

Corporate Policy and Strategy Committee

10.00am, Tuesday 25 February 2014

Review of Events Governance

Item number	7.2
Report number	
Wards	All

Links

Coalition pledges	P24
Council outcomes	CO20
Single Outcome Agreement	SO1

Alastair Maclean

Director of Corporate Governance

Mark Turley

Director of Services for Communities

Contact: Karen Kelly, Head of Corporate Programmes

E-mail: karen.kelly@edinburgh.gov.uk | Tel: 0131 469 3184

Executive summary

Review of Events Governance

Summary

The purpose of the report is to present proposals for the revised events application and approval process, establish the relevant roles and responsibilities, and provide an action plan to implement the remaining improvements identified in the review.

Recommendations

It is recommended that the Corporate Policy & Strategy Committee:

1. approves the high level co-ordination process as set out in appendix 3;
2. approves the roles and responsibilities as set out in appendix 4;
3. approves the improvement action plan;
4. notes that the action plan will be taken forward by the Events Management Group; and
5. notes that 6 monthly progress reports will be submitted to this committee.

Measures of success

A measure of success will be a more streamlined and transparent approach to events governance.

Financial impact

The review has involved contributions from staff mainly in Corporate Governance and Services for Communities and at no additional cost to the Council.

Equalities impact

It is expected that the improvements arising from embedding the Key Principles of Events Governance will have a positive equalities impact.

Sustainability impact

None.

Consultation and engagement

The review has included consultation and engagement with officers, elected members and external event organisers. This was reported to this Committee on 5 November 2013.

Background reading / external references

[Review of Events Governance](#) – Corporate Policy & Strategy Committee 6 August 2013

[Review of Events Governance](#) – Corporate Policy & Strategy Committee 5 November 2013

Inspiring Events Strategy – www.eventsedinburgh.org.uk

Inspiring Events Guide – www.eventsedinburgh.org.uk

[Festivals and Events Champion](#) – City of Edinburgh Council 28 June 2012

[Festivals and Events Core Programme for 2013/14, Proposed Investment](#) – Culture and Sport Committee 12 March 2013

Review of Events Governance

1. Background

- 1.1 A report was submitted to this Committee on 5 November 2013 to present the findings from the recent Review of Events Governance, seek approval for key principles which will underpin the new processes, and outline the next steps for implementing the improvements. The key principles, which are shown in appendix 1, were agreed and it was noted that a further report would be submitted to this committee setting out the revised application and approval processes.
- 1.2 The purpose of this report is therefore to present proposals for the revised application and approval process, establish the relevant roles and responsibilities, and provide an action plan to implement the remaining improvements identified in the review.

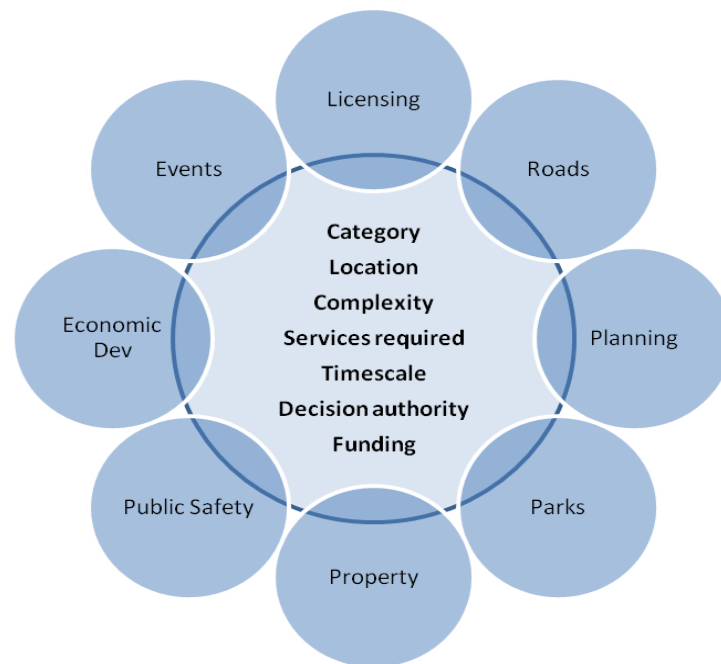
2. Main report

- 2.1 The Review of Events Governance seeks to establish a clear and transparent application and decision making process for approving events. In doing so it is important to agree a definition of events and to understand the wide range of events which require approval by the Council.
- 2.2 Events are defined as:
- Occurrences which do not happen every day or on a regular basis;
 - Taking a regular activity outside its usual setting and presenting it in a new environment so as to create greater interest;
 - Using spaces for something other than their routine purpose;
 - Something different, unusual, exciting, giving the audience a unique experience and memory of Edinburgh.
- 2.3 Applying this definition means that the Council can be involved in organising, funding or facilitating a wide range of events, and the review has identified the

following categories which are useful in determining the Council's approach in responding to and supporting applications:

- **Headline city events** eg. summer and winter festivals, and major sports events;
- **Site requests** – to use specific spaces in the city such as parks, roads, squares, open public spaces and empty buildings;
- **Marches & parades**
- **Events promoted and/or funded by the city** eg. civic events, VIP visits, special events which the city has bid to host;
- **Community and neighbourhood events.**

2.4 This range of events means that one or more services can be involved. The diagram below shows the factors associated with events which determine the range of services required to support delivery.



2.5 Given this environment it is not possible to apply a single process for the full range of events. Indeed it would be overly bureaucratic, cause delay and frustrate those involved particularly for the smaller events. It would also dilute the skills and experience which specific services bring to the process. Instead it is intended to focus on better co-ordination, transparency and oversight of the various events from application stage through to delivery and review.

2.6 One of the objectives of the review was to make recommendations for establishing a “one stop shop” approach for event organisers when dealing with the Council. For the same reasons set out in the previous paragraph it is not recommended that the Council establishes a formal one stop shop in terms of

organisational structure but instead brings a greater sense of co-ordination between services and improved guidance so that applicants experience a clear, transparent and joined up response from the Council.

2.7 Proposed changes in the process are therefore at a high level and will be supported by a stronger role for the Events Management Group, better communication and the introduction of a formal co-ordination function. The key objectives of the improved approach are as follows:

- To comply with the 11 Key Principles of Events Governance as approved by this Committee and shown in appendix 1.
- To co-ordinate and align the various events applications regardless of which service is leading, rather than creating a centralised function.
- To recognise that the majority of events are processed effectively by the Council and operate successfully and that this should remain largely unchanged.
- To recognise that event applications will come through various channels and services but rather than expecting applicants to always know who to deal with in the Council, greater control and co-ordination between services will make sure applicants are suitably guided and advised. In some cases such as civic events and VIP visits, the Council itself fulfils the role of organiser.
- To establish a “red flags” mechanism which highlights when an event has the potential to give rise to wider implications for the city and other services. The proposed red flags are shown in appendix 2. It is intended that the new application form will gather the information necessary to make the assessment and that the information will be captured in a central database.
- To develop a stronger focus on communication with applicants, between services, with elected members and other stakeholders. The review has already identified the need for a communication and engagement protocol. This will set out how communication and engagement will take place, with whom and when.
- To provide better and easily accessible guidance to applicants. It is important that expectations are properly managed throughout the process particularly when separate approvals are required for different aspects of the event eg. licensing, building control.
- To improve the on-line application process and to encourage a channel shift, over time, towards this as a preferred option.

- 2.8 A summary of the high level co-ordination process is shown in appendix 3. The diagram does not seek to detail the various application processes which each service follows but sets out how this will be co-ordinated by an Events Co-ordination Officer. All applications will be captured in a central database. This database already exists but improvements are required. A new application form is also being designed which will capture the information required. The majority of applications are straightforward and can be handled by the main service lead with the co-ordination role being focused on maintaining the accuracy of the database and event calendar.
- 2.9 The Events Co-ordinator will also identify those events which are red flagged and bring them to the attention of the Events Management Group. The EMG will then ensure that all the relevant services are engaged (shown at the bottom of the diagram), ensure the communication and engagement protocol is being followed, and seek approval for events in accordance with the Committee Terms of Reference and Officer Scheme of Delegation.
- 2.10 It should be noted that existing due diligence processes which are intended to manage the Council's risk will continue. This includes undertaking financial probity checks on any organisation with which the Council intends to have a relationship and making sure they have suitable insurance cover. The Council also arranges its own insurance cover for those events which are within Council control and have approved funding.
- 2.11 There is currently a budgeted vacant post within the Events Team and it is recommended that the job description of this post is updated to include these specific responsibilities and that recruitment commences as soon as possible.
- 2.12 The review identified the importance of having clear roles and responsibilities between officers, elected members and event organisers. Appendix 4 sets out the roles and responsibilities of the various operational and decision making bodies. With the exception of the additional strategic oversight remit for the Corporate Policy & Strategy Committee (approved on 5 November 2013), no changes are proposed to the remits of the existing Council Committees and regulatory Boards. It should be noted that it is also intended to review and strengthen officer representation at the Events Management Group.
- 2.13 As stated previously, one of the objectives of the improved approach is to comply with the 11 Key Principles of Events Governance. Appendix 1 sets out the mechanisms through which each principle will be applied.
- 2.14 The report on 5 November 2013 identified a number of future workstreams which need to be progressed to improve the governance of events. An action plan is shown in appendix 5. It is proposed that the Events Management Group take ownership of this action plan and provides a 6 monthly progress report to this committee. It should also be noted that separate reviews of licensing and the

Parks Manifesto are currently underway and any changes arising from those reviews will be considered by the EMG.

3. Recommendations

- 3.1 It is recommended that the Corporate Policy & Strategy Committee:
- 3.1.1 approves the high level co-ordination process as set out in appendix 3;
 - 3.1.2 approves the roles and responsibilities as set out in appendix 4;
 - 3.1.3 approves the improvement action plan;
 - 3.1.4 notes that this will be taken forward by the Events Management Group;
and
 - 3.1.5 notes that 6 monthly progress reports will be submitted to this committee.

Alastair Maclean

Director of Corporate Governance

Mark Turley

Director of Services for Communities

Links

Coalition pledges	P24 – Maintain and enhance support for our world famous festivals and events.
Council outcomes	CO20 – Culture, sport and major events – Edinburgh continues to be a leading cultural city where culture and sport play a central part in the lives and futures of citizens.
Single Outcome Agreement	SO1 – Edinburgh’s economy delivers increased investment, jobs and opportunities for all.
Appendices	<ul style="list-style-type: none">1. Key Principles and mechanisms to ensure compliance2. “Red Flag” criteria3. Events Co-ordination Process4. Roles and Responsibilities5. Remaining Improvements, Action Plan

Appendix 1 – KEY PRINCIPLES AND MECHANISMS TO ENSURE COMPLIANCE

	PRINCIPLE	MECHANISM FOR COMPLIANCE
1.	There will be a single point of co-ordination for all event applications supported by a single database.	See process diagram. Responsibility of Events Team – vacant post to be filled.
2.	Event applications will be assessed against the criteria contained in the Council's Events Strategy.	New application form will gather the information required for the assessment.
3.	Event applications which require the use of public space will be assessed in accordance with policies and regulations associated with the use of the space, eg. planning, licensing, parks utilisation.	Separate to the core events application process. See action plan for separate work stream on use of public space.
4.	Consultation and/or notification will take place with local stakeholders and elected members as early as possible to obtain views on the principle of holding specific events. This will be in addition to consultation required as part of any regulatory process.	Use of red flag checklist will be used to assess the impact of events. Communication and Consultation Protocol to be prepared.
5.	"In principle" approval of the Corporate Policy & Strategy Committee will be required for events which require funding and non funded events which are new and are likely to have a significant impact on stakeholders or the Council's reputation. Approval will be subject to any other regulatory agreements.	Remit of CP&S Committee amended to include strategic oversight for events. Use of red flag checklist will be used to assess the impact of events and identify those which require approval by Committee.
6.	Local members will be notified of events in their area at the earliest point.	Communication and Consultation Protocol to be prepared.

7.	When a bid is being made for a new event which requires to be treated confidentially this will be delegated to the Director of Corporate Governance in consultation with the Festivals & Events Champion and other relevant Convenors, with a report being brought to Corporate Policy & Strategy Committee in due course.	Included in roles and responsibilities in appendix 4.
8.	Applicants will be advised of timescales to process applications. In the event that applications need to be fast-tracked the process will set out the delegated authority arrangements.	Information on the application form and website to be improved. Applicants to be alerted to critical deadlines.
9.	Council officers and agencies will work together to enable events to succeed, explore wider opportunities and minimise any negative impact on stakeholders. This will be achieved through a strategic role for the Events Management Group and an enabling role for EPOG.	Contained within the revised remit of the EMG. Officer representation on EMG to be strengthened.
10.	There will be a comprehensive charging policy for Council services. This will be based on full cost recovery with concessions of up to 100% depending on the category of event and the circumstances of the organising body.	Separate work stream – see action plan.
11.	Common branding will be applied to all strategic and operational documentation.	To be taken forward as part of the Events Strategy review, renewed documentation and website improvements.

Appendix 2 – “RED FLAG” CRITERIA

Reputational

- Reputation or integrity of the Council is at risk

Political

- May be political implications related to the event

City Wide / Location

- Takes place in more than one ward or crosses city boundaries

Scale

- The scale attracts media or other attention

Impact

- Size, duration and location etc. has an affect on the normal running of the City, eg. transport

Timescale

- Considerations and permissions require long lead in times

Date / event conflicts

- Events occur simultaneously resulting in one or more of the aforementioned headings

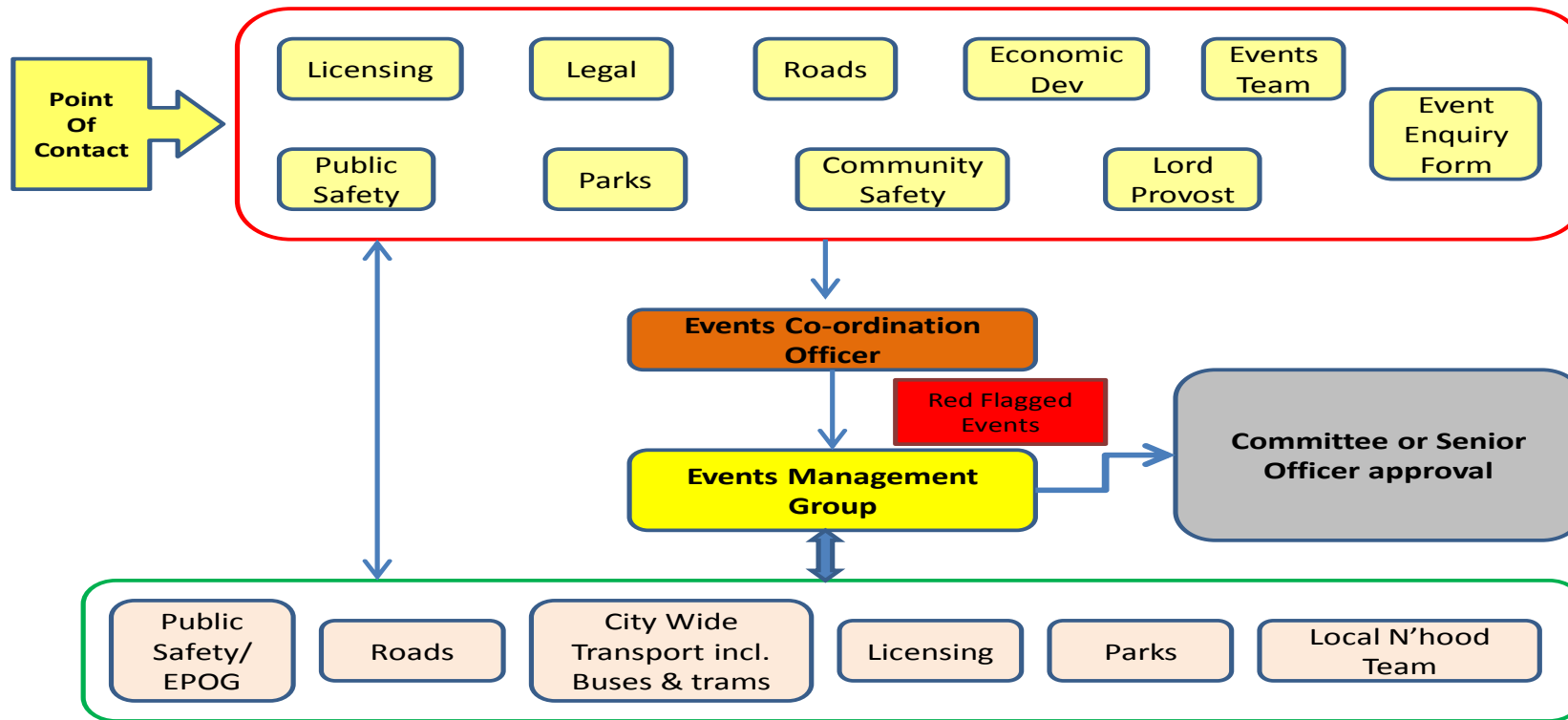
Policy

- Conflicts with established Council policy

Legislation

- Legislation requires specific considerations

Appendix 3 – EVENTS CO-ORDINATION PROCESS



Appendix 4 – ROLES AND RESPONSIBILITIES

Roles & Responsibilities

Events Management Group

- Deliver, in consultation with key stakeholders, the Council's Events Strategy
- Identify, evaluate and make recommendations in relation to new event opportunities
- Oversee and co-ordinate, as appropriate, the overall strategic management, planning and funding of events in the city
- Agree and implement appropriate mechanisms for assessing proposed events in the city across the full range of categories
- Provide assurance that the Council's Key Principles for Events Governance are being applied
- Apply the Events Communication and Consultation Protocol
- Make appropriate arrangements to seek approval for events in accordance with the Committee Terms of Reference and Officer Scheme of Delegation
- Work across services and third party organisations to actively support and promote the delivery of approved events, maximise opportunities for the city and minimise negative impact on stakeholders
- Liaise with and maintain oversight of the Events Planning Operation Group
- Liaise with the City Wide Transport Management Group
- Assume responsibility for continuous improvement in the Events assessment and delivery process

Roles & Responsibilities

Events Planning and Operations Group (EPOG)

EPOG is a multi agency team, organised and chaired by Public Safety, made up of all relevant Council departments and the emergency services in conjunction with venue owners/managers and the event organiser.

- Ensure a co-coordinated approach to event and crowd safety
- Provide all participating agencies with consistent information throughout the planning process
- Check that appropriate measures are in place to deal with identified risks
- Make organisers aware of matters associated with the local community including public relations
- Outline Roles and Responsibilities with respect to those agencies involved in the planning and organisation of the event

Appendix 4 – ROLES AND RESPONSIBILITIES (cont.)

Roles & Responsibilities

Festival & Events Champion

- Emphasise the Council's commitment to the city's major festivals and events and promote their value to Edinburgh and Scotland
- Ensure the Administration takes account of festivals and events in discussions with other strategic, developmental and investment matters, including the annual budget process;
- Lead and encourage co-ordinated initiatives on behalf of the Council and its partners
- Oversee contact with key stakeholders, funders, sponsors and the private sector, in order to secure increased investment in, and support for, the city's major festivals and events

Roles & Responsibilities

Council Committees

- Corporate Policy & Strategy Committee – strategic oversight of and “in principle” agreement for events with significant impact
- Culture & Sport Committee – events programme and Council funding
- Transport & Environment Committee – Roads TRO's and use of Parks
- Regulatory Committee – licensing policy
- Licensing Sub-Committee – licensing applications
- Licensing Board – liquor licensing
- Planning Committee – planning permission
- Economy/Finance & Budget Committee – leasing of property

Detailed remits are contained within Council Standing Orders

It is expected that the events programme will be considered by C&S Committee in the first instance followed by a referral to CP&S

Appendix 4 – ROLES AND RESPONSIBILITIES (cont.)

Roles & Responsibilities

Council Events Team

- Develop and implement the Council's Events Strategy
- Lead and manage the delivery of a high quality, cost-effective, customer focused and responsive Events function
- Undertake research, bid preparation, assessment, benchmarking and evaluation
- Encourage and develop strong links between major events and community level initiatives
- Lead multi-agency projects providing strategic direction on Event development, marketing and promotion
- Increase awareness of Edinburgh in international broadcasts of events
- Provide a first port of call for all events enquiries, including contact point and source of advice for smaller scale and community-based event organisers
- Advise and make recommendations to Head of Service, Senior Managers and Elected Members on events strategy
- Act as a gateway to the different points of contact within the Council and other agencies

Roles & Responsibilities

Public Safety Team

- Act as one of the consultative departments to the Council's Corporate Licensing division (licensed events)
- Organise and chair Event Planning and Operation Group meetings (EPOGs), including de-brief meetings
- Aid communication between all of the organisations involved
- Check crowd/event safety orientated risk assessments
- Assist in solving any issues arising in order for an event to proceed safely
- Act as a public safety advisory service to those wishing to organise an event within Edinburgh
- Ensure compliance with current legislation
- Provide guidance on issues relating to event safety
- Assist the applicant/organiser with the process of applying for the appropriate licences for events
- Provide information with respect to current legislation and safety issues
- Assess and inspect venues, temporary structures etc

Appendix 4 – ROLES AND RESPONSIBILITIES (cont.)

Roles & Responsibilities

Event Organisers

- Deliver events that are safe, well-managed and in line with current best practice and legislation
- Ensure that the public are kept informed of any disruption to 'business as usual' and keep this to an absolute minimum
- Comply with any conditions of funding
- Ensure the appropriate permissions and licences are in place
- Comply with all licensing conditions and requests from the Police
- Liaise with officers in the Council through EPOG and/or the Events Team
- Ensure the reputation and promotion of the city is enhanced through their events

APPENDIX 5 – REMAINING IMPROVEMENTS, ACTION PLAN

Action Plan		
1.	Revise the Events Strategy	tba
2.	Establish a stakeholder engagement protocol	April 2014
3.	Manifesto for high profile and city centre public spaces – includes development and consultation with key stakeholders	Dec 2014
4.	Revise application form	Feb 2014
5.	Improvements to website and central database	Specification by April 2014
6.	Establish a comprehensive charging policy	April 2015
7.	Workforce planning (a) Appointment of Events co-ordinator (b) Training, staff cover and succession planning	April 2014 Plan by May 2014