

Tour de France Scrutiny Review – Feasibility Report

Summary

1. This report considers the feasibility of conducting a review of the scrutiny topic submitted by Cllr Cuthbertson, which proposes a review of the planning, promotion and delivery of the Council's programme of activities which accompanied the Tour de France – see topic registration form at Annex A.

Background to Tour de France

2. Just before Christmas 2012 it was announced that Yorkshire had been successful in securing the Grand Départ of the Tour in Leeds, and in mid January 2013 it was announced that York had secured the second stage start.
3. In February 2013 Cabinet agreed the Council's commitment to staging the Grand Départ and that the £500k hosting fee would be met from the Economic Infrastructure Fund. They also agreed an approach for the regional and local legacy and cultural work, and gave delegated authority to the Chief Executive, in consultation with the Leader of the Council, to enter into an agreement with Welcome to Yorkshire and Leeds City Council to host the Grand Départ.
4. This led to a local delivery structure being established across the Council and its Partners, shaped around five themes including the Event, the Local Legacy, Cultural Opportunity, Communications and Commercial Opportunity.
5. A programme management process and system was also put in place to ensure that all identified and emerging threats were recorded and planned for as part of the overall planning framework. Opportunities were also managed utilising the same process. This enabled CYC to produce an event plan for the Tour de France that maximised the

council's ability to deliver the strategic objectives at both a local and regional level.

6. In October 2013 Cabinet agreed the following strategic objectives for the York element of the Tour de France (TDF)
 - To deliver a safe and enjoyable event in York, which enhances the reputation of our City
 - To maximise the economic benefit and opportunity in the short, medium and long term
 - To secure a long lasting legacy across our communities, culture, cycling infrastructure and health
7. The York programme was project managed by a small team of dedicated officers with additional support from service delivery managers across the organisation. The role of Planning Coordinator was taken by the Head of Culture, Tourism and City Centre, with back fill arrangements made to ensure business continuity in the Festival and Events area.
8. At the same time, Cabinet also agreed the following budget allocations:
 - a. £200k from capital contingency
 - b. £200k from Delivery and Innovation Fund
 - c. £473k from General Contingency
9. At that time the projected cost for staging the event and legacy events was £1,664k. This is shown in the table below by event costs, legacy costs and regional contributions:

	2013/14 £'000	2014/15 £'000	Total £'000
<u>Event Costs</u>			
Event Costs for 6 th July 2014		564	564
Highways		200	200
Project Management	73	148	221
Marketing and Communications	25	75	100
Total Cost of Event	98	987	1,085
<u>Legacy Costs</u>			
Local Legacy Events	20	45	65
Regional Legacy	20	14	34
Total Legacy Costs	40	59	99
<u>Regional Contributions</u>			

Regional Fee	430		430
Contribution to Welcome to Yorkshire	50		50
Total Regional Contributions	480	0	480
Total Costs	618	1,046	1,664
Budget Approved	-500		-500
Government Contribution		-291	-291
Net Budget Requirement	118	755	873

10. Members approved use of the Economic Infrastructure Fund to fund the regional contributions (£500k) and the government provided a contribution to the event of £291k. This left a net budget requirement of £873k. This level was over and above resources funded from core budgets to deliver the event. In October 2013, the timing of the costs and expenditure between the years was indicative and the exact profile between years of allocations was later confirmed as part of the budget process in February 2014.
11. It was proposed to fund the Highways costs by use of Capital contingency (£200k). The balance of the outstanding budget requirement (£673k) was to be met from a contribution from the Delivery and Innovation Fund (£200k) and an allocation from the Council contingency (£473k).
12. In October 2013 at the time Cabinet agreed the budget allocations:
- The Capital Contingency stood at £676k – an allocation of £200k towards the highways works left a balance of £476k
 - The balance on the Delivery and Innovation Fund stood at £550k therefore a contribution of £200k left a balance of £350k
 - There was a general revenue contingency of £450k and the two year budget agreed in February 2013 set out plans to both maintain and increase it. Those resources were sufficient to fund the remaining £473k and it was proposed that the final split of funding from different financial years would be agreed at the time of the budget setting in February 2014.
 - It was anticipated that additional revenues from parking and licensing would accrue to the council. However, no levels were

assumed and it was agreed such income would be returned to fund council services.

13. In considering the strategic objectives and the budget allocations, Cabinet also received information on the potential benefits for the city:
14. Economic Benefit: Based on figures from the 2007 Grand Depart London, the economic benefits estimate to the region were 87 million in commercial and multiplier effects and 30 million in press and promotional opportunity. Work ongoing at the time aimed to maximise the opportunity for the region but specifically in the planning for York. As part of the strand, officers worked closely with the York Business and Tourism sector. A breakdown of the potential economic benefits reported to Cabinet in October 2013 is shown at Annex B.
15. Commercial Opportunity: Outside of the regional economic benefit already identified as part of the bid for hosting the Grand Depart, various strands of commercial activity were identified that might directly benefit the council and businesses in the city. In order to have the capacity to secure that benefit, officers worked with Partners on a secondment opportunity for a Commercial Innovator. The Commercial Innovator was responsible for ensuring that the council maximised the economic benefits offered by the Tour de France.
16. In order to retain the numbers of visitors (180,000) in the city and maximise the economic benefit, Spectator Hubs were organised in the city. It was reported that there were possibilities of income associated with the Spectator hubs and the events team were working with the economic development unit to further explore these possibilities.
17. Legacy: As a well established Cycling City, York was already well ahead in terms of recognising the benefits that cycling could bring to its communities, culture, infrastructure and health. It was recognised that the TdF would help secure strategic infrastructure across the region which York could not realise on its own.
18. York led for the region on the legacy programme and appointed a Regional Director. Locally in York, the ambition was to improve York's position in the UK league table as a Cycling City, building on the city's strong local framework through the work of the Sports and Active Leisure team and the I-travel programme.
19. Through hosting the Grand Depart further partnership opportunities arose with British Cycling and Skyrides. This resulted in the National

Circuit championships being hosted in the city in July 2013. During the summer of 2013 there was a full programme of lead rides and club support activity and a 3 year programme of activities with the city's partners in Active York was developed.

20. The York Sky Ride and Cycling Festival took place in September 2013. Approximately 5,500 people took part in the Sky Ride, with volunteers assisting on the day and engagement from local businesses. This event gave an opportunity for teams to work together and although on a completely different scale, tested some of the linkages necessary to deliver a successful TdF event in July 2014.
21. In March 2014, Cabinet received a further report on the York element of TDF that gave a progress update on the objectives and outlined the breadth of activity which would take place in the 100 day run up to the start of the second stage of the Grand Depart.
22. For the first time, in its 101st running, the race was accompanied by a cultural festival that celebrated the best of Yorkshire arts and culture, including sporting achievement. This commenced on 27 March 2014.
23. The Cabinet Member for Leisure, Culture and Tourism as lead for the TDF event, approved the following principles for the York Cultural programme:
 - To give the local community and cultural sector the chance to showcase York's diverse and vibrant cultural offer within a wider regional programme
 - To seek to work with partners and organisations making the York programme as inclusive as possible for the communities who live and work within the of boundaries of the City of York
 - To identify innovative and creative ways to bring together all of our communities
 - To build on our longer term goal leaving a lasting legacy for our cultural and creative communities, as well as participants and audiences
 - To promote this once in a life time opportunity for individuals and communities to participate in this unique festival and to help transform York into a city that truly knows how to celebrate.
24. To support the festival, Officers secured three regional commissions for York: Bike Stories, Tour de Brass and Monday's Child. The main arts commission for Cambridge was secured by York based Pilot Theatre.

25. Officers also worked with partners to produce a core York programme, which included four specific community engagement projects: Planting the City Yellow, Dressed to Impress, The Road to York and the Festival Song. The programme listing presented to Cabinet in March 2014 is attached at Annex C, however additional events and activities continued to be added after that date.
26. In order to promote the culture of York and engage the community, the Cabinet set the following outputs for the cultural programme:
- CYC financial investment to be matched by partners on a minimum 1:1 basis
 - Over 50 events to be delivered by partners and officers within the Festival period
 - Community involvement in the community projects from at least 80% of wards in the city
 - Good and positive coverage of the cultural programme in a range of local and regional media.
27. The economic benefit to Yorkshire was estimated in the region of £100m by Welcome to Yorkshire, and Cabinet agreed the following outcomes should be sought from the city's commercial opportunities:
- Residents, visitors, campers, and participants to enjoy a fun, positive and safe event
 - Some of the costs of hosting the event to the York taxpayer to be mitigated through commercial activities
 - Local businesses to enjoy tangible economic benefits from the event through extending the visitor length of stay before, during and after the Race.
 - York's tourism, culture and retail sectors to benefit from positive global television and media exposure
 - The City of York to benefit from trialling the commercial model to operate viable and cost neutral events and festivals in the future.

Scrutiny Review Proposals

28. The Director of Communities & Neighbourhoods has confirmed that work is already underway to provide a report to Cabinet in January 2015 which will be the full close down for Tour de France, including everything on outputs, budgets, reviews etc. The full economic data will not be

available until mid December which is why the report is scheduled for January 2015.

29. It is for this Committee to decide if it wishes to undertake a scrutiny review of the Tour de France and the scope of the review. However, if the review is to be undertaken, the Committee may wish to consider whether the objectives, principles, outputs and outcomes agreed by Cabinet, as detailed above, were achieved. To do this, Members will need to consider the information in the forthcoming Cabinet report, so the timing of the availability of that information will need to be taken into account.
30. There are a number of issues to bearing in mind when considering whether or not to carry out this review. For example:
 - Work on all scrutiny reviews will need to be concluded or halted at the start of the forthcoming purdah period.
 - The Committee have been asked to consider another new topic detailed elsewhere on this agenda. If a decision is taken to proceed with both, then the work will need to be prioritised.
 - Are there any benefits to commencing this review in this municipal year?
 - Is the scope of the review proposed by Cllr Cuthbertson sufficient to ensure that all lessons can be learnt to enable any future large scale events to be properly planned and managed within budget?
 - Will it be easier to identify a clear and concise scope for the review once the information scheduled to go to Cabinet in January 2015 is available?
31. The review may also benefit from consulting with other partner organisations involved in TdF e.g. North Yorkshire Police, Visit York etc.

Consultation

32. Cllr Cuthbertson will be in attendance at this meeting to present his topic submission.
33. Information contained in this report has been provided by the Director of Communities & Neighbourhoods, who will be at the meeting to answer any questions Members may have.

Council Plan

34. A review of this topic would support the 'Creating Jobs & Growing the Economy' and 'Get York moving' priorities of the Council Plan 2011-2015.

Implications & Risk Management

35. This feasibility report is presented for information only so there are no implications or risks associated with the recommendations in this report. Implications and risks associated with this topic would be addressed as part of any scrutiny should a decision be taken to proceed.

Recommendations

36. Members are recommended to:
- a) Consider the information contained in this report;
 - b) Agree whether or not to proceed with the review, taking into account the information provided in paragraphs 2-31 above.
37. If a decision is taken to proceed with the review, Members are recommended to:
- i. Identify a suitable review remit with a number of clear objectives.
 - ii. Agree a start date and a timeframe for completion of the review
 - iii. Set up a Task Group to carry out the review on behalf of the full Committee.

Reason: To ensure compliance with scrutiny procedures and protocols.

Contact Details

Author:

Melanie Carr
Scrutiny Officer
Scrutiny Services

Tel No. 01904 552054

Chief Officer Responsible for Report:

Dawn Steel
Democratic Services Manager

Report Approved



Date 17.11.2014

Specialist Implications Officer(s) None

Wards Affected: List wards or tick box to indicate all

All



For further information please contact the author of the report

Background Papers: None

Annexes:

Annex A – Topic Submission Form

Annex B – Breakdown of Potential Economic Benefits Reported to Cabinet in October 2013

Annex C – Cultural Programme as of March 2014

Abbreviations

TDF - Tour de France

CYC – City of York Council