

# Agenda for Overview Committee

## Tuesday, 31 May 2018; 6.00pm



### [Members of the Committee](#)

**Venue:** Council Chamber, Knowle, Sidmouth, EX10 8HL

[View directions](#)

**Contact:** Chris Lane 01395 517544  
(or group number 01395 517546): Issued 22 May 2018

East Devon District Council  
Knowle  
Sidmouth  
Devon  
EX10 8HL

DX 48705 Sidmouth

Tel: 01395 516551

Fax: 01395 517507

[www.eastdevon.gov.uk](http://www.eastdevon.gov.uk)

- 1 [Public speaking](#)
- 2 To confirm the minutes of the meeting held on 13 March 2018 (pages 3 - 6)
- 3 Apologies
- 4 Declarations of interest  
Guidance is available online to Councillors and co-opted members on making [declarations of interest](#)
- 5 [Matters of urgency](#) – none identified
- 6 To agree any items to be dealt with after the public (including press) have been excluded. There are no items that officers recommend should be dealt with in this way.

### Matters for Debate

- 7 **Business Development and Events planning on Council land** (pages 7 – 25 )

The report covers the case for developing the Council's events activity and adopting an increased commercial approach in the use and hire of Council assets. The committee are asked to debate the aspects of the proposal put forward, and recommend to Cabinet their view on how to proceed.

- 8 **Overview Forward Plan** (page 26)  
Councillor Rob Longhurst has put forward a suggestion based on his drafted motion to Council, set out below. The committee need to discuss if they agree to the suggestion and work out an approach to achieving outcomes that deliver what this motion seeks:

#### **East Devon seeks a 100% conversion to Renewable Energy by 2030**

That this Council orders a feasibility study, a cost benefit analysis and a final report, by suitably qualified consultants into the conversion of the whole of East Devon to 100% Renewable Energy (RE100). (This is to be strictly a fact-finding study with proposals and not a commitment by the Council to a full project). Special consideration must be given to AONB.

The study to be detailed and then overseen by the Overview Committee with a final report to be presented to Cabinet by the end of 2018.

- The move to RE100 is inevitable both economically and environmentally
- East Devon has an enviable record in waste management to the benefit of the Environment
- The initiative dovetails with the EDDC “Outstanding” strategic objectives
- The initiative supports the local Economy objectives since East Devon has one of the World’s Leading suppliers of Solar Lighting who manufacture in East Devon and export worldwide
- East Devon could be at the forefront of RE100 and derive income as a provider of services to other Councils
- Government grants are currently freely available as seed corn to this type of initiative.

Under the Openness of Local Government Bodies Regulations 2014, any members of the public are now allowed to take photographs, film and audio record the proceedings and report on all public meetings (including on social media). No prior notification is needed but it would be helpful if you could let the democratic services team know you plan to film or record so that any necessary arrangements can be made to provide reasonable facilities for you to report on meetings. This permission does not extend to private meetings or parts of meetings which are not open to the public. You should take all recording and photography equipment with you if a public meeting moves into a session which is not open to the public.

If you are recording the meeting, you are asked to act in a reasonable manner and not disrupt the conduct of meetings for example by using intrusive lighting, flash photography or asking people to repeat statements for the benefit of the recording. You may not make an oral commentary during the meeting. The Chairman has the power to control public recording and/or reporting so it does not disrupt the meeting.

[Decision making and equalities](#)

**For a copy of this agenda in large print, please contact the Democratic Services Team on 01395 517546**

## **EAST DEVON DISTRICT COUNCIL**

### **Minutes of a Meeting of the Overview Committee held at Knowle, Sidmouth on 13 March 2018**

#### **Attendance list at end of document**

The meeting started at 6.00pm and ended at 8.20pm.

#### **\*27 Public speaking**

There were no public speakers at the meeting.

#### **\*28 Minute confirmation**

The minutes of the Overview Committee held on the 30 January 2018, were confirmed as a true record.

#### **\*29 JLL Presentation**

The Chairman welcomed John Kinsey, Simon Bennett, David Roberts and Alexandra Deare from JLL to the meeting. Their presentation covered a number of cases studies on other local authorities moving into the commercial property market, facilitated by their firm.

The [presentation](#) covered:

- The general market in the sector currently, the headlines being a lack of available land, increase in hotel development (attracting a higher weekend rate for the leisure demand), shortage of skilled labour and increasing construction costs as a result, challenges to retail and mid-range restaurant chains;
- Property market is showing increasing good return on investment with rental growth and property market value. With the shift in online retail there was an increase in demand in warehouse space;
- Alternatives to traditional investment that were showing growth included:
  - Self-storage units
  - Private rented housing
  - Student accommodation
  - Car parks
  - Healthcare
  - Retirement living
  - Data centres
- Examples were shared with the Committee covering:
  - Plymouth City Council purchase of industrial space, including the Royal Mail centre;
  - Torbay Council, with the EDF energy building in Exeter, and a retail park in Torquay;
  - Bath & North East Somerset Council with a unit at Aztec West for use of highways officers, plus the purchase of their main HQ offices;
  - Teignbridge District Council, with a shopping centre and associated land for further development of it in Newton Abbott
  - Swindon Council with office place in Bristol
  - South Somerset District Council owning retail space in Yeovil High Street.

Different funding mechanisms were available to local Councils, including access to a better rate of borrowing than the commercial sector. There was also strength in unlocking borrowing against a Council covenant, which would be stronger than that of a commercial covenant. Again, examples of local authorities using different funding mechanisms were given, including Gloucester Council's Kings Walk Shopping Centre where the strength in

the council covenant created both rental profit and additional value in the capital of the site. Many local authorities had also worked with commercial partners for funding and delivery.

JLL had also seen an increase in local authorities developing their own business units rather than wait for the private sector to deliver them. There was clearly a demand for small business units, many of which were being offered on a freehold basis.

At present, there was no restriction on undertaking commercial property outside of the District boundary, but some authorities were exercising caution in developing long-term projects in case there was a change by Government to impose a restriction. In response to a question, JLL held the view that there would be more commercial investment choices and availability to consider if the Council looked at an area wider than its boundaries.

In discussion, the Committee were of the view that taking an approach to investing in commercial property was the right step for the Council to take, and specific opportunities to do so should be explored. Having the necessary skills set, in-house or contracted in was also key to ensure delivery.

The Chairman thanked the representatives from JLL for their informative presentation and the discussion that it had provoked.

**RESOLVED** that the presentation from JLL be noted.

### **\*30 Naturally Healthy Devon Schools project**

The Chairman welcomed Tim Dafforn, Countryside Team Leader, and Meg Knowles, Education Ranger to talk to the committee about the project. He reminded the committee of the golden thread of health and wellbeing through the Council and service plans, and the importance of this type of work in contributing to that.

The project was to stimulate the demand for schools for outdoor learning, supporting teachers to build learning outdoors into everyday practice by providing training and networking opportunities. The project also looked to increase the understanding of the learning and health benefits that outdoor learning could provide.

Through the [presentation](#), the committee learnt of the scale of work already undertaken by the Education Rangers in working with schools, including some outside of the District. The service does attract an income through fess, with an expected increase in income due to a charging restructure for the coming financial year. The service is well regarded, with an excellent reputation and good approval ratings. The service also has extensive experience in bidding for funding, and continues to do so.

The concept of outdoor learning was explained to Members. The specific project for Devon had covered 20 primary schools in the county that had higher than average obesity levels. The [outcome of the project](#) had shown that there were benefits to both pupils in terms of learning and wellbeing, but also to teachers in terms of job satisfaction and wellbeing. A number of case examples were shown to the committee of how individual children had benefitted during the project.

Going forward, the service hoped to continue through engaging with teachers and train them by means of delivering professional days. Members were welcomed to contact the service to observe outdoor learning, and asked to act as advocates to the concept and spread the word to their local schools and groups about the service.

In response to questions, Members were advised that all uniformed groups in the area already had links to the service. Some suggestions came forward and Members were asked to make direct contact with the service to pursue those.

In terms of existing resources, the area had no field studies centre that could accommodate residential style courses, as fondly remembered by the Vice Chairman. It was agreed that having such a facility would also provide an income for the Council. This option was currently being explored by the service and would come forward to Cabinet if viable.

The Chairman thanked Meg Knowles and Tim Dafforn for their informative and inspiring presentation.

**RESOLVED** that presentation be noted.

**\*31 Overview forward plan**

An additional meeting was planned, subject to further work on income generation being prepared, for late April or early May. The frequency of meetings of the committee would also be increased for the coming civic term.

There was an appetite from the Committee membership to progress onto discussion on more specific concepts for increasing income generation, now that the committee had received a degree of background information to help them form what approach the Council should take to provide such income.

**Attendance list**

**Councillors Present:**

Graham Godbeer (Chairman)  
Peter Faithfull  
Mike Allen  
Matt Booth  
Chris Pepper

**Councillors Also Present:**

Ian Thomas  
Brian Bailey  
David Barratt  
John Dyson  
Geoff Jung  
Tim Dumper

**Officers**

Richard Cohen, Deputy Chief Executive  
Tim Child, Property Services Manager  
Alison Hayward, Senior Manager Regeneration & Economic Development  
Charlie Plowden, Service Lead Countryside and Leisure  
Tim Dafforn, Countryside Team leader  
Meg Knowles, Education Ranger  
Debbie Meakin, Democratic Services Officer

**Councillor Apologies:**

John Humphreys  
Mark Evans-Martin  
Pauline Stott

Chairman ..... Date.....

**Report to:** **Overview Committee**

**Date of Meeting:** 31<sup>st</sup> May 2018

**Public Document:** Yes

**Exemption:** None

**Review date for release** None

**Agenda item:** 7

**Subject:** **Business Development and Events planning on Council land.**

**Purpose of report:** This report sets out the case for developing our events activity and adopting a more commercial approach in the use and hire of our assets with a view to generating more income for the Council. There are opportunities to be more entrepreneurial in the hire and use of our assets, whilst ensuring that our communities continue to benefit from public access to our beaches, parks, gardens, nature reserves, car parks etc. For this approach to be seen as a business development opportunity, it needs to be better resourced, and to be advanced in a more coordinated and corporate way. There are cultural and other benefits if this initiative is undertaken effectively.

**Recommendation:** **To approve and recommend to Cabinet the outline Events Strategy set out in this report, and the recruitment of a Business Development & Events Officer to deliver the ambitions contained in the strategy.**

**Reason for recommendation:** To adopt a more commercial and proactive approach to the use and hire of our assets, and develop a stronger income stream consistent with our Transformation Strategy aspirations.

**Officer:** John Golding – Strategic Lead - Housing, Health & Environment.

**Financial implications:** A request is being made for annual budget of £45,000 to £50,000, it is intended this post will generate income in excess of this sum. It is recommended that the first 2 years' salary is met from the Council's Transformation Salary to give time for actions to be taken in order to develop an annual income stream from initiatives.

**Legal implications:** Any additional impact on legal resources and further advice required will need to be considered in due course. There is no further concern or comment at this time.

**Equalities impact:** Low Impact

**Risk:** Medium Risk

This report advocates a more commercial approach to charges for the hire and use of our land. This may lead to concerns from the public about the use of public land and event organisers may object to any increase in charges. This may lead to reputational damage if not handled well.

**Links to background information:** n/a



**Link to Council Plan:** Developing an outstanding local economy; Delivering and promoting our outstanding environment; and Continuously improving to be an outstanding council.

## 1. Introduction and background

- 1.1 Local authorities in today's operating environment have a need to generate income to help meet the needs of the people and communities we serve, and to maintain a wide range of mandatory and discretionary services. We have considerable scope to do so and we are seeing many local authorities adopting a more commercial and business-like approach to income generation. It is important that we identify and make appropriate use of the income generation opportunities available to us in the current economic climate. An important step towards this is the development of an income generation strategy and/or a business plan for events. The details of a particular local authority's strategy will be specific to that authority, but all strategies should at least encompass the following:
- Identify all potential options for income generation. This should include assessing the opportunities for charging, commercial trading, and the potential use for the local authority's land/property/assets;
  - Evaluate the potential for income generation from particular activities, compared with the potential risks; and
  - Develop a business case, business plan, and implementation plan for any proposed income generation activities.
- 1.2 Producing and implementing an effective event strategy and business development plan will be integral to a local authority's success at income generation. Having a clear purpose, direction and set of ambitions will be critical, and this can be expanded and developed over time.
- 1.3 There is an opportunity for an entrepreneurial approach linking up StreetScene, Countryside, Property & Estates, Communications and Licencing into a coordinated events marketing, and organisation activity that has the potential to generate a significant income for the council, add to the resident/visitor experience, and complement our cultural, tourism and health & wellbeing aspirations. We have a wide range of assets across the district that could be put to better use and over the last few years we have started to charge a more commercial rate for the use of some of our assets.
- 1.4 A proposal was presented to Strategic Management Team as part of the 2018/19 budget process with a business case for an Events Officer in StreetScene to enable us to be more proactive in using our land for events. The idea was welcomed and I was tasked with gaining wider views and reporting back with a more comprehensive/corporate approach to the opportunities, recognising that to do this on a larger scale will have cross Service implications and require political buy in. A discussion paper was presented to the Budget Working Party in March 2018 and the matter has now been referred to Overview Committee.
- 1.5 We already have valuable experience in this area of work, but SMT wanted to test the appetite for a step change in event income generation. Furthermore, SMT want to explore the potential for being more ambitious around generating a significant income stream from events and the hire of our land and other business development opportunities over and



above what services are already doing, and what we need to do to transform our current approach and develop this area of business.

- 1.6 Our Transformation Strategy contains a target for additional income generation, but questions such as - can we advance this area of our work to make it truly transformational? What are the barriers to success, do we have the skills required, how will we market the opportunities, how do we tie this in with tourism, culture, economic development, community empowerment, and health & wellbeing? need to be considered.
- 1.7 To initiate discussion I circulated a discussion document that has been developed and begins to address a range of questions necessary to build up a robust business case. A multi-service group of senior officers has met to discuss and shape the initiative. Many of the considerations in the original discussion document are set out below.
- 1.8 There is also some useful guidance from the Local Government Association (LGA) on commercialisation and some local authorities have produced a strategy to really push their events business stream, for example Lambeth have set up EventLambeth a business unit to promote their events. EventLambeth started out as a Safety Advisory Group and now has an annual income generation target of £1.5m.
- 1.9 I am still researching what others have achieved and scoping the potential of this initiative. Some links to what other local authorities are doing in this area are provided in **annex 1** and this demonstrates the potential for this initiative. What is clear is that there is scope to be more ambitious in this area and tailor the plans to reflect local circumstances.
- 1.10 The key question remains – do we want to develop this initiative having considered the potential identified in this report?

## **2. Considerations and discussion points**

- 2.1 Our **Council Plan** contains an action – Expand our Countryside offer with a diverse range of events and activities on our green and open spaces. We also state that we will be - funding teams which work in our communities to promote a great range of activities for residents to enjoy. This includes providing local communities with opportunities to improve their health and wellbeing through the countryside teams public events programme including , Nordic Walking, green gym and GP referral scheme. We have also said that we will achieve the “generation of new income streams (reducing our dependence on Council Tax and government funding) adopting an approach which continues to weigh and balance commercial interests with community benefit and value”. We say that we will “increase income from existing assets either directly or through local partnerships”.
- 2.2 Our **Transformation Strategy** identifies the opportunities to increase event income under the strategic imperative - Maximise the value of our assets through commercial thinking with a focus on income generation, sustainability and developing local economies. The Strategy identifies an increase in StreetScene income of £30k by 2020/21.
- 2.3 Our **Green Space Plan** and Service Plans recognise the value of our open spaces and the opportunities to hold more events and activities on our land, particularly where this contributes towards our health and wellbeing agenda. Similarly our **Culture Plan** recognises the importance of our outstanding environment in the East Devon culture offer.
- 2.4 We are blessed with some outstanding open spaces and environment in East Devon. Many of these spaces are owned or managed by the Council – beaches, parks and gardens, nature reserves, sports pitches, open space etc.

- 2.5 Currently several service areas are involved in event organisation and permissions. We already hold a number of events on our land and are beginning to take a more commercial view as the opportunities for hire and use become more apparent to us.
- 2.6 We have many groups and organisations that have charitable or community credentials who expect land/asset hire at reduced rates or free and whilst we like to accommodate such requests it does cut across a more commercial mind-set. This is a tension that we can reconcile through a clear policy and charging structure.
- 2.7 We have organised or hosted successful events such as Sidmouth Folk festival; Exmouth Big Wheel; outdoor cinema and theatre; marriage ceremonies in Manor Gardens, Exmouth; Scooter Rally; Surf Championships; Lifeguard Championships; Park Runs ..... to name just a few. I have noted that a number of local authorities are promoting locations to film and television production companies, and with our outstanding environment there could be opportunities for us in this arena.
- 2.8 Sitting separately the **Countryside & Leisure Events Guide** has successfully promoted events on our Nature Reserves and has built into a comprehensive range of activities. This is expected to generate £4k in income in 2017/18. We also have a successful programme of events at the Manor Pavilion Theatre and Thelma Hulbert Gallery. These are specialist art and culture events that are organised and run by the Theatre Manager and Gallery Curator.
- 2.9 Recently we have been organising a range of temporary uses for the Queens Drive, Exmouth site in our ownership prior to a more significant redevelopment of the site. This is useful experience working with promoters and production companies to provide entertainment, play facilities, food and beverage on a prominent seafront location.
- 2.10 We have recognised that to move our events organisation and wider business development opportunities onto a more commercial footing we need a dedicated officer who can coordinate other Service interests and liaise with event organisers. We anticipate that this post could quickly cover its own costs and generate an income for the council. The position has not be job evaluated at this stage, however, I would suggest a budget of circa. £45,000 is required for officer, on costs and a modest operational budget.
- 2.11 I would suggest that initially this post is hosted in the Environment Service area as this is where the majority of opportunities can be exploited. This should be reviewed as our experience develops. It is essential that this is seen as a corporate resource that links effectively across Services. I would like to see us actively promote our sites and enable events, working with specialist event organisers, where appropriate.
- 2.12 Last year our StreetScene events income increased from £10k to £35k. Our capacity has been stretched to get to this position. I believe that adopting a more commercial approach and a step change to the use and hire of our assets we see the potential to increase our income to circa. £100k over the short-term, and higher over time. This will require an additional resource with the focus on encouraging events and hire of our land. Our current charges are shown in **annex 2** and these can be reviewed as part of this initiative.
- 2.13 In order to take this initiative forward in a meaningful way we need to **Invest to Save**. This will create some capacity to do more quickly rather than slowly building on our current approach. Done well this more commercial approach can enhance tourism, link to our culture offer, and promote our health and wellbeing aspirations.
- 2.14 To optimise our position we will also need to create more capacity in Strata to improve our website; more capacity within our graphic design team and more resource to assist with digital marketing techniques and events promotion.
- 2.15 This changes proposed will require someone or a team with a new/different skill set – being a promoter, enabler, marketing, communication, business acumen, planning, and event organisation.

- 2.16 We need to develop a Business Plan containing a range of financial projections. I would expect to cover the cost of the new post in year 1 and achieve a £100k surplus within a few years, potentially increasing this to several £100's over three or four years, thereby making a significant contribution towards the Council's income targets and Transformation Strategy. The activity could be developed to a point where it could become a business unit or trading arm of the Council, which has occurred in some local authority areas.
- 2.17 I would suggest that initially we link up with event organisers whose product compliments our objectives and ambitions as a council, but as we gain experience and confidence we could put on our own events, organising and promoting the event, taking the risk and all of the profits when surpluses are achieved.
- 2.18 We need some guiding principles for running/enabling/allowing events on our land and I have drafted some thoughts in **annex 3**. This will be developed if the initiative is supported.
- 2.19 Assuming we have justified the case for an officer dedicated to co-ordinating business development opportunities and events, the role might be as set out in the outline job descriptions in **annex 4**.

### **3. Conclusions and way forward**

- 3.1 There is an opportunity to build our events programme and develop the business of hiring our assets to encourage activities that generate additional income and add to the cultural, resident and visitor experience across the district.
- 3.2 We have limited capacity to make the step change required so I am proposing the appointment of a dedicated resource to develop this stream of business. This position should quickly pay for itself and generate additional income for the Council.
- 3.3 There is the potential for this work to generate a useful new income stream, whilst balancing the needs of the community with a commercialism.
- 3.4 The initial package for advancing this initiative is set out in this report and attachments. More detailed plans can be developed if the go ahead is given.

## **Annex 1**

### **Business Development and Events co-ordination – income generation through the hire of council assets**

#### **Portsmouth City Council**

Hire of filming locations - Portsmouth city film office:

<https://www.portsmouth.gov.uk/ext/business/business/filming-in-portsmouth>

Portsmouth City Council requires production companies to submit a filming application form well in advance of the start of shooting.

The filming application form enables the council to take appropriate measures to ensure filming runs safely, all relevant documentation has been submitted and that effective liaison with all stakeholders has taken place.

Once the application for filming has been received the council will establish whether permission to film should be granted, and issue the appropriate location release.

Application form: <https://www.portsmouth.gov.uk/ext/documents-external/biz-apply-to-film-in-portsmouth.docx>

Fees and charges: <https://www.portsmouth.gov.uk/ext/documents-external/biz-filming-fees.pdf>

Filming locations in Portsmouth:

<https://www.flickr.com/photos/portsmouthcitycouncil/collections/72157631419334976/>

#### **Arun District Council**

Filming in the district: <https://www.arun.gov.uk/filming-in-the-district>

Brochure: <https://www.arun.gov.uk/download.cfm?doc=docm93jjm4n3793.pdf&ver=3461>

#### **Exeter City Council**

Filming in Exeter: <https://exeter.gov.uk/leisure-and-culture/arts-and-entertainment/filming-in-exeter/>

Exeter Film Pack: <https://drive.google.com/file/d/0B4CpCORtOQdTU1JDZWV1SXh3T1U/view>

#### **Buckinghamshire County Council**

Filming in country parks: <https://www.buckscc.gov.uk/services/culture-and-leisure/country-parks/filming-in-country-parks/>

#### **Plymouth City Council**

Apply to hold an event on our land:

<https://www.plymouth.gov.uk/visitorsandtourism/whatson/applyholdeventonourland>

Halls to hire: <https://www.plymouth.gov.uk/communitiesandneighbourhoods/hallshire>

### **Cornwall Council**

Holding events on Council land: <http://www.cornwall.gov.uk/leisure-and-culture/organising-events-in-cornwall/holding-events-on-council-land/>

### **Manchester City Council**

Events in parks:

[http://www.manchester.gov.uk/info/500306/heaton\\_park/6939/run\\_your\\_event\\_here](http://www.manchester.gov.uk/info/500306/heaton_park/6939/run_your_event_here)

### **East Riding of Yorkshire Council**

Planning Pack for organising events:

<http://www2.eastriding.gov.uk/EasySiteWeb/GatewayLink.aspx?allId=109887>

### **Bristol City Council**

Provide a community festival and events fund:

Guidelines:

<https://www.bristol.gov.uk/documents/20182/1799331/Community+Festival+and+Events+Fund+Guidelines+1718.pdf>

Form:

<https://www.bristol.gov.uk/documents/20182/1799331/Community+Festival+%26+Events+Fund+Application+Form+1718.doc>

### **Escot Estate – Ottery St Mary**

<https://www.escot-devon.co.uk/events>

Beautiful Days Festival – run by DMF Music: <http://dmfmusic.co.uk/festivals/beautiful-days/>

**Dundee City Council** events page: <https://www.dundee.gov.uk/events>

### **Event Organisers in Devon**

Lime and Grace: <http://www.limeandgrace.co.uk/about-us/>

Sound Events: <http://www.soundevents.co.uk/>

Waggle Events: <https://waggleevents.org/> - sound and visual

Meraki Events: <http://www.merakievents.co.uk/>

### **Annex 3 StreetScene current hire/event charges**

- 1.1 Most events on Council land incur costs to EDDC therefore there is rationale for event organisers to cover at least part of these costs including administration and clear up.
- 1.2 The in event fees allow EDDC to derive a small income from our well maintained public spaces as identified in the Council's Transformation Strategy whilst taking into consideration the careful balance which must be maintained in order to still allow events to continue.
- 1.3 An annual increase in charges is implemented for the use of our land for commercial / promotional events in order to cover costs and realise a value from our land. These increases agreed by the Portfolio Holder bring EDDC in line with other Local Authorities who charge for use of their land.
- 1.4 We have simplified the charges and categories, we believe that there will be less confusion about what event organisers should be charged across the district making it easier to administer.
- 1.5 We have listed additional services that we found event organisers request including Bins, Deck Chairs and Sand bags (for weighing down gazebos) and by having them itemised, it makes it easier for the event organisers to plan and budget for their event.
- 1.6 We make it mandatory for events to have a clean-up plan, using our services where applicable. Any events that have a commercial element will need to provide proof of waste disposal or use our services.
- 1.7 If events take place on EDDC land, event organisers will also be charged for any associated clean-up costs incurred by StreetScene; for example litter resulting from the event which is spread around the area, extra toilet cleaning or late locking of toilets/parks, and street sweeping required because of large crowds.
- 1.8 Our aim is to increase awareness and popularity of the available EDDC event spaces, utilising the wide selection of parks, open spaces and beaches across the district. We have already begun this process by building a streamlined online events system with downloadable application forms, revised Conditions of Hire (which stipulates what is prohibited on each site), a printed events pack to aid organisers with their bookings, marketing for our key sites, and signage displaying the available event spaces in our parks and gardens.
- 1.9 This events protocol will not only help us to generate revenue for the service and boost awareness of our service, but also improve communication with our local Town Council and Parish Councils who have

had input into the creation of the events pack . In turn, this will help us to provide a more successful service to the public, whereby we can attract more tourists into the area by working in partnership with event organisers to drive events forward within the district

1.10 To encourage event organisers to run events on EDDC land, we have set a minimum flat booking fee similar to other local Councils. For large ticketed events which require additional servicing, EDDC will request 30% of ticket sales, made clear to organisers prior to their event. This is normal procedure in many authorities and will help us to run a successful event service.

1.11 With regards to the occasional exception, EDDC will reserve the right to negotiate the proposed costs and honour a lower fee, in order to allow 'start-up' businesses and small scale event organisers to continue to run an event. This will be dependent upon each application and monitored to keep pricing consistent and fair across the board.

**Charges for Events on Council Land**

<b>Events East Devon</b>	<b>£</b>	<b>£</b>
	<b>Charges 01/04/16 – 31/03/2017 Exclusive of VAT</b>	<b>Proposed charges 01/04/17 – 31/03/2018 Exclusive of VAT</b>
Educational Awareness/Community Get-together	£30.60 + discretionary refundable deposit	£35.20
Community/Charity Fundraising / small sports event	£30.60 + discretionary refundable deposit	£35.20
Key Deposit (Refundable)	£10.00	£20.00
Security Deposit*	Between £30 to £100.00	£50 or £750
Funfairs ** Active Days	£180.00 per day plus metered utilities	£207.00
Standing down days	£70.00 per day plus metered utilities	£80.50
Promotional / Commercial events / Large sporting events	£100 per day or £600 weekly	£138 per day
Markets	£200.00 per day parking extra)	£34.50 per stall
Farmers Market	£50 per day	£57.50
Electric/Water Hook Up/Keys	£20.00 per hook up	£23.00 per hook up
Deck Chairs	£15.00	Under 50 chairs - £15.00
		50 – 100 chairs - £30
		100 – 150 chairs - £45
	£25 per double litter station	Large events on Strand / Rec 3 litter stations min - £75

Bins		Events in Manor 2 litter stations min - £50
		Events with expected crowds of 200 + - bins mandatory (number TBC on application)
Sand Bags (50 per pallet) – These must be returned to Streetscene after use	N/A	Up to 4 pallets ( 200 sand bags) - £40 Up to 8 pallets (400 sand bags) - £80
Herras Fencing	N/A	£50.00 per 10
Barriers	N/A	£50.00 per 10
Assortment of Garden Games	N/A	£20.00

\* To be determined upon application.

\*\* Not Car Parks



## Annex 3

# Business Development & Events Policy Statement

### The Vision

*“To pursue business development opportunities and new events/business development initiatives that create additional value and revenue for East Devon District Council for the benefit of all.*

Our Transformation Strategy recognises the importance of adopting an increasingly commercial and innovative approach. East Devon District Council recognises the need to pursue new commercial business development opportunities to safeguard the provision of key front line services. This includes building on the success of our existing and well-established community, festival and musical events as well as developing new business development opportunities and events using Council assets, resources and expertise.

### Aims

Each business development opportunity or event should meet at least one of the aims and five of the objectives outlined:

#### i. **Economy**

- a) Generate income for the local economy and/or the Council.
- b) Help to regenerate parts of the district.

#### ii. **Community**

- a) To develop, generate, facilitate and support cultural, economic, community and social events for the benefit of the District and its residents to improve quality of life.
- b) Interest or involve the district’s diverse communities.
- c) Prevent and divert anti-social behaviour.
- d) Increase the number of volunteers at events.

#### iii. **Destination Publicity**

- a) Maximise promotional, publicity and marketing opportunities through the Events programme.
- b) Promote East Devon as a vibrant, successful place.
- c) Encourage people and businesses to live in, invest in and visit East Devon.

#### iv. **Education and Employment**

- a) Provide skills & learning opportunities for the community.
- b) Interest or engage young learners.
- c) Provide new temporary employment and work experience opportunities.

#### v. **Income opportunities**

- a) To create opportunities to maximise Income and sponsorship for the Council.

## **Type and Frequency of Events**

Events will differ depending on their purpose, scale, location, content, and target audience. Some events will have an increased impact both on the long term condition of the venue and on local residents within immediate vicinity of the venue.

Event classification is broken into two main considerations, size and purpose. Other factors to consider are noise from music events and performances, health and safety, safeguarding, environmental impact etc.

## **Size and Scale**

The size classification for an event will be based around the expected audience capacity. This is the maximum number of people expected to be at the event at one time, and not the total number of people who may experience the event throughout the day(s). The scale of an event will need be considered where the event spans multiple days.

Small event with less than 100 attending

Small events are classified as those with a potential attendee and staffing level of less than 100.

Medium Less than 3,000 attending

Medium scale events are defined as those with a potential attendee and staffing levels of no less than 100 and no more than 2,999.

Large Less than 5,000 attending

Large scale events are classified as those with a potential capacity in excess of 2,999 people but no more than 4,999

Special More than 5,000 attending

Any event with attendance and staffing levels reaching 5,000 or more will be classified as a special event. If an event is considered to be particularly disruptive, it too might be labelled as a special event, even if its attendance numbers equal less than 5,000.

Some special events may be small in scale but due to the quality of their programme may attract a large proportion of visitors from outside the district; they therefore have a greater economic and cultural impact and national recognition than their size suggests.

Various events may be large or small but require extensive planning and very high security. It can be large public spectacle and usually has national and/or international significance e.g. Royal visit, Tour of Britain.

## **Purpose of Event**

What is the purpose of the event? Is it a community led project, a commercial venture, a private event or a corporate event?

### **a) Community Event**

When the event is organised by the community for the community, it is free to enter/attend and is not for the purpose of selling or promoting a commercial product, it shall be deemed as a "Community Event". Community events are generally not-for-profit, but can be they for fundraising through charging entry to an event.

### **b) Charity / Fundraising Events – Local and National**

This category includes events that are organised by not – for – profit organisations but can also include events run by commercial companies for charitable fund raising e.g. bike rides and charity runs.

### **c) Commercial Events**

Commercial events provide a beneficial gain to a particular individual, group or company, be it financial or promotional. The following events are classed as commercial events; however the list is not exhaustive:

- Corporate events
- Commercial Music, Cultural, Theatre or Comedy Concerts or Festivals
- Marketing and promotional activities for profit making organisations (not charitable or fundraising)
- Funfairs and circuses
- Private events e.g. a wedding reception / private party / large picnic

An event can fall into more than one category e.g. events can be community led and be considered commercial.

### **Venues**

The District has many parks and open spaces and a number of venues that have been identified as suitable for holding events. This policy aims to ensure that the use of these venues is sustainable and that the impact of events on parks and open spaces is managed.

Connaught Gardens, Sidmouth  
Blackmore Gardens, Sidmouth  
Manor Gardens, Exmouth  
Beach Gardens, Exmouth  
Phear Park, Exmouth  
Seaford Gardens, Seaton  
Etc.

Skate parks at:

Budleigh Salterton - Lime Kiln

Exmouth - Phear Park

Honiton - Allhallows

Seaton - Underfleet

Beaches at Exmouth; Budleigh Salterton; Sidmouth; Bear; Seaton.

Nature Reserves at .....

Car parks at .....

Manor Pavilion Theatre, Sidmouth

Thelma Hulbert gallery and gardens, Honiton

## **Marketing**

The Council will maintain the What's On section on the website and will encourage all events organisers to provide publicity information on their events. In addition an Event Planning Calendar will be created to help event organiser in the planning stages check the best dates for events by seeing what else is already planned and to help avoid diary clashes and overload on support services.

The Events programme will be promoted via social media and organisers will be encouraged to cross promote events and collaborate on marketing activity.

All organisers of Festivals and Events that will potentially impact on the community surrounding the venue, as assessed by the application process, will be required to inform the community affected in advance about the nature of the event and when and where it will be taking place.

## **Equalities Policy**

As a public authority, we believe we have a leading role to play in the promotion of equal opportunity in the community, both as employer and provider of services to the population of East Devon and its visitors.

We would expect all events and festivals organisers to:

Recognise their duties under legislation and be committed to meeting them.

Take action to combat direct and indirect discrimination in all areas in respect of disability, sex, gender reassignment, race, age, marriage and civil partnership, pregnancy or maternity, religion or belief, and sexual orientation as far as is permitted by statute law and associated Codes of Practice.

The Council's full Equalities Policy is available on our website.

## **Environmental Policy**

All events are opportunities to communicate environmental messages to the public.

The Council aims to actively work with organisers to ensure that best practice is introduced at all stages of event management.

## **Health and Safety**

Event organisers are responsible for and have a legal duty to ensure the health, safety and welfare of the people attending their events, as well as that of the employees, contractors and sub-contractors working at the event. Please refer to the Health & Safety at Work Act 1974.

Event organisers will also be required to conform to:

- The Events Safety Guide, A guide to Health, Safety and Welfare at music and similar events
- RIDDOR
- Fire regulations
- The Children's and Care Acts
- Health and Safety at work Act 1974
- Wildlife and Countryside Act
- Any specific conditions laid out, local byelaws or instructions from a Council Officer
- Any relevant legislation relating to public safety

The Council and its partners have a duty to ensure all relevant health & safety guidance is followed, including checking risk assessments, emergency evacuation plans and method statements. In many cases the Council or its partners (i.e. emergency services) may require changes to be made to plans to improve safety at the event. All health & safety paperwork must be submitted to the Council as per the application timetable requirement, although this may be reduced for smaller events if agreed in advance with the Council's nominated Events Representative.

For larger or more complex events the Council may take a more active role. We may wish to meet with event organisers to discuss plans in more detail, and it may be a condition of hire that event organisers attend Safety Advisory Group meetings.

It may also be a condition of approval that management plans are submitted in advance of the application timetable requirement due to their complexity. If this is the case sufficient notice will be given of any change in deadline.

### **How To Apply**

There will be a single point of contact for all events in the District via the Council's website. The website will provide all the relevant information on running an event in East Devon in the form of a toolkit which will include information on:

- Event Classification
- Application Timescales
- Do I need to apply for any other licences?
- Legislation
- Pre Planning
- Detailed Planning
- Final Preparations
- Health & Safety
- Safeguarding
- Help with your Risk Assessment
- Road Closures
- Stewarding
- First Aid and Medical Cover
- Insurance
- Contingency Planning

- Counter Terrorism
- After the Event
- Event Notification Form
- Road Closure Notification Form
- Event Application form: Public Open spaces
- Event Risk Assessment Form

Our Business Development & Events Officer will coordinate applications for the Council.

## **Annex 4**

### **Business Development, Marketing & Events Officer - About the Role:**

The Council is seeking an enthusiastic Business Development, Marketing & Events Officer to lead on the delivery of business development opportunities for the Council.

This includes an exciting programme of events within East Devon's parks, open spaces, beaches, including events such as outdoor theatre and cinema in our Parks & Gardens. You will also have the opportunity to create and develop new events and activities to add to the existing portfolio.

### **Responsibilities and Activities**

- Organise, implement and manage a broad range of business development activities and events and activities throughout East Devon focusing on outdoor sites.
- Devise new events and other opportunities to appeal to popular audiences and generate income.
- Liaise closely with Countryside & Leisure colleagues and other relevant council officers to ensure full awareness and understanding of event details and expectations.
- Liaise with the site operations teams about all event requirements.
- Assist in the development and implementation of a new events booking system.
- Assist in the recruitment and line management of temporary events staff as required
- Prepare event plans including crowd management, risk assessments, emergency plans etc.
- Assist in the organisation and delivery of other council-run events when required.
- Prepare and monitor income and expenditure budgets for all events.
- Develop close working relationships with other council staff and external organisations, e.g. Health & Safety Officers, Environmental Health, Safeguarding, and Emergency Services.
- Liaise closely with the Communications team to ensure events are marketed and promoted effectively.
- Commissioning, contracting and scheduling event contributor's performers, artists and contractors.

### **The Candidate:**

- The successful candidate will be highly organised and able to work on their own initiative.
- They should perform well under pressure, working to tight timescales.
- They must be able to demonstrate successful decision making, good analytical, reason and problem solving skills and have the ability to communicate confidently to a wide range of audiences.
- They will ideally possess events experience and have the creativity, commitment, drive and enthusiasm to provide high quality events encouraging public participation in our parks and public buildings.

## **Qualifications/experience**

- Ability to work within and adhere to, and preferably have experience of Health & Safety issues and guidelines for outdoor events
- Knowledge and experience of use of computer software e.g. Word, Excel
- Highly organised and able to work on own initiative, flexibly and able to perform well under pressure, working to tight timescales
- A confident communicator who can communicate effectively and tactfully with a wide range of people both verbally and in writing.
- The ability to network and establish a wide range of contacts
- Promote and market events effectively to reach popular audiences
- The post holder should be committed to providing high quality events and demonstrate a positive and enthusiastic approach.
- The post holder must be flexible in their working arrangements and be prepared to work regular unsocial hours.
- Must have good time management and a good standard of numerical and literacy skills.
- Current clean driving licence and own transport essential.
- Carry out other duties commensurate with the grade.
- Commissioning, contracting and scheduling event contributor's performers, artists and contractors.

## **The Candidate:**

- The successful candidate will be highly organised and able to work on their own initiative.
- They should perform well under pressure, working to tight timescales.
- They must be able to demonstrate successful decision making, good analytical, reason and problem solving skills and have the ability to communicate confidently to a wide range of audiences.
- They will ideally possess events experience and have the creativity, commitment, drive and enthusiasm to provide high quality events encouraging public participation in our parks and public buildings.

## **Qualifications/experience**

- Ability to work within and adhere to, and preferably have experience of Health & Safety issues and guidelines for outdoor events.
- Knowledge and experience of use of computer software e.g. Word, Excel.
- Highly organised and able to work on own initiative, flexibly and able to perform well under pressure, working to tight timescales.
- A confident communicator who can communicate effectively and tactfully with a wide range of people both verbally and in writing.
- The ability to network and establish a wide range of contacts.
- Demonstrable track record in delivering and promoting business development activities and events effectively to reach popular audiences.



- The post holder should be committed to providing high quality events and demonstrate a positive and enthusiastic approach.
- The post holder must be flexible in their working arrangements and be prepared to work regular unsocial hours.
- Must have good time management and a good standard of numerical and literacy skills.
- Current clean driving licence and own transport essential.

**Agenda item 8****Overview Committee****Overview Committee Forward Plan 2018/19**

<b>Date of Committee</b>	<b>Report</b>
28 June 2018 Date to be changed	Further local authority examples of income generation and transformation savings
30 Aug 2018	
27 Sept 2018	
15 Nov 2018	
16 Jan 2019	Joint meeting with Scrutiny Committee on draft Service Plans and Budget 2019/2020
31 Jan 2019	
28 Feb 2019	
28 Mar 2019	

**Work for scoping and allocation to the Forward Plan:**

<b>Proposed date</b>	<b>Topic</b>
tbc	Review how regeneration boards operate
tbc	Public Toilet review