

PLYMOUTH CITY COUNCIL

Subject: City Celebrations and Events 2014
Committee: Cabinet
Date: 10 December 2013
Cabinet Member: Councillor Peter Smith
CMT Member: Anthony Payne, (Director for Place)
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Ref:
Key Decision: Yes
Part: I

Purpose of the report:

The visitor economy is worth £307 million annually to the Plymouth economy and represents approximately 7% of employment within the city. The Plymouth Visitor Plan 2011 aims to grow visits by 20% up to 2020 and visitor spend by 25% so increasing jobs in this sector by 2800. In order to achieve this a key strand of the plan is a major events strategy to encourage day and repeat visitors to the city. These events are generally one-off opportunities with national and international appeal that generate significant media coverage and have the potential to attract significant volumes of visitors as well.

2014 sees some key dates in the city's history including the 100th anniversary of the 'city of Plymouth' and the 100th anniversary of the start of WWI and planning has already started for some of these events with external partners. In particular the PCC events team has been asked by the Royal Marines (RM) to help deliver their 350th anniversary event on Plymouth Hoe. This will be a closed concert venue with tickets being sold for this event over three evenings in the same way as 'Music of the Night' events have been managed previously.

The requirement for infrastructure on the Hoe for these events, costs for which will be covered through tickets sales provides an opportunity for the City to maximise the use of this site for further commemorative events over a longer period of time.

This paper sets out the benefits to the city of hosting these events along with the community, social, economic and wider financial implications and requests a financial commitment from Plymouth City Council to facilitate these significant celebration events for the benefit of the city and its businesses, and community.

The Brilliant Co-operative Council Corporate Plan 2013/14 -2016/17:

The 2014 Events plan supports the following corporate outcomes:

PIONEERING PLYMOUTH

These events will be a step change in positioning Plymouth at the heart of the South West region for music and culture. Local communities will have the opportunity to see world famous Royal Marines and Military bands and global quality musicians who will inspire and encourage pride in the city. The film footage of the events will be seen internationally and will position Plymouth as ‘Britain’s Ocean City’ as a centre for music, culture and a vibrant thriving community.

GROWING PLYMOUTH

The Visitor Plan 2011 seeks to grow the visitor economy by 25% by 2020, which will in turn achieve an economic impact of over £340 million and is projected to create over 2600 jobs. Major events are a key part of the visitor plan strategy. When a major musical event of this nature was hosted in Manchester last year it delivered an economic and media impact of over £12 million to the local economy. Positioning Plymouth globally will also raise awareness of opportunities within the city for business investment as an innovative and forward thinking city to do business in particular the creative industries will benefit from the opportunity

CARING PLYMOUTH

Plymouth has a diverse community of over 256,000 inhabitants of which 70,800 (nearly 1 in 3) live in areas, which are amongst the 20 most deprived in the UK. Plymouth has a higher rate of child poverty than the national average with 21.9 per cent of children under 16 living in poverty. This means 11,560 children in the city, of which 10,190 are under 16 (HMRC, August 2010). Hosting these events in the city will give an opportunity for these families and children to participate in events which would normally be beyond their reach in a non-discriminatory way and will help to engender a sense of belonging and pride in their city as well as giving them aspirations and hope for their future. In addition these events will directly support additional jobs, which are a key aim for the child poverty matters strategy.

CONFIDENT PLYMOUTH

The Royal Marines event will be a national event which will benefit from major media coverage in addition a major music event broadcast nationally or internationally will give significant reach to the ‘Britain’s Ocean City’ brand. Film footage of these events will showcase the very best that the city has to offer across all media channels and will fast track awareness of Plymouth to visitors and businesses. Demonstrating our ability to deliver major national cultural events will support the city’s aspirations for Mayflower 400 and the legacy beyond.

These events will also support the following city strategies:

- Destination Plymouth Visitor Plan – 2011
- Local Economic Strategy
- Child Poverty matters strategy
- Mayflower 2020
- Vital Sparks – Cultural Strategy
- City Centre Company Business Improvement District
- Plymouth Waterfront Partnership Business Improvement District

Implications for Medium Term Financial Plan and Resource Implications: Including finance, human, IT and land

Financial

The additional events for 2014 will require an additional net budget allocation of £395,000, the total estimated costs of £920,000 will be partially offset by estimated ticket and commercial income of £525,000. The net cost to Plymouth City Council may be reduced as further sponsorship and income generating opportunities are developed.

It is requested that Plymouth City Council invests in these events for the benefit of the city and that this funding is allocated into the annual events budget for the financial years 2013/14 and 2014/15 for the core PCC events team to use for delivery.

Human

All the events planned for 2014 will be managed within the normal remit of the PCC core events and BID management teams.

For the Royal Marines and music events it is proposed that additional resource is brought into the core events team to project manage these events specifically from January 2014 to July 2014. The budget for this resource has been factored into the overall finances for these events above.

Other Implications: e.g. Child Poverty, Community Safety, Health and Safety and Risk Management:

Child poverty

These events support the Visitor Plan, which in turn supports the Local Economic Strategy, Local Development Plan and Plan for Jobs all of which support the Child Poverty Matters strategy.

Health and Safety

As with events of any kind there will be requirements for full risk assessments to support legal requirements. These will be undertaken as a matter of course as part of the normal operating processes of the core PCC events team.

Risk Management

A full risk register has been produced for these events. Most of the risks will be fully mitigated through contractual agreements with partner organisations, tendering to get best value, insurances as appropriate and normal health and safety procedures being followed.

Equality and Diversity

Has an Equality Impact Assessment been undertaken? No

An Equality Impact Assessment (EIA) has been considered but the conclusion is that it is unnecessary at this stage. However, as part of the next stage of the event programme an EIA will be undertaken to ensure that the events in question do not disadvantage any sector of the community and to make

suggestions as to how the associated community outreach work can be aligned to support those who are often economically marginalized.

Recommendations and Reasons for recommended action:

To approve an additional £395,000 of funding to support a major series of events 2014 including the Royal Marines 350th anniversary celebrations and a major musical event to celebrate the 100th anniversary of the City.

This funding will need to be drawn down in 2013/14 and 2014/15 to enable contracts to be entered into and an artist or artists to be booked within the necessary timescales. This will be financed through a year-end review of reserves and provisions, combined with any 'Corporate Health Adjustments' linked to the final revenue outturn position

Reasons:

these events will be made accessible to as broad an audience as possible across the Plymouth community engendering a sense of belonging and pride in their city as well as giving them aspirations and hope for their future;

Film footage of these events will be shown internationally across numerous media channels and showcase the very best that the city has to offer;

Confirm that Plymouth is an innovative and forward thinking city to do business and raise awareness of the opportunities within the city for business investment;

Provide particular opportunities of benefit to the creative industries within the city;

Position Plymouth as 'Britain's Ocean City' as a centre for music and culture, with a vibrant and thriving community, that will fast track awareness of Plymouth to visitors.

Hosting these events will demonstrate the city's ability to deliver major national cultural events and will support the city's aspirations for Mayflower 400 and the legacy beyond.

Local communities will have the opportunity to see world famous Royal Marines and Military bands and global quality musicians who will inspire and encourage pride in the city.

The Royal Marines event will be a national event which will benefit from major media coverage that, broadcast nationally or internationally, will give significant reach to the 'Britain's Ocean City' brand for Plymouth.

The Royal Marines will [cover / reimburse] most of the costs of the infrastructure for this major event and it is proposed that while this infrastructure is on the Hoe the Council will make use it for a major music event for the city as part of the 100th anniversary of the city celebrations.

When a major musical event of the nature envisaged was hosted in Manchester in 2012 it delivered an economic and media impact of over £12 million to the local economy.

Alternative options considered and rejected:

Alternative options explored include the following:

Royal Marines deliver their own event

This would be cost prohibitive for the RM due to the large amount of infrastructure required. The RM have explored other options at alternative locations which are smaller events, however, there preferred choice is Plymouth Hoe with PCC supporting in a partnership approach.

PCC use RM infrastructure and promote own events

Costs too high and very high risk of not selling tickets

PCC use RM infrastructure and 'rent' site to an external promoter

This option is still being explored, as a way to help offset the costs of the major music event, however, to date although there has been some interest there are no confirmed opportunities.

Published work / information:

1. Plymouth visitor plan 2011 | http://www.plymouth.gov.uk/plymouth_visitor_plan.pdf
2. Child poverty matters strategy <http://www.plymouth.gov.uk/childpovertystrategyactionplan.pdf>
3. Vital Sparks Cultural Strategy http://www.plymouth.gov.uk/cultural_strategy_part_1.pdf
4. Plymouth Local Economic strategy http://www.plymouth.gov.uk/executive_summary-4.pdf

Background papers:

None

Sign off:

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Originating SMT Member: David Draffan													
Has the Cabinet Member(s) agreed the contents of the report? Yes													

I. Background

For the first time in March 2013 Plymouth City Council, Destination Plymouth, Plymouth City Centre Company and Plymouth Waterfront Partnership worked together to produce a combined and coordinated events planning and marketing approach for the City. This has resulted in more effective use of shared resource through a core delivery team and cost efficiency savings through using shared infrastructure and increased buying capacity. 2014/15 planning has already started with a brainstorming session which was held with all partners on August 2nd where this year's events were discussed and key dates/opportunities highlighted for 2014/15.

Some of the key dates for 2014 include the following:

100 th anniversary of 3 towns grant order	May 2 nd
70 th anniversary D day	June 6 th
Lord Mayor's day	June 14 th
Armed Forces Day	June 28 th
World cup	June 12 th to July 13 th
Royal Marines 350th anniversary	July 16 th to 19 th
Music event	July 20 th
100 th anniversary WWI	August 4 th
National Fireworks	August 12 th to 13 th
Flavourfest	August 15 th to 17 th
Ocean City Festival	September 8 th to 20 th
Bonfire night	November 5 th
100 th anniversary of 3 towns joining	November 1 st
Christmas parade and switch on	December 13 th

The events plan for 2014 is comprised of events which in some cases are BID (business improvement district) led and therefore financed by these organisations with delivery supported by the core events team at PCC. These events are funded by the BIDS and their financial contributions, which will account for £220k in 2014/15.

Currently there are over 16 major city events held annually some of which are funded by PCC. The funding for these in 2014 will be in the region of £470k including staffing.

The budget for these city led events is funded through normal operating revenue budgets. The core events team will deliver these many of which are repeats of events held in 2013.

As part of the planning process for 2014 the city has been asked by the Royal Marines (RM) to help them deliver their 350th anniversary event on Plymouth Hoe. This will be a closed concert venue and tickets will be sold for this event over four evenings in the same way as 'Music of the Night' events have been managed previously.

The requirement for infrastructure on the Hoe for these four events, (costs for which will be covered through tickets and commercial sales) provides an opportunity for the events team to maximise the use of this site for additional events over a longer period of time. With this in mind it is proposed that in addition to the Royal Marines events the City holds a celebration music event to commemorate the 100th anniversary of the City of Plymouth during the same week. The additional revenue budget required to deliver these events will be £395k.

Accepting these recommendations will provide the approval that officers require to sign contracts for these events, which will secure initial funding from partners and provide the opportunity to go to market for tenders to reduce infrastructure costs, to sell tickets and to commercialise these events further which will in turn reduce the financial commitment required overall.

2. Objectives

Holding these events will help towards delivery of the following objectives for the city:

i. Increase visitors to the city

Increase visitor numbers to the city in 2014 by 266,498 (5%) yr. on yr. as part of the strategy towards the overall target of 20% increase by 2020

ii. Increase visitor spend

Increase visitor spend within the city in 2014 by 37,148,320 (10%) yr. on yr. as part of the strategy towards the target of 25% increase by 2020.

iii. Grow employment

Grow employment within the tourism sector in 2014 by 250 jobs as part of the strategy towards a target of an additional 2600 jobs by 2020

iv. Position the 'Britain's Ocean City brand

Raise awareness of Plymouth as Britain's Ocean city nationally and start to raise awareness internationally. (Measurement of this is through PR and 'AVE's – advertising value equivalents). Current AVE's in 2013 = + £2.3 million with circulation over 118,732,733 million. Target for 2014 over £2.5 million AVE's with circulation over 200,000,000 million.

v. Demonstrate commitment to culture and major events in the run up to Mayflower 400

Commit to the concept of these major events as a step change and a fundamental requirement to support the cultural development of the city, the Britain's Ocean City brand and the next steps towards Mayflower 2020.

vi. Support our local community

The Child Poverty Matters strategy highlights financial support and independence as key factors, which can improve the lives of these children and families in Plymouth. Increasing economic impacts within the city and supporting economic growth and thereby providing new jobs will help significantly.

3. The planned events will support the following city wide strategies:

- **Destination Plymouth Visitor Plan – 2011**
 - Star Project – signature and major events
 - We will use the natural arena of the Waterfront, the open spaces on The Hoe and make creative use of the venues across the city to realise the potential of events to raise the profile of Plymouth, underline key messages and deliver more visitors and spend.

- We will focus on **Signature Events** that recur regularly to enhance identity of place and provide a high quality, distinctive experience for visitors and local people. We will build on Signature Events already taking place in Plymouth and seek new ways to grow their economic value for the city. This will be through paid-for elements, by packaging events and accommodation and by audience voting. We will also invest in the development of new Signature Events.
- We will support a small number of **Major Events**, one-off opportunities with international appeal that generate significant media coverage and have the potential to attract significant volumes of visitors as well. We will make much more of our **Waterfront events** including by wrapping up all of Plymouth's sailing events under one banner.

- **Child Poverty Matters strategy**

The Child Poverty Matters strategy highlights financial support and independence as key factors, which can improve the lives of these children and families in Plymouth. Increasing economic impacts within the city and supporting economic growth and thereby providing new jobs will help significantly.

- **Mayflower 2020**

We will work towards our vision for 2020:

'Plymouth will be the UK's premier marine city and famous for its Waterfront. It will be recognised as unique among UK cities for its natural drama and for its 500-year old history as a place of embarkation and exploration. Plymouth's continuing journey towards a world-leading marine city will support the cultural experiences it offers to visitors who are looking for authenticity and character.'

- **Vital Sparks – Cultural Strategy**

- To ensure that culture plays a full part in improving the health and well-being of individuals and communities in Plymouth
- To position culture and the creative economy at the centre of Plymouth's economic development
- To strengthen Plymouth's identity as a dynamic and distinctive cultural centre with equally strong appeal for residents, visitors and investors alike
- To actively support diversity, community engagement, local capacity building and neighbourhood renewal

- **City Centre Company Business Improvement District**

Attract new customers to Plymouth, through effective marketing and promotion.

- Marketing, PR & Research - An increased level of marketing activity will communicate the City Centre's young, modern and family orientated offer retaining customers and driving new markets.
- Parking Promotions - Driving occupancy rates.
- PR - Proactive local, regional and national PR.
- Tourism - We will increase day visitor retail spend.
- Students - Targeting Plymouth's 40,000 students.
- Plymouth Summer Festival - We will drive visitors into the City Centre during the summer months through a collaborative city-wide approach to event marketing.

Ensure that customer expectations are exceeded, including an impressive year-round, family-orientated events programme.

- The BID will deliver an annual events programme following the retail calendar, driving footfall and maximising retail participation
- Outdoor Big Screen - We will maximise the opportunity provided by the Olympic big screen to create a unique visitor experience built around major national outdoor sporting and cultural events

• **Plymouth Waterfront Partnership Business Improvement District**

Improve Marketing

- Deliver a five-year marketing plan to position Plymouth's Waterfront as a major UK visitor destination targeting new markets including day visitors, short breaks and the US East Coast visitor market. Improved website and visitors guides, promoting Plymouth's waterfront, sailing events and the city as a national conference destination including conference enquiry handling.

Major Events

- Establish a major Summer Shore-side Events Programme, by creating on-shore events that complement existing on-water sports, delivering themed weekend activities and drawing prestigious tall ships. Creating a major new event with international profile to extend the summer season into September.

Plymouth is at its best when we are hosting large events. They bring pride, business and visitors to our city. We will work to bring more large events to Plymouth. The Americas Cup and our entry for City of Culture in 2017 were the start of repositioning our city in the eyes of the UK and beyond we will continue to support this vision by delivering in 2014 an exceptional programme of celebratory events for the city and its community

4. Event format

It is proposed to hold the following events:

Royal Marines 350th anniversary celebration

Musical events based on 'Music of the Night' format held on Plymouth Hoe – dates July 16th, 17th, 18th, 19th 2014 will include military bands and video footage as well as cameo performances

Audience capacity 6 to 10,000 of which 3,000 seated

Potential for VIP attendance on Saturday pm

Major musical event

Will be held on July 20th – contemporary artists

Audience capacity approx. 15,000 standing

5. Budget

Budget projections for events 2014/15 are shown below:

Budgeted Income

Events budget PCC	470k
Events contribution from BIDS	135k
Salary contribution from BIDS	85k
Income (Fairs etc.)	50k
Income (catering etc.)	65k
Income from additional events	460k
<u>Total income</u>	<u>1,265m</u>

Planned Expenditure

Planned Events	470k
Event team staffing	270k
Additional events	920k
<u>Total expenditure</u>	<u>1,660m</u>

Variance 395k

These budget projections have not included further commercial income generating opportunities such as sponsorship and sub-letting the events site which will serve to further reduce the variance and which will be explored in full.

6. Risks

A full risk register has been produced for these events. Most of the risks will be fully mitigated through contractual agreements with partner organisations, tendering to get best value, insurances as appropriate and normal health and safety procedures being followed.