

Report of the Director of Countryside, Community and Visitor Services

Subject: Pembrokeshire Major Events Strategy 2022 – 2027

Purpose of Report

Members are asked to adopt the proposed Pembrokeshire Events Strategy 2022-2027.

Background

The Pembrokeshire Major Events Strategy has been developed in order to provide a policy and operational context for major events in Pembrokeshire. The strategy (attached as Annex 1) forms a key component of the [Pembrokeshire Destination Management Plan](#) with a focus on developing the visitor economy outside of the main tourism season.

The Welsh Government's Major Events strategy identifies a range of events which have the potential to promote Wales as a modern vibrant country. The strategy mission statement states: *"Developing a balanced and sustainable portfolio of major events which enhances Wales' international reputation and the wellbeing of its people and communities"*.

A number of Pembrokeshire events meet the requirements of the Welsh Government strategy and have therefore benefited from funding through the Wales Major Events Unit. These include Ironman Wales, Red Bull Cliff Diving competitions and the forthcoming World Rowing Coastal Championships and Beach Sprint Finals 2022.

The Pembrokeshire major events strategy focuses primarily on larger events that have the potential to promote a positive image of Pembrokeshire to both residents and visitors. The Pembrokeshire major events strategy, therefore, seeks to influence the following:

- Facilitate funding streams from the Welsh Government Major Events Unit
- Provide focus for a more 'joined up' approach to events development
- Provide focus for Visit Pembrokeshire's work on attracting new events

Smaller community events play a very important role in promoting community cohesion and the health and wellbeing of Pembrokeshire residents, but have not been included in this strategy. While their importance should not be underestimated, it should be stressed that the Major Events Strategy is not intended to be a list of all Pembrokeshire events.

Comparisons

A clear strategy can help maximise the opportunities from major events by boosting the destination's profile as well as reinforcing the destination's brand and values. Similarly, a focussed major events strategy can help reduce seasonality by supporting year-round employment, providing business at times of relatively low accommodation occupancy and, ultimately, building a more sustainable sector in the long-term.

A good example of this approach is the [Events Strategy](#) developed by Conwy County Borough Council (in consultation with Snowdonia National Park) that has delivered measurable economic benefits, boosted the profile of Conwy as a visitor destination and helped lead to Lonely Planet ranking North Wales as the 4th best region in the world to visit in their 'Best in Travel 2017' list.

Benefits and Challenges

The proposed strategy sets out some key themes namely:

1. Events do and can bring visitors to Pembrokeshire at quieter times of the year, supporting year-round employment.
2. We are good at organising events and we want to get better.
3. We have a strong portfolio of events and a well-developed local skills set and business base.

It is recognised that there are many benefits to residents and communities by hosting a vibrant and diverse events programme within the County. Amongst other things, these benefits can include an improved awareness of the County's amazing landscape and heritage; a cultural boost; opportunities for young people through performance and employment; improved health and wellbeing; development of a stronger community and improved cohesion; a boost to the local economy; and an enhanced image of Pembrokeshire.

Events are also an important part of the county's Destination Management Plan as a key strategic approach to addressing seasonality, by attracting more visitors out of high season, supporting all year round jobs and our local economy.

However, the impact of the coronavirus pandemic has, in recent times, placed considerable pressure on the National Park's special qualities as well as our local communities. In addition, a growing number of events have developed across the National Park (often without consulting with PCNPA and/or PCC) that require careful management. As a result, it is important that major events are developed in close consultation with both the Park Authority and our local communities.

Similarly, the Park Authority is advocating that major events in the National Park should achieve Sustainable Events Accreditation ([ISO20121](#)) through the International Organisation for Standardisation (ISO). This will help to ensure that both existing and future events in Pembrokeshire consider the strain on resources, society and the environment whilst reducing the potential for conflict in communities where major events are hosted.

Despite the above issues, PCNPA recognises that we have an opportunity to sensitively develop a programme of activity across the County that appeals to the

local community, event organisers and visitors, while being respectful of the valuable role the landscape and setting play within the community as a place for relaxation and enjoyment.

Financial considerations

Pembrokeshire County Council presently commits £90k per annum for events support. Within the strategy it has been identified that a sum of between £150k - £200k would assist with “event development” but, at present, no additional funding has been allocated by PCC following the Cabinet meeting on the 10th January 2022.

The strategy also clearly identifies the need to adequately resource events as currently events are managed by PCC and PCNPA officers as a “bolt on” to their existing roles. It is not envisaged that any resource would run events. However, improved co-ordination is required to lead and deliver the strategy, along with an ability to attract new events and work with existing event organisers.

From a PCNPA perspective, our main support for the funding of the Major Events Strategy comes via our monetary and in-kind commitment to Visit Pembrokeshire (approximately £50K per annum) as well as support for individual events such as Ironman Wales (£16K per event) and the 2022 World Rowing Coastal Championships (£10K). Therefore, as it stands, PCNPA is not proposing to commit any further funding towards the Major Events Strategy over and above our existing commitments detailed above.

Risk Considerations

A proactive Major Events Strategy is seen as being crucial to ensuring the sustainable growth of events in Pembrokeshire without compromising the National Park’s ‘special qualities’. Without a strategy it is unlikely that the economic growth targets contained in the Destination Management Plan (DMP) will be achieved. In addition, public bodies such as the Park Authority will be in a more reactive position when it comes to shaping the type, location and focus of future events in the National Park and/or Pembrokeshire.

Compliance

The latest Remit Letter highlights the Welsh Government’s aspiration to ‘*grow tourism for the good of Wales*’ in a way that manages “*the demands placed on local infrastructure*” whilst also limiting the negative impacts on local communities. As a result, the Major Events Strategy, in combination with the Destination Management Plan, provides a strategic framework for PCNPA to deliver against our collective economic aspirations for Pembrokeshire whilst supporting ‘park purposes’.

Human Rights/Equality issues

There is no doubt that many major events are targeted at groups and individuals with significant disposable income. As a result, it will be important to work with event organisers to ensure that major events are as accessible as possible to participants from a broad spectrum of life but especially those with protected characteristics.

Biodiversity implications/Sustainability appraisal

It will be vital for events organisers to consider the associated impacts on resources, society and the environment as well as key issues such as procurement and waste.

This is particularly pertinent in the context of Pembrokeshire achieving Net Zero by 2030.

For these reasons, PCNPA advocating that major events in the National Park should achieve Sustainable Events Accreditation ([ISO20121](#)) through the International Organisation for Standardisation (ISO)

Welsh Language statement

The Authority would expect all major events in the National Park to have regard to relevant Welsh Language Standards with a clear plan as to how they will produce relevant information and support access to events for Welsh Language speakers from both near and far. Support for the Welsh Language underpins the Destination Management Plan and it is, therefore, crucial that events organisers consider the cultural context of operating in Pembrokeshire/Wales.

Conclusion

The Major Events Strategy sets out a clear, prioritised and focussed approach to developing and managing sustainable events across Pembrokeshire. The strategy is intended to be ambitious but achievable with a focus on supporting economic growth whilst minimising the localised impacts on the National Park and our local communities.

Recommendation

Members are recommended to adopt the proposed Pembrokeshire Events Strategy 2022-2027

Background Documents

[11/20 Pembrokeshire Destination Management Plan 2020-2025](#)

[13/20 - Destination Management Organisation – Tourism, NPA 05/02/20](#)

[41/21 - To agree to amend the contribution agreed by the Authority to support the work of Visit Pembrokeshire, NPA 15/09/21](#)

[32/21 - To Agree to Support Ironman Wales 2022-2026](#)

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Pembrokeshire Events
Strategy 2022-2027
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1. Introduction/Context

This strategy sets out the direction and ambition for events in Pembrokeshire for the next five years and beyond. It has been developed during the Covid-19 pandemic and recognises its impacts but looks forward to a time after restrictions. This is an exciting time for Pembrokeshire. The publication of the Destination Management Plan (to which this strategy is a sister document) and the subsequent establishment of Visit Pembrokeshire (the new Destination Management Organisation for the county) mean that we are very well placed to make the most of our existing events, helping them to grow plus attracting new, exciting ones to complement them.

Pembrokeshire is well known, well regarded and rightly celebrated for its sport and leisure events. We want to continue to grow these and, through our Ancient Connections programme, we have an opportunity to create cultural events with a legacy for the future. This strategy, developed by Pembrokeshire County Council, Pembrokeshire National Park Authority & Visit Pembrokeshire, helps us to do that.

We already have a great reputation for events, local organisers have the skills and capacity to provide fabulous experiences and external organisers enjoy working in Pembrokeshire. This strategy will help take us to the next level.

2. Benefits of Events to Pembrokeshire

Pembrokeshire is a successful visitor destination, with high levels of business at peak times. Given that, why do we want events and what is this strategy for?

First of all, events do & can bring visitors to Pembrokeshire at quieter times of the year, supporting year-round employment. They can take place in some of the less visited parts of the county, spreading the benefits of tourism in supporting local infrastructure, businesses and communities. Events stimulate local participation in sport and culture and deliver a quantifiable economic return on investment.

Secondly, we are good at organising events and we want to get better. Feedback from events organisers is that the public bodies & agencies are helpful, flexible and responsive but more could be achieved with additional, dedicated resources. We have learnt from other places that dedicated staff and budgets (for both delivery and marketing) are required to ensure success.

Thirdly, we have a strong portfolio of events and a well developed local skills set and business base. This includes professional event management companies, a strong local supply chain (70% of events surveyed used local suppliers) and enthusiastic community organisations. We are looking to both build on those existing strengths and add new, exciting events using current funding opportunities and the momentum they are creating.

Our events are successful, over 50% of those who responded to the survey conducted for this strategy (24 events in total) have been in existence for more than 10 years and 83% were growing pre-Covid. 75% of surveyed event organisers have ambitions for growth. There is clearly a market for our events. We do have gaps, almost all our cultural events are music-based and we want to explore other art forms such as performing arts/visual arts/literature/installations/lighting etc.

Rather than just bring additional numbers of participants and spectators, we are looking to increase the quality of events, attracting higher spending markets, deliver national & international profile for Pembrokeshire, and highlight the county as a destination for events and holidays.

Pembrokeshire is a special place, the right events can help us celebrate our distinctive qualities and natural assets.

Events help us in the following ways:

- ❖ Reducing seasonality, creating year-round employment, providing business at times of relatively low accommodation occupancy and building a more sustainable sector. We have established outdoor swimming events in the winter and indoor activities such as the Tenby Blues Festival which attracts nearly 1,800 people in November each year. The Saundersfoot Case study shows the impact of events on stimulating demand in the shoulder and off peak seasons. Bluestone cite their own events programme as fundamental to their year round success.
- ❖ Attracting a loyal and reliable market – it is far cheaper to retain customers than to attract new ones. Events bring repeat visitors, especially sports events where participants are looking to improve last year's performance or just repeat a fantastic experience. This also applies to cultural or 'niche' activities such as the many music festivals we have (Fishguard Folk Festival, Aberjazz) and the 'lifestyle/wellness' events including Unearthed and The Big Retreat.
- ❖ Encouraging repeat (non-event) visits and recommendations- there is anecdotal evidence from the local industry that athletes will often visit several times to prepare for an event and that event participants will return to experience Pembrokeshire again with their friends and family.
- ❖ Animating the county and providing additional reasons to visit against competing destinations- whilst Pembrokeshire is successful, consumers have increasing choices available to them. There are many reasons for choosing a destination: price, accessibility, suitable accommodation and activities. A healthy event programme can tip the balance and also showcase local culture, an increasingly important interest for visitors¹.
- ❖ Spreading the benefits of tourism across Pembrokeshire. We currently have a concentration of events (including 6 out of 9 signature events) in the South of the County. This strategy encourages events which take place in other areas and on a countywide basis. Exciting developments such as Llys Y Fran and the Haverfordwest High Sports Hall (with availability outside of school times-opens September 2022) present opportunities to bring the benefits of tourism (supporting local services and businesses, creating employment) to other parts of the county.
- ❖ Providing sales opportunities for local businesses and artists: dedicated food & drink events (e.g. Fish Week) and supporting stalls at other events give local producers of food, drink, clothing, arts and crafts to sell their wares to event visitors.

¹ Future Trends Report, Visit England (2017)

- ❖ Developing community engagement, pride and confidence; especially through volunteering. 60% of events who participated in the strategy survey were run by volunteers with 1,650 volunteers involved. 82% of surveyed events support local charities and 95% work with their local communities.
- ❖ Stimulating community participation in sporting and cultural activities – contributing to wider wellbeing and other objectives. IRONMAN Wales has the highest percentage of local entrants across their global portfolio of 170 Triathlons.
- ❖ Reinforcing ongoing marketing themes and strategic priorities e.g. 'Wellbeing & Active', 'Responsible & Sustainable'. Events provide the evidence to support the positioning of a destination. Pembrokeshire's Destination Management Plan has a clear focus on these themes and the large number of high quality sports and lifestyle events contribute strongly to this overall message to the marketplace.
- ❖ Enabling media profile and coverage-including organisers' own channels- Activity Wales produce a one hour programme on the Long Course Weekend, available on Amazon Prime, Endurance Sport TV UK & Sky Sports. In total it is broadcast to over 100 countries.
- ❖ Showcasing Pembrokeshire through social media conversations and images- in these days of 'sharing', attendees to events will frequently post about their achievements & experiences, introducing the host locations to their friends and family
- ❖ Direct return on investment- the benefits of in-kind and cash support for events can be demonstrated through attendance/participation and wider economic impacts. Research conducted as part of this strategy identified that just five events² who were able to provide information delivered just under £7 million to the local economy, supporting 135 jobs.

² IRONMAN Wales, The Big Retreat, Tenby Blues Festival, Tour of Pembrokeshire, Unearthed Festival

Case Study 1- Working with local communities: The Big Retreat

The Big Retreat takes place on land adjacent to the Little Retreat Glamping site in Lawrenny and is delivered by the in house management team with additional support. The event attracts 2,500 visitors over the 1st weekend in June with 200 plus speakers and performers. Started in 2016, there has been strong growth since then. Plans are in place to grow the Festival to 5,000 attendees by 2027 and a funding application to Event Wales has recently been successful. A specific LGBTQ event delivered by an external organiser is scheduled to take place on the following weekend, maximising the investment in temporary infrastructure and minimising the environmental/community impacts of constructing and deconstructing the event(s). Community relationships are good through a combination of sensitive management (e.g. music finishes at 1030) consultation, engagement and participation/invitation. There have been some concerns around vehicle access but this is being addressed by the housing development in the village and the construction of new roads. The Festival has evolved from the year round offer and there are plans to add another, family based, event in the Summer.



3. Guiding Principles

Both in producing the strategy and its implementation we will be guided by our principles:

Enabling & Facilitation	<ul style="list-style-type: none">• Whilst we may organise a small number of events internally, our focus will be on enabling event organisers and facilitation rather than direct delivery.
Partnership	<ul style="list-style-type: none">• We are strongest when we work together. The steering group that has produced the strategy were led by Pembrokeshire County Council with support from Pembrokeshire Coast National Park Authority and Visit Pembrokeshire.• That partnership is the 'we' who will deliver the action points together. Event organisers, commercial businesses, volunteers, national bodies and sporting associations have all helped develop this plan and will be crucial to its success.
Identity	<ul style="list-style-type: none">• The strategy has been designed to complement the Destination Management Plan, especially the recognition that events must contribute to our unique sense of place and recognise Pembrokeshire's special qualities: its coast, landscape and local communities.
Sustainability	<ul style="list-style-type: none">• We will prioritise those events which have clear plans to minimise their carbon footprint and provide community benefits, encouraging adoption of ISO 20121 standards.
Community support and seasonality	<ul style="list-style-type: none">• Events can help to attract visitors outside our peak seasons. We recognise, however, that we have limitations in both climate and indoor venues.• Whilst events provide economic and social benefits to host communities, they can also impact negatively. We will encourage organisers to mitigate these negative impacts and secure local support.
Geographical Spread	<ul style="list-style-type: none">• We have a concentration of events in the South of the County but there are opportunities to host more events in other areas; this will be a priority.
Balanced	<ul style="list-style-type: none">• We will have a balanced portfolio of homegrown, locally distinctive events complemented by externally organised national (and international) events which will bring profile and reputation benefits to Pembrokeshire
A structured approach	<ul style="list-style-type: none">• We have developed a series of criteria (e.g. economic benefit, community support, strategic fit, environmental impacts, seasonality) which will shape how we allocate our scarce resources.
Resources	<ul style="list-style-type: none">• We will enhance the resources available to support event organisers to maximise the opportunities for Pembrokeshire.

Case Study 2- Reducing Seasonality: Saundersfoot Events

Saundersfoot Chamber for Tourism comprises over seventy tourism based small businesses and is dedicated to enhancing the village's unique community spirit and promoting its tourism trade. The Chamber delivers a considerable programme of events year-round which have played a major part in promoting Saundersfoot locally, across Pembrokeshire and further afield. Seasonality is a significant factor behind staging the events – in past years the village was very quiet during shoulder and off season with many tourism-based businesses remaining closed. Staging events during off or shoulder season has greatly changed this dynamic. Events include:

Cawl by the Sea – venues compete for the title of Best Cawl with crowds voting for their favourite.

Christmas Festival by the Sea – the Chamber's flagship festive event features chef demonstrations, entertainment from bands and musicians, a lantern parade and Santa's Grotto. Further development of the Saundersfoot Festival would require contracting a professional event organiser with the resources to stage an even larger scale event.

NYE Fireworks –The chamber has considered further expansion of the event by bringing in the infrastructure for the NewYear's Day Swim 24 hours earlier and adding further activity to the NYE fireworks.

Saundersfoot Big Bang – combines Halloween and Bonfire Night with three days of fireworks, music and a mixture of Halloween themed events. Guy Fawkes Night attractions include a seaside funfair on the harbour and two fireworks displays over the water.

Saunderswoof – began originally as an awareness/promotional event for responsible dog ownership involving agencies such as police; the event has grown to become a larger festival with a range of dog-themed event and activities.



4. The Strategy

4.1 The 'What and 'How' of the Major Events Strategy

This section and the diagram below explain how we will deliver the strategy. The darker blue 'What' ovals (top row) identify the three **content themes** for priority events:

Sport - we will focus on mass participation, outdoor based events where we have natural advantages (especially the coastline and water), suitable facilities and existing expertise including, but not limited to:

- Cycling
- Triathlon/Duathlon
- Open Water Swimming
- Coastal Rowing

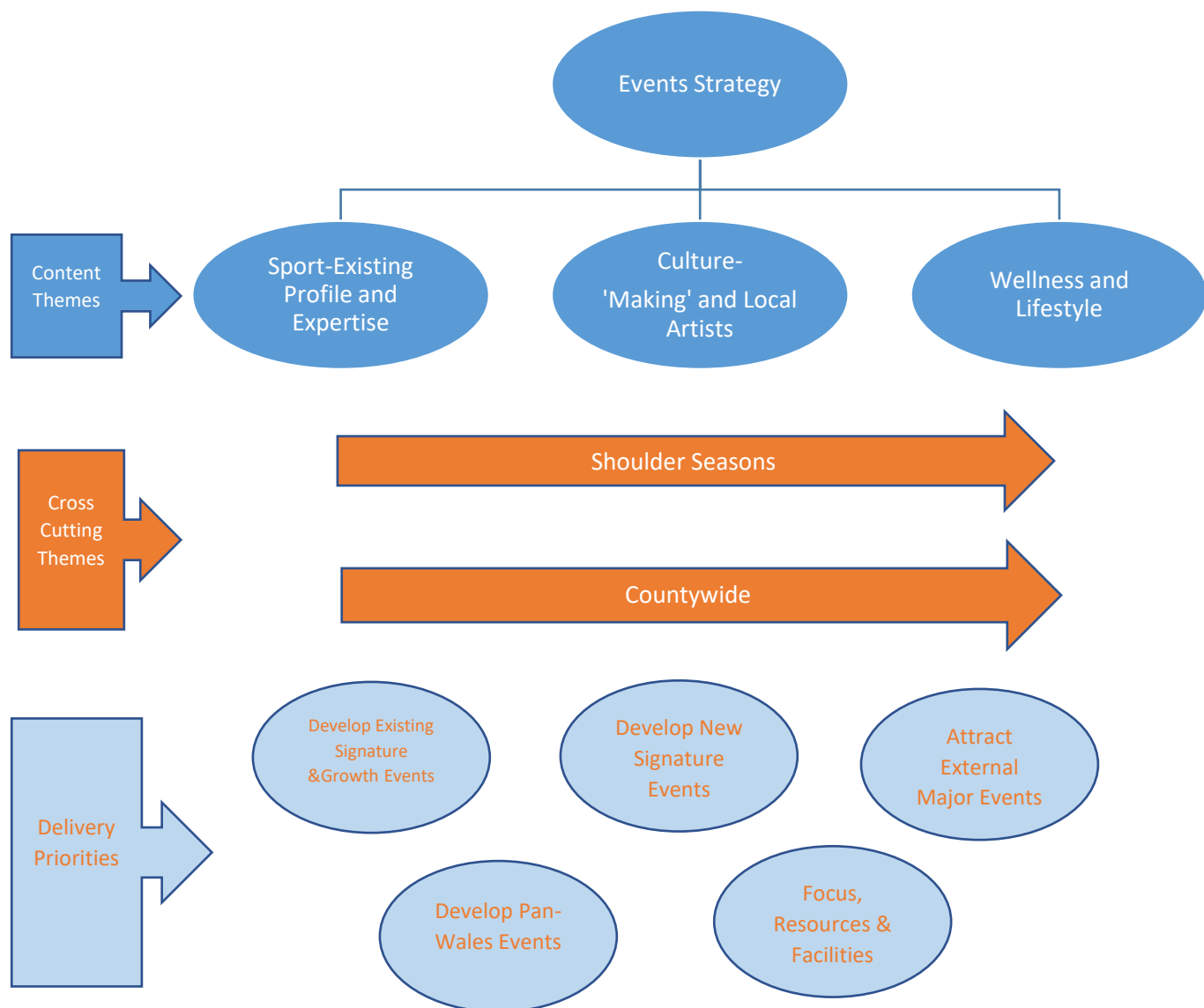
Cultural Events – the focus on 'making' reinforces our distinctiveness, is a DMP priority and a recognised strength. Events, which could be stand alone 'making' events or adding these elements to other festivals/events, will support local residents/artists/craftspeople & businesses.

Wellness & Lifestyle – an important focus for the DMP and an emerging strength with events including Uearthed Festival and The Big Retreat.

The orange 'How' arrows and lighter blue ovals are the **cross-cutting themes** and five **delivery priorities** (please see Section 4.3 for a description of the delivery priorities):

Shoulder Seasons - to reduce seasonality we will initially focus on the shoulder seasons of April, May (excluding the half-term holiday), June, September & October. Christmas and New Year are also an opportunity for us, including building on existing events.

Countywide – to spread the benefits of events around Pembrokeshire we will prioritise those events which can take place in multiple venues & locations across the entire county. There are also growth opportunities in the North and Centre of Pembrokeshire.



4.2 Event Classification

Events come in many shapes and sizes. Pembrokeshire will adopt the following classifications of events to inform policy making and funding decisions:

i. Major Events – peripatetic externally organised events that Pembrokeshire would have to ‘win’ in competition with other destinations. These are normally one-off but can be repeating in a destination.	ii. Signature Events – normally locally organised, repeating, events which are distinctive and make the most of the county’s landscape and culture, they have a strong fit with the DMP themes e.g. Unearthed Festival. Frequently large events but can be small and high quality. They can also have external organisers – e.g. IRONMAN Wales.
iii. Growth Events – events with the ambition and capacity to become signature events.	iv. Community Events – smaller, local events primarily aimed at local communities/participants with limited growth capacity, desire and potential.

4.3 Priorities

Our existing event portfolio is strong and long-established. For example, we have many music festivals, particularly in the north of the county, whose success is important to us. Covid-19 has had a massive impact on the ambitions of organisers. A number have indicated that they wish to keep growing but at their own pace while others have suggested better quality content rather than growth in size. We will keep open minds about priorities as we move forward and adapt to new opportunities as they arise. However, the strategy is looking to diversify our portfolio, addressing imbalances, and build on existing success. Our five key priorities are listed below with further detail in the action plan.

Priority 1: Grow Existing Signature and Growth Events

Pembrokeshire has a strong and distinctive event portfolio, organised by some fantastic people. The most important element of our strategy is to grow our existing events, turning some of them from the Growth classification to Signature, helping them to secure additional funding and enhance their long term viability. We will work positively and proactively with existing event organisers (and Event Wales where appropriate) to grow and realise their ambitions. These events will be across the full spectrum of sport and cultural activities. We will ensure a geographical and seasonal spread. Events will be supported to increase the quality of their offering and attract wider markets rather than just numerical or capacity/site growth, adding new elements and contributing to ongoing destination themes. From a sustainability point of view we will encourage organisers to secure the ISO 20121 standard and will investigate a countywide pilot scheme with national and regional partners.

Priority 2: Develop New Signature Events

To emphasise our distinctive identity, we wish to create a small number of new signature events that will reinforce our destination themes and attract visitors in the shoulder seasons. The priorities will be:

Event	What we will do
St David's Day (incorporating the Festival of Ideas and Last Invasion commemorations where appropriate)	Organise a major event as a focal point of national celebrations.
Countywide Open Studios	Work with the existing organisers of North Pembrokeshire Open Studios and Way Out West to develop/pilot a countywide event, celebrating our 'makers' and local artists (September).
Major Maritime/Food event	Work with Fish Week and Sea Fair Haven to explore the opportunity for these to become a single annual event, taking place across two weeks in June.
Activity Wales Events	This locally based company is a major player; it has ambitious plans for new events and the skills to deliver them. We will support those ambitions whilst recognising community concerns around disruption.
Walking Festival	PCNPA will look to lead the organisation of this to take place in the early Shoulder season

We will also explore the future possibilities of:

- i. **Dark Skies Festival** – maximising the Dark Skies status held by a number of key locations and promoting out of season visits
- ii. **A Heritage based multi-site countywide event/festival** - Pembrokeshire has a number of major heritage assets and significant stories to tell. In the longer term, a major countywide event can help to bring this to the fore and stimulate shoulder season visits
- iii. Establishing a new (or developing an existing) event which reinforces our **dog-friendly** destination status-especially given the recent explosion in UK dog ownership

Priority 3: Attract Externally Organised Major Events

We will work with national governing bodies, Event Wales, local clubs/facilitators and commercial event organisers to attract major events which complement and add value to our existing portfolio. These events will raise our profile and take Pembrokeshire to the 'next level' as a venue. Our ambition is to host national and international level events, building on our expertise, especially in endurance events and other outdoor sports such as cycling. We will target those events which make the most of our coastline, such as Open Water Swimming, and look to build on the 2022 (World) Coastal Rowing Championships to become a global player in this sport.

Priority 4: Work with Partners to develop Pan-Wales Major & Signature events

We will work with other Welsh local authorities, Event/VisitWales and relevant bodies (e.g. Welsh Sailing) to develop Pan-Wales events, especially those based around the sea, the coastline, cycling and Visit Wales' core offer including 'Epic Adventure' & 'Creative Culture'. Events will form part of our regeneration work in the South West Wales region and we will explore mutually attractive opportunities with our partners.

Priority 5: Increase our Focus, Resources & Facilities

None of the above can be achieved without a step change in our focus and resourcing of events and the development of suitable facilities. We do a good job at the moment, but we want to be amongst the best and that simply cannot happen with our existing resource base and management approach. At the moment we can enable and facilitate events, submit ad hoc expressions of interest for external events and adopt a positive and proactive attitude. We do not have the capacity to take a pro-active and strategic approach to the development of events, attract national and international events and stimulate those we wish to take forward. For this we will need to work more effectively together but also require a single dedicated resource, both human and financial, based within Pembrokeshire County Council.

Activity Area	What we will do
Staffing & Budget	Work to secure funding to increase the staff time we can devote to more pro-active development and management of events. Secure a new ongoing 'event development' budget in the region of £150,00-£200,000 from PCC with additional contributions from PCNPA/VP (cash or in-kind).
Management	Establish a Major Events Group to oversee implementation of the strategy, review the action plan and coordinate bidding for and planning of major events including diary clashes. Adopt, utilise and review the assessment criteria established during the development of this strategy, ensuring they remain relevant and fit for purpose. Secure committed resources (cash or in-kind) from partners on an ongoing basis. Deliver the PCNPA/Swansea University Study on event impacts and implement its recommendations.
Sustainability	Encourage events to adopt sustainable practices, environmental impacts included in assessment criteria. Consider an externally funded pilot scheme encouraging sustainable event management practice, especially adoption of ISO 20121. Include events in any forthcoming transport strategy.
Information and marketing	Establish an online mechanism for event organisers to tell us about their events, manage a definitive calendar and use this information in our wider destination marketing and management of the programme. Visit Pembrokeshire will enhance the profile of events in destination marketing activities.
Partnership	Enhance our connections nationally and work with existing event organisers to determine the appetite for a wider network who could share experience, information, resources and best practice.
Venues	Pursue a detailed feasibility study for an indoor multi-purpose events/meetings venue to reduce seasonality.

5. Performance Targets

Subject to achieving additional resources we will have achieved the following targets by 2027.

Target	Delivery Priority				
	1	2	3	4	5
Retained all our current priority signature events	•				
Attracted a minimum of three national or international sporting events			•		
Developed two new cultural events		•	•		
(Established the St. David's Day Festival as a national highlight)			•		
Secured additional funding from Event Wales to support a minimum of 3 events				•	•
Completed feasibility and made a definitive decision on a major multi-purpose indoor venue					•

6. Conclusion

This strategy sets out a clear, prioritised and focussed approach to developing and managing events in Pembrokeshire for the next five years. It envisages an event portfolio which enhances communities, supports year-round employment, reduces seasonality, delivers profile for the county and encourages participation in sport and culture.

The strategy is ambitious but achievable, but only if we work together across Pembrokeshire and with our external partners, including Event Wales. The council, national park authority and Visit Pembrokeshire are committed to working in partnership with event organisers at local, national and international levels to make the strategy, and every event in Pembrokeshire, successful.

We recognise that this will take hard work and more resources but believe the rewards that will come are worth the investment that will be needed.

Our guiding principles commit us to a sustainable, inclusive and balanced approach to events, one which will see Pembrokeshire become known internationally as a great place to organise or visit events and one where the local community both participates in, and benefits from, those events. The publication of this strategy is a key moment in this journey and we look forward to delivering it.

Case Study 3-Stimulating local participation and health: Pembrokeshire Triathlons

Pembrokeshire can confidently claim to be the home of Triathlon and endurance events in Wales. The way this has been achieved is a prime example of how the events strategy will work. We have a combination of an externally organised, international event in **IRONMAN Wales** (celebrating its 10th anniversary in 2022): locally managed and professionally organised events such as the **Long Course Weekend** by Activity Wales (who organise many other events and also attract international participants). Both Ironman and Long Course weekends are internationally recognised events which fly the flag for Pembrokeshire. There are also other triathlons and running events such as the **Bluestone Pembrokeshire Coast Triathlon, Wales Triathlon, Fishguard, Go Tri's, Dae 10k** all managed and developed by the local Triathlon Association. According to the organisers, between them these events attract in excess of 14,000 participants and 90,000 plus total attendances. All have professional organisers and deliver a differentiated experience for those participants.

Respondents to the strategy consultation pointed out a number of participants would travel to Pembrokeshire for training visits to research the course, thereby stimulating multiple visits in off peak periods. Athletes also travel with their families and others: Activity Wales estimate an average of 3.7 people staying an average of 3.1 nights; IRONMAN Wales state that 67% of athletes had more than 3 'supporters'. These athletes and their supporters spent over £4m in the local economy, adding to the £500,000 plus direct expenditure by the IRONMAN themselves.

Both IRONMAN and Activity Wales have their own dedicated media channels which have featured their Pembrokeshire events, creating a bigger audience for the county and attracting more athletes and their supporters in future years. Events of this magnitude promote Pembrokeshire as a destination.

Such has been the success of these triathlons and associated endurance events, there has been a noticeable increase in sports participation in the local community with IRONMAN Wales recording the highest volume of local participation in an event and successful Go Tri's have been set up locally.



Appendix -List of Events in Pembrokeshire³- Calendar Order

Event	Location	Date	Type	Classification	In Scope ⁴
New Year Swim	Saundersfoot	January	Sport	Signature	Yes
Acapella Voice Festival	Narberth	February	Cultural	Growth	Yes
Cawl by the Sea Festival	Saundersfoot	March	Family	Community	Yes
Saunderswoof	Saundersfoot	April	Family	Community	Yes
Aberjazz Jazz and Blues Festival	Fishguard	April (and August 2021)	Cultural	Growth	Yes
Preseli Angel	Newport	April	Sport	Community	Yes
Really Wild Food and Countryside Festival	St David's	May	Food and Drink	Community	No
Fishguard Folk Festival	Fishguard	May	Cultural	Growth	Yes
St David's Cathedral Festival	St David's	May	Cultural	Growth	Yes
Milford Haven Beer Festival	Milford Haven	May	Food and Drink	Community	No
Tour of Pembrokeshire	Countywide	May	Sport	Signature	Yes
Preseli Beast	Maenclochog	May	Sport	TBC	Yes
Unearthed Festival	Solva	June	Lifestyle	Growth	Yes
Big Retreat	Lawrenny	June	Lifestyle	Growth	Yes
Sea Fair Haven	Lawrenny	June	Maritime	Growth	Yes
Pembrokeshire Street Food Festival	Tenby	June	Food and Drink	Growth	Yes
Fish Week (county wide) and Milford Fish Festival	Milford Haven+	June	Food and Drink	Signature	Yes
Wales Triathlon	Fishguard	June	Sport	Growth	Yes
Welsh Coastal Rowing Championships	Saundersfoot	June	Sport	Growth	Yes
Llangwm Village and Scarecrow Festival	Llangwm	June/July	Family	Community	Yes
Tenfoot Swim	Tenby -Saundersfoot	July	Sport	Community	Yes
Rock the Castle	Pembroke	July	Cultural	Signature	Yes

³ List developed for production of this strategy, it is acknowledged there may be others not included or whose future/status/date is unclear.

⁴ Considered within the work developing this strategy

Event	Location	Date	Type	Classification	In Scope ⁴
Long Course Weekend	Tenby	July	Sport	Signature	Yes
Pembrokeshire Coast Triathlon	Broad Haven, Haverfordwest	July	Sport	Growth	Yes
The Edge Festival	Solva	July	Lifestyle	Growth	Yes
Milford Street Food Festival	Milford Haven	August	Food and Drink	Community	No
Pembrokeshire County Show	County Showground, Haverfordwest	Mid August	Family	Signature	Yes
Fishguard International Music Festival	Fishguard	August	Cultural	Growth	Yes
Llangwm Literary Festival	Llangwm	Mid August	Cultural	Growth	Yes
Tenby Caldey Swim	Tenby, Caldey Island	August	Sport	Community	No
Summer Spectacular	Tenby	August	Family	Community	No
Ironman Wales	South Pembrokeshire	September	Sport	Signature	Yes
Narberth Food Festival	Narberth	September	Food and Drink	Signature	Yes
CARTEN 100	Cardiff to Tenby	September	Sport	Signature	Yes
Tenby Arts Festival	Tenby	September	Cultural	Community	Yes
Saundersfoot Triathlon	Saundersfoot	September	Sport	Growth	Yes
Saundersfoot Big Bang Weekend (Halloween / Bonfire Night)	Saundersfoot	Oct/Nov	Family	Community	Yes
River of Lights Lantern Parade	Haverfordwest	October	Cultural	Community	No
Fireworks Night	Milford Haven	November	Family	Community	No
Tenby Blues Festival	Tenby	November	Cultural	Growth	Yes
Pembroke Castle Christmas Market	Pembroke	December	Family	Community	Yes
Christmas Festival by the Sea	Saundersfoot	December	Family	Growth	Yes
New Year's Eve Street Party	Fishguard	December	Family	Community	No
NYE Fireworks	Saundersfoot	December	Family	Community	No
Tenby Boxing Day Swim	Tenby	December	Sport	Signature	Yes