

Events Review Action Plan

Ref	Proposed Action	Explanation and Alternatives	Timescales
Strategic Approach and Economic Impact			
1	Develop an events strategy to clearly establish the Council's approach to directly supporting and funding events including: a) Ensuring events of regional or national significance are brought to the District b) A fair and consistent approach is applied c) Criteria are established to identify which events are directly supported by WDC (such as Bands in the Park)	<p>The review has identified inconsistencies in the way events are directly supported and funded by the Council. The Strategy will seek to continue to provide support to events of regional or national significance. Beyond that a consistent approach will be established to other directly supported events at the same time recognising the need for ongoing support to traditional shopping areas that are experiencing viability issues.</p> <p>The alternatives would be to continue with the current approach and operate without a strategy or to develop a strategy which significantly reduced the direct contribution the Council makes to events</p>	Strategy agreed by executive April 2018
2	Linked to the Strategy set out in 1 above, liaise with traders to consider how best to provide support to traditional shopping streets that are facing marginal viability such as Smith Street, Clemens Street and Kenilworth High Street.	<p>At present there is a budget to provide the Smith Street Party in Warwick. However, no equivalent support is provided to similar locations in the District. The team will therefore liaise with relevant traders to establish whether the model provided by the Smith Street Party provides best value for that budget and whether a more consistent approach can be applied.</p> <p>The alternative would be to reduce the budget by withdrawing support for Smith Street.</p>	Spring 2018. If necessary report to Executive December 2018
3	Consider the potential of procuring a contract to provide an ongoing assessment of the economic impact of those events which were categorised as the largest in the District (8 events which had 5000 attendees or more).	<p>The value that events bring to the District has been recognised throughout the review. However, identifying data to quantify this has been difficult. Linked to the Events Strategy, this proposal therefore explores methods and costs for appraising the largest events (including those that the Council invests the most in to).</p> <p>The alternative would be to do nothing and continue as we do at present.</p>	Commence during 2018 Report back to Exec in April 2018 with costs
4	For smaller events explore potential to monitor impacts through a series of proxy	All events are of value to the district either due to community wellbeing or economic impacts. However there is not an easy way	Explore Spring 2018

	measures including monitoring wifi hotspots, footfall counters and car park usage/income	to specifically measure the impacts of these. The team will however explore the potential for using a number of measures to invoke impacts whilst recognising the need to balance this against the time and costs of these. The alternative would be to continue the current approach	
5	Explore opportunities to take a more commercial approach for some events utilising the expertise of the Events Team including: a. Offering a traffic management service (to write the plans); b. Organising commercial events for WDC for the purposes of generating an income.	Staff in the Business Support and Events Team have valuable expertise which could provide an income to the Council. There are examples from other Local Authorities where this has been done. However, it needs to be recognised that the team is not currently resourced to do provide this additional service and therefore initially, the level of income is likely to be small.	Further report by December 2018 to consider potential to introduce a commercial approach on 1 st April 2019
Effective Operations, Processes and Communications to Support Events			
6	To develop an events manual (publish online) to assist event organisers with decision making and the correct processes for planning events including: <ul style="list-style-type: none"> Updated forms and templates to ensure that they are current Developing criteria for allowing a road closure to take place Developing criteria to decide which events would require a formal debrief setting a reasonable deadline for event organisers to work to, so that stakeholders have enough time to read the documents, and ensure the event will operate in a safe manner Incorporating formal maps provided by the Green Space Team, which will identify the specific areas in each park for the use by event organisers; Incorporating protocols (as provided by the Green Space Team) that will govern the use of the parks by events; Clarifying that events will not 	To ensure clear and consistent information is available to all events organisers To assist / speed up training of new team members.	In place by April 2018

	go ahead on WDC land, should the Team, in conjunction with stakeholders, believe that the event will not be operated in a safe manner (particularly when the events plan is received late)		
7	<p>Aligned with the events manual, develop an flowchart/checklist to ensure officers take a consistent approach to events support including for instance:</p> <ul style="list-style-type: none"> • ensuring site visits take place • providing a system for reporting incidents at events is utilised • Setting out process to ensure better communications with stakeholders, such as County Highways 	<p>To ensure officers within the events team take a consistent and rigorous approach to supporting events in line with the events manual.</p> <p>To assist / speed up training of new team members.</p>	In place by April 2018
8	<p>Work with the Communications and Media Team, to ensure effective communication and promotion of events by</p> <ul style="list-style-type: none"> • exploring opportunities to market events to audiences beyond the District (such as Shakespeare's England) • Continuing the production and distribution of Events Guide • Improving the promotions of events through the Council's Website 	The Council already supports event organisers by preparing and distributing the Events Guide. However, the review has indicated that organisers believe there is more the Council could do through the website and, for events of regional significance, with potential visitors to the District.	Ongoing to 31 st December 2018 (then review impact)
Funding and Sponsorship			
9	Stop charging for use of Parks (with a consequent loss of income of around £3000 per annum)	<p>At present events organisers are charged up to £180 per days for use of parks. In total this brings in an income of around £3000.</p> <p>A number of alternatives have been considered:</p> <p>a) Retaining current arrangements: this has not been taken forward as it brings in a relatively small amount of income whilst providing a costs burden for some of the small events. As a result, it continues to be a source of tension between the Council and events organisers.</p> <p>b) Charge only for commercial events: theoretically, this would be an equitable approach. However there is a significant</p>	In place by April 2018

		<p>“grey area” between community and commercial events. In addition, commercial events can bring significant economic benefits. Finally, there are only 2 or 3 regular commercial events that take place in the District rendering a charge of little value</p> <p>c) Increase charges to maximise income from park usage: whilst this might increase income and reduce costs, it is likely to have significant consequences for the range of events in the District and the benefits derived from these events. A number of events organisers have indicated that an increase in charges would put their event in jeopardy</p>	
10	<p>To pass on the costs incurred from damage to event sites by organisers: if parks are free (as recommended in 9 above) it is proposed to charge for damage and breach of rules as set out in the events manual. To facilitate this it is proposed to take a bond from all events (not just those that take place in parks) on a sliding scale according to the scale and or likely impact of the event. The exact process for this, including the legal agreements and the size of the bond will be developed by 1st April 2018</p>	<p>This will ensure that damage that occurs as a result of activities that breach the manual can be remedied without cost to the Council. The bond will relate directly to a short legal agreement that all event organisers will be required to sign.</p>	<p>In place by April 2018</p>
11	<p>Continue to charge for street collections, street trading permits and Temporary Events Notices in line with regulations</p>	<p>These licenses enable commercial activities associated with events to take place. It is therefore reasonable for Community Protection to continue to charge for these in line with current charges. These charges will be set out in the events manual.</p>	<p>Ongoing</p>
12	<p>Waste Management: Continue with not charging for waste management</p>	<p>Waste Management Charges: Options</p> <p>a) WDC continues to cover Waste Management costs in full for each event at an annual cost of around £6000</p> <p>b) WDC provides a basic waste management service (free provision of 6 x 1100 litre bins) and requires event organisers to cover the cost of any further waste management (possible saving of around £4000 for WDC, but significant consequences to the costs of some of the District’s larger events such as Leamington Food Festival)</p>	<p>To be implemented from 1st April 2018</p>

		c) Onus on event organisers to source and pay for waste management services themselves - with WDC charging full cost if organisers choose to use WDC's services (saving of £6000)	
13	Do not charge event organiser's for other events costs such as: <ul style="list-style-type: none"> • taxi rank relocation to organisers • provision of parking permits • toilet cleaning • Repairs (except where the legal agreement associated with the Bond is breached) • Extra grass cutting 	These costs will continue to be absorbed within the events budget	Ongoing
14	Explore potential for identifying sponsorship for events through ongoing business support work and costs of developing an online platform to match event organisers with potential event sponsors along with other opportunities to facilitate sponsorship of local events (e.g. through Business Forum; events guide, etc.)	<p>It is proposed that the Team use their business support role to identify potential sponsors. Events organisers can be put in touch with those that express an interest. However, to avoid the team in being used as a sponsorship service, the service will be limited to a simple matching service.</p> <p>An alternative is to formally develop an online platform to match event organisers with potential event sponsors along with other opportunities to facilitate sponsorship of local events (e.g. through Business Forum; events guide, etc.). However, this is not recommended on the grounds that it is likely to be very time- consuming and could place significant demands on team members to chase sponsors on behalf of events organisers.</p> <p>A further alternative option was considered whereby a new budget of approx. £5000 for an events grant scheme (up to £500 per event) is established to cover costs of road closures, promotion/publicity etc. with criteria based around demonstration of community and economic benefits. This was rejected on ground of costs and risks associated with it becoming an expectation of ongoing funding after year 1.</p>	Undertake work to assess opportunities during 2018. Report Exec December 2018. If approved, introduce from April 2019