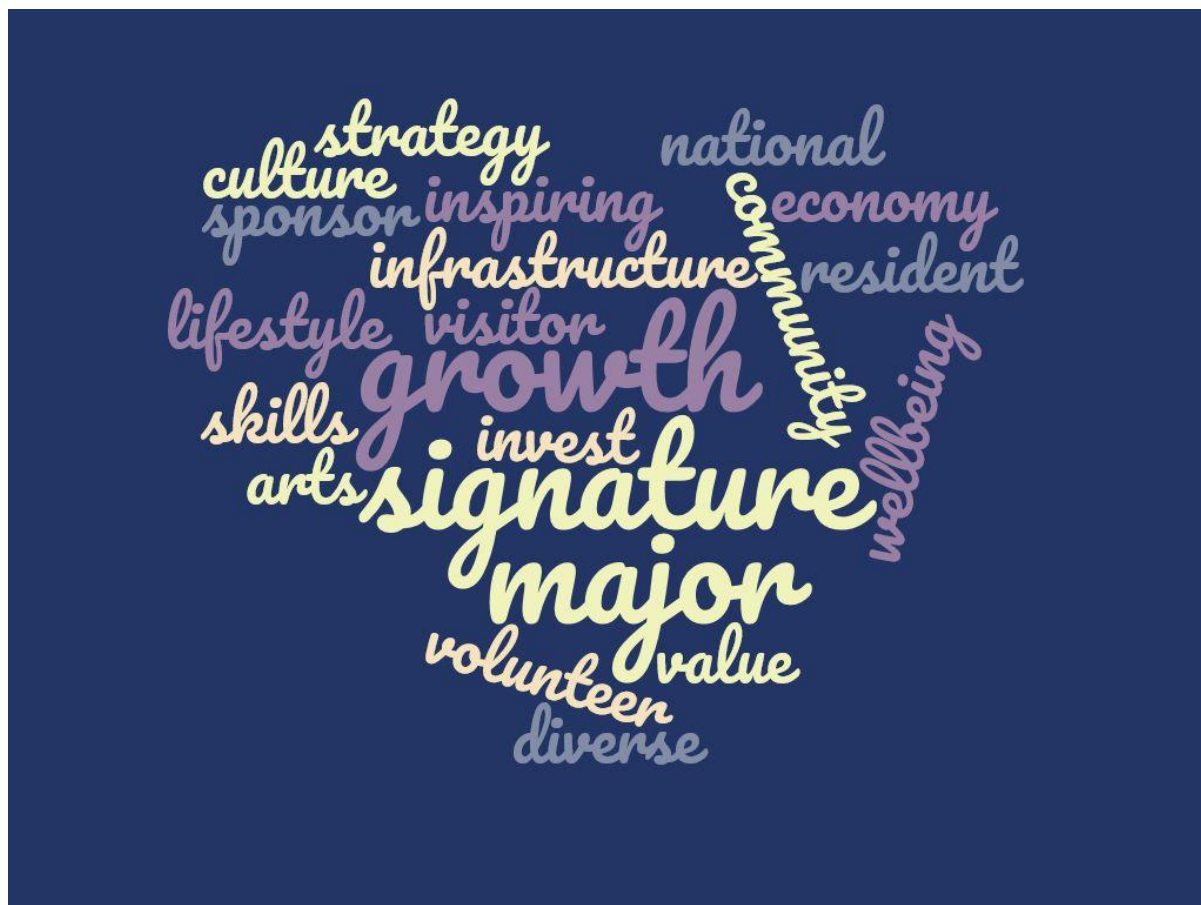


APPENDIX 1

Cheshire East Council Strategic events Framework 2017 – 2022





Cheshire East Council Strategic Events Framework

1. Who is the Strategic Events Framework for?

Events and festivals can be positive economic and social drivers encouraging financial and social investment by a wide range of organisations and communities attracting sponsorship from private and public investors. This framework is intended to improve co-ordination of the Council's investment in, and support of, events and thereby generate increased levels of activity in our communities improving their viability and contributing to their regeneration.

Cheshire East Council's goal for Strategic events is to establish Cheshire East as a renowned event destination that attracts new visitors to the region and supports its Quality of Place. We will achieve this aim by supporting events which are memorable, vibrant, colourful, authentic and creative and which highlight and capitalise upon the unique appeal and landscape of Cheshire East. Our role is to enable the economy, communities and places of Cheshire East to benefit from engagement with Strategic events, contributing to wellbeing, quality of place, prosperity and place marketing. This is achieved through the provision and commissioning of festivals and events based on CEC's Strategic Priorities for Strategic events (See appendix A).

The Strategic Events Framework is designed to be widely used in Cheshire East by Cheshire East Council, the Council's partners, agencies and stakeholders.

The benefits of a framework include:

- Identify clear priorities for Strategic Events and identify the Council's role in achieving these.
- Inform a cohesive approach across the Council to engage with the events sector to ensure the delivery of our outcomes.
- Improve the co-ordination of the Council's investment in and support of events.
- Enable's major funding bodies such as HLF and Arts Council England to understand our strategic priorities and how they match with their own.
- Delivery of better value for money through commissioned and contracted events activity leading to improved delivery of CEC outcomes.
- Increased ability to bid for large scale strategic events to take place in Cheshire East bringing all associated benefits with them.
- Ensuring that the Council has the right level of resources, financial and human, available at the right time to maximise the benefits of Strategic Events.

These effects have significant economic and social dimensions which we are interested in when we commission strategic events on the basis of outcomes. We

believe that strategic events can have a significant role to play in bringing these benefits to the people of Cheshire East.

2. What We Mean by Strategic Events

For the purpose of the Framework, Strategic Events will address those events that currently or will have the potential to meet set criteria as below:

- Promote Cheshire East as a tourism destination and business location.
- Attract visitors from outside Cheshire East that will assist in growing the value of the visitor economy to the area in line with the council's Visitor Economy Strategy, including a distinctive rural tourism offer.
- Benefit Cheshire East businesses
- Deliver public health and wellbeing benefits
- Deliver life skills to residents and the area's workforce.
- Deliver Cultural outcome in line with the council's Cultural framework.
- Raise the profile and enhance the reputation of Cheshire East as a place and as a Council.

This framework relates to activity delivered by or through the Council, partners, agencies and stakeholders.

The framework's aim is the development and exploitation of a portfolio of events designed to achieve positive outcomes for Cheshire East and its residents. We recognise that there are many small events and festivals which make a valuable contribution to local communities and local economies across Cheshire East; however, they are not the focus of this strategy because they are unlikely to have wider economic and socio-cultural impact at a Cheshire East level. Similarly commercial conferences, exhibitions and trade fairs are also valuable, but are outside the scope of this framework. Typically, these commercial events are unlikely to make a significant contribution to the delivery of the wider economic, social and cultural objectives of this framework.

Strategic events can be categorised as follows:

Major Events – these are events defined by their scale & appeal to attract & influence large scale regional, national & international audiences, extensive media coverage and an ability to deliver economic impact & significant visitor numbers. They can have a positive impact in influencing specific market segments & in changing attitudes & behaviours. These events are not “owned” by the Council and would have to choose Cheshire East in the face of national and international competition. Major events capture the imagination of people around the world, while research has shown that they can provide significant economic benefits and improve the international reputation and profile of the host. There is also growing recognition that major events have the power to inspire and engage diverse individuals and communities and to thereby enhance social, environmental and cultural wellbeing, including an enhanced sense of place.

Signature Events – these events can also have a strong regional, national or international dimension but unlike the category of major events they are recurring.

They are also either unique to Cheshire East or are distinctively Cheshire, and reflect our culture, traditions and values. They enhance the image and cultural identity of Cheshire East and provide a high quality experience for visitors. Successful Signature Events continuously re-invigorate and replenish their audiences.

Growth Events – these are smaller events, often new or with an untapped growth potential that is regional, local or sector led and which demonstrate the ambition and potential to evolve and grow to become Major or Signature Events. These will be considered for support. An important dimension of this ‘added value investment’ is in creating and nurturing home grown events.

3. Quality of Place

Quality of Place is a strategic priority for the Council and recognised as a key economic driver by the Local Strategic Enterprise Partnership (LEP). Many aspects can contribute to Quality of Place, but Strategic events can support outcomes related to creating & developing Cheshire East’s brand & image as part of a strategic approach to place marketing. Events can be bold, or they can be on the quiet side, influencing the audience over time. Events can be a tool of place marketing. It has become crucial for places to find a better way to cut through the competition and reach the target audience. Cheshire East needs to make itself heard; to stand out from the competition is crucial, and events are increasingly proving to be a way of doing so. Distinctiveness of identity influences perceptions and supports place marketing opportunities. As well as supporting the prosperity of its residents and businesses, ‘quality of place’ can help create and communicate the ‘identity’ of a place.

Place marketing which is a key component of Quality of Place provides an approach within which events and event tourism find multiple roles, as image makers, quality of life enhancers and tourist attractions. Strategic events add value to the overall package offered by the destination.

To exploit the value of strategic events it is necessary to ensure that they are commissioned within the context of effective place marketing. This can help in a common effort to enhance a differentiated reputation that will attract target audiences in line with the Council’s quality of place agenda. Place marketing helps to differentiate the place experience provided to target groups and to build its competitiveness in an economic and social context.

Strategic Events have a role in contributing to or achieving each of these elements of “Quality of Place”.



Achieving Quality of Place

4. The Framework

4.1 Purpose

The purpose of the Framework is to:

- a) Inform a cohesive approach across the Council to events that helps contribute to delivery of Quality of Place.
- b) Develop a cohesive approach across the Council, to ensure high quality outcomes for specific programmes of work, delivering value for money through commissioned and contracted event's activity leading to improved delivery of CEC outcomes. .
- c) Guide the strategic approach of the Council's partners and stakeholders, national agencies, the voluntary sector, commissioners of public services and event organisations.
- d) Enable appropriate arrangements to be in place that are 'fit for purpose', fair and targeted towards the outcomes sought.
- e) Identify clear priorities for Strategic Events and identify the Council's role in achieving these and inform a cohesive approach across the Council to engage with the events sector to ensure the delivery of our outcomes, maximising opportunities for investment activity in Cheshire East and facilitate the co-ordination of the Council's support for events.
- f) Develop a comprehensive understanding of the benefits of engaging with the events sector across all Council services.
- g) Increasing personal well-being, cultural participation and audience development.
- h) Enabling funding bodies to understand our strategic priorities and how they match with their own.
- i) Facilitation of decision making on which events the Council will support and to what level and those that it will not.
- j) Guiding the Council approach to resources, financial and human, available at the right time to maximise the benefits of Strategic Events.

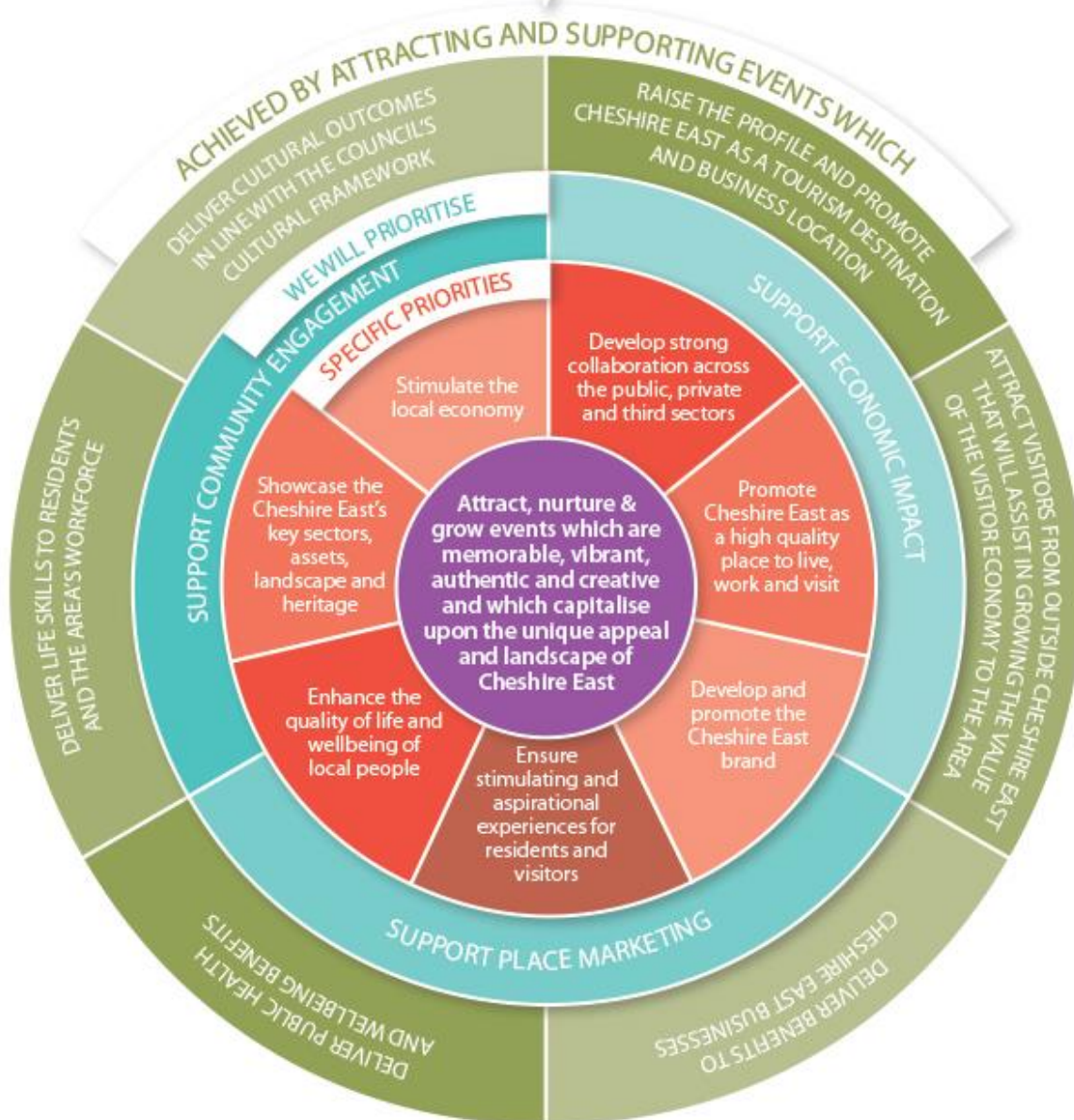
4.2 How it will be used

This framework is intended as a guide for Council services in delivering Quality of Place outcomes and Place Marketing through Strategic events. It is designed to inform how the Council can engage to deliver specific objectives and in particular to inform the Council's Place Marketing approach in delivery of the Council's outcomes.

4.3 Council Priorities for Strategic events

The Council has adopted a set of priorities to inform the commissioning of cultural provision and services. These are set out at appendix A. These priorities are intended to inform all instances where the Council will commission or directly provide activity in order to deliver outcomes related to Strategic Events.

Develop and exploit a portfolio of events designed to achieve positive outcomes for Cheshire East and its residents



Strategic Events Priorities

4.4 The approach

The Council's priorities for Strategic Events will inform all instances where the Council will commission, contribute to, or directly deliver a strategic event activity in order to deliver Quality of Place. It will also help to identify opportunities for collaboration or leadership, which can be as important as direct support or delivery.

There may however be circumstances where the Council would wish to invest in strategic events and the Framework will help to identify under what circumstances this would take place and give guide the type and level of support that may be appropriate. Investment may be financial or it may also include such things as waiving of venue hire costs or support with marketing.

It is inherent in this approach that resources would be set at a level commensurate with achieving the strategic priorities adopted. Therefore the Framework helps to inform which events are supported and which are not as well as ensuring that resources are most effectively used.

5. Delivering the Framework

5.1 Framework objectives

Application of the framework is intended to help establish Cheshire East as an internationally renowned event destination that attracts new visitors to the region and delivers economic benefit whilst adding to Cheshire East Council's Quality of place agenda. Strategic events will realise potential to add economic value and raise the profile of the borough allowing communities to engage with events that contribute to lifestyle, wellbeing, sense of pride and prosperity. This will be achieved by attracting, nurturing and growing strategic events which are memorable, vibrant, authentic and creative and which capitalise upon the unique appeal and landscape of Cheshire East.

This Council will use a core budget for commissions, support or interventions in line with the Council's priorities for Strategic events. In addition, the design and prioritisation of Council support for strategic events will be covered by this framework, including in the ensuing a consistent processes of selection and evaluation.

The Framework also recognises the importance of partnership arrangements in delivery of strategic events, such as host venues, town and parish councils, community and business partners or the emergency services. It will also provide guidance on the Council's priorities to its partners should events be commissioned or supported through them.

The Place Directorate will act as sponsor of the Framework, will monitor, evaluate and report on progress towards the Framework objectives; work collaboratively with other commissioners and commissioning bodies and seek to develop the capacity for strategic events that meet the aims of the framework, even where there is no direct input required from the Council.

5.2 The role and nature of Strategic Events

A clear approach to Strategic Events would improve the co-ordination of the Council's investment in and support of events. Events and festivals generate an array of social and economic impacts for Cheshire East including:

- Attracting visitors
- Enhancing a positive image as part of place marketing
- Showcasing Cheshire East as a place to invest in
- Engagement with residents
- Showcasing the cultural diversity and heritage
- Developing community cohesion and aspirations
- Showing Cheshire East as a great place to live, work and visit
- Promoting increased business such as tourism and hospitality
- Providing learning and skills development opportunities

Occasionally events will be organised and delivered directly by the Council when they fall within a specific programme of work, e.g. Cheshire East Reflects, or when the Council is a required partner, e.g. the Tour of Britain and the Olympic Torch Relay. There is currently no managed programme, (this tends to become available on a more ad-hoc basis) for co-ordination or development of strategic events or budgets specifically allocated for this purpose.

At times the Council may also commission Strategic Events in order to address a specific, identified need or to address gaps in provision. For example, 'The Lost Carnival' in 2016 or the forthcoming 'Chalk it up', the International Pavement Art Competition in Crewe which are related to a wider regeneration initiative, development of cultural engagement and audience development. The Council may also seek to exploit the value of strategic events in raising awareness of or enhancing the reputation of the place and/or the Council and its service provision. Furthermore, the Council may provide a financial contribution to events which are deemed to have a strategic importance which are recognised as being a significant contributing factor in the town's regeneration. However, there is currently no transparent framework through which decisions to support activity may be taken.

Additionally venues in Cheshire East, including Tatton Park, host many large public events that are important in their ability to generate income to fund the management of the venue as well as a number that are strategically of value to the wider economy. This is of particular relevance to a number of historic properties and to the rural economy. The RHS Show is an example where it is of significant value to the local economy and has high profile and TV coverage, but also provides an important income stream to Tatton Park itself.

The outcome we want to achieve may only come about as the result of a number of initiatives being commissioned over quite a long period of time. When we talk about 'commissioning for outcomes' we are drawing attention to the impact of the activity on those it is intended to benefit. Commissioning therefore always involves those who are receiving the service, or engaging in the activity, in helping to shape it. Within the context of the framework we define commissioning as, the provision of a quality service/s for individuals and communities to address needs and inequalities within the resources available.

Partner organisations that approach the Council for funding (including grants) in support of their own event need to evidence clearly links to the decision making content of the Framework where they could be considered or defined as strategic events.

Contracts for activity may only be issued where it meets the Framework and the articulated priorities. The council will nominate an officer or service that should be involved in the design of all specifications that potentially involve strategic events activity, in order to ensure quality as part of the selection, appointment and evaluation processes.

5.3 Decision Making

Decisions under this framework will be delegated to the Head of Rural and Cultural Economy services or their equivalent at the time, in consultation with the relevant portfolio holder. This can lead to an event being supported or a decision not to support.

Signature Events

Signature Event decisions will be delegated decisions made within the Framework, in line with financial regulations and the relevant criteria set out in this framework.

Growth Events

Decisions on Growth events made within the Framework will be delegated in line with financial regulations and the relevant criteria set out in this framework.

Where growth events and signature events are related to cultural events, they may alternatively be considered under the council's Cultural Framework. Support for growth events and signature events may take various forms including (but not exclusive to):

- Undertaking research and 'gap analysis' to inform a strategic approach to attracting or developing events through commissioning or bid development.
- Facilitating development or growth of established events to generate additional visitors, overnight stays, support town centre initiatives and raise the profile of the Borough.
- Commissioning economic impact assessment of events in Cheshire East to demonstrate the combined impact to the economy
- Provision of a growth fund for established events to develop further and use as potential match to unlock funding from other bodies
- Provision of an 'innovation' fund to support the development of existing events to reach new audiences or get to the 'next level' or pump-prime new home grown festivals and events
- Commissioning new events where there are identified gaps which could benefit the local economy, for example in regeneration areas such as Crewe.
- Providing on-going support to event organisers through training, provision of advice and practical support (e.g. road closures, licencing and access to land/facilities).

Major Events

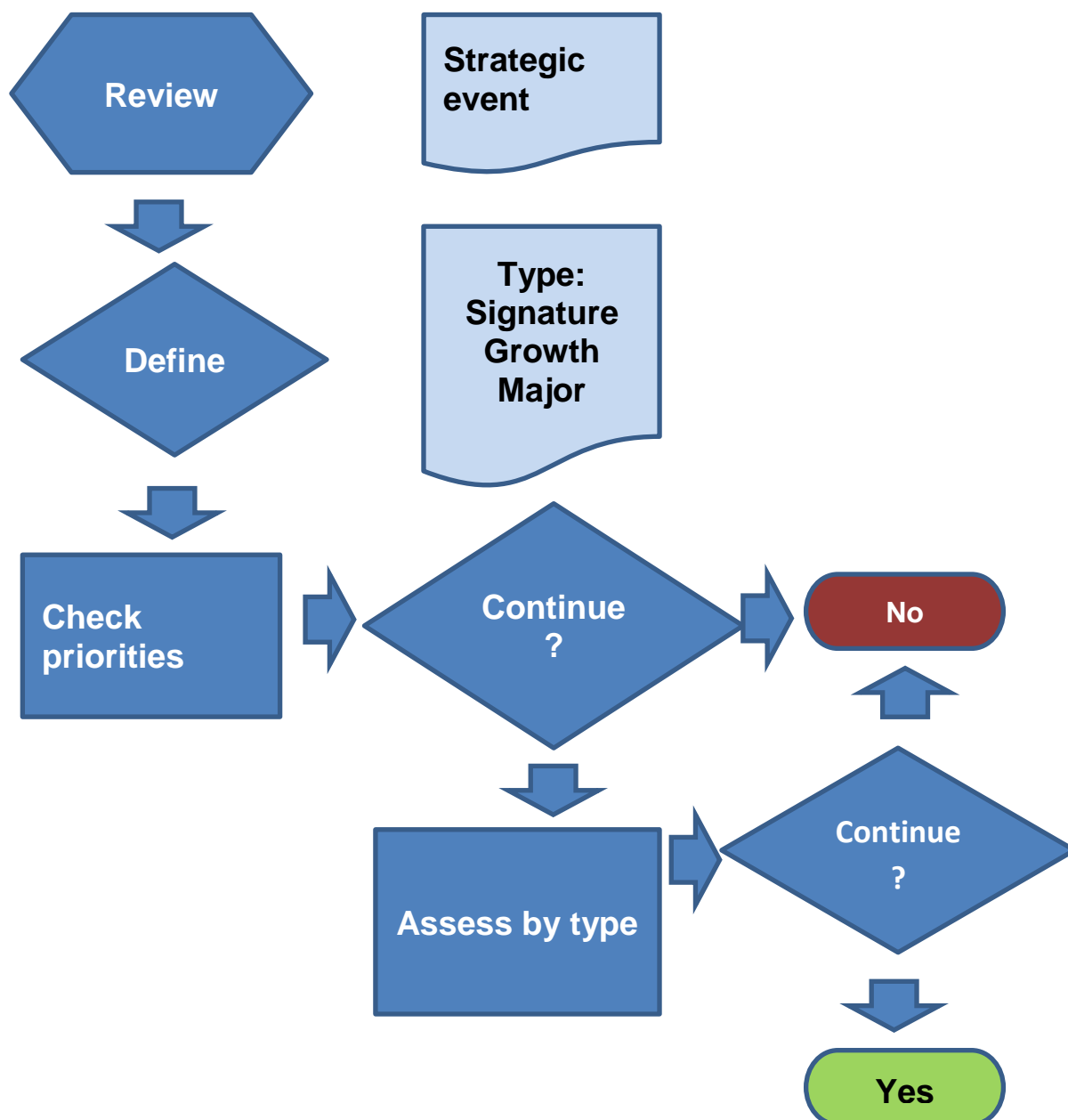
Major event decisions will be taken on the basis of advice related to the priorities and criteria set out in appendices A and B of this framework. Advice for all major event decisions will be considered by a panel normally consisting of the following Cheshire East Council membership or their equivalent at the time:

- Executive Director of Place
- Portfolio Holder
- Head of Rural & Cultural Economy
- Visitor economy or Strategic Events Manager
- Cultural Economy Manager

This will be supplemented when relevant by experts who will be added to the panel to inform specific information, particularly related to finance, legal or safety matters.

The panel will also advise if any Major Events require additional approvals as part of the Council's procedures.

By their nature the attraction or retention of Major Events often requires some sort of intervention. If the Council follows this route, this could involve bidding for international, world class, national and regional events to locate themselves in the Borough, providing initial investment where necessary and where the return makes sounds financial sense.



DELIVERY MECHANISMS

5.4 Use of the Framework by Others

Any service intending to commission or contract strategic events should refer to the Council's priorities (appendix A) to use as a guide to what should be prioritised. The assessment criteria set out in appendix 'B' should then be utilised in accordance with the decision framework set out in 5.3. The framework and its priorities may also be of value as a guide for other commissioning bodies and partners.

5.5 Monitoring and Measuring Success

Depending on its complexity, the evaluation of any event should take account of the intended outcome/s, the net benefit that is conferred on residents, visitors, businesses, and other target groups and the contribution to Cheshire East's quality of place. When asking how successful event has been we may, for instance, not just want to know about the number of people taking part, but how they or their community were affected as a result. This would enable the services that are provided to be placed in the wider strategic context of Cheshire East.

Striving for the highest quality is of the utmost importance in achieving outcomes. Where a quality benchmark exists, this will be used to assess this aspect. When evaluating event proposals organisers will be expected to explain how they address the following aspects of quality where they are relevant to the nature and size of the proposed event:

- Striving for excellence
- Emphasising authenticity
- Being inspiring, and engaging
- Ensuring a positive audience experience
- Actively involving people
- Evidence of evaluation criteria

Detailed evaluation criteria should be considered and be scaled appropriately according to size of investment/support required.

6. Resources

The Framework is designed to encourage flexible and adaptable use of available resources. Wherever possible, opportunities to lever in additional funding from external sources will be pursued. Partnership working and collaborative commissioning will also be explored fully and put into place wherever possible in order to maximise available resources. In this way the Framework will seek to ensure value for money.

Appendices

A – Cheshire East Council Priorities for Strategic Events Framework

B – Assessment Criteria & Evaluation

Appendix A – Cheshire East Council Priorities for Strategic Events Framework

Purpose:

To establish Cheshire East as a renowned event destination that attracts new visitors to the region and delivers economic benefit

Achieved by: attracting, nurturing & growing events which are memorable, vibrant, authentic and creative and which capitalise upon the unique appeal and landscape of Cheshire East.

Strategic Events will:

- develop strong collaboration across the public, private and third sectors
- promote Cheshire East as a high quality place to live, work and visit
- develop and promote a Cheshire East proposition, as a place or as a Council.
- ensure stimulating and aspirational experiences for residents and visitors
- enhance the quality of life and wellbeing of local people
- stimulate the local economy
- showcase the region's key sectors, assets, landscape and heritage.

We will prioritise events that:

(Overarching)

- significantly raise the profile of Cheshire East as a place to visit, invest, live and work
- attract visitors to Cheshire East with an increase in overnight stays
- contribute to the Councils' corporate objectives, reputation or profile
- contribute to regeneration activities in Macclesfield & Crewe
- showcase the landscape, cultural diversity and heritage of Cheshire East
- contribute to the success of Cheshire East businesses
- increase personal well-being, cultural participation & audience development

(Specific)

- are well established and that enhance perceptions of Cheshire East
- provide volunteering and skills development opportunities for Cheshire East residents
- which are sustainable
- which are innovative or ground breaking and of high quality
- support Community Cohesion

Appendix B – Assessment Criteria & Evaluation

All events:

Where an event is in line with the strategic events priorities, the following criteria should be considered in assessing appropriate support. The event should deliver more than one of the following:

- Enables people to develop the life skills to support a modern creative economy
- Contributes to the Council's corporate outcomes, policy areas or strategy objectives, including its profile and reputation.
- Contributes to regeneration priorities
- Promotes public health initiatives through partnership working
- Supports the development of a strong and sustainable visitor economy in Cheshire East
- Delivers economic outputs and growth including business impact and potential increase in revenue for businesses within CEC.
- Demonstrates the capacity to significantly grow visitor numbers from UK, and wider, markets
- Supports the area's place marketing goals, contributing to the area's 'brand' or 'value proposition' and profile as part of Place marketing.
- Promotes the Cheshire East brand in key domestic or international target markets
- Provides opportunities for Cheshire East businesses to benefit from the event, its profile and/or its audience/exhibitors/participants
- Widens access to, and encourages sustainable participation in, the arts or sport
- Promotes and supports local voluntary action and volunteering
- Promotes and supports equality of opportunity
- Showcase Cheshire East as a cultural destination and an appealing location to visit, live, work and invest.

In addition to the above, core competences including Health and safety, financial viability and legal compliance, should be appropriately evidenced. All events will also then be considered against the following criteria:

- **Quality of place:** The extent to which an event can contribute to the distinctiveness of Cheshire East, the relevant value proposition and its identity. As well as supporting the prosperity of its residents and businesses, a contribution to 'quality of place' can help to create and communicate the 'identity' of a place that influences perceptions and supports place marketing opportunities.

- Event quality: Striving for the highest quality is of the utmost importance in achieving outcomes. Where a quality benchmark exists, this will be used to assess this aspect. When evaluating event proposals organisers will be expected to explain how they address the following aspects of quality where they are relevant to the nature and size of the proposed event:
 - ◆ Striving for excellence
 - ◆ Emphasising authenticity
 - ◆ Being inspiring, and engaging
 - ◆ Ensuring a positive audience experience
 - ◆ Actively involving people
 - ◆ Evidence of evaluation criteria
 - ◆ Legacy

Major Events:

Specifically for major events, (see 5.3 Decision Making) decision makers additionally need to understand the extent of the risks that the Council could be exposed to as well as potential rewards if it were to formally agree to support a major event. Both threats and opportunities should be assessed as well as the extent to which these may be mitigated or exploited. A risk/reward assessment will be undertaken for any major event proposal. Dependant on the nature and extent of support required this should include some or all of the following:

- Reputational gain: the value of an event to place marketing, including profile, image, media exposure, contribution to communicating corporate outcomes, reputation and profile of the Council, 'brand fit' and the area's value proposition.
- Reputational risk: Any reputational risk to the council or its partners should be considered alongside the benefits of image, profile and reputational gain. Of particular note will be any matter that transgresses stated council policy or its ability to achieve its corporate outcomes. Measures to offset or mitigate reputational risk should be considered.
- Health and Safety: The Council's Health and Safety Team and ESAG should be able to support an event or at least have no reason to recommend its rejection. Those organising an event should be able to demonstrate the necessary Health and Safety credentials and support are in place. Where necessary consideration should be given to emergency planning, environmental Health and public order issues, particularly where an event would attract a large number of visitors.
- Technical risk: Apart from Health and safety there may be other technical risks or benefits related to matters such as infrastructure, service provision, finance (covered below) etc
- Social, community and well-being costs/benefits: The contribution to or cost to communities should be articulated and considered as part of any assessment of value.
- Financial Costs/benefits: The cost of subvention, delivery, (including direct and indirect costs) and any costs required to realise expected benefits should

be taken into account. At the same time, all economic and financial benefits should be assessed including, but not limited to direct income, sponsorship benefits, economic impact on the area, reputational/marketing value, social value and other indirect economic impacts (e.g. health and well-being benefits).

- Legal: e.g. legal issues that need to be addressed, including, but not limited to, contractual obligations, licences, notice periods (e.g. regarding closed roads etc.) in accordance with legislation, or the making of the relevant Orders in support of an event.
- Insurance: The Councils Insurers may need to be consulted to ensure that the appropriate liability for the event sits with the event organiser and that the competitors, (if professional), have their own cover. The organisers also need to ensure that appropriate risk assessments, (including event specific controls and risk mitigation strategies), and insurance policies are in place for all aspects of an event. Where the Council is liable for anything that is its responsibility or in its control, the risk and mitigation measures should be identified.
- Infrastructure and assets: Where an event uses Council owned/managed assets or infrastructure the expected status or condition should be considered, including identification of any defects or mitigation required and related costs. Impacts on highways such as access, congestion or interruption of normal traffic flows should also be considered. Benefits that lead to an improvement in infrastructure/assets should also be reported.
- Timing: the time of year, day of the week, time of day and whether other events being held at that time can have a significant impact both positively and negatively on the viability and success of an event and should be taken into consideration.