

Leitrim Festivals and Events Project

Final Report



January 2013

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1 Executive Summary

101 The Festival Animation Project was developed by Leitrim Development Company (LDC) due to a recognised need for the development of a vibrant Festival and Event Sector in County Leitrim. LDC recognised that a successful Festival and Event Sector in County Leitrim has been difficult to achieve as:

- ❑ There are few tailored training programmes available for festival promoters in the County;
- ❑ Festivals are often promoted by community / voluntary committees who may lack the range of appropriate technical skills to develop the festival;
- ❑ Community volunteers often experience fatigue as the same people end up doing all the work;
- ❑ Personnel on the community committees in many cases change annually – skills and experience are often lost;
- ❑ The skills set of volunteers often do not match their roles and responsibilities; and
- ❑ Festival organisers and volunteers may not be aware of operational management issues affecting and relating to the sector.
- ❑ Funding for the sector is very piecemeal and precarious.
- ❑ Sharing learning and experiences and even resources between and among festivals in the county does not appear to be happening

102 LDC commissioned the Festival Animation Project to promote best practice within the Festival and Event Groups and Sector in County Leitrim; establish a Festival Network to promote sustainability of Festivals and Events in County Leitrim; and to motivate Festival and Event Promoters to apply for funding support by providing them with the skills necessary to develop successful RDP (LEADER) funding applications for assessment by LDC and to take other funding and support opportunities.

103 Festivals and Events in **Leitrim** represent a vibrant and diverse spectrum of activities, ranging from community gatherings to internationally renowned celebrations. Festival and Events in County Leitrim encompass a huge range of activities including events focusing on agriculture, sports, music, Irish language and culture, food and drink, visual arts, dance, literature and theatre, as well as many events providing multi-disciplinary programmes.

104 The actions as stated within the Terms of Reference and developed through the project inception meeting focused on the following activities:

- ❑ Festival and Event Critique
- ❑ Festival and Event Mentoring
- ❑ Festival Research and Evaluation
- ❑ Training & Development Workshops
- ❑ Festival / Events SWOT Analysis
- ❑ Cost Benefit Analysis
- ❑ Training Needs Analysis
- ❑ Festival Network
- ❑ Calendar of Events
- ❑ Launch Event

105 The Consultants attended and critiqued 14 Festivals and Events in County Leitrim during the summer of 2012. 11 of the Festivals and Events were engaged with LDC and had applied for funding in 2012. 22 Festivals and Events in County Leitrim attended the Workshops. Nine festival promoters worked with the Consultants prior, during and following their Festival and Event contributing to their individual SWOTS and Cost Benefit Analysis templates. Twelve Festivals and Events groups worked with the consultants to develop evaluations and the analysis was presented to each of the 12 Festivals and Events promoters. Ten Festivals and Events took part in the consultation exercise to identify future Training Needs, one Festival and Event Network was established and a launch event was undertaken on 17 October 2012. 51 participants from 24 different Festivals and Events groups in County Leitrim requested to take part in the Network.

106 Table 1.1 presents summary details on each of the actions and the associated outputs of the Festival Animation Project June 2012 - October 2012.

Table 1.1 Project Actions and Project Outputs

Actions	Outputs
Festival and Event Critique	<ul style="list-style-type: none"> ❑ The Festival Animator attended 14 festivals during the summer of 2012.
Festival and Event Mentoring	<ul style="list-style-type: none"> ❑ The Consultants met with 11 festivals groups on 21 occasions in June, July and August. ❑ The Festival Animator attended 14 festivals during the summer of 2012.
Festival Research and Evaluation	<ul style="list-style-type: none"> ❑ The consultants developed the research tool (questionnaire) for each festival; trained the festivals volunteers in the distribution of the questionnaire; supervised the volunteers and undertook the questionnaire with festival audiences; collated the data and uploaded it to Survey Monkey ¹ ; developed the analysis through Survey Monkey; and developed the individual evaluation reports for each Festival and Event. ❑ 12 festival and event promoters participated in this process. ❑ 12 research reports generated to provide: an evidence base for future need; reports to the funder; and supporting documentation to be developed further as a request for sponsorship document.

¹ <http://www.surveymonkey.com> Create and publish online surveys, and view results graphically and in real time. Survey Monkey provides online questionnaire and survey software.

<p>Training & Development Workshops</p>	<ul style="list-style-type: none"> ❑ Four workshops were held in September. ❑ The workshops were attended by over 60 individuals from 22 festival / event groups. <ul style="list-style-type: none"> ▪ Workshop 1 Operational Planning - 29 participants attended ▪ Workshop 2 Marketing - 26 participants attended ▪ Workshop 3 Health and Safety Management -28 participants attended ▪ Workshop 4 Action Planning -32 participants attended ❑ All of the respondents (100%) provided an extremely positive view of the workshop programme with a number of minor amendments and future learning aspects for LDC in future animation projects.
<p>Festival SWOT Analysis</p>	<ul style="list-style-type: none"> ❑ 9 Festivals and Events worked with the Consultants to develop a SWOT analysis of their festivals.
<p>Cost Benefit Analysis</p>	<ul style="list-style-type: none"> ❑ 9 Festivals were mentored on how to conduct a Cost Benefit Analysis of their festival ❑ All 32 attendees at Workshop 4 were provided with instruction, an overview and a sample template to enable them to conduct a Cost Benefit Analysis of their Festival and Event.
<p>Training Needs Analysis</p>	<ul style="list-style-type: none"> ❑ Interviews were conducted with Festival and Event Promoters to determine a broad range of areas, including their training needs, gathering of basic festival statistics, with specific emphasis on core issues including finances, volunteering, external relations, development and health & safety. ❑ 10 Festivals and Events responded and took part in the consultation exercise.
<p>Festival Network</p>	<ul style="list-style-type: none"> ❑ A network of Festival and Event promoters has been established in the County. ❑ 51 participants from 24 Festivals have requested to become members of the network. ❑ (L.E.A.F) Leitrim Events and Festivals Facebook page was setup and is facilitating the Network to share knowledge and experience and also to

	<p>promote information on Festivals and Events in the County. A Twitter account has also been set up by the consultants.</p> <ul style="list-style-type: none"> ❑ A logo has been developed for the Festival Network. ❑ L.E.A.F. has over 200 fans on Facebook and over 120 followers on twitter (www.twitter.com/LeitrimEAF). ❑ Zoe Dunne (Carrick Water Music Festival) and Suzanne McGuinness (Breffni Family Festival) are two Volunteers who are currently posting information on the L.E.A.F. facebook page. Zoe Dunne is also posting on twitter on behalf of the network. ❑ There is no Festival and Event, person, committee or key stakeholder responsible for the administration of the Festival Network (see Section 5 Network Coordinator Recommendations)
Calendar of Events	<ul style="list-style-type: none"> ❑ An up-to-date Calendar of Events (as of October 2012) is available for 2013 on the L.E.A.F Facebook page (www.facebook.com/LeitrimEAF/events) ❑ The Calendar of Events must be continuously updated and subject to continuous reviewed.
Launch Event	<ul style="list-style-type: none"> ❑ A launch event was undertaken on Wednesday 17th October in the Lough Allen Hotel and Spa, Drumshanbo County Leitrim. ❑ The Event was attended by 60 promoters of Festivals and Events in Leitrim. ❑ LDC launched their 2013/2014 Festival and Event Funding Policy. ❑ Outputs of the Festival Animation Project were outlined. ❑ Recognition of volunteers and committees and the positive impacts and contributions festivals and events have on local community and Leitrim. ❑ A call for an Expression of Interest for Festival and Event funding was outlined by LDC - November 30th 2012. ❑ Deadline for funding 2013-2014 application for Festivals and Events provided - March 8th 2013 ❑ Collaboration between members of the network/benefits emphasised.

- 107 The Festival Animation Project is now successfully complete. In order to add value to LDC the Consultants consider it appropriate to outline a series of recommendations based on the research conducted for the project. The recommendations will support, sustain and build on the work carried out in the Festival Animation Project 2012. The recommendations for Festivals and Events in County Leitrim fall into the following categories:
- ❑ Control and Leadership
 - ❑ Network Co-ordinator
 - ❑ Support festivals in engaging more with their audiences
 - ❑ Evaluate impact of festivals and events in the county
 - ❑ Build capacity for the Festivals and Events sector in the county
 - ❑ Joint marketing
 - ❑ Promotional links
 - ❑ Network portal
- 108 To ensure sustainability of the Network Animation Project LDC in collaboration with other Key Stakeholders should consider identifying an agency/authority/committee to take responsibility for the development of the Festival and Event Sector in order to continuously improve on the outputs of the Festival Animation Project.
- 109 The nominated agency/authority/committee may potentially be supported by a Network Coordinator who would facilitate the exchange of ideas and information among and between community voluntary groups, public sector representatives and other interested parties (for example potential sponsors, service providers to the festivals, accommodation providers and visitor attractions). The facilitator would support the network and create viable strategies for fulfilment of local needs and aspirations.
- 110 No Festival and Event in Leitrim holds reliable data on their audiences. It is often necessary to collate audience data to:
- ❑ quantify the benefits of supporting the festival to many stakeholders, including commercial potential sponsors, public funders, local authorities and local businesses;
 - ❑ allow festivals to evaluate the success of programming initiatives, as well as testing the potential for new areas of programming.; and
 - ❑ provide information on audience expenditure to evaluate Value = Attendance x Spend per Person i.e. the impact of the festival.
- 111 The research demonstrates a number of worrying gaps in the current management practices of festivals, including a significant number of festivals without a health and safety, operational and strategic plan, the relatively low provision of training for volunteers. Further work is necessary to build capacity of existing network participants and new potential network entrants in order to enhance the technical skills of the Festival and Event Sector.
- 112 Joint marketing and promotion of Festivals and Events for general and niche audiences (where applicable) on behalf of Leitrim’s Festival and Event Network. The joint marketing and promotional plan should support tactical marketing/promotional initiatives and provide a combined approach to the market that will offer the greatest possible outputs for all those involved.

- 113 Augment L.E.A.F. by developing a network portal as single source of information for all aspects of the network. As the portal will be a Client Management System (CMS). Leitrim's Festival Network Co-ordinator (as outlined above) would manage this portal and encourage all festivals and events to send updates and images on a regular basis.
- 114 The Festival Animation Project conducted June 2012- November 2012 has successfully achieved its objectives through:
- ❑ Developing innovative methodologies to ensure delivery of the Festival Animation Project;
 - ❑ Promoting best practice within the Festival and Event Sector in County Leitrim;
 - ❑ Establishing a Festival Network to promote sustainability of Festivals and Events in County Leitrim;
 - ❑ Motivating Festival and Event Promoters to apply for funding support; and
 - ❑ Providing Festival and Event Promoters with the skills necessary to develop successful LEADER funding applications for assessment by LDC.

2 The Festival Animation Project

2.1 Introduction and Background

201 The Festival Animation Project was developed by LDC following a Festival Information Evening on February 16th 2012 where they assessed the needs of the Festival and Event Sector in the County². The research identified that a successful vibrant Festival sector in County Leitrim has been difficult to achieve as:

- ❑ There are few tailored training programmes available for festival promoters in the County;
- ❑ Festivals are often promoted by community committees who lack the appropriate technical skills to develop the festival;
- ❑ Community committees often experience fatigue as the same people end up doing all the work;
- ❑ Personnel on the community committees in many cases change annually – skills and experience are often lost;
- ❑ The skills set of volunteers often do not match their roles and responsibilities; and
- ❑ Festival organisers and volunteers may not be aware of operational management issues affecting the sector.

202 As a result LDC commissioned the Festival Animation Project to promote best practice within the Festival and Event Sector in County Leitrim; establish a Festival Network to promote sustainability of Festivals and Events in County Leitrim; and to motivate Festival and Event Promoters to apply for funding support by providing them with the skills necessary to develop successful LEADER funding applications for assessment by LDC. The Festival Animation Project was facilitated by Crea Lambert in association with EMCG Solutions on behalf of LDC. The project was undertaken in June 2012 – November 2012.

203 Festival & Events in Leitrim represent an important part of the County's social, cultural and economic life. They enhance their local communities by providing social interaction for all, artistic outlets, community relationship building, financial benefits and family fun. They are often planned and organised by a collection of committed individuals who often undertake other community activities in addition to running the festival.

204 In order to achieve a vibrant and successful festival sector, it is essential that the events are managed effectively and efficiently, occur in a safe hazard free environment, are financially sustainable and appeal to a range of domestic and foreign potential visitors. LDC has recognised that it is vital that festival promoters are supported in their efforts to ensure a vibrant festival sector in Leitrim. In the first instance they have implemented the Festival Animation Project to build the capacity and technical skills of the Festival and Event Promoters they are engaged with or plan to become engaged. Concurrently LDC through the Festival Animation Project have promoted the development of a Festival and Event Network

² The main points noted at the information evening and in the questionnaires are as follows:

- ❑ A number of festival committees were interested in networking with one another, sharing information, learning from best practice and also up skilling in particular areas.
- ❑ Festival committees and group members were interested in developing their capacity in specific areas particularly those related to making applications for funding which includes the development of action plans and items such as health and safety, insurance, permissions, and fundraising etc.

for the County to facilitate networking and open the lines of communication between all the organisers who can then draw on each others' experiences and knowledge.

2.2 Festivals and Events in County Leitrim

205 Festivals and Events in Leitrim represent a vibrant and diverse spectrum of activities, ranging from community gatherings to internationally renowned celebrations. Festival and Events in County Leitrim encompass a huge range of activities including events focusing on agriculture, sports, music, Irish language and culture, food and drink, visual arts, dance, literature and theatre, as well as many events providing a multi-disciplinary programme. The Festivals and Events hosted in Leitrim as recorded in the summer of 2012 are illustrated in Table 2.1 below.

Table 2.1 Festival and Events in County Leitrim

Name of Festival	Type	Location	Date
An Tostal	Heritage/Culture	Drumshanbo	June
Anthony Trollop International Summer School	Literary	Drumsna	September - Every 2 years (next Event in 2013)
Adaptation Film Festival (Cinema North West)	Film	Dromahair	October
Ballinaglera Music Weekend	Music	Ballinaglera	September
Ballinaglera Walking Weekend	Walking	Ballinaglera	August
Ballinamore Drama Festival	Arts	Ballinamore	March
Ballinamore Easter Spraoi	Family	Ballinamore	April
Ballinamore Family Festival	Family	Ballinamore	August
Ballinamore Free Fringe Festival	Arts	Ballinamore	August
Ballinamore Agricultural Show	Agricultural	Ballinamore	August
Breffni Family Fun Day Festival	Family	Carrick-on-Shannon	June
Carrick 400	Heritage/Culture	Carrick-on-Shannon	February - November 2013
Carrick on Shannon Water Music	Music	Carrick Water Music	July
Carrigallen Summer Festival	Family	Carrigallen	August
Carrigallen All-Ireland Mushroom Festival	Food	Carrigallen	October
Cloone Annual Agricultural Show	Agricultural	Ballinamore Showgrounds	August
Dromahair Demons Festival	Family	Dromahair	June
Dromod Family Festival	Family	Dromod	May

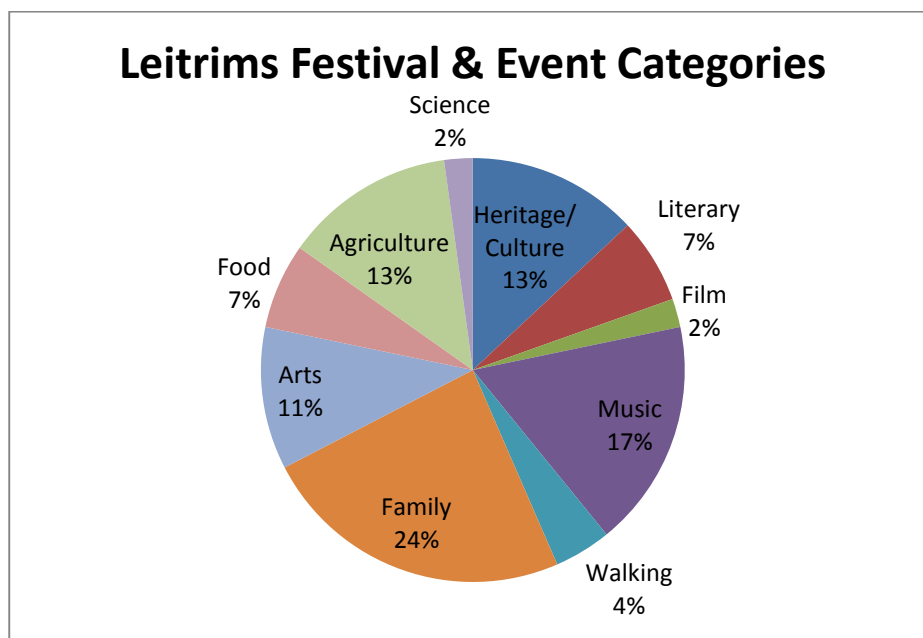
Glenfarne Gala Festival	Family	Glenfarne	August
Green Door Leitrim	Family	All of Leitrim	September
Hunters Moon Festival	Arts	Carrick-on-Shannon	October
Jamestown Show & Heritage Festival	Heritage/Culture	Jamestown	July - Every 4 years (occurred in 2012)
Joe Mooney Summer School	Heritage/Culture	Drumshanbo	July
John Mc Kenna Traditional Weekend	Music	Drumkeeran	June
John Mc Gahern Summer School	Literary	Carrick-on-Shannon	May
Kiltyclogher Drama Festival	Arts	Kiltyclogher	March
Leitrim Ploughing Championships	Agricultural	Carrigallen	April
Leitrim Roots	Heritage	All of Leitrim	September
Lough Rynn Harvest Festival & Vintage Day	Family/Community	Lough Rynn	September
ManorFest	Family	Manorhamilton	July
Manorhamilton Show	Agricultural	Manorhamilton	July
Michael Shanley Traditional Music	Music	Kiltyclogher	August
Mohill Bluegrass	Music	Mohill	August
Mohill Horse Fair/ Culchie Festival	Agricultural	Mohill	October
Moorlands Equestrian Festival Weekend	Family/Agricultural	Drumshanbo	May
North Leitrim Glens Hill Walking Festival	Walking	Manorhamilton area	April
Packie Duigan Traditional Festival	Music	Drumshanbo	January
Sean Mc Diarmnada Summer School	Heritage/Culture	Kiltyclogher	June - Every 2 years (next Event in 2013)
Sessions on the Shannon	Music	Carrick-on-Shannon	March
The Organic Centre Food Festival	Food	Rossinver	July
The Organic Centre HERBFEAST	Food	Rossinver	May
The Chapel Sessions	Music	Carrick-on-Shannon	January
The Spot Festival	Family	Leitrim Village	July
The Second International Cloud Festival	Science	North Leitrim/ Borders of Sligo	July
The Written Word Weekend	Literary	Drumshanbo	August
Wise Women Weekend	Community	Dromahair	May

206 This research has identified a total of 46 Festivals and Event operating within the County creating opportunities for audiences to engage in a wealth of unique experiences. A brief description of each of the Festivals and Events outlined above can be found in Appendix 1.

2.3 Festival and Event Categories

207 A wide range of Festivals and Events are celebrated across County Leitrim throughout the year. A number of festivals/events have become regular occurrences, operating at the same times each year. These diverse events celebrate Leitrim’s cultural heritage with innovation and style, paying homage to the past keeping Community Culture alive. **Figure 2.2** below highlights the variety of categories which reflect the focus of Leitrim’s Festivals and Events (Summer 2012).

Figure 2.2 Festival and Event Categories



N=46 Festivals and Events

208 Many of Festivals and Events in the County explore and develop a distinct heritage theme through their events. 50% of Festivals and Events currently operating in Leitrim are associated with the Arts, 24% are Family orientated festivals, 22% are linked to Agriculture Food and Science and 4% are related to the walking infrastructure in County Leitrim.

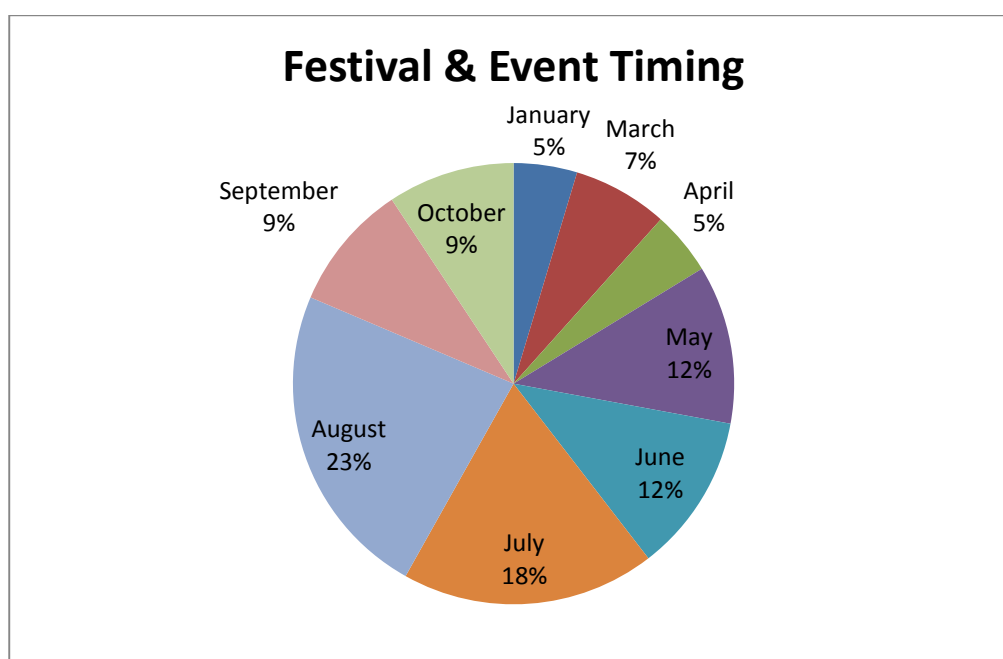
209 Leitrim has substantial numbers of residents who are very involved in the arts, film, music, literary works and heritage and culture etc. and as a result develop Festivals and Events that contribute to preserving Leitrim’s unique heritage.

210 There are a number of festivals whose events simply could not take place anywhere else, because of the unique nature of their history and location. As an example, the award winning Joe Mooney Summer School takes place in July each year in Drumshanbo. It is a traditional festival of Irish music, song and dance named after the man who did so much to promote Irish music the Festival takes place in his home town.

2.4 Festival Calendar

211 Festivals and Events in Leitrim take place between March and November, with the majority clustered around June (5 festivals), July (8 festivals) and August (10 festivals) – 55% of the festivals occurring within the summer holiday season. Timing is critical to the success of most festivals, some occurring to extend the tourist season, to coincide with community activities or to enhance the potential to attract Diaspora who reside elsewhere who come back to visit family and friends during the summer season. **Figure 2.3** presents the detail on Festivals and Events and the months in which they occur.

Figure 2.3 Festivals and Event Occurrence



N=45 Festivals and Events excludes Carrick 400 as it incorporates a Festival and Event Calendar February – November 2013

212 45% of Festivals and Events occur in Leitrim outside of the core holiday season. For example Leitrim Roots Festival was established in 2006 with the specific aim of extending the tourist season into September, and a similar pattern is found in other festivals in Leitrim. The Adaptation Film Festival (Cinema North West) Festival, Dromahair also provides a welcome boost to the local economy in the autumn season.

213 In 2013 some Festivals and Events, e.g. the Carrick Water Music Festival have had to move their dates to accommodate other high profile events occurring in the County related to the Carrick 400, the Connaught Fleadh and the Gathering Initiative. In contrast a number of festivals due to their popularity and size, for example, the Lough Rynn Harvest and Vintage Day and the Joe Mooney Summer School now find themselves in the enviable position of shaping the local Festivals and Event calendar in Leitrim.

214 Almost all of the festivals in County Leitrim run annually (90 %), with only two festivals the Anthony Trollope International Summer School and the Sean MacDiarmid Summer School

taking place biannually from 2012 onwards and one festival (Jamestown Heritage Festival) taking place every 4 years.

- 215 In 2011/2012 Festivals and Events in Leitrim produced 122 days of activity (sample size: 38). The average length of Festival and Events has been recorded at 3 days.

2.5 Funding for Festivals and Events

- 216 Festival and Event income comes from a variety of public sector funds distributed by the Arts Council, Fáilte Ireland, Heritage Council, Waterways Ireland, Leitrim County Council and the Leitrim Development Company EU RDP (LEADER) fund. Festivals and Events in Leitrim have been particularly weak in comparison other counties in terms of gaining access to national public sector funding. The analysis undertaken for the festival animation project has illustrated that 2009-2012:

- ❑ 13% of the Failte Ireland Festival and Event distributed in the North West went to Leitrim while 62% went to Festivals and Events in Donegal and 51% to Festivals and Events in Sligo.
- ❑ Foras na Gaelige have not received any applications for funding from festivals in County Leitrim.
- ❑ The Arts Council funding to festivals in Leitrim has decreased (4%) over the time period. Leitrim received 16% of Arts Council funds and 2% of national funds. Further analysis of the North West geographic highlights that the majority of funding for festivals was distributed in Sligo and then Donegal.
- ❑ Festivals and Events in Leitrim are in receipt of 2% of the total funds attributed to Festivals and Events by Waterways Ireland. Leitrim is the only county in the North West that has received funding contributions from Waterways Ireland. The distribution of Waterways funding to festivals in Leitrim has increased (1%) over the time period.
- ❑ The Heritage Council has invested in one Festival and Event in Leitrim; in 2011 the 'All Ireland Mushroom Festival' received €1000.

- 217 A range of funds have also been distributed locally through Leitrim County Council and LDC through the tourism, heritage and basic services measures of the Rural Development Programme (LEADER) 2007 – 2013.

- 218 Leitrim County Council has distributed the following funds to Festivals and Events within the County:

- ❑ The Community & Voluntary Grants Scheme has provided €7,925 to 24 festivals in Leitrim 2009-2011. This scheme was discontinued in 2012 due to financial constraints.
- ❑ Leitrim Arts Office has funded Festivals and Events in the County that are specifically Arts orientated as opposed to any festivals focussed on community or heritage. Leitrim Arts Office has provided €99,782 to 26 festivals in County Leitrim 2009-2011.

219 LDC may fund festivals where no other source of funding is available. In this regard, LDC will consult with other agencies, in particular Fáilte Ireland, and receive written confirmation for each project that no other funding is available. In cases where Fáilte Ireland has funded an element of a festival/event LDC will ensure that any aspect funded by them must be stand alone and that the private match funds must not be from any other public body. LDC applies a sustainability rationale for funding of new festivals or new aspects of existing festivals, this should provide festival promoters with the means to develop and/or expand the festival/event, and while ensuring that they also become self-sustaining.

Table 2.5 LDC Funding Allocations

Year	Funding Application's Received	Funding Application's Approved	No. of Approvals County Leitrim	Overall Funding Distributed in Leitrim
2010	N/A	N/A	4	22,31.85
2011	8	NA	6	64,368.65
2012	1	NA	16	195,200.34

220 LDC commenced funding for Festivals and Events in 2010, funding four festivals: Sean MacDiarmid Summer School €10,800; Glens Bualadh Bos €3,881.25; Dromahair Demons Festival €6,970.60; and John McKenna Traditional Music Festival €1,062.00.

221 Six Festivals and Events received funding in 2011: Mohill Bluegrass Festival €8,561.51; Hunters Moon Festival €7,863.27; Greendoor Leitrim €29,043.75; All Ireland Mushroom Festival €7,254.58; The Village Family Festival €4,200.18; and the National Egg Throwing Championship €8,191.38.

222 In 2012 sixteen festivals have been funded to date³ Jamestown Heritage Festival €7,983.95; Lough Rynn Harvest Festival €15,063.45; Glenfarne Gala Festival €6,536.06; Ballinamore April Fools Spraoi €11,246.39; Drumkeeran St. Patricks Day Festival €8,419.86; The Anthony Trollope Summer School €9,000; Breffni Family Festival €8,981.05; Drumkeeran Community Family Festival €8,123.75; 10 Years on the Road Adaptation €13,807.41; Green Card Leitrim Green Door Event €8,750.25; International Mushroom Festival €9,314.80; April Fools Spraoi €7,609.92; Leitrim Roots 2013 €35,262.55; Manor Fest € 26,778.30; Mohill Bluegrass Festival €3,798.45; and Killegar Cookery Competition €15,112.50.

223 The investment committed by LDC is significant and represents 58% of the total of public funds (€282,282.84) received by Festivals and Events in County Leitrim 2011-2012. LDC's Festival Policy is for 2013 was launched on 17 October 2012.

224 Data gathered and analysed for 2009-2012 outlined that there has been €344,969 invested by public sector organisations directly in support of Festivals and Events in Leitrim. Direct funding contributions to Festivals and Events does not take into account other supports

³ July 2012

provided to Festivals and Events for example – mentoring, marketing and/or operational supports etc.

- 225 The analysis does not take into account any levels of private sector funding that may have been received by Festivals and Events within the time series.
- 226 The analysis provides a snap shot of public sector funding allocations to Festivals and Events in County Leitrim over a time period. It does not speculate on the number of applications received from County Leitrim; number of those rejected and why; reasons behind limited numbers of applications or indeed capacity or awareness of funding mechanisms by festival promoters/organisers in County Leitrim all of which may have had an impact on the minimal and/or decreasing levels of funding received in the County over the years.
- 227 The consultants have advised that here are a number of considerations which must be taken into account with regard to interpretation of the allocation/distribution of public funds, these include:
- ❑ eligibility with regard to funding due to the capacity, size and potential impact of Festivals and Events in Leitrim;
 - ❑ awareness by Festival and Event Promoters of funds available to Festivals and Events from public sector bodies on the island of Ireland;
 - ❑ the technical capability Festival and Event Promoters in terms of successfully applying for funding from public sector bodies on the island of Ireland; and
 - ❑ the quantity of festivals occurring in Leitrim as opposed to other Counties in Ireland and in the North West specifically (Donegal and Sligo) within the time period.
- 228 In order to build the capacity and technical capability of the Festival and Event Sector and overcome real/perceived barriers in relation to access to funding, LDC implemented the Festival Animation Programme to support Festival and Event promoters engage with the Rural Development Programme (LEADER) and raise the profile of festivals in County Leitrim.

3 Festival Animation Project Key Deliverables

3.1 Festival Animator

301 The aim of the project (as outlined in 201) was to implement an animation programme for festivals in County Leitrim to include the promotion of good practice, establishment of a festival network and stimulation of festival projects for LEADER grant applications. The actions as stated within the Terms of Reference and developed through the project inception meeting focused on the following activities:

- ❑ Festival and Event Critique
- ❑ Festival and Event Mentoring
- ❑ Festival Research and Evaluation
- ❑ Training & Development Workshops
- ❑ Festival SWOT Analysis
- ❑ Cost Benefit Analysis
- ❑ Training Needs Analysis
- ❑ Festival Network
- ❑ Calendar of Events
- ❑ Launch Event

302 Table 3.1 below provides a summary of the actions and the associated outputs of the Festival Animation Project June 2012 - October 2012. Detail on each action, observations and findings have been presented in the paragraphs that follow.

Table 3.1 Summary of Actions and Project Outputs

Actions	Outputs
Festival and Event Critique	<ul style="list-style-type: none"> ❑ The Festival Animator attended 14 festivals during the summer of 2012.
Festival and Event Mentoring	<ul style="list-style-type: none"> ❑ The Consultants met with 11 festivals on 21 occasions in June, July and August. ❑ The Festival Animator attended 14 festivals during the summer of 2012.
Festival Research and Evaluation	<ul style="list-style-type: none"> ❑ The consultants developed the research tool (questionnaire) for each festival; trained the festivals volunteers in the distribution of the questionnaire; supervised the volunteers and undertook the questionnaire with festival audiences; collated the data and uploaded it to Survey Monkey ⁴ ; developed the analysis through Survey

⁴ <http://www.surveymonkey.com> Create and publish online surveys, and view results graphically and in real time. Survey Monkey provides online questionnaire and survey software.

	<p>Monkey; and developed the individual evaluation reports for each Festival and Event.</p> <ul style="list-style-type: none"> ❑ 12 festival and event promoters participated in this process. ❑ 12 research reports generated to provide: an evidence base for future need; reports to the funder; and supporting documentation to be developed further as a request for sponsorship document.
Training & Development Workshops	<ul style="list-style-type: none"> ❑ Four workshops were held in September. ❑ The workshops were attended by over 60 individuals from 22 festivals. <ul style="list-style-type: none"> ▪ Workshop 1 Operational Planning - 29 participants attended ▪ Workshop 2 Marketing - 26 participants attended ▪ Workshop 3 Health and Safety Management -28 participants attended ▪ Workshop 4 Action Planning -32 participants attended ❑ All of the respondents (100%) provided an extremely positive view of the workshop programme with a number of minor amendments and future learning aspects for LDC in future animation projects.
Festival SWOT Analysis	<ul style="list-style-type: none"> ❑ 9 Festivals and Events worked with the Consultants to develop a SWOT analysis of their festivals.
Cost Benefit Analysis	<ul style="list-style-type: none"> ❑ 9 Festivals were mentored on how to conduct a Cost Benefit Analysis of their festival ❑ All 32 attendees at Workshop 4 were provided with instruction, an overview and a sample template to enable them to conduct a Cost Benefit Analysis of their Festival and Event.
Training Needs Analysis	<ul style="list-style-type: none"> ❑ Interviews were conducted with Festival and Event Promoters to determine a broad range of areas, including their training needs, gathering of basic festival statistics, with specific emphasis on core issues including finances, volunteering, external relations, development and health & safety. ❑ 10 Festivals and Events responded took part in the consultation exercise.

Festival Network	<ul style="list-style-type: none"> ❑ A network of Festival and Event promoters has been established in the County. ❑ 51 participants from 24 Festivals have requested to become members of the network. ❑ (L.E.A.F) Leitrim Events and Festivals Facebook page is facilitating the Network to share knowledge and experience and also to promote information on Festivals and Events in the County. A Twitter account has also been set up by the consultants. ❑ A logo has been developed for the Festival Network. ❑ L.E.A.F. has over 200 fans on Facebook and over 120 followers on twitter (www.twitter.com/LeitrimEAF). ❑ Zoe Dunne (Carrick Water Music Festival) and Suzanne McGuinness (Breffni Family Festival) are two Volunteers who are currently posting information on the L.E.A.F. facebook page. Zoe Dunne is also posting on twitter on behalf of the network. ❑ There is no Festival and Event, person, committee or key stakeholder responsible for the administration of the Festival Network (see Section 5 Network Coordinator Recommendations)
Calendar of Events	<ul style="list-style-type: none"> ❑ An up-to-date Calendar of Events (as of October 2012) is available for 2013 on the L.E.A.F Facebook page (www.facebook.com/LeitrimEAF/events) ❑ The Calendar of Events must be continuously updated and subject to continuous reviewed.
Launch Event	<ul style="list-style-type: none"> ❑ A launch event was undertaken on Wednesday 17th October in the Lough Allen Hotel and Spa, Drumshanbo County Leitrim. ❑ The Event was attended by 60 promoters of Festivals and Events in Leitrim. ❑ LDC launched their 2013/2014 Festival and Event Funding Policy. ❑ Outputs of the Festival Animation Project were outlined. ❑ Recognition of volunteers and committees and the positive impacts and contributions festivals and events have

	<p>on local community and Leitrim.</p> <ul style="list-style-type: none"> ❑ A call for an Expression of Interest for Festival and Event funding was outlined by LDC - November 30th 2012. ❑ Deadline for funding application for Festivals and Events provided - March 8th 2013 ❑ Collaboration between members of the network/benefits emphasised.
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3.2 Festival and Event Critique

303 The consultants attended 14 Festivals and Events in County Leitrim during the summer of 2012. The consultants both participated in the Festivals and Events attended and in a number of cases assisted in the delivery of the Festival and Event.

304 The purpose of the site visits was to experience the Festival and Event and review the services provided in terms of the operational aspects of the Festival and Event. This included an assessment of facilities, infrastructure and amenities, event legalities; site management practices; promotion and communication; and assessment of roles and responsibilities of promoters etc.

305 Table 3.2 below outlines the Festivals and Events attended, details of when the event was attended and detail on the form of the event attended.

Table 3.2 Festival Attended during June/July/August/September 2012

	Festival	Date of Festival	Festival Type
1	An Tóstal Festival (Not currently engaged with LEADER)	May 25 th – June 10 th	Heritage/Culture
2	Dromahair Demons Festival	June 23 rd - 24 th	Family
3	Breffni Family Festival	June 30 th	Family
4	Manorhamilton Family Festival	June 30 th – July 8 th	Family
5	Water Music Festival (Not currently engaged with LEADER)	July 6 th – 8 th	Music
6	Joe Mooney Summer School (Not currently engaged with LEADER)	July 21 st – 28 th	Music/Heritage
7	Jamestown Heritage Festival	July 27 th – August 6 th	Heritage/Culture
8	43 rd Annual Glenfarne Gala Festival	August 3 rd – 6 th	Heritage/Culture/Family
9	Carrigallen Summer Festival	August 3 rd – 6 th	Family
10	Mohill Bluegrass Festival	August 10 th – 12 th	Music
11	Ballinamore Family Festival	August 12 th – 19 th	Family
12	Drumkeeran Family Festival	August 21 st -26 th	Family
13	Lough Rynn Harvest Festival	September 2 nd	Heritage/Culture/ Family
14	The International Mushroom Festival	October 13 th – 14 th	Heritage/Culture

3.3 Festival and Event Observations

306 The site visits to the 14 Festivals and Events are outlined in Table 3.3 below. The output of this critique developed through observation fed into the training needs workshops which took place in September 2012.

Table 3.3 Festival and Event Activity

Festival & Event Activity	<ul style="list-style-type: none"> • All of the participants provided free events as part of their celebrations with a minimal number promoting free events only. • The majority of festival organisers provided ticketed events as part of their celebrations with none of them promoting ticketed events only.
Festivals & the Community	<ul style="list-style-type: none"> • Festival promoters often undertook other community activities in addition to running the festival. These included a myriad of activities, ranging from community and education-related work to running venues, and fundraising for the festival through related business activities. • Community spaces are critical to the success of a number of Festivals and Events in Leitrim. Parish/community halls, outdoor public spaces, pubs or local business and village/town schools/grounds are often popular as venues.
Festival Audiences	<ul style="list-style-type: none"> • All of the participant festivals and events have outlined that their Festivals attract huge audiences to their events. However, when asked to quantify this most of the festivals outlined it was impossible to gauge with any accuracy. None of the festivals recorded audience data at any level – basic number of attendees; demographics; quantity of visitor as opposed to local attendees; information for contact databases etc.
Festival Income	<ul style="list-style-type: none"> • Festival and Event income comes from a variety of sources including public funders and government, sponsors, individuals and ticket sales. • The majority of festivals' income from sponsorship comes from publicans, restaurants, hotels and other hospitality providers, and local supermarkets. • LDC provided the majority of public funds to the Festivals and Events.
Festival Staffing	<ul style="list-style-type: none"> • The Festivals and Events are organised by community and voluntary organisations in the County. • No Festival and Event in Leitrim currently employ paid staff, creating a major reliance on volunteers to support and develop the work of the Festivals and Events. • Volunteer burnout is a big issue for Festivals and Events, and many festival organisers in the County acknowledged the difficulty of gaining reliable commitment from voluntary personnel. • Committees are finding it difficult to introduce new blood into their festival and event committee.
Festival & Event Planning	<ul style="list-style-type: none"> • In the majority of cases there was limited long term operational planning. Planning is done in the weeks prior to the Festival. • One participant Festival had a Health and Safety Management Plan in place. • All participants running festivals had a Health and Safety Officer responsible for all aspects of Health and Safety at their Festival and Event. • None of the respondents had undertaken a risk assessment in order to identify those risks, posed at the site, to members of the public,

	participants and employees and to set out the means by which the risks may be eliminated or minimised.
Festival & Media	<ul style="list-style-type: none"> • Almost all of the festival organisers receive coverage of their events in the parish bulletins, local newspaper: the Leitrim Observer and local radio coverage e.g. Ocean FM, Shannonside and electronic media coverage through the web and Facebook. • The Joe Mooney Summer School advertises in publications abroad

307 The data generated through observation was augmented and developed in relation to the **Social Media** activities of the Festivals and Events. Social Media activity was analysed in relation to the Festivals and Events attending the workshops. Social Media was reviewed in terms of social media activity, tools used and the length of time the festivals have been using social media. Table 3.4 below illustrates the findings.

Table 3.4 Social Media Activity

	Festival Name	Website	Facebook/Fans	Twitter
1	St. Patricks Festival Weekend (New Festival)	yes	yes (147)	no
2	Lough Rynn Harvest Festival and Vintage Day	yes	yes (362)	no
3	An Tóstal (60 years)	yes	yes (952)	yes
4	Drumkeeran Community Festival (New Festival)	no	yes (160)	no
5	Glenfarne Gala Festival	yes	yes (159)	no
6	Mohill Bluegrass	yes	yes (106)	no
7	Manorhamilton Family Festival	no	yes (566)	no
8	Carrick-on-Shannon Water Music Festival	yes	yes (1457)	yes
9	Phase one Electronic Music and Arts Festival (New Festival)	yes	yes (146)	no
10	Ballinamore Family Festival	yes	yes (2694)	yes
11	Cinema North West	yes	yes (512)	yes
12	Christmas Fest	yes	Yes (303)	yes
13	Cloone Agricultural Show	yes	yes (731)	no
14	International Mushroom Festival	yes	yes (260)	no
15	Feenagh visitor Centre (New Festival)		yes (150)	no
16	The Joe Mooney Summer School	yes	yes (536)	no
17	The Spot Festival	no	yes (96)	no
18	Breffni Family Festival	yes	yes (702)	no
19	Drumshanbo Skate Park	yes	yes (184)	no
20	Moorlands Equestrian Centre	yes	yes (774)	no
21	the Intercultural Forum		yes (52)	no

22	Lough Key Triathlon Club	No	yes (1004)	no
23	Jamestown Heritage Festival	yes	yes (218)	no

308 Many Festival Promoters are Social Media active and are investing time to promote their festivals and events. However, the Consultants have observed that many of these accounts are inactive shortly after their event has taken place and up until a month or two before their events take place. Websites and other social media should be updated throughout the year so that information stays up to date and engaging to the user.

3.4 Festival and Event Mentoring

309 The Consultants worked in collaboration with the 14 Festivals and Events. The Consultants recruited Festival and Event promoters through the following mechanisms: Letters were sent to organisers in June informing them of the project; those interested contacted LDC who in turn informed the consultants; the consultants then arranged one-to-one meetings with those interested.

310 The one-to-one meetings facilitated identifying the needs of the community groups acting as festival promoters, introduced the concept of and development of evaluation criteria (see **Section 3.5** Festival Evaluations) and to inform the workshop agenda (see **Section 3.6** Training & Development Workshops)

311 The consultants worked in collaboration with the festivals to review activities and capture feedback from attendees, organising committees and volunteers participating with/at the Festival and Event. Table 3.5 Provides details of Festivals and Events mentored in 2012.

Table 3.5 Festival and Event Mentored 2012	
1	An Tóstal Festival (Not currently engaged with leader)
2	Ballinamore Family Festival
3	Breffni Family Festival
4	Carrigallen Summer Festival
5	Drumkeeran Family Festival
6	Dromahair Demons Festival
7	43 rd Annual Glenfarne Gala Festival
8	The International Mushroom Festival
9	Jamestown Heritage Festival
10	Joe Mooney Summer School (Not currently engaged with leader)
11	Mohill Bluegrass Festival
12	Lough Rynn Harvest Festival
13	Manorhamilton Family Festival
14	Water Music Festival (Not currently engaged with leader)

3.5 Festival Research and Evaluations

- 312 The evaluation criteria for each Festival and Event was agreed with the promoters at the initial meetings and follow up communications with the festival committee. Each Festival evaluation form (questionnaire) was signed off by the festival committee and forwarded to them at least one week prior to their festival.
- 313 The evaluation questionnaire was kept to a minimum 2 pages (front and back) so that information was easy to collect and process. To provide an example Appendix 2 contains the Lough Rynn Harvest Festival Template. The evaluation questionnaire enabled the committee to capture valuable feedback from the attendees including;
- Audience Information (Demographic/Geographic)
 - Festival Information - What activities and events are they attending? How did they find out about the festival? Are there enough services? (food, portable loos etc.)
 - Tourism information - Where they are staying?
 - Economic Information - How much are they spending?
 - Gauge interest in future events
- 314 The Consultants mentored the committee/volunteers on how to conduct the evaluation at their festival and were also provided with guidelines (see Appendix 3). In addition, in almost all cases the consultants assisted with conducting evaluations at the festivals along with the committee/volunteers.
- 315 The information gathered was uploaded by the consultants onto Survey Monkey; it was subsequently analysed and developed into a report provided to the Festival promoters. 12 committees conducted evaluation questionnaires. Table 3.6 provides the detail on the Festivals and Events who conducted evaluation questionnaires along with the number of valid questionnaire responses evaluated per festival.

Table 3.6 Festival and Event Evaluated 2012		Evaluations
1	An Tóstal Festival (Not currently engaged with leader)	24
2	Ballinamore Family Festival	41
3	Breffni Family Festival	15
4	Carrigallen Summer Festival	N/A
5	Drumkeeran Family Festival	23
6	Dromahair Demons Festival	N/A
7	43 rd Annual Glenfarne Gala Festival	40
8	The International Mushroom Festival	37
9	Jamestown Heritage Festival	29
10	Joe Mooney Summer School (Not currently engaged with leader)	18
11	Mohill Bluegrass Festival	23
12	Lough Rynn Harvest Festival	49
13	Manorhamilton Family Festival	104
14	Water Music Festival (Not currently engaged with leader)	88

- 316 The Festival Committees and LDC have received a copy of the evaluation reports generated by the Festival Animation Project. See Appendix 4 for a Template of the information generated in an evaluation report.
- 317 The evaluation reports may be used by Festival Committees as a basis for planning future Festivals and Events as in many cases they provide an evidence base for future need. They may also act as reports to the funder; and provide information for the development of supporting documentation for requests for sponsorship documents.
- 318 This was not part of the original Terms of Reference but the consultants considered that the information would add value to the Festival Animation Project as an initial step in determining impact.

3.6 Training & Development Workshop

- 319 Four workshops were held each Thursday in September 2012 from 7pm to 9pm at the Lough Allen Hotel and Spa in Drumshanbo Co. Leitrim. The workshops were attended by over 60 individual organisers from 22 festivals in the County. Following each workshop event the attendees received an electronic copy of the notes utilised at each workshop. At the end of the workshop series each festival committee was given a hard copy of the Workshop Manual. LDC received both hard and soft copies of the documentation pre and post the workshop and workshop series.

Table 3.7 presents details of Workshop themes and the numbers of attendees per week.

Table 3.7 Workshop Detail		
Workshop 1	Operational Plan	29 Attended
Workshop 2	Promotion & Marketing	26 Attended
Workshop 3	Health & Safety Management	28 Attended
Workshop 4	Budgeting & Action Planning	32 Attended

- 320 Workshop participation was promoted and encouraged through the following channels:
- ❑ The workshops were advertised in the Leitrim Observer on three consecutive weeks before the commencement of the first workshop.
 - ❑ The workshops were promoted at the one on ones the consultants conducted during the summer with the festival committees.
 - ❑ Workshop information was posted on the L.E.A.F Facebook page/twitter every week and also on other festival and event pages.
 - ❑ An email was sent to the LDC and Consultants contact database one week before each workshop and 1 to 2 days before each workshop to optimise attendance.
 - ❑ Follow up emails containing materials from each workshop and acknowledgement of attendance were sent after each workshop.
 - ❑ Any queries and concerns attendees had prior and post each workshop were responded to within 24 hours. Again to optimise participation and encourage involvement.

- Workshop registration forms were sent to all committees interested in attending. This feedback along with the one to one's enabled the consultants to capture additional feedback to inform the workshops and allow the Consultants to gauge what level each festival were at and how to facilitate this in the workshop programmes.

3.7 Analysis of Workshops

321 **Workshop 1** (Operational Plan) was held on 6th September 2012. This workshop covered attendee introductions, as networking as a key factor to the success of the project. A number of festival organisers were made aware of other festivals new and old taking place around Leitrim as well as some common issues affecting them. This workshop also covered *The Operational Plan, The Event Manual and Staff and Stewart's Briefing and individual group work*. The workshop had 29 attendees.

322 **Workshop 2** (Promotion & Marketing) was held on 13th September 2012. This workshop covered all the elements involved with a The '*Marketing & Communications Plan*' which provides a clear basis for the promoters to move communications forward under funders requirements and are encompassing local, national and international promotional activities. This workshop also covered funding availability to the festival and event sector. Speakers on the evening were Mr Carey Walker (Blogs, Websites and Content Management Systems Expert) and Mr Shane McCusker (Social Media Marketing Expert). The workshop had 26 attendees.

323 **Workshop 3** (Health & Safety Management) was held on 20th September 2012. The workshop covered Insurance availability to the sector. It also covered *Health and Safety Management* and the key elements to consider when developing a *Health and Safety Plan* for an event or festival including *risk assessment and hazard identification and case studies*. This workshop also included *individual group work*. Information regarding NWAFF (North West Alcohol Forum), Child protection Guidelines, Chief Fire Officer Requirements and Marquee Checklist were also distributed. The workshop was presented by Mr Chris Tallon (Health and Safety Management Expert). The workshop had 28 attendees.

324 **Workshop 4** (*Budgeting & Action Planning*) was held on 27th September. This workshop focussed on all elements of a festival's action plan and also how the different elements feed into the RDP LEADER application for funding. The workshop also covered budgeting and an example of a Cost Benefit Analysis was distributed to the attendees. The workshop had 32 attendees.

325 Workshop Observations

The consultants observed a number of issues related to the workshops that they considered important to note for the future development of Festival and Events workshop training and development. These include the following:

- The workshops participants comprised of new and old festivals and had a varying degree of experience and knowledge.

- ❑ The promoters were eager to hear about and express their experiences and festival organisers in Leitrim and the difficulties and successes their individual festivals had experienced.
- ❑ Most festivals who participated in this workshop had a social media presence; however, activity was only evident around the scheduled time of the Event (See **Section 3.3** Social Media).
- ❑ The community groups offered differing levels of expertise.
- ❑ The individual work groups established that the attendees had a good grasp of the practicalities of Health & Safety at their events.
- ❑ Few Festivals and Events had developed a Health & Safety plan for their festival.

3.8 Workshop Evaluation Summary

326 To judge the effectiveness of the Leitrim Events and Festivals Workshop series, the consultants undertook an evaluation with participants to identify if they: found the course interesting; and discover if it met participant expectations. The questionnaires were tailored to capture generic information as well as the relevant programme information. A copy of the questionnaire is included as Appendix 5.

327 The survey was distributed at the final workshop and has achieved a very satisfactory response rate of 25 participants. Those attending the workshops were often a number of community representatives from individual Festivals and Events this was representative of the quantity of survey responses.

328 The evaluation dealt only with the workshop aspect of the Festival Animation project. Questions on the survey mainly related to the operational aspects of the workshops in order to provide LDC with information to assist them in planning future training workshops for the Festival and Event sector in Leitrim. The participants were presented with a series of statements and asked to strongly agree; agree; remain neutral; disagree; or strongly disagree after each statement the participants were asked to present comments to support their views.

All of the respondents (100%) provided an extremely positive view of the workshop programme with a number of minor amendments and future learning aspects for LDC in future animation projects.

329 Evaluation Results

The following summarises the views of participants attending the workshops:

- ❑ 72% of participants strongly agreed; 20% agreed and 8% remained neutral that the Workshops had assisted them in developing their Festival or Event.
- ❑ 56% of participants strongly agreed; 36% agreed and 8% remained neutral that the workshop was scheduled at a suitable time.
- ❑ 40% of participants strongly agreed; 56% agreed and 4% remained neutral highlighting that the location of workshop at Lough Allan Hotel and Spa, Drumshanbo, was appropriate. The workshop facilities were also deemed appropriate and satisfactory, with 100% of participants strongly agreeing/ agreeing. Catering arrangements were also considered appropriate and satisfactory to participants.

- ❑ 72% of participants strongly agreed; and 28% agreed that the workshop material was presented in a clear and organised manner.
- ❑ 52% of participants strongly agreed; 40% agreed considered that the workshop was paced appropriately.
- ❑ 84% of participants strongly agreed; and 12% agreed thought that the presenters were well prepared, 4% (1 respondent) disagreed with this statement.
- ❑ 84% of participants strongly agreed; and 12% agreed that presenters responded to questions in an informative, appropriate and satisfactory manner 4% (1 respondent) disagreed with this statement.
- ❑ 52% of participants strongly agreed; 28% agreed and 20% remained neutral regarded the time allocated to presentations and interactive group work was appropriate and satisfactory.
- ❑ 64% of participants strongly agreed; and 36% agreed that the sessions were informative and valuable.
- ❑ 72% of participants strongly agreed; and 21% agreed all pre/post-workshop administration was efficient and informative.
- ❑ In order to assess the potential for the future development of the programme participants were asked if there was anything they would change about the programme to help future participants. 13 respondents answered this questions a number of respondents highlighted that they “*Found it very good and wouldn’t change anything* “.Suggestions on improvements included:
 - ❑ Facilitate more interaction with other groups networking learn from others experience share knowledge.
 - ❑ Consider the workshop takes place earlier in the week.
 - ❑ Include a session on fundraising and sponsorship for a Festival or Event
 - ❑ The starting time.
 - ❑ Facilitate more interaction within groups.
- ❑ The respondents were asked about session/elements of the workshop they found most useful for their requirements. A number of respondent’s highlighted more than one session or experience. Table 3.8 summarises the detail provided by the respondents:

Table 3.8 Actions	Responses
Workshop 1 Operational Planning	4
Workshop 2 Marketing and Promotional Planning	6
Workshop 3 Event Safety Management Planning	7
Workshop 4 Action Planning financial projections, staffing requirements, timetabling of actions, monitoring and evaluation frameworks	15
Workshops 1-4 Equally Useful	3
Networking Element	2

330 100% of respondents outlined that they would recommend participation in the Festival Animation workshops to a colleague within their committee or other Community or voluntary representatives operating Festivals and Events in County Leitrim. When asked for additional comments all received were encouraging emphasising the positive experiences participants encountered at each event, the comments emphasised that: “*the girls were very approachable, informative and knowledgeable*”; and that the “*workshops were very clear and well presented, location was comfortable*”. The weekly attendance figures at each event also emphasised this sentiment.

3.9 SWOT

331 The Consultants met with the festivals organisers before and after their events to develop a SWOT (Strengths, Weaknesses, Opportunities and Threats) for their festivals. The festivals that developed their SWOT's are outlined in Table 3.9 below:

1	An Tóstal Festival (Not currently engaged with leader)
2	Ballinamore Family Festival
3	Breffni Family Festival
4	Drumkeeran Family Festival
5	43 rd Annual Glenfarne Gala Festival
6	The International Mushroom Festival
7	Jamestown Heritage Festival
8	Mohill Bluegrass Festival
9	Lough Rynn Harvest Festival
10	Manorhamilton Family Festival

332 The Strengths, Weaknesses, Opportunities and Threats in relation the Festival and Event Sector are provided in **Section 4** of this report.

3.10 Cost Benefit Analysis

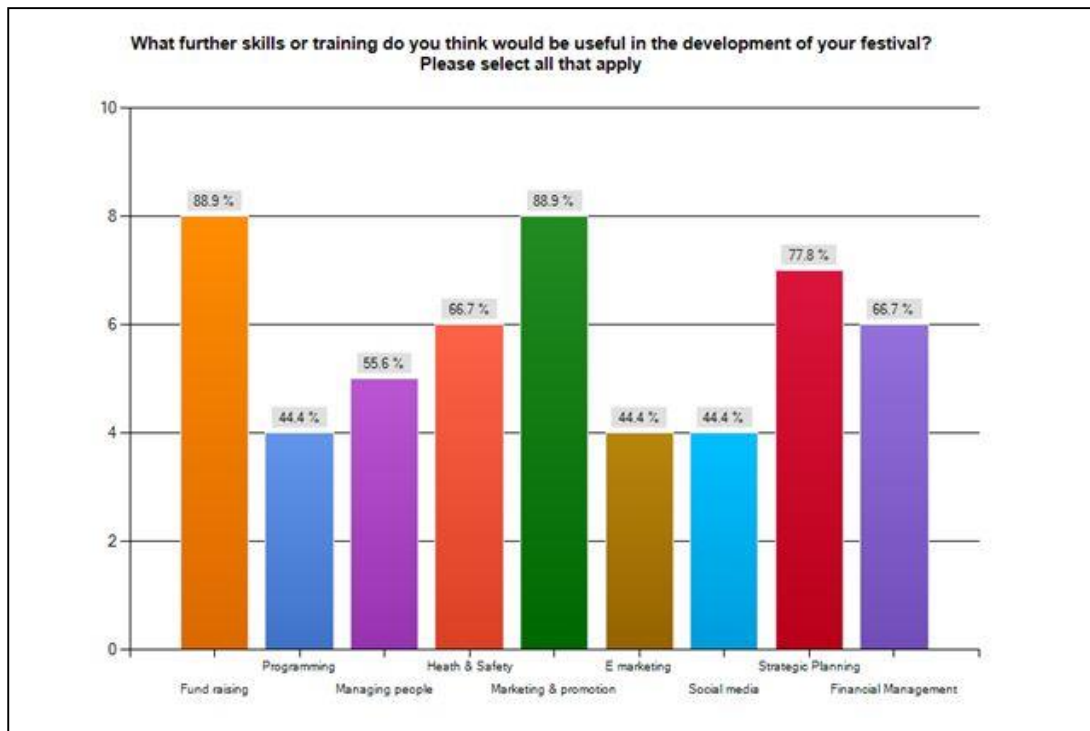
333 Cost benefit analysis forms a key part of the LEADER funding applications. The consultants produced a template (Appendix 6) to assist the festivals with this. The template highlights areas on that feed directly into the LEADER Application requirements.

334 The consultants mentored the festivals in the development of the Cost Benefit Analysis. This was also covered in Workshop 4 - *Budgeting & Action Planning*. Promoters were mentored on through the development of Budgets and Income and Expenditure accounts: identification of the cost of festival, overall profit from festival; information on Funding, Fundraising, Sponsorship and Profitability; assessment of impact on the local economy - number of visitors attending - based on average spend per person; sustainability criteria; additionality; displacement; and deadweight assessment.

3.11 Training Needs Analysis

335 A Training Needs Analysis was conducted with 10 Festivals and Events committees in the County. This was also supported by the information provided by workshop participants throughout the workshop series. The results of which are detailed in **Figure 3.1** below

Figure 3.1 Training Needs Analysis



336 Festival and Event promoters highlighted that training would be beneficial in a number of areas including: Marketing & Promotion 88.9%; Fundraising 88.9%; Strategic Planning 77.8%; Financial Management 66.7%; Health & Safety 66.7%; Managing People 55.6%; Programming 44.4%; E-Marketing 44.4% and Social Media 44.4%.

337 In addition the following training activities were highlighted to enable Festival and Event committees to extend their skills in the area of creativity:

- Float and prop design and production – artists, carpenters, metal workers, painters etc.
- Costumes design and production – making and sourcing
- Choreography and Direction – generally involves working with groups of children or adults that will be choreographed.

338 The consultants have discussed the creativity training needs with Leitrim Arts Office who are attempting to develop a programme to facilitate eight representatives from Festival and Event committees in Leitrim training with one of the leading street theatre companies in Ireland over a number of months. The output would be eight creativity skilled people in the County who may be in a position to develop a Leitrim Street Theatre Company; and work creatively with Festivals and Events throughout the County; and would train and develop others within Leitrim’s Festival and Events.

339 Leitrim Arts Office has no resources to allocate to creativity training and have approached LDC to discuss this option further.

3.12 Festival Network

- 340 A network of festivals has now been established in the county, it consists of 51 members from 24 Festivals throughout the County (see Appendix 7) for Festival Network Contact List Members'). The network is using the (L.E.A.F) Leitrim Events and Festivals Facebook page and Twitter account page to share knowledge and experience and also to promote and highlight their event and festival on its calendar of events. The facebook page was set up in February 2012 by Suzanne McGuinness (Breffni Family Festival). The Consultants supported the administrator over life cycle of the Festival Animation Project. The consultants also set up the L.E.A.F. Twitter account.
- 341 There are over 200 fans on Facebook (www.facebook.com/LeitrimEAF) and over 120 followers on twitter (www.twitter.com/LeitrimEAF). The consultants have been administrating these pages throughout the life cycle of the project. A volunteer coordinator, Zoe Dunne (Carrick Water Music Festival) has been identified within the network to be the first point of contact for the network and has agreed to continuously update L.E.A.F. The consultants consider that it will be difficult from L.E.A.F. to be maintained efficiently and effectively on a volunteer basis as: it provides for confusion related to ownership of the network supports and associated roles and responsibilities.
- 342 A logo was developed for use on social media and this logo was distributed to the network. This was not part of the original Terms of Reference but the consultants felt that the use of a logo would add value to the Festival Animation Project as the use of a logo provides instant visual identification of a brand and assists in making the network appear more established. (see Appendix 8).

3.13 Calendar of Events

- 343 A calendar of events is a key publication for raising the awareness of festival dates and times. An output of the project was to produce a Calendar of Events for 2013 that contains details of each festival being held. This calendar includes details of all events being held within the County.
- 344 The consultants acknowledge that a Calendar of Events is consistently subject to change (as outlined in Section 2 above) very often as soon as printed documents are published they are already be out of date. As a result the Consultants have developed the Calendar of Events for 2013 and presented it on the L.E.A.F Facebook page (www.facebook.com/LeitrimEAF/events). The consultants would stress that the information available on the L.E.A.F Facebook page is only as good as the information provided by Festival and Event committees. It is the responsibility of each committee to provide accurate, up-to-date information to the volunteer administrator for uploading to L.E.A.F. This should be continuously fed through to ensure that Calendar of Event is maintained and kept up-to-date.
- 345 The Calendar of Event information on L.E.A.F should be linked and published on other print and social media channels for example:

- www.leitrimtourism.com
- www.thegatheringireland.com
- www.carrickonshannon400.ie
- All existing town and village websites in Leitrim
- www.failteireland.ie
- www.ldco.ie
- Diaspora Websites
- www.leitrim.ie
- Hotel and accommodation provider websites
- Leisure craft companies
- Outdoor activity companies
- UK/Northern Ireland Tourist board
- Fishing websites
- Culturefox, the online guide to Irish cultural events allowing festival organisers to disseminate and capture information about Irish cultural events both here and abroad reaching thousands of daily users. The searchable events guide is freely available across all platforms on mobile phones and as an app for iPhone, Android and BlackBerry.
- Leitrim Arts Office “What’s in Leitrim” in conjunction with Arts an on-line version of *what-on* (printed version). The functionality will be like www.culturefox.ie only on a county rather than a national basis. Festival and Events promoters can promote their event on the site. The site can also act as a clash diary for event promoters in the County as they can log their information for view by other Leitrim event organisers well in advance of the publish date for events.

However, to date there is no formal structure identified to take this forward. The Consultants recommend that this is an issue for further consideration by LDC and is developed further in **Section 5** - Recommendations.

3.14 Launch Event

- 345 A launch event was organised on Wednesday 17th October in the Lough Allen Hotel and Spa, Drumshanbo, Co. Leitrim. The Event was organised as a networking event and a LEADER funding call for 2013. Over 60 promoters of Festivals and Events from Leitrim attended.
- 346 LDC launched their 2013/2014 Festival and Event Funding Policy at the Event, presented a call for an Expression of Interest for Festival and Event funding - November 30th 2012; and highlighted the deadline for funding application for Festivals and Events as March 8th 2013.
- 347 The outputs of the Festival Animation Project were outlined and the event also recognised the superb work of volunteers and committees and the positive impacts and contributions of Festivals and Events have on local community and Leitrim.

4 SWOT Analysis

401 The SWOT has been prepared following two discrete strands of activity, undertaken by the consultants in the summer of 2012.

402 A cross section of face-to-face consultations with a range of Festival and Event promoters drawn from the area, designed to provide qualitative and reflective overlays on the quantitative data gathered from the evaluation questionnaires (as outlined above). 9 festival committees worked with the consultants prior and following their festival and contributed to their individual SWOTS, these included:

- An Tóstal Festival
- Ballinamore Family Festival
- Breffni Family Festival
- Drumkeeran Family Festival
- Glenfarne Gala Festival
- The International Mushroom Festival
- Mohill Bluegrass Festival
- Lough Rynn Harvest Festival
- Manorhamilton Family Festival

403 Subsequent feedback was received through the four workshops, held in the Lough Allen Hotel and Spa, Drumshanbo. 60 individuals from 22 Festival and Event committees attending these workshops, fed into the SWOT incorporated into this document.

404 The Festival and Event Committees have received a copy of their individual SWOT to assist them in future planning activities. LDC has also received copies of each SWOT for their records.

405 The SWOT analysis, as outlined in Table 4.1 below provides a synthesis of findings and the strategic themes emerging in relation to the Festival and Event Sector in Leitrim. The Consultants have provided this to LDC as the basis for collaborating with key stakeholders in developing the sector in Leitrim moving forward.

Table 4.1 SWOT Analysis

Strengths

The majority of the festival committees have a strong passionate group of volunteers with a variety of skills which complement their individual festivals.

Good community, business and public service relationships are evident in the local areas hosting the Festival and Event.

Some of the festivals have been running for many years, An Tóstal, Lough Rynn, Ballinamore and Glenfarne Gala with a dedicated following from their local communities and nationally. (Ballinamore, Glenfarne, An Tóstal) These festivals are a huge draw to people to return home for summer holidays.

The festivals do not clash with each other on the Leitrim event calendar. This is in part due to awareness and respect of each other and also to optimise attendance at their festival.

The majority of festivals are Family Festivals with similar themes, primarily attract attendees from their local community, the majority of their events are free and these festivals are key events on their local community calendars.

There are also unique festivals like Mohill Bluegrass Festival, The International Mushroom Festival and Green Door that attract national and international attendees, which bring tourists and boost the local economy.

The festivals improve community, social and cultural interaction.

L.E.A.F. Facebook page has over 200 fans on Facebook (www.facebook.com/LeitrimEAF) and over 120 followers on twitter (www.twitter.com/LeitrimEAF).

L.E.A.F. Facebook page provides a Calendar of Events for 2013.

L.E.A.F. Facebook page has a committed volunteer interested in providing content for the page.

Almost all Festivals and Events promoted their festival locally through Print and audio media.

Almost all Festivals and Events are Social Media active.

Almost all Festivals and Events have a web presence either directly through their own web site or links through other sites.

Weaknesses

Festivals and Events have limited information on the audiences they attract.

While some festivals are given financial support/ sponsorship from local businesses, the majority, of festival organisers feel local businesses do not contribute but still benefit financially from the festivals.

No Festival and Event in the County have a sponsorship plan in place.

Signage to multiple locations for Festival activity has proved a problem in the past and is often an afterthought.

Several festivals have a stagnant Festival and Event programme.

There is a fear of introducing change amongst some organisers.

Committees are unsure as to how to attract “new blood” from the community to the Festival and Event Committee in order to build on their current programme to attract more attendees.

Festival organisers do not have the capacity and capability to apply for

funding/sponsorship.

Lack of funding/sponsorship is impacting on the festivals ability to sustain/evolve their festivals.

There is limited collaboration and communication between Festival and Event promoters; they tend to operate in silos.

Linkages, partnerships and joint marketing strategies with accommodation providers or tourism support services in the local areas are not well developed.

The majority of festival committees find it difficult to find volunteers.

Very often volunteers/committees face burn out - (same people do the vast majority of the work).

Lack of planning means that a lot of festivals leave it too late - on average publicity commenced 2 weeks before the start of the Festival and Event.

Lack of planning means that organisers leave it too late to apply for funding.

Many organisers use the festivals to raise money for other projects. (International Mushroom Festival, Glenfarne, and Breffni) lack of long term planning may have a knock on negative effect on a number of community activities.

L.E.A.F. Facebook page has a committed volunteer interested in providing content for the page however, as other things take over it may be difficult for a volunteer to maintain the momentum.

L.E.A.F. Facebook page now requires the Festival and Event Committees to provide the content to the volunteer.

Social Media activity is limited to the time immediate to or during the Festival there is very little in the time following the festival and none at all throughout the year.

Web based activity is limited to the time immediate to or during the Festival there is very little in the time following the festival and none at all throughout the year.

Opportunities

Income generation activities to be considered should include increasing the income generating potential for street traders, vendors etc.

Continuous innovation in terms of product and service offering.

Potential for a number of Festivals and Events to collaborate offering a festival pass to a number of festivals in a particular location or under a specific Event Theme. This has the potential to be further augmented through collaborations with accommodation providers, visitor attractions or support services related to the Theme e.g. in the case of Literary Events discounts for book shops or introductions to reading groups in the area.

Planned training facilitated by LDC in key areas would enable committees to expand their programme. (see **Section 3.11** Training Needs analysis)

Rural Development Funding with an emphasis on sustainability would enable the organisers to develop their festivals.

Joint funding applications are being considered e.g. An Tóstal, Drumkeeran, Joe Mooney – to ensure added value to both the promoters and the funders.

Arts are prominent within the Festival and Event Sector there may be an opportunity to develop this as a “Leitrim Arts Experience”, learning from the model developed by the Errigle Arts Festival, Donegal.

Promotional links through other print and social media channels and web sites (see **Paragraph 344**)

The Gathering Initiative, Carrick 400 and Leitrim Roots present opportunities to Festival and Event promoters to market their festivals to a wider audience.

The Festival Network presents opportunities to promoters in terms of collaborating: for training/up skilling; developing funding applications and events; obtaining better deals from suppliers; sharing/renting of each other’s equipment; volunteer support at each other’s events; and promotion (Events in Leitrim as a whole – publishing Events Calendar L.E.A.F Facebook page).

Leitrim has a number of tourist attractions, walking, angling, cruising, adventure, heritage and culture and sustainable tourism initiatives which often act as supports the development of a vibrant Festival and Event Sector in Leitrim. Packaging is essential.

Recreation and Amenity - It is Leitrim County Council’s objective to develop the County’s amenities; this will also support Festival and Event Sector in Leitrim.

Access to the County by road is uncomplicated.

The disappearance of the physical border has had a significant positive effect on North Leitrim.

Threats

A lot of good work has been undertaken with the Festivals and Events in the County through the Festival Animation project. This will be lost very quickly if the momentum is not maintained if a nominated Leadership Committee and/or Network Coordinator are not tasked with taking all strands of the activities forward.

Key stakeholders in the County do not collaborate on the development of the Festival and Events Sector – there is no vision for the sector even though it represents a substantial tourism and economic opportunity for the County.

Festivals and Events hold no information on the economic/ tourism impact on their local area.

Weather – The majority of the events take place outside. A lot of time and money is

invested into these events and poor weather = poor turnout. This is the most common threat identified amongst festivals in Leitrim.

Access to the County through public transport is increasingly difficult.

Signage is often an issue for the smaller towns and villages in the County.

Carrick 400 in 2013 has developed several events during which coincide with a number of established festivals in the County. Festival organisers are concerned that this will have a major impact on their festivals. This process needs to be managed to ensure the risk to all Festivals and Events in the County is minimised.

Low population density in the county along with further weakening of the urban structure and dispersal of population is also a threat to the sustainability of the Sector.

There is also a lack of accommodation in the immediate area for some festivals, (Drumkeeran, Dromahair, Glenfarne, and Manorhamilton) to support any significant numbers of visitors attending and staying overnights in the local area.

Missing generation due to emigration leads has an impact on attendance and community participation to support the Festivals and Events.

Dereliction within some of the towns and villages is also a threat.

The recession and economic downturn will have an effect on what people are willing to attend and how much they are willing to spend on Festivals and Events.

Lack of funding would be devastating for some of the new festivals (International Mushroom Festival, Mohill bluegrass) as the festivals have not yet established themselves and have no profits from previous years to invest into the following year's festival.

- 406 The SWOT analysis has presented a picture of where the Festival and Event Sector in County Leitrim is now, highlighting both the areas of strength which can be built upon and the areas of weakness which need to be addressed. **Section 5** outlines the recommendations and strategic themes initially emerge from this analysis.

5 Recommendations

501 Based on the work done by the consultants the following areas were highlighted as providing the best support in assisting festivals in County Leitrim. The network has now been established, the recommendations are outlined to support, sustain and build on the work carried out in the Festival Animation Project, summer 2012. Key recommendations include:

- ❑ Control and Leadership
- ❑ Network Co-ordinator
- ❑ Support festivals in engaging more with their audiences
- ❑ Evaluate impact of festivals and events in the county
- ❑ Build capacity for the Festivals and Events sector in the county
- ❑ Joint marketing
- ❑ Promotional links
- ❑ Network portal

5.1 Control and Leadership

502 A lot of good work has been done with the Festival and Events Sector in County Leitrim. The Festival Animation Project has been very successful in achieving its outputs; however, this is a first step in developing the sector. Significant work still needs to be completed with those engaged with the Festival Animation Project (to varying degrees) and those festival and Events who did not engage with the project, the consultants identified that 24 Festival and Event promoters in the County did not engage with the project (Summer 2012).

503 LDC in collaboration with other Key Stakeholders should work to identify an agency/authority/committee to take responsibility for the development of the Festival and Event Sector in order to continuously improve on the outputs of the Festival Animation Project. The nominated agency/authority/committee must maintain the momentum of the Festival Animation Project; continue to promote best practice within the Festival and Event Sector in County Leitrim; promote sustainability of Festivals and Events in County Leitrim; and embed recognition of Leitrim's Festival and Event Sector locally, nationally and internationally. The nominated agency/authority/committee may potentially be supported by a Network Coordinator (as outlined below).

5.2 Network Co-ordinator

504 This research identified that Leitrim's Festivals and Events take place as a result of substantial efforts of community and voluntary organisations who often undertake other community activities in addition to running the festival and have their own full time work to commit to. These community organisations make time to undertake the activities associated with developing their festivals but would be unable to spend time building a sustainable festival network. Leitrim's Festival Network would benefit from the services of a network facilitator or a Festival Network (Co-ordinator).

505 The Festival Network (Co-ordinator) would facilitate the exchange of ideas and information among and between community groups, public sector representatives and other interested

parties (for example potential sponsors, service providers to the festivals, accommodation provides and visitor attractions). The facilitator would support the network and create viable strategies for fulfilment of local needs and aspirations.

506 It is envisaged that Leitrim's Festival Network (Co-ordinator) would be responsible for working with all the Festivals and Events in County Leitrim to deliver a number of strategic and operational initiatives. Leitrim's Festival Network (Co-ordinator) would undertake the following roles and responsibilities:

- ❑ Maintain and develop the Network as it currently exists.
- ❑ Organise seminars, conferences, briefings and other events for Leitrim's Festival Network.
- ❑ Engage with additional Festivals and Events inviting them to join the network.
- ❑ Work in collaboration with current Network participants in actively engaging additional network participants.
- ❑ Review Festival and Event Sector activity in the county to build on the baseline of Festivals and Events identified in this report.
- ❑ Review the needs of the Network and plan activity to satisfy the needs identified.
- ❑ Maintain and release information on funding opportunities on a regular basis or as released by public sector funders.
- ❑ Plan Leitrim's Festival Network development and marketing strategies.
- ❑ Co-ordinate activities of all the Festivals and Events associated with the Network.
- ❑ Continuously review the needs of Leitrim's Festival Network and anticipate, respond and deliver on their requirements.
- ❑ Plan the formulation and delivery of initiatives to increase the current level of operational, marketing, health and safety and action planning undertaken by the Festival and Event Sector.
- ❑ Plan the formulation and delivery of initiatives to improve the levels of training and up-skilling of the sector's committees and volunteers.
- ❑ Establish high level contacts with stakeholders including Festivals and Events in Leitrim and beyond, public sector agencies (Local and National) AOIFE to develop and improve links for exchange of information and promote collaboration.
- ❑ Engage with mentors, AOIFE and training and support initiatives to organise delivery of workshops and visits to improve Festival and Event operations through benchmarking activities.
- ❑ Promote Leitrim's Festival Network at local, national and international level to raise the profile of the festivals and the County.
- ❑ Represent the interests of Leitrim's Festival Network at various events including exhibitions and conferences.
- ❑ Deliver presentations on Leitrim's Festival Network to community and voluntary groups throughout Ireland.
- ❑ Assist in the strategic development of a Business Plan and in the preparation of proposals to generate future income to sustain Leitrim's Festival Network.

507 The Network Co-ordinator role may be a part-time paid position, reporting to the nominated agency/authority/committee. (The person could be employed under the Rural Social Scheme (RSS) or Tus or other such but this carries its own risks and limitations). The consultants are aware that these schemes are already over stretched in that there are more groups looking for workers than there are workers to go around. It is an option for LDC to explore further if

they consider driving the Network as important to ensure sustainability of Leitrim's Festival Network.

5.3 Support festivals in engaging more with their audiences

508 No Festival and Event holds reliable data on their audiences. At the Inception meeting with LDC the consultants introduced an evaluation element to the Festival Animation Project in order to attempt to pick up some audience data (see **Section 3.5**). Festivals with audience data are able to quantify the benefits of supporting the festival to many stakeholders, including commercial potential sponsors, public funders, local authorities and local businesses. Monitoring audience data allows festivals to evaluate the success of programming initiatives, as well as testing the potential for new areas of programming. Successful festivals use audience data to inform specific marketing or PR initiatives, or simply to gain feedback on the overall audience experience.

509 LDC in collaboration with Leitrim's Festival Network (Co-ordinator) should continue to actively encourage Festival and Event promoters to create a mechanism to collate audience data. Festivals can collate this data through:

- Method 1: Estimates & Counts at open and enclosed venues
- Method 2: Tally Counter Clickers
- Method 3: Ticket Sales
- Method 4: Attendance Register

510 The consultants recommend that LDC should insist on a formalised approach to collation of audience data and continue to include this as a condition of their Letter of Offer (as recommended by the consultants at inception).

5.4 Evaluate Impact of Festivals and Events in the County

511 Allied to the previous recommendation for further audience data from individual festivals, it is recommended that further research on audience expenditure be carried out. No festival or Event in Leitrim currently holds data on the impact of audience expenditure. The consultants propose that each festival must develop a methodology to evaluate the impact of the festival. The following equation should be considered:

Value = Attendance x Spend per Person

512 The methodology for determining value must be as developed and/agreed by the Festival Steering Committee and must collate data for measuring attendance and visitors spend at Festivals and Events. Examples of data collection methods may include:

- Method 1: Accommodation Survey
- Method 2: Capture-Recapture
- Method 3: Ticket Sales
- Method 4: Enclosed Venues Estimates & Counts
- Method 5: Open Venue Estimates & Counts

- 513 Ideally this relatively simple research tool should be utilised by each Festival or Event and repeatable across all festivals in the County. LDC should explore a mechanism for developing this research tool and the process for working with the Festival and Event Sector in Leitrim to take this forward.
- 514 One possibility may be that Leitrim's Festival Network (Co-ordinator) could develop a template for this and train individual festivals on how best to capture this information based on the resources and capabilities of each committee.

5.5 Build capacity for the Festivals and Events Sector in the County

- 515 A number of concerns about the practical management of Leitrim's festivals can be summarised in the need to build capacity for the festivals sector. The research demonstrates a number of worrying gaps in the current management practices of festivals, including a significant number of festivals without a health and safety, operational and strategic plan, the relatively low provision of training for volunteers. See **Section 3.11** for a fuller discussion on Training Needs.
- 516 Capacity building will develop and enhance technical skills of Festivals and Events. The consultants would recommend that training is developed in the first instance around the core themes identified (see **Section 3.11**), training needs must be examined periodically with Network participants and Training offered as required ensuring value added. The consultants would also recommend that each Festival and Event committee are asked to nominate two persons to take part in the festival training and that the nominated person feedback the knowledge gained to other committee members.
- 517 Finally the consultants would advise that any training should be packaged to the level of skill required by participants in terms of differing levels of training adjusted to the needs of existing, nascent and new events.
- 518 Leitrim's Festival Network (Co-ordinator) – could promote, assess need, encourage involvement and facilitate training.

5.6 Joint Marketing

- 519 With an ultimate aim of increasing attendance at Events and Festivals in the County Leitrim, efficient and effective marketing is essential. Joint marketing and promotion activities will enhance the Festival and Event Sector exposure locally, nationally and internationally.
- 520 LDC in collaboration with Leitrim's Festival Network (network Co-ordinator) should explore the possibility of developing a joint marketing plan for general and niche audiences (where applicable) for Leitrim's Festival and Event Network. The joint marketing plan should support tactical marketing initiatives, a combined approach which will offer the greatest possible outputs for all those involved. The joint marketing plan should be managed by the network Co-ordinator.
- 521 It is envisaged that a joint marketing strategy will focus particularly on regional and national advertising campaigns (including E- marketing (e.g. viral campaigns) and social networking

initiatives and mobile marketing) which will dovetail with the existing promotional efforts of Leitrim County Council, Leitrim Arts Office, Leitrim Tourism Ltd. Failte Ireland, Waterways Ireland, Foras na Gaelige, the Arts Council, Sports Council, Heritage Council etc

522 Particular emphasis should also be placed on developing ‘festival packages’ in conjunction with accommodation providers and visitor attractions. The Network Co-ordinator, in conjunction with the steering committee should consult with tourism providers to encourage the development and maintenance of ‘festival packages’ in collaboration with the Festival Community. These packages will then be promoted as an essential part of the advertising campaign across the County.

5.7 Promotional Links

523 Festivals could avail of joint promotion through existing and upcoming media channels see **Section 344** for complete detail on proposed channels. Joint promotion of Festivals and Events can offer value not only to partnering festivals but also to their attendees. Joint promotion could offer the following advantages to the Festivals and Events:

- ❑ Build-up and/or strengthening of brand/image/traffic by implementing joint or exchange communication measures.
- ❑ Access to new markets/customers by directly addressing the co-operation partner’s customers or by using its distribution points.
- ❑ Increase of customer loyalty by addressing own customers with value added offerings from the partner - often useful for community building.
- ❑ Reduction of marketing costs by bundling or exchanging marketing measures
- ❑ Measure the potential value of an intangible asset through how much consumers are willing to pay the premium (Leitrim Festival Pass).

5.8 Network Portal

524 A Leitrim Festival and event portal would be a one stop shop for all information on festivals and events in Leitrim. Social media needs a different structure and a different kind of content because the focus is on creating an engaging user journey that leads to interaction. It’s not recognised as a place to sell your wares. Also, not everyone is on facebook or twitter. Social media doesn’t replicate the content of a website and has inherent limitations. A website/portal provides the platform for more content and functionality.

525 The network portal would include all details on festivals and events in Leitrim so everyone would have a presence regardless of whether they are engaged with social media. However if a festival or event did have a facebook or twitter presence their page would have those details as the portal would complement and link to the current facebook and twitter L.E.A.F page/account as well as their own websites.

526 This Network Portal will strengthen the Network and provide further capacity in the following areas:

- ❑ Marketing and market reach

- ❑ Single source of information for all festivals and events for both the public and Network members
- ❑ The CMS provides the capability to have public facing information pages and secure Network member only pages. This allows the Network to use the same portal for both internal and external information publication
- ❑ Content Management System(CMS) to allow Network members to promote their festival through the use of photos/videos and through news and updates
- ❑ Collaboration/tracking portal for shared Network assets
- ❑ Allow Network members who don't have their own website to build a web presence for the festival/event
- ❑ Provide functionality to accept payments for tickets and other festival merchandise
- ❑ Provide a perpetual calendar for the festival to allow archiving and browsing of information for past events
- ❑ Secure storage of documentation related to LEADER applications and other document artefacts as needed by the Network
- ❑ Online surveys and automatic consolidation of survey responses with survey result information dashboards
- ❑ Meeting diary and contact information
- ❑ Advertising of attractions and accommodation providers in the area. This would provide revenue.

527 The Network portal will be a single source of information for all aspects of the network. As the portal will be a CMS, Leitrim's Festival Network (Co-ordinator) would manage this portal and encourage all festivals and events to send updates and images on a regular basis.

Appendix 1

Festivals and Event Detail



The following lists the events and festival which are known at the time this work is being completed and provides a short synopsis of the event and the details known about it. We believe it is a comprehensive listing of all the events which are taking place or planned for 2013.

1. **Manorhamilton - The Manor Festival** is a family and music festival which runs from the 30th July- 8th August (2012 is its first year). This festival ranges from free outdoor gigs to light-hearted and humorous talent. It is a 10 day festival with a carnival atmosphere that attracts local people and tourists.
2. **The North Leitrim Glens Hill Walking Festival** happens in the **Manorhamilton** area, 7th – 8th April, 2012. The festival features a long (5-6 hour) and medium (4-5 hours) guided hill walk on both days. The festival offers an opportunity of flatter terrain there is a short guided ramble around local places of interest.
3. The Annual **Glenfarne Gala Festival** (2012: 43rd) is a 4 day event celebrating community and family life in Glenfarne 3rd -6th, August 2012. Fancy dress football, Children's Treasure Hunt in the woods, 10 km Road Race / Walk, Blessing of the graves at St Michael's and many more events for all members of the community.
4. **Kiltyclogher** Drama Festival is an 8 day event held in March hosting a play from various drama societies from all over the country. As in previous years the Kiltyclogher Drama Festival is a competitive preliminary three act drama festival for amateur drama groups hoping to qualify for the All Ireland Drama festivals later this year in both the open and confined categories.
5. **Kiltyclogher** hosts the **Seán Mac Diarmada Summer School** in June it is an engaging event which will attract a wide range of audiences interested in the life, times of Seán Mac Diarmada and the history, literature, and culture of the Irish through the ages. The event is run over 2 days and is primarily academic in nature. The event has been successful in attracting local/domestic audiences to participate in each of the key activities.
6. **Kiltyclogher** also hosts the **Michael Shanley Traditional Music week-end** during the month of August 10th to 12th August 2012). Michael Shanley Traditional Weekend Kiltyclogher is a must for traditional music lovers. This beautiful village in County Leitrim comes alive with events including a Feis, Traditional Music Group 'An Caladh Nua' in concert and a Bryan McMahon play
7. **Rossinver** hosts the **Organic Centre Garden Party Food Festival** (15th July 2012) which in 2012 featured Neven Maguire and Trevor Sargent The festival offers workshops on salads, soil and wild food and guided walks identifying the same. The Grass Roof Café and Eco Shop have activities throughout the day and there is traditional music and children's activities.
8. The Organic Centre, **Rossinver** hosts HERBFEAST (May 19th and 20th 2012) a celebration of Irish herbs and herbalism. The festival allows for networking of the herbal community and offers talks, walks and meditations from general to advanced.
9. Carbon Dioxide Festival, **Glenade** (cancelled July scheduled 2013) is a one day music festival. The music is primarily 2000's (DJ and Dance) the target market is young adults.

10. The Dromahair Demons' Festival (June) offers a cultural whirlwind of music, workshops, art, poetry and food, spearheaded by a colourful parade through Main Street. Through these events celebrate the historical, mythical and cultural elements of Dromahair, and promote biodiversity and rich heritage
11. The **John McKenna Traditional Music Festival, Drumkeeran** (7th–10th June, 2012) promotes various Traditional Music activities such as music classes, an annual traditional festival and year round music sessions. The festival entails performances from all Ireland traditional music champions, music workshops, seanos and storytelling.
12. **Ballinaglera Walking Weekend** (4th -5th August 2012). This is an opportunity to explore the uplands of Sliabh an Iarann and the Playbank Mountain.
13. **Water Music Festival** (June) since its inception in 2005, the Festival has brought a range of musical talent to **Carrick-on-Shannon**, the intention, to reinforce the image of the Northwest as a desirable place to live, work and visit. In 2008 the festival was extended from a five day event to a week-long event.
14. **Carrick-on-Shannon** hosts the **Hunters Moon Festival** (26th– 28th October 2012) is voluntarily run by musicians, artists and lovers of all things unusual. Contemporary and Experimental Music, Art and Film.
15. **Breffni Family Fun Day Festival Carrick on Shannon** (30th June 2012) held in the Breffni Resource Family Centre. There are stalls selling jewellery, edibles, badge-making, bric-a-brac, face painting, promotional material and much more. A bouncy castle, penalty shoot-out, farmyard animals, fancy dress disco and colouring competitions all made for a fun day out for all the family.
16. **Carrick-on- Shannon** hosts **The John McGahern Summer School** in May an annual Literary festival. Leitrim Co. Council, in partnership with National University of Ireland Galway, held the sixth International Seminar in Co. Leitrim during 24th – 26th May 2012 to commemorate the work and literary achievements of John McGahern, one of Ireland's best known and respected modern writers. Contributors to the International Seminar will include eminent writers, critics and academics as well as local writers. As well as appealing to all lovers of McGahern's own work, the International Seminar is of interest to literary researchers and to book clubs, to readers of contemporary fiction and modern writing, and to all national and international students of Irish literature and culture.
17. **The Chapel Sessions**, St.George's Church, **Carrick-on-Shannon** (28th January 2012). If you love great music, you will LOVE a night in the beautiful candle lit St.George's Church, Carrick-on-Shannon at The Chapel Sessions
18. **Carrick-on- Shannon** is preparing to celebrate a major Landmark in the town's history "Carrick 400" (March- November 2013) which will bring a welcome boost to tourism. In 2013, it will be 400 years since King James 1st granted the town charter to Carrick-on-Shannon. The 2013 programme will incorporate the arts, music and sport of the county and the Shannon will of course play a major role in the festivities and an intense series of carnival events in mid-summer. Events which will take place during the festival are;
19. **Millenium Choir** - Thursday 21st and Friday 22nd March. The Millennium Choir was formed in late 1998 to prepare for a very special celebration of the Millennium. Following a well-

received series of concerts, the Choir remained together and it has since performed annual concerts with many noted guest artistes.

20. **Head of the Shannon** – 23rd February. Carrick on Shannon Rowing Club will be hosting the Head of the Shannon.
21. **St. Patricks Day** – 17th March. Parades and free entertainment, drawing from the very best of our local talent.
22. **John McGahern Summer School** - Thursday 24th to Saturday 26th May. 2013 will see the seventh International Seminar on John McGahern, commemorating the work of our very own renowned Irish writer.
23. **Connaught Fleadh** - Friday 5th - Sunday 7th July 2013. Musicians, dancers, singers and lovers of our Irish culture come together to celebrate the Connaught Fleadh. The festivities organised by Comhaltas Ceoltoiri will consist of enthralling traditional music sessions and competitions with musicians of all ages and instruments of all sizes. The event celebrates traditional music, song and dance from around the province. This will be the first time to Carrick-on-Shannon will host to Fleadh.
24. **Shannon Boat Rally** - Saturday 27th to Sunday 28th. From its origins in 1961, the rally has grown in popularity every year. It brings boaters of all ages and experiences together to enjoy the Shannon, its tributaries, canals and facilities in the company of friends, share boating experiences and improve boating skills.
25. **The Regatta** - Sunday 4th August. This long-serving and widely known annual bank holiday Regatta brings people from all over Ireland, North and South.
26. **National Heritage Week** - Monday 26th August to 1st September National Heritage Week will once again be celebrated in Leitrim, with various events being held. The Heritage Council is the statutory body charged with identifying, protecting, preserving and enhancing Ireland's national heritage. National heritage includes Monuments, Archaeological objects, Heritage objects, Architectural heritage, Flora, Fauna, Wildlife habitats, Landscapes, Seascapes, Wrecks, Geology, Heritage gardens and parks, and Inland waterways.
27. **Twin Traditions** - Monday 26th August to 1st September. Carrick-on-Shannon Heritage Group Limited through the Twin Traditions Initiative hosts photographic competition and exhibition. The 'Past, Present and Future Pride' contributes to the Carrick 400 celebration.
28. **Literary Heritage Week** - Monday 16th to Sunday 22nd September. A Celebration of Carrick-on-Shannon's Poets & Writers.
29. **Leitrim Roots Festival** - Saturday 21st September to Sunday 29th September. This festival will be of great interest to people whose ancestors came from Co. Leitrim or people who were born in Co. Leitrim. There will be organised activities including guided tours to different historic and beautiful areas in the county. There will be lectures on roots-related topics and evenings of traditional entertainment, with Irish music, song and dance.
30. **Cultural Night** - Friday 27th September Culture Night will be a night of entertainment, discovery and adventure across Carrick-on-Shannon as the arts and cultural organisations open their doors until late with events, tours, talks and performances for you, your family and your friends to enjoy.
31. **Session on the Shannon** – Returns for St. Patrick's weekend. Music sessions will take place throughout the day and night in all of Carrick's pubs. The sessions will take place from mid afternoon till late in Cryans Bar and Hotel, The Oarsman, The Anchorage, Murtagh's, Flynn's,

The Swan, Dunne's, Glancy's, Burkes, Gings, The Bush Hotel bar and The Landmark Hotel bar.

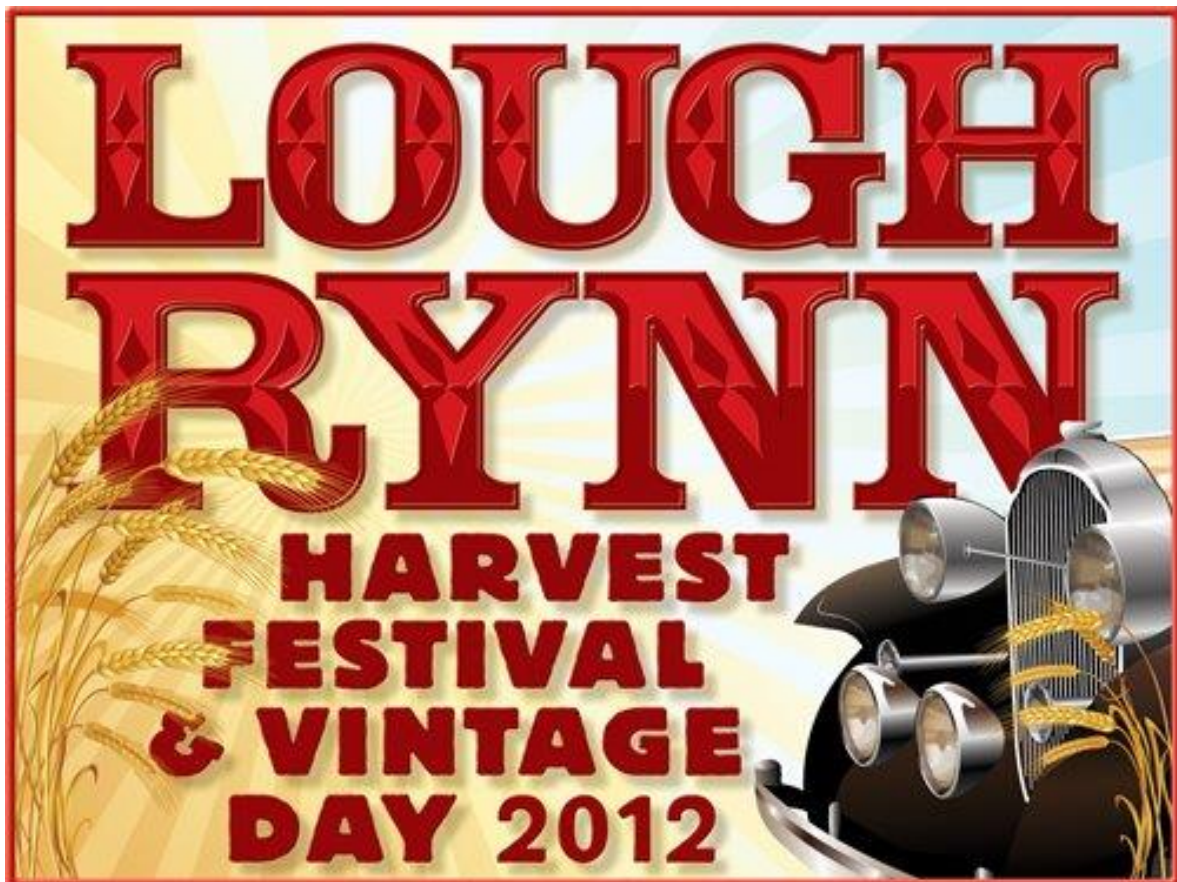
32. The Gathering 2013 **Nationwide** is an ambitious tourism-led initiative providing a platform for Ireland to connect with its diaspora around the world. The Irish everywhere have a key role to play. The Irish in Ireland are being encouraged to organise special gatherings to engage the interest of family, friends and connections around the world. Those events will be created by individuals, communities, groups, businesses and clubs within communities who will reach out to their worldwide networks and invite them to Ireland to be part of, a year-long program of local festivals and national events. The Irish Overseas are being asked to come to Ireland in 2013, reconnect with their past and experience. The Gathering calendar in **Leitrim** will feature international events and festivals, concerts, sporting events, music, drama, literature, dance etc.
33. **The Leitrim Roots Festival** (21st- 29th September 2013). Leitrim Genealogy Centre participated in the organization and running of a major Leitrim Roots Festival in April 2006 and 2007. The Festival is week-long event with organized activities including guided tours to different historic and beautiful areas in the county. There are lectures on roots-related topics and evenings of traditional entertainment, with Irish music, song and dance. Participants in the Festival are accommodated in Leitrim hotels, guesthouses, B&B and self catering all of which were provided with information on the full series of optional daytime events occurring throughout the County.
34. **Green-Door Leitrim** is a Festival of Rural Architecture it takes place throughout the County. Homes with eco and design credentials are open to the public for the weekend, along with other building-themed events, debates, workshops and films. A comprehensive programme details the homes open to the public, giving maps and co-ordinates. The other activities are spread around the county and provide great inspiration for a weekend in Leitrim.
35. **The Mohill Bluegrass Festival** (10th-12th August 2012) is for music lovers worldwide. Bands play to enthusiastic crowds at indoor and outdoor venues throughout the town. There also fine dining, dancing and strumming and jamming all day and night over the busy weekend.
36. **Mohill Horse Fair** (October) 8th annual horse fair 2012 there is a traditional street fair incorporating horses, ducks, geese, demonstrations, music and fun. These were followed by show jumping and a harness-making demonstration. **Mohill Irish Culchie Festival** Culchies (October) 21st annual Culchie Festival 2012 includes Kings and Cailíns, Egg throwing competitions, horses, dancing, welly throwing, singing, Honda 50s etc.
37. **Drumshanbo** hosts the **Joe Mooney Annual Summer School** (July) is a week-long traditional festival of Irish music, song and dance named after the man who did so much to promote the cause of Leitrim and Drumshanbo. Classes are open to people of all ages with some previous experience, although beginners are welcome to the set dancing, tin whistle and bodhrán classes.
38. **An Tóstal, Drumshanbo** (May) was inaugurated in 1953 to depict the varied aspects of Irish life and culture throughout the country, Drumshanbo, Co. Leitrim is the only centre where An Tóstal Festival has continued every year. Pipe bands, folk music, An Tóstal colleen, local history talks, Lough Allen Water Festival, dog show, firework display and much more.
39. **Packie Duigan Traditional Festival** (January) commenced with a Trad Session with local Comhaltas musicians and friends in Conways/Gunnings in **Drumshanbo**.
40. **The Written Word Weekend' Drumshanbo** (August 3rd to 6th) was based on readings by local writers, poets and playwrights, both published and unpublished, workshops, write-offs and book stalls. Fundraiser night, wine and cheese, Raffle, music & readings, Readings form Writers' Groups - Open Mic, Teeny Tiny Writers at Drumshanbo Library. Zines and the Art of DIY Publishing, Written word Cabaret, Walking Tour of Drumshanbo and Poetry Brunch all made up the content of the Written Word Weekend.

41. **Ballinamore Family Festival** (12th–19th August) is a celebration of all aspects of community life in the village. Model Railway Photographic Exhibition in the Library, Handwriting & Art Competition in Community Centre, Tiny Tots Disco, Children’s Treasure Hunt, Senior Citizens Party, Funfair, Publicans Bed Race on Main St and lots more fun and games.
42. **The Easter Spraoi, Ballinamore** (14th – 15th April) includes boating races, tug-of-war over the canal, pig races, boxty eating competition and other events including live music and music nightly in the local pubs.
43. The Annual **Ballinamore Drama Festival** (6th– 13th March). 2012 is its 32nd year running the week-long programme.
44. **Cloone Annual Agricultural Show** takes place in The **Ballinamore** Showgrounds (August). Since its inception in 1988, the Cloone show has grown to become one of the premier agricultural shows in the west of Ireland. With its huge variety of class and attractions there is something for everyone. The Cloone agricultural show displays rural Ireland in the picturesque surroundings of rural Ireland.
45. The **Jamestown Heritage Festival** (August = every 4 years) celebrates the Heritage of Jamestown Co Leitrim. The Jamestown Show, Show dance, heritage lectures all day at Jamestown Quay and Air Sea Rescue display, street entertainment, Heritage market, Battle re-enactment, music and pig roast at Jamestown Quay. During the festival the village will be visited by over 100 Heritage boats and barges.
46. The **Lough Rynn Harvest Festival** (September) is held at **Rooskey** Business Park. The festival provides a day of entertainment and a jam-packed schedule of attractions and with an all-weather venue with concrete underfoot and many indoor demonstrations and trade stands. The festival celebrates everything traditional in rural Ireland. The attractions include a vintage display, exhibitions and demonstrations of old rural arts and crafts, farm kitchen cooking methods, country markets, historical re-enactment. Added to these are a multitude of trade stands, a giant children’s funfair with dodgem cars and paintballing and a penalty shoot competition with speedometer.
47. **The All-Ireland Mushroom Festival, Carrigallen** Estate (13th October - 14th October 2012) is held in the grounds of the enchanting Killegar Estate. There are cookery demonstrations showing delicious ways to serve and enjoy wild mushrooms. Specialists from the Irish Mycologists’ Society and the Northern Ireland Fungus Group lead small groups on guided forays throughout the day and share their knowledge not only of mushrooms but of the woodlands, abundant flora, the bird and wildlife that is found in the area.
48. The Annual **Carrigallen Summer Festival** (August Bank Holiday Weekend) is a fun-filled weekend celebrating all aspects of community life and members of the community in the village. There are marching bands, Irish dancing, street entertainment for children and the festival opening dance.
49. **Adaptation Film Festival** (Cinema North West) ran from Oct 14th-16th 2011, **Dromahair**, Co Leitrim, Ireland. Cinema North West is a 100 seater touring cinema owned and operated by filmmakers and film lovers. They operate in the North West of Ireland, screening World Cinema, Independent and Irish feature films
50. The **Anthony Trollop Literacy International Summer School, Drumsna** (every 2 years next event scheduled 2013 September). There are lectures, workshops, a River Shannon boat trip, a tour of the historic Anthony Trollope Trail which was launched by President Mary McAleese in Sept 2008.
51. Ballinamore Free Fringe Festival is in its second year. The festival will run for 4 days (23rd to 26th Aug), in 14 venues and will showcase over 200 acts from comedy and all types of music to dance.
52. **Ballinamore Agriculture Show** takes place will take place in Ballinamore in August during the week long Ballinamore Family Festival (12 - 19 August) Full schedule of this festival is available from 24th July.

53. **Dromod Family Festival.** Dromod an award winning village. The Family Festival also hosts a 5k run. The Festival takes place during May.
54. **Manorhamilton Show** is a one day agricultural show. July 28th 2012 will see it celebrate its 12th anniversary since the show's revival in July 2000.
55. The Mohill Agricultural Show will be hosting their 85th Annual Agricultural Show Day on Sunday August 19th 2012.
56. **Moorlands Equestrian Festival Weekend, Drumshanbo** This will be a new festival for 2013 and will be held in Drumshanbo.
57. **Wise Women Weekend** took place in **Dromahair** from May 25th – 27th 2012. The Wise Woman Weekend is a registered charity, based on a vision of a sustainable, equal, non-profit making circle of women who wish to empower themselves, each other, and those who attend the weekend.
58. **The Spot Festival** was held for the first time this year in **Leitrim Village**. It is a family festival running from 13th to 15th July. The programme included street entertainment, talent shows treasure hunts etc.
59. **The Second International Cloud Festival**, hosted by The Irish Cloud Appreciation Society (TICAS), will be hosted throughout counties Sligo and **Leitrim**, - in the scenic areas of Grange, Cliffony, Mullaghmore, Rossinver, Kinlough and Ballinrillick/Benbulben from Fri-Sun 27th-29th July 2012
60. **Sessions at the Shannon, Carrick-on-Shannon.** Music sessions throughout the day and night in all of Carrick's pubs. The sessions take place in Cryans Bar and Hotel, The Oarsman, The Anchorage, Murtagh's, Flynn's, The Swan, Dunne's, Glancy's, Burkes, Gings, The Bush Hotel bar and The Landmark Hotel bar. It runs over St. Patrick's Weekend.
61. **Aughnasheelin Emigrant Festival**, celebration of 100 years of the community centre. 3rd to 5th August. This is the first year of this festival and is more of a celebration to the anniversary of the centre rather than an annual festival.
62. **Drumkeeran Family Festival.** New festival running from August 21st to 26th. Mobile Cinema, Festival Entertainment.

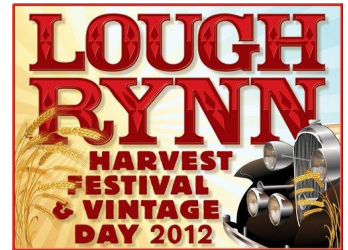
Appendix 2

Event Evaluation Template Example



Lough Rynn Harvest Festival 2012

www.facebook.com/pages/Lough-Rynn-Harvest-Festival-Vintage-Day



Where are you from?: _____

Age: Please tick (please circle) 15 - 25 25-35 35-45 45-60 Over 60

1. How many persons are in your party? (please circle)

1 2 3 4 5 6 7 8 Over 8

2. Of these, how many are adults and how many are children? (write below)

Adults		Children	
--------	--	----------	--

3. How did you hear of The Lough Rynn Harvest Festival? Please tick (✓)

- Newspaper Advertisement - Roscommon People _____
- Newspaper Advertisement - Longford Leader _____
- Newspaper Advertisement - Anglo Celt _____
- Newspaper Advertisement - Leitrim Observer _____
- Irish Vintage Society Calendar of Events _____
- Farmer Journal _____
- TV3 _____
- Website _____
- Radio Adverts - Ocean FM _____
- Radio Broadcast - I Radio _____
- Radio Broadcast - Shannon Side Northern Sound _____
- Facebook/Twitter _____
- Friends & Family _____
- Flyer _____
- Poster _____

4. What are the main attractions that bring you to the festival today? Please tick (✓)

Vintage	
Crafts	
Live Music	
Amusements	
Other (Please State):	

5. Was this your first year at The Lough Rynn Harvest Festival?: Yes___ No___

6. Would you return next year?: Yes___ No___

If you answered "No" please give the reason:

7. Can you suggest additional Features/Activities that you may like to experience at next year's event?

Features	✓	Activities	✓
Seating		More indoor activities	
Food vans		More thing's for the kids	
Signposts		More outdoor music	
Parking		More outdoor activities	
Transport links from local towns		More Crafts	
Accommodation		Barnacoola Clan Gathering 2013?	
Event location maps		Other: (please state)	
Portable loos			

8. Are you a Leitrim native or of Leitrim ancestry returning home on holiday's: Yes___ No___

9. Did the festival influence your decision to return at this time? Yes___ No___

10. Do you have a holiday home or holiday often in Leitrim: Yes___ No___ (if YES skip Question 11)

11. Did you require paid for accommodation?

	Please tick as appropriate	1 night	2 nights	3 nights	3-7 nights	Fortnight	More than a fortnight
Hotel							
B&B							
Guest House							
Self Catering							
Caravan & Camping							
Hostel							

12. Did you find it difficult to find accommodation for the festival? Yes___ No___

13. Did you have any difficulty finding Lough Rynn Harvest Festival Site?

Yes___ No___ (If you answered yes, please provide details?)

14. Did you or do you plan on attending any other festivals in Leitrim?

Yes___ No___ (If you answered yes, please provide details?)

15. Would you be interested in an Annual Leitrim Festival Pass? Yes___ No___

16. How much do you think you will spend at the festival (per person)? _____

17. Any further comments?

Name: _____

Email: _____

If you would like to received more information about festivals and events in County Leitrim

THANK YOU FOR YOUR CO-OPERATION AND FEEDBACK

Appendix 3

Event and Festival Evaluation Guidelines



We have carried out a pilot survey with attendees / visitors /, participants / patrons/ audiences at two events and we have found that the questions on the attached evaluation form are the most beneficial in capturing information for the festivals and events in Leitrim. Each festival will also have elements which they may like to include. Ideally the questionnaire form should be kept to 2 pages (front and back) so that information is not lost or mixed up.

This questionnaire will enable the committee to capture valuable feedback from the attendees including;

- Gauge interest in future events
- Gather information about who is going to the festival and where they are coming from
- Where they are staying
- How much are they spending
- What activities and events are they attending
- How did they find out about the festival
- Are there enough services (food, portable loos etc.)

Conducting the evaluation form

- Introduce yourself as part of the committee as people are wary of being approached and may think that you are selling lines etc.
- You may also ask them for their name last as sometimes people like to know what they are putting their names to.
- Ideally, two people should conduct the questionnaires.
- The questionnaires can be conducted at events that the committee feels would capture the most feedback e.g. main events, and also choose the locations where the information can be most easily collected e.g. at the information desk etc.
- Ideally the questionnaires should be conducted twice over the festival for about 2 hours.
- The volunteers should either ask the questions and write the answers in themselves or stay with the person and guide them through the process. (Some may not know that there is a second page PTO on the bottom)

Information Gathered

- Copies of the questionnaires can be sent back to the committee if required
- The information gathered will be inputted onto an excel spreadsheet. The committee will receive this document.
- The information can then be reviewed by the committee for consideration when planning future events & festivals.

Appendix 4
Analysis Template for the
Information Gathered by the Evaluation Form

The following items were analysed in each survey to assist the committee with future planning. This information along with charts were then sent to the organisers.

Where the participants surveyed were from - This information will tell the organisers where people are prepared to travelling from to their festival/event. It may indicate where they may like to advertise and market their event in the future.

Age groups of the respondents - The organisers will know what age groups their festival/event is attracting. They may like to add an additional element to their festival in the future to capture another age group. Or possibly not attracting the age groups they expected.

Who accompanied them to the festival - This will indicate to the organisers whether or not the festival is appealing to family and friends.

Were the respondent's natives to Leitrim or its surrounds or if they were visitors to the area or did they require paid for accommodation. - This will tell the organisers the percentage of respondents attending their festival/event from inside and outside of Leitrim. The organiser may consider advertising their festival/event in more of the local hotels and B&B's to reach more visitors to the area at that time of year.

Did they respondents have any difficulty finding the festival? - This would identify whether or not the signage and communications to their attendees were effective or not.

Identify what the most effective method of communication and promotion was with the respondents. - This would identify where their advertising budget was most effective.

What the most popular events were. – This will gauge interest in future events

If the respondents had attended the festival/event previously – If they have attended the festival previously and are attending again then this would indicate that they had enjoyed their previous experience

What additional features the respondents thought would enhance the festival – This would be taken into consideration for future planning

What additional activities the respondents thought would enhance the festival - This would be taken into consideration for future planning

Are the respondents attending any other festivals in Leitrim – This would identify what other festivals appeal to the respondents. There may be opportunities for collaboration or joint fundraising.

Would the respondents be interested in an annual Leitrim Festival Pass – There may be opportunities for collaboration and joint marketing which would impact on attendance to festivals and events in Leitrim.

What the average spend was per respondent – The would give an idea of how much is being spent in the local economy during the festival/event

Positive and Negative comments from the respondents – A tally would be done on the positives and negatives and identify what is reasonable to learn from

Appendix 5
Workshop Evaluation Questionnaire

Workshop Evaluation



Celebrating and Creating Top Class Festivals

Workshop 1 Thursday 6th September – Operational Plan

Workshop 2 Thursday 13th September – Promotion & Marketing

Workshop 3 Thursday 20th September – Health & Safety Management

Workshop 4 Thursday 27th September – Budgeting & Action Planning

Workshop Evaluation Form

3.1.1 Evaluation

Thank you for attending the Leitrim Events and Festivals Workshop series. We hope that you found the course interesting and that we met your expectations. We would be very grateful if you could take a moment to complete the workshop evaluation form. Your comments will assist us in improving future workshops that are organised.

Please complete the form and if you would prefer to remain anonymous, please omit your name from the form

3.1.2 Workshop Content and Organisation

3.1.3 Scale: 1- strongly agree; 2 – agree; 3 – neutral; 4 –disagree; 5 – strongly disagree

Please provide feedback in the comments box

1 2 3 4 5

1. The course has assisted you in

<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------	--------------------------	--------------------------	--------------------------

developing your festival.					
2. The workshop was scheduled at a suitable time.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. The workshop location was appropriate and satisfactory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. The workshop facilities were appropriate and satisfactory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. The catering arrangements were appropriate and satisfactory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The workshop material was presented in a clear and organized manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The workshop was paced appropriately.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. The presenters were well prepared.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The presenters responded to questions in an informative, appropriate and satisfactory manner.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10. The time allocated to presentations and interactive group work was appropriate and satisfactory.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

<p>11. Overall, the sessions were informative and valuable.</p>						
<p>12. The pre/post-workshop administration was efficient and informative.</p>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
<p>13. What aspects of the workshop, if any, would you change in future? Why?</p>						
<p>14. Which session/elements of the workshop did you find most useful? Why?</p>						
<p>15. Would you recommend this or a similar workshop to a colleague?</p>	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>		
<p>17. What new skills have you learnt from the workshop that you think you will be able to put into practice?</p>						
	1 <input type="checkbox"/>	2 <input type="checkbox"/>	3 <input type="checkbox"/>	4 <input type="checkbox"/>		

19. Which Workshops did you attend					
------------------------------------	--	--	--	--	--

20. Other comments...	
-----------------------	--

Name: Festival/Event:

Thank you for completing the questionnaire

Appendix 6
Cost Benefit Analysis Template

2012 (or 2011 if you don't have final figures for 2012)

1	Festival Event Name:	<u>Leitrim Sean-nós Festival</u>
2	Festival Dates:	<u>26th - 28th October 2011</u>
	Festival Days:	3

3	Overall Income	4	Overall Expenditure	
	Fundraising locally	4000	Musical Entertainment:	1000
	Fundraising Other	3000	Street Entertainment:	1500
	Sponsorship 1	5000	Sound Equipment	1000
	Sponsorship 2	500	Catering & Hospitality:	250
	Ticket Sales	1500	Prizes:	2000
	Other Sales (merchandise)	600	Admin Expenses:	1000
	Other Revenue (Registration etc.)	3600	Committee Expenses:	0
			Insurance:	2000
			Light & Heat:	0
			Bunting & Signage:	1000
			Advertising:	2000
			Affiliation Fees:	300
			Companies Office Fees:	0
			Accountancy Fees:	950
			Bank Charges:	200
			General Expenses:	500
			Other (expand) :	
	Total Income	18200	Total Expenditure	13700

Profit/Loss 2011 4500

5	Volunteer Costs	hours	€8.65 per hour	Total
	Name	10		86.5
	Name	20		173
	Name	10		86.5
	Name	100		865
	Name	20		173

6	Future Costs		2012	2013	2014

New Marquee		15000		
Yearly Festival cost		13700	14000	15000
Marquee Maintenance			500	500
Sound Stage and Lighting			10000	
Maintenance Sound Stage and Lighting				500
Seating (funded by festival)			1000	
Total Costs		28700	25500	16000
7 Future Revenue		2012	2013	2014
Overall Festival Income		18200	18200	18200
Funding for New Marquee (LEADER)		11250		
New Fundraising & Festival Events		500	2000	4000
Funding for Stage and Lighting (LEADER)			7500	
Total Revenue		29950	27700	22200
Profit/Loss		1250	2200	6200

8 How many visitors attended your last festival?

<u>1500</u>	Total
<u>1000</u>	Locals
<u>500</u>	Tourists

1 Cost Benefit Analysis Overview

This cost benefit analysis forms a key part of the LEADER funding applications. The information documented in this analysis is used in the following sections of the LEADER funding applications:

Section B: Proposed Project

Question 14: Local Impacts

Question 21: How do you intend to ensure the sustainability of your service/project in the future

Section C: Enterprise Only

Question 23: What impact will this project have on sustaining existing employment

Question 27: Please provide details of how revenue will be generated and how it will be used

Section F: Financial

Question 38: Actual Project Costs

Question 40: Sources of Funding

Question 41: Previous Funding

Question 42: Financial Projections

Business Plan

As per the note in question 42: Financial Projections, when the grant aid applied for is in excess of €10,000, a 3 Year Business Plan is required. The cost benefit analysis forms a key part of this business plan.

2 Cost Benefit Analysis Template

Please see below for the list of sections in the cost benefit analysis template and the type of information to be included within each section.

2.1 Festival Event Name

2.2 Festival Dates

These are the dates the festival runs over. Where applicable, please state if there are any days where there are no events taking place in relation to the festival.

2.3 Overall Income

These are the sources of funding for the festival. Examples of sources are: Fundraising, donations, sponsorship, ticket sales, memorabilia sales, food sales at the festival, renting of market stall space for vendors to sell goods, items at the festival that are charged for, competition entry fees

2.4 Overall Expenditure

These are all of the items that need to be paid for from the festival budget. Examples of expenses are: Advertising, brochures design and printing, web sites, venue hire, insurance, bar license, health and safety, legal fees, loan repayments and interest on loans, hosts and guest speakers, staff cost, children's entertainment, musicians and bands, street entertainment, committee meeting expenses, charitable donations, prizes, bank charges, community group support, stationary etc.

2.5 Volunteer Costs

Volunteer costs are calculated by multiplying the hours spent by the current minimum wage. The time spent includes all time spent throughout the year on the festival and not just the festival dates themselves. For example if you have a committee meeting with 10 members which takes 2 hours, this time will count as 20 hours of volunteer time.

Another number which needs to be provided is the number of FTE (Full Time Equivalents). This number is calculated by dividing the total number of volunteer hours by 37.5 hours. So if your volunteer spent 2000 hours on your festival the number of FTE will be $2000 / 37.5 = 52.8$. This means that you would have 52.8 full time volunteers at a volunteer cost per hour of €8.65 is equal to a yearly volunteer expense of: €43,250.

2.6 Future Costs

These costs are the budget for your next festival. The detail that was provided in the Overall Expenditure will provide this information. The only changes you will need to make are where you have additional costs for new items, less cost for items that you are not going to do, and any changes in costs. Examples for each are:

Additional Costs:

This year you had one band and next year you are going to have two bands.

Less Costs:

Your website cost €1000 to design and build but you don't have this cost next year.

Changes in Costs:

The price of festival insurance may have risen by a small percentage.

2.7 Future Revenue

This is how much income you expect to make from your next festival. This is key information to show that your festival is sustainable and how investment in the festival allows for opportunities for sustainability.

2.8 Visitor Numbers

This is an approximate count of the number of visitors attending the festival as a whole. Ideally you will provide a breakdown between local people attending and tourists. The festival questionnaire is designed to capture this level of information.

Appendix 7

Leitrim Festival and Events Network - L.E.A.F. Logo

