

# **TdFHUB2014LTD**

## **2014 TOUR DE FRANCE GRAND DÉPART STAGE 1**

### **KEY LESSONS LEARNED**

**City of York Council**

# Planning Phase

## What Went Well and Why?

- Transport and traffic management – transport partners were involved at an early stage; early changes to the route reduced the impact on traffic flow; there were regular regional and local meetings.
- Working together and relationships with other local authorities.
- Risk management and contingency planning for the event in York was thorough.
- Selection of the route – this showed off the city and its historic buildings very well.
- External staff were brought in with the required expertise in event management.
- In the weeks running up to the event, the TDF Project team were all located in one room in West Offices which enabled their communicating and working together effectively.
- Positive comms in the local press.
- Staff enthusiasm and willingness to go above and beyond what is normally expected of them.
- Opportunity for key staff to go to France to see the Tour the year before – this greatly improved understanding of the event.

# Planning Phase

## What Could Have Been Improved and How?

- An earlier appreciation of the scale of the event and the amount of staff time required - we should have brought our TDF team together earlier and brought in the necessary external expertise earlier.
- Ensuring that our internal operational areas pass all the relevant information to the CYC comms team promptly (and that the info is accurate).
- Re central procurement - having the flexibility to opt out where appropriate and choose local companies that could provide a better service and price.
- TDF Hub did not provide templates for plans. If a template had been provided it would have encouraged a consistent approach.
- Spectator Hub Capacity/Planning
- The delays in getting the sign-off for the regional branding and logo had a knock-on effects on timescales.
- Cross-party political support for commercial activity.
- Earlier plan for commercial activity to create markets/customer base.

# Delivery Phase

## What Went Well and Why?

- Crowd management – a lot of detailed planning went into this in York.
- Yorks back-up plan for radio communication worked effectively (RAYNET and council radios, supported by NYP Airwave system).
- Traffic management and comms around travel were good (leaflet, websites, twitter).
- Public perception, enthusiasm and enjoyment of the day.
- Visual aspects around the city e.g. community banners project on the city walls
- The start arrangements at the racecourse went very smoothly.
- Sports activities at the Hubs provided by CYC Sport & Active Leisure team received very good feedback.
- Relationships with multi-agency partners
- Experience of running a control room for a large event will hopefully be useful in the future.

# Delivery Phase

## What Could Have Been Improved and How?

- Having a radio system that works – this should have been tested much earlier.
- Big screens to be in place and tested in advance of the event.
- Clearer communication of the process for re-opening roads after the event to provide clarity for the public and for the barrier company.
- More consistent quality of stewarding – better briefed (did not know local area or route), some had worked double shifts and were very tired.
- Having all the key CYC staff in one control room on the day (in West Offices there were two control rooms, as neither room was big enough for everyone).
- The command structure proposed by TDF Hub seemed over complicated and confusing.
- Requests for information from TDF Hub during the event were significant and did not always seem relevant.