

 Executive – 9th May 2013		Agenda Item No. 13
Title	Events Management	
For further information about this report please contact	Chris Charman – Cultural Services 01926 456028 Joe Baconnet – Development Services 01926 456011	
Wards of the District directly affected	All	
Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?	No	
Date and meeting when issue was last considered and relevant minute number	Executive report June 2012	
Background Papers	Employment reports June 2012 and April 2013; Scrutiny reports March 2013	

Contrary to the policy framework:	No
Contrary to the budgetary framework:	No
Key Decision?	No
Included within the Forward Plan? (If yes include reference number)	Yes (Ref: 454)
Equality & Sustainability Impact Assessment Undertaken	No
.	

Officer/Councillor Approval		
Officer Approval	Date	Name
Deputy Chief Executive	28 th May 2013	Andrew Jones
Head of Service	28 th May 2013	Rose Winship
CMT	28 th May 2013	Chris Elliott, Andrew Jones, Bill Hunt
Section 151 Officer	28 th May 2013	Mike Snow
Monitoring Officer	28 th May 2013	Andrew Jones
Finance		Jenny Clayton
Portfolio Holder(s)	28 th May 2013	Cllr Stephen Cross; Cllr John Hammon
Consultation & Community Engagement		
n/a		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report seeks Executive endorsement for changes in the way that events are managed in the district. The report details the learning from the "Events experiment", the rationale for placing the management of all events within Cultural Services in the future and the financial implications of these proposals.

2. RECOMMENDATIONS

- 2.1 The Executive endorse the new arrangements for delivery and support of events across the district.
- 2.2 The Executive approve the increased budgetary provision of £31,000 per annum (pro rata for 2013/14) to Cultural Services salaries budget to cover the cost of the additional Events Management Officer from August 2013, this to be financed from increasing the savings requirement of the Council from 2014/15, and £20,700 from the Contingency Budget for 2013/14.

3. REASONS FOR THE RECOMMENDATION

- 3.1 A new approach to the delivery of events across the district was proposed as an experiment in June 2012. This has been jointly overseen by Cultural Services and Development Services. The experiment has now come to a conclusion with recommendations to transfer responsibility for management of events to Cultural Services managed by Event Management Officers (EMO). This would free up the Town Development Officers (TDO) to work on supporting the Jobs Skills and Economy agenda within the Town Centres, whilst the EMOs ensure the robust management of the full range of town centre, sporting, community and charity events across the district.
- 3.2 The existing structure consists of one Events Management Officer in Cultural Services, which has been supplemented for the duration of the experiment by a further Events Management Officer to allow the full range of events to be transferred across to Culture from Development Services during the experiment (Appendix 1). The range and number of events requires the resource of an additional officer to ensure sufficient capacity and resilience to deliver and support safe and successful events in the future. The Employment Committee approved the addition of a further EMO post to the establishment at their meeting in April 2013, subject to approval by the Executive at this meeting.
- 3.3 **Roles and Responsibilities:**
One of the outcomes of the experiment was to establish clarity on the relevant roles of the EMOs and the TDOs. The EMOs will be the lead officers in the planning and delivery of events, in the town centres and open spaces across the district. They will support event organisers in complying with requirements, including documentation in Operational Orders, agreeing site design, the appropriate approach to risk management, insurance liabilities, health & safety, command and control and emergency procedures. The EMOs also act as Key Category 1 responders alongside the local emergency services for large events. This is a statutory role and requires close work with partner organisations. These officers also take the lead for the planning, preparation and delivery of the annual National Bowls Championships which currently covers 16 days continuous play but which will extend to 30 days from 2014 onwards when the Mens National Championships move to Leamington Spa.

- 3.4 The changes being proposed will also see the TDOs role change to focus on enabling the economic growth and development of the three managed towns by working with all sectors of the business community and key stakeholders. The outcome of this being an improved 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 DO role also includes generating events designed to bring economic impact to the town centres. TDOs 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 economic impacts (an example of an event is included in Appendix 2 to demonstrate the respective roles of EMOs and TDOs)
- 3.5 **Pre Event Planning**
Experience and learning from the royal opening of Linden Arches and the Torch Relay in 2012 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.
- 3.6 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 led 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. With the new EMO role there will be capacity within Cultural Services to mitigate these issues.
- 3.7 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.
- 3.8 **On Site Event Management**
With successful events of every scale it is clear that a person on the ground with a yellow vest, a clipboard with plans and a radio and mobile phone directing and controlling the event are key features. The experiment also highlighted the need for 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 EMOs 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

3.9 **Post event evaluation**

Alongside the proposals in this report the outcomes of the Development Services restructure (approved by Employment Committee in Jan 2013) delivers a greater ability for TDOs to focus on the economic impacts of events. Certainly pressures on resources to deliver events meant that in the past the impact of the events has not been adequately measured. Business promotion opportunities have not been fully exploited meaning that quite often events were delivered that were a success but which did 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. It will also allow resources to work with businesses to offer event attendees incentives to return, and being able to measure the success of this.

3.10 **Impact across the district**

Should the proposals be approved and the experiment normalised, each town centre will have an officer who is responsible for each town and driving it's economic prospects. It will fall to the TDOs to work closely with organisations such as BID Leamington and the Chamber(s) of Trade to ensure that maximum business value is driven into events wherever possible, that consistent measurement takes place across relevant events and that this data is analysed and utilised when forming new events or modifying established ones. Alongside the TDO 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 TDO to deliver events that add value to the towns. It will not mean a dilution of the town expertise or focus on successful events but rather an increase in resource and expertise to deliver successful and beneficial events for residents, businesses and visitors.

4. **POLICY FRAMEWORK**

- 4.1 The efficient and effective delivery of events in the district will make a significant contribution to making the district "a great place to live, work and visit". Well managed, quality events will attract a wide range of users to enjoy the wide range of activities and events on offer throughout the year. This purpose is reflected in the Service Area Plan for Cultural Services.
- 4.2 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.

5. **BUDGETARY FRAMEWORK**

- 5.1 The Council's HAY Panel has evaluated this post at Grade E1. The annual salary at the top of the grade for a Grade E1 post is £31,000 including oncosts.
- 5.2 Development Services are on track to achieve the financial savings agreed as part of Fit For the Future. These savings include £181,800 increased planning fee income (total fee increase for 2012/13 was £496,800 above income target) and £180,600 from the Development Services restructure. A significant level of the restructure savings accrued from the restructure were from the Economic Development section including a review of the Town Centre Manager role. The new TCDO role no longer includes the responsibility for managing events. These savings from Development Services have been included within the Council's Budget. In calculating these savings no allowance was made for the additional cost of the Events Management Officer. Given the removal of the events function from Development Services, the additional Events Officer post being requested in this report will make it possible for the events function to continue to be delivered. Whilst this additional post will represent an additional cost to the Council and increase the financial savings required it will mean that services can continue without having a negative impact on the customer.
- 5.3 The funding of the Events Management Officer at £31,000 per annum will present an increase to the savings required to be found by the Council. This will need to be included within the Council's Medium Term Strategy from 2014/15. The February 2013 Budget report stated how recurring savings of £1.34m need to be found if there is to be no impact upon future service provision. An update of the financial projections is due to be presented in early Summer to the Executive.
- 5.4 For 2013/14, the cost of this post will need to be met out of the Contingency Budget, details of which are included in the Final Accounts Report (section 16) on this agenda. Assuming the post is appointed from August 2013, £20,700 will be required from the Contingency Budget.

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

- 6.1 Without the additional EMO post it would not be possible to continue to support the wide range of events across the district whilst providing the appropriate level of professional advice and comply with the HSE Purple Book on Managing Events. Therefore some popular events would no longer take place and the level of support afforded to Town Councils and community groups would reduce.
- 6.2 The option of returning to the original position where events were managed by two separate teams ie. Cultural Services and Development Services was considered but due to the changes that have taken place to the role of the TDOs in Development Services during the experiment, this would no longer be sustainable. To return to this arrangement would also raise significant concerns about resilience and corporate risk which are not considered to be acceptable.

Events List 2012 and 2013

Events since experiment started:

August 2012:

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

September 2012:

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

October 2012:

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

November 2012:

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

December 2012:

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

January 2013:

25th – Warwick District Sports Awards

February 2013:

6th – Kenilworth Primary Schools Cross Country

12th – Pancake Race – Warwick Market Place (Cancelled due to bad weather)

12th – Pancake Race – Kenilworth

20th – Museum on the Move – Market Place, Warwick

Upcoming Events:

March 2013:

2nd – Central Area Primary Schools Cross Country – NewboldComyn, Leamington.

10th – Leamington District Cubs Cross Country – NewboldComyn, Leamington

17th – Warwick Half Marathon

23rd – Kenilworth Wheelers Cycle Races – Victoria Park, Leamington

April 2013:

6th – Kenilworth Wheelers Cycle Races – Victoria Park, Leamington

7th – Regency Run – Leamington

11th – 14th – Barkers Fun Fair - Champion Hills, Leamington

16th – Bloodmobile Visit – Shire Hall, Warwick.

18th – 20th – Barkers Fun Fair - Champion Hills, Leamington

27th – Stratford Cycling Club, Cycle Races – Victoria Park, Leamington

28th – Warwickshire Wildlife Trust Event – NewboldComyn, Leamington

May 2013:

11th – Christian Aid Walk – Victoria Park, Leamington

11th – 12th – Kenilworth Festival – Kenilworth

12th – Waverley Walk – Abbey Fields, Kenilworth

12th – Super Cars Sunday – Kenilworth

18th – 19th – Tommy Wilson Fun Fair – St Marys Land, Warwick

19th – Praise in the Park – Pump Room Gardens, Leamington

26th – Dragon Boat Race – St Nicholas Park, Warwick

June 2013:

1st – Plant Heritage, Warwickshire Charity Plant Fair – Pump Room Gardens, Leamington

5th – Heartbreak Productions – Jephson Gardens, Leamington

6th – Heartbreak Productions – Jephson Gardens, Leamington

8th – Lions Grand Show – Abbey Fields, Kenilworth

9th – 2 Castles Run – Warwick & Kenilworth

8th – Royal Leamington Spa Young Performing Arts Competition

12th – Heartbreak Productions – Jephson Gardens, Leamington

13th – Heartbreak Productions – Jephson Gardens, Leamington

15th – Rotary Raft Race – Leamington & Warwick

16th – Classis Cars at the Castle – Warwick

16th & 17th – Leamington Peace Festival – Pump Room Gardens, Leamington

23rd – Co-operative Family Fun Day – St Nicholas Park, Warwick

23rd – Free Radio Walk for Kids – Abbey Fields, Kenilworth

26th – SurestartChildrens Centre 10th Birthday Party – Jephson Gardens, Leamington

29th – Warwick Town Carnival – Warwick

July 2013:

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

August 2013:

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

September 2013:

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

October 2013:

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

November 2013:

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

December 2013:

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