 2          | 1        | 2                       | 1                              | 1                                      | 1                               | 2                | 2                      | 2               | 1                    | 1                    | 2                      | 21    |
| Brewery Fields                  | 2                    | 2      | 2          | 1        | 2                       | 2                              | 1                                      | 2                               | 2                | 2                      | 2               | 2                    | 2                    | 2                      | 26    |
| Town centres                    |                      |        |            |          |                         |                                |  |                                 |                  |                        |                 |                      |                      |                        |       |
| Bridgend                        | 3                    | 3      | 2          | 2        | 2                       | 2                              | 2                                      | 2                               | 3                | 3                      | 2               | 2                    | 2                    | 3                      | 33    |
| Porthcawl                       | 3                    | 2      | 3          | 2        | 2                       | 3                              | 3                                      | 2                               | 3                | 2                      | 2               | 2                    | 2                    | 2                      | 33    |
| Maesteg                         | 2                    | 2      | 2          | 2        | 2                       | 2                              | 2                                      | 2                               | 3                | 2                      | 2               | 2                    | 1                    | 2                      | 28    |

Scoring method

3= strong, positive

2= neutral / reasonable

1= weak / significant constraint

Please note where costs are high this is scored as 1, a significant constraint

# The events action timetable

## **Priority: Create an environment which nurtures and supports events**

A refresh of the 'levers' to support and develop events will help strengthen the role of events in strengthening the local economy. Being an event friendly area will make Bridgend County easy to do business with and increase ability to develop and attract events of regional, national and international appeal.

## **Priority: Refresh and develop an on-brand events programme**

The focus will be on developing and supporting an event portfolio which increases economic impact, is on brand and enhances the profile of the area, creates vibrancy throughout the year and improves the quality of life for residents. BCBC will continue to act as an incubator for new events, developing them and then handing them over to the private sector or community organisations to take forward. Greater attention will be paid towards a commissioning model with private sector to grow and manage event delivery. The type of support required or available will vary based on the classification of the event: established; growing; Niche/community, and; new<sup>6</sup>.

## **Priority: Support the provision of flexible event spaces**

There are opportunities to enhance and promote the events infrastructure and sites in a number of areas. Better packaging and marketing of existing event locations will assist in making them more appealing to prospective event organisers. Support to enhance existing spaces and developing new ones will increase the range of spaces available and the appeal of the area to more event organisers.

## **Priority: Support a consistent approach to event planning, management and evaluation**

We will introduce an industry-standard approach to evaluate events. We will encourage all events to use the eventIMPACT<sup>7</sup> toolkit, promoted by the MEU, which provides guidelines and an interactive toolkit to evaluate the economic, social, environmental and media related impacts of the event. In addition, we will develop a consistent and systematic approach to measure the outcomes generated by the events portfolio.

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<sup>6</sup> Details of characteristics of different categories can be found in Appendix 1

<sup>7</sup> [www.eventimpacts.com](http://www.eventimpacts.com)

## Priority: Create an environment which nurtures and supports events

| Objectives   | Actions   | Lead                            | Timescale    | Status | KPIs* |
|--|---|---------------------------------|--------------|--------|-------|
| <b>Provide resources to support event organisers</b>   | Review the criteria of accessing resources based on event classification: established, growing, niche/community and new               | BCBC – TOUR + ESAG              | Short        | **     | 1,2   |
|  | Establish a robust and transparent process for allocating resources to events   | BCBC – TOUR + ESAG              | Medium       | *      | 1,2   |
|  | Establish a ‘events point of contact’ function within the Tourism Team for event organisers seeking advice and/or resources from BCBC | BCBC – TOUR                     | Short        | **     | 2,3   |
| <b>Raise the profile of the area as an events location</b>   | Implement an annual events programme marketing plan to include on and off-line media  | BCBC –TOUR + COMMS              | Short        | ***    | 5,8   |
|  | Explore sponsorship opportunities for key events and the events programme as a whole  | BCBC –TOUR + COMMS              | Medium       | *      | 4     |
|  | Approach media organisations to identify potential event media partners   | BCBC –TOUR + COMMS              | Medium       | *      | 5     |
| <b>Develop a focused events partnership approach and build the Council’s reputation as an events partner</b> | Support those events that have meaning and benefit to local communities and businesses  | BCBC – TOUR, REGEN, WELL, COMMS | Short-medium | ***    | 2,3   |
|  | Review the terms of reference for the Events Safety Advisory Group  | BCBC TOUR + ESAG                | Short        | *      | 6,7   |
|  | Establish an annual Events Stakeholder Forum  | BCBC TOUR + ESAG                | Short        | *      | 6,7   |

Status: \* discussion stage \*\* planning stage \*\*\* implementation stage

\*Key to KPIs can be found in monitoring section

## Priority: Refresh and develop an on-brand events programme

| Objectives                         | Actions  | Lead                   | Timescale     | Status | KPIs*    |
|------------------------------------|--|------------------------|---------------|--------|----------|
| <b>Support existing events</b>     | Provide marketing support to established events that deliver economic and social benefits across the County Borough                                | BCBC – TOUR + COMMS    | On-going      | ***    | 5,8      |
|                                    | Support the growth events that offer high growth potential but are still in their infancy  | BCBC – TOUR + WELL     | Medium-long   | *      | 11,12,13 |
|                                    | Work with businesses to increase their benefit from events, including the development of packages in partnership with Bridgend Tourism Association | BCBC – TOUR,COMMS, EDU | Medium        | *      | 14       |
| <b>Develop new on-brand events</b> | Create and support new events which meet the priorities for the area as set out in the Destination Action Plan                                     | BCBC –TOUR             | Medium – long | *      | 9,10     |
|                                    | Attract events of regional or national significance in recognised growth areas   | BCBC –TOUR             | Medium        | *      | 9,10     |
|                                    | To seek out and attract people who share our vision and want to work towards delivering it (volunteers, businesses, promoters)                     | BCBC                   | Medium-long   | *      | 2,3      |
|                                    | Work with Welsh Government and neighbouring Local Authorities on mutually beneficial opportunities   | BCBC –TOUR             | On-going      | ***    | 15       |

Status: \* discussion stage \*\* planning stage \*\*\* implementation stage

\*Key to KPIs can be found in monitoring section

## Priority: Support the provision of flexible event spaces

| Objectives  | Actions  | Lead              | Timescale | Status | KPIs*    |
|---|--|-------------------|-----------|--------|----------|
| <b>Market event sites to event organisers</b>                       | Create and publish an asset register of event sites and facilities which can be offered to event organisers            | BCBC – TOUR+PROP  | Medium    | *      | 16,17    |
|   | Undertake an audit of indoor event spaces similar to the audit of outdoor spaces                                       | BCBC – TOUR, WELL | Medium    | **     | 18       |
| <b>Support partners to maximise potential events spaces</b>         | Continue to work with Bridgend College to explore ways of extending the events programme at the Pencoed campus         | BCBC-TOUR         | Short     | *      | 18       |
|   | Assess the potential to extend the reach and profile of Brewery Field as locations for outdoor events                  | BCBC-TOUR+EDU     | Medium    | *      | 18       |
|   | Work with the developers of Island Farm to explore opportunities for using the facility as a location for major events | BCBC-TOUR +REGEN  | Long      | *      | 18       |
| <b>To increase footfall at key locations within Bridgend County</b> | Ensure the effective and sustainable use of BCBC's parks and open spaces as venues for events                          | BCBC-TOUR+PARKS   | Medium    | **     | 17,18,19 |
|   | Support the flexible use of Town Centres as spaces for events  | BCBC-TOUR+TC      | On-going  | ***    | 17,18,19 |

Status: \* discussion stage \*\* planning stage \*\*\* implementation stage

\*Key to KPIs can be found in monitoring section

## Priority: Support a consistent approach to event planning, management and evaluation

| Objectives  | Actions   | Lead            | Timescale | Status | KPIs*    |
|---|---|-----------------|-----------|--------|----------|
| <b>Support a consistency of quality in event planning and management</b>                | Develop pro formas for Event Management Plans and Risk Assessments  | BCBC- TOUR+LISC | Short     | *      | 22,23,24 |
|   | Design and implement an Events Toolkit to support organisers design and run successful events in the County Borough               | BCBC + ESAG     | Short     | **     | 22,23    |
|   | Design and launch a web portal for event information  | BCBC-TOUR       | Short     | **     | 22,23    |
|   | Provide advice and guidance on health and safety in relation to event   | BCBC+ESAG       | On-going  | ***    | 22,23,24 |
|   | Establish and implement monitoring procedures for attendance at events  | BCBC-TOUR       | Medium    | *      | 21,22,23 |
|   | Provide life-long learning opportunities relating to events management  | BCBC-TOUR+WELL  | Medium    | *      | 25       |
|   | Work with partners to promote volunteering opportunities at events  | BCBC+BAVO       | Medium    | *      | 18,26    |
|   | Signpost event organiser to available grants and other funding opportunities  | BCBC+BAVO       | Short     | *      | 18       |
| <b>Develop a consistent and systematic approach to event measurement and evaluation</b> | Develop and implement an impact and evaluation model for events in the County and capture headline indicators in a consistent way | BCBC-TOUR       | Short     | **     | 20,21    |
|   | Promote an Events Evaluation Toolkit for use by event organisers  | BCBC-TOUR       | Short     | **     | 20,21    |
|   | Conduct an annual review of the events programme based on informal and formal feedback  | BCBC-TOUR       | On-going  | *      | 27       |

Status: \* discussion stage \*\* planning stage \*\*\* implementation stage \*Key to KPIs can be found in monitoring section

# Monitoring and evaluating the events ambition and action timetable

The delivery of the events ambition and events action timetable will be based on sound evidence and a thorough understanding of the industry with success monitored against a set of performance measurements. Progress towards the vision, priorities and intended outcomes will be monitored by the measurements outlined below. New event monitoring and evaluation tools will be developed through the action timetable and new systems and processes will be put in place for their use and collation. Delivery of the action timetable is achievable within existing budgets. Should the action timetable change a review of budgetary requirements would be required.

| Vision  | Priorities  | Outcomes  | Key Performance Indicators   |
|---|---|---|--|
| The vision is for Bridgend County to be recognised as a successful and dynamic events destination | <p>Create an environment which nurtures and supports events</p> <p>Refresh and develop the events programme</p> <p>Support the provision of flexible event spaces</p> <p>Support a consistent approach to event planning, management and evaluation</p> | <p>Increase economic impact</p> <p>Enhance destination profile</p> <p>Improve quality of life</p> | <p>1-No of new events bidding for SEF support</p> <p>2- No. of events advised through Tourism Team</p> <p>3- No of new enquiries from event organisers</p> <p>4- Value of sponsorship obtained</p> <p>5- Level of media coverage</p> <p>6- No. of ESAG events held</p> <p>7- No. attending ESAG events</p> <p>8- Response to events marketing activity</p> <p>9- No. of new events</p> <p>10- No. of events in growth areas</p> <p>11- Visitor attendance at established / growth events</p> <p>12- Local attendance at established / growth events</p> <p>13- Satisfaction rating in events survey</p> <p>14- No. of businesses reporting benefits from events</p> <p>15- No. of events with neighbouring areas</p> <p>16- No. of event organisers accessing asset register</p> <p>17- No. of events spaces promoted</p> <p>18- No of partners worked with</p> <p>19- Satisfaction rating of events spaces</p> <p>20- No. events completed eventIMPACT evaluation tool</p> <p>21-Measure of impact of individual events</p> |

|  |  |  |   |
|--|--|--|---|
|  |  |  | 22- No. of event organisers accessing Events Toolkit<br>23- Number of hits on web portal<br>24- No. of events advised through ESAG<br>25- No. of learning opportunities provided<br>26- No. of volunteers engaged<br>27- No. engaged in annual review process |
|--|--|--|---|

**Monitoring**

The Tourism Team of BCBC will be responsible for monitoring the events ambition and events action timetable, reporting to the BCBC Destination Management Board, who will allocate time to monitoring progress. Reports will also be provided to ESAG and findings from annual reviews will be reported to the annual events forum.

**Evaluation**

The success of the strategy and action plan will be evaluated annually. The Destination Management Board will write an annual report on the progress made, new challenges and opportunities that have arisen throughout the year.

**Review**

This events ambition and action timetable will be responsive to changes in the external environment. The events ambition has a life of three years, with a full review in 2015, and the action timetable will be reviewed annually.

# Appendices

## Appendix 1: Event Classification

| Established events  | Growing events  | Niche / community events   | New events   |
|---|---|--|--|
| <ul style="list-style-type: none"> <li>- Regular event</li> <li>- Attracts visitors from outside County</li> <li>- 10,000+ participants and spectators</li> <li>- Attracts media coverage</li> <li>- Provide economic impact</li> </ul> | <ul style="list-style-type: none"> <li>-Developing annual event</li> <li>-Appeal outside County</li> <li>-5,000+ participants and spectators</li> <li>-Categorised as growth area</li> <li>-Require (some) public sector support</li> </ul> | <ul style="list-style-type: none"> <li>-Primarily community audience</li> <li>-Attracts local / niche interest</li> <li>-Limited visitor appeal</li> </ul> | <ul style="list-style-type: none"> <li>-One-off or recurring new event</li> <li>-Potential to add to destination development and visitor appeal</li> </ul> |

## Appendix 2: Consultees

|   |                                      |
|---|--------------------------------------|
| <b>BCBC</b>   |                                      |
| Ieuan Sherwood  | Countryside & Tourism Manager        |
| Mike Evans  | Tourism Team Leader                  |
| Rhiannon Hardiman   | reach                                |
| Zoe Livermore   | reach                                |
| David Roderick  | reach                                |
| Satwant Pryce   | Head of Regeneration and Development |
| Ellie Fry   | Group Manager Regeneration           |
| Andrew Jones  | Regeneration Projects Manager        |
| Aled Singleton  | Regeneration                         |
| Rachel Bell   | Town Centre Manager                  |
| Claire Hamm   | Conservation Officer                 |
| Sue Jones   | Development Planning                 |
| Helen Jones   | Property                             |
| Mark Shephard   | Head of Wellbeing                    |
| Adrian Roberts  | Beach Management                     |
| Ceri Evans  | Arts Officer                         |
| Michelle Bower  | BCBC Comms                           |
| Chris Howell  | Street Scene                         |
| Andrew Mason  | Rights of Way                        |
| Gareth Evans  | Parks and Open Spaces                |
| <b>Other agencies</b>   |                                      |
| Gerwyn Evans  | VW                                   |
| Geraint Thomas  | VW                                   |
| Bridgend County Visitor Events Strategy and Action Plan 2013-2016 | 32                                   |

|                                |                            |
|--------------------------------|----------------------------|
| Peter Cole                     | CRT                        |
| Denise Fletcher                | Valleys Regional Park      |
| Andrew Lloyd Hughes            | Valleys Tourism            |
| Gary Davies                    | SWWTP                      |
| Gwilym Evans                   | Major Events Unit          |
| Mike Clarke                    | Porthcawl Chamber          |
|                                |                            |
| <b>Private sector</b>          |                            |
| Karl Schmidtke                 | Chair BTA                  |
| Cath Letton                    | Bridgend Designer Outlet   |
| Marlene & Colin Ockwell        | Colmar Guest House         |
| Eira Edwards                   | Lakeside Caravan Park      |
| Dave Parsons                   | Betws Eco Lodge            |
| Nigel Jones                    | Adventures Activities Ltd  |
| Sasha Ufonowski                | Cwm Tawel Glamping         |
| Barry King                     | Bridgend Festivals         |
| Peter Phillips                 | Elvis Festival             |
| Chris Adams                    | Chair, Garw Valley Railway |
|                                |                            |
| <b>Workshops/presentations</b> |                            |
| BTA                            | 24 October 2012            |
| Heritage group                 | 19 November 2012           |
| Events Safety Advisory Group   | 28 November 2012           |
| BCBC Internal Workshop         | 11 January 2013            |

### Appendix 3: Key to Event KPIs

|    |   |
|----|---|
| 1  | No of new events bidding for SEF support          |
| 2  | No. of events advised through Tourism Team        |
| 3  | No of new enquiries from event organisers         |
| 4  | Value of sponsorship obtained                     |
| 5  | Level of media coverage                           |
| 6  | No. of ESAG events held                           |
| 7  | No. attending ESAG events                         |
| 8  | Response to events marketing activity             |
| 9  | No. of new events                                 |
| 10 | No. of events in growth areas                     |
| 11 | Visitor attendance at established / growth events |
| 12 | Local attendance at established / growth events   |
| 13 | Satisfaction rating in events survey              |
| 14 | No. of businesses reporting benefits from events  |
| 15 | No. of events with neighbouring areas             |
| 16 | No. of event organisers accessing asset register  |
| 17 | No. of events spaces promoted                     |
| 18 | No of partners worked with                        |
| 19 | Satisfaction rating of events spaces              |
| 20 | No. events completed eventIMPACT evaluation tool  |
| 21 | Measure of impact of individual events            |
| 22 | No. of event organisers accessing Events Toolkit  |
| 23 | Number of hits on web portal                      |
| 24 | No. of events advised through ESAG                |
| 25 | No. of learning opportunities provided            |
| 26 | No. of volunteers engaged                         |
| 27 | No. engaged in annual review process              |