

 Executive – 20th June 2012		Agenda Item No. 10
Title	Managing events in the district - experiment	
For further information about this report please contact	Rose Winship Rose.winship@warwickdc.gov.uk Joe Baconnet Joseph.baconnet@warwickdc.gov.uk	
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Is the report private and confidential and not for publication by virtue of a paragraph of schedule 12A of the Local Government Act 1972, following the Local Government (Access to Information) (Variation) Order 2006?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	N/A	
Background Papers		

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
Equality & Sustainability Impact Assessment Undertaken		No
Officer/Councillor Approval		
Officer Approval	Date	Name
Chief Executive/Deputy Chief Executive		Chris Elliot, Andy Jones, Bill Hunt
Head of Service	24 th May 2012	Rose Winship; Tracy Darke
CMT		
Section 151 Officer	24 th May 2012	Mike Snow
Monitoring Officer		
Finance	24 th May 2012	Mike Snow; Jenny Clayton
Portfolio Holder(s)		Cllr Gallagher; Cllr Hammon
Consultation & Community Engagement		
Please insert details of any consultation undertaken with regard to this report.		
Final Decision?		Yes
Suggested next steps (if not final decision please set out below)		

1. SUMMARY

- 1.1 The report outlines a proposal for a 12 month experiment to identify opportunities to manage events in the district in a more effective and efficient way. The proposal sees the operational responsibility for managing events move to Cultural Services with the appointment of an Events Management Officer for 12 months.
- 1.2 The report also considers how the outcomes of this experiment, alongside new approaches to Town Centre Development being trialled in Development Services, can then be used to deliver the Town Centre Management and Events Management functions going forward.

2. RECOMMENDATION

- 2.1 That Executive notes the ongoing work being undertaken by officers to improve the way "Events" are managed by the District Council and endorses the proposed experiment which seeks to improve the efficiency and effectiveness of service delivery.
- 2.2 That subject to Employment Committee of 14th June 2012 agreeing a 12 month Events Management Officer post being added to the Council's staffing establishment, Executive agrees to the release of a maximum of £32,000 from the Service Transformation Reserve to cover the anticipated employee costs (including on-costs) of the post.
- 2.3 That subject to the Executive endorsing the Events experiment, officers will bring a further report to the Executive in May 2013 detailing the outcomes of the experiment and consequent implications for the delivery of Events Management and Town Centre Management.

3. REASONS FOR THE RECOMMENDATIONS

- 3.1 The Leadership Development programme (involving Executive Members and the Senior Management Team) identified "Events" as an area of service that would benefit from systems thinking intervention: There was significant Member dissatisfaction with the fragmented approach between Development Services, Cultural Services and Neighbourhood Services which caused a large amount of "waste"; and there was also clear customer dissatisfaction with elements of the service. Therefore the Service Areas wanted to maximise opportunities for a more joined up approach – One Council – between sports and non-sporting events and provide a greater focus on maximising wider strategic aims including improving the vitality of Town Centres, increasing local spend and increasing event participation.
- 3.2 The proposal outlined in this report sees the responsibility for managing events moving into one service area, Cultural Services. The experiment will allow officers to assess whether the new arrangements remove the duplication which can occur at present. A successful experiment would improve customer satisfaction and build on the District's reputation as a great place to live, work and visit through the delivery of well organised and coordinated events. The proposal also increases resilience throughout the year with a coordinated approach and sharing of skills and knowledge amongst the team in Cultural Services. The experiment will also deliver a standardisation of events management techniques and documentation that maximises resilience, clarifies issues of ownership, and manages risk in a more consistent way.

- 3.3 The experiment would also lead to a greater professionalism in events management within WDC and a potentially significant reduction in corporate risk. The reduced role of the Police is currently causing a re-assessment of existing events as has the recent work that has been necessary to prepare for the Olympic Torch relay. The experiment looks to build on this learning and create more robust event management arrangements which will reduce the level of corporate risk.
- 3.4 During the period of the experiment, all events in the district will be coordinated by the Events Management Officers in Cultural Services. The TCDOs will work alongside the EMO to an agreed event plan. This will allow an orderly transition of events into the experiment and re-inforce the 'one council' approach to delivery.
- 3.5 The challenge raised during the systems intervention in Development Services is that the current way of managing events workload has 'crowded out' other work the TCDOs should be doing. This has been especially true in Leamington where the demands for events on the Pump Room Gardens have caused disproportionately high demands on the Leamington TCDO. In addition, there has been a gradual increase in events workload over the years that has been both generated and facilitated by the town centre managers. Also, as the events environment has become more specialised, the demands placed upon the authority to organise large events (Leamington Lights Switch on can generate a concentration of 15,000+ people in the town) becomes a source of risk that needs to be managed. The experiment allows the District Council to fulfil the increasing demands that events bring whilst also allowing a true assessment of how much time the events are taking. This will mean that the TCDOs, some of whose time was previously tied-up with the events, can focus their attentions on the other projects and strategic themes that their roles require.
- 3.6 The events experiment will therefore allow Development Services to complete its own intervention relating to town centre management. This will assess what resources are needed to fulfil the work required by this Council and our partners and will have as its aims:
- The continued development of the relevant town centre steering groups and action plans;
 - Business liaison and business development;
 - To continue to have both a functional specialism (development, tourism and retail) and a geographical focus to their work;
 - To continue to develop and deliver local marketing and promotion of the towns (linked to tourism, inward investment and business improvement offers);
 - To facilitate and stimulate economic development within towns via coordinated promotional initiatives and engaging with developers, landlords and agents.
 - To liaise with key partners – including the town councils to assess their continuing needs;
 - Involvement in projects that contribute to the Job, Skills and Economy Delivery plan that will be developed to sit alongside the Local Plan.
 - To assist the events team where needed and to measure the impact of the events

- To measure and understand the impact of events on the town centres

3.7 The Events experiment has links to other ongoing work which would strengthen the proposals further. The Business Support Team experiment is looking to create capacity within a central support team in Cultural Services to take on general administration of hirings and bookings for a range of activities, including events. This would release higher graded officers to concentrate on the more specialist elements of events management. The Business Support Team experiment has also considered opportunities for more joined up marketing of cultural activities through the creation of a "marketing" team. Again this team would support the events experiment.

3.8 A report has been taken to Employment Committee this month to recommend a new structure within the sports and leisure management team. It is proposed that this team will in future include the temporary Events Management Officer post for which funding is requested. Officers consider that if the experiment is to have any chance of success then there must be investment for a limited period to enable a proper judgement about how events management can be delivered going forward in the context of much reduced income being available to the Council.

3.9 If the experiment is endorsed and funding approved, two Events officers would take on responsibility for the booking, planning and where appropriate delivering all the events in the district.

3.10 In order to fulfil the major demands being placed upon the Council by Events legislation, the Health and Safety Executive - Purple Book, other best practice guides, and changes in the events environment, it is anticipated that the events team will be carrying out the following functions during the experiment :

- Meeting with event organisers
- Producing event plans
- Producing risk assessments for events
- Preparing for and attending safety advisory groups as appropriate
- Undertaking site visits
- Liaising with businesses in event areas (in conjunction with the town centre development officers)
- Managing the budgets associated with events
- Investigating opportunities for event sponsorship
- Becoming the expert event resource in-house and cascading best practice through the organisation
- Liaising with partner organisations in respect of events

3.11 The outcome of this experiment will be reported to Members in May 2013 along with any recommendations for future service delivery.

4. **POLICY FRAMEWORK**

4.1 The experiment is aligned to the **Fit for the Future Programme** as reported to the Executive in April 2012.

4.2 The professional management of a varied and large events programme makes a significant contribution to making the district a great place to live, work and visit.

- 4.3 The professional and effective management of events in the district will make a significant contribution to the delivery of the Tourism Strategy.

5. **BUDGETARY FRAMEWORK**

- 5.1 The maximum allocation of £32,000 will allow an Events Management Officer to be appointed for a period of 12 months.
- 5.2 The Service Transformation Reserve has an uncommitted balance of £1.165m. This includes the transfer from the Spend to Save Reserve as agreed, and also allows for the estimated costs of the Fit For the Future Achievement Award. This does not take account of other requests elsewhere on this agenda or the May 2012 Executive.

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

- 6.1 Retain the status quo: If the experiment were not to take place, the current arrangements could continue with sporting events being managed by Cultural Services, non-sporting events and town centre events by Development Services, and other Service Areas such as Neighbourhood Services and Property Services working with the relevant event organiser as appropriate. The corporate risks as outlined in paragraph 3.3 would continue unless the number of events was significantly reduced. The impact on this would be a less dynamic district in terms of activities and events with fewer opportunities for local people and visitors to enjoy the area and bring significant economic benefits to the area.
- 6.2 Experiment using seconded resources: An alternative to that outlined would be to move one of the town centre development officers to the events intervention. This was rejected because of the external demand for town centre development officers from each of the towns and also because one TCDO would need to cover two towns. This would reduce the resources available to support the events experiment and increase the comparative workload of the remaining TCDOs.