

APPENDIX C – Evaluation Framework explained

An evaluation framework based on Gloucester’s Cultural Strategy which is designed to be a useful future tool for events and festivals decision making.

We have developed metrics based on the following Impact Domains:

Cultural	Content – Quality (Creative, Production, Audience Experience)/Ambition Content – Place/ Profile Content – Local arts capacity building
Social	Impact – Employment/ Volunteering/ training Impact - Addressing local need Audiences - Local engagement
Economic	Audiences – Visitors/ Tourism Resources - Inward Investment (other funders) Resources – Spend in local economy

Each Impact Domain is specifically linked to the Cultural Strategy. By adopting them, GCT can easily identify which festivals are contributing most to each of the strategic objectives; where there is strategic ‘leakage’ and where more capacity development might be needed.

To facilitate this, each Domain can be measured by specific criteria which include quantitative measures (such as number of people taking part) and qualitative measures (what audiences thought of the event). A detailed version of this Framework is included in Appendix B.

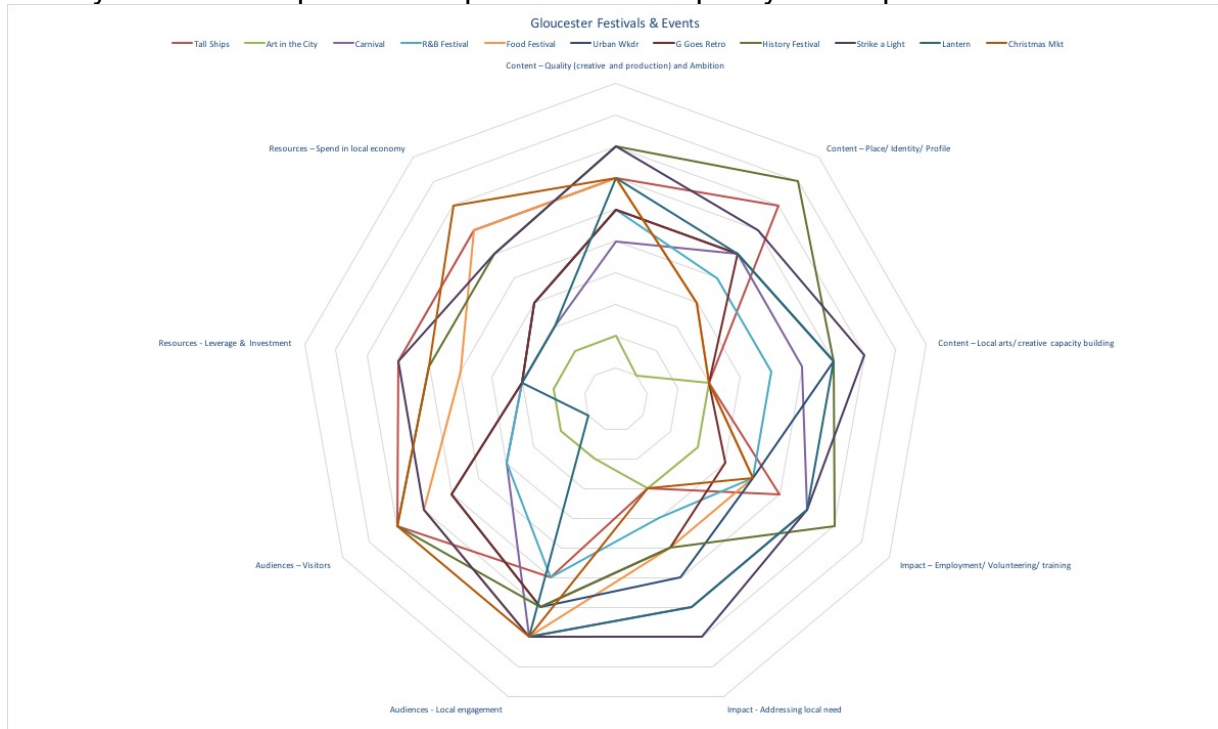
All of the measures can be identified through a range of methods that can easily be monitored and include activity before the event (such as having a clear Application Statement) during the event (through Audience and Participant Surveys) and after the event (through sales reports and budget reconciliations). A list and description of these Evaluation Assets is included below.

The depth and quantity of the evidence required varies between Signature and Growth events and according to event organisers defining their own measures of success in advance of the event. Local Events are not required to provide so much evidence in line with their organisational capacity and resources.

This framework means it is possible to generate a visual representation of a festival’s evaluation profile in order to make comparison with other events. This can also be used by festival organisers as a self-evaluation tool to identify areas for future improvement and to make year on year comparison.

This can be achieved attaching a numeric value to each of the domain areas with 10 as Excellent and with 0 as not achieving these at all. This enables you to create Spider Charts which provide an accessible and visual overview of the festival or event.

In the absence of hard data for our review of the portfolio this year, we have made estimates based on the information we have secured plus our own professional opinion. These are provided as part of individual festival reports. We have also produced below an overview of the entire festival portfolio, which enables you to identify both local expertise and places where capacity development is needed.



Evaluation Assets

Application Statement

Provided by all festival and event organisers as part of their application for funding, permissions to use spaces, marketing support or other or in-kind support. This could include:

Festival Content

- Vision, Aims and Objectives
- Programme description including details of any community participation activity and any artist / creative development
- Target Audience – where from, ages, interests
- Places and spaces used – with brief description of why
- Details of any wider impact objectives – for example health and wellbeing, any social focus, spend in city centre, spend with local businesses
- Key Success criteria – for example budget raised, number of audience attending, Number of shows

Festival Budget and Resources

- Overall Budget – what is planned showing cash and in-kind amounts
- Number of paid and unpaid creative professionals
- Number of paid staff
- Number of volunteers
- Type, number and amount of local professional services and sub-contracts

Volunteer Register

A simple volunteer register with name, emails and contact numbers helps with arranging shifts, ensuring volunteers are supported and ensuring that volunteers are reflective of your target audience. It is helpful from both an Equalities and Health & Safety point of view and many organisations for more complex events require Volunteers to sign up to a similar agreement which details both the organisation's duty of care and the volunteer's responsibilities.

Participant Register

It is good practice to have a participant register to account for numbers who engage in learning or participatory activity at the festival so that you can see who is taking part and who isn't! This is also a good way of developing a dialogue with your communities so that you can shape future opportunities for their needs.

Audience Survey

These are valuable tools in helping you understand who your audience is, and what their feedback is on all aspects of the events.

The simple form that we developed for this Review can be adapted and used for other events in Gloucester enabling comparisons across events to be made. This can be delivered during the event – using paper or online forms or afterwards via mail out.

It is also possible to commission artists to develop a more interactive visual survey as we did for The Big Festival Conversation – collecting words or phrases that can be added to the quantitative 'hard' data to enrich your communication with audiences.

Peer Survey

This simple form can be filled in by other arts and events professionals in order to provide peer feedback on the quality of the event. This is particularly helpful in order for festivals to develop from Local to Growth.

Box Office Report

An automated report that provides details of the number of tickets sold, home address of bookers (not overall attenders) and whether they are repeat attenders.

EVENT Impacts Tool

For larger events an Economic Impact report can be requested. There is an approved industry standard at [Event Impacts](#) that enables you to identify a figure from participant spend, attendees/spectator spend and organiser spend.

Post Event Evaluation Report

It is good practice for event organisers to produce a final Evaluation Report. This should mirror the format of the Application Statement providing details of what actually happened (type and numbers of audience etc). It should also include a reflective statement from the event organiser about what they felt worked/ could be improved and should also include information that adds richness to the report. This could include:

- Press and social media quotes
- Case studies

- Photos/video
- Quotes from participants, audience members via surveys

We stress again that not all of these assets should be required for all events, particularly Local Events.