



Report to Policy Committee

Author/Lead Officer of Report: Diana Buckley

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Report of: Kate Martin, Executive Director of City Futures

Report to: Economic Development and Skills Policy Committee

Date of Decision: 8th November 2023

Subject: Major Events Plan and future approach to events

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|--|-----|--|----|---|--|
| Has an Equality Impact Assessment (EIA) been undertaken? | Yes | | No | x | |
| If YES, what EIA reference number has it been given? | | | | | |
| Has appropriate consultation taken place? | Yes | | No | x | |
| | | | | | |
| Has a Climate Impact Assessment (CIA) been undertaken? | Yes | | No | x | |
| | | | | | |
| Does the report contain confidential or exempt information? | Yes | | No | x | |
| If YES, give details as to whether the exemption applies to the full report / part of the report and/or appendices and complete below:- | | | | | |
| | | | | | |
| Purpose of Report: | | | | | |
| To ask committee to | | | | | |
| <ol style="list-style-type: none"> 1. Note the current events programme (including the wider economic impact of events in Sheffield) and sets out the need for a proactive major events plan that contributes to the Council's strategic aims, including Destination Management Plan and the Culture Strategy set out in this report 2. Note the interim position on how events are commissioned and how they are funded. 3. Approve the development of a new major events plan. 4. Note that future updates and decisions will be brought back to this committee as required. | | | | | |

Background Papers:

(Insert details of any background papers used in the compilation of the report.)

| Lead Officer to complete:- | | |
|---|---|---|
| 1 | I have consulted the relevant departments in respect of any relevant implications indicated on the Statutory and Council Policy Checklist, and comments have been incorporated / additional forms completed / EIA completed, where required. | Finance: Natalia Govorukhina |
| | | Legal: Rita Collins |
| | | Equalities & Consultation: NA |
| | | Climate: NA |
| <i>Legal, financial/commercial and equalities implications must be included within the report and the name of the officer consulted must be included above.</i> | | |
| 2 | SLB member who approved submission: | Kate Martin |
| 3 | Committee Chair consulted: | Cllr Martin Smith |
| 4 | I confirm that all necessary approval has been obtained in respect of the implications indicated on the Statutory and Council Policy Checklist and that the report has been approved for submission to the Committee by the SLB member indicated at 2. In addition, any additional forms have been completed and signed off as required at 1. | |
| | Lead Officer Name: Diana Buckley | Director, Economy Skills and Culture |
| | Date: 301023 | |

1. BACKGROUND

1.1 Events in Sheffield

Sheffield hosts a year-round programme of strategic events that cater for a variety of interests and audiences including World Snooker, DocFest, Off the Shelf, Cliffhanger, Festival of the Outdoors, Sheffield Food Festival, significant conferences, and major sporting events such as (for 2023) British Swimming and European Para Table Tennis. These events are strategically supported by Sheffield City Council.

In addition to these events, there are many others that we support in communities, with partners, and respond to throughout the year.

Not all events are supported with a monetary contribution. Some events are supported in kind or with free/subsidised venue space (often referred to as subvention). Whilst there is no monetary contribution in these cases there is still a 'cost' associated with subvention as a result of the lost opportunity to host paid for events at the venues.

The events programme is a huge asset for the city; events are fundamental to our visitor economy and we have a highly successful track record of hosting events in Sheffield. We have an outstanding asset base for, and a strong track record of, hosting sports events. We have a cultural events and music offer that is synonymous with Sheffield. Our event venues for both sport and culture are a real strength and, in some cases, nationally unique. The conference sector is strong, high spending and closely linked to our academic institutions and our investment specialisms. We have many emerging and independent events (e.g. No bounds Festival) with potential for new, diverse and international audiences.

Benefits of events

1.1.1 Economic impact of events.

In the UK the events sector was worth £42.3 billion in 2022. Bidding for and hosting events is a highly competitive marketplace with almost all key UK cities aiming to bring some of that economic value to their local area.

In 2022, using SCC's economic impact tool, our major events programme was worth £25.6 million.

In 2022, there was an estimated 11,500 conferences in Sheffield. These were attended by 590,000 business event visitors. Delegates (and accompanying partners) accounted for an estimated spend of £74.5 million at venues and in the local destination. This part of the sector is still in recover and is below 2019 levels.

In 2022, Sheffield attracted 17.92 million leisure and business tourism visits. In total, £1.35 billion was estimated to have been generated directly and indirectly within Sheffield's economy through visitor and tourism business expenditure. A large proportion of these visits are event attendees and conference delegates.

1.1.2 Brand and reputation

Events are important for building a city's brand and reputation externally. They enhance the city's image, show the world what Sheffield does well and bring in audiences that might not otherwise experience Sheffield. Sheffield's decision to host the 2022 Women's Euros raised our profile across the continent (see case study below).

Events are animators of destination attractiveness but more fundamentally they are key marketing propositions in the promotion of places e.g. for our city break campaigns. They provide much needed positive media profile- not just as a place to visit but also as a place to move to, work in, invest in, or study- ensuring the city's name is profiled in the national and international media.

1.1.3 Case Study: UEFA Women's Euros

A study commissioned by The FA, UEFA and UK Sport to measure the impact of UEFA Women's EURO 2022 showed that Sheffield as a host city of the tournament has benefitted from an £8.3million boost to the local economy. The three events hosted in Sheffield, brought in thousands of fans from across Europe, inspired hundreds more women and girls locally to get in to football, united communities, set new records, broadcasted the city across the world and brought millions into the local economy. On the weekend of Sheffield's opening fixture between Netherlands and Sweden, city centre footfall increased by more than 10,000 (22%) and all of the city's hotel rooms were fully booked. The city was awash with colour as thousands of visiting fans supported local hospitality businesses by taking over bars and pubs and gathering for the pre-match fan parties at Devonshire Green, before taking their spectacular fan walks to the stadium.

Three new tournament attendance records were made at WEURO2022 fixtures in Sheffield – highest attendance for a non-host nation fixture – twice – and highest ever semi-final attendance which gave Sheffield increased media profile. Sheffield's decision to host the 2022 Women's Euros raised our profile across the continent allowed us to undertake visitor campaign work in the Netherlands and Sweden, ahead of the tournament.

A resident's survey was also carried out by The FA to find out what people from Host City areas felt about the tournament. 95% of those surveyed locally said they'd be supportive of future major sports events being held in Sheffield. Across all host cities 85% said they felt proud that WEURO was taking place in their city/town, 76% said hosting WEURO made them feel positive about where they live and 72% said hosting WEURO made them feel happier.

The UEFA Women's Champions League 2022/23 season (group stage onwards) achieved a total attendance of 681,175 – a 23% increase on the 2021/22 season and a record average match attendance of 11,166. There were also several national attendance records broken and domestic women's competition crowds continued to rise across the continent.

In England, the total attendance during the 2022/23 Women's Super League (WSL) season surpassed 680,000, 172% higher than the 2021/2022 season, with average attendance per game-week nearly tripling

1.1.4 Support for our hospitality sector, night time, and visitor economy businesses.

It is a critical time for some of Sheffield's hospitality sector with some businesses still not recovered from the pandemic and now struggling

with pressures due to the cost of fuel and inflation. Events support a range of businesses (from micro to multi-national including supply chain), jobs with different skills and create entry level employment. Participants and organisers in sports events and conferences fill our hotel bedrooms and restaurant tables. Attendees to cultural and music events contribute massively to business levels across the city.

1.1.5 **Leverage of our other strategic aims and plans.**

Our Destination Management Plan (DMP) provides a galvanising framework and the opportunity to build a better and more productive visitor economy sector for Sheffield, with events as a central objective. Our cultural strategy has events as a central thread to develop our offer, engage our communities and develop a truly inclusive and diverse cultural product.

Events- and crucially hosting **more** events- are integral to the success of these strategies which seek to use events footfall as a fundamental part of growing the sector and economy.

Events can be front and centre of all of our inclusive growth strategies offering lots of opportunities to bring in more diverse and inclusive events with all of the spin off benefits they bring (noting that we already host a considerable amount of para sports events to build on)

1.1.6 **A sense of place and pride among our communities and residents.**

Events enhance the wellbeing of our communities. Festivals and events, including specialist markets, can celebrate local culture and provide benefits for the local community and economy. The joint LGA and Chief Cultural and Leisure Officers Association publication on the role of culture in placemaking puts a strong emphasis on the community benefits of events. By creating vibrant events and experiences, areas can boost wellbeing, improve mental health and tackle isolation.

1.2 **Current approach to events**

Sheffield hosts some fantastic events (some of which are award winning). We have recently been involved in some of the most high-profile bidding processes in the UK when we submitted our bid to host the 2023 Eurovision song contest. Whilst we were unsuccessful in securing the event for Sheffield, we were one of seven cities shortlisted to host the contest and our current programme maintains Sheffield's position as a city who can deliver events of the highest standard.

We have several teams involved in event delivery and also events commissioning/bidding as well as promoting the city as a host city for events.

These include (but are not limited to)

- SCC Sport, Leisure and Major Events Team
- Marketing Sheffield (which includes the conference bidding team)
- SCC Communications
- SCC Culture Team
- SCC Parks and Countryside

We also have a City Events Group with representatives from each team chaired by Executive Director for City futures, Kate Martin.

We have delivered exceptional events at very short notice including Eurovision Fringe and Kings Coronation. We have pockets of exceptional proactive work (including the conference team at Marketing Sheffield and relationships with Sports Governing bodies and organisations such as the BBC)

However, the scale of the team means we are restricted in terms of the scale and number of events we can create, apply for, track and bid. Which does mean we lose out of some opportunities and are not in the race for others. a planned approach will allow us to make better decisions in advance, as well as have a stronger framework to decide which opportunistic events we support. By having a costed and resourced plan we can better appraise legal, finance etc around risk and benefits and we can maximise value and mitigate downsides.

1.3 **Challenges and Opportunities**

Our key challenges around events can be broadly categorised as follows:

- Limited financial resources.
- Cost of delivery increasing.
- Overstretched team and limited commissioning resource
- Lack of a long-term plan to coordinate resources and expertise cross teams.
- We are small teams who achieve a great deal with limited resources. However, with the national and international marketplace becoming even more competitive to become a host city for major events, we need a long-term plan.

Our key opportunities can be categorised as follows:

- Recent bids such as Eurovision and hosting events such as Women's Euros have further enhanced Sheffield's reputation as a host city for major events.
- We have highly skilled staff across teams with a wealth of relevant skills in events delivery, events bidding and reputation building. A longer-term plan for events will coordinate a cross team approach for the future and capitalise on key skills amongst the team.
- We have successful initiatives such as the Conference Ambassador Programme which could be developed to support

- our events plan.
- With the right resource we could capitalize on the benefits of the events we already host by showcasing them more to residents and to the media.
 - We could package our city 'events support offer' better in terms of the 'non cash' support we can offer to event organisers.
 - We could explore growth opportunities for our commissioning pot.
 - The new LVEP and the Sheffield visitor economy group could provide a new framework for channeling events support from the private sector.
 - With a defined commissioning pot and budget allocation, the council could package our event support offer more clearly when bidding for events at an early stage.

We need to grow our commissioning pot which can be used to fund events. There is an opportunity to look at some of the commercial income from events (commercial income and hotel/venue commissions) that currently doesn't contribute to the commissioning pot but is used to support other elements of SCC activity. This will be governed as per SCC's contract standing orders.

We have an informal and reactive approach to funding or subventing (in kind support such as a free venue) which we have mobilised extremely well and efficiently. However there is an opportunity to widen our partnerships to consider a more planned proactive approach and get partners involved earlier in the bidding process (this is in line with consultation feedback from the Destination Management Plan)

We need to be more proactive in bidding for events and promoting Sheffield as a city ready to host new events. This can be done in a number of ways. Marketing Sheffield run a very successful Conference Ambassador Programme which recruits and capitalises on the influence of key academics and consultants to bid for national and international conferences of significance. Using this framework we could extend this programme into other areas such as sporting governing bodies and use the same principles to help us bid for and win more events. This is a recommendation of the Destination Management Plan.

1.4 **Moving towards a proper strategic major events plan**

Historically, the approach to hosting events has been to deliver a wide ranging portfolio in the hope of maximising reach to important – but often unspecified – target audiences.

This report aims to shift our approach to one which is focussed, proactive, and aligned with wider stakeholder ambitions. We would like to move towards a fully costed and resourced city major events plan with some market testing.

We want to ensure buy in from our events venues and private sector around events through being able to engage with them at an earlier stage. When we can work partnership with the private sector on events it works well, eg Women's Euros.

1.5 **Using a commissioning model with and agreed set of principles across 5 categories for assessing event support.**

Whilst we move towards a new events plan for the city, the City Events Group have developed some interim principles for testing events. We recognise that with a new Major Events Plan these will need to be refined and weighted. We will need to look at the ways in which we can support events; we have a limited financial pot and cannot financially support every event.

We currently look at five areas:

Economic Impact

- Increases volume or value of the visitor economy
- Supports a key business/ investment priority
- Supports supply chain/local spend

Brand and Reputation

- Achieves national and/or international press/reach
- Links to inclusive events programming and REC outcomes

Community benefits

- Increase in footfall to a particular area
- Clear contribution to pride of place
- Community engagement (volunteers/charity element/increased physical activity)

Inclusion and diversity

- Significant diversity in organisation makeup/ audience focus/ programming
- Accessibility

Supports key strategies

- Link to a cultural strategy priority
- Link to a Destination Management Plan priority
- Links to the Leisure & Sports Strategy/Move More (link to elite participation)
- Has benefits beyond Sheffield into SY

1.6 **Budgets and Income**

We have a Major Strategic events budget of 235K which supports contracted signature events e.g. DocFest, British Swimming and Festival of the Outdoors and the budget is held by Economy, Skills & Culture service in the City Futures Directorate. We have a separate budget for the World Snooker Championships.

The Major Events team budget focusses on a variety of events including in the main community events e.g. Out of the World, Xmas Lights Switch on, Graves Park Country Fair, some aquatic events e.g. National Winter Short Course Swimming and commercial events e.g. Sheffield Half Marathon and Illuminate the Gardens. This team has approximately 7FTEs. This team in Sport, Leisure and Events team in Parks, Leisure and Libraries Directorate. This budget is likely to overspend for 2023/24 because of the council's support for some ad-hoc yet important events.

We have a small commissioning pot which supplements the Major Strategic Events fund. This is funded in the main from income contributions from teams the largest being from Town Hall Corporate events. Finance work with us to ensure we have a 'saving up pot' allowing us to make financial commitments in future years. This mechanism enabled us to bid for Women's Euros and Rugby League World Cup (without any further last minute call for funding) The current pot is now allocated until 2026.

2. HOW DOES THIS DECISION CONTRIBUTE ?

Progressive major cities recognise that events bring people to the city, provide attractions for residents, and ensure that the city's name is profiled in the national and international media. The number of major cities recognising this means that Sheffield is now operating in an increasingly competitive events marketplace both nationally and globally and a well-developed ambitious events strategy will ensure we remain competitive.

Developing a major events plan will enable the council to work on a framework for the future, gather an accurate understanding of budgets and resource available and required.

It will contribute to the delivery on two of the key objectives in the Destination Management Plan around growing events (and conferences) and will deliver the objectives of the Race Equality Commission recommendations by developing a major events plan that enables Sheffield by celebrating and engaging the whole city, by representing the city's culture and history by recognising the role of Black, Asian and minoritized ethnic communities in Sheffield's cultural offer. It will support the emerging Culture Strategy and its priorities around events (and the ambitions of the wider Culture Collective)

It will put Sheffield in a better position to leverage external funding.

It will support key outcomes in the Sport & Leisure Strategy – theme 2- - Inspiring sporting achievement by delivering major sporting events that deliver social and economic benefits to our communities and leave a cultural legacy.

3. HAS THERE BEEN ANY CONSULTATION?

3.1 There has not been any consultation specifically regarding this report.

3.1.1 As part of the Destination Management Plan, events were major part of consultation. As the development of a Major Events strategy develops, consultation will be carried out as appropriate.

4. RISK ANALYSIS AND IMPLICATIONS OF THE REPORT

4.1 Equality Implications

4.1.1 There are no equality implications from this report

4.2 Financial and Commercial Implications

4.2.1 The costs associated with development of a new major events plan will be managed within existing City Futures (Economy, Skills and Culture) revenue budgets. There are no other financial implications at this stage.

4.3 Legal Implications

4.3.1 Any event agreements or licences should include appropriate contractual terms to ensure that the Council's liability is limited and that any risks are managed and mitigated. A properly planned for event will allow for bespoke drafting, negotiation and management of risk (such as liability and insurance) in a planned and considered way and can be discussed and documented early on in the Council's event planning process.

If there is likely to be any confidential or commercially sensitive information to be disclosed in any early discussions with venues, promoters and private sector organisations as part of the major events plan, this should be only be undertaken after a confidentiality agreement has been signed by the parties concerned.

4.4 Other Implications

There are no other implications from this report

5 ALTERNATIVE OPTIONS CONSIDERED

Continuing as we are would likely see costs spiralling, opportunities needing short term emergency budgets and other longer term opportunities to capitalise on events lost.

We could focus only on 'no cost events' but this would remove Sheffield's ability to bid for significant national and international events.

6 Reasons for Recommendations

With events becoming central to many of our city strategies it is necessary and timely to-

Note the impact of the current major events programme

Note the challenges versus our aspirations in this space

Consider the opportunities for us to 'do events better'

Support the considered interim position on principles of which events we support and how we finance them as compiled by the City Events Group led by Kate Martin

Support/Commission a fully costed and resourced events plan to inform our future work on events.

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