



Llywodraeth Cymru
Welsh Government

National Events Strategy for Wales: Implementation Plan

Introduction

The National Event Strategy for Wales was launched in July 2022 and sets out the Vision, Mission and Objectives shown below.

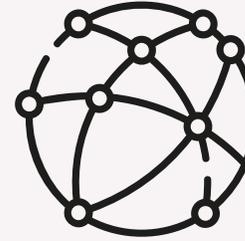
The foundation of this Strategy is based on 3 pillars of People, Place and Planet and how events can contribute to all the seven national well-being goals.

This implementation plan has been prepared with the support of the Event Wales Industry Advisory Group and its subgroups, which comprises representatives from across the Event Sectors, ensuring that this plan is industry led.



THE VISION FOR WALES

Wales stages outstanding events that support the well-being of its people, place, and the planet.



MISSION STATEMENT

A connected events industry delivering, securing, supporting, and sustaining a balanced portfolio of events across Wales, which make measurable contributions to the seven well-being goals.

Objectives

- An aligned events industry.
- Events in Wales that reflect and celebrate those things which are authentically Welsh.
- Ensure that we maximise the geographical and seasonal spread of events across Wales.
- Strengthen the Welsh economy.
- Enhance the profile, reputation and influence of Wales.

"Wales is... doing big things and has the potential to keep on doing great things now that we are more confident and outward-looking."

(Business events sector)

Targets and Priorities

Targets	Priorities
Demonstrate the contribution that events in Wales make to the seven well-being goals	<ul style="list-style-type: none"> – Review of KPIs and present differently to show alignment – Develop a matrix demonstrating delivery of Wellbeing Goals
Support the event industry to develop a strong voice and be more aligned and competitive, increase commercial returns, achieve more through the events we deliver, support a stronger and more enduring industry (Aligned Industry)	<ul style="list-style-type: none"> – Work in collaboration towards common outcomes through EWIAG, led by Industry with an independent Chair and an established process for engaging with sub-sector groups and wider industry – Establishing roadshows and ‘meet the industry’ events – Regular updates to Minister for the Economy through Visitor Economy Stakeholder Group and Ministerial attendance at EWIAG when appropriate
Support the growth of events that are authentically Welsh, either traditional or contemporary that contribute to the strong national brand and help promote Wales internationally (Authenticity)	<ul style="list-style-type: none"> – Increase comms and marketing activity – Way forward on social media/website
Encourage visitors to come to Wales for events in every area of the country and all year round (All of Wales)	<ul style="list-style-type: none"> – Analysis of existing portfolio of events – Increased comms and working closely with colleagues in Visit Wales
Develop skills, training and continuing professional development for those in the industry including volunteers (People)	<ul style="list-style-type: none"> – Audit of skills gaps – Sector Development Fund – Engagement with Regional Learning and Skills Partnerships to develop a strategy and understand crosscutting themes with other sectors
Maximise the assets Wales has in the best possible way, as well as looking to future needs (Place)	<ul style="list-style-type: none"> – Audit of event specific assets across Wales – Market opportunities as above
Consider the long term environmental sustainability of events and support them to measure and reduce their footprint (Planet)	<ul style="list-style-type: none"> – Sustainability fund – Toolkit

"This implementation plan builds on a golden decade of iconic sports events in Wales and sets ambitious targets to align the sector to the Wales We Want."

(Sports sector)

The Plan

	Action	Lead	How we will deliver	Priority (short/medium/long)
Aligned Industry				
A1	Continued support for a long-term, rather than year-by-year, approach to events development, allowing some certainty to those within the industry to include wider benefits and legacy at design stage, to plan for growth, and roll it out	Welsh Government	<ul style="list-style-type: none"> – Review of funding process and documentation including criteria for more multi-year funding agreements – Launch of sector development fund – Implementation Plan will support funding decisions and budget setting 	S
A2	Identifying events with the appetite and potential to grow, building and supporting them strategically over time	Welsh Government and Industry	<ul style="list-style-type: none"> – Use the EWIAG sub-groups network to help identify any new events that could be grown with Welsh Government support – Roadshows and existing comms channels – Continue discussions with wider partners such as ACW, BBC, Sport Wales 	S/M
A3	Consciously focusing on events which support a greater seasonal and/or geographical spread of visitation, such as business events and mass participation events	Welsh Government and Industry	<ul style="list-style-type: none"> – Review of assessment criteria to ensure sufficient consideration is given to seasonal/geographical spread – Regular presence at exhibition events such as IMEX, Sportaccord etc. – Communicate ambition to the sector – Identify and work with those event organisers who could move activity into the shoulder season and/or are capable of moving or expanding to a different location 	S/M
A4	Curating events or programmes of events as was successfully achieved, for example, around the themes of Dylan Thomas and Roald Dahl centenaries	Welsh Government	<ul style="list-style-type: none"> – Identify long list of potential options based on icons/anniversaries etc. for discussion with all partners – Roadshows to help promote opportunities – Work with Visit Wales to support themed years 	M
A5	Encouraging and supporting the aligned development of local government events strategies	Welsh Government	<ul style="list-style-type: none"> – Establish an EWIAG LA sub-group – Liaison with WLGA 	M
A6	Considering resources used in events, for example where materials are from and what they are made from (Links to toolkit at P17)	Welsh Government	<ul style="list-style-type: none"> – Sustainability Fund and sharing best practice from supported projects 	S/M

	Action	Lead	How we will deliver	Priority (short/medium/long)
A7	Continuing and regular convening of a representative events industry group as a cooperative forum. This forum should be structured to meet the needs of the industry, for knowledge sharing, and accountability to deliver this strategy. It should be led by the industry, have an independent Chair, and include ongoing consultation with sector sub-groups	Welsh Government and Industry	<ul style="list-style-type: none"> – Establish EWIAG in a revised format with an independent Chair and sub-groups including an additional LA sub-group – Develop Terms of Reference – Welsh Government to provide secretariat support and help lead a forward work programme for the group 	S
A8	Establishing roadshows and regular meetings across Wales that allow the industry to interact and learn from each other; also link to networks across the wider UK and internationally to bring in ideas, best practice, and contacts	Welsh Government and Industry	<ul style="list-style-type: none"> – Welsh Government to deliver first set of regional roadshows in 2023 then look at a series based around specific topics e.g., skills – Regular meetings of Sub Groups (Sports, Business and Arts/Culture/Live) – Engagement with Event Groups across the UK such as BVEP, UK Sport 	S
A9	Supporting events to collaborate on delivery, and align for tourism purposes, to enhance each other's events e.g., considering aligned business event opportunities alongside larger cultural or sporting events as part of a wider programme		<ul style="list-style-type: none"> – Review of supported events portfolio & consider potential links – Share list of supported events for them to identify others to work with – Discussions with events organisers about bringing associated AGMs/conferences to Wales as part of the support discussions 	M
A10	Adopting a more collaborative approach to targeting and securing events, capturing a wider industry view as part of the process and ensuring the support for and benefits of events are widely known		<ul style="list-style-type: none"> – Use EWIAG to feed in wider industry views – Roadshows and other – Promote Wales and its infrastructure via comms, show attendance etc. 	S/M
A11	Ensuring that, where there is the potential for funding from more than one source e.g. Arts Council of Wales and Event Wales, there are clear channels of communication and the best possible alignment to avoid duplication and maximise opportunities	Welsh Government	<ul style="list-style-type: none"> – Re-establish regular quarterly meetings with key partners – Consider existing systems (e.g. BAS) to record our grants so that other business sectors are aware 	S
Authenticity				
A12	Ensuring Welsh culture and language will be represented at events in Wales, helping to tell the stories of Wales to residents and visitors alike at a level that is appropriate for the nature of the event being delivered		<ul style="list-style-type: none"> – Review of assessment criteria and KPIs – Develop case studies to demonstrate how this can be achieved – e.g. through F & B, use of local suppliers etc. – Seek opportunities for deployment of Welsh Language during preparation of an event beyond translation requirements e.g., interviewing talent through medium of Welsh – Develop a resource pack to assist the use of WL in events – Work with events at activation stage to assess, advise and support event owners on how this can be achieved 	S/M

	Action	Lead	How we will deliver	Priority (short/medium/long)
A13	Having events clearly contributing to the achievement of as many of the seven well-being goals for Wales as possible		<ul style="list-style-type: none"> – Redrafting of our application forms and KPIs to align with WB goals more overtly – Annual assessment on contribution to well-being goals 	S
A14	Continuing to identify, nurture and support home grown events with the capacity for growth (Links to A2 above)		<ul style="list-style-type: none"> – Use the EWIAG sub-groups network, to help identify any new events that could be grown with Welsh Government support – Roadshows and existing comms channels – Continue discussions with wider partners such as ACW 	S/M
A15	Delivering a greater sense of ‘Welshness’ for events through, for example, landscape, coastline, history, culture, food, and music (Linked to A12 and A21)		<ul style="list-style-type: none"> – Provide appropriate commentator note for event organisers and their broadcast partners highlighting cultural and historical touch points, draw on e.g. resource library of imagery to support this – Closer working relationship with other internal/external organisations e.g. CADW 	S/M
A16	Focusing on celebrated Welsh icons to develop strong event propositions		<ul style="list-style-type: none"> – Develop forward look for Welsh icons’ anniversaries 	S/M
A17	Building the capability of the events industry and the strength of the supply chain in Wales, to encourage procurement that nurtures resilient local supply chains, on the premise that we should have the ability and knowledge to deliver an authentically Welsh experience		<ul style="list-style-type: none"> – Sector Development Fund – Build on existing relationships with FE/HE providers – Explore the feasibility of a ‘meet the industry’ event for organisers and suppliers 	M
A18	Supporting regional economic development by encouraging shorter supply chains and a more local and regional focus on sourcing materials		<ul style="list-style-type: none"> – Promoting Impacts guidance (shorter supply chains = more econ impact + more ‘sense of place’ + more sustainable) 	M
A19	Supporting aspirations to make Wales a healthier nation, for example through the promotion of healthier foods at events or supporting increased physical activity	Industry	<ul style="list-style-type: none"> – Work with event organisers to deliver comms linked to healthy living – Engagement with communities through outreach – Work across Government (Food Division, etc.) and promote the use and availability of Welsh Produce 	S/M
A20	Identifying and celebrating events which have local appeal and community ownership, including volunteer support		<ul style="list-style-type: none"> – Promote use of https://volunteering-wales.net/ – Partner effectively with local organisations that already have strong volunteer recruitment operations, where appropriate, e.g.: WRU or RWS, local authorities/ community councils in order to aid volunteer recruitment – Promote case studies of good practice 	S/M

	Action	Lead	How we will deliver	Priority (short/medium/long)
A21	Identifying and highlighting to event owners what makes the event experience different in Wales, and regarding unique natural assets		<ul style="list-style-type: none"> – Develop case studies to demonstrate how this can be achieved – e.g. through F & B, use of local suppliers etc. – Seek opportunities for deployment of Welsh Language during preparation of an event beyond translation requirements e.g., interviewing talent through medium of Welsh – Develop a resource pack to assist the use of WL in events 	M
A22	Using the authentic narrative of the events portfolio as a point of difference for Wales' international brand		<ul style="list-style-type: none"> – Linked as above and link in with Visit Wales brand guidance – Link events to themed years 	S/M
All of Wales				
A23	To analyse the spread of existing and future portfolio events supported by Event Wales to ensure event support is distributed across the whole country, including those areas which may benefit from event-driven domestic tourism as well as international visits		<ul style="list-style-type: none"> – Analysis and mapping of existing events to identify gaps in event genres or geographical spread 	S
A24	A conscious focus on ensuring events cover a wide variety of genres to appeal to as many people as possible. A balanced portfolio will consider age, region, ethnicity, religion, cost to attend and so on to ensure the events on offer are widely inclusive and accessible (Links to A1)		<ul style="list-style-type: none"> – Enhance the existing mechanisms for capturing this information as part of assessment and monitoring – Develop case studies – Links to review of application forms – Review of KPIs and assessment criteria 	M
A25	Identifying events which can be hosted in the traditional tourism 'off season' and those with the greatest capacity for growth	Welsh Government and Industry	<ul style="list-style-type: none"> – Explore events that are not "warm/dry weather dependent" e.g.: indoor events (both cultural and sporting), business events – Also discuss with event organisers the potential to move any existing events into shoulder season – Identify and promote venues with suitable indoor/covered space 	M
A26	Working with host communities for events to achieve buy-in and additionality. Telling the stories of all events and the local benefits, beyond just economic, will support this	Industry	<ul style="list-style-type: none"> – Development of case studies of existing events to highlight what has worked well and can be used as an engagement model for new communities – Liaison with Local Authorities 	S/M
A27	Linking with partners that may assist by reaching into different communities e.g., creating greater links between business events and tertiary providers for both content and capability	Industry	<ul style="list-style-type: none"> – Re-vitalise connections with FE/HE providers – Develop connections with new partners, equalities bodies etc. – Sector Development fund 	M

	Action	Lead	How we will deliver	Priority (short/medium/long)
A28	Ensuring event content is promoted to an audience outside Wales to drive visits and a positive international profile	Welsh Government and Industry	<ul style="list-style-type: none"> – Greater use of partners and comms channels, working with Visit Wales, IR BW etc. to promote events – As part of the assessment of any event, consider if marketing plans are sufficient and provide support as to how these can be further developed 	S/M
People				
P1	Supporting the growth of skills, knowledge, and capability specific to the events industry through conferences, webinars, and knowledge sharing including systematic opportunities for upskilling by leading experts both locally and internationally	Industry	<ul style="list-style-type: none"> – Audit of skills gaps across the sector to understand the issues – Active involvement with Regional Learning & Skills partnerships – Liaison with other sectors to understand cross cutting themes and potential solutions 	S
P2	Tapping into the work of other bodies, such as the education sector and training providers, to offer a coordinated programme of more generic skills development e.g., accessibility, health & safety, sustainability and cultural diversity	Industry	<ul style="list-style-type: none"> – Activity will be led by audit outcomes 	M
P3	Working with Careers Wales to create a pipeline of young people into the industry including events to attract school leavers and graduates to replace many people lost to the industry over the COVID-19 pandemic, including use of their all-age job vacancy tool	Industry	<ul style="list-style-type: none"> – Develop a plan, supported by a marketing campaign to promote the Event Sector as a career of choice 	M
P4	Seeking cross-industry led mentoring, placements, and observer tours for organisers to learn from each other	Industry	<ul style="list-style-type: none"> – Activity will be led by audit outcomes 	S/M
P5	Work with the Regional Skills Partnerships across Wales to identify and address skills gaps and take forward action with industry Identifying areas where specific skills may be needed, such as business events and e-events, and new proposals to fill these gaps	Industry	<ul style="list-style-type: none"> – Identify an industry lead to sit on the RSP and work with them on the outcome of skills audit 	S
P6	Promoting the available guidance to support the use of the Welsh language at events	Welsh Government	<ul style="list-style-type: none"> – Develop a resource pack to assist the use of Welsh Language in events – Seek opportunities for deployment of Welsh Language during preparation of an event beyond translation requirements e.g., interviewing talent through medium of Welsh – Work with external partners e.g., Welsh Language Commissioner to build on existing best practice 	M
P7	Promoting the available guidance and training to support individual upskilling in the sustainable delivery of events, including how an event's environmental impact can be measured and reduced	Welsh Government	<ul style="list-style-type: none"> – Promoting Impacts guidance (shorter supply chains = more econ impact + more 'sense of place' + more sustainable) – Development of case studies of existing events 	M

	Action	Lead	How we will deliver	Priority (short/medium/long)
P8	Finding ways to communicate with, coordinate and develop volunteers beyond event-by-event training	Welsh Government and Industry	<ul style="list-style-type: none"> – Promote use of https://volunteering-wales.net/ – Explore opportunities with organisations such as LANTRA 	M
P9	Encouraging businesses within the events industry to support their people to upskill	Welsh Government and Industry	<ul style="list-style-type: none"> – Establish Sector Development Fund 	S
Place				
P10	Conducting a full audit of event-specific assets within Wales, available to both the Welsh event industry and its prospective clients (such as professional conference organisers for business events) and ensuring this is undertaken on a local authority basis to develop local ownership and strategic thinking around events (Links to A23)	Welsh Government	<ul style="list-style-type: none"> – Revisit existing database and consider whether external contract required 	M
P11	Identifying and promoting natural assets, such as coastlines and landscape, which help define Wales and can be built into event delivery and promotion	Welsh Government	<ul style="list-style-type: none"> – Provide appropriate commentator note for event organisers and their broadcast partners highlighting cultural, and historical touch points and natural assets – Closer working relationship with other internal/external organisations e.g. CADW, Visit Wales, NRW, link with coastal path story etc. 	M
P12	Ensuring events identified for growth are fit-for-purpose to each region, including scale and supporting infrastructure	Welsh Government	<ul style="list-style-type: none"> – Review of KPIs and assessment criteria – Discussion at LA sub-group and with individual LAs where appropriate 	S
P13	Setting up a referral system which supports venues to work together wherever possible, so that if one venue isn't suitable another more appropriate option is suggested – utilising assets as much as possible	Welsh Government and Industry	<ul style="list-style-type: none"> – The above audit of assets will influence how this is taken forward – EWIAG and sub-groups to provide the link to support referrals 	M
P14	Identifying the inhibitors to events growth such as accommodation, public transport, Wi-Fi, electric charging for cars, and advocate for (and use events to support the business case for) key developments that would enable a step-change in the industry	Welsh Government and Industry	<ul style="list-style-type: none"> – Use above audit of assets to help identify 'cold spots' for further consideration – Explore the feasibility of a 'meet the industry' event for organisers and suppliers that could be utilised to provide temporary solutions when long term development is not realistic 	M
Planet				
P15	Developing and sharing a standardised methodology, where possible in line with existing indicators and measures, for events of all sizes to measure their environmental footprint	Welsh Government	<ul style="list-style-type: none"> – Development of the existing eventIMPACTS tool 	M

	Action	Lead	How we will deliver	Priority (short/medium/long)
P16	Measuring the environmental impact of the wider events portfolio, and demonstrating how this impact is reducing over time	Welsh Government	<ul style="list-style-type: none"> – Review of assessment criteria and KPIs – Enhance the existing mechanisms for capturing environmental information as part of assessment and monitoring 	M
P17	Development of an environmental toolkit to facilitate sharing of knowledge across event sectors to be more efficient and make sure that learning from best practice is widespread	Welsh Government	<ul style="list-style-type: none"> – Develop a resource pack to assist the use of more sustainable practices in events, drawing on expertise from within Welsh Government as well as external partners e.g. through the Eventsimpact partnership – Establishment of Sustainability fund 	M
P18	Educating and supporting individual events organisers to be champions and share working examples of environmental best practice	Welsh Government and Industry	<ul style="list-style-type: none"> – Establishment of Sustainability fund and ensuring outputs are shared across industry – Engagement with expertise such as WRAP and identify events that can act as champions for particular campaigns (e.g. preventing food waste at events) – Presentations at Roadshows – Create regular sector newsletters where good practice and latest advice can be shared 	M
P19	Encouraging sustainable tourism, persuading people to make fewer trips but to stay longer, with event attendees encouraged to actively seek tourism extenders	Welsh Government	<ul style="list-style-type: none"> – Work closely with Visit Wales on key messaging – Ensure information is provided to event owners/attendees to enable them to engage with Visit Wales campaigns 	M
P20	Encouraging a circular economy approach through reduction and re-use and considering the use of materials and resources, which are made from remanufactured, refurbished and recycled materials or come from low carbon and sustainable materials like wood (Links to P17)	Welsh Government and Industry	<ul style="list-style-type: none"> – Develop a resource pack to assist the use of a circular economy approach including case studies 	M

"Wales being at the forefront of thinking [about] how the future looks and our responsibilities politically and sustainability-wise are profoundly important for the country and the planet. Therefore, it defines our nation."

(Music sector)

What Will Success Look Like?

By 2030, if the implementation of the strategy is successful, we should see evident change in the event portfolio, the event industry more broadly, and for Wales.

This would include:

- An industry which is connected and collaborative, resilient and cohesive
- A portfolio of events that strongly reflect the Welsh people and Wales as a nation
- A portfolio for all Wales, spread across seasons, genres, and with broad appeal for all
- A portfolio of events where the outcomes achieved for Wales are measured and shared
- An industry where people have opportunity to develop new skills
- A strategy delivered across the industry, where the distinct roles of all parties are understood and brought together under a representative events industry body
- A strategy which remains a live document and reflects the changing needs of Wales and the event industry as it continues to develop



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Mae'r ddogfen hon ar gael yn Gymraeg hefyd / This document is also available in Welsh

Rydym yn croesawu gohebiaeth a galwadau ffôn yn Gymraeg / We welcome correspondence and telephone calls in Welsh

