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| 1 Project Brief | |   |
| <p><i>The Project Brief is the first thing to do. It should be completed before any activity of any sort takes place. This is because the Brief is the document that subject to authorisation triggers the development of the Business Case.</i></p> | | |
| Project Name | Tadcaster Arts Festival 2018 | |
| Project Manager | David Gluck | |
| Document Author (if different from Project Manager) | | |
| Organisation Name | Tadcaster and Rural Community Interest Company Ltd | |

Benefit

In 2017, following the success of the Bridge Celebration Day and the Cycling Festival, and building on other event management activities, Tadcaster and Rural CIC sought the endorsement of the Tadcaster and Villages CEF and Tadcaster Town Council to establish an Events Management Team that would take responsibility for delivering the recent Tadcaster Cultural Strategy and also oversee the expenditure of Legacy monies from the Bridge Celebration Day for future events. This endorsement was forthcoming and so the Tadcaster Events Management Project Team (TEMPT) was established, under the umbrella of the CIC.

TEMPT has now published a forward programme of events for the town, bringing together established events such as Carnival which are the responsibility of others to deliver, with new events that TEMPT will oversee the delivery of.

One early idea forthcoming, from local businessman Brian Percival, was for a Performing Arts Festival. Brian undertook early discussions with some important stakeholders such as Sue Sherriff at St Marys and Samantha Buckley at the Grammar School. He produced a brief for the event and this was passed to TEMPT to take forward.

The project will benefit the community in the following ways:

- a) Raise the profile of the town, bringing new visitors to the town for events.
- b) Raise the spirit of the town, providing new opportunities to celebrate our culture.
- c) Raise the footfall on the 'high street', bringing new income to businesses and community organisations.
- d) Raise the expectations of the community, showing we can aspire to new and better things.

Details of the Project

We are now in the process of organising this event, which will be, in its first year, very much community focused, in anticipation of it growing sustainably in the future. We are planning for:

- a) A full week of performances across the town and villages which are co-ordinated and programmed so that people can take full advantage of what is on offer.

- b) 7th-15th July is the week planned.
- c) Performances will take place in community venues from the Riley Smith Hall through to village halls and street performances.
- d) Activities will be primarily drawn from the performing arts but that is not exclusive and we are seeking as wide a range of arts to be represented as possible.
- e) The week will be well advertised and promoted across social media as well as print publications.
- f) Many events will be free to attend but others will require a charge. In all cases TEMPT will organise both the programming and ticketing, working with venues and other promoters as necessary.

Project Objectives

The project will deliver at least one performance per day over the week, with a target of 25 performances minimum over the week. It will deliver a cohesive and co-ordinated week-long set of performances which will not only bring new talent into the town and village but also serve to remind us what talent we already have, from bands through to theatre companies, choirs and visual artists.

The Festival links directly to the following section of the CDP:

- a) Economy, retail and tourism – Tadcaster regeneration.
- b) Leisure, culture and recreation – Annual events calendar and supported events and activities.
- c) Community safety, health and well-being – support to young people/organisations.

The Festival will actively promote opportunities for volunteers and for young people in particular to become involved, either through performing or acting as ambassadors for the Festival.

Benefits

The Festival will seek to at least break even from a cost perspective and if at all possible result in income for TEMPT to re-invest in future events. To date TEMPT has been successful in raising approximately £10,000 without resort to grants or public funding. This Legacy Fund is being used to support its forward programme of events, subsidising where necessary but always seeking ways of bringing new investment to the town that can sustain future activities.

From a community perspective, we consider that the Festival will bring new income for community venues which will be the main focus of activity; new income for private business who become involved in hosting performances; new income for business resulting from increased visitors to the town.

Project Approach / Delivery Options

The project will be project managed by TEMPT. We will identify performers, venues, manage PR and ticketing and where necessary any stewarding or other resourcing such as volunteers. TEMPT will oversee publicity and PR for the event, supplemented by that from venues and performers themselves. TEMPT brings together a wide range of stakeholders experienced in this sort of project management, having variously been responsible for:

- a) Bridge Celebrations 2017
- b) Cycling Festival 2017

- c) Selby Food Festival 2016
- d) Tadcaster Carnival (Carnival Committee)
- e) Duck Race (Community Swimming Pool)
- f) Tadcaster Christmas Market (Town Council)
- g) Craft Festival 2016

We will engage with Selby District Council to seek additional resource support as required for example from their Comms team.

TEMPT reports back to the Tadcaster and Rural CIC Board of Directors which will take overall responsibility and ensure clear and transparent reporting too key stakeholders and the wider public.

Project Timescales (Milestones)

February-March 2018: Identifying venues and performers. Identifying potential sponsors.

April-May 2018: Publicity commences. Full Project Plan produced. Ticketing commences (Eventbrite).

June 2018: Detailed event organisation undertaken with venues and performers. Staffing plan agreed and team briefings undertaken. Evaluation framework produced.

July 7th-15th: Festival.

End July: Evaluation report.

Project Resources (people and money)

- Costs – £20,000. This figure is based on experience of previous events and will involve costs relating to the following activities. This outline budget will be firmed up during February 2018 (see below).
 - a) Project management
 - b) Performers costs
 - c) Venue hire
 - d) Advertising and PR
 - e) Materials publications including flyers, event programme, banners
- People – 10 core members of the TEMPT group + a team of a further 20 volunteers to be involved assisting the delivery, for example through stewarding events, undertaking promotional activity and assisting with organisational matters. 5 Directors of Tadcaster and Rural CIC will have overall responsibility and involvement in an oversight role. Each venue will be expected to provide staffing too and that could involve an additional 50 persons in various capacities.

Funding

It is important to us that the Festival at least breaks even and if possible provide a modest return on investment to supplement the existing Legacy Fund for TEMPT to continue to deliver its programme for the town. However, as this is the inaugural Festival and very much aimed at the ongoing regeneration of the town, we do not want to price residents or visitors out of the market so hope to have many events either free or low cost.

At present we have an outline budget for the event of £19,000.

We anticipate funding from the following sources:

- a) CEF – through this application. Although we do not know the level of funding potentially available yet we would like to apply for **£5000**.
- b) Sponsorship – we expect to approach a range of significant businesses and organisations in the north Selby area, including the Town Council, to provide sponsorship of the overall event and individual elements as appropriate. We hope to raise upto £5,000.
- c) Arts Council – we are preparing a bid to the AC for a grant of upto £10,000
- d) Ticketing – upto £2,000 total.
- e) TEMPT legacy fund – upto £2000 total.

| Cost Element | Cost (£) |
|--|-----------------|
| Venue hire | 800 |
| Equipment hire (screen, marquee/stage, audio, technician) | 2400 |
| Licencing for films | 200 |
| Marketing | 3000 |
| Performers | 3500 |
| Project management/organisation/evaluation – 18 days@£250 | 4500 |
| Materials – banners, flyers, delivery, posters, programme | 4000 |
| Misc – including cherry pickers for bunting up/down | 1000 |
| Insurance | T&R CIC |
| Street cleaning | SDC |
| Fest Makers – recruitment, training, t-shirts, promotions etc | 500 |
| Total Cost | £19,900 |

Risks / Issues

The project is at the early stages of formulation. Key risks relate to identifying performers to create a full programme for the venue; availability of venues and income from sponsors. We will be working on all these aspects of the event through February 2018.

Links and Dependencies

The Festival is a key part of the overall calendar of events for the town. We have scheduled it to avoid the Tadcaster Carnival. We are confident that resources will be forthcoming and that the Festival will at least break-even, based on early assumptions about ticketing and sponsorship income, matched with costs related to project management, staffing, venue hire, costs of performers and promotions/PR/information, etc.

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