

# **Events Review 2017**

## **Note for Overview and Scrutiny Committee (O&S)**

**30<sup>th</sup> August 2017**

### **1 Introduction**

This note, which has been requested by O&S, sets out the Terms of Reference for the Events Review 2017, provides an update on progress and identifies some of the issues the events review is expected to address.

### **2 Terms of Reference**

The Terms of Reference (see appendix 1) for the Events Review were agreed with the Business Portfolio Holder in May 2017 and have since provided the basis for the work to progress the review. This document was circulated to O&S members prior to its last meeting.

The terms of reference set out four broad phases for the Review:

- Phase 1: Agree priority outcomes
- Phase 2: Data and intelligence collection
- Phase 3: Identification of issues, opportunities and potential improvements
- Phase 4: Preparation of report and recommendations

### **3 Progress to date**

Phase 1 of the review is complete. The priority outcomes and measures were agreed as follows:

- Understand and manage total cost of events
- Understand and manage time commitments from Business Support and Events Team
- Assess impact of events (eg attendance; number of stalls)
- Understand and manage impacts of events (such as impacts/opportunities on local businesses, impacts on parks etc)
- Understand and manage risks associated with events of different types
- Collect feedback from event organisers to understand qualitative issues from their perspective (including charges and other costs)
- Identify opportunities to improve future events
- Overview of different types of events and their impact to help prioritise future events

Phase 2 of the review is underway. Data and intelligence is being collected and recorded for the events taking place during the summer of 2017. This includes costs, assessment of impacts/attendance, risks, issues, feedback and contextual data (such as the weather)

Phase 3 will commence in September 2017, although data collection will be ongoing until the end of September, so a complete picture to inform Phase 3 will not be in place until then. Following phase 3 stakeholder consultation will take place to inform the preparation of the of the final review report.

At present the review is still meeting the timescales set out in the Terms of Reference.

### **4 Emerging Issues**

Below is a summary of some of the issues that have been identified from previous discussions and experience. It should be noted that this is not an exhaustive list and that the content of the review

will be driven by an analysis of the data that is currently being collected. It is therefore likely that the final review report will have a different scope.

### **Waste**

The provision of waste – and their associated costs - for all events this is currently covered by the Business Support and Events team. Over the last couple of years some of our larger events have grown substantially, and this has had a knock-on effect on waste. This combined with annual price increases by the refuse companies means that the events waste budget is under strain.

### **Late plans**

Although the majority of organisers for our largest events in the District send in their plans within plenty of time, it is clear that some organisers do not understand the organisational implications on the Council of late submissions of events plans and documents. This puts additional strain on the Events team

### **Costs**

We have budgets to cover waste, but not for the street cleansing and toilets. However, we do pay for this, should it be required above the normal planned cleans.

### **Parks**

There has been an increase in the issues surrounding the District's parks, in particular the need to balance environmental impacts with the specific needs of events.

### **Licences**

There are a number of organisers who struggle with the licences they need for their events from different parts of the organisation and this has a knock on effect on the Events team

## **5 Summary**

The review is currently running as planned and the report is expected to be available for the Executive in December 2017.

Author : Dave Barber, Policy and Projects Manager

Date: 16 August 2017

## Events Review: Terms of Reference

May 2017

### 1 Background and Context

The Service Redesign, implemented in April 2016, brought together a new team to provide a holistic approach to the Council's role in supporting events across the District. In relation to events, the Business Support and Events Team is responsible for strategic planning of events throughout the year and throughout the District, for the operational management of District Council-led, and for the facilitation of third-party led events ensuring events:

- Have assessed and effectively managed risk so that they are conducted safely
- Maximise benefits for residents, visitors and businesses in the District
- Support the Council's aim of making the District's towns great places to do business
- Minimise impacts on residents and businesses
- Ensure environmental impacts are minimised and appropriate restoration is undertaken following the completion of the event

To do this the team needs to work effectively with a range of stakeholders including

- Event organisers
- The Police and other service providers
- Providers of facilities and services for events
- Other Council departments
- Ward Councillors and Town/Parish Councils
- Community Groups
- Local Businesses

All this means that supporting events requires excellent communication and adherence to clear processes.

This review will use the events that are planned and delivered over the summer season of 2017 to collect intelligence and identify opportunities and issues. This will be used to assess the potential for improved processes and practices during the Autumn 2017. It is intended to complete the events by December 2017 so that new practices and processes are in place as 2018 events are planned.

### 2 Aims of the Review

- a) To identify and deliver opportunities to enhance the strategic planning of events to maximise the economic and community benefits of events
- b) To ensure the operational management of events delivers safe, successful and vibrant events, which maximise economic and community benefits
- c) To ensure that the service delivered to customers is efficient, transparent and accessible aiding in delivering a diverse calendar of events

d) To consider the financial implications of supporting events both in terms of the Council's costs and resources and in terms of charges to event organisers

### **3 Scope**

#### Included in scope

The scope of the review is as follows:

- Events directly organised by Warwick District Council
- Events that take place on the District Council's land (such as parks and open spaces) or other public spaces (such as highways)

The review will not only examine the processes and practices around events organisation and delivery, but will also consider the resources (staff and financial) required to support events to establish whether all events can be supported or whether support needs to be prioritised

#### Excluded from scope

The following areas are outside the scope of the review, albeit these areas have significant links with the business support function which may need to be explored:

- Events planned by other organisations that do not take place on District Council or in public spaces
- Events that take place indoors

### **3 Approach**

Dave Barber will lead the Events Review. The review will focus on the work of the Business Support and Events Team as articulated in the Job Descriptions of the Team Manager and Officers. The key responsibilities relating to events are:

- strategic planning of events throughout the year and throughout the District
  - regularly review the benefits of the events programme to ensure it is meeting the Council's strategic aims
  - monitor the effective operation of the Safety Advisory Group
  - work with internal stakeholders and external partners to discuss new events
- operational management of events
  - ensure safe events and work closely with the Safety Advisory Group
  - ensure guidelines are met for each event
  - Work with other agencies and stakeholders such as the Police, Fire Service, and Ambulance Service,
  - undertake event evaluations and implement learning points
  - discharge Council's responsibilities as a category 1 responder
  - ensure well organised events and support the planning, management and delivery of events to ensure a consistent and safe approach
  - This will include, but is not restricted to,
    - § agreeing approaches to consultation,
    - § road closures,
    - § traffic management,
    - § crowd control,

- § emergency action plans
- § ensuring compliance with relevant legislation

The review will have four broad phases:

**Phase 1: Agree priority outcomes** for the District's events and consider how these should be measured and/or assessed as the review takes places.

**Phase 2: Data and intelligence collection** using the events planned and delivered during the summer of 2017

**Phase 3: Identification of issues, opportunities and potential improvements** arising from an analysis of Phase 2

**Phase 4: Preparation of report and recommendations** for approval, including consultations with key internal stakeholders and formal approval if required

#### 4 Process and timescales

Date	Activity	Responsibility
w/c 8 <sup>th</sup> May	Agree review terms of reference	Dave Barber, Tracy Darke, Cllr Butler
w/c 15 <sup>th</sup> May	Workshops to undertake tasks associated with Phase 1	Dave Barber, David Butler, Stuart Poole, James Deville, Helen Williamson, Luke Campion
w/c 22 <sup>nd</sup> May	Agree how data and intelligence will be collected from the summer events programme	David Butler, Stuart Poole, James Deville, Helen Williamson, Luke Campion
27 <sup>th</sup> May to 10 <sup>th</sup> September	Collect and record data and intelligence relating to events undertaken	James Deville, Helen Williamson, Luke Campion
September/October	Review data and intelligence, identify improvement opportunities, consider cost and resource implications. Meetings and workshops to discuss options and issues with other stakeholders	Dave Barber, David Butler, James Deville, Helen Williamson, Luke Campion (with other stakeholder as identified above)
October/November	Prepare Draft Report and circulate for comments	Dave Barber
November/December	Review and comment on final report	Cllr Butler, Tracy Darke, David Butler, James Deville, Other stakeholders
December	Final Report and sign off and If required, report to Executive	Dave Barber, James Deville, Tracy Darke, Noel Butler