

# Gloucester City Council

<b>Meeting:</b>	<b>Cabinet Briefing Overview and Scrutiny Committee Cabinet</b>	<b>Date:</b> 12 <sup>th</sup> February 2014 3 <sup>rd</sup> March 2014 5 <sup>th</sup> March 2014
<b>Subject:</b>	<b>Future of GCC Events Co-ordination</b>	
<b>Report Of:</b>	<b>Cllr Colin Organ, Cabinet Member for Housing, Health and Leisure</b>	
<b>Wards Affected:</b>	<b>All</b>	
<b>Key Decision:</b>	<b>No</b>	<b>Budget/Policy Framework: No</b>
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<b>Appendices:</b>	<b>1. list of city events for 2014/15 &amp; 2015/16</b>	

## FOR GENERAL RELEASE

### 1.0 Purpose of Report

1.1 To seek approval for changes to the City's Events Programme and its delivery.

### 2.0 Recommendations

2.1 Cabinet is asked to **RESOLVE** that;

- (1) A Central Events Team be created to co-ordinate all City events and provide a single point of contact for all event queries and advisory requests.
- (2) The newly created Central Events Team be based at Marketing Gloucester Ltd (MGL) and managed by Jason Smith, MGL CEO. The TIC Manager will work in partnership with the Central Events Team to ensure a consistent approach to destination marketing and a vibrant visitor/customer experience.
- (3) The new team work with event organisers from other organisations across the City to integrate the City Council's events into one comprehensive events programme.
- (4) The Schedule of Events shown at appendix 1 for 2014/15 and 2015/16, be approved.

- (5) The new Central Events Team co-ordinates the logistical and operational side of all the Council's Civic events including the administration of invitations for the six key Civic events listed in paragraph 4.3.5. All other support for the Mayor and Sheriff will be provided by the Corporate Support Team.
- (6) The event bookings process and income management be managed by the Central Events Team.
- (7) The events budget and a proportion of the Civic hospitality budget be managed by MGL on behalf of the City Council.
- (8) The Central Events Team consists of the existing MGL's Event Manager (seconded from the City Council) and two Event Co-ordinator posts (also to be seconded from the City Council) who will work collaboratively in the planning, programming and delivery of events. The City Council's Rugby World Cup Co-ordinator will work with the team for the relevant parts of his work programme.

### **3.0 Background and Key Issues**

- 3.1 The establishment of MGL has provided a central facility for destination marketing, sponsorship and brand building events, the most noticeable of which is the Tall Ships Festival which attracts tens of thousands of visitors into the City.
- 3.2 The City Council's events programme is currently delivered by staff working at the Guildhall. The staff also support local community events as they have the skills, equipment and flexible staffing structure to accommodate them. However, with a wide range of events running throughout the year this does mean that staff are often taken away from their 'day jobs' and as a consequence the delivery and success of all events, including those at the Guildhall have not been optimised.
- 3.3 The Guildhall also assists in the booking of open spaces and this service has recently been centralised to remove the confusion that often occurred when an event organiser wanted to book an open space for an event. Centralising all events and booking arrangements will make the whole system easier for all concerned.
- 3.4 The Council has continued to deliver a wide programme of events over recent years that have provided a number of positive outcomes for the City. However, producing and supporting a great number of events, from a variety of sources has resulted in a fragmented and uncoordinated structure that lacks clear processes.
- 3.5 A clear example of this has been the work involved in the delivery of a number of civic related events throughout the year that put a large time resource requirement on the Corporate Support and Democratic Services teams. Events include; Gloucester Day, Children's Civic Christmas Party and the Annual Civic Service.
- 3.6 Appendix 1 provides the current list of events and who is responsible for delivering them. It also lists the events scheduled for 2014/15 as part of an annual rolling events programme and includes one off or other cyclical events. The programme of events for 2015/16 also includes a section related to the Rugby World Cup and a

list of ideas of events that could take place in or around the tournament period. Further work is needed to establish which of these events will be taken forward.

### **3.7 Key Issue 1 – Duplication of Structure and Activity**

- 3.7.1 Currently, both the City Council and MGL organise events within the City. In addition to this there are large scale events being organised by independent external organisers such as Gloucester Quays, The Round Table and Sportbeat.
- 3.7.2 The annual event calendar could be better co-ordinated, spreading the events more evenly over the events season. For example, the City Council organised music event – *Summer Sound* – has taken place in Gloucester Park on the same day as the Gloucester Quays Food Festival at Gloucester Docks. While you could argue that it caters for different markets and provides residents and visitors with a choice, holding these events on separate weekends would probably be more sensible both from the Council's and events-goers perspectives.
- 3.7.3 By co-ordinating the events organised by the City Council and MGL and co-locating into a single team, a more joined up and strategic approach can be taken to both the events and the resources required to facilitate them. The new Chief Executive of MGL has been consulted on, and agrees with, this proposal.

### **3.8 Key Issue 2 – Advice, Support and Booking Public Spaces**

- 3.8.1 Many events are organised in the City by different organisations and individuals. These often require some kind of event support from the City Council; ranging from having their health and safety documents checked and permission granted to go ahead on City Council land, through to full event support from the initial planning stages, through to the end of the event.
- 3.8.2 There is currently no 'one-stop shop' for internal or external event organisers and it can be very difficult to trace the support given and allocate resources efficiently. For event organisers it can be a confusing process with multiple points of contact. Demand for events, and event support, is only set to increase due to the Rugby World Cup 2015, so the procedures and lines of responsibility need addressing in anticipation of this important opportunity for the City.
- 3.8.3 A recent Event Report produced by officers in Environmental Health made recommendations on the process for booking the public spaces and ensuring there are clear lines of responsibility. This will resolve this issue in principle, but it is important to make reference to it, as it will affect how the resources required are allocated and managed when addressing how the Events Team is shaped, where it will sit within the organisation and how it links with the Safety Advisory Group.

### **3.9 Key Issue 3 – The Annual Programme of Events**

- 3.9.1 At present, the citywide events programme follows a fairly standard pattern. There is the City Council's *Summer in Gloucester* fortnight which takes place annually and the Marketing Gloucester organised Tall Ships festival at the end of May every other year, a Lantern Procession annually in November and a range of Civic events including; the Three Choirs festival, Remembrance Sunday, Gloucester Day, Armed

Forces Day (including Flag Flying ceremony), Annual Civic Service and the children's Civic Christmas Party.

3.9.2 In order to maximise the effect of the programme, there is a desire by the City Council and MGL to co-ordinate the dates events occur to provide a full programme of events for the summer months.

3.9.3 By including the independent externally organised events into the planning of GCC's co-ordinated programme, it will offer a more cohesive yet varied range of activities for the residents and visitors to the City. This will result in a reduction in the strain on staffing and resources during the peak season as it will have been strategically planned in advance.

3.9.4 Members are currently considering, as part of the budget consultation a set programme of events for the year.

### **3.10 Key Issue 4 – The Rugby World Cup 2015 (RWC2015)**

3.10.1 Appendix 1 shows the events that are due to occur in 2015/16. Many of these events can be used to promote the RWC and are in accordance with the Host City Agreement.

3.10.2 A comprehensive programme of events needs to be formulated both in the run up to the event itself and for the 6 weeks that the tournament takes place. The Rugby World Cup Events Coordinator and the newly formed events team will work closely to ensure events catch the imagination of the visiting fans and are appealing to a wide range of audiences. Initial ideas for events associated with the RWC are being worked up and a separate report will be presented on this matter in due course.

## **4.0 Alternative Options Considered**

### **4.1 Option One – Leave as Existing – Not Recommended**

4.1.1 The City Council would continue to organise the City events programme via the Guildhall and administer the Event Bookings procedure for open spaces. MGL continue to run the large scale city events. This option would not address the wish to see better co-ordinated arrangements.

### **4.2 Option 2 – Fully Assimilate Events into the Guildhall – Not Recommended**

4.2.1 The MGL Events Manager is seconded to MGL from the City Council. This has been the case since MGL was formed. This arrangement could end thereby returning the role to the Council and all events could be co-ordinated from the Guildhall. MGL would no longer organise events, but would remain responsible for brand building and destination marketing. This option would not address the wish to see better co-ordinated arrangements.

### **4.3 Option 3 – Create a new GCC Events Team co-located with MGL - The recommended option**

- 4.3.1 The purpose of this review is to ensure that the City has a wide range of successful events that take Gloucester successfully into the RWC2015 and beyond.
- 4.3.2 Joining all event co-ordination, including Events Booking and the Civic Events listed at 4.3.5 will allow for better use of limited resources and a more effective and synchronised programme throughout the year. The Corporate Support Team will continue to provide support to the Mayor and Sheriff on all other activities.
- 4.3.3 By co-locating with MGL (including events management), consistent communication and the potential for destination marketing to increase will result in it becoming a central hub for events and marketing activity. When MGL co-locates with the TIC, synergy and co-ordination will improve further.
- 4.3.4 In the meantime, a programme of events can be developed some years in advance, allowing for clarity of budgets, outcomes and incorporation of any national events that may impact on a local level.
- 4.3.5 It is recommended that six key Civic Events are delivered by the new events team. These are; Armed Forces Day (including flag flying ceremony), Three Choirs Festival, Gloucester Day, Annual Civic Service, Remembrance Sunday and the Children’s Civic Christmas Party.
- 4.3.6 The importance of civic events for the City and Members and in particular the profile and role of the Mayor in these events is recognised. Members can be reassured that Civic Events will continue to be delivered to the current high standard as process notes for each event have been developed and there will undoubtedly be shared and accumulated knowledge and experience of delivering these events during the transitional period.
- 4.3.7 It is envisaged that support will still be required from Guildhall staff but this will be in a more structured and coordinated way as the events programme will be set well in advance.

### **5.0 Future Work and Conclusions**

- 5.1 The timescale for joining both the TIC and MGL into one property is dependant on the procurement and refitting of a suitable location which is currently being dealt with by the City’s Asset Management Team. It is suggested that the Event Team could be developed while the property changes take place – it is not integral to the changes proposed.
- 5.2 Detailed work into the programming and delivery of future events and how budgets are allocated and managed will need to be carried out.

### **6.0 Financial Implications**

- 6.1 It is not anticipated that there will be any additional staffing costs arising from these proposals. It is likely that resources will pass within services rather than additional resources being required.

- 6.2 The co-location of MGL and TIC in due course is likely to create a revenue budget saving through the sharing of building running costs. This saving will be used as a funding source to help cover the capital cost of works required to make the alternative venue suitable for the new working arrangements.
- 6.3 Any agreed amendments to the programme of events (particularly in relation to 2015/16 and the run up to the RWC) will take into account the impact of any lost income from events that are already planned where the hire of Council land produces revenue for the Council.
- 6.4 The events budget for 2014/15 is scheduled to be £160,000 (subject to changes as part of the budget consultation outcomes). When cross referenced with the events programme at appendix 1 it can be seen that the budget is fully allocated for 2014/15.
- 6.5 If new events are to be incorporated into the 2015/16 programme of events in the run up to, and during, the RWC then consideration will need to be given to rescheduling some events, cancelling some for that year or ensuring external sponsorship covers the cost of any additional events to those already agreed.

## **7.0 Legal Implications**

- 7.1 The Council is empowered by Section 19 of the Local Government (Miscellaneous Provisions) Act 1976 to provide such recreational facilities as it thinks fit and this includes the provision of outdoor facilities and staff. The Council can make such facilities available for use by other persons and has the power to make such charges as it thinks fit for use of the facilities.
- 7.2 Section 144 of the Local Government Act 1972 enables the Council to encourage persons to visit their area for recreation, health purposes or to hold conferences, trade fairs and exhibitions in their area and the Council can provide facilities for these purposes.
- 7.3 Section 145 of the Local Government Act 1972 allows the Council to arrange the provision of entertainments of any nature, to advertise such entertainments and make admission charges. Parks, pleasure grounds, or other buildings such as theatres or concert halls, owned by the Council may be used for such purposes.
- 7.4 If co-location of the TIC and MGL comes to fruition then some form of agreement with MGL for occupation of the space in a shared building, covering rent, utilities etc. will be required.
- 7.5 MGL was set up as a limited company in 2008 with the aim of marketing and promoting the economic wellbeing of Gloucester, its businesses and residents. The Council is the only shareholder of MGL and has appointed Cllr James to be its representative on MGL. The Council nominee is appointed as a Director of MGL.
- 7.6 Opportunities for joint procurement (in connection with events) would have to ensure that our procurement rules were followed (unless MGL have procurement processes which are akin to our procurement rules and comply with the relevant legislation).

7.7 There are some events which have to be held on specified dates (e.g. Remembrance Sunday) and others where there can be more flexibility. Consideration should be given to having a protocol to cover this which clarifies who has the final decision-making power on whether or not events are held and when to avoid both organizations working on events when there is no requirement to.

## **8.0 Risk & Opportunity Management Implications**

8.1 There is a potential loss of revenue from events that attract an income if the event programme and priorities are changed, especially in relation to the RWC2015.

8.2 There is an opportunity to be proactive to the needs of the City and to maximise the potential for the events schedule with limited resources by having a single team and taking into account all third party events.

8.3 Gloucester City Council and MGL have a unique opportunity to raise the profile of the City and generate sponsorship for events as a result of being a Host City for the RWC2015. This could help ensure the sustainability of the events programme in difficult financial times.

8.4 Having a single point of contact and appropriate systems and resources in place offers the opportunity for supporting the community organisations in their events and adding to the Citywide event programme by helping to facilitate more 3<sup>rd</sup> party independent events on a variety of scales.

## **9.0 People Impact Assessment (PIA):**

9.1 An impact assessment does not need to be completed at this stage. However, assessments will be completed for the approved events as they are being planned.

## **10.0 Other Corporate Implications**

### **10.1 Community Safety**

10.1.1 A central team offering a single point of contact ensures strong relationships with police and relevant community safety bodies.

10.1.2 By encouraging and supporting community events by third party organisations, the activity in communal areas encourages a safer community environment.

### **10.2 Sustainability**

10.2.1 A joined up approach allows sustainability of the events programme to become a priority.

10.2.2 Through opening up channels for sponsorship, the events can rely less on core funding.

10.2.3 By having a clear programme of events (including the Event Bookings process), third party independent organisers and other partner agencies can better plan their events programmes.

### 10.3 Staffing & Trade Union

10.3.1 The restructure of the events co-ordination across the City Council is unlikely to result in redundancies. It is anticipated that existing Council staff will be assimilated or appointed to the Central Events Team posts. No changes are being proposed by MGL to it's staffing structure.

**Background Documents:** None