

# Report and recommendations of the National Eisteddfod Task and Finish Group

October 2013

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## Overview

At the Vale of Glamorgan National Eisteddfod 2012 the then Minister for Education and Skills, Leighton Andrews, raised the question of whether the Eisteddfod should modernise. A Task and Finish Group (Task Group) was established in October 2012 to present recommendations to the Minister on a series of questions he had raised. This document contains the recommendations of the Task Group on the future improvement and development of the National Eisteddfod.

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This document is also available in Welsh.

# Content

<b>Chair's foreword</b>	<b>1</b>
<b>Part 1: Introduction</b>	<b>4</b>
Background to the establishment of the Task Group	4
Task Group's approach	4
The National Eisteddfod	5
<b>Part 2: The themes and the public consultation</b>	<b>7</b>
Theme 1: Locations	7
Theme 2: Competitive events and the festival	15
Theme 3: Volunteers	16
Theme 4: The digital era	19
Theme 5: Improving the visitor experience and increasing visitor numbers	20
Theme 6: Collaboration between the National Eisteddfod and the Urdd Eisteddfod	26
Theme 7: Sources of funding	27
The public consultation (Annex 7)	29
<b>Part 3: Recommendations</b>	<b>31</b>
Recommendation 1	31
Recommendation 2	31
Recommendation 3	31
Recommendation 4	31
Recommendation 5	32
Recommendation 6	32
Recommendation 7	32
Recommendation 8	32
Recommendation 9	32
<b>Annex 1: Task Group Remit and schedule of Task Group meetings</b>	<b>33</b>
<b>Annex 2: Membership of the Task Group</b>	<b>35</b>
<b>Annex 3: List of organisations/individuals who submitted evidence at meetings</b>	<b>36</b>
<b>Annex 4: Reports and publications viewed and commissioned by the Task Group</b>	<b>37</b>
<b>Annex 5: Presentations commissioned by the Task Group</b>	<b>39</b>
<b>Annex 6: Membership and conclusions of the Task Sub-groups</b>	<b>40</b>
<b>Annex 7: Public consultation</b>	<b>45</b>

## Chair's foreword

"We recommend that the Eisteddfod continues to be a movable feast."

Task and Finish Group, September 2013

The Task Group was set up by the, then, Minister for Education and Skills, Mr Leighton Andrews AM, in October 2012, to consider the question of whether the Eisteddfod Genedlaethol should look to modernise. As Chairman, I sincerely hope that most people, who hold the welfare and future of the National Eisteddfod close to their heart, will feel that our deliberations and recommendations are reasoned and reasonable.

According to Parkinson's Law, a committee, group or cabinet is at its most effective when the number of members is between three and twenty. Anything beyond twenty and the committee becomes, structurally, unable to form a consensus. Our Group totalled twelve, so I felt that there was some hope of arriving at decisions and recommendations that were sensible and of merit. As it turned out, in vigorous debate and discussions, consensus proved elusive on some points, but, in general, there was accord, conviviality and a genuine desire to be of constructive service.

The Group, ably assisted by three Welsh Government officials, was an interesting cross section of Welsh Society and background, incorporating those of media experience, a festival guru, eisteddfodic pedigree representatives, one with a business acumen and one of political depth and leaning. All drew on vast experience across swathes of interest and expertise. As Chairman, I fervently hope that the responses to our final recommendations will, in the most part, cause all interested parties to end up with eisteddfodic rude good health, contented souls and clear thoughts of a bright and secure future. Interested parties, in my mind, include the close Eisteddfod family, the impassioned supporters, the more distant reviewers and those with just a passing, cursory interest, perceiving it to be of Wales, but not really of them.

There are, of course, by the very nature of society, the disinterested sectors, primarily non-Welsh speaking, but also including numbers of Welsh speakers. In my experience, however, there is, in general, a great deal of respect for the Eisteddfod, from these sectors, for its display of Welsh Language culture, heritage and its high standard of performance and attainment. There is a widespread pride in what it stands for, albeit quietly spoken by many. Yet, sadly, also on the fringes, perceptions of exclusivity, elitism, and of it being a remote other Wales, still persist. To its credit, the Eisteddfod is working hard to erode these perceptions and to create a more inclusive, welcoming, all-Wales festival that spreads the sense of ownership, embracing every corner, every contour and all communities in our country, without diluting its past and, rightly, energetically, protecting its Welsh Language base, tradition and tenure. It's an onerous task, but the commitment is there. There was clear evidence of this when the Group visited the Eisteddfod in Denbigh this year.

We were asked by the Welsh Government to undertake the review. I was privileged to accept, as were all members of the Group. The Welsh Language was not part of the brief. If it had been, I would have not accepted the role. We were not under pressure to be radical. The Minister was quite open and relaxed about the end

recommendations. The Minister, in his list of points for discussion, suggested a possible alternative model to the present annual travelling arrangement. That model was for two permanent sites and two itinerant venues. In the course of debate, the model of one permanent site, inevitably, arose in discussion.

The full list of points for discussion by the Group is, by now, well-known and are dealt with in this report. Our recommendations are fully set out in the following pages.

At the core of our thinking, continually, was the Eisteddfod as a cause and beneficiary, in seeking out the most positive pathways for this unique festival which has, as its lifeblood, the Welsh Language. With that in mind, we avidly sought opinion from as wide a spectrum of contributors as possible. I was also very keen to have observations and thoughts beyond the points as listed by the Minister, just to widen the discussion. Integrity relies on truth and transparency and, in my years in education and broadcasting I have always been of the opinion that all individuals, of whatever age and background, have contributions to make, have a right to be, and, most certainly, have a right to be heard.

I think it is important to add that the Eisteddfod itself has set in motion very many initiatives of modernisations during the past year. Whether these came as a reaction to the setting up of this Group, or not, is immaterial. The fact that there is positive and constructive movement within the Eisteddfod officialdom for future development and progress is to be highly commended and supported.

I would also add that the work and commitment of the Eisteddfod's Management Board is a revelation. They are all volunteers, no-one is paid, no-one asks for expenses and all this is done in the full knowledge that the responsibility, if unforeseen things happen, could be extra-ordinarily burdensome on the Council Members.

As for the permanent staff of the Eisteddfod, they are fewer in number than in past years, due to efforts at cost-cutting. They work under extreme pressure, but what they manage to achieve is laudable beyond measure and this is one area that the report highlights. We make a recommendation for added funding from the Welsh Government, extra finance that should be addressed as a matter of urgency. The fine details of this recommendation, like all others we make, are contained in this report.

Doubtless there will be those who feel this is a missed opportunity to be radical and to place the Eisteddfod in one permanent site. Others will feel that the Group's deliberations have been lacking in ambition, courage, risk, revolution and flair, in that, in their eyes, we have gone for the 'soft option' of the status quo. As a Group, we will live with both extremes of opinion. For those left dissatisfied, let me say that life is like that. In a democracy, consensus moves things on, and, in reality, sometimes you have to face the music, even if the tune is not entirely to your liking. The recommendation was made objectively, taking into account the 'messages from the coal-face' and following analysis of the detached assessment from expert opinion and constant debate. The review itself has been hugely valuable in elevating the constant argument as to whether the Eisteddfod should be itinerant away from the street and on to a formal forum. As Chairman, I am not concerned with the Group's ego or image, as vibrant or passive, as reforming or reclusive. The agenda and quest had always been, in my mind, to do the very best for the Eisteddfod and to secure a confident future. The integrity and legacy of

the Group are upheld by this recommendation and I will defend it with an easy mind. Following our long deliberations, I'm confident it is the right decision at this time.

The work, then, of the Task and Finish Group is complete. The results are not dictates, but recommendations for the First Minister, Rt. Hon Carwyn Jones, to now consider. They are open to acceptance, to change, or to rejection. We pass them on in good faith.

My sincere thanks go to the Group members, and the invaluable three Welsh Government officials, for their diligent work, commitment and integrity in taking on this huge responsibility. We have done what we consider to be our best in arriving at a cocktail of solutions and recommendations, laced heavily, I hope, with common sense, for the public good and for the benefit of the National Eisteddfod, an iconic, unique festival and a bright star in the Welsh cultural firmament.

For all who hold the Eisteddfod dear and, bearing in mind the setting up of the Group in the first place, do remember.....

“ Sudden gusts make oaks grow stronger roots.”

Roy Noble

## **Part 1: Introduction**

### **Background to the establishment of the Task Group**

1. At the Vale of Glamorgan National Eisteddfod 2012 the then Minister Education and Skills, Leighton Andrews AM, raised the question of whether the Eisteddfod should modernise. A Task and Finish Group was established in October 2012 in order to present him with recommendations in relation to how this could be achieved. Members of the Task Group were selected based on their expertise in the area, and the broad range of experiences and knowledge they offered.
2. The Minister laid down a specific task to the Task Group and this meant that the Group was very clear from the outset what its Remit was (see Annex 1). It did not include a discussion on changing the Welsh rule of the Eisteddfod. The Minister raised a series of questions he was eager for the Task Group to consider. In order to facilitate the work, the questions were divided into seven themes and it was decided to gather relevant evidence to assist the members to reach conclusions and present purposeful recommendations.
3. The Task Group was unanimously in favour of offering recommendations that would assist the Eisteddfod in modernising rather than creating any barriers. [The Group wishes to acknowledge the work already underway to develop the Eisteddfod, as was seen at the festival in Denbigh this year, and extends its thanks to the Eisteddfod staff for their willing assistance in this review.]
4. During the life of the Task Group, responsibility for the Welsh language within Welsh Government moved to the First Minister, the Right Honourable Carwyn Jones AM. The work of the Task Group, therefore, is to present recommendations for the First Minister to consider.

### **Task Group's approach**

5. These are the seven themes decided in light of discussion on the Remit (Annex 1):
  - Locations;
  - Competitive events and the festival;
  - Volunteers;
  - The Digital Era
  - Improving the visitor experience and increasing visitor numbers
  - Collaboration between the Urdd Eisteddfod and the National Eisteddfod;
  - The Eisteddfod's sources of funding.
6. In order to present recommendations based on sound evidence, various methods were decided upon in order to gather evidence. Many reports had previously been prepared in relation to the Eisteddfod by experts for the Welsh Language Board and the National Eisteddfod itself. In addition to using these, new research reports were commissioned. A number of organisations and individuals were invited to make presentations to the Task Group. It was also important for members to have the experience of attending the Eisteddfod and meeting Eisteddfod volunteers and

staff. Visits were also arranged, therefore, to the Executive Committee and also the National Eisteddfod. In addition, a public consultation was held online which attracted a large number of responses.

7. 10 Task Group meetings were held between November 2012 and September 2013, along with a visit to the Denbigh Eisteddfod Executive Committee meeting on 1 July 2013 and a visit to the Maes of the Denbigh Eisteddfod 2013 on 7 August 2013. Three Sub-groups were established to discuss some of the themes, namely the Festival Sub-group, the Data Sub-group and the Technology Sub-group.

## **The National Eisteddfod**

8. The National Eisteddfod's mission (see the National Eisteddfod Business Plan 2012-2014 in Annex 4) is to promote the culture of Wales and safeguard the Welsh language, Welsh history and traditions in a diverse modern society. It is an annual festival organised to celebrate all things Welsh and to develop the culture of Wales in the main stream by:
  - Encouraging people to use and learn Welsh;
  - Promote the culture, food, landscape and heritage of Wales which reflect Wales;
  - Showcase Welsh performers to a wider audience;
  - Provide a focal point for social, economic and cultural activities.
9. The Task Group agrees that the National Eisteddfod, through its activity, contributes to realising the Welsh Government's vision as stated in its Language Strategy, '*A Living language : A Language for Living – Welsh Language Strategy 2012-2017*' published in March 2012, namely to see the Welsh language prosper and increase the use of Welsh within communities across Wales. The Eisteddfod in reality is a community project which begins some two years prior to the Eisteddfod visiting an area. A financial target is set for residents in the area for the Local Fund, and this is the funding collected locally to support the Eisteddfod's visit. The activity that stems from fundraising efforts contributes towards social capital in the area as well as offering opportunities for people to attend Welsh language events and use their Welsh in informal situations. In the Denbigh area, in preparation for the 2013 Eisteddfod, 40 local appeals committees were established and over 360 fundraising events held.
10. The Eisteddfod received a grant of £543,000 via a Welsh Government Grant Scheme for Promoting the Welsh Language for 2013-14, in order to assist the Welsh Government in delivering its Language Strategy. The grant contributes towards core staffing costs for the Festival; targets are set annually with Welsh Government officials. The grant also includes £50,000 of funding to employ the Welsh Learners' Officer and support for Maes D events. This total grant has remained unchanged since 2010. The Welsh Government grant contributes 13% of the funding necessary to host the Festival with income from other sources coming from ticket sales for the Maes and concerts, corporate sponsorship, local fundraising efforts and broadcasting rights. The cost of holding the Vale of Glamorgan National Eisteddfod 2012 was £3.4m.



11. According to Professor Terry Stevens, (of the Stevens and Associates Company commissioned in 2003 by the National Eisteddfod, Welsh Language Board, Arts Council of Wales, Wales Tourist Board to undertake a review of the Eisteddfod in 2003) (Annex 4 – The National Eisteddfod of Wales – The Way Ahead), it could be argued that the Eisteddfod is a unique catalyst for creating economic and social regeneration in addition to strengthening the infrastructure of the Welsh language. The activity that occurs at a number of different levels during the process of preparing for the Eisteddfod to visit an area assists in doing this. A successful regeneration project:
- Draws communities together and includes them in its work
  - Provides a common purpose and agenda
  - Creates a focus and pride
  - Includes social, cultural, educational, linguistic and economic activity
  - Is clear what the output and outcome of the activities will be
  - Creates a long term legacy
12. In Terry Stevens's view, the Eisteddfod succeeds in delivering all the elements above and therefore the Eisteddfod should be considered part of regeneration policy in Wales. The Task Group had an opportunity to discuss the ideology above during its visit to the Maes at the Denbigh Eisteddfod 2013. It was agreed that this was an interesting initial suggestion and that the idea should be conveyed through this report as something on which the Eisteddfod may wish to consider undertaking further research.
13. The Task Group discussed very early on that the purpose of the Group was to offer recommendations to the Minister for Education and Skills and that it would be a matter for the Council and Llys (Court) of the Eisteddfod to decide for themselves whether or not they would adopt the recommendations made. Also the then Minister for Education and Skills stated that the Group's deliberations should not be limited by financial considerations.
14. The Task Group was eager to include Eisteddfod staff in discussions and the Welsh Government and Eisteddfod agreed on a programme of information sharing meetings. The programme consisted of: meetings between officials following each Task Group meeting, two presentations by Eisteddfod officers and volunteers (one at the beginning of the process and one before the Denbigh Eisteddfod to discuss new developments); a visit by some Task Group members to a meeting of the Denbigh Eisteddfod Executive Committee and a guided tour by the Eisteddfod Chief Executive for Task Group members of the Denbigh Eisteddfod Maes.

## **Part 2: The themes and the public consultation**

### **Theme 1: Locations**

#### **Foreword**

15. Of all the themes, this was the one the Task Group spent the most time discussing and it was an issue that arose in every meeting. The first two questions of the Remit were set out under this theme, namely:

- What are the advantages and disadvantages of the Eisteddfod re-locating each year between North and South Wales and to new sites each time? What would be the advantages and disadvantages of alternative models? Should there be a four year cycle, with the Eisteddfod based on two permanent sites, one in North West Wales and one in West Wales, involving travelling between North and South Wales alternately in the other two years of the cycle?;
- Could permanent homes for the Eisteddfod become the focus for economic stimulus in their local regions, drivers of cultural tourism, reflecting the best of the Welsh arts scene?

16. Evidence was received from a number of sources including: individuals and organisations (Annex 3 and 5); visits by the Task Group, research reports (Annex 4); and the public consultation (Annex 7). The Members focused on the advantages and disadvantages of the peripatetic nature of the Eisteddfod, the financial savings/gains different models offer, in terms of their impact on the Welsh language.

#### **The National Eisteddfod**

17. We received evidence from the National Eisteddfod in relation to the advantages of continuing as a travelling festival. A presentation was given by Eisteddfod Officials on the following:

- background and objectives of the Festival
- strategic partnerships created by the Eisteddfod's visit to an area
- what the Festival contributes to Wales
- financial matters
- the development of the Festival into the future

18. The presentation also expanded on the following:

- the audience research
- marketing
- coverage in the English press in Wales
- information sharing with visitors

## Comparing the National Eisteddfod and other festivals

19. In response to suggestions by the Task Group that the National Eisteddfod could use the Royal Welsh Showground, the Eisteddfod's Officers in their presentation talked about the Eisteddfod's experience of visiting the Showground in 1993. It was stated that both shows are held in close time proximity and how difficult it was to get the Showground ready for the National Eisteddfod.
20. In 1993, four technical teams worked twenty four hours a day over a 9 day period to enable the Eisteddfod to use the Showground. Concern was also raised in relation to holding the Eisteddfod there, as some of the Eisteddfod's core audience, who also form part of the Royal Welsh Show's core audience, would not wish to return to Llanellwedd twice in three weeks to attend both Festivals. The main concern of the Eisteddfod regarding using the Showground is the ramification of any bad weather during the Show and the effect thereof on parking and caravanning arrangements of the Eisteddfod. In 2007 the weather was atrocious before and during the Show with vehicles being pulled in and out of the car parks and caravan fields. It would have been impossible for the Eisteddfod to use these fields if the Festival had been held there in 2007.
21. The Task Group had an opportunity to discuss in more depth with the Eisteddfod the differences between the Eisteddfod and the Royal Welsh Show's models. The Eisteddfod talked specifically about the financial funds and the local effort to raise money for each event. If the Eisteddfod were to relocate to one or two locations, the Eisteddfod's concern is that it would be more difficult to encourage local committees to raise money for an Eisteddfod that would not be held in their area, as happens with the Show. The Eisteddfod argued that the Royal Welsh Show was intrinsically linked to agriculture, and that it was also an important annual commercial opportunity for farmers, and that this is what drives the efforts of the former counties to raise money for the Show in turn. This is a structured system which has developed over a period of many years by now.
22. The fact that the Eisteddfod travels around Wales each year ensures that different areas are responsible for the local fund and that undue pressure is not placed on the same communities. The Eisteddfod would lose an important local fund of over £300k each year if these local endeavours to raise money did not occur.
23. It was noted that the Eisteddfod's principal aim is to promote the Welsh language. Travelling to areas around Wales, and the fundraising vigour during the two years prior to its visit to an area, ensure an important legacy. It was emphasised that this element contributes towards realising the Welsh Government's language Strategy, 'A Living Language: a Language for Living', in strengthening the position of the Welsh language in communities across Wales. It was stated that the activities that take place prior to the Eisteddfod's visit ensure social capital in rural and urban communities across Wales throughout the year. They also provide particular opportunities to use Welsh, and to attract learners to Welsh-medium activities. The building of bridges was noted between the Welsh speaking and the non Welsh speaking communities, as occurred in Gresford during the Wrexham Eisteddfod in 2011. In the Anglicised areas this is particularly true, where an Eisteddfod visit (the preparatory activities and the Festival itself) provides an opportunity for

non-Welsh speakers from all backgrounds to experience and understand something of the background and culture of Wales.

24. A presentation was given by the Chair of the Vale of Glamorgan Eisteddfod 2012 Executive Committee on his impressions of the work that goes into organising the Eisteddfod's visit to an area and its impact on the area. The Chair raised doubts over local committees' ability to raise a sum as high as £320,000 without the Eisteddfod actually being held in that area. He cautioned of the danger of losing the community vigour felt in the Vale of Glamorgan during the two years prior to the Eisteddfod being held there. He emphasised the way the fundraising effort succeeded in attracting non-Welsh-speaking parents of Welsh-medium pupils in the area to the activities, thus adding value to their understanding of Welsh language culture.

### **Urdd National Eisteddfod**

25. The Task Group was eager to receive evidence from the Urdd on the advantages and disadvantages of holding the Festival in a permanent location. Urdd officers were asked about their experience of holding an Urdd Eisteddfod at the Millennium Centre in 2005. During the Urdd Eisteddfod's visit to Cardiff Bay in 2005, extensive use was made of permanent buildings including the Wales Millennium Centre. The Task Group wished to gather further information about the financial savings and local benefits of locating in a permanent building as well as ask questions about the local fund and volunteer input.

26. In the Urdd's presentation, it was stated that the advantages included:

- an impressive stage,
- lower Maes costs,
- technical resources/offices,
- strengthening the partnership between the Urdd and Wales Millennium Centre partners,
- a 'special' agreement between the Wales Millennium Centre and the Urdd.

27. The disadvantages included:

- a smaller Maes, and as a result, lower Maes income,
- the need to deal with over 12 landowners,
- lack of space for preliminaries, lack of preparation time,
- shortage of parking
- a complex process of getting the Maes ready.

28. The Urdd presented the following comparisons in cost terms:

- Usual Eisteddfod
  - Expenditure of £900k on the Maes
  - Expenditure of £700k on administration/artistic costs
  - Income of £300k from the local fund
  - Higher stallholders' income

- Wales Millennium Centre
  - Expenditure of £500k on the Maes
  - Expenditure of £700k on administration/artistic costs
  - No local fund
  - Many usual costs remained the same

29. The Urdd came to the conclusion that there were no significant savings to be made from holding the Urdd Eisteddfod on a permanent site at the Millennium Centre.

30. The Urdd summarised their view as follows:

- Semi-permanent sites in Anglesey 2004 and Carmarthenshire 2007 had not saved the Urdd money; – expenditure had been higher. The cost of the 2009 Eisteddfod in Cardiff Bay was lower but less income was received from stallholders and there was no local fund;
- The value of the work undertaken by volunteers in one area for a 3 year period was emphasised: generally 700 individuals are responsible for the organisation;
- That the Welsh-medium fundraising activities that take place prior to the Eisteddfod visiting an area increases the use of Welsh locally and in general at least 400 fundraising activities occur before the Eisteddfod comes;
- Young people and children are offered valuable experiences: in general, 250 perform in the Primary Show, 100 in the Secondary Show (1,000 in the Snowdonia Eisteddfod opening Show in 2012);
- A visit by the Urdd Eisteddfod to an area brings communities together: increases community development and creates strong social networks;
- That a visit by the Urdd Eisteddfod creates a legacy. The following examples were given: Aelwyd yr Ynys (Anglesey), Aelwyd Llyn y Fan (Carmarthenshire), Aelwyd Aeron (Ceredigion), Aelwyd y Waun Ddyfal (Cardiff) were established as a direct response to the Urdd Eisteddfod visiting areas across Wales;
- That there would be cultural casualties to centralising the Urdd Eisteddfod in one location. At present the Urdd Eisteddfod influences community development, loyalty to and ownership of the language at a grass roots level.

31. In response to questions asked by the Task Group, it was emphasised that there were fundamental differences between the two Eisteddfodau, with 70% of visitors to the Urdd Maes present for the competitive events. While the competitive element was a focal point for the Urdd Eisteddfod, the strength of the National Eisteddfod is the Maes and the fringe events. In terms of sharing sites for the Maes for both Eisteddfodau some years, the Urdd stated that this was difficult due to the need for local committees to raise funds and the practicality of the timetable for hiring equipment and apparatus as neither Eisteddfod owns significant resources. The Urdd and the National Eisteddfod negotiate regularly and collaborate on various artistic and competitive elements along with strategic and practical matters relating to the Maes. The Urdd added that the National Eisteddfod was a very unique and successful institution and a valuable resource for the Welsh language and for Wales.

## **BBC Cymru Wales and S4C**

32. Evidence was received from the broadcasters, BBC Cymru Wales and S4C. It was stated that the National Eisteddfod provided a particular opportunity for the BBC to develop links in new communities, as occurred in Blaenau Gwent in 2010. It was stated from an editorial point of view that the BBC was supportive of the Eisteddfod continuing to travel, although they acknowledged from a technical point of view that there were some advantages to being in one permanent location, but not two permanent locations and moving occasionally. S4C representatives expressed their view that they did not believe significant savings would be made from developing permanent locations due to the need to continuously set up and remove equipment from a site that would be used for broadcasting purposes for only one week of the year. S4C representatives emphasised that they favoured seeing the Eisteddfod continuing to move annually.

## **Drawing on the experience of individual Members of the Task Group**

33. Presentations were given by a number of Task Group members who had experience of organising or visiting festivals across Britain and Europe. Every one of these used permanent sites. It was illustrated how maintaining permanent sites had allowed these festivals to develop year on year, and how they attract people to the same locations on an annual basis. Transferable elements of these festivals were considered in view of the Eisteddfod, with a particular focus on making the site itself more attractive to visitors. These suggestions included signage, use of light, colours, branding, social media and the natural environment to improve experiences.
34. One member in particular had direct experience of organising a Festival on a permanent site. He gave a presentation which queried the cost and the energy used in moving the Eisteddfod from year to year against the social and community advantages of travelling. Issues of the reliability and value of a permanent site or sites to the local tourism industry were also discussed. The question was asked whether the Eisteddfod changes by moving each year with content that tends to remain static despite the new location. It was suggested that an additional renewal and a new audience could be driven by innovative artistic direction beyond the boundaries of competitions, and that this could dovetail with other international cultures beyond the English language.

## **Denbigh Eisteddfod Executive Committee 2013**

35. A delegation of the Task Group visited a meeting of the Denbigh Eisteddfod Executive Committee to better understand the views of current Eisteddfod volunteers. The meeting took place at the Denbighshire County Council offices, Denbigh on 1 July 2013. The meeting was a valuable opportunity to question members of the Executive Committee on various themes including permanent locations. Members of the Executive Committee believed the most valuable model for Wales and the Eisteddfod was for the Eisteddfod to continue to travel to all parts of Wales. It was stated that there were 1,000 and more people part of the Eisteddfod proclamation ceremony in Carmarthen on 29 June 2013, and that the vigour, celebration and pride were clearly visible. The clear view amongst members of the Executive Committee was that this would not exist were the

Eisteddfod to occupy permanent sites. Every member of the Executive Committee present was of the view that the best model is to travel to all parts of Wales.

36. The Task Group visited the Eisteddfod Maes in Denbigh and was guided around by the Eisteddfod's Chief Executive. He showed the Task Group the new developments since the Eisteddfod the previous year. There was an opportunity to see the new Visitor Centre and hear about the guided tours. The new site for young people on the Eisteddfod Maes, called Caffi Maes B, was shown, and the children's literary Festival was also viewed in action. The new wi-fi connection was discussed and Task Group members were introduced to the M@es stand. During the visit, a Question and Answer session was held in the Dance pavilion where members of the public had an opportunity to question Task Group members about the review. Task Group members came to the conclusion as a result of this visit that it was possible for the Eisteddfod to develop as well as continue to travel.

### **Research reports**

37. Professor Terry Stevens gave a presentation on the report *The National Eisteddfod of Wales – the way ahead* (see paragraph 11 for more details on the report) and stated that

“One of the Eisteddfod's great characteristics is its peripatetic nature. This permits communities across Wales to host the event, creating a number of opportunities to benefit linguistically, culturally and economically in the short and medium term.”

38. The economic and cultural impact of locating the Eisteddfod in one place was discussed at a number of meetings and a piece of work was commissioned by one of the Task Group members.
39. The author of the report *The Economic Impact of the National Eisteddfod* stated that this assessment was difficult to undertake within the financial limitations and time restraints. He also stated that a large number of factors were an integral part of the Eisteddfod's socio-economic aspirations and that this had made the assessment more complex. He also stated, as he undertook this assessment, that the outcomes of the report would be different had the brief stated the need to look at reducing the cost of the Eisteddfod. In that regard the conclusion would be that the Eisteddfod needed to change – it would need to reduce in size and/or locate in one place to reduce costs. In this context, he suggested the same model as the Royal Welsh Show be used although the loss then in terms of local support for the Eisteddfod would need to be weighed up due to having one permanent "cheaper" site.
40. However, as the report followed the guidance of the former Minister that the Group's deliberations should not be limited by financial considerations, we set about looking at the economic impact of the Eisteddfod and particularly at the advantages and disadvantages of relocating the Eisteddfod each year between South and North Wales and to new locations each time. What would be the advantages and disadvantages of alternative models? Should there be a four year cycle, with the Eisteddfod based on two permanent sites, one in North West Wales and one in West

Wales, involving travelling between North and South Wales alternately in the two years of the cycle?

41. In brief, the report methodology included:

- An assessment of two reports produced which measured the impact of the Eisteddfod namely:
  1. *Newidiem Report (2001) into the National Eisteddfod in Llanelli in 2000* and
  2. *a Report by Cardiff County Council on the National Eisteddfod (2008)*
- An analysis of the data from the reports above using the Llanelli assessment as a "rural" pattern/model and Cardiff as a "civic/urban" pattern/model. (The report, however, states that Llanelli and its population of forty six thousand is more urban than rural and that data limitations mean that further research is needed to see what the impact would be on towns similar to Denbigh, Caernarfon and Newtown with a population of around ten thousand each).
- Consider the wider social/community impact of the Eisteddfod in different locations.

42. Taking both reports into account (Newidiem and Cardiff Council), the author of this research report states that:

- the National Eisteddfod creates a net income (GVA) of between £3-£4m depending on the location
- the greatest economic impact is likely to be in a civic/urban area
- the highest "premium" economic value is around £1m of the local net income: but this is expected to be lower in civic/urban areas outside Cardiff
- locating the Eisteddfod in a rural area creates a lower value due to economic loss but that this needs to be measured against the fact that the Eisteddfod creates a greater impact in a rural area due to the relative scale and impacts of wealth locally
- That the social/cultural impact of the Eisteddfod is greater in east Wales due to weaker predispositions towards the Welsh language etc.
- That locating the Eisteddfod in two permanent locations creates different implications in terms of economic outcomes
- The social outcome would remain the same if the Eisteddfod continued to travel but one would need to consider whether this would be the same if the Eisteddfod located in one place
- That the Royal Welsh operates an effective system in one location but that this is linked to agriculture and there is no guarantee this would be the case for the Eisteddfod
- For the purpose of this report we can presume that contribution levels, costs and social impact would remain the same if the Eisteddfod located in two locations (as noted in the Task Group Remit)
- The only differences from continuing to travel would be the costs of the Maes - which are around £2m
- The cost of purchasing land and buildings could be significant.



- There would be a financial cost to keeping both locations open throughout the year
  - The Eisteddfod would have a purposeful building for the future should there be two locations
  - A reduction of around £2m in expenditure would mean a reduction in the economic impact of around £1m (GVA) annually
43. The report notes that reaching a decision in relation to the question as to whether the Eisteddfod should continue to travel is very difficult. It was also noted that making a decision either way would have a major impact culturally and economically. There were advantages and disadvantages to continuing with the present system. Taking all this into account, the report's author comes to the conclusion that the Eisteddfod should continue with the current pattern of travelling the length and breadth of Wales. Very extensive discussions were held on the theme of locations in the Task Group and the conclusion was reached that the Eisteddfod needed to vary from year to year by reflecting more strongly the area visited. This could happen by helping to increase the influence of the local Executive Committee on the Eisteddfod's central decisions.

44. The Task Group would like the Eisteddfod to:

- experiment with the use of existing permanent buildings
- take advantage of the use of different resources and a Maes that differs from the usual
- bear in mind the wishes of the Group that the Eisteddfod continues to travel
- learn lessons from the experience of hosting the Womex festival at Cardiff this year.

45. Bearing in mind paragraph 42 and 43, the Task Group requests that the Welsh Government commission a report (following the Eisteddfod's visit to Cardiff in 2018) on how the National Eisteddfod ;

- Better reflect the area it visits
- Experiment with different resources and a Maes that differs from the present.

### **Contributions received through the Public Consultation on Theme 1 (see Annex 7)**

46. The public were invited to contribute to the work of the Task Group through a public consultation. The consultation, which started at the beginning of the process and finished on 10 May 2013, received nearly 300 individual contributions. Attention to the on line consultation was via the Chair's media interviews, through the Government's digital media and through information placed on the Government's website. The Eisteddfod and its members and followers were also asked to contribute.

47. A vast number of the individuals and organisations that responded to the public consultation also focused on this theme. Of the nearly 300 responses received the vast majority were of the view that the Eisteddfod should continue to travel. Amongst the responses also, however, certain individuals proposed a different model for the Eisteddfod in an urban or civic area including the use of permanent buildings for elements of the traditional Maes, such as the Pavilion, the Literature Pavilion and the

smaller pavilions. The Task Group saw an opportunity for the 2018 Eisteddfod, which is to be held in Cardiff, to experiment with this.

## **Conclusion**

- The Task Group concluded unanimously that the Eisteddfod should continue to travel to a different part of Wales each year.
- That there is economic and cultural value to different parts of Wales if the Eisteddfod continues to travel around Wales..

## **Theme 2: The competitive events and the festival**

### **Foreword**

48. The Minister raised the following question in the remit:

What are the advantages and disadvantages of the model employed for organising the Eisteddfod week and the competitive events during that week under the management of the Executive Committee and the Llys? What would be the advantages and disadvantages of alternative models? For example, in future, could the Eisteddfod week be organised separately to the competitions to improve visitors' experience and the attraction of the Eisteddfod as one of Wales' most prominent cultural events?

49. Within the limitations of this study there was no opportunity to consider and discuss in detail the nature of the Eisteddfod competition system and we suggest a more detailed assessment be undertaken before any firm conclusions are reached. Nonetheless, during the visit to the Maes at the Denbigh Eisteddfod 2013 there was an opportunity to attend some Eisteddfod competitions in the Pavilion and speak to competitors. In addition, one of the Task Group members was commissioned to research this area and make a presentation to the Task Group. In the presentation, it was stated that competing was important as part of early Eisteddfodau, and that continuing this tradition ensured new audiences as the appeal of competing continued. It was stated, however, that the challenge at present is to keep the competitions attractive and satisfy the expectations of all sections of the audience. Recent competitor numbers have remained fairly consistent, but were at their lowest at the Vale of Glamorgan Eisteddfod 2012 (though it must be noted that it was the year of the London Olympic Games). During discussions, the Task Group remarked that the current texts list was a veritable tome, full of rules that appeared neither appealing nor particularly user-friendly. It was agreed that the challenge with the texts list was to find a modern, appealing, challenging and interesting list and it was suggested that there may be scope to include the Local Committees to a greater extent when deciding on the text list content. It was suggested that there may be an opportunity to coordinate texts with the Urdd and that it would be possible to link texts to the curriculum in order to attract further young competitors from schools.

50. It was suggested that the National Eisteddfod offered generous prizes and that they should be marketed better, stating that between £25 and £5,000 is available for winners. It was stated that opportunities could be sought to offer practical prizes which

are also career-enhancing, such as apprenticeship opportunities, work experience opportunities, master classes, etc.

51. When discussing separating the Competitive Events and the Festival, it was stated that this could be costly and the suggestion was made that making better use of the Maes could be considered in order to bring the competitions into the view of more visitors to the Maes. Some competitions could be moved and some events upgraded to larger locations, e.g. the final of the poetry competition Talwrn y Beirdd could be moved to the Pavilion. It was stated that it may be possible to look at different parts of the Maes for different types of competition and keep the Pavilion for other, more popular events.

52. It was suggested that the competitions and the experience for learners could be revisited. It would be possible for the National Eisteddfod to work more closely with the six language centres and the tutors to attract more competitors.

As already noted, it is the view of the Task Group that the competitive side of the National Eisteddfod needs more detailed consideration.

## **Conclusion**

- The Task Group concluded early on that the Eisteddfod should not be separated from the competitive events as that would suggest establishing a separate festival and that there was a cost associated with that.
- The competitive element offers a particular opportunity to attract new audiences to the Eisteddfod.
- Elements of the competitive events and the Pavilion as a location for the competitions need to be revisited to see if they can be modernised and their appeal widened.
- Prizes need to be marketed better to competitors.

## **Theme 3: Volunteers**

### **Foreword**

53. It became apparent from the outset that Volunteers play a significant role within the Eisteddfod structure. A presentation was given by Eisteddfod officers and volunteers on the work that took place locally prior to the 2012 and 2013 Eisteddfodau. A number of comments were received via the Public Consultation and verbally at the Denbigh Eisteddfod. In addition, discussions on this Theme arose under other themes, particularly Theme 1 (Locations).

54. The question raised in the remit was:

How best to maintain and support the commitment, enthusiasm and activity of volunteers across Wales?

## Vale of Glamorgan National Eisteddfod 2012

55. During his presentation to the Task Group, the Chair of the Vale of Glamorgan National Eisteddfod 2012 Executive Committee expanded on the work that took place to motivate the volunteers and encourage them to contribute; collaboration between the Eisteddfod officers, the volunteers and the County Council; how the fundraising activities for the local Fund ensured the Eisteddfod legacy in the area; developing permanent locations for the Eisteddfod; and modernising the Eisteddfod in general. The impact the Eisteddfod had locally was emphasised along with how the Eisteddfod had brought people of the area together. Apart from the £30,000 the fund received from Barry Town Council, it was local people who had collected the £320,000 that was in the Local Fund by the Eisteddfod week. In terms of volunteers' work, the positive impact the Eisteddfod had had on non-Welsh speakers in the area was emphasised, for example the fact that 40% of the official Eisteddfod choir were non-Welsh speakers. It was stated that there were plans for the choir to continue following the Eisteddfod's visit. It was also reported anecdotally that the Cowbridge area had seen an economic benefit from the visit. During the discussion the Task Group noted that it would be beneficial for every new Local Committee to receive information from the previous committee in order to share good practice.

## The National Eisteddfod

56. It was understood from Eisteddfod officers that over 3,000 people had volunteered as part of the "community project" which was the local endeavour to raise funds for the Local Fund in Eisteddfod areas since 2008, with over 750 events taking place. It was noted that the Eisteddfod employ 16 staff but they also gain the assistance of hundreds of volunteers during the week itself. Some of these volunteers return time and again, but the festival has also managed to attract a new cohort, particularly from the local area. Hundreds of young people have an opportunity to gain work experience in the period leading up to and during the festival. The National Eisteddfod employs a variety of young people and they also assist stallholders and partners to recruit young people to work for them; and also recruit young stewards to work in Maes B and the Youth Maes during the week. This of course provides them with an opportunity to learn new skills and learn about the importance of giving of their time to volunteer. It was noted also that the Members of the Eisteddfod Management Board were volunteers, meeting every month more or less since 2004.

57. Eisteddfod officers also talked about the Eisteddfod legacy, stating that there were four elements to its legacy, namely Economic, Linguistic, Community and Cultural. The local legacy makes a real difference to an area. The economic legacy was taken as an example. Independent surveys were commissioned three times on the economic impact on the area, which shows that the week creates an economic benefit of between £6 and £8 million locally. The Eisteddfod had not undertaken a similar exercise for the period of the community project but it would be interesting to do so to see what the true effect of the entire Eisteddfod is on the economy. It may also be worth drawing attention to two other examples of the legacy; Saith Seren, the new Welsh centre in Wrexham and the establishment of the *Only Boys Aloud* choir which is the legacy of the Blaenau Gwent National Eisteddfod 2010.

58. During the presentation given by the Urdd under Theme 1 (Locations), the value of volunteers in one area for a period of three years before the Urdd Eisteddfod visited was discussed, as was the importance of continuing to travel in order to offer these volunteering opportunities. In addition, under the same Theme, there was a discussion on the role of volunteers as the Task Group discussed the report "*The Economic Impact of the National Eisteddfod*" (Annex 4). The report quoted from the *Newidiem* report that stated that "1200 volunteers from the local community were involved in organising activities and fundraising for the Eisteddfod" (Llanelli 2000). The report also states that the Eisteddfod's visit to Llanelli "had raised awareness and the profile of the language as a living language and offered opportunities for people to use their Welsh".

59. Responders to the public consultation also spoke at length of the work of volunteers, with one stating that they were "the Festival's greatest virtue". The ability of local groups to organise activities in order to reach the Local Fund target were also praised, and this commitment and enthusiasm were connected to the fact that the Eisteddfod travelled.

### **Denbigh Eisteddfod 2013 Executive Committee**

60. There was an opportunity during the meeting of the Task Group delegation to the Denbigh Eisteddfod 2013 Executive Committee to question volunteers on their experiences of fundraising for the local fund. It was stated that the greatest problem was battling for the funding in the current economic climate. Despite this, they felt that people were very keen to contribute to see the Festival succeed in the area. An example of a garden party organised locally to raise money was used, and within two hours £400 had been raised. The Executive Committee felt that there was social and community benefit to these fundraising activities. Following the period of the Eisteddfod, it is believed that a number of societies established to raise money will continue to exist in the Denbigh area. It was stated that 316 events had taken place in the county in only two years, and that this had provided opportunities in many contexts for young people to chair meetings, lead and organise activities, and an opportunity for Welsh learners to use their Welsh.

### **Conclusion**

- That the community project associated to the Eisteddfod's visit to a local area is valuable for the social capital of the language in that area.
- It is apparent to the Task Group that simply by continuing to travel around Wales this commitment by volunteers can be ensured in relation to the Local Fund.
- The community project is a valuable asset to attracting non-Welsh speakers to Welsh-medium activity.
- That there is an opportunity for the Eisteddfod to transfer information from year to year in terms of attracting volunteers, training and accrediting them and collaborating with the Urdd to attract a younger generation to volunteer at the Festival.

## Theme 4: The digital era

### Foreword

61. The Welsh Government has a Technology and Digital Media Group that considers the digital arena and the Welsh language. It was proposed therefore that that Group consider the question under this theme as raised in the remit.

How to ensure that the media impact of the Eisteddfod is fully maximised in the digital era?

62. In addition, one of the members led a useful and interesting electronic discussion through the medium of web chat and e-mail. A number of experts in the field contributed to the discussion.

63. The main issue raised was the need for a robust wi-fi connection on the Maes. It was stated that further digital content was needed at the Eisteddfod, and that further information needed to be provided digitally for visitors about the events of the week. Having big screens around the Maes to show competitions from the Pavilion and the smaller pavilions was mentioned, and that the content needed to be shared digitally - possibly by having ambassadors to tweet live from events. It was stated that this content does not have to be bilingual. The need for the Eisteddfod to have a YouTube Channel was discussed so that people can avail themselves of popular events. The idea of getting iTunes to sell recordings of iconic Eisteddfod concerts was suggested, e.g. Karl Jenkins Live from the Eisteddfod. There is a great demand for live recordings and it could be used as a commercial venture, by offering a percentage of the sale to the artist.

64. During the past year, the National Eisteddfod has set about developing its use of modern technology to improve the visitor experience on the Maes, and the Task Group welcomed their presentation on the developments. Some of these were seen in action during the visit of the Task Group to the Denbigh Eisteddfod Maes. One of the developments is a community journalism project. An agreement was reached with Cardiff University School of Journalism to provide opportunities for students training in journalism to have practical experience on the Maes. They set about producing a digital newspaper from the Maes in Denbigh this year which was a combination of reviews, articles and interviews.

65. In addition, a Technology Festival was held on the Maes, called M@es, and there was a drop-in service at the Welcome Centre to provide assistance with the Eisteddfod app. There were Welsh-medium technology sessions as part of the technology festival. A successful and strong wi-fi connection was obtained on the Maes through a new contract and the BBC managed to broadcast from the Maes for the first time ever using this connection. There were "hotspots" available for the public on the Maes, e.g. in the Welcome Centre and the food patio, and there was also an option for partners to make use of this. This is very progressive in terms of service to the public for any festival in Wales. It was discussed that wi-fi is a challenge for the Eisteddfod every year but the hope is that a broadband connection will be available across the whole of Wales by the end of 2015. The Eisteddfod App was developed further this year and it draws information from the website

automatically which avoids the need to update it. The app is targeted towards young people and families, and there was a social media campaign to promote it.

66. Developing a current digital media strategy for the Eisteddfod would enable it to consult and plan with key stakeholders. This would ensure that the Eisteddfod receives expert advice and user input in this area. This strategy could include issues such as looking at the use of the week's digital content. There is potential to create hours of digital content on the Eisteddfod Maes, not only from the Pavilion. It is also suggested that the Eisteddfod consider a presence on YouTube to disseminate this content to a wider audience. A package of content of clips from competitions, dialogues, lectures, performances, blogs, tweets and any other material could be created. The fact that there are discussions afoot between BBC Cymru Wales and the People's Collection in relation to digitising the Eisteddfod's archive is to be welcomed.
67. It will be important for the Eisteddfod to evaluate the new digital provision that was available in 2013 and refine and improve the provision for the next Eisteddfod.

## **Conclusion**

- That it would be useful for the National Eisteddfod to create a full digital strategy for the festival in order to consult with experts on developments.
- That it is important to ensure that there are robust resources on the Maes, such as a reliable wi-fi service on all sites.

## **Theme 5: Improving the visitor experience and increasing visitor numbers**

### **Foreword**

68. This theme attracted a high response rate for the Task Group and evidence was gathered from a number of sources including reports and publications (Annex 4), presentations to meetings of the Task Group (Annex 5), a workshop from experts in the field, a visit to the Denbigh Eisteddfod and the public consultation (Annex 7). A Data Sub-group (Annex 6) was established to look at the admission figures to the Maes and to offer recommendations to the Task Group.

69. There were two questions from the remit that came under this theme, namely:

How to increase visitor numbers on the Maes during the Eisteddfod week, specifically targeting young people and families?

How to ensure that the Eisteddfod offers a rich experience to new visitors, including those from non-Welsh-speaking backgrounds, which may consider, for example, better sign posting, timetables of events and assistance with translation equipment?

## Reports and publications

70. In terms of how to improve visitors' experience, reference was made under Theme 1 (see paragraphs 11,12, and 37) to the report prepared in 2003 by the Stevens and Associates Company on the Eisteddfod (Annex 4 – The National Eisteddfod of Wales – The Way Ahead).
71. As well as the report itself a presentation and workshop was delivered by Professor Terry Stevens on how to improve visitors' experience and he expanded on the need for the Eisteddfod to be considered as an event, as a cultural process, and as a tourist attraction. He explained that the Eisteddfod needed to be considered as a structured experience especially for new or first time visitors, with an exciting focal point.
72. The report's recommendations stated that there was a need to create the sense of festival on the Maes by ensuring a better design to the Maes, improving the marketing of the Eisteddfod, working in partnership with other organisations and strengthening the festival's funding resources. In receiving the presentation the Task Group stated that a number of the recommendations in 2003 remained relevant today.
73. At the workshop the Eisteddfod was looked at in more detail as a process, location and event, leading members of the Task Group to consider the factors that influence the Eisteddfod content such as the contribution of partners to the liveliness of the Maes. The conclusion was reached that other organisations and partners together with the Eisteddfod must equally step up to the "plate" to deliver a modernized festival and that it is not solely the responsibility of the Eisteddfod.
74. There was a discussion around how to make the location more attractive, and make it easier to navigate the Maes, with use of symbols and signage widely considered. The following points were discussed in relation to the Maes:
- improving the format of the Maes, focusing on its accessibility and visitors' journey around the Maes;
  - upgrading aesthetic considerations/attracting visitors when planning the Maes;
  - considering the welcome to visitors at the entrance;
  - the size of the Pavilion, considering a smaller structure to avoid so many vacant spaces;
  - the use made of the Pavilion: withdrawing some competitions from the Pavilion, and moving some popular dialogues/lectures/discussions and events in peripheral pavilions (such as the final of the poetry competition, Talwrn y Beirdd) into the Pavilion;
  - better signage around the Maes to guide people;
  - creating particular zones around the Maes, e.g. food zone, dance, art, all clearly signposted, maybe using colour to brand pavilions;
  - creating a sense of excitement, and expecting the unexpected around the Maes;
  - digital information about the content of the day/week available in convenient places for visitors around the Maes;
  - using light/visual art/signage to guide people around the Maes;



- making the journey from the entrance to the Pavilion more interesting - upgrading the Pavilion as a focal point to the Maes creating an avenue around it for use by the procession of the Gorsedd of Bards for example.

75. Branding was discussed in considerable depth and the opportunities offered by partnerships between the Eisteddfod and other organisations for joint-branding. A number of the Eisteddfod's core partners who have a prominent presence on the Maes each year, such as Local Authorities, Cadw and the National Museum hold significant data bases of customers/friends that could be used to share messages/special offers on behalf of the Eisteddfod. For example, council tax bills could be used to convey messages such as:

Local Authority will be at the ..... National Eisteddfod this year between.....

76. It was also proposed that certain events that get lost in the Eisteddfod programme could be lifted and more detailed marketing coverage given to them, attracting wider audiences, e.g. holding popular dialogues/lectures in the science pavilion. Innovation and creativity were discussed in order to improve the individual's experience when visiting the Maes.

### **The National Eisteddfod**

77. Officers of the National Eisteddfod were invited to make a second presentation to discuss their plans to develop the Eisteddfod further. Specific mention was made of some changes that would be apparent at the 2013 Eisteddfod, for example the new ways of welcoming visitors and exciting technological developments. Other new developments which would be seen were presented, including Caffi Maes B on the Maes, actioned as a result of research work with young people. Also, a number of other plans were mentioned, namely: community journalism project in collaboration with Cardiff University School of Journalism; developing the app further to include the opportunity to create a personal timetable for the Eisteddfod; cafe in the Visitor Centre; developing the website; literary festival for children; keeping the back doors of the pavilion open at all times; situating information hubs around the Maes.

### **Task Group's visit to the Denbigh Eisteddfod 2013**

78. During the visit to the Maes, the Eisteddfod was seen to have acted upon many of the suggestions on how to improve learners' experience and understanding of the Eisteddfod. This included daily programme sheets, guides, information sites, availability of translation equipment, a broadening of the translation service and an improved wi-fi provision. In addition, colour was seen to be used for branding though the Task Group feels that this needs expanding and strengthening.

### **Public Consultation (Annex 7)**

79. The contributions on these themes to the public consultation focused on the welcome visitors receive to the Maes, and presented ideas such as a welcome pack, guided tours for first time visitors and learners, and better information sharing in relation to

the content of the day. The Gorsedd was also mentioned, and the opportunity to make it more of a colourful and attractive "pageant" to attract visitors.

### **Appointment of Artistic Director**

80. In a number of discussions the Task Group raised the fact that preparing for and hosting a visit of the National Eisteddfod is an enormous responsibility for a small number of staff. The Task Group is of the view that it is essential for the future of the National Eisteddfod to increase their capacity to have the time and resources to consider the creative elements of the Festival. As a result of its discussions, the Task Group came to the conclusion that it would be advantageous for the National Eisteddfod to appoint an Artistic Director as part of the Eisteddfod's Senior Management Team. The Artistic Director would be responsible for setting the artistic and cultural direction of the Festival. The need for this position to hold a strong element of independence was stated, which would permit artistic decisions to be made. It would be important to appoint someone with an ambitious and bold vision with a full understanding of the artistic world.

81. With this in mind the Eisteddfod will need to consider how the Artistic Director could bring new ideas to all elements of the Festival. How this would dovetail with the current structure of the National Eisteddfod and the role of other officers of the National Eisteddfod who would be responsible for ensuring the implementation of the Artistic Director's ambitious plan was also discussed. The Artistic Director could be responsible for:

- Co-ordinating and executing artistic programming that executes and enhances visitor expectations
- Co-ordinating strong local/regional flavour for each Eisteddfod to reflect the locality
- Creating and supervising an aesthetic design of the Maes

### **The Interpretation Centre**

82. It was suggested that it would be good to establish an Eisteddfod Centre which would be a tourist destination open throughout the year. The Centre would be a store of Eisteddfod resources and artefacts, in addition to being a venue for providing the history of the Eisteddfod in an attractive and appealing way. There would be a space for holding meetings relating to the Eisteddfod, a space for training courses on cultural subjects, and a shop for Eisteddfod merchandise. It would be an opportunity to sell the Eisteddfod to a wider audience, and would provide a year-round experience of the Eisteddfod. Locating the Centre on the site of another popular historical or cultural tourist attraction was discussed such as St Fagans, Cardigan Castle or the National Library. The Centre would hold a digital archive of the Eisteddfod and would provide electronic clips to the public from this archive. The Centre's main attractions would include a 3D experience of the journey around the Maes and the Pavilion.

### **Increasing visitor numbers**

83. When considering the question of increasing numbers, it was decided to establish a Data Sub-group to research in more depth the Eisteddfod's data systems. This was intended to provide the Task Group with a better idea of the figures and systems that

already existed in order to be able to offer constructive suggestions to the Eisteddfod. This would mean raising the National Eisteddfod's income level which, in turn, would improve the visitor experience.

84. The Data Sub-group focused on the Eisteddfod's visitor figures, and obtained information regarding the following matters:
  - b. information on calculating admission figures to the Maes,
  - c. an update on the new technology systems,
  - d. the data collected from ticket sales,
  - e. the data base of contacts the Eisteddfod has and how this information is used.
85. It was stated that some data is already collected by the Eisteddfod in relation to visitors, including ticket purchasers' data for concerts and data in relation to people's choices when creating timetables in 'My Eisteddfod' via the app and the website.
86. The Data Sub-group (Annex 6) looked in more detail at the Eisteddfod's data collection systems, focusing on the diverse audiences and their ticket purchasing trends. A need was identified to connect the ticket purchasing systems which currently work independently of each other. For example, it is possible to purchase tickets for the Maes and concerts in advance via the Eisteddfod website, with Ticketmaster providing the system. At present, there is no customer identification system available at the ticket office in the welcome centre. By connecting these two purchasing sources, it would enable the Eisteddfod to gather very valuable information in relation to visitors' purchasing trends. This means combining the Eisteddfod's new web-based customer management capacity with the ticket purchasing system, and investing in the hardware needed for the new system to be available in the welcome centre. This would permit the Eisteddfod to devise marketing campaigns carefully tailored for the audience, based on detailed evidence on the nature of visitors.
87. It was agreed, in light of the discussion, to recommend that data collection systems be developed in order to connect with visitors more systematically and professionally and potentially attract new visitors to the Eisteddfod. This would permit the Eisteddfod to begin to identify the audience's attendance and ticket purchasing patterns as well as develop a relationship with new audiences. In order to do this, ticket sales systems will need to be connected, and an integrated system created, to include the ticket office at the entrance to the Maes.
88. The conclusion was also reached that the Eisteddfod needed to look in depth at how to package tickets so that they were attractive to families, young people and visitors in general. Some members of the Task Group stated that they felt ticket prices were expensive and that this was a barrier to lots of people's attendance and that visitors needed to feel they were getting value for money. Consideration could be given to packaging the tickets in a way which attracts more visitors without involving a significantly higher cost to attendees or the Eisteddfod. The Task Group agreed that the Eisteddfod needed to invest in expertise in this area of ticket packaging and that this would be a way of increasing visitor numbers.

89. Another suggestion made was that the Eisteddfod should consider having a discussion with its partners about jointly promoting the Festival in order to cut marketing costs and increase numbers. The data bases of some of the Eisteddfod's partners could be used to market to large numbers, such as the Local Authority, Dŵr Cymru, Cadw, the National Museum.
90. In order to attract increased numbers of people to attend the Eisteddfod and to follow the suggestions above, consideration should be given to increasing the institution's expenditure on marketing activities and publicity campaigns. According to the evidence, many people are familiar with the existence of the National Eisteddfod. The fact that people are aware of the Festival must be exploited in order to attract them to attend through careful campaigns specifically targeted towards the Eisteddfod's different audiences. These campaigns should be based on detailed information regarding Festival attendees and their trends in terms of visits and ticket purchasing.
91. It was felt it would be beneficial for the National Eisteddfod to focus specifically on the Maes in order to attract increased visitor numbers to the Eisteddfod. Information needs to be shared more effectively with people about the highlights of the day in terms of events on the Maes, in the Pavilion and in the smaller pavilions. The format of the Maes needs to be changed to make it more attractive and easier to navigate. The use of visible signage should be increased such as using colours to brand different parts of the Maes. Other techniques such as lighting and signposting should be used to help people navigate the Maes. The content of the week needs to be carefully considered to upgrade popular events to larger pavilions in order to attract larger audiences, and be marketed effectively. The daily highlights should be identified throughout the week to market them as a different poster to be displayed each day.

## **Conclusion**

92. The Task Group agreed:

- That the Eisteddfod should be seen as a unique Festival and one of the nation's treasures and that there was a duty upon everyone to highlight its attractions and boost visitor numbers (Central Government, Local Government, organisations, communities, private sector and individuals)
- That there was scope for the National Eisteddfod to develop and improve the visitor experience
- That attracting more visitors to the Maes was important to raise the Eisteddfod's income level
- That it was important to develop an integrated system of identifying purchasers of National Eisteddfod tickets and then market effectively
- That it was important to create space and time to be creative with the content of the Festival
- The appointment of an Artistic Director would be a way of achieving the conclusions above.

## **Theme 6: Collaboration between the National Eisteddfod and the Urdd Eisteddfod**

### **Foreword**

93. There was considerable discussion on the potential for further collaboration between the National Eisteddfod and the Urdd to make savings and also to develop the creative side.

94. The remit raised the following question:

How the Urdd and the National Eisteddfod could more closely work together in the sharing of services and resources?

95. In order to answer the question it was decided to commission a paper each from the National Eisteddfod and the Urdd (Annex 4) in order to gain their views on collaboration. The papers identified certain areas where collaboration was strong, such as the agreement on locations for Eisteddfodau, which is a location selection process for both the Eisteddfod and the Royal Welsh Show facilitated by the Welsh Local Government Association and the Welsh Government annually. Ways of expanding this collaboration were identified, however, for example in the area of data collection and customer systems management, as suggested by the Urdd in their paper. There is also potential to share resources on the Maes, and the Task Group recommends that they jointly examine the possibility of applying for capital funding to this end.

96. BBC Cymru Wales suggested in their evidence to the Task Group that one of the greatest virtues of both Eisteddfodau is the wealth of editorial and creative content each Eisteddfod offers. The corporation's view is that there is certainly scope to examine how cultural progression can be created between the two events (e.g. joint competitions, staging Urdd winners at the National Eisteddfod). This could strengthen both festivals and enrich BBC Cymru Wales' offer in doing so. A further suggestion received by the public consultation was that the National Eisteddfod could offer a platform to stage winners and collective shows from the Urdd Eisteddfod. In terms of practical collaboration on the technical side, it was suggested by one organisation that the Eisteddfod and the Urdd should come together to establish a partnership or resource subsidiary to tender for services jointly, such as stalls, food providers, tracking boards, cars, electrical engineers, plumbers, printers, toilets, etc.

### **Conclusion**

97. That the National Eisteddfod and the Urdd need to start a more formal process of sharing information and collaborating.

## Theme 7: Sources of funding

### Foreword

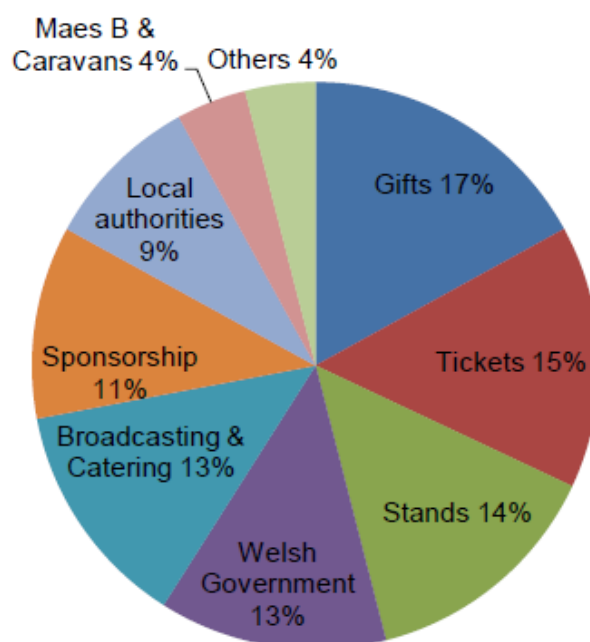
98. The Task Group looked extensively at the Eisteddfod's financial circumstances, and the National Eisteddfod's presentation focused on an analysis of how the festival is funded.

99. The question raised in the Remit was:

- How to maximise other sources of revenue for the Eisteddfod?

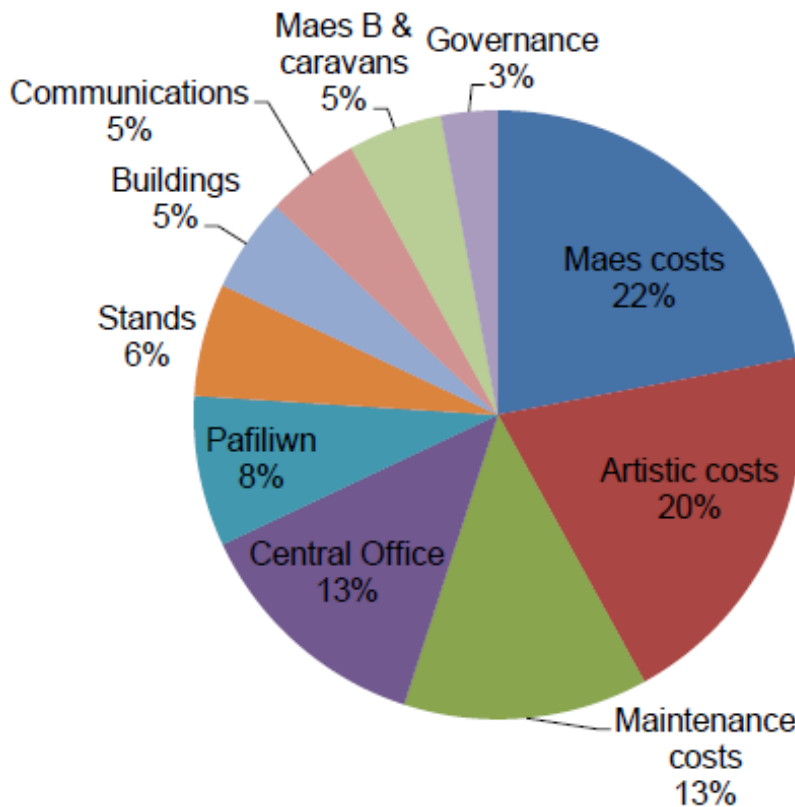
### The National Eisteddfod

100. The charts below, presented to the Task Group by the National Eisteddfod, show the various sources. The first shows income received, on average, between 2008-2012:



101. The Task Group welcomed the fact that the festival attracts funding from various sources and is not over-dependent on any single source. However, it was stated that some of these sources are such that they can vary from year to year, such as the Local Fund, private sector sponsorship, and ticket sales. It was also stated that the economic recession had affected visitor numbers, the number of stalls, sponsorship from private companies and public sector grants, which posed a challenge for the Eisteddfod in staging the festival. There have been a number of cuts over recent years, despite the 2012 Eisteddfod profit allowing for some development in 2013.

102. The second chart shows the Festival's expenditure, on average, between 2008-2012:



103. The National Eisteddfod added that much of this expenditure is investment in a peripatetic community location, and it was explained that the Eisteddfod creates a platform for culture and the arts. This platform was a stage for organisations of all types, organisations that would not otherwise be able to travel to the Eisteddfod area nor consider doing so. It was stated that the Eisteddfod costs some £3.4 million to stage each year and in addition to this, around a further half a million is needed in central administration costs. But from this £3.9 million, it is estimated that 85% of this amount goes directly to companies in Wales. It was explained that 9 of the 11 catering companies that offered provision at the Vale of Glamorgan Eisteddfod in 2012 were from Wales.
104. In analysing the chart above, the Task Group noted that the Eisteddfod's expenditure on marketing and communications (5% of the expenditure) struck them as being low. A comparison was drawn with other bodies that spend up to 25% of their turnover on marketing, with tourist bodies such as Disney spending 30% of turnover on marketing. The Task Group discussed the fact that increasing the expenditure on marketing would allow for more strategic campaigns rather than the current tactical expenditure.
105. A report was received from the Welsh Local Government Association in relation to the agreement formulated by the Local Authorities and the National Eisteddfod back in 2006. The agreement means the National Eisteddfod has a funding package based on an annual contribution from each of the 22 local authorities. WLGA and Eisteddfod representatives signed a memorandum of understanding in Swansea in August 2006 during the festival. The memorandum stipulated conditions for the partnership remit that would strengthen the Eisteddfod's financial position and

facilitate a more stable process in terms of business planning. The partnership agreement has enabled the Eisteddfod to visit a number of counties in Wales for the first time in addition to continuing to nurture its relationship with the traditional Welsh heartlands. Although this source has strengthened the National Eisteddfod's financial position, the sum has not increased since 2010, and has since reduced.

<b>Year</b>	<b>Local Authorities' contribution</b>
2007	£350,000
2008	£359,450
2009	£369,335
2010	£376,722
2011	£371,448
2012	£371,448

106. Methods of increasing the Eisteddfod's funding sources were discussed in several of the Task Group's meetings. The need was identified to be creative when seeking funding from new sources and it was suggested that the National Eisteddfod could develop the ability to do this.
107. Theme 5 which deals with increasing visitor numbers overlaps with this Theme and the conclusions of that Theme need to be considered when reaching a conclusion about how to increase funding sources for the National Eisteddfod.

## **Conclusion**

- That further investment is needed in the National Eisteddfod to allow the Festival to develop to become a festival which will attract visitors from all over the world.

## **The public consultation (Annex 7)**

108. Responses were received from a number of respondents, both individuals and organisations (see paragraph 45). Merched y Wawr coordinated a template letter for its members to return, and a petition containing 300 names was received from Welsh for Adults classes in the North East Wales area. Other organisations that responded included UCAC, Mudiad Meithrin, BBC Cymru Wales, Dyfodol yr Iaith, Mentrau Iaith Cymru, a number of individual Mentrau Iaith language initiatives, Pontarddulais Male Choir, Wind Energy Task Group for Wales and the Learned Society of Wales. It must be noted that the respondents are not a representative sample of the population and this must be taken into consideration.
109. A matrix of the responses received was prepared and they were grouped according to the remit presented to the Task Group by the Minister (Annex 7). In addition, a list of respondents was prepared (Annex 7).



110. In general the responses focused on the first two issues of the remit, namely locating the Eisteddfod in permanent locations, with the vast majority of responses favouring retaining the Eisteddfod as a peripatetic festival. Several responses talked about improving the welcome to visitors upon arrival at the Maes, better communication with visitors and making more extensive use of information technology. Attention was also drawn to the scant coverage the festival receives in the non-Welsh-medium media in Wales.

## **Part 3: Recommendations**

111. The Task Group's recommendations are presented for the attention of the First Minister. The recommendations are based on the evidence the Task Group received during its discussions. The recommendations are grouped according to the themes set out in the Remit.
112. There are financial implications to some of the recommendations made. Further consideration will be needed on the issue of the revenue and capital funding the Eisteddfod will require in order to implement these recommendations.
113. The Task Group also wishes to acknowledge the democratic nature of the Eisteddfod's management structures. Any implementation of these recommendations will depend on close collaboration between Welsh Government and the Eisteddfod.

### **Recommendation 1:**

#### **Locations**

That the Eisteddfod continue to travel to different parts of Wales each year. That it experiment, better reflecting the area it is visiting and making use of fixed resources such as the buildings that will be used for the Cardiff Eisteddfod in 2018. Following the Cardiff Eisteddfod 2018 that the Government prepares a report on these two elements.

### **Recommendation 2:**

#### **Improving the experience**

That the Eisteddfod appoint a new Artistic Director to be responsible for creating a dynamic Festival which will attract visitors from all corners of the world as outlined in this report. In order to realise this, the Eisteddfod will need to look at the format and layout of the Maes and extend its Marketing Strategy to include a greater contribution from partners who exhibit on the Maes.

### **Recommendation 3:**

#### **The Competitive Events and the Festival**

That the Artistic Director, along with others, examine the current competitions and offer a development plan for the Eisteddfod to ensure a competition offer that will be appealing, contemporary and progressive, cherishing the traditional element.

### **Recommendation 4:**

#### **Increasing visitor numbers**

That the Eisteddfod prepare a Marketing Strategy which includes working with the stallholders, sponsors and public bodies to promote the Eisteddfod and develop an integrated system for data collection and ticket sales as well as creating a scheme for packaging tickets in a more attractive way for families, young people and visitors in general. Also that the Eisteddfod look into the possibility of establishing a Heritage Centre and Digital Record Office

## **Recommendation 5:**

### **Volunteers**

In light of the fact that the Eisteddfod will continue to travel, that the National Eisteddfod create a plan to attract more young volunteers. This can be done by consulting with the Urdd Youth Forum, among others, and local colleges and schools to work in a coherent manner to ensure an annual programme of community activity for young people in the area the Eisteddfod is visiting.

## **Recommendation 6:**

### **The digital era**

That the Eisteddfod establish a Group of experts to create an ambitious Digital Strategy to ensure that the Festival continues to develop on a technological level.

## **Recommendation 7:**

### **Collaboration between the Urdd Eisteddfod and the National Eisteddfod**

That Welsh Government facilitate collaboration meetings at least twice a year between the Urdd and the National Eisteddfod and encourages both institutions to make capital applications jointly.

## **Recommendation 8:**

### **Funding sources**

That the Welsh Government and Welsh Local Government Association increase the Eisteddfod's revenue and capital grant to enable it to:

- Appoint an Artistic Director
- Develop the Eisteddfod's ability to attract funding
- Buy in expertise in the area of ticket packaging or offering free/reduced price tickets
- Invest in data collection systems
- Increase its marketing budget.

## **Recommendation 9:**

That the Welsh Government influence public bodies that have a presence at the Eisteddfod by asking them, in their annual remit letters, to create a strong partnership with the Eisteddfod and invest in their presence on the Maes.

# Annex 1: Task Group remit and schedule of Task Group meetings

## The Group's Remit

- i. What are the advantages and disadvantages of the Eisteddfod relocating each year between North and South Wales and to new sites each time? What would be the advantages and disadvantages of alternative models, for example, should the Eisteddfod be based around two permanent homes, one in North-West Wales, and one in West Wales, operating on a four-year cycle, with the other two years of the cycle, as now, involving travelling between north and south Wales alternately?
- ii. Whether permanent homes for the Eisteddfod could become the focus for economic stimulus in their local regions, drivers of cultural tourism, reflecting the best of the Welsh arts scene?
- iii. What are the advantages and disadvantages of the model employed by the Eisteddfod for organising the Eisteddfod week and the competitive events during that week under the management of the Executive Committee and the Llys? What would be the advantages and disadvantages of alternative models, for example, could the organisation of the Eisteddfod in future be delivered through separating the organisation of the National Eisteddfod week from the organisation of the competitive events during that week, to maximise the visitor experience and overall attraction of the Eisteddfod as one of Wales' most significant cultural events?
- iv. How best to maintain and support the commitment, enthusiasm and activity of volunteers across Wales?
- v. How to ensure that the media impact of the Eisteddfod is fully maximised in the digital era?
- vi. How to ensure that the Eisteddfod offers a rich experience to new visitors, including from non-Welsh-speaking backgrounds, which may include, for example, better sign posting, timetables of events and assistance with translation equipment?
- vii. How the Urdd and the National Eisteddfod could more closely work together in the sharing of services and resources?
- viii. How to maximise other sources of revenue for the Eisteddfod?
- ix. How to increase visitor numbers on the Maes during the Eisteddfod week, specifically targeting young people and families?

## **Group Meeting Schedule**

Meeting 1: 27 November 2012

Millennium Stadium, Cardiff

Meeting 2: 31 January 2013

Urdd Centre, Cardiff Bay and Welsh Government Office, Llandudno

Meeting 3: 13 March 2013

Welsh Government Office, Bedwas and Welsh Government Office, Caernarfon

Meeting 4: 9 April 2013

Welsh Government Office, Bedwas

Meeting 5: 15 May 2013

Welsh Government Office, Trefforest and Welsh Government Office, Caernarfon

Meeting 6: 26 June 2013

Welsh Government Office, Bedwas and Welsh Government Office, Caernarfon

Visit to Denbigh National Eisteddfod, 7 August 2013

Meeting 7: 30 September 2013

Welsh Government Office, Brunel House, Cardiff and Welsh Government Office, Caernarfon

## Annex 2: Membership of the Task Group

### Group Membership

<b>Enw</b>
Roy Noble
Peter Florence
Dafydd Elis-Thomas AM
Eirlys Pritchard Jones
Sioned Wyn Roberts
Nia Parry
Bethan Elfyn
Aran Jones
John Pritchard
Ali Yassine
Sian Eirian

Daniel Evans was also invited as a member of the Group but due to other commitments was unable to attend meetings.

## Anex 3: List of organisations/individuals who submitted evidence at meetings

### Organisations/Individuals who submitted evidence

	Name	Title	Organisation	Date
1	Elfed Roberts Gwenllian Carr  Peter Davies	Chief Executive Director of Communications  Director of Finance	National Eisteddfod of Wales	27 November 2012 27 November 2012 and 15 May 2013 27 November 2012 and 15 May 2013
2	Terry Stevens	Independent Consultant	Stevens Associates	27 November 2012 and 9 April 2013
3	Dr Dylan Jones	Chair of Executive Committee	Vale of Glamorgan National Eisteddfod 2012	27 November 2012
4	Efa Gruffudd Jones Aled Sion	Chief Executive  Urdd Eisteddfod Director	Urdd Gobaith Cymru	31 January 2013
5	Peter Florence	Director	Hay Festival	31 January 2013
6	Dr Chris Llewelyn	Deputy Chief Executive, Director of Lifelong Learning, Leisure and Information	Welsh Local Government Association	In paper format 31 January 2013
7	Siân Gwynedd  Rhys Evans	Head of Welsh Language Programmes Strategy and Policy Manager	BBC Cymru Wales	26 June 2013
8	Geraint Rowlands  Jane Felix Richards	Head of Broadcasting and Sports and Events Commissioner Head of Marketing and Promotion	S4C	26 June 2013
9	John Pritchard	Independent Consultant	National Eisteddfod Task and Finish Group	15 May 2013
10	Eirlys Pritchard Jones	Independent Consultant	National Eisteddfod Task and Finish Group	15 May 2013

## **Annex 4: Reports and Publications viewed and commissioned by the Task Group**

**Reports and publications Viewed and Commissioned by the Task Group**  
**Please contact Welsh Government**

**([unediaithgymraegwelshlanguageunit@cymru.gsi.gov.uk](mailto:unediaithgymraegwelshlanguageunit@cymru.gsi.gov.uk)) if you wish to receive a copy.**

1. National Eisteddfod Business Plan 2012-2014
2. Biographies of National Eisteddfod Board and Management Team
3. Information Sheets relating to the National Eisteddfod
4. National Eisteddfod Standing Orders
5. Vale of Glamorgan National Eisteddfod 2012 Report
6. Research findings following the Vale of Glamorgan National Eisteddfod 2012
7. Maes D Research findings D 2012
8. Delivering the 2010-2011 Evaluation Report Recommendations
9. Modernising the Eisteddfod – developments since 2001
10. Proactive contact between the National Eisteddfod and Welsh Government 2009-2012
11. National Eisteddfod Evaluation Report, Investors in People, 2011
12. National Eisteddfod Sustainability Policy
13. National Eisteddfod Health and Safety Policy
14. Charities Commissioners' Review Visit Report for England and Wales 2005
15. Report by Bethan Whittall and Heledd Fychan on the National Eisteddfod 2012
16. Maes B Research Report 2013
17. National Eisteddfod of Wales – The Way Ahead, Stevens Associates 2003
18. Economic Impact of the National Eisteddfod, John Owen Pritchard
19. Executive Summary, John Owen Pritchard



20. Urdd Gobaith Cymru Collaboration Paper, June 2013

21. National Eisteddfod of Wales Collaboration Paper, June 2013

22. WLGA Partnership with the National Eisteddfod, Urdd Eisteddfod and Royal Welsh Agricultural Society

## **Annex 5: Presentations commissioned by the Task Group**

### **Presentations delivered to the Group**

**Please contact Welsh Government**

**([unediaithgymraegwelshlanguageunit@cymru.gsi.gov.uk](mailto:unediaithgymraegwelshlanguageunit@cymru.gsi.gov.uk)) if you wish to receive a copy.**

1. Presentation by Elfed Roberts, National Eisteddfod, 27 November 2012
2. Presentation by Dylan Jones, Chair of Vale of Glamorgan Eisteddfod 2012 Executive Committee, 27 November 2012
3. Presentation by Terry Stevens, Stevens Associates, 27 November 2012
4. Presentation by Efa Gruffudd Jones and Aled Sion, Urdd Eisteddfod, 31 January 2013
5. Presentation on Peripatetic Festivals, 13 March 2013 .
6. Presentation by Gwenllïan Carr and Peter Davies, the National Eisteddfod, 15 May 2013
7. Presentation on competing within the National Eisteddfod, 15 May 2013
8. Presentation by BBC Cymru Wales, 26 June 2013
9. Presentation by S4C, 26 June 2013

# Annex 6: Membership and conclusions of the Task Sub-groups

## Membership and conclusions of sub-groups

### 1. Festival Sub-group

#### 1.1 Membership

Nia Parry  
Sioned Wyn Roberts  
Bethan Elfyn  
Siân Eirian  
Eirlys Pritchard Jones

#### 1.2 Questions considered

- ***How to ensure that the Eisteddfod offers a rich experience to new visitors, including from non-Welsh-speaking backgrounds, which may include, for example, better sign posting, timetables of events and assistance with translation equipment?***
- ***How to increase visitor numbers on the Maes during the Eisteddfod week, specifically targeting young people and families?***

#### 1.3 Conclusions

##### 1. The Maes

- format of the Maes
- upgrade aesthetic considerations/attracting visitors when planning the Maes
- consider the welcome to visitors at the entrance
- the size of the Pavilion, use made of the Pavilion
- signage around the Maes
- create particular zones around the Maes e.g. food zone, dance, art, all clearly signposted.
- create a sense of excitement, and expecting the unexpected
- information about the line-up for the day/week for visitors around the Maes
- *“visual signposting & points of reference”*
- making the journey from the entrance to the Pavilion more interesting

##### 2. Partnerships

- the role of partners in making their presence interesting - modernisation
- Welsh Government influence in terms of public sector partners' attendance on the Maes
- possible partnership with the private sector to provide a better choice of accommodation
- use of partners' marketing power, e.g. customer data base, to co-promote the Eisteddfod.
- co-branding on the Eisteddfod Maes, e.g. Oxfam@Eisteddfod, DwrCymru@Eisteddfod, TheatrGenedlaethol@Eisteddfod

3. Artistic Direction
  - Eisteddfod needs stronger artistic direction
  - curatorial role to look at Eisteddfod content, within the management structure with independence to act
  
4. Data Analysis
  - the Eisteddfod needs to know its audience better
  - look at the attendee statistics, how often they attend, where they come from, do they return in subsequent years, etc
  - consider expenditure on marketing (see below)
  - consider electronic data analysis systems
  - consider use of the database
  - consider information gathering systems, e.g. email addresses for the database data
  - Eisteddfod App as a way of gathering data
  
5. Communicating with the Audience
  - need bigger, strategic marketing campaigns
  - need to use partners' knowledge/ability to communicate with their audiences, e.g. partners' database
  - upgrade major events, e.g. global scientist lecture to the Pavilion instead of one of the smaller halls, better marketing
  - shift to marketing not selling
  - need to allocate further funding for this element
  
6. Eisteddfod Governance Structure
  - need to streamline the structure
  - need a more flexible structure, enabling faster response to changes
  - need for central panels to be flexible, open to new ideas from local committees
  - press liaison function needs to be strengthened/further investment made
  - the fundraising function needs to be strengthened/further investment made
  
7. Centre for the Eisteddfod
  - locate central Eisteddfod base in one of Wales' national institutions, e.g. St Fagans or National Library, Nant Gwrtheyrn, Cardigan Dinefwr Centre.
  - store of resources about the Eisteddfod, containing Eisteddfod artefacts, providing a 3D experience for people of being on the Maes;
  - create a cultural and historical tourist attraction.
  
8. Government @ eisteddfod
  - open forum for discussion with politicians, e.g. Carwyn Jones to hold a surgery each day on the Maes.

## 2. Data Sub-group

### 2.1 Membership

Aran Jones  
John Pritchard  
Peter Florence

### 2.2 Questions considered

- ***How to increase visitor numbers on the Maes during the Eisteddfod week, specifically targeting young people and families?***
- ***How to maximise other sources of revenue for the Eisteddfod?***

### 2.3 Conclusions

#### Data collection systems

The sub-group considered in further detail the Eisteddfod's data collection systems and focused on the diverse audiences and ticket purchasing trends. A meeting was held on 14 May 2013 between a representative of the data sub-group and Eisteddfod officers in order to better understand their systems, and gather information. It was identified that ticket purchasing systems which currently work independently of each other need to be better connected. For example, tickets for the Maes and concerts can be purchased in advance via the Eisteddfod website, with the system provided by Ticketmaster. Unfortunately, the Eisteddfod has identified that visitors continue to purchase Maes tickets on the morning of their visit, without benefiting from the special offers available on the website in advance. At present there is no customer identification system available in the welcome centre. By connecting these two purchasing sources, the Eisteddfod would be able to collect very valuable information about visitors' purchasing habits. This means buying a new ticket sales system for the welcome centre which would identify the customer either by their credit card or post code. This would enable the Eisteddfod to devise carefully tailored marketing campaigns based on detailed evidence on visitors' characteristics.

## Technology Sub-group

### 2.4 Membership

Sioned Wyn Roberts  
Rhodri ap Dyfrig  
Carl Morris  
Owain Schiavone

### 2.5 Question considered

***- How to ensure that the media impact of the Eisteddfod is fully maximised in the digital era?***

### 3.3 Conclusions

#### Wi-Fi CONNECTIONS

- The Eisteddfod Maes needs a fast wi-fi connection, which can serve thousands of devices simultaneously and is powerful enough to transfer content of all types including video and sound.

#### DIGITAL SERVICE

- Develop high quality digital content that offers a unique experience. The Eisteddfod needs expert advice on developing a digital strategy for the festival.

- Develop a high quality App - 14,000 downloaded the new Urdd Eisteddfod App this year. It contained video clips, a map, information and the ability to create a personal diary. The feedback was particularly good.

- Maybe a website that operates on all mobile devices and looks like an app would be best for the Eisteddfod. As above, expert advice is important.

#### CREATE SOME "NOISE"

- Share content digitally. There is a lot of broadcasting from the pavilion but not enough from around the Maes. Maybe there could be an opportunity to share content from the Maes and from events digitally? Include video, blogs and Twitter.

- Appoint individuals who enjoy tweeting and sharing digital content to become digital ambassadors, to come to the Eisteddfod and disseminate the content.

- Create and share stories around particular events, e.g. the Theatr Genedlaethol has recently done this with 'Y Bont', i.e. create digital content around a performance.

- Digital content could be in Welsh alone. Celebrating the unique nature of the event.

#### THE MAES

- Create digital zones where new content in Welsh can be viewed and used.

- Hold Welsh Coding sessions in the Science pavilion (this worked well at the Urdd/S4C this year)

- Use big screens on the Maes to broadcast content from the pavilion but also show what is going on on the Maes and where.

#### ARCHIVE

- Eisteddfod to discuss with YouTube in order to establish an Eisteddfod channel.  
A designated space to store mobile content and create an archive.

## **Annex 7: Public consultation**

### **Public consultation**

#### **The letter that invited contributions from members of the public**

#### **REVIEW OF THE NATIONAL EISTEDDFOD – INVITATION TO CONTRIBUTE**

In October 2012 the Minister for Education and Skills, Leighton Andrews AM, announced his intention to establish a Task and Finish Group to consider the future of the National Eisteddfod. The aim of the Group is to look at options for modernising the Eisteddfod. The Group will present its report by September 2013 and will provide recommendations on the way forward.

The Group will consider the following:

- a. What are the advantages and disadvantages of the Eisteddfod re-locating each year between North and South Wales and to new sites each time? What would be the advantages and disadvantages of alternative models? For example, should the Eisteddfod be based around two permanent homes, one in North-West Wales and one in West Wales, operating on a four-year cycle with the other two years of the cycle, as now, involving travelling between north and south Wales alternately;
- b. Could permanent homes for the Eisteddfod become the focus for economic stimulus in their local regions and drivers of cultural tourism, reflecting the best of the Welsh arts scene?
- c. What are the advantages and disadvantages of the model employed by the Eisteddfod for organising the Eisteddfod week and the competitive events during that week under the management of the Executive Committee and the *Llys*? What would be the advantages and disadvantages of alternative models? For example, could the organisation of the Eisteddfod in future be delivered through separating the organisation of the National Eisteddfod week from the organisation of the competitive events to maximise the visitor experience and overall attraction of the Eisteddfod as one of Wales's most significant cultural events?
- d. How best to maintain and support the commitment, enthusiasm and activity of volunteers across Wales?
- e. How to ensure that the media impact of the Eisteddfod is fully maximised in the digital era?
- f. How to ensure that the Eisteddfod offers a rich experience to new visitors, including visitors from non-Welsh-speaking backgrounds, including, for example, better signposting, timetables of events and assistance with translation equipment?



- g. How can the Urdd and the National Eisteddfod work more closely together to share services and resources?
- h. How to maximise other sources of revenue for the Eisteddfod?
- i. How to increase visitor numbers on the Maes during the Eisteddfod week, specifically targeting young people and families.

The Task and Finish Group's remit will not include a discussion on changing the Eisteddfod's Welsh rule.

You're invited to submit your comments on the above by letter or e-mail at the following addresses:

The Review of the National Eisteddfod  
Welsh Language Division  
Department for Education and Skills  
Welsh Government  
3<sup>rd</sup> Floor, Cathays Park  
Cardiff CF10 3NQ

Or to [eisteddfodreview@wales.gsi.gov.uk](mailto:eisteddfodreview@wales.gsi.gov.uk) before 31 March 2013.

The Group will receive a copy of all comments submitted, and will be discussing them during its deliberations. A full list of Group members is enclosed for your information.