

## 8. FESTIVALS AND EVENTS SUBCOMMITTEE UPDATE 2004-05 FUNDING ROUND

<b>Officer responsible</b> Research and Policy Manager	<b>Author</b> Clare Quirke, Festival and Events Policy Adviser, DDI 941-8916 (on behalf of the Festivals and Events Subcommittee)
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The purpose of this report is to present the Festivals and Events Subcommittee's process and recommendations for funding a programme of core funded and in-house festivals and events for 2004/05. Note funding recommendations for core-funded festivals/events are in a separate report in the public excluded part of the agenda.

### INTRODUCTION

One of the major roles for the Festivals and Events Subcommittee is to undertake a strategic review of the in-house and core funded festivals and events, to recommend to the Arts, Culture and Heritage Committee a programme of funding for each financial year. It is important that a programme of funding for all core funded and in-house events is considered together rather than individual festivals and events being looked at in isolation.

The 2004/05 year will be the third in which the Subcommittee has made recommendations on funding. In the first year the Subcommittee carried out a significant process of familiarisation with the Council's Festivals and Events Policy, the festivals and events funded by the Council and the Council's various funding schemes. The Subcommittee developed a picture of the ideal programme of festivals and events funded by the Council and some funding strategies.

In its second year through the process the Subcommittee was able to analyse the overall programme in more detail based on its knowledge of the individual festivals and events. The ideal picture and funding strategies were refined.

In the third year, the process has proven to be robust in dealing with variation both in terms of changing festival profiles and the need to continue the refinement of the overall festival and event strategy. The Subcommittee introduced an event audit and mentoring process for festivals. This process was seen as beneficial to both the festivals and the Council in providing both groups with helpful information and advice for the improvement of the festival operation.

As part of the 2002/03 Annual Plan an overall level of funding was established for the Festivals and Events outputs of \$2.5 million for three financial years. These outputs are as follows:

- SummerTimes,
- In House Events,
- Contracted (Core Funded) Events,
- Events Marketing and Research.

Each of these outputs contains an element of salary and staff costs, overheads and direct expenditure.

The level of funding available within these four outputs for 2004/05 is \$2,481,266.

Note: The Arts, Culture and Heritage Committee previously recommended funding for \$40,000 for the Art and Industry Biennial to be an addition to the funding cap identified. This item has not been included in this report as it sits outside the Subcommittee's considerations and the financial cap.

### CURRENT POLICY

The primary policy of relevance to this area is the Festivals and Events Policy (Appendix 1).

Clearly other policies are also of relevance for specific festivals and events eg the Arts Policy for the Christchurch Arts Festival. This is consistent with the Council's Community Outcomes: A Prosperous City and A Cultural and Fun City.

The Festivals and Events Subcommittee spent some time in 2002/03 analysing the current programme to identify, which policy outcomes each of the festivals and events contribute to. Festivals new to core funding have also been analysed in this way and have become part of the overall analysis. The policy outcomes were not written with this type of analysis in mind and consequently this exercise proved difficult. To ensure a transparent and consistent process the Subcommittee developed criteria within each policy outcome (Appendix 2). Each festival/event was assessed against these criteria to determine whether it contributed significantly to the policy outcome. In 2004 this criteria has been further refined to become more tangible, measurable and accountable.

## **PROCESS**

The Subcommittee has analysed the existing programme of festivals and events in a number of ways in order to determine the degree of balance. Analyses were carried out in the following ways:

- Policy Outcomes (ie the degree to which the various Festivals and Events Policy outcomes are being contributed to in the programme) Appendix 3.
- The Subcommittee identified a new category in the Ideal Programme which would replace the existing visitor icon category. The new category would extend the eligibility of events to be included in this category solely beyond economic benefit criteria and provide them with extra support from the Council. The new 'Signature Event' category would include: events of high quality within the area of activity involved, add to the reputation of Christchurch nationally and internationally and have significant economic impact on the city. Staff are currently investigating the extra support required to move the festivals identified as signature festivals into that category. Ideal Balanced Programme of Festivals and Events is attached as Appendix 4 and the Subcommittee's analysis of where the various festivals fit within this picture is attached as Appendix 5.
- Type of Participation Opportunities Afforded (ie the degree to which the festival/event affords active/hands on participation opportunities or largely passive/audience opportunities) Appendix 6.
- Life Cycle - (ie where in the life cycle the Subcommittee believes the various festivals/events are currently) Appendix 7.
- Content areas covered by the festivals/events Appendix 8.
- Target audience/market (ie what types of people the festivals/events aim to attract) Appendix 9.
- Calendar - (ie distribution of festivals/events across the year). Appendix 10.

As a result of these analyses the Subcommittee arrived at the following conclusions:

### **(a) Policy Outcomes**

- Collectively the festival programme contributes to growing business in related industries and contributing to employment opportunities. Whilst each festival is short, between them they contribute to employment opportunities. There is a history of events related industries and businesses developing in Christchurch largely as a result of the Council's funding. These businesses are of benefit to a wider range of events.
- The programme is weighted towards the well-being of residents type outcomes compared with the economic development ones. The Festivals and Events Subcommittee would like to increase the economic development ones but not at the expense of the community outcomes.
- Sports events (which fall outside this picture) are largely focussed on the economic development outcomes.

### **(b) Fit with the Ideal Balanced Programme of Festivals and Events**

- There are visitor enhancer characteristics in a number of the festivals in the Community and specialist/niche categories ie they enhance the stay of visitors who are in Christchurch but do not drive significant additional visits in themselves.
- There are about the right number of community festivals and slightly too many specialist/niche festivals.
- There is currently one visitor icon festival (Showtime Canterbury) with the Council investing in the Garden Festival to create a second one.

(c) **Type of Participation Opportunities Afforded**

- Most festivals have some degree of participation to a smaller or larger degree.
- The balance of participation-type festivals compared to audience-type festivals is about right.

(d) **Life Cycle**

- It is recognised that all festivals and events eventually reach the decline stage of the lifecycle. The rate of progress through the stages of the lifecycle for different festivals varies.
- Festivals in the maturity stage need to continue to innovate to retain their audience and avoid sliding into the decline stage.
- The current balance between stages in the life cycle for the programme as a whole is about right ie a number of festivals in the maturity stage with some just starting out in the introductory stage and some developing in the growth phase.
- The Subcommittee aims to maintain a healthy number of festivals coming through the introductory and growth phases.

(e) **Content Areas Covered by the Festivals/Events**

- The programme is largely meeting the content need not provided for in other ways (ie through other funding sources or by other providers).
- There is no film content in the programme but this is adequately provided through the commercial sector.
- There is little sport in the programme but this is largely provided by others and supported through the Council's sports promotion work.

(f) **Target Audience/Market**

- Overall the programme covers virtually all the demographic targets identified.
- In general there is consistency between the target identified by the Subcommittee and the actual audience.

(g) **Calendar**

- There are many festivals over the summer period however, this is to be expected due to the desire/need to run many in good weather.
- Key months with few festivals to encourage new festivals are April, May and June. Clashes of dates are to be avoided however, at times different festivals have clearly different target markets. The Subcommittee and Council units will continue to work with the providers of other significant events to avoid damaging event clashes.

The Subcommittee revisited and reconfirmed the funding strategies it developed in the 2002/03 financial year (Appendix 11). These funding strategies were used to help arrive at the funding recommendations.

The Subcommittee has also analysed the levels of funding it considers appropriate for the different categories ie Signature/Icon, Community, Specialist Niche. It is acknowledged that due to historical funding arrangements there are some festivals whose funding exceeds the top of the relevant band. However, the bands created do help to provide some realistic expectations to future festivals being considered as part of the programme.

The funding bands created are as follows:

Community - Large	\$50,000 - \$90,000
Community - Small	Up to \$25,000
Specialist/Niche - Community	Up to \$40,000
Specialist/Niche - Specialist	\$40,000 to \$140,000

It is possible for a festival/event to change which category it sits in because of continued development or of changing circumstances. The Subcommittee has begun work to further refine the categories to include a 'Signature' category which would reflect the Council's full support and commitment to the benefits that the festival contributes to the city.

## **PROVIDING FUNDING CERTAINTY**

At its March 2003 meeting the Arts, Culture and Heritage Committee resolved that *“the Festivals and Events Subcommittee examine the principle of allocating funding to core funded events one year in advance of the actual event taking place.”*

The Subcommittee and believes that providing certainty of funding beyond one year is advantageous to festivals/events. At the same time there is a need to ensure that festivals/events are accountable for public funds and the Council has the ability to alter funding levels if festivals are not adequately delivering on the Council's outcomes.

In its 2003/04 recommendations the Subcommittee identified particular festivals for two year funding. As the approximately \$2.5 million in funding cap for these outputs ends in the 2004/05 year, there is a significantly higher degree of uncertainty concerning the funds available for festivals and events in 2005/06. As a result of this uncertainty the Subcommittee does not consider that it is in a position to recommend two year funding to festivals in 2004/05.

## **FUNDING RECOMMENDATIONS - IN-HOUSE**

The funding recommendations for Core-Funded Festivals and Events are listed in the public excluded section of this report because the respective festival trusts and organisers will not be informed of the funding level until after the Arts, Culture and Heritage Committee has considered the this report. The Subcommittee would like to be able to communicate the funding levels itself rather than those involved hearing through other sources.

Listed below are the major changes to recommended funding for the programme of events organised directly by the Council.

### **Kids Play**

Kids Play is currently a series of events as part of the SummerTimes festival that take games and children's entertainment out to suburban parks. Funding for these events has provided for twelve such events meaning that there are two in each Community Board Area every other year. The Subcommittee identified these events as a valuable part of the calendar as they provide opportunities for children and parents to participate together and are the only part of SummerTimes that takes place outside the City centre. The Subcommittee would like to see the programme expanded to include successful aspects of the Teddy Bears Picnic Event. Consequently funding has been increased to \$27,000 (including marketing).

### **Teddy Bears Picnic**

Due to successive years of inclement weather this festival has not be produced out of doors as planned for a number of years. The Subcommittee would like to see the successful aspects of this event included in the Kids Play programme. The Teddy Bears Picnic would therefore be discontinued as a stand alone event.

### **Starry Nights**

This festival has developed quickly over the last few years and was relocated within Hagley Park to accommodate a larger audience. The Subcommittee has with the recommended allocation of funding recognised the real costs of the event which were previously being covered through contingency funding.

### **Municipal Band Concerts**

In recognition of the contribution that the band programme makes to the city parks in summer and as a result of a request from the bands for increased funding the Subcommittee decided to increase their allocation of funding. This increase updates a level of funding paid to bands which had remained constant for several years. The bands will provide an extended programme of performances which would continue into late summer.

## **Showtime Canterbury**

Showtime Canterbury has undergone significant restructuring in the past year. As a result of this restructuring a new improved event will be launched in 2004. The Events Team will be presenting a report detailing the changes to Showtime Canterbury shortly. In recognition of the restructure and the need to cover additional marketing costs the event was granted a small increase in funding.

### **CONCLUSION**

The recommendations of the Subcommittee for 2004/05 represent largely a continuation of the directions established in 2003/04.

An extensive analysis of the overall festivals and events programme has been carried out. This analysis has included:

- Policy Outcomes,
- Fit with the Ideal Balanced Programme of Festivals and Events,
- Type of participation opportunities,
- Life Cycle,
- Content areas covered by the festivals/events,
- Target audience/market,
- Calendar,
- Proportion of Festival/Event Funding provided by the Council.

In general the picture is relatively satisfactory with continued monitoring and evolution required in some areas.

The Body Festival has been the only new festival seeking core funding in 2004/05 up to this point. The Subcommittee is continuing to work on a clear process for new festivals to follow in terms of which Council funding source is most appropriate and managing the expectations of continued funding right from the outset. There are currently festivals that are receiving or have received seed funding that will subsequently be considered for core funding. The Subcommittee believes it is important that there is a flow of new festivals/events being developed, as well as innovation within the existing festivals/events, to ensure the programme remains fresh.

### **Subcommittee**

**Recommendations:** That the Committee recommends funding allocations as detailed in Appendix 12 be incorporated into the 2004/05 Annual Plan.

### **Chairman's**

**Recommendation:** Not seen by Chairman.