



Derby City Council

COUNCIL CABINET
10 February 2016

ITEM 15

Report of the Cabinet Member for Communities
and City Centre Regeneration

The Council's City-Wide Events Strategy

SUMMARY

- 1.1 The proposed Council's City-Wide Events Strategy sets out to achieve the following aims:
 - To develop and sustain an excellent programme of events which promotes a positive image of Derby locally, regionally and nationally and which nurtures a sense of belonging, ownership and pride in all our residents.
 - To provide an excellent, diverse, innovative, broad and balanced programme of events, that is accessible and relevant to all the communities in Derby.
 - To attract more people – locally, regionally, nationally and internationally – to attend and participate in Derby's programme of events, performances and festivals.
- 1.2 In July 2014, a working group, involving representatives from various areas across the Council, was set up to address this identified need.
- 1.3 This work has resulted in the development of a proposed Council's City-Wide Events Strategy and the formulation of a "one-stop-shop" for the assessment, recommendation, promotion, administration and facilitation of major events across the city. This one-stop-shop is currently known as the City-Wide Events Strategy Implementation Group (CWESIG).
- 1.4 The adoption of this strategy, along with the formal implementation of CWESIG, will provide potential major event organisers with a straightforward, single-portal process for proposing major new events for the city, as well as supplying the Council with a robust, transparent methodology for the assessment of major event proposals, and a mechanism for realising a broad, balanced, representative and sustainable year-round calendar of major events for Derby.

RECOMMENDATION

- 2.1 To approve the adoption of the Council's City-Wide Events Strategy, including endorsing the operation of CWESIG.
- 2.2 To delegate approval to the Acting Strategic Director of Communities and Place, in consultation with the Cabinet Member for Communities and City Centre Regeneration, to consider for approval the recommendations made by CWESIG.

REASONS FOR RECOMMENDATION

- 3.1 The requirement for a City-Wide Events Strategy, including fit-for-purpose processes and mechanisms, was identified some time ago. The proposal is to provide a single-portal for helping to facilitate major new events for the city. It also supplies the Council with a robust, methodology for the assessment of major event proposals, and a mechanism for realising a balanced, representative and sustainable year-round calendar of major events for Derby.
- 3.2 The Council's City-Wide Events Strategy captures the culmination of many months of work, discussion and consultation by a number of respective and representative Council staff with significant knowledge, understanding and expertise across appropriate areas, which will significantly improve the events process and programme in Derby.



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Report of the Acting Strategic Director for Communities and Place

SUPPORTING INFORMATION

- 4.1 The Strategy defines what is meant by an “event” and utilises the “Programming Diamond” for aiding the selection and evaluation of appropriate events, and for ensuring that the Strategy’s four priorities – Quality, Innovation, Diversity and Sustainability – are consistently met.
- 4.2 The Strategy details the role, functions, composition and operations of CWESIG – the one-stop-shop previously referred to – as well as Stakeholder Consultees who will be referred to on an event-by-event basis, as and when appropriate.
- 4.3 The appendices to the Strategy include an Equality Impact Assessment which is available on CMIS; information on how enquiries and bookings are received, managed and concluded in a manner designed to ensure optimal customer service standards; the procedure for assessing events with major road closures; and the form and procedure for proposing a major new event for the city. All of the Strategy’s appendices are available on request.
- 4.4 The Strategy is unable to state a restriction on the lines of racism and threat to cohesion and integration, as there is no direct legislation that currently prevents this type of activity. Consideration can be given to the potential for social disorder and social division within the decision making process, as set out in the City-Wide Events Strategy.
The Council’s event policies will be reviewed in line with any legislative changes to ensure risks to cohesion and integration continue to be minimised. The reviewing of other Council policies will take place as part of a wider overview in relation to this agenda.

OTHER OPTIONS CONSIDERED

- 5.1 A City-Wide Events Strategy beyond the parameters of the Council was considered but was rejected as being too vast and too complex to be achievable.
- 5.2 To do nothing would miss the opportunity to provide a more strategic and effective approach to events across the city.

This report has been approved by the following officers:

Legal officer Financial officer Human Resources officer Estates/Property officer Service Director(s) Other(s)	Claire Davenport, Director of Leisure, Culture and Tourism Pop Gill, Cohesion and Integration Manager
For more information contact: Background papers: List of appendices:	Pete Meakin 01332 255806 peter.meakin@derby.gov.uk Appendix 1 – Implications Appendix 2 – The proposed Council's City-Wide Events Strategy

IMPLICATIONS

Financial and Value for Money

- 1.1 The Strategy aims to help to realise a year-round programme of events in Derby which is more impactful, more diverse and more representative than that currently in operation. This should be at no additional cost to the Council thereby providing value for money.

Legal

- 2.1 Legal matters concerned with road closures and events are detailed in Appendix 3 of the Strategy.

Personnel

- 3.1 None applicable to the report.

IT

- 4.1 None applicable to the report.

Equalities Impact

- 5.1 An Equality Impact Assessment for the Strategy has been completed and is available on CMIS. In addition, the Lead on Equality and Diversity and the Cohesion and Integration Manager both sit on the City-Wide Events Strategy Group (CWESIG). The application form for events requires the applicant to provide an Accessibility Statement to assist CWESIG in making an informed decision about the proposed event.

Health and Safety

- 6.1 A more co-ordinated approach to the provision of major events across the city, including increased input from experienced personnel, should help to ensure a safer delivery of events.

Environmental Sustainability

- 7.1 Environmental sustainability is an explicit consideration within the Strategy when making programming recommendations.

Property and Asset Management

8.1 None applicable to the report.

Risk Management

9.1 All major events, and the Strategy itself, are reviewed and evaluated on a regular basis, managing and minimising risks.

Corporate objectives and priorities for change

10.1 This Strategy will help to achieve the Derby Plan's ambition for Derby to be "an inspiring place to live", and the Council Plan's pledges for:

- A safe and pleasant environment for you to live and work.
- A strong community where we feel empowered and businesses are supported to grow.
- An ambitious and forward looking city with good prospects for everyone.

Derby City Council

City-Wide Events Strategy for Derby

VISION

To provide a vibrant programme of events, making Derby a great place to live, visit and relocate.

AIMS

- To develop and sustain an excellent programme of events which promotes a positive image of Derby locally, regionally and nationally and which nurtures a sense of belonging, ownership and pride in all our residents.
- To provide an excellent, diverse, innovative, broad and balanced programme of events that is accessible and relevant to all the communities in Derby.
- To attract more people – locally, regionally, nationally and internationally – to attend and participate in Derby’s programme of events, performances and festivals.

These aims will be attained by achieving the following objectives:

OBJECTIVES

- By maintaining and supporting a range of events, and especially those with significant economic or social benefit.
- By identifying, attracting and developing significant new events to deliver additional economic and social benefits.
- By creating a mechanism to operate as a “one-stop-shop” for overseeing Derby’s programme of major events.
- By implementing a methodology to ensure that Derby’s programme of events is consistently excellent, innovative, diverse and financially sustainable.
- By promoting Derby’s programme of events, performances and festivals in a co-ordinated, cohesive and complementary manner.

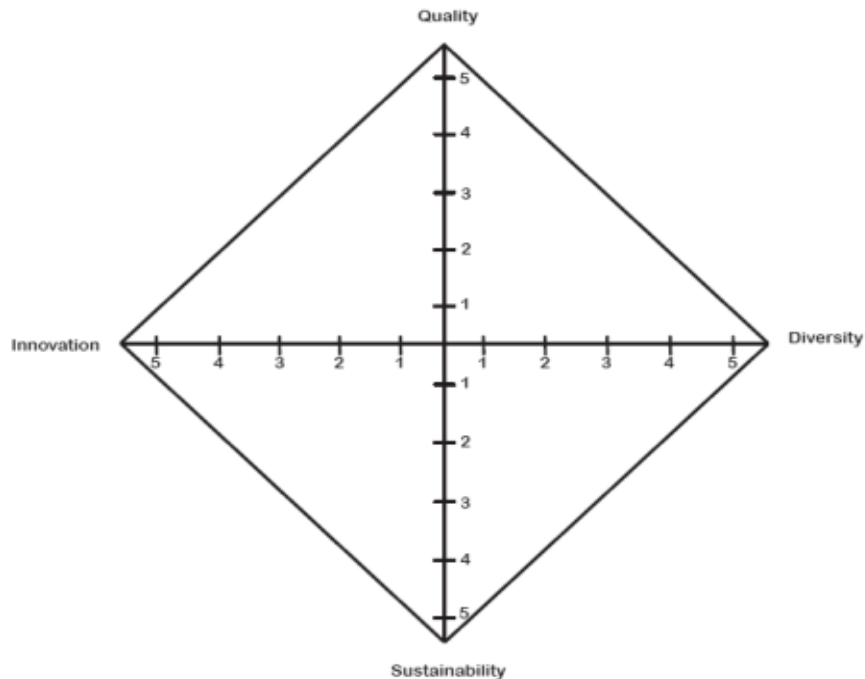
WHAT IS AN “EVENT”?

- For the purposes of this strategy, an “event” is something which may be regarded as “not business as usual”. An “event” is something which can usually be seen as requiring a degree of “project management”.
- For a prospective event to be considered by the city-wide, “one-stop-shop” group, it will need potentially to have significant economic and/or social impact.
- The geographical parameters for this strategy will generally be the city boundaries.
- This strategy will cover both indoor and outdoor events.
- In this strategy, there will be no qualifying adjective for “Events” (e.g. “leisure” or “cultural”). An event of any genre (e.g. conference, sporting event, cultural festival, trade convention, etc.) is covered by this strategy.

PROGRAMME

Selection

As a mechanism for aiding both the selection and evaluation of appropriate events; the “Programming Diamond” currently used by Derby LIVE will be applied in this strategy “across the board”. The Programming Diamond can be applied across all events regardless of **genre** (sporting, cultural, etc.), **geography** (Arena, Arboretum Park, etc.) or **scale** of event. It will be used to assess negative as well as positive implications of potential and, where necessary, existing programme elements.



Excellence in Programming

Excellence is a prerequisite in all that we do. We endeavour to ensure that the city-wide events programme meets and often exceeds and raises customer expectations. When considering programming possibilities, the following types of question are asked:

- “Will the product be of high quality?”
- “What experience and expertise do the organisers have in planning and delivering such an event?”
- “Where will this product be presented? What is the ‘best-fit’ for this product in social, logistical and financial terms?”
- “How will we monitor and evaluate the work to help ensure continuous improvement?”

Innovation in Programming

The city-wide events programme needs to develop new products and new ways of creating. The alternative is stagnation. The programme also needs to develop new and future participants, customers and audiences. When considering programming possibilities, the following types of question are asked:

- “Will the product help to develop our programme/our customers/our participants/our audiences/our partners?”

- “Will it encourage more people to do more (sport, cultural activity, etc.) more often?”
- “Will it enable us to develop a new partnership?”
- “Will it enable us to be involved in a city-wide/regional/national initiative?”
- “Innovation involves risk-taking. How will those risks be managed?”

Diversity in Programming

Derby aims to deliver a diverse, relevant, broad and balanced events programme, helping the city to achieve a cohesive and complementary offer and reflecting the social and cultural diversity of the city and the region. The vision for Derby's Cohesion & Integration Charter is “Working Together for the Common Good” with a particular emphasis on a “strong recognition of the contribution of both people who have newly arrived and those who already have deep attachments to the city, with a focus on what we have in common”. When considering programming possibilities, the following types of question are asked:

- “Will the product add to the balance/relevance of the programme?”
- “Will it adversely affect any other product within the city's offer?”
- “Can it complement any other product within the city's/region's/nation's offer?”
- “Will it increase accessibility and empowerment to any of our communities, particularly those which are currently under-represented?”
- “Will it create pathways and opportunities which encourage residents to reach their full potential?”
- “Will the event help communities to ‘tell their story’?”
- “Will the event be accessible for disabled people, such as wheelchair users, Deaf people, visually impaired people, and so on?”

Sustainability in Programming

Derby endeavours to ensure that its events programme is sustainable in both economic and environmental terms. It is a major factor in making Derby a desirable place in which to live, work, visit and invest. When considering programming possibilities, the following types of question are asked:

- “Will the event produce a favourable financial return?”
- “Does the product add value to, while not detracting from, core business activity in the city?”

- “Will it increase footfall, visitors, vibrancy and secondary spend?”
- “Will it bring investment to existing infrastructure or generate investment to create infrastructure”
- “Will it contribute favourably to the city’s profile – locally, regionally, nationally and beyond?”
- “How will any potentially negative effects of the product on the environment be minimised?”

Proactive identification and securing of product

The proactive identification and curation of appropriate new product is a necessity. It is not yet possible, however, to determine how, and by whom, this will be carried out.

THE CITY-WIDE EVENTS STRATEGY IMPLEMENTATION GROUP (CWESIG)

Role

The Council's City-Wide Events Strategy Implementation Group (CWESIG) will act as a "one-stop-shop" for the over-seeing, promotion, co-ordination, development and evaluation of Derby's programme of major events.

Functions

1. CWESIG consists of relevant employees from across the Council. It includes staff involved with events facilitation, development, programming and/or promotion.
2. It acts as a conduit for all major event enquiries and possibilities which it then disseminates to the respective generic or geographical "sub-division" (e.g. Arena/Leisure Centres/Libraries/Parks/Sports Development/Culture and Business Development/etc.)
3. CWESIG provides advice and makes recommendations on respective events to members and senior officers.
4. CWESIG's recommendations on whether proposed events should go ahead are formally approved, or otherwise, by the Strategic Director for Communities and Place in consultation with the Cabinet Member for Communities and City Centre Regeneration.
5. Whenever appropriate, CWESIG utilises the Programming Diamond to assess and evaluate potential and, where necessary, existing programme elements.
6. For each relevant event, CWESIG refers to its portfolio of Stakeholder Consultees and decides which, and for what purposes, stakeholders need to be consulted in each case.
7. Using the Programming Diamond, CWESIG periodically monitors Derby's programme of major events to ensure it is reaching its identified aims and objectives and achieving the desired breadth and balance.
8. CWESIG endeavours to optimise the effectiveness, coherence and complementarity of the promotion of Derby's programme of major events.

9. Where feasible, and where appropriate, CWESIG provides advice and guidance on the programming, management and promotion of events to event organisers.

Current Membership of CWESIG

Stella Birks	Visitor Services and Development Manager
Mike Brown	Arts Development Manager
Dawn Dagley	Markeaton Park Development Officer
Mick Emerson	Outdoor Events Manager
Pop Gill	Cohesion and Integration Manager
Ed Green	Marketing and Business Development Manager
Jayne Ludden	Derby Arena General Manager
Pete Meakin (chair)	Culture Development Manager
Bob Rushton	Programme and Venue Manager
Wayne Sills	Area Manager – Leisure Centres
Owen Swift	Participation Pathway Manager
Ann Webster	Lead on Equality and Diversity
Stacy Williams	Senior Outdoor Events Officer

Stakeholder Consultees

To help ensure the effective, efficient and safe facilitation and delivery of events, the Implementation Group will consult, as and when appropriate, with respective stakeholders. These may include, though are not limited to:

- Corporate Communications
- Diversity Forums
- Emergency Services
- Highways
- Markets
- Mayor's Office
- Police
- Safety Advisory Group
- Street Pride
- Traffic and Transportation
- Other stakeholders as deemed appropriate

Mechanics and operational details of CWESIG

- Contact details, e-forms/booking forms, Ts&Cs, etc. are placed on all relevant web-sites.
- CWESIG meets on a monthly basis.

- The Enquiries and Bookings Flow-Chart (Appendix 1) details how enquiries and bookings are received, managed and concluded in a manner designed to ensure optimal customer service standards.

Criteria for assessing which events should be referred to the City-Wide Events Strategy Implementation Group

N.B. Some events will be referred to the CWESIG purely for information purposes, other events will be referred to the CWESIG for a recommendation as to whether or not they should go ahead.

Criteria

- The event is a new event and has potential city-wide impact, or at least significant impact across more than one locality or neighbourhood
- The event is a new event and necessitates traffic closures
- The event necessitates traffic closures and one hasn't been applied for
- The event is a new event and has the potential to impact significantly on the number of bed-nights in Derby
- The event is a new event and has the potential to attract significant media interest at a local, regional and, possibly, even national level
- The event is a new event and has significant Health and Safety implications
- There are multiple similar proposals for this kind of event and it has potential city-wide impact, or at least significant impact across more than one locality or neighbourhood
- The event possesses significant political or religious sensitivities with potential for social disorder and/or could cause social division.

Council Co-Ordination Group

CWESIG may, on occasions, recommend the formation of a Council Co-Ordination Group for certain events to ensure optimal co-ordination, co-operation and communication across Council departments and, where appropriate, external organisations. Events requiring the formation of such a Council Co-Ordination Group will normally possess some, if not all, of the following features:

- The event is new to the city
- The event is of a certain magnitude

- The event is of a certain profile
- The event necessitates significant, and potentially challenging, input from a range of Council departments.

APPENDICES

Appendix 1 – City-Wide Events Strategy Flowchart

Appendix 2 – The Equality Impact Assessment (EIA) for the Strategy

Appendix 3 – Procedure for the Assessment of Road Closures

Appendix 4 – Major New Event Proposal Form

All appendices are available on request. The EIA is also available on CMIS.