

# Y Pwyllgor Cymunedau a Diwylliant

## The Communities and Culture Committee

Dydd Iau, 4 Mawrth 2010  
Thursday, 4 March 2010

### Cynnwys

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Cofnodir y trafodion hyn yn yr iaith y llefarwyd hwy ynddi yn y pwyllgor. Yn ogystal, cynhwysir cyfieithiad Saesneg o gyfraniadau yn y Gymraeg.

These proceedings are reported in the language in which they were spoken in the committee. In addition, an English translation of Welsh speeches is included.

#### Aelodau'r pwyllgor yn bresennol

#### Committee members in attendance

Mohammad Asghar	Ceidwadwyr Cymreig Welsh Conservatives
Eleanor Burnham	Democratiaid Rhyddfrydol Cymru Welsh Liberal Democrats
Mark Isherwood	Ceidwadwyr Cymreig Welsh Conservatives
Bethan Jenkins	Plaid Cymru The Party of Wales
David Lloyd	Plaid Cymru The Party of Wales
Sandy Mewies	Llafur (Cadeirydd y Pwyllgor) Labour (Committee Chair)
Joyce Watson	Llafur Labour

#### Eraill yn bresennol

#### Others in attendance

Tim Burton	Pennaeth Gweithrediadau'r Grŵp, Undeb Rygbi Cymru Head of Group Operations, Welsh Rugby Union
Alun Cairns	Aelod Cynulliad, Ceidwadwyr Cymreig Assembly Member, Welsh Conservatives
Alan Hamer	Prif Weithredwr, Clwb Criced Morgannwg Chief Executive, Glamorgan Cricket Club
Roger Lewis	Prif Weithredwr, Undeb Rygbi Cymru Chief Executive, Welsh Rugby Union
Richard Nicholls	Cyfarwyddwr Codi Arian a Marchnata, Tenovus Director of Fundraising and Marketing, Tenovus
Alison Upton	Pennaeth Codi Arian a Digwyddiadau Corfforaethol, Tenovus Head of Corporate Fundraising and Events, Tenovus
John Williams	Pennaeth Cyfathrebu, Undeb Rygbi Cymru Head of Communications, Welsh Rugby Union

**Swyddogion Cynulliad Cenedlaethol Cymru yn bresennol**  
**National Assembly for Wales officials in attendance**

Sarah Bartlett	Dirprwy Glerc Deputy Clerk
Tom Jackson	Clerc Clerk

"Dechreuodd y cyfarfod am 8.58 a.m.  
The meeting began at 8.58 a.m."

**Ymchwiliad i Wneud y Gorau o Ddigwyddiadau Chwaraeon yng Nghymru: Casglu Tystiolaeth—Undeb Rygbi Cymru**  
**Inquiry into Making the Most of Sporting Events in Wales: Evidence Gathering—the Welsh Rugby Union**

"Nid oedd recordiad ar gael o'r cyfarfod rhwng 8.58 a.m. a 9.02 a.m.  
A recording of the meeting between 8.58 a.m. and 9.02 a.m. was not available."

**Mr Lewis continues:** —as a nation. Our objective as a group is to create benefit for the whole of Wales, primarily through our rugby. We are the governing body for the sport in Wales and we deliver benefit to the whole of Welsh rugby. Our recent priority has been north Wales, which I would like to come on to presently. We are also one of the founding partners of the International Rugby Board, so we have a seat on the governing body that looks after the game globally.

Our business model is pretty straightforward. Our activities are essentially made up of three parts: elite rugby, community rugby, and the Millennium Stadium. We create wealth inside and outside of Wales but distribute all that wealth inside of Wales. There are no stakeholders who take out any premium from our organisation. We generate roughly, through our own endeavours, some £50 million of revenue each year, and we are now achieving record revenues and record distributions to Welsh rugby across a range of activities.

<p>Our principal generator of revenue is international rugby through a winning Welsh team filling the Millennium Stadium, hopefully creating compelling and engaging rugby which attracts media and sponsors alike. All this money, after costs, is distributed to the game across Wales.</p>
<p>Our debt currently stands at about £34 million, and we have significantly reduced it over recent years. By the way, we are not asking today for any Government bail-outs for that. We are confident of our future, as is our bank. That said, we can do more. We can do more if we have the right partners.</p>
<p>In addition to rugby, we present and promote within Wales—in partnership with third parties or on our own with no substantive support from any public or private organisation—a range of sporting and musical events: football, speedway, show jumping, boxing, and, in the last couple of years, artists such as U2, Oasis, Take That, Madonna, Bruce Springsteen, The Police, and Neil Diamond. They have all appeared at the stadium over the past couple of years. The U2 concert last year was the largest single music event ever in the history of our nation. Some 73,000 people attended that particular evening of music. Another very important statistic is that, last year, we attracted over 1 million paying spectators. The key word there is 'paying'.</p>
<p>By the way, I will not present them today, but we have lots of data to understand where those people came from and the frequency of attendance. One of the big highlights in relation to the rock concerts in particular is a very simple mechanism, working with Ticketmaster—we look at postcodes, we look at where people purchased their tickets, and we understand where they have come from. Basically, with those events in particular, they are coming from outside of Wales. We have also identified their journey time and we have identified what parts of the country they have come from. So, we are attracting people from Birmingham and from the M4 corridor. This is new money coming into Wales, which is an important economic point because it is not displacement of money elsewhere in Wales. This is new money coming into Wales.</p>
<p>Another important statistic is the fact that the stadium is the biggest visitor attraction in Wales quite literally by a country mile, particularly when you use the words 'paying spectators'. These are people who are making that active economic decision to come to the stadium, to come to Cardiff and to come to south-east Wales. We are one of the top 10 visitor attractions in the whole of the UK. Another important point that we can all share in is that we are the Millennium Commission's most successful project. Of all those things that happened around the turn of the millennium, the Millennium Stadium is the Millennium Commission's most successful project, and that is what it has said to us.</p>
<p>We have shared with you the economic impact survey, which was commissioned by the Welsh Rugby Union and produced independently by EconActive, and I understand that Calvin Jones has already given evidence to this committee. As you see in that report, the headline is that the economic benefit delivered to Cardiff and south-east Wales is in excess of some £100 million annually and creates somewhere in the region of 2,400 full-time employment jobs.</p>
<p>To give you another headline, we want to work in partnership with like-minded people in the public and private sectors. We take risk day in, day out. That is the nature of sport, the nature of entertainment and the nature of running such an epic stadium. However, we want to take measured risk—and the key word is 'measured'—to create even more value for Wales.</p>
<p>So, why are we pleased to be here today? We would welcome an all-Wales sport and event strategy that is properly funded and which is not risk averse. We look forward to that strategy being led centrally by creative and forceful people who understand our business—the Millennium Stadium—and the benefits that it brings to the whole of Wales. I would always emphasise the point that the moneys that we generate in the Millennium Stadium, in the Welsh Rugby Union, are distributed across Wales. We believe that these benefits are truly far-reaching. We will celebrate the tenth birthday of the Millennium Stadium this year. It opened in 1999-2000, and we are now in 2010. We have achieved truly iconic status, and that can be something that we all take for granted in Wales at times. We travel round the world. In the last two weeks, I have been to South Africa and to America, and I will be in Hong Kong in two weeks' time. When we say what we do, we are immediately recognised as one of the great venues of the world.</p>
<p>Positive pictures of Cardiff and Wales—because Wales becomes our definer, particularly through Welsh rugby—are beamed across the world monthly and, on occasion, weekly to a global TV audience. Again, we take that for granted, but the pictures of the game between France and Wales on Friday night were shown all across the world. Again, I can give you data on this because we sell the media rights to the world, so we have data on the media audiences globally and the pictures that are shown of Wales across the world through our events.</p>
<p>9.10 a.m.</p>

Rugby is the national sport of Wales, and our initiatives are funding projects. Our ethos reaches into the heart of every community. Here are some other numbers: last year, we distributed some £17 million across all Welsh rugby and specifically some £4 million into certain community projects. We are increasing that year on year.

I will come back to one specific project, which we are particularly proud of, namely our north Wales project, but let me give you a further flavour of how we are generating revenue. The stadium hosts some 30 truly major events every year. We have to think big. We have to be epic. It is the nature of the machine that we drive. It is double-edged: the great benefit is that it seats 74,500 people, but that means that putting 20,000 people in there simply does not work. We have to think big and we have to take risks.

We are currently closing a deal with the London Olympics 2012, and some of you might be aware of that. In fact, I was working very late last night with the London Organising Committee of the Olympic Games on a conference call. I have had numerous meetings with it, which we might explore further this morning. We are close to bringing a substantial number of international soccer matches to the stadium. We are talking in the region of between 12 and 15 Olympic events. That is fantastic news for Wales, both financially, given the number of people that it would bring to Cardiff and south-east Wales, but also—and more importantly, I would argue—through the global awareness of Wales that the Olympics would bring. If we close this off, I thank the Welsh Assembly Government for certain support. We are currently in discussion with the Welsh Assembly Government on how we can work in partnership to deliver that.

The headline on this point is that we should be doing more of this. I think that the opportunity to do more together is considerable. When I talk about events at the stadium, we think about rugby, but let us think beyond rugby. Perhaps that is one of our problems in Wales: we think of the Millennium Stadium as just a rugby venue. It is more than that, particularly in relation to rock concerts. We announced a Paul McCartney concert this week. Paul McCartney will do only a handful of major events in the UK—three, I think—and then he tours the world. Madonna began her world tour in Cardiff and then went off to America. We also do show jumping. We do religious events: we have done things with the Jehovah's Witnesses, and I have approached the Catholic Church to see whether we could get the Pope to visit Cardiff, using the stadium, when he comes over. So, we are very creative and lateral in our thinking. We want to develop more conferences. We will open the Ryder Cup with a big event this autumn, which we are also working on in partnership with the Welsh Assembly Government. I feel that the venue lends itself to big international conference type events and to launches, such as motor vehicles, the auto trade and all those sorts of things. I feel that these are the opportunities that we could be exploring further with you. Bear in mind the fact that we are an organisation that runs on very strict business principles, so we have to be very focused in what we do and we have to measure our risk.

As for our relationship with the Welsh Assembly Government and the National Assembly, many of our rugby, community, healthy lifestyle, Welsh language and environmental projects are aligned—and that is a key word—to Welsh Government initiatives. I began the dialogue just over three years ago when I took office. I gradually began meeting some of your civil servants to develop the dialogue—the key words being 'aligning strategies'. What I will always say is that I would much prefer a 'yes' or a 'no' answer from you than a 'maybe'. I know that, at times, it is difficult for politicians to say 'yes' or 'no', but I will tell you what. Sitting over here, it is much easier to hear a 'no' than a 'maybe'. Then, we understand that the strategies do not align. We get it. You might be going this way and we could be going that way. C'est la vie. It is much easier to have a relationship with someone when we get a straight 'yes' or a straight 'no' answer.

What we have tried to do is spot the opportunities for alignment, for example, the healthy living agenda in Wales, the Welsh language agenda, the north Wales agenda, and the one nation agenda. These things have resonance for us because we are a governing body for the whole of Wales. However, our Government grants in 2008 amounted to 0.2 per cent of our total revenue. However, to be positive on this, the opportunities to work together going forward are endless. We have recently launched our WRU National Centre of Excellence in the Vale. That is something else that we keep rather quiet but should shout about a bit more. I am working with John on how we can do that. We achieved that multimillion-pound investment in the Vale, which has created the finest centre of excellence for rugby in the world, by working with the Sports Council for Wales and the Welsh Assembly Government with a one-off lottery commission grant. I am sure that we all have views on how lottery moneys are distributed in Wales, but that is not up for discussion now.

We can all be very proud of that and we can use it for leverage together. Thinking of it as a centre of excellence, the people to whom I have been talking globally are people who are about high performance and development, so how can we attract high-performing companies to work with us—outside of sport? The people to whom I am talking are at the top end of the automotive trade and at the top end of technology.

**Sandy Mewies:** Sorry to interrupt. If you are winding up now, that is fine, but we have a lot of questions to get through, and I do not want you to answer them all before we ask them.

**Mr Lewis:** Okay. Let me just highlight north Wales. Our work with Conwy Borough Council has been fantastic. It is so enlightened. It is the most enlightened local authority that we have worked with in Wales. Together, we are developing a £5 million-worth project at Parc Eirias. We have been creative and lateral in our thinking. We have brought over a range of Canadian players to kick-start rugby in north Wales. We are developing the facility there, which is fabulous. It really does create a link between the south east and the north west. I can view it as a businessman and so I am thinking that we have a million people up there. As a business, as we have the franchise for rugby in Wales, we should be developing and working in partnership with people in north Wales. That is working, and there is a win-win for everyone.

I will cut to the chase now, Sandy. In conclusion, we are serious. We are a serious business and we work on very disciplined and focused business principles. Think of us as a private company that works for the public good, because we redistribute all our wealth into Wales. We would welcome a significant sport and events strategy that would benefit all of Wales. However, I need to emphasise that, if we are to work with it, it needs to be properly funded and staffed with people experienced at events management. It has to have focus and I believe that it needs to be centrally managed. It has to be comfortable with risk, which I know is difficult for political parties of any persuasion, but we just need to figure out how to manage risk so that it does not become a political issue. Risk is inevitable in business. If you get 80 per cent right, my goodness, you are doing fantastically well, but the political environment means that people will focus on the 20 per cent that you got wrong. So, what we need to figure out is how we can create 80 per cent success.

The Millennium Stadium is an iconic venue recognised throughout the world. Perhaps we take it for granted. The economic benefits that we deliver to Cardiff and south-east Wales are worth in excess of £100 million a year. We are not asking for any financial support to manage our business; we can do that. We are not looking for any support to manage our debt; that is in order. As a business, we are winning for Wales and we are confident that we will continue to do so. We want to work in partnership. We really want to work in partnership with like-minded people where we can align strategies, as long as it makes financial and strategic sense to us.

Finally, if the definition of 'culture' is the glue that holds communities together, if it allows people to dream and aspire, taking us all out of our humdrum lives, if it has the power to change people's perceptions of the surrounding world and themselves for the greater good, look no further than the Millennium Stadium, because I think that it is the Welsh nation's most important, dynamic, financially sustainable, and vital cultural centre. Diolch yn fawr.

**Sandy Mewies:** Thank you very much, Roger, for your enthusiasm and for expanding on the paper. I have written down three times now that you do not want any money. ["Laughter."] Let us move on now. We are going to talk more about alignment with Bethan.

**Bethan Jenkins:** Diolch am eich tystiolaeth. Yr ydych wedi dweud yn barod eich bod yn cydgysylltu strategaethau eich uned chi gyda rhai'r Llywodraeth. A ydych chi'n gwneud hynny drwy gorff arbennig o fewn Undeb Rygbi Cymru, neu a yw'n fwy ad hoc na hynny? A allwch chi ehangu ar hynny?

**Bethan Jenkins:** Thank you for your evidence. You have already highlighted how you align the strategies of your unit with those of the Government. Do you do that through a special co-ordinating body within the Welsh Rugby Union or is more ad hoc than that? Could you expand on that?

**Mr Lewis:** Originally, I began that informally, so when I arrived three and a half years ago, I rang up the First Minister and asked how we could begin a dialogue. I met him and we created a regular meeting, in effect, chaired by Gareth Hall. Over the past three years, we have increased the number of people who participate around that table.

9.20 a.m.

In fact, my first presentation was by invite from the Permanent Secretary. After I had spoken to the First Minister, the Permanent Secretary asked me to come to address a number of your senior civil servants. That was about three years ago. I outlined what I thought would be the way forward for the Welsh Rugby Union and the potential relationship with the Government.

We then began to put a bit of movement into that and got some traction. Understandably, it was slow at first, as we got to know each other and build up the relationship, but then, particularly over the last few months, it has grown almost exponentially. I have taken along some of my key executives, Tim and John, and others on the marketing side, and, where appropriate, I bring in rugby colleagues and some other skilled colleagues in the group. To begin with, we asked, 'What do you want and what does Wales want?' The areas that we developed included healthy living. So, we worked on raising the profile of the healthy living agenda. Then, the Welsh language became very important over a year and a half ago, so we significantly improved the signage within the Millennium Stadium. We worked with the Welsh Language Board, and it asks about the touch points, or 'love hearts', that are really important and can make a simple, small but significant difference. For us, that included introducing the Welsh language onto the ticket. That might appear to be a very simple idea, but, for many people, the ticket is symbolic. I do not know about your household but, in mine, the ticket would sit on the mantelpiece for many weeks before a game. We also introduced the Welsh language into our programme and onto our website. So, that was another area that we explored together.

We are rolling this out regularly now with Gareth, and it is virtually a standing meeting that we attend every six weeks or so. Gareth will bring along members of the civil service who have a particular agenda to share and discuss with us, and likewise, we bring things to them. Over the past year, we have explored opportunities for the 2015 Rugby World Cup, when we will hold events within Wales. Unfortunately, support from the Welsh Assembly Government was not forthcoming for that, so all the risk surrounding the Rugby World Cup in 2015 will be borne by us. However, working with the Rugby Football Union in London, we managed to secure some underwriting directly from the Treasury of some £25 million. To give you a feel of the numbers, together, we have to guarantee £80 million to secure the Rugby World Cup. So, that one was not successful but, more recently, I have got a bit of traction with the Olympics. It is still early days yet, but we are getting some movement.

**Sandy Mewies:** Sorry, but we have a lot of questions to get through in quite a short time. I know that Members are anxious to cover the whole field, as it were, while you are here. Bethan, do you have a supplementary question?

**Bethan Jenkins:** I ddod yn ôl yn gyflym, dywedasoch yn eich cyflwyniad yr hoffech i'r Llywodraeth gael strategaeth ar gyfer digwyddiadau arbennig. A ydych wedi cael unrhyw drafodaeth gydag uned digwyddiadau mawr y Llywodraeth i drafod pa fath o strategaeth fyddai honno, ar ran yr WRU?

**Bethan Jenkins:** Just to come back quickly, you mentioned in your introduction that you would like the Government to have a strategy for specific events. Have you had any dealings with the Government's major events unit to discuss what kind of strategy it would be, on behalf of the WRU?

**Mr Lewis:** Yes. Briefly, we have spoken to Arthur Emyr's team and we contributed to a workshop a number of months ago. We have spoken to some of the civil servants over the last few weeks and certainly over the last few months.

**Joyce Watson:** Good morning. You say that a relevant example of using alignment is the way in which the Welsh Rugby Union Group operates closely with organisations such as Cardiff and Co. to unify areas of parallel strategy. Can you expand, but briefly, on your relationship with Cardiff council and how you work together to make events at the stadium a success? Do you have any suggestions as to what the Welsh Government might do to make such relationships more productive?

**Mr Lewis:** The experience that we have had with Cardiff council has been the same as with most sporting bodies and events. There has been a certain amount of talk. Cardiff and Co. has been established, but I am not clear what real power and influence it has, to be perfectly frank. We hold regular talks, and there will be another meeting in a few weeks' time. However, tangible results from any of the conversations that we have had have not been forthcoming, so whether Cardiff is unable or reluctant to consider driving forward the strategies with us is perhaps a question for others to answer. Our experience has been that I cannot point to anything, such as a major event, and say that it was the substantive and significant involvement of any Cardiff-related organisation that helped to deliver it to the Millennium Stadium.

What I would say is that, 10 years ago, Cardiff City Council was instrumental in the creation of the Millennium Stadium, which should be recognised, as was the Welsh Office as it transferred into the National Assembly. So, at that stage, 10 years ago, yes, there was involvement, and perhaps they feel that it is now appropriate for Cardiff to benefit from the return on the investment made then. If you do the sums, you will find that the businesses of Cardiff and south-east Wales have benefited more, economically, than the Welsh Rugby Union or Barclays Bank plc, which gave us the loan. The sums are quite simple and, as you know, the chief executive of Barclays Bank will be in Cardiff next week.

<p>To answer your question, I think that, going forward, for an events strategy really to work for Wales, it has to be centrally driven. I am not a politician. I am politically and religiously agnostic, but we have 60 Assembly Members, 40 Members of Parliament, four Members of the European Parliament, and 22 local authorities for a population of 2.9 million people. Birmingham has a city-centre population of 1.1 million and a metropolitan population of 3.6 million, and yet has 140 members and 40 wards. I think that we can be smarter in Wales. Either we have to change, which I am not proposing, or we have to join it all up. As a part of that, the strategy has to be joined up and driven; otherwise, we will simply dilute our moneys and not get the impact that we want. We need to be 'impactful' with our moneys when it comes to events.</p>	
<p>It is in the nature of events to make an impact: they are big and they are high risk. Unfortunately, in Wales, we have only one venue that can achieve the numbers required, and that is the Millennium Stadium. There are tipping points in events and sporting business. Unfortunately, in Wales, we have only one tipping point, which is the Millennium Stadium. Cardiff City Stadium is fantastic but a capacity of 26,000 just does not do it. The Liberty Stadium does not do it and Wrexham, with 10,000, does not. That is not a political or geographical issue. That is simply the numbers. That is why we compete in the UK with Hampton in Glasgow, with Wembley in London, and two or three others. That is the market that we are in, and that is the market that Wales needs to be in.</p>	
<p><b>Mark Isherwood:</b> You are quite enthusiastic about the Millennium Stadium. ["Laughter."] Working with other organisations, how do you avoid scheduling clashes with other venues to mutual benefit and how, if at all, do you feel that that can be improved?</p>	
<p><b>Mr Lewis:</b> That is a good point. Perhaps I will get some other voices to join me, as John may want to pick up on this.</p>	
<p>The headline is that it is a market, and it is based on size and on how you cut the deals. Then, it is overlaid with issues relating to the economic clout of an area and certain demographic issues. Very briefly, the O2 arena in London has changed the model. Once upon a time, major events, particularly music events, would tour the UK, but now, people think, 'Actually, we could put on 12 Prince concerts at the O2 and people will come to us'. That is a challenge for us, so we need to figure out how to address that in our deal making. Not only do we have to be as sharp as we can be, financially, but we also have to create a can-do culture. The great thing about Wales—and this is throughout Wales—is that, when it comes to hard work, we have a can-do culture. Within the stadium, we have that can-do culture. However, when it comes to scheduling the big events in the UK, that really is driven very much by market forces and the dynamics of the market.</p>	
<p>One of the tough things for us is that we are economically challenged. We are also challenged by our travel infrastructure: getting to Cardiff from west Wales, from north Wales, from north-west Wales can be a challenge. When a rock concert finishes at 10 p.m. or 10.30 p.m. that presents a challenge. Those are the sorts of things that we address with the promoters.</p>	
<p>Within Wales, because of the nature of the Millennium Stadium, there is very little competitive impact. However, we are sensitive to certain things within the sporting calendar, which we try to schedule. To give you an example, I spoke to the BBC yesterday, and the Epsom Derby on Saturday, 5 June will be in the afternoon, so we are trying to make sure that our kick-off for the South Africa match ties in with that, but the Stereophonics are also to play in Cardiff that night. We also work in partnership with the police to make sure that the policing of Cardiff is as effective as possible.</p>	
<p>9.30 a.m.</p>	
<p>The headline is the stadium. We are a one-off, and we are a one-off for three reasons: city-centre location, retractable roof, and multi-event usage. We are then competing with not only the big events in the UK but also in Europe.</p>	

<p><b>Eleanor Burnham:</b> Mae'r cwestiwn hwn yn eithaf tebyg i gwestiwn Mark. Yr ydych yn rhoi pwyslais ar ddigwyddiadau sy'n cael eu cynnal yn rheolaidd yn y stadiwm. Sut yr ydych yn denu digwyddiadau newydd cyson neu unigol i'r stadiwm a pha ran sydd gan gyrff cyhoeddus i'w chwarae yn hyn o beth? A oes cyfle, efallai, i weithio'n agosach gyda chyrff cyhoeddus neu gyrff eraill i wella'r cydgysylltiad o ran y defnydd o'r stadiwm neu i gynyddu'r defnydd ohono?</p>	<p><b>Eleanor Burnham:</b> This is along similar lines to what Mark's line of questioning was. You emphasise regular events in the stadium. How do you attract new regular or one-off events to the stadium and what part do public bodies play in this? Is there an opportunity perhaps to work closer with public bodies or other bodies to improve the co-ordination in the use of the stadium or to increase its use?</p>
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Yr ydych hefyd wedi crybwyll eich bod yn gweithio'n agos gyda'r adran datblygu economaidd a gofynnodd Bethan i chi am yr uned digwyddiadau mawr yn benodol. A ydych chi hefyd yn cydweithio ag unrhyw adrannau eraill, efallai yr adran dreftadaeth, sef yr un sydd fwyaf cysylltiedig gyda'n gwaith ni yn y pwyllgor hwn?	You have also mentioned that you work closely with the department for economic development and Bethan has asked you about the major events unit specifically. Do you also work with other departments, such as the heritage department, which is the one most closely associated with the work of this committee?
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<p><b>Mr Lewis:</b> We will work with anyone, and that is the message that I always try to convey. We knock on doors all the time, and if there is one message that I will give to everyone around this table, it is that we are prepared to talk to anyone within Government and within the private sector if we can work together to create value. So, to answer your question, yes, I met with the Minister for Heritage recently, Alun Ffred Jones. On the culture side, I met with representatives from the National Eisteddfod of Wales when it came to Cardiff, as I was very keen to see if something associated with the eisteddfod could be held in the Millennium Stadium. Personally, I would have loved to have had a celebration of Welsh bands in the stadium. It did not happen and I thought that it was a missed opportunity. Again, bear in mind that we are entrepreneurial, so we will talk to people and if we feel that we are not getting that click—that alignment—with like-minded people, we need to move on because we only exist through the revenues that we create.</p>	
<p>So, our door is open for anyone with a creative, positive idea that makes business and financial sense to us. As I say, all the liabilities around the stadium are ours. The rates bill that we have to pay on the Millennium Stadium is considerable. There is a huge irony here. We are paying £2 million plus to service the debt every year. We have to generate many millions of pounds before we even open the door. So, we have to be pretty focused in what we do.</p>	
<p>On the other departments, I have mentioned health and the Welsh Language Board. I will hand over to Tim just to get a different voice. Tim, do you want to stress some of the things that we have done in the community and how we have leveraged the Millennium Stadium?</p>	
<p><b>Sandy Mewies:</b> Tim, will you be very brief? All the Members have questions that need to be asked before 9.45 a.m.. Members will tell you that I keep very strictly to time.</p>	
<p><b>Mr Burton:</b> I will be as quick as I can. I think that that also alludes to Bethan's question about alignment. In taking in the 'One Wales' document and other strategy documents from the Welsh Assembly Government, we try to work closely to align outputs to the strategic imperatives of those documents. So, we are talking with the Department for Health and Social Services about Health Challenge Wales and active lifestyles. We are also working on sustainability with the Department for Environment, Sustainability and Housing, because the stadium is 10 years old now. When it was built and designed, environmental issues did not have as high a profile as they do currently, so we are now rolling out environmental schemes. We use the stadium as a magnet to deliver those environmental messages throughout our clubs. So, 241 member clubs can take on board what we are doing and roll it out. That also aligns with the major events held at the stadium and, for me, is the core of what we do, which is to deliver and develop rugby in our member clubs throughout Wales.</p>	
<p><b>Sandy Mewies:</b> Dai, we have talked about your question already, but perhaps you could expand on it now.</p>	
<p><b>David Lloyd:</b> I suppose that, in passing, I had better declare my membership of Dunvant Rugby Football Club. ["Laughter"] I am also a season-ticket holder of Wales's premier rugby region, which is the Ospreys, obviously.</p>	
<p>I think that the question on football matches as part of the Olympics and the Rugby World Cup is probably for Tim. What level of influence did you have in those decisions to attract those participants to the Millennium Stadium?</p>	
<p>Just as a complete aside, we have a Welsh women's rugby team as well here in Wales which is very successful. The Women's Rugby World Cup is being held this year. Unfortunately, they have to travel to England for that. What level of support do you provide within the WRU for Welsh women's rugby?</p>	

**Mr Lewis:** Let me address that one first. I was at the Brewery Field at Bridgend on Saturday where the Welsh women's rugby team played France. The score was 3-0 for quite some time, but unfortunately Wales fell back and lost to France. Last year, the Welsh women's rugby team won its first ever Triple Crown and beat England for the first time. Last year, it was in great shape, but it has just fallen off a bit this year. However, Welsh women's rugby has the same status within the rugby union as Welsh men's rugby. So, our national centre of excellence is the home for Welsh women's rugby as well as for Welsh men's rugby. Next year, I am pleased to say, the team has qualified for the Women's Rugby World Cup in England. It just got in because it has been a tough journey.

One of the things that Tim worked on with me three years ago was to align Welsh women's rugby with the Welsh Rugby Union so it is very much part of the organisation. It has an equal voice in our game policy and an equal position in the national centre of excellence.

A quick headline: in 2016, the Olympic Games will be in Rio de Janeiro. There will be an Olympic seven-a-side rugby competition. Unfortunately, there will not be a Welsh team; it will be Team GB, quite rightly. However, it will be a competition for both men and women, and I see the sevens game growing for women. That is something that we will focus on significantly—we might talk about sevens later on.

On the Olympic Games in 2012, when I arrived at the organisation three and a half years ago, I inherited a deal with the London Organising Committee of the Olympic Games. It outlined only four games. When I looked at the numbers and looked at the detail, this did not work for us. So, two years ago, I went up to London and met with LOCOG very discreetly and said, 'Look, this simply does not fly. Can we shape this in a different way?'. A key reason why it was not flying for us was that the window of opportunity that we have to create value and wealth for Wales within the stadium for other non-sporting events is in July and August. That is the season for stadium rock concerts, the reason being that, for most of the world, the stadiums do not have roofs, so bands have to tour in the summer. By not doing rock concerts in 2012 in that period, we would be losing significant sums of money—and I am talking about millions of pounds.

To answer the previous point from Mark about how we manage the market, pulling out of the market for one year means we are not leveraging relationships for future years. So, I said to LOCOG very discreetly, 'This simply does not work for us. We need to construct this differently'. After many months, which have been pretty bloody and pretty bruising—and as I said, we had a conference call late last night—we are now in a position where we are close to closing a deal that makes sense for LOCOG and for us, and will certainly make fantastic sense for Wales. What I am trying to do—and this was part of the detailed discussion last night, which I have introduced into the contract—is say that we really want a quarter-final and a semi-final in Wales because that is when the competition builds up tension. We also want games very early on so that Wales is there both at the start and at the end. We also want teams that take soccer in the World Cup very seriously. Some teams around the world take it very seriously, particularly in South America, Argentina and the far east. This is what we are now working on, and we are working with the Welsh Assembly Government to see whether we can address the financial issue that has been created for us. We are getting some traction there, I am pleased to say. I am a very positive person and I will look at where we can move forward together, not backwards. We have some traction here and hopefully, when we close the deal, perhaps you as a committee would consider how we arrived at that position.

**Mohammad Asghar:** Thank you very much. It is very interesting. I really enjoyed your speech at the beginning and I admire the way that you are running the stadium. My concern is funding. Last Friday was my first visit to the stadium. There was a wonderful atmosphere. Personally, I think that it looks like a rocket launch pad right in the middle of the city, but it is a wonderful place to be.

9.40 a.m.

Anyway, you have talked about all the benefits, all the good things—goodie, goodie—from all over the world and all the rest of it, but you have not mentioned any problems, and I am sure that there are problems in running that sort of organisation. You mentioned very clearly that you are looking for 'partners', which is a very serious word that we should explore more. What type of partners are you looking for? Are they other funding partners? Do you need partners to inject money to build a similar stadium somewhere else in Wales, in a place right in the middle? I know the problems, which I am afraid I do not have time to go into here.

**Sandy Mewies:** No, you do not. ["Laughter."]

**Mohammad Asghar:** So, what are the problems associated with the running costs, not only of the major professional sports, but of the internationally recognised Millennium Stadium? That is what I need to know: what are your problems?

**Sandy Mewies:** Please be very brief, too.

**Mr Lewis:** Okay, Sandy. Please forgive me, You are indulging me and I apologise. However, I feel that what we have with the Millennium Stadium—and actually with the Welsh Rugby Union as well—can be leveraged more for the nation, and perhaps I might have the opportunity to share some of my other thoughts with you at some other stage.

Let me put a bit of grit in the oyster that will perhaps create a pearl for us all. Although I have spent more of my life, certainly my career, outside Wales than within it—although I have always come back to Wales for lots of reasons—I am surprised when I come back to Wales that there are not more people knocking on our door. That is a political point with a small 'p' about the culture and the environment that we are creating in Wales. I made a few comments earlier this week about creating a culture of entrepreneurship that works on sound business principles but benefits the public good. We redistribute all our wealth within the organisation. I am surprised, culturally, that more people are not knocking on the door, and that is an issue throughout business life in Wales.

I see the problems as challenges and opportunities. What are the issues? We are 10 years old. Like any asset that is 10 years old, it needs to be looked after carefully. There will come a time when we need to address that more seriously. We are addressing it month by month as we go on, but a surprise will inevitably come—something might happen to the structure of the building—and that will be a challenge for us and we need to be mindful of it.

Our strength is our weakness. Our strength is the city-centre location. We benefit from that location and the vibe and buzz that it gives Cardiff, but we could benefit more from it as well. It is no secret that I am looking to develop the land to the east of the stadium. To add to my answer to your previous question, Joyce, we have had very good discussions with Cardiff City Council on how we can realise that asset, namely the land that we own to the east of the stadium, for the benefit of the Welsh Rugby Union and the Millennium Stadium, but also of Cardiff. So, that is where we are looking to align strategies. It is very early days because of the economic climate, but we have done a number of iterations and we have done all our due diligence work, both legally and structurally, on what we can create there. That is an opportunity that you could also say is a challenge. That is how I view life: where there is challenge, there is opportunity.

The challenge, or the problem that we have, is that everyone eats and drinks in town and then comes to the stadium and, when the game or the rock concert is over, they go into town to eat and drink. In Twickenham, there is only one place in which you can eat and drink, and that is Twickenham. To give you a feel for the numbers, throughout the year, in a limited number of events, food and beverage generates £26 million-worth of gross revenue. That is the modelling that we need to think of. There are a number of other things that I could say about the challenges, but I hope that they present opportunities if we work with the right people when they come knocking on our door.

**Sandy Mewies:** I have the final question, but I want to say that, if you feel that you would like to add anything arising from the discussion today, please feel free to send a paper to the clerk and it will be distributed. In the same way, I know that Members had other questions, but there are other people here to give evidence immediately after you, and I can see that they are here now, so I need to move on.

Finally, how do you see the use of the Millennium Stadium evolving over future years while maintaining the financial benefits that you can accrue from its use?

**Mr Lewis:** There is a good-news headline on this. One of my mantras is long-term planning, long-term financial sustainability, and one reason I was in America the week before last was to agree a programme of activity on those events that give us the maximum return, which is rugby matches. The reason for that is similar in any business: if you own the content, you will get the maximum benefit. We have agreed a schedule of activity, within the stadium and outside, up until 2019. The Rugby World Cup will be in New Zealand in 2011, it will be in England and Wales in 2015, and in Japan in 2019. So, we have planned all this already. That is long-term planning.

The challenge for us is that the horizons for rock concerts are not long term. For instance, we announced Paul McCartney this week and he will be playing the stadium on 26 June.

**Sandy Mewies:** To the great joy of some of us of a certain age. ["Laughter."]

**Mr Lewis:** That gives you an example of the risks, and of the knife blade on which we tread. We do not know yet what else will be with us this June/July. McCartney was going to be with us at Christmas but then the date was moved and moved again. So, that shows some of the challenges, but they are also opportunities. To answer Oscar's question, really, you should think of us as you would some of the creative industries in Wales. Perhaps you could invest with us and you would want a return on your investment. There are two ways in which you can measure your return: there is straightforward financial return, so you will get some of the backend or the upside; or you could say that increasing awareness of Wales itself has a value attached to it, and so we ascribe value to media coverage. There is also a third area, namely the economic benefit delivered to Cardiff and south-east Wales, and a fourth one, namely the fact that we distribute and redistribute throughout Wales the moneys that we generate in the stadium—on our north Wales project, for example.

Going forward—and this ties up Sandy's question with Oscar's—what could the model be? It could be a similar model where you put seed capital into certain events and we manage the risks together. For example, we did a fantastic show-jumping event, which was broadcast live on UK and European television, and so positive pictures of Wales were being broadcast. The risk, in the way in which we constructed it, unfortunately, went to the promoter, who got the downside of that, which means that they are reluctant to come forward. Perhaps we could spread the risk between us, the promoter and you and then create events. The key thing that Calvin said to you recently is that one-off events do not work. Our relationships with promoters are for the long term, as are our relationships with rugby, with the speedway, with monster trucks, and with the Jehovah's Witnesses. You have to create that sense of sustainability and build up the brand, the values, the experience, and the relationships.

So, going forward, the model could be a sum of money that we could use to work with you on identified projects that make sense for you. Then, when they are up and running, the Government would take a step back, but it will have had some benefit that it can point to and say, 'Yes, that is why we put the money into it'. However, I would always stress that there is a risk attached to this and the challenge for Government is how to manage that risk.

**Sandy Mewies:** Thank you very much for your enthusiasm and for the evidence that you gave. It is always nice to hear people being enthusiastic about what they are doing, and I know that Members have been enthused because they have been indicating to me that they want to ask you more questions. Would you mind if I asked Members to submit those questions to the clerk so that we could send them to you? As I said before, if you feel that you would like to add anything to what you have said today, please feel free to do so. We will send you a transcript to be checked for accuracy. Thank you very much for coming today, the three of you, and thank you very much for your written evidence and your oral evidence.

**Mr Lewis:** Thank you, Sandy. On behalf of the Welsh Rugby Union and the Millennium Stadium, I thank you very much indeed. Our door is always open to you all.

**Sandy Mewies:** Thank you.

9.49 a.m.

## **Ymchwiliad i Wneud y Gorau o Ddigwyddiadau Chwaraeon yng Nghymru: Casglu Tystiolaeth—Clwb Criced Morgannwg**

### **Inquiry into Making the Most of Sporting Events in Wales: Evidence Gathering—Glamorgan Cricket Club**

**Sandy Mewies:** We will move on now to the next agenda item, which is evidence from Glamorgan Cricket Club. I welcome Alan Hamer, the chief executive. Is that the correct pronunciation?

**Mr Hamer:** It is, yes.

**Sandy Mewies:** Thank you for the paper that you have submitted already. Members will have read it and they have questions for you. I ask you to make a short introduction, please, and then I will ask Members to come in with their questions.

9.50 a.m.

<p><b>Mr Hamer:</b> I am Alan Hamer, chief executive of Glamorgan Cricket Club. I have worked there since 2006, and I was promoted to my current role last September. I am here today to share my experiences and the club's experiences specifically of the Ashes test match and how the Welsh Assembly Government helped us to deliver that.</p>
<p><b>Alun Cairns:</b> Mr Hamer, can you give us some background behind the award of the Ashes test, which was a huge coup, because it is probably the most financially important test series in cricket between England and Australia. That came to Cardiff, and it involved risks, but how did it come about against all odds, as some people would have suggested?</p>
<p><b>Mr Hamer:</b> Certainly. It was initially through the ambition of our chairman, Paul Russell, back in 2006. The England and Wales Cricket Board issued tenders to all 18 counties to submit bids for one Ashes test match that had not been allocated. At that point in time, Glamorgan's ground was rundown and dilapidated. No-one ever thought that Glamorgan would submit a bid—it did not have a ground; it did not have any funding. Our chairman spoke to the ECB and asked, 'If we had a test match standard ground, would we be entitled to bid?', and it confirmed that we would. Paul then approached the council, the Assembly Government and a number of banks to see whether we could get funding for a new stadium. They agreed that, subject to getting the Ashes, that would happen. We then met with the planners and everything interlinked and essentially we put a bid in with the help of the Assembly to the England and Wales Cricket Board. No-one else expected us to put that bid in. We were awarded the game and, as a result, the stadium was built and the finance was made available to the club.</p>
<p><b>Sandy Mewies:</b> I do not know whether you have given evidence before, but translation equipment is provided for you there. If you do not speak Welsh, turn it to channel 1 and you will have translation. If you just want sound amplification, you should use channel 0.</p>
<p><b>Mr Hamer:</b> I speak Welsh.</p>

<p><b>Bethan Jenkins:</b> Yr ydych yn dweud yn eich dogfen bod aelodau o staff Llywodraeth y Cynulliad wedi bod i gyfarfodydd i gynllunio'r digwyddiadau. A oedd y personél hyn yn dod o adrannau penodol o fewn y Llywodraeth? Os felly, sut oeddech chi'n cydlynu ymdrech gwahanol adrannau?</p>	<p><b>Bethan Jenkins:</b> You state in your documents that Welsh Government staff attended planning meetings for events. Did these personnel come from various departments within the Government? If so, how did you co-ordinate the work of different departments?</p>
<p><b>Mr Hamer:</b> Yr oedd dwy agwedd. Rhoddodd Croeso Cymru help enfawr i'r clwb wrth godi proffil criced a Chymru dros y byd. Aeth ein cadeirydd gyda Roger Pride o Croeso Cymru i Awstralia. Cyn y gêm, yr oedd Croeso Cymru wedi helpu gyda'r marchnata o amgylch y ddinas. Ar yr ochr arall, bu Gwilym Evans yn ceisio denu mwy o blant i chwarae criced yng Nghymru drwy raglen criced yn y gymuned. Felly, dros y tair blynedd cyn y gêm yr oeddem mewn cysylltiad â dwy adran o fewn y Cynulliad.</p>	<p><b>Mr Hamer:</b> There were two aspects. Visit Wales was a great help to the club in raising the profile of cricket and Wales across the world. Our chairman accompanied Roger Pride of Visit Wales to Australia. In the run-up to the game, Visit Wales helped with marketing across the city. On the other side, Gwilym Evans tried to attract more children to play cricket in Wales through a cricket in the community programme. So, over the three years in the build-up to the match, we were in contact with two departments in the Assembly.</p>
<p><b>Bethan Jenkins:</b> Wrth gynllunio'r digwyddiad, a oedd unrhyw gyfathrebu neu gyfarfodydd gyda'r uned digwyddiadau mawr, ynteu a oedd cysylltiadau penodol ag aelodau staff o fewn yr adran chwaraeon, a ddaw dan Alun Ffred Jones?</p>	<p><b>Bethan Jenkins:</b> In planning the event, was there any communication or meetings with the major events unit, or was the contact with specific members of staff within the sports department, which comes under Alun Ffred Jones?</p>
<p><b>Mr Hamer:</b> Gyda gêm y llynedd, yr ateb yw 'na', ond ers hynny yr ydym wedi bod mewn cysylltiad â hwy ynglŷn â chefnogaeth ariannol i'n helpu i ddenu gêm arall yn 2013.</p>	<p><b>Mr Hamer:</b> With the game last year, the answer is 'no', but since then we have been in contact with them regarding getting some financial support to help us to attract another match in 2013.</p>

<p><b>Sandy Mewies:</b> Is there any particular reason why you did not have any contact last year?</p>
<p><b>Mr Hamer:</b> With the major events unit?</p>
<p><b>Sandy Mewies:</b> Yes. Did you not know about it?</p>

<p><b>Mr Hamer:</b> We did. It held the initial meeting at Glamorgan Cricket Club, probably in February last year, but the individuals with whom we are dealing now are individuals with whom we dealt in the run-up to the Ashes—Gwilym Evans and Arthur Emyr in particular—but more to do with delivering the programme that was already agreed with the Assembly. Since the Ashes, we have been speaking to them to say that, if we were to get the game again in four years' time, we would need to have financial and non-financial support from the Assembly. Rather than leave it to the last minute to start those conversations, we said 'Let us have a chat about it now'; that gives us plenty of time.</p>	<p><b>Joyce Watson:</b> Good morning, Alan. You refer to engaging at the community level with young people, clubs and schools and that you have worked across the length and breadth of Wales. Considering the limited geographic focus of the club, how have you managed to work so widely?</p>
<p><b>Mr Hamer:</b> The situation with Glamorgan is different to that of other sports. We represent Wales in cricket. There is no rivalry or regions. We play 10 days' cricket each year away from Cardiff—five in Swansea and five in Colwyn Bay. We have our own cricket in the community officer who is employed by Glamorgan, but we also link in with the Cricket Board of Wales, which has nine cricket development officers across Wales. So, throughout the year, we have a number of children who come to Cardiff or to Swansea or Colwyn Bay, but more importantly we go out to a number of cricket clubs and schools during the year. We have 479 partner schools. Clearly, that is too many for Glamorgan to deal with, but we then link in with these cricket development officers. We have a mobile van that we can take out that has nets and cricket equipment. So, over the course of the year, we work hand in hand with the Cricket Board of Wales to ensure that we are pan Wales.</p>	<p><b>Joyce Watson:</b> I have to tell you that I live in Pembrokeshire, an area that takes cricket very seriously. Is your community work driven by the club or is it delivered through a formal partnership, for example, with the Sports Council for Wales or the Welsh Government's education department?</p>
<p><b>Mr Hamer:</b> It is both, really. We have our own member of staff who delivers programmes predominantly in Cardiff for people who come to the ground. Last year, a lot of children, pan Wales, were involved in the Urdd 50/50 competition with 257 schools, and the finals day was held in the SWALEC Stadium in the lead-up to the Ashes. As I mentioned, we also deal with the cricket development officers and the CBW and the sports council. So, cricket is slightly different to other sports in Wales, because the profile is not as high as rugby and football. It tends to need a more joined-up approach in order to get noticed.</p>	<p><b>Joyce Watson:</b> A legacy fund was set up to support activities associated with the Ryder Cup. Was something similar set up to support the community and participation activities associated with the Ashes test?</p>
<p><b>Mr Hamer:</b> There is no specific legacy fund, although back in 2006 Glamorgan did not have a cricket in the community programme, and that was set up on the back of the profile of getting the Ashes test match. So, over the last three years, 65,000 children have been involved in it, and it is something that we are going to build on. So, there is no specific financial legacy, but there is an ongoing requirement now to ensure that the profile of cricket does not fade away, which is why securing high-profile events going forward is key, such as an Ashes test match or an India test match, to ensure that cricket does not lose the momentum that it has gathered over the last three years.</p>	

<p><b>Eleanor Burnham:</b> Hoffwn gymeradwyo canolfan Bae Colwyn. Yr wyf wedi bod yno ambell waith gyda fy mab, ac mae'n wych. Mae angerdd yno bob amser ymhlith y bobl ifanc sy'n mynd i weld y gemau.</p>	<p><b>Eleanor Burnham:</b> I would like to praise the Colwyn Bay centre. I have been there a few times with my son and it is excellent. There is passion there among the young people who go to see the games.</p>
<p>Yr ydych yn cyfeirio at gyllid a roddwyd gan Lywodraeth y Cynulliad i gynnal gêm brawf cyfres y Lludw a bod meysydd eraill sy'n cynnal gemau prawf yn ystyried bod hyn yn annheg. Fodd bynnag, yr ydych yn gofyn am fwy o gymorth ar gyfer ceisiadau yn y dyfodol. A yw'r meysydd eraill yn cael cymorth ar gyfer eu ceisiadau hwy, ac os nad ydynt, pam ei bod yn angenrheidiol rhoi cymorth cyhoeddus i geisiadau o Gymru?</p>	<p>You refer to the funds given by the Welsh Government to secure the Ashes test match and that other test match grounds considered this to be unfair. However, you are asking for further support for future bids. Are other grounds receiving support for their bids and, if not, why is it necessary to publicly support bids in Wales?</p>

<p><b>Mr Hamer:</b> Rhwng 2008 a 2016 mae'r clwb yn bwriadu cynnal 13 o gemau rhyngwladol. Dim ond ar gyfer un gêm mae'r clwb wedi gofyn am gefnogaeth ariannol gan y Cynulliad. Mae'r clwb yn talu am y gemau eraill. I gael y gemau enfawr, mae'n rhaid cael arian. Mae capasiti Stadiwm SWALEC yn llai na meysydd eraill, felly wrth edrych ar faint y gallwn ei dalu am gêm, gwelwn fod meysydd eraill yn gallu fforddio talu mwy. Os yw'r clwb am gael gêm Lludw eto, mae'n rhaid cael cefnogaeth ariannol. Ni allwn gystadlu â meysydd â 10,000 yn fwy o seddau.</p>	<p><b>Mr Hamer:</b> Between 2008 and 2016, the club is going to hold 13 international matches. The club has only asked for financial support for one match from the Assembly. The club is paying for the other matches. To attract blue ribbon games, it comes down to money. The capacity of the SWALEC Stadium is smaller than that of other grounds, so in looking at how much we can pay for matches, we see that other grounds can afford to pay more. If the club wants another Ashes match, we must have financial support. We can never compete with grounds that have 10,000 more seats.</p>
10.00 a.m.	
<p><b>Eleanor Burnham:</b> A oes perygl y gallai rhyfel cymhorthdal ddechrau rhwng meysydd yn sgîl y ddibyniaeth gynyddol ar y cymhorthdal cyhoeddus cynyddol? Oni fyddai'n well i'r bwrdd criced ddiwygio'r broses o wneud ceisiadau?</p>	<p><b>Eleanor Burnham:</b> Is there a danger that there may be a subsidy war between grounds given the ever-increasing reliance on increasing public subsidy? Would it not be preferable for the cricket board to amend its bidding process?</p>
<p><b>Mr Hamer:</b> Mae hynny wedi digwydd yn barod. Mae'r swm y mae'n rhaid i ni ei dalu erbyn hyn yn llai na'r swm a dalwyd yn flaenorol. Mae rhai siroedd yn talu mwy nag y gallant ei fforddio, a, phan ddaw'r prawf nesaf yng nghyfes y Lludw, yr wyf yn disgwyl y byddwn yn talu llai nag y gwnaethom y tro diwethaf.</p>	<p><b>Mr Hamer:</b> That has happened already. The amount of money that we have to pay is less than what we have been paying in the past. Some counties pay more than they can afford, and, the next time it comes to the Ashes test, I expect us to be paying less than we did last time.</p>
<p><b>Eleanor Burnham:</b> Yn olaf, a oes angen i Lywodraeth y Cynulliad ddargyfeirio cyllid er mwyn cefnogi cais? Pa fudd y gallai trethdalwyr Prydain yn hytrach na threthdalwyr Cymru ei weld? A yw hynny'n bwysig, neu efallai nad ydyw'n gwestiwn addas?</p>	<p><b>Eleanor Burnham:</b> Finally, does the Assembly Government need to divert funds in order to support a bid? What benefit could come to British taxpayers as opposed to the Welsh taxpaying public? Is that important, or is that not an appropriate question?</p>
<p><b>Mr Hamer:</b> Mae pum gêm brawf yng nghyfes y Lludw bob pedair blynedd y mae'n rhaid iddynt gael eu cynnal yn rhywle yn y Deyrnas Unedig. Os oes gêm brawf i'w chynnal yng Nghymru, mae'n rhaid inni wneud rhywbeth yn wahanol i'r siroedd eraill, ac yr wyf yn credu y gall Morgannwg ddenu cefnogaeth drwy weithio gyda'r Cynulliad.</p>	<p><b>Mr Hamer:</b> There are five Ashes test matches every four years that have to be played somewhere in the UK. If a test is to be played in Wales, then we must do something different to the other counties, and I think that Glamorgan can attract support by working with the Assembly.</p>

<p><b>Mark Isherwood:</b> Your paper refers to planned cricket matches at the SWALEC Stadium and its use as a conference venue. What other plans do you have to develop its use?</p>
<p><b>Mr Hamer:</b> The challenge that faces all sporting venues—I am sure that Roger would have alluded to this previously—is that you cannot make it pay just by playing sport. The number of days of cricket that we play a year in Cardiff account for only 15 per cent of the available days per year. So, we try to supplement our income by having conferences. We generate over £1 million a year in revenue from conferences. A number of high-profile conferences have been held there. We are looking to make greater use of the stadium. However, we are fully aware that in its location—it is in grade-I listed parkland—there are sensitivities with the residents, and we have restrictions on our lease. So, we have approached the council to ask whether there is a way in which we can amend the restrictions without actually degrading the local area. We are looking, possibly, at some kind of outdoor opera and other classical concerts. We were approached by five different promoters following the Ashes test last year to hold events at the stadium. These would not be events that compete with the Millennium Stadium. These events could include, for example, Katherine Jenkins, Bryn Terfel, Elton John and so on. We would love to hold concerts at the stadium, but we are aware that there is sensitivity with the parkland, and this would be done in full consultation with any resident groups and, obviously, with the council.</p>

<p><b>Bethan Jenkins:</b> Yr ydych yn dweud yn eich tystiolaeth fod pobl sy'n dod i weld criced yn fwy tebygol na chefnogwyr chwaraeon eraill o aros yn y ddinas er mwyn cael gwyliau neu "short break". Sut ddaethoch chi i'r casgliad hwnnw? Hefyd, sut ddaethoch chi i'r casgliad fod pobl sy'n dilyn criced yn fwy tebygol na chefnogwyr rygbi neu bêl-droed, er enghraifft, o aros yn y ddinas dros nos?</p>	<p><b>Bethan Jenkins:</b> You state in your evidence that cricket supporters visiting the city are more likely than fans of other sports to stay for an extended holiday or a short break. How did you come to that conclusion? Also, how did you come to the conclusion that people who come to watch cricket are more likely than rugby or football supporters, for instance, to stay in the city overnight?</p>
<p><b>Mr Hamer:</b> Mae criced yn wahanol i bêl-droed a rygbi. Mae gêm yng nghyfres y Llundw yn parhau am bum diwrnod yn hytrach nag un diwrnod, ac mae pobl yn prynu tocynnau am ddau neu dri diwrnod, gan aros dros nos. Caiff gemau undydd eu chwarae yn y prynhawn a gyda'r nos, ac mae cefnogwyr am aros dros nos. Mae cefnogwyr criced yn mynd ar bererindod, os hoffech chi, bob blwyddyn. Mae pobl yn mynd i Lord's, ac mae Trent Bridge hefyd yn boblogaidd. Nid oes ots gan bobl pwy sy'n chwarae; maent yn mynd i weld y criced ac i aros dros nos. Mae Caerdydd yn ddinas sydd wedi dangos dros y blynyddoedd diwethaf fod digon i'w wneud yma, ac mae'r un peth yn wir am dde Cymru a'r canolbarth. Ar gyfer y gêm yng nghyfres y Llundw, fe brynodd y rhan fwyaf o bobl docynnau ar gyfer mwy nag un diwrnod, gan aros dros nos yng Nghaerdydd, Casnewydd neu Abertawe.</p>	<p><b>Mr Hamer:</b> Cricket is different to football and rugby. An Ashes test runs for five days rather than one day, and people buy tickets for two or three days and, therefore, stay overnight. One-day matches are played in the afternoons and in the evenings, and supporters want to stay over. In cricket, people go on a pilgrimage, if you like, every year. People go to Lord's, and Trent Bridge is also popular. People do not mind who is playing; they go for the cricket and to stay overnight. Cardiff as a city has proved over the last few years that there is plenty to do here, as there is in south Wales and mid Wales. For the Ashes test match, most people bought tickets for more than one day and stayed over in Cardiff, Newport or Swansea.</p>
<p><b>Bethan Jenkins:</b> Dywed tystiolaeth Ysgol Fusnes Caerdydd nad yw pobl yn fwy tebygol o aros dros nos oherwydd digwyddiadau mawr fel y rhain. Beth yw eich barn chi am hynny?</p>	<p><b>Bethan Jenkins:</b> Cardiff Business School's evidence states that people are not more likely to stay overnight because of major events such as these. What is your opinion of that?</p>
<p><b>Mr Hamer:</b> Mae arolygon gwahanol yn dweud pethau gwahanol. Nid oedd gan neb brofiad yng nghyd-destun criced tan nawr. Mae arolygon blaenorol wedi bod am ddigwyddiadau yn Stadiwm y Mileniwm. Pan fydd gêm rygbi yn Stadiwm y Mileniwm, mae pobl yn tueddu i fynd am y diwrnod ac yna'n mynd adref. Yr oedd y gêm yng nghyfres y Llundw yn rhywbeth newydd. Yr wyf yn credu taw'r pwynt gorau y gallaf ei wneud wrth ateb yw dweud ein bod ni eisoes wedi gwerthu lot o docynnau ar gyfer y gemau yn erbyn Awstralia a Phacistan eleni, ac mae nifer o'r rheini sydd wedi prynu tocynnau yn byw yn Lloegr. Yr oedd nifer o'r rheini a brynodd docynnau ar gyfer gêm brawf y Llundw yn dod, er enghraifft, o Lundain, Birmingham a Manceinion.</p>	<p><b>Mr Hamer:</b> Different surveys say different things. No-one had experience in the cricket context until now. Previous surveys have concerned events at the Millennium Stadium. When there is a rugby match at the Millennium Stadium, people tend to go for the day and then go home. The Ashes test was new to us. I think that the best thing I can tell you in response is that we have already sold lots of tickets for this year's games against Australia and Pakistan, and many of those who have bought tickets live in England. Many people who bought tickets for the Ashes test were, for instance, from London, Birmingham and Manchester.</p>

<p><b>Mohammad Asghar:</b> Alan, this is a sport I really love. If I was not in this country, I could be a test player, I can assure you. ["Laughter."] I used to play with Asif Iqbal—you have probably heard of him—and Waqar Younis is my relation.</p>
<p><b>Mr Hamer:</b> He was legendary for Glamorgan, as you know.</p>
<p><b>Mohammad Asghar:</b> Yes, he played for Glamorgan.</p>
<p><b>Sandy Mewies:</b> So, if you need him, he is available. ["Laughter."]</p>
<p><b>Mohammad Asghar:</b> That is right.</p>
<p><b>Mr Hamer:</b> Given how we have played in the last few years, we might do.</p>
<p><b>Mohammad Asghar:</b> As you know, Afghanistan is a country that does not have a national stadium of cricket. The team has beaten Scotland in the last couple of weeks and is in the World Twenty20. So, why not Wales?</p>

I have a long list of questions that I want to ask. I have a question which is basically about the media, which I am not very keen on. However, how did the club and other partners succeed in changing the perception of Wales holding events?

**Mr Hamer:** It involved hard work and detailed planning, taking a team Wales approach. Our chairman, Paul Russell, when he put the bid together, made it in such a way that meant that they would not have been saying 'no' to Glamorgan if they turned down our bid, but would be saying 'no' to Wales. That was the key. So, on the preparation and detailed planning with the Assembly, Cardiff Council, all the partners and the media, it was as though the whole of Wales wanted to show the rest of the world that it would be a success.

From a personal perspective, the amount of negative criticism that we endured in the run-up to the game just made us more determined to prove people wrong. It was a team Wales approach, and I think that the little things that we did that other venues do not do paid dividends. There was the international food festival in Cardiff bay, the Assembly held a function in Cardiff Castle, and the media were wined and dined to extraordinary limits, whereas if it was in Lord's or the Oval, within five minutes of leaving the ground and if you take a couple of right turns, you would not know that there is a game on. You are just lost in the city. This is the unique thing about Cardiff as opposed to other venues. We have to make sure that we are not complacent, because if we do not deliver the same standards in future years, then people will turn on us just as quickly as they supported us. However, it was hard work.

**Mohammad Asghar:** I know that, as a partnership, you must have some sort of professional approach to this. Cricket is a gentleman's sport. You know that.

**Mr Hamer:** Yes.

**Mohammad Asghar:** It is one of the sports with very few problems. Why do we not have a Wales team for Twenty20?

**Mr Hamer:** Why does Wales not have a team? It is the England and Wales Cricket Board, but Wales has a team in the minor counties. Being honest, if Wales had a cricket team, it would, because of its standard, be playing against Scotland and Ireland and never play test matches. Wales does play matches as a minor counties team against other counties. Technically, we see Glamorgan as being Wales. As Robert Croft described it, playing for Glamorgan is playing for Wales; playing for England is like playing for the British Lions. That is how he has described it. Wales has had a number of players who have played for England over the last few years. A lot of Welsh players hold high positions in cricket worldwide. Huw Morris is the managing director of the England cricket team, and David Morgan is the president of the International Cricket Council. Wales does play on a regular basis against other counties. There is a Wales team.

**Mohammad Asghar:** That is a county. We are talking about dragons on the jackets rather than Glamorgan's flag. Ireland, Scotland and England have their own teams, as does Afghanistan, as I mentioned earlier. So, why not Wales? There is talent here. Believe me, Alan, there is talent.

10.10 a.m.

**Mr Hamer:** The morals or the ethics of Glamorgan are that we, where possible, play 11 Welsh players every week. You will notice that Glamorgan—and this has been to its detriment over recent years—does not sign players from other counties who are looking for a pay day, essentially. We have a number of young players and you will see this year that we will always develop home-grown players, which is why, when we see Glamorgan playing, we see it as though we are Welsh, because we play Welsh players.

**Sandy Mewies:** You say that you have provided advice and assistance to Ryder Cup Wales. Has the relationship been formal or informal? The committee feels that disseminating good practice is extremely important. How could the experience of organisations such as yours, which have been very successful in organising this sort of event, be harnessed formally? How could other people feed into that?

**Mr Hamer:** The relationship has been both formal and informal. It has been formal to the extent that our chairman has attended Ryder Cup Wales board meetings, and, on an informal basis, Rob Holt, the chief executive, has had several meetings with me and with our operations director to see how it would work. He attended the Ashes. I agree that we do not compete with other sports and there is a lot to be said for venues working together. We have been assisted greatly by the Millennium Stadium, particularly on the safety and stewarding side. All our stewards at the Ashes were stewards who work at the Millennium Stadium. I think that it would be hugely beneficial for Wales if all the experience of staging major sporting events was shared. We have benefited, so we would be happy to share that with other people.

**Alun Cairns:** You state your determination to ensure that an Ashes test is staged in Cardiff in 2013, and you have outlined the financial constraints on winning cricket matches. Do you face any other barriers to fulfilling this? Also, would you support an aggressive, co-ordinated approach sponsored by the Welsh Assembly Government to try to bring events to the SWALEC Stadium, the Millennium Stadium, and other sorts of arenas in Cardiff and in Wales? What can the Welsh Assembly Government do to maximise your success for the rest of Wales?

**Mr Hamer:** In order to get a match there is a balanced scorecard, as I have mentioned in my report. There are roughly 100 marks, and you get marked. It is like an exam paper. You get ranked against other grounds. The financial element is decreasing, as Eleanor mentioned, with regard to the competition for money. It was 50 marks; it is now going to be 40 marks. There are many non-financial criteria. The ECB assess you on small things that are very important: for example, the transport infrastructure. We had a major issue on the fifth day of the Ashes when First Great Western, despite us speaking to it, prevented any train from London getting to Cardiff until 1 p.m., even though the game started at 11 a.m. Ensuring that the road system is operating effectively is important, as we all know what happened when the first FA Cup final was held in Cardiff; people complained about the traffic at the Brynglas tunnels. Fortunately for the Ashes there were no traffic issues, but had there been an accident on the motorway or the Brynglas tunnels had been closed, I can assure you that you would have heard all about it in the press that day.

So, it is about working with local authorities and national Government to ensure that simple things work correctly: for example, that there is signage around the city centre directing people to the ground. It did work. The work that the council did outside the castle to improve the road system did not start until a day after the Ashes finished, fortunately. We need to have a unified approach, really, because we can then have a competitive advantage against other venues, because we are not just a county bidding for a match, we are a county supported by national and local government. You cannot say the same for our English counterparts, perhaps.

**Alun Cairns:** Quite obviously, as an organisation you need to make a profit in order to survive, but you also have to form relationships with lots of different bodies. You talked about the local authorities, Visit Wales and the Welsh Assembly Government. Visit Wales is a department within it, but, obviously, the authorities are autonomous bodies in their own right. Would a co-ordinated approach, whereby the Assembly Government can take a lead on such things as traffic issues—to lobby First Great Western, for example, should that difficult situation arise again—help you to bring more events to Cardiff or certainly in making more success of the events that come here already?

**Mr Hamer:** It would certainly help, and I am sure that the WRU would say the same. I do not think that it would necessarily bring more events to Cardiff. It would probably make the existing events a bigger success. One thing that we tried to do for the Ashes, which we failed to do, was to try to do some kind of countdown to the build-up of the game. You may have noticed in the press this week that South Africa had a 100-day countdown for the World Cup and a big dinner and gala. We tried to do the same for the Ashes, to have a countdown clock erected in the city centre and, with 100 days to go, to get the players, and captains from Australia and England, to come to an event. To try to co-ordinate the different partners involved was very difficult and time consuming. When we had three months to go to the event, we could not focus our efforts on that. It would be great had there been another high-profile event in Cardiff, whether cricket or another sport, or even a non-sporting event, and to have an organisation able to facilitate that—maybe the major events unit. It would be hugely successful, because it was only in the week leading up to the Ashes that you really knew that the Ashes was taking place, when you saw the road signs on the motorway or posters being put up in the city centre. Maybe, looking back on it, we did miss a bit of a trick to promote Wales a little bit earlier than we could have, but we learn and, going forward, we would certainly like to improve on that.

**Sandy Mewies:** Thank you. Before we let Alan off the hook, do any Members have any other supplementary questions? I see that no-one does. Thank you very much for your written evidence, which was very interesting, and for expanding on it today. We will send you a transcript of what has been said today to check for accuracy. If you feel there is anything you would like to add that has not been teased out, please feel free to contact the clerk and that will also be circulated to Members. Once again, thank you very much for coming here today. It was very interesting. As you know, you have a willing volunteer over there. ["Laughter."]

**Mr Hamer:** Thank you for the opportunity to come down and give you some details on how the Assembly has helped us.

**Sandy Mewies:** Thank you.

10.17 a.m.

**Ymchwiliad i Wneud y Gorau o Ddigwyddiadau Chwaraeon yng Nghymru: Casglu Tystiolaeth—Tenovus**  
**Inquiry into Making the Most of Sporting Events in Wales: Evidence Gathering—Tenovus**

<p><b>Sandy Mewies:</b> We have with us from Tenovus Alison Upton, who is the business development manager, and Richard Nicholls, who is the director of fundraising. Welcome to you both and thank you very much for the paper that you submitted. I am going to ask one of you to make a brief introduction and then I will call on Members to ask their questions.</p>	
<p><b>Ms Upton:</b> I just want to go through very quickly the main objectives of our partnership with Ryder Cup Wales. We have three main objectives: first, to raise enough money to fund mobile cancer support units to help cancer patients in Wales; second, to increase the brand awareness of Tenovus and its services; and third, to generate some long-term support from individuals and organisations to support the charity in the future.</p>	
<p>Our partnership with Ryder Cup Wales and the fact that the Ryder Cup is in Wales, which are slightly different things, has enabled us so far to fulfil these objectives to quite an extent. By the end of the relationship we will have raised at least £400,000. We still have some income streams that are being identified, so, hopefully, it will be more than that. In addition, our future fundraising capacity will be improved. As I said, we are still awaiting feedback from some elements so, hopefully, we will be able to raise loads more than that.</p>	
<p>With regard to brand awareness, the mobile unit that we have launched has had over 3,000 visitors so far, but the awareness it has raised has been immense. So, for example, in one day in Cardiff city centre the brand is probably exposed to about 80,000 people. It has been at the Wales Open and it has been televised quite a lot, so the brand awareness has been amazing. We have been present at the Summer of Golf 2010 events held by Ryder Cup Wales. We have given golf clubs a reason to fundraise for us, and there are 60,000 members of golf clubs in Wales. So, again, the brand is being exposed to all those people. We were present at the Wales Open, which has 50,000 visitors and has TV coverage. Unfortunately, we do not get our PR analysed, but the amount of PR that we have had out of the relationship has been extremely worthwhile for the charity.</p>	
<p>With regard to long-term support for the charity, we are using some of our tickets to host future major donors, so, hopefully, we can rely on their support in the future. We are building a database of golf club members, who, hopefully, will support us in the future.</p>	
<p>10.20 a.m.</p>	
<p>We have enabled wealthy individuals to be introduced to the charity. For example, Sir Terry Matthews, Colin Montgomery, Corey Pavin and so on have all visited the unit and have taken an interest in the charity, which, had it not been for the golf, would never have happened. We have had companies joining our corporate sponsor scheme and they have all gone on to support the charity in other ways as well. For example, we have been able to engage with Harris Pye Marine Ltd, Chevron, and Leo Abse &amp; Cohen. We are a small to medium-sized charity and for us it has been of massive benefit to have the partnership with Ryder Cup Wales—it has really helped to put us and our services on the map.</p>	
<p><b>Sandy Mewies:</b> Thank you. Richard, was there anything that you wanted to add?</p>	
<p><b>Mr Nicholls:</b> Only that Ryder Cup Wales has given us an endorsement, and that is what has been most powerful for us about the relationship. So, the sorts of things that we have introduced, the people that we have been able to introduce to the charity, and the ability to put the Ryder Cup logo on our letterhead and on our mobile unit has made the world of difference to us.</p>	
<p><b>Sandy Mewies:</b> Bethan is next. Channel 1 on the headset will provide the translation for you and channel 0 will amplify the sound. I remind you that you do not need to use the microphone yourself; it will come on and off automatically.</p>	

<p><b>Bethan Jenkins:</b> Diolch am roi tystiolaeth heddiw. Yr wyf yn siŵr bod pawb yma'n gwybod beth mae eich elusen yn ei wneud. Yr wyf wedi ymweld â'r uned symudol yn fy ardal i, ym Mhen-y-bont ar Ogwr, a phan ddaeth i'r Cynulliad, felly yr wyf yn deall y gwaith pwysig yr ydych yn ei wneud. A allwch ehangu rhyw ychydig ar yr hyn yr ydych yn ei wneud fel elusen a sut y cawsoch eich dewis ar gyfer y bartneriaeth hon gyda Chwpan Ryder?</p>	<p><b>Bethan Jenkins:</b> Thank you for giving evidence today. I am sure that everyone here knows what your charity does. I have visited the mobile unit in my area of Bridgend and when it visited the Assembly, so I understand the important work that you do. Could you expand a little on what you do as a charity and how you came to be chosen for this partnership with the Ryder Cup?</p>
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**Ms Upton:** Firstly, with regard to what the charity does, we undertook a big strategic review two and a half years ago, looking at what our unique selling points were as a charity and what we can offer cancer patients in Wales. We found that cancer rates in Wales are 22 per cent higher than in England, which is quite a lot. We decided, therefore, to bring all our services into Wales and ensure that we can support cancer patients in Wales, but to also try to reduce cancer rates for the future, which is quite a difficult task.

So, through our mobile unit we have been able to deliver chemotherapy on a local level. As I am sure you are aware, people who suffer from cancer feel quite tired, and some people do not drive or are unable to drive because of their treatment. The unit has enabled them to go down the road to have chemotherapy rather than face long journeys to hospital, which are often quite costly.

We have also been able to deliver welfare rights advice, which includes advice on how to get benefits, cancer support through social workers, and counselling services through our mobile unit, again on a local level so that people do not have to travel. Something that we are already doing, but are looking to do more of in the future, is to raise awareness of cancer, especially among young people, which involves going directly into communities with high cancer rates and where people are at significant risk and trying to work with young people to empower them to make their own life choices. The obvious ones are trying to get people not to smoke, not to use sunbeds, and to eat healthily. The mobile unit has enabled us to do that because, obviously, it is mobile so we can go into communities, but it is also quite a fun environment to work within rather than going into schools and boring people by saying, 'Do not smoke'.

Our engagement with Ryder Cup came about because, when the decision was made that it would be coming to Wales, the Ryder Cup put out a tender inviting charities to work with them and we were fortunate to win that tender. As far as I am aware, Tenovus was chosen partly because it was thought that the charity would be able to cope with the amount of work involved, but also because it is pan Wales and a Welsh charity, and that was quite important. In addition, golf is, obviously, a sport; it is very healthy to be outside doing sports activities, and that fits in well with our key health messages. So, we are hoping that, through some of the work that we are doing with golf clubs, more young people are playing golf and getting out, doing exercise, rather than sitting at home eating chips and playing computer games.

**Bethan Jenkins:** A oes gennych unrhyw feini prawf ar gyfer y math o elusennau neu ddigwyddiadau yr ydych yn ymwneud â hwy? A oes rhai digwyddiadau na fydddech am i'r elusen fod yn gysylltiedig â hwy, neu a yw'n gwbl anghywir meddwl felly?

**Bethan Jenkins:** Do you have any criteria for the kinds of charities or events that you would wish to be associated with? Would there be some events that you would not want the charity to be associated with, or is it totally incorrect to think in that way?

**Ms Upton:** I think that we would look at every opportunity to see whether they would fulfil our aims and objectives as a charity. If an event is going to help us to raise money, we like it on the whole because then we can provide services for people with cancer. If it also enables us to put across our health messages or work with the public, then that is of benefit as well.

For example, we are the official charity for the Wales Open this year, as we were last year. As well as raising money, we have had our mobile unit there doing health checks especially for men in male cancer awareness month. That has enabled us to talk to men directly and ask them, 'Have you thought about checking yourself out? Have you got any concerns about cancer?' Those are the people that tend not to go to the doctor and tend not to talk about cancer and, therefore, get diagnosed late. So, by enabling us to work directly with the public, even if we did not raise any money at the Wales Open it would mean that we are still fulfilling our objectives.

I think that we would be happy to work with nearly all events, unless it was promoting something unhealthy like smoking or using sunbeds, and as long as we have the resources in-house to be able to deal with them.

**Sandy Mewies:** Thank you very much indeed. I am going to bring Eleanor in, Mark, because she needs to go.

**Eleanor Burnham:** You are very kind, Chair, I am grateful to you.

Hoffwn wybod a ydych yn cael cymorth, boed yn ariannol neu'n fath arall o gymorth, neu'n gweithio mewn partneriaeth gyda chyrff neu asiantaethau fel Llywodraeth Cymru neu unrhyw un o'i adrannau i'ch galluogi i ymgysylltu â digwyddiadau mawr ar wahân i Gwpan Ryder. Pa adnoddau sydd eu hangen arnoch i ymgysylltu â digwyddiadau mawr? Yr ydych wedi profi eich bod yn gweithio'n effeithiol drwy sicrhau'r bartneriaeth gyda Chwpan Ryder.	I want to know whether you get support, be it financial or otherwise, or whether you work in partnership with bodies or agencies such as the Welsh Government or any of its departments to enable you to engage with major events other than the Ryder Cup. What resources do you need to allow you to engage with major events? By securing a partnership with the Ryder Cup, you have proven that you work effectively.
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<b>Ms Upton:</b> We have worked very closely with Ryder Cup Wales and it has put us in touch with the major events unit at the Welsh Assembly.	
<b>Eleanor Burnham:</b> Sorry, I did not quite catch that. Have you worked with the major events unit?	
<b>Ms Upton:</b> We speak to them sometimes. They tried to put us in touch with the Olympics committee in London to see whether there was any benefit in us working with that committee. Unfortunately, it seems there were no ways that we could work with it. We have also spoken to the unit about the Cardiff half marathon and whether we could benefit more from that but apart from that—	
<b>Eleanor Burnham:</b> Are you are talking about the major events unit?	
<b>Ms Upton:</b> Yes. Those are the two conversations we have had with them. We have not progressed that at all.	
<b>Mr Nicholls:</b> On where we go after the Ryder Cup finishes, we are aware that, as a charity, we are going to need the next big thing. The partnership with Ryder Cup Wales has been fantastic, given the demographic that it has opened up for us. Alison mentioned our strategy of taking cancer support out to communities. We deliver a good service in south-east Wales at the moment and our strategy is to take that further afield.	
<b>Eleanor Burnham:</b> Yes, I was very impressed, as we all were, I am sure, when, as Bethan said earlier, I had a look at your unit when it was parked here. I thought that that was a brilliant thing to do.	
<b>Mr Nicholls:</b> The critical thing is that we are not going to parachute into communities. There are lots of people doing lots of good work already, and our approach is about working in partnership with people who are already there. We have just started operating in Llanelli and Carmarthen. What has been good about the partnership that we have had with the Ryder Cup is that, because we are in close contact with golf clubs, all sorts of golf clubs are fundraising for us. It is absolutely the right demographic for us, for the service that we provide, but it also helps us to heighten awareness of the fact that we are going to be in Llanelli or Carmarthen on a certain day with our mobile unit.	
Given the sort of work that we are doing with the Welsh Assembly Government on funding, at the moment, Tenovus is funded entirely by private donations. When we deliver services on the mobile unit, as you are aware, we work in partnership with Velindre NHS Trust. So, the nursing provision and the money for the drug treatment are provided by Velindre NHS Trust. Everything else is provided by Tenovus and the support that we receive from people who want to donate to us.	
10.30 a.m.	
We are very aware of other major events in Wales that we would love to partner up with. Thinking about where we go next, with our approach to taking what we can deliver out to those communities that are hard to reach, we would love to be associated with such things as the Faenol festival, which Bryn Terfel started, because it helps us to get out to the corners of Wales that we desperately want to be in and that we want to be providing services to.	
<b>Mark Isherwood:</b> You have largely answered this question, but how typical is it for charities to be aligned with major events? Are you unique in this?	

**Ms Upton:** I did a bit of research into this recently, because big sporting events do not tend to have one charity that they support, but benefit a range of charities. For example, London 2012 is supporting a lot of grass-roots projects. The Ryder Cup in the past has given auction prizes and made little donations to a number of charities. The FIFA World Cup in 2006, however, had one official charity and raised £12 million for it. Obviously, that is on an international basis. So, sporting events tend to support a lot of charities in various ways rather than to have one official charity.

With regard to other events, Glastonbury, for example, has about 90,000 visitors and has a couple of main charities, WaterAid being the main one. I think that WaterAid and Oxfam and so on use those events mainly for generating awareness and petitions and so on. I think that last year WaterAid raised £250,000 at Glastonbury, so you can see that there is a massive benefit to charities in addition to getting their name out there.

Another example is the Bristol Balloon Fiesta, which is quite a big festival in Bristol. It raised £60,000 last year for Marie Curie Cancer Care, which is its official charity. I do not think that it is mainstream for sporting events to have an official charity but some do, and I can certainly see the benefits for the sporting event of having just one charity, because otherwise it gets overwhelmed by people asking, 'Can I have an auction prize? Can we have some tickets?' Having one official charity makes it easier for the events, because they can say, 'Actually, all our charitable funds are going to this one charity'.

**Joyce Watson:** Do you think that there should be more opportunities and encouragement for charities to engage with major events, or are charities already well versed in building those relationships?

**Mr Nicholls:** I think that it is a bit of both, really. We have to work hard at putting ourselves forward. It is about the sort of ideal events that happen in Wales that would be really applicable to the services that we provide. The Royal Welsh Show would be ideal, because we are very interested in the issues that people face with rurality in Wales and having to travel long distances. The farming community is very important to us.

The national eisteddfod would be a fantastic link for this organisation. We are always there: Tenovus is always represented at the eisteddfod, and we have our groups of volunteers travelling from all sorts of different places in Wales to help support us on those days. However, it is very difficult for us, as an organisation with a turnover of £8 million, to be able to invest in the way that we would love to in those events, which could be incredibly important in raising the profile of the service that we could provide.

So, we would be extremely warm to the idea of taking those sorts of relationships up a gear on to a more strategic level.

**Ms Upton:** Also, major events choosing a charity will have massive benefits for the events themselves. For example, with the Ryder Cup, there might be some negativity in Newport with residents thinking about the traffic, for example. If the event is supporting a charity, that is, hopefully, a really nice message to give to the public and people all across Wales that the Ryder Cup is not just about golf, and it is not just about some rich people coming to watch golf, but about helping the whole of Wales through providing cancer services. So, it has been a very nice PR message for Ryder Cup Wales and the European Tour to be able to give out.

**Sandy Mewies:** We have had some information related to Mark's next question, but perhaps you would like to ask it, Mark, and perhaps the witnesses can expand on what they have said already.

**Mark Isherwood:** In your evidence, you indicate that the relationship with the Ryder Cup has generated £47,000 for you, and you anticipate this rising as high as £362,000. How have you generated those funds? What activities have you undertaken that you have not already referred to, to that end?

**Ms Upton:** The amount of money that we have raised so far has been smaller than we would like, because the event has been further away. Some of it has been through golf clubs and some has been through the Summer of Golf events that Ryder Cup Wales put on. This financial year we have really stepped up our fundraising and we have had over 50 golf clubs fundraise for us. There are some tickets for each golf club that fundraises for us, so it has been a great incentive really to engage with those golf clubs.

So far this year over £65,000 has been raised just through the support at golf clubs. We hope that there will be about another £20,000 before the end of the financial year. We also managed to engage with golf clubs in October by putting on a Tenovus challenge event whereby golf clubs all did a shotgun start at the same time on 10 October. Again, it got all of Wales involved and that raised just under £20,000. We have also used some of our tickets to engage with corporate sponsors. So far we have five corporate sponsors that are paying quite good rates to be our corporate sponsor. As part of that, they get Ryder Cup tickets.

Next year we have loads more plans in place, so we are hoping to get some more corporate sponsors. We hope that more clubs will fundraise for us, and we have lots of incentives for them to do that. Again, we are the official charity for the Wales Open, which should raise about £25,000. We are setting up another challenge, whereby people play 100 holes in a day, which is quite challenging, and we hope that that will raise about £20,000. We have set up a partnership with Newport Festival through our relationship with the Ryder Cup, which should raise about £10,000. We have just been told last week that the European Tour, which has the rights to the Ryder Cup, will be selling little pin badges at the event itself for about £1 or £2. It is hard to know how much that will raise, but I would hope that it would be about £100,000, which is a massive benefit to us. As for our time and output, it is very beneficial, because we do not have to do much for it.

We hope to also work with hotels, bars and restaurants in the area and perhaps sell countertop products on reception desks. So, I think that overall we are looking at raising about £400,000, and hopefully more, depending on what the European Tour agrees to do at the actual event.

**Mark Isherwood:** You referred to tickets that you have received as a charity partner for the main events. Would you also receive hospitality tickets and practice day tickets?

**Ms Upton:** We have received a number of different tickets. First, two tickets have been donated for each club that fundraises for us. Those are ground entry tickets. That has enabled us to work with the golf clubs. If a golf club does not raise money for us, we cannot have those tickets, so that is why we are working very closely with golf clubs. We have then been given 30 corporate hospitality tickets each day, which we are using to engage with corporate supporters. On one of the days we are using them all for potential major donors. A few of them we have used for prizes for auctions and such things.

We also have 100 practice day tickets for the two practice days, which we are using to develop our relationships with volunteers, with young people and with what we call our Friends of Tenovus groups—that is, our groups that work out in the community—so that they can use them in the communities. It has enabled us to engage with clubs and individuals all across Wales, not just in the Cardiff and Newport areas. The golf clubs in north Wales, which absolutely love fundraising for us, are going to really benefit from the tickets and be able to come down and enjoy the event.

**Mr Nicholls:** I have a couple of things to add to that, if I may. It is very difficult for us to quantify how much money we have raised through the partnership. I look after all the fundraising elements for Tenovus, including our charity shops, of which we have 66. When we get to the end of this financial year, we will have doubled the profit that we made in the previous financial year, for example, through the shops that we run. There are a number of reasons for that happening, one of which is attributable to this partnership with the Ryder Cup. Just on the profile that it has given us, we are doing better than we have done for a number of years. We have raised £43,000 exactly from specific schemes that we have run with golf clubs, but when you think of all the peripheral benefits that we have gained by having such things as corporate tickets to offer to those whom we are now involved with, such as the law firms that Alison mentioned, including Leo Abse and Cohen, and Hugh James. They are not just investing money into the charity; they are delivering services with us.

10.40 a.m.

As an example, Hugh James runs a legal service for cancer patients and their families from our mobile unit. Those sorts of peripheral benefits would not have happened, I do not think, unless we had the carrot of the Ryder Cup to go and dangle in front of those sorts of people.

<p><b>Bethan Jenkins:</b> Yr ydych yn dweud yn eich tystiolaeth fod partneriaid y dyfodol yn ymwybodol bod gennych y cefndir a'r sgiliau i allu gwneud hyn eto. A allech ehangu ar hynny? A ydych yn credu bod gan elusennau eraill sgiliau o'r fath, ynteu a fyddai angen rhyw fath o hyfforddiant arnynt er mwyn gallu tendro i fod yn rhan o ddigwyddiadau fel hyn?</p>	<p><b>Bethan Jenkins:</b> You say in your evidence that future partners will know that you have the knowledge and the skills to do this again. Could you expand a bit on that? Do you believe that other charities within the sector have the same skills or would there need to be some kind of training for other charities to enable them to tender for these events?</p>
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<p><b>Ms Upton:</b> I think that partnerships, for example with the Ryder Cup, have enabled us to develop our teams in-house. For example, we have all had much more experience and knowledge through our partnership with Ryder Cup Wales. It has been very interesting for us, which will stand us in good stead for future partnerships. It has also meant that, as I say, corporate partners have chosen us because they think, 'If they can manage such a massive relationship, although they are quite a small charity, they must be organised and have the infrastructure to deliver on fundraising targets'.</p>
<p>Looking at other charities and some of the relationships that they have had, what tends to happen is that, if a big charity has a relationship that is huge, like the Tesco corporate partnership, it means that they will get other big corporate partnerships, because people will trust that they have the skills and experience needed. A lot of partnerships are not just about altruism and giving money, because companies, organisations and sporting events want something back. They want to ensure that they are going to get the maximum PR or exposure or whatever their objectives are. So it is quite important to work with charities that have developed their skills in-house.</p>
<p>I think that, within the charity sector, there is training available for charities that have big partnerships with major events, but there is also a lot of evidence to suggest that it is very important for the charity to work very closely with the organisation. Ryder Cup Wales has been very supportive in doing that. I personally did not know anything about golf until I started working with Ryder Cup Wales; I would not say that I am now an expert, but it has been very helpful in making sure that we understand what we need to understand and also who it is best to contact from different organisations and where we can make the most out of the relationship.</p>
<p><b>Mr Nicholls:</b> On sharing knowledge, as an example, we have worked with the Center for Nonprofit Success, where talks have been delivered to a range of smaller charities about the sorts of things that we have gained from a partnership such as this. We have also just submitted to the Institute of Fundraising to try to get on to its agenda for the national conference, so that we can share the knowledge that we have gained through the partnership with the Ryder Cup. That would be in front of a range of different charities. I have been to the University of Glamorgan Business School to talk to people such as their MBA students about the sorts of things that we have been able to achieve through the partnership with the Ryder Cup.</p>
<p><b>Bethan Jenkins:</b> Do you think that the major events unit should be doing more of this? If we proposed, for example, to have a strategy for the major events unit, do you think that the charity sector should be integral in that? I am sure that you will say 'yes'. How would you like to be involved?</p>
<p><b>Mr Nicholls:</b> I will go back to the point that I made about the Royal Welsh Show, as an example. It is a huge event and what we were saying is that there is a proliferation of charities that try to get involved. If there was a way in which we could do what we have done with the Ryder Cup, where you make sure that it is focused and that there is one charity partner, I think that, at the end of that event, we will end up with, potentially, a second mobile unit. That would be a criterion of success for us. You then have something that that event has delivered as a genuine product for the people of Wales. That is the sort of thing that we would be encouraging. So, if we could get involved in those sorts of discussions at the outset, the answer is definitely 'yes'.</p>
<p><b>Ms Upton:</b> I think that charities can also offer other—</p>
<p><b>Sandy Mewies:</b> May I just stop you, because I have other people who need to ask questions before we finish this section. Were you consulted by the Government on the conversation on the major events strategy?</p>
<p><b>Ms Upton:</b> Not as far as I am aware, no.</p>
<p><b>Sandy Mewies:</b> To what extent, if any, are you involved in the planning of these major events? Are you embedded, saying, 'This is what we would like to do' and you are included, or are you peripheral?</p>

<b>Ms Upton:</b> With regard to the Ryder Cup, do you mean?
<b>Sandy Mewies:</b> Yes.
<b>Ms Upton:</b> The Ryder Cup is owned and managed by the European Tour, which is based in London, which puts it on all over the world. We tend to submit ideas of how we could get involved. For example, at the moment, we would love our mobile unit to be present at the event. It is looking into that and will give us an answer. That has been quite difficult in that we are still waiting for answers and we cannot plan far in advance. Ryder Cup Wales has been very supportive in trying to get our ideas across to the European Tour, and on other matters it has suggested ways that we could get involved and benefit, because it knows the event much better and how the site is laid out and so on.
As I said, we are the official charity for the Wales Open and that works slightly differently in that the Celtic Manor has much more say over how that event is laid on. Therefore, we can work a little bit more closely. For example, last year we provided the entertainment for the gala dinner, but in return it said, 'Okay, you can have the auction prize donations and a raffle' and so on. So, it is just about working in partnership and seeing where the benefits best lie. Charities can often offer things that the private sector cannot offer. For example, having our mobile unit at the Wales Open has really enabled the Celtic Manor to say, 'We are delivering health checks'. That would not happen otherwise, so there are benefits to them as well as us, obviously.
<b>Sandy Mewies:</b> We have a very short supplementary question now from Alun.
<b>Alun Cairns:</b> It builds on the question that Bethan Jenkins asked about the major events unit involving charities, because charities can help to deliver part of the Assembly Government's agenda in health, wellbeing and so many of the other issues that you are in tune with. How could they do that? I am asking you as a charity rather than just as Tenovus. How could they do that, being equal and fair to all charities, and ensuring that all the agendas are covered? With the greatest respect, you are in position A at the moment because of the Ryder Cup, and good luck to you on that.
<b>Ms Upton:</b> I think that it is about looking at each event and seeing which charity would be best as its partner. We work with a lot of companies on that. They say, 'Okay, on this day we are actually doing more about breast cancer, so let us get in Breast Cancer Care rather than Tenovus', and look at where the expertise lies but also what facilities and resources the charities have. We are fortunate to have the mobile unit, which is a very flexible space, so we can go to different venues and have the unit there. Other charities have other things that they can do. I think that it is up to the event organisers to say which charity is the best to work with and has the resource to put in. Some of these events have a lot of staff and volunteer time and a lot of charities would not be able to manage that. I do not think that it will be a problem getting volunteers for the Ryder Cup. ["Laughter."] So, it is just looking at which charity has the best alignment with each event.
<b>Sandy Mewies:</b> Thank you for your written evidence and for the evidence that you have given today, which has been most useful and very enlightening. You will be sent a transcript of what has been said today, which you are more than welcome to check for accuracy. If you feel that there is something that you would really have liked to have said that has not been drawn out, please feel free to contact the clerk and do so. Thank you.
<b>Ms Upton:</b> Thank you.

10.49 a.m.

## Cynnig Trefniadol Procedural Motion

<b>Sandy Mewies:</b> With Members' permission, we will be going into private session for the next agenda item. I move that
"the committee resolves to exclude the public from the remainder of the meeting in accordance with Standing Order No. 10.37."
Are there any objections? I can see that there are none.

"Derbyniwyd y cynnig.  
Motion agreed."

"Daeth rhan gyhoeddus y cyfarfod i ben am 10.49 a.m.  
The public part of the meeting ended at 10.49 a.m."