

 <b>Finance &amp; Audit Scrutiny Committee</b> <b>– 12<sup>th</sup> March 2013</b>		<b>Agenda Item No. 8</b>
<b>Title</b>	Event Experiment - Update	
<b>For further information about this report please contact</b>	Rose Winship - Head of Cultural Service Tracy Darke – Head of Development Services	
<b>Wards of the District directly affected</b>	All	
<b>Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?</b>	No	
<b>Date and meeting when issue was last considered and relevant minute number</b>	June 2012 – Employment and Executive reports	
<b>Background Papers</b>		

<b>Contrary to the policy framework:</b>	No
<b>Contrary to the budgetary framework:</b>	No
<b>Key Decision?</b>	No
<b>Included within the Forward Plan? (If yes include reference number)</b>	N/A
<b>Equality &amp; Sustainability Impact Assessment Undertaken</b>	No

<b>Officer/Councillor Approval</b>		
<b>Officer Approval</b>	<b>Date</b>	<b>Name</b>
Chief Executive/Deputy Chief Executive	27 <sup>th</sup> Feb 2013	Andy Jones
Head of Service	27 <sup>th</sup> Feb 2013	Rose Winship/Tracy Darke
CMT		
Section 151 Officer	27 <sup>th</sup> Feb 2013	Mike Snow
Monitoring Officer	27 <sup>th</sup> Feb 2013	Andy Jones
Finance	27 <sup>th</sup> Feb 2013	Mike Snow
Portfolio Holder(s)	27 <sup>th</sup> Feb 2013	Cllrs Stephen Cross/ John Hammon
<b>Consultation &amp; Community Engagement</b>		
Insert details of any consultation undertaken or proposed to be undertaken with regard to this report.		
<b>Final Decision?</b>		No
<b>Suggested next steps (if not final decision please set out below)</b>		
Employment Committee – April 2013 Executive Committee – May 2013		

## 1. **SUMMARY**

- 1.1 After numerous staff and structural changes over the past decade the management of Events at WDC had become fragmented and inconsistent. A new approach was proposed as an experiment in June 2012 which has been jointly overseen by Cultural Services and Development Services. This new trial approach has allowed learning and improvements to take place from which a revised permanent approach will be developed.
- 1.2 Overview and Scrutiny Committee requested an update on the Events Experiment. In particular the committee requested they be updated on whether the experiment is on track, the impact on income and the impact of events on Town Centres. This report seeks to address the above within the context of an ongoing piece of work and the changes which have occurred since it commenced.

## 2. **RECOMMENDATION**

- 2.1 It is recommended that Members note the report and comment on any matters they would like to see addressed in the report to the Executive in May 2013.

## 3. **REASONS FOR THE RECOMMENDATION**

### 3.1 **Experiment – Scope and deliverables**

The experiment was primarily driven by the Sports & Leisure section within Cultural Services and the Economic Development and Regeneration section within Development Services. It impacted directly on the responsibilities of the two Events Management Officers (EMOs) and the three Town Centre Development Officers (TCDOs).

- 3.2 The experiment was managed through a Project Initiation Document (PID), to deliver;
  - Report to Executive in May 2013 with recommendations based on the experiment
  - Identification of the resources required to deliver events and the consequent impact on resources elsewhere in WDC
  - A clear understanding of how EMOs and TCDOs contribute to the Council`s purpose and vision
  - A clear and easily accessed enquiry and booking process
  - Documented procedures for the management of events.
- 3.3 The experiment was designed to transfer responsibility for the direct management of town centre events from TCDOs to the EMOs via a phased and documented handover. This would free up the TCDOs to work on supporting the Jobs Skills and Economy agenda within the Town Centres, whilst the EMOs ensured robust management of the full range of town centre, sporting, community and charity events across the district.
- 3.4 Certain high risk / high impact events, eg Warwick Mop and the district's Christmas Light Switch Ons were planned to be delivered jointly in 2012 to allow learning and experience for future years. Appendix 1 - List of 2012 & 2013 Events

- 3.5 The project also sought to apply the scale of charges for hosting events in Parks and Open Spaces which had previously been approved by Members.
- 3.6 **Events Experiment – Leadership and Management**  
The project was set up using Prince 2 Project Management principles and reporting monthly to a Project Board comprising of both Portfolio Holders, Deputy Chief Exec, Heads of Service and Section Heads. This was mirrored at operational level by Section Heads and EMOs / TCDOs. The monthly project meetings took an overview of the work completed, ongoing, and planned discussing learning points as they arose. Changes in scope, personnel and resources were also tracked via this process and project risks logged and discussed.
- 3.7 **Events Experiment – Impact of Changes during experiment**  
During the experiment unforeseen circumstances lead to both teams being stretched with respect to staff resources, competing demands, and additional projects.
- 3.8 The TCDOs experienced the unexpected absence of one officer putting the team under pressure and adding to the challenge of handing over work to the EMOs. This necessitated a flexible approach by both teams and a degree of reworking to ensure the continuity of major events.
- 3.9 There was also unexpected absence of one of the EMO's due to surgery which caused significant pressure on the remaining officer during November and December 2012 to ensure the effective delivery of key festive events.
- 3.10 In November 2012 Bowls England announced its decision to move the Men's National Championships and their Headquarters to Leamington. This has required additional advance planning and on site support from the EMOs and it has become clear that the staff resources related to this project will increase over the next 12 months and beyond.
- 3.11 **Events Experiment – Is the experiment on track ?**  
The initial project plan for the period August to December included both small scale events (eg Pinders International Human Circus); National events (eg Bowls England Women`s National Championships) and large scale local events (Christmas Lights). Warwick Mop was originally excluded from the PID but subsequently added to gain a full picture of event delivery in the district. All of these events ran safely, on time and to budget and were successfully and enthusiastically attended by thousands of people.
- 3.12 The plan also included the handover of responsibilities from TCDOs to EMOs which has been completed successfully. Learning and the resulting new processes have been put in place. This has been achieved despite the challenges, changes and additions noted above and has established a strong position from which the roles can be developed going forwards.
- 3.13 **What have we learned from the experiment ?**

#### **Roles and responsibilities**

As noted above one of the deliverables sought by the project was clarity between the roles of TCDO and EMO and how they each contribute to the delivery of the Council`s purpose and vision.

- 3.14 The focus of the TDO role will be “to enable the economic growth and development of the three managed towns by working with all sectors of the business community and key stakeholders and to improve the vitality and viability of the town centre(s) through the development and delivery of town action plans and projects”. This includes work on the development of partnerships , actively promoting inward investment, marketing and promotion of the towns. The role also includes generating events designed to bring economic impact to the town centres. TCDOs are specifically mandated to work with the EMOs to deliver events, however, their specific focus will be on commissioning events, adding value to those events through better marketing & business engagement and measuring the impacts. On event days, they will also work alongside the events managers depending on the scale and type of the event.
- 3.15 The future EMO role and responsibilities include:
- Key Category 1 responders on District wide Safety Advisory Group (SAG) with respect to all events in the district.
  - Supporting event organisers to comply with requirements, including documenting these via operational orders, regarding site design, risk management, insured liabilities, health & safety, command and control and emergency procedures
  - Lead officers in delivery of Bowls National Championships hosted at Victoria Park
  - Lead officer for other WDC events in town centres and open spaces coordinating bookings, planning, risk assessments, coordination with partners, supervision on the day, and post event evaluation.
- 3.16 **Pre Event Planning**  
Experience and learning from the Royal opening of Linden Arches and the Torch Relay in 2012 had highlighted the value of detailed and structured advance planning. It stressed the need for these plans to be in a standard format with clear command structures, timelines and assigned tasks.
- 3.17 Applying this approach to events within the experiment highlighted where events in previous years had not been managed to the standard that we and others now expect. In the previous arrangements, officers were attempting to manage events alongside conflicting demands on their time, which at times lead to late delivery and less than robust procedures being put in place. It also highlighted the degree of inconsistency which had existed which in turn had the potential to deliver a variable level of event management. As a consequence the Council could at times have been exposed to unacceptable levels of risk.
- 3.18 The use of an Operational Order format for the events within the experiment was proven to offer clarity, reduce risk and add resilience. Using the learning from the Torch Relay officers are confident that the planning & delivery process is significantly more robust and allows for quick and safe handovers of events. It is intended that Operational Orders will be rolled out to partners and event managers running events on WDC land. This is particularly relevant to Town Councils who run a number of high impact events such as parades for the Fusiliers regiment or Remembrance Sunday. This new approach allows the

District Council to support key partners and encourage the adoption of best practice for events management and risk mitigation.

- 3.19 The learning points going forwards include clearer definition of the roles of partners and volunteers, the need for clear site plans and route maps, the timing of Road Closures and improved communication with potential participants. The Operational Order format will be further utilised to support this.
- 3.20 Experience in applying the scale of charges approved for events has been less straight forward and has led to some confusion and conflicting views. The charges were anticipated to be levied in two areas. Firstly a refundable deposit to cover any damage should it occur; this has been relatively readily accepted and applied. Second was a "hire" charge to reflect the value of the venue and the potential commercial nature of the event; this has been more difficult to apply as many events have a community, charitable or local economy perspective which is complex to unpick.
- 3.21 **On Site Event Management.**  
With successful events of every scale we know that a person on the ground with a yellow vest, a clipboard with plans and contacts and a radio and mobile phone directing and controlling the event are key features.
- 3.22 Learning from the experiment has helped us understand that this does not necessarily need to be the Events Management Officer, but that there needs to be an individual undertaking this primary coordinating role. We also now better understand what needs to be on the plans, the contact lists and the risk assessments which have been prepared in advance to ensure the event meets the necessary criteria and is signed off as safe.
- 3.23 Learning points regarding the pinpoint accuracy required to site a ride, the exact location of a hog roast, the position of a stage, and the routes in and out for delivery vehicles, diversions, and emergency vehicles are all fundamental and need to be agreed in advance and then implemented fully on site. The Events Management Officers are responsible for ensuring that the correct roles are in place on site on the day for all events prior to them being approved. For large events in which WDC has a lead role the EMOs will undertake this role personally
- 3.24 **Measures of success**  
The delivery, co-ordination and management of safe, incident free and enjoyable events lies at the core of the events experiment. The measures needed to assess the on-going impact are a mix of both the qualitative and quantitative.
- 3.25 Successful events will be safe and will be managed in such a way as to minimise risk. Records of accidents or "near misses" at WDC organised events will be kept in the normal way and in line with the HSE Event Safety Guide (Second Edition) and reviewed at the end of an event to consider learning points for future.
- 3.26 If events are to contribute to the economic vibrancy of the district then measures of footfall and participation need to be made. At present these measures are relatively basic, relying on measures of footfall in town centres

and estimates by event organisers. The challenge for all events is to increase post event participation or visits to the town that result in an increased spend in the town businesses to create sustained growth. This is the element of "events work" that the TCDOs will be focussing on.

- 3.27 Satisfied "customers" is a further measure of a successful event. This can be measured in a number of ways including ad hoc feedback from those attending events, re-booking by event organisers for future events and positive press coverage. Perhaps the most obvious improvement in terms of this measure during the experiment has been the ability of the new team to achieve speedy resolution of complaints arising during an event. This has included addressing issues on the ground in the lead up to and during events, and in the case of recurring events, learning from issues and ensuring that they do not recur in subsequent events.
- 3.28 Informal feedback from partners and event organisers is proving to be useful in gauging the success to date of the events. Warwickshire Police have noted that the experiment and the increased level of planning and documenting of the planning and event management process is resulting in increased confidence and events meeting the standards that they wish to see. Partners have commented that the increased resource available that is "dedicated" to events management is having a significantly positive impact on the event (eg Warwick Victorian Night, Christmas Lights Switch Ons)
- 3.29 A further measure of success of events will be the direct and indirect economic impact. In future we will be able to use an Economic Impact Toolkit developed by the Arts Council which assesses the indirect benefits of events in an area ie the added spend generated as a result of the event through retail sales, accommodation etc. In terms of direct income to the Council generated by events, it is proposed in 3.36 that the current Policy for Charging for Events be reviewed with the intention of considering opportunities to offset the cost of running events through income generating activities.
- 3.30 **Has the experiment been a success ?**  
The experiment has given the teams involved the opportunity to work together to develop a structured approach which can be consistently applied to all events to an appropriate degree. It is proposed this be continued and developed further as necessary.
- 3.31 The result is not a one size fits all approach, but one which is proportionate to the level of complexity, risk and nature of the event planned. The development of this expertise within the Events Team is a valuable and essential asset for the Council in discharging its duties effectively. It is proposed this be continued.
- 3.32 From an Economic Development and Town Centre Management perspective, the events experiment has added a significant level of robustness both in terms of staff resources, but also processes that follow the "Purple Book" for safe events management. It has also increased the capacity of the town centre team to deliver "non-event" workload during heavy event periods – eg: the Mop to Christmas Lights period. The events were delivered professionally & successfully. Had this happened in previous years then there is no doubt that our ability to deliver these events with the sudden loss of staffing would have been in question with the possible failure of one event or another.

3.33 The Development Services restructure delivers a greater ability for TCDOs to focus on the economic impacts of events. Certainly the work pressure to deliver the event meant that in the past the impact of events has not been adequately measured and that business promotion opportunities have not been fully exploited meaning that quite often events were delivered that were a success but which do not generate the longer term impacts that we desire. Examples of how this will work better in the new structure include better data gathering from event attendees for cross marketing and promotion purposes and encouraging businesses to offer event attendees incentives to return, and being able to measure the success of this.

3.34 Should the experiment be normalised, each town centre will have an officer (a Business Manager and two Town Centre Development Officers) who are responsible for that town and driving it's economic prospects. Alongside this officer will be the events team working across all areas of the district to deliver events for WDC and facilitate events for partner organisations (eg: Rotary, Round Table). The direct impact on towns will be:

- Available resource from events officers (events expertise)
- Events officer and TDO working together (town expertise, commissioning, business liaison)
- Better planning, contingency and execution of events
- Consistency of events management practices
- Removal / mitigation of risk
- Better customer (partner organisations and event attendees) experience

Essentially, for WDC and Town Centre Events this means that an expert events officer will work hand in hand with the TCDO to deliver events that add value to the towns. It will not mean a dilution of the town expertise or focus on successful events

### 3.35 **Who else will be involved?**

The management of events will continue to require input from a range of services within WDC and partner organisations. It is proposed these contributions be sought, commissioned, requested or instructed by the EMOs as appropriate and may include the following;

- Emergency Services – Police, Fire & Ambulance
- Food Safety & Hygiene inspections
- Health & Safety & Crowd Control
- Road Closures, Diversions and Barriers
- Waste removal, litter picking, street cleansing
- Grounds maintenance, Ground repair, special preparations
- Etc to be added by all

### 3.36 **Charging for Events**

The experience gained via the experiment has highlighted the complexity of the current policy for charging for events in parks. Whilst it is clear there are opportunities to generate and increase income via commercial activities, it is equally clear many events are difficult to categorise. The conclusion is that the Policy needs to be reviewed and further proposals brought before members at a later date which will be designed to provide greater clarity on charging principles and consider income generating opportunities for the future.

#### 4. **POLICY FRAMEWORK**

4.1 Provision of events in the district contributes to the Warwick District Sustainable Community Strategy. In particular it will continue to make direct contributions to the following:

- **Jobs, Skill and Economy** – encouraging visitors to the district who make a significant contribution to the local economy through overnight stays, hospitality, visitor attractions and retail.
- **Health and Well Being** – contribute to encouraging active lifestyles for all sectors of the local community and visitors to the district..
- **Involving Communities** - provide support for local clubs and other community groups.

4.2 The Events experiment is one of the projects contained within the Fit for the Future programme and a FFF Key milestone within Cultural Services.

#### 5. **BUDGETARY FRAMEWORK**

5.1 The additional EMO post which has been fundamental to the experiment has been funded by the Service Transformation Fund for a period of 12 months (£32,000)

5.2 The recent Development Services restructure has generated £440,000 savings/increased income per annum against a target of £400,000. The restructure took direct events delivery and the facilitation of non-sporting events on WDC land out of the job descriptions of the TCDOs allowing these officers to focus on business support and economic development roles.

#### 6. **ALTERNATIVE OPTION(S) CONSIDERED**

6.1 This report was requested by the Overview and Scrutiny Committee, therefore no alternative options were considered.

#### 7. **BACKGROUND**

7.1 Following the implementation of Building on Excellence in 2008 members of the Executive and Senior Officers embarked on a Leadership Development Programme (LDP) to support the adoption of Systems Thinking Principles across the organisation. A number of areas were identified for improvement via full scale Service based interventions (Housing Repairs, Development Control etc) whilst others were identified for cross service improvement projects. The latter included Events Management, Trees Maintenance and Protection, and Corporate Repairs.

7.2 The LDP Project identified the major flaws in the approach to managing and supporting events in the district. This was exaggerated by the split of responsibilities for sporting and non sporting events between Cultural Services and Development Services respectively and not helped by inconsistent approaches between towns and lead officers, with lack of clarity on contact officers and processes which were unwieldy and included many waste steps. Agreement on how to progress this and build an improved service was not readily achieved and the project stalled until work commenced on the Torch Relay event in early 2012.



- 7.3 This major event in three towns required robust and detailed event management with multiple partners and at all levels of the organisation. It provided the opportunity for the Council to operate in a new way for a specific purpose from which a greater understanding of planning, risk, roles and responsibilities and communications was developed. This experience was brought forward into the proposals to develop the Events Experiment as a structured approach to managing events consistently in the district.

**Events List 2012 and 2013**

**Events since experiment started:**

**August 2012:**

- July 28<sup>th</sup> – August 12<sup>th</sup> 2012: Bowls England National Championships at Victoria Park
- 18<sup>th</sup> – Warwick Boat Club Regatta, Myton Fields, Warwick.
- 18<sup>th</sup> – Warwickshire Beekeepers Association, Jephson Gardens, Leamington.
- 18<sup>th</sup> – Leamington Latin Festival, Pump Room Gardens, Leamington.
- 19<sup>th</sup> – Mela Cultural Festival, Pump Room Gardens, Leamington.
- 19<sup>th</sup> – 24<sup>th</sup> – Visually Impaired Bowls England National Championships. Victoria Park.
- 26<sup>th</sup> – 30<sup>th</sup> – Civil Service National Bowls Championships. Victoria Park.
- 25<sup>th</sup> – 27<sup>th</sup> – Warwickshire Horticultural Annual Show, St Nicholas Park, Warwick.

**September 2012:**

- 2<sup>nd</sup> – Kenilworth ½ marathon, Start & Finish at Castle Farm.
- 3<sup>rd</sup> – 7<sup>th</sup> – Leamington Ladies Bowls Open Championships. Victoria Park.
- 8<sup>th</sup> – 9<sup>th</sup> – Leamington BID Food Festival, Pump Room Gardens, Leamington.
- 15<sup>th</sup> & 16<sup>th</sup> – Bowls England Top Club Championships. Victoria Park.
- 15<sup>th</sup> – Water aid Walk, Newbold Comyn, Leamington.
- 22<sup>nd</sup> – The Challenge (Overcoming Hurdles Campaign), Pump Room Gardens.
- 29<sup>th</sup> – Kids Run Free Annual Celebration, Newbold Comyn, Leamington.
- 30<sup>th</sup> – Leamington 100 Car Show, Pump Room Gardens, Leamington.

**October 2012:**

- 3<sup>rd</sup> – 7<sup>th</sup> – Pinders Human Circus, St Nicholas Park, Warwick.
- 8<sup>th</sup> – 10<sup>th</sup> – Pinders Human Circus, Campion Hills, Leamington.
- 13<sup>th</sup> – Warwickshire Schools Cross Country, Newbold Comyn
- 14<sup>th</sup> – Royal Regiment of Fusiliers Parade, Warwick.
- 18<sup>th</sup> – 21<sup>st</sup> – Warwick MOP
- 25<sup>th</sup> – 28<sup>th</sup> – Warwick Runaway MOP, Market Place, Warwick.
- 31<sup>st</sup> – Museum on the Move, Market Place, Warwick.

**November 2012:**

- 3<sup>rd</sup> – Kenilworth Bonfire & Fireworks
- 3<sup>rd</sup> – Warwick Bonfire & Fireworks
- 9<sup>th</sup> – Warwickshire College Graduation, Jephson Gardens
- 10<sup>th</sup> – Birmingham Cross Country League, Newbold Comyn
- 11<sup>th</sup> – Remembrance Parades in Leamington/Warwick/Kenilworth
- 18<sup>th</sup> – Leamington Canoe Club Duathlon, Victoria Park
- 25<sup>th</sup> – Leamington Christmas Lights Switch On
- 29<sup>th</sup> – Warwick Victorian Evening and Lights Switch On
- 30<sup>th</sup> – Kenilworth Christmas Lights Switch On

**December 2012:**

- 7<sup>th</sup> – Kenilworth High Street Christmas Lights Switch On
- 13<sup>th</sup> – Leamington Lantern Parade
- 16<sup>th</sup> – Myton Hospice Santa Dash, St Nicholas Park.
- 26<sup>th</sup> – Boxing Day Duck Race, Abbey Fields, Kenilworth (Cancelled due to bad weather, moved to New years day)
- 26<sup>th</sup> – Boxing Day Cyclo Cross, Kenilworth Common

## **January 2013:**

25<sup>th</sup> – Warwick District Sports Awards

## **February 2013:**

6<sup>th</sup> – Kenilworth Primary Schools Cross Country

12<sup>th</sup> – Pancake Race – Warwick Market Place (Cancelled due to bad weather)

12<sup>th</sup> – Pancake Race – Kenilworth

20<sup>th</sup> – Museum on the Move – Market Place, Warwick

## **Upcoming Events:**

### **March 2013:**

2<sup>nd</sup> – Central Area Primary Schools Cross Country – Newbold Comyn, Leamington.

10<sup>th</sup> – Leamington District Cubs Cross Country – Newbold Comyn, Leamington

17<sup>th</sup> – Warwick Half Marathon

23<sup>rd</sup> – Kenilworth Wheelers Cycle Races – Victoria Park, Leamington

### **April 2013:**

6<sup>th</sup> – Kenilworth Wheelers Cycle Races – Victoria Park, Leamington

7<sup>th</sup> – Regency Run – Leamington

11<sup>th</sup> – 14<sup>th</sup> – Barkers Fun Fair - Champion Hills, Leamington

16<sup>th</sup> – Bloodmobile Visit – Shire Hall, Warwick.

18<sup>th</sup> – 20<sup>th</sup> – Barkers Fun Fair - Champion Hills, Leamington

27<sup>th</sup> – Stratford Cycling Club, Cycle Races – Victoria Park, Leamington

28<sup>th</sup> – Warwickshire Wildlife Trust Event – Newbold Comyn, Leamington

### **May 2013:**

11<sup>th</sup> – Christian Aid Walk – Victoria Park, Leamington

11<sup>th</sup> – 12<sup>th</sup> – Kenilworth Festival – Kenilworth

12<sup>th</sup> – Waverley Walk – Abbey Fields, Kenilworth

12<sup>th</sup> – Super Cars Sunday – Kenilworth

18<sup>th</sup> – 19<sup>th</sup> – Tommy Wilson Fun Fair – St Marys Land, Warwick

19<sup>th</sup> – Praise in the Park – Pump Room Gardens, Leamington

26<sup>th</sup> – Dragon Boat Race – St Nicholas Park, Warwick

### **June 2013:**

1<sup>st</sup> – Plant Heritage, Warwickshire Charity Plant Fair – Pump Room Gardens, Leamington

5<sup>th</sup> – Heartbreak Productions – Jephson Gardens, Leamington

6<sup>th</sup> – Heartbreak Productions – Jephson Gardens, Leamington

8<sup>th</sup> – Lions Grand Show – Abbey Fields, Kenilworth

9<sup>th</sup> – 2 Castles Run – Warwick & Kenilworth

8<sup>th</sup> – Royal Leamington Spa Young Performing Arts Competition

12<sup>th</sup> – Heartbreak Productions – Jephson Gardens, Leamington

13<sup>th</sup> – Heartbreak Productions – Jephson Gardens, Leamington

15<sup>th</sup> – Rotary Raft Race – Leamington & Warwick

16<sup>th</sup> – Classis Cars at the Castle – Warwick

16<sup>th</sup> & 17<sup>th</sup> – Leamington Peace Festival – Pump Room Gardens, Leamington

23<sup>rd</sup> – Co-operative Family Fun Day – St Nicholas Park, Warwick

23<sup>rd</sup> – Free Radio Walk for Kids – Abbey Fields, Kenilworth

26<sup>th</sup> – Surestart Childrens Centre 10<sup>th</sup> Birthday Party – Jephson Gardens, Leamington

29<sup>th</sup> – Warwick Town Carnival – Warwick

### **July 2013:**

6<sup>th</sup> & 7<sup>th</sup> – Dragon Boat Races – St Nicholas Park, Warwick  
6<sup>th</sup> – Kenilworth Carnival – Kenilworth  
6<sup>th</sup> – Guide Dogs for the Blind Fun Day – Victoria Park, Leamington  
7<sup>th</sup> – Bowls England Junior Squad Day. Victoria Park  
7<sup>th</sup> – The Dell Music Festival – The Dell, Leamington  
14<sup>th</sup> – Warwickshire British Legion Parade – The Parade, Leamington  
14<sup>th</sup> – Warwick Thai Festival – Market Place, Warwick  
19<sup>th</sup> – 21<sup>st</sup> – Bowls England Junior Internationals. Victoria Park, Leamington.  
19<sup>th</sup> & 20<sup>th</sup> – Warwick Lions Beer Festival – Warwick Racecourse, Warwick  
July 25<sup>th</sup> – August 4<sup>th</sup> – Barkers Fun Fair – Pump Room Gardens, Leamington.  
27<sup>th</sup> – Lillington Community Fun Day – The Holt, Lillington  
July 27<sup>th</sup> – August 11<sup>th</sup> – Bowls England Women’s National Championships – Victoria Park, Leamington

### **August 2013:**

July 27<sup>th</sup> – August 11<sup>th</sup> – Womens Bowls Nationals – Victoria Park, Leamington  
11<sup>th</sup> – Retro Warwick Classic Car Show – Market Place, Warwick  
11<sup>th</sup> – Leamington & Warwick Mela Cultural Festival – Pump Room Gardens, Leamington  
17<sup>th</sup> – Leamington Latin Festival – Pump Room Gardens, Leamington  
18<sup>th</sup> – 23<sup>rd</sup> – Visually Impaired Bowls England Nationals. Victoria Park.  
24<sup>th</sup> – 26<sup>th</sup> – Warwick Horticultural Society Annual Show – St Nicholas Park, Warwick  
27<sup>th</sup> – Bloodmobile – Market Place, Warwick

### **September 2013:**

14<sup>th</sup> & 15<sup>th</sup> – Bowls England Top Club Championships. Victoria Park.  
21<sup>st</sup> – Girlguiding Warwickshire Festival of Fun – Abbey Fields, Kenilworth  
22<sup>nd</sup> – Leamington 11 Car & Bike Show – Pump Room Gardens, Leamington  
24<sup>th</sup> – Action For Blind People – Market Place, Warwick  
29<sup>th</sup> – Stroke Association Fundraising Event – Jephsons/St Nicholas Park  
Sep 30<sup>th</sup> – Oct 2<sup>nd</sup> – Pinders Human Circus – Campion Hills, Leamington

### **October 2013:**

3<sup>rd</sup> – 6<sup>th</sup> – Pinders Human Circus – St Nicholas Park, Leamington  
17<sup>th</sup> – 20<sup>th</sup> – Warwick MOP – Warwick Town Centre  
24<sup>th</sup> – 27<sup>th</sup> – Runaway MOP – Warwick Town Centre

### **November 2013:**

10<sup>th</sup> – Remembrance Parade – Leamington  
10<sup>th</sup> – Remembrance Parade – Kenilworth  
10<sup>th</sup> – Remembrance Parade – Warwick  
17<sup>th</sup> – Leamington Xmas Lights Switch On – Leamington Town Centre  
28<sup>th</sup> – Warwick Victorian Evening – Warwick Town Centre  
29<sup>th</sup> – Kenilworth Xmas Lights Switch On – Kenilworth Town Centre

### **December 2013:**

1<sup>st</sup> – Whitnash Xmas Lights Switch On – Whitnash  
6<sup>th</sup> – Kenilworth Xmas Lights Switch On – High Street, Kenilworth  
15<sup>th</sup> – Myton Hospice Santa Dash – St Nicholas Park, Warwick  
26<sup>th</sup> – Boxing Day Duck Race – Kenilworth  
26<sup>th</sup> – Boxing Day Cyclo Cross - Kenilworth

