

REPORT TO EXECUTIVE

Date of Meeting: 15 JULY 2014

Report of: ASSISTANT DIRECTOR ECONOMY

Title : RUGBY WORLD CUP UPDATE

Is this a Key Decision?

No

Is this an Executive or Council Function?

Executive

1. What is the report about?

- 1.1 The report updates Executive on progress with preparations for the Rugby World Cup in September/October 2015.

2. Recommendations:

- 2.1 Executive notes and comments upon the contents of this report.

3. Reasons for the recommendation:

- 3.1 Executive wishes to monitor and review the preparations and the City Council's contribution to the event, and the benefits it is intended the tournament will bring to the city.

4. What are the resource implications including non financial resources.

- 4.1 The Council has committed up to £300,000 specifically for the delivery of the Fanzone and of this £50,000 is allocated towards achieving a legacy from the city's involvement in the tournament. There are a number of staff who are committing time to the preparatory work engaged in marketing/promotion, event production and management, volunteer recruitment and training, commercial rights protection and a range of projects aimed at achieving a social, health and well-being legacy from associated activities to the tournament.

5. Section 151 Officer comments:

The Council has committed a budget of £300,000 for the Rugby World Cup, with £10,000 in 2013-14, £70,000 in 2014-15 and £220,000 during 2015-16. To date expenditure totalling £14,587 has been charged against the Rugby World Cup.

6. What are the legal aspects?

- 6.1 The City Council has signed a formal Host City Agreement with ER2015, the organisation set up specifically by the International Rugby Board (IRB) to run the tournament between 18 September and 30 October 2015. The specific roles and responsibilities the City Council has under this agreement, as reported previously to Executive, are summarised in Appendix 1.

- 6.2 Exeter Rugby Club Ltd have a separate agreement with ER2015 for the three games to be played at Sandy Park.

7. Monitoring Officer's comments:

- 7.1 The content of this report raises no issues of concern for the Monitoring Officer.

8. Preparations for the tournament update

Provision of Fanzone

- 8.1 The City Council has committed to providing a Fanzone for the six week duration of the tournament with a capacity of up to 5000 people. The venue has been agreed as Northernhay Gardens, which will include infrastructure providing a stage, large screen, sound, lighting, power, toilets and facilities for concessions for food and drink. An experienced event production company has been commissioned to be responsible for the construction of the Fanzone infrastructure, ensuring that all suppliers submit proof of public liability insurance, method statements, current safety certificates showing equipment is fit for purpose and of a required standard. Where possible and cost effective, local suppliers will be used.

- 8.2 ER2015 require the Host City to focus the provision of the Fanzone on five key themes:

Spectator experience
Connecting with audiences
Rugby at the heart
Unforgettable memories
More than a tournament

The themes are integral to the plans, being pursued and fitting as the basis for achieving benefits for the City. The preparations for and the infrastructure being assembled will provide opportunities for additional events to take place to compliment and add significantly to the excitement and interest generated by the tournament itself.

- 8.3 There are tight conditions around branding, sponsorship and commercial activity relating to the Fanzone but which still enable the Council to negotiate and secure income from the food and drink concessions, and some merchandising of official clothing and souvenir type products. It is not yet possible to set out specifically the scope and expected returns which can be generated from these activities to offset the costs of provision of the Fanzone to the City Council.
- 8.4 Detailed planning of the infrastructure and different scale and options for accommodating food and drink concessions as well as main sponsor requirements for space are currently being worked through by the production manager "Whole Nine Yards". A ceiling budget has been set summarised as follows:

Event Production and Management	£27,000
Site infrastructure	£60,000
Stage and Screen	£60,000
Security	£48,000
Toilets	£14,000
Other Costs	£41,000
Total	<u>£250,000</u>

- 8.5 Until full costings, including obtaining competitive quotes for the various elements of the proposed infrastructure has been undertaken it is not yet possible to set out the projected detailed costs of providing the Fanzone. It is intended that estimates will be available by the end of September 2014.
- 8.6 A copy of the production brief used to secure the production manager is attached at Appendix 3.

Marketing

- 8.7 Officers have prepared and agreed communications and marketing strategies with ER2015 with the following objectives:
- Develop and implement successful strategies that are supported by all key stakeholders, including the City Council, Exeter Rugby Club Ltd, local partners, ER2015 and Visit England;
 - Ensure media and profile raising opportunities are maximised from early 2014 through to and including the tournament;
 - Ensure all key audiences are successfully engaged with across all key areas to build early and on-going positive support and participation;
 - Ensure widespread interest and effective engagement with the application process for the local and nationally run RWC volunteer programmes; and importantly
 - Increase day and overnight visitor and spend to Exeter during the Festival of Rugby and Rugby World Cup
- 8.8 Key areas of activity to deliver these objectives include, for example:

Phase 1 throughout 2014 -

- Building awareness and engagement at a local level and giving relevant audiences the right information and resources to maximise the RWC Exeter Host City opportunity through ticketing promotion, press coverage and events to recruit and train volunteers, provision of “toolkits” for schools to promote interest and participation, engaging the business community and using the promotional and PR opportunities presented by team bases (due to be announced imminently)
- Through marketing activity by the Heart of Devon Tourism Partnership, co-ordinated by the City Council, position the city as a rugby destination offering a city break experience surrounded by an outstanding environment
- Support Visit England’s marketing and PR activity and participate financially and proactively in appropriately themed campaigns to attract visitors

Phase 2 – up to 2015 -

- Increased promotional activity with partners at a local, regional and international level (at least with the countries playing at Sandy Park)
- Agree final content of Festival of Rugby programme of events and implement and support promotional activities
- Promotion of Fanzone timetable and events
- Continued promotion of accommodation and travel information

Phase 3 – June to August 2015 -

- Production of visitors welcome programme and information in printed and web format and range of other media
- Continued promotion of Festival of Rugby events programme, provision of travel information, update on Fanzone timetabling and events

Phase 4 – September/October 2015 -

- Fanzone and events programme promotion, travel guidance

- 8.9 Social media will increasingly be used as the current build-up of electronic communication is progressed during 2014 and 2015. Specific Twitter and Facebook accounts are already live and active, and their usage is and are intended to increase substantially. Key websites are already being used and proactively, particularly www.heartofdevon.com and www.visitexeter.com in partnership with many other organisations. Other existing media channels through rugby focussed websites, including of course Exeter Chiefs, are increasing their coverage.
- 8.10 As well as Exeter Host City based activity, extensive coverage including Exeter undertaken by ER2015 and Visit England generating social media, web based and press coverage will increase in the run-up to the tournament, especially after tickets go on sale to the general public from 12 September 2014.

Legacy

- 8.11 Five themes have been identified as the focus for achieving different forms of social health, well being and economic benefit from Exeter's involvement as a Host City:-
1. Increased participation in rugby for all – working with the RFU and Exeter Chiefs to increase involvement in the game at all levels
 2. More opportunities for women/girls to play rugby – working with schools, colleges and clubs to enhance the opportunities for women/girls playing, refereeing, organising and volunteering
 3. Increasing involvement in a wider range of sports and physical activities – linking with National Governing Bodies as well as other providers and local communities to promote other sports to encourage health and well being through active forms of leisure and recreation.
 4. Maximising economic benefits – marketing and promoting Exeter as a great place to live, work and visit with its range of cultural, artistic, sporting and natural attractions
 5. Promoting stronger and supportive communities – working closely with local communities to develop their capacity to deliver a range of social, environmental or economic based activities
- 8.12 Progress with developing these themes is summarised below:-
1. Increased participation
 - Projects to enhance volunteering in rugby clubs to achieve sustainability through improved capacity and expertise in marketing/finance/licensing/commercial activity
 - Increased recruitment to clubs achieved through road-show at Devon County Show
 - Exploration of potential economic and tourism benefits through links with Netherlands clubs
 - Exeter Tag Rugby World Cup to take place in September 2015 with thirty schools signed up by Exeter Community Chiefs with the intention of it generating an annual event with more participating schools and a training programme for teachers to support the development of the event.
 2. Opportunities for women/girls
 - Exeter Women's Rugby Team set up and named Exonians based at Topsham RFC – coached by University of Exeter's women's coach who was a former England player.
 - Exeter College working with Exeter Saracens to set up a girls' rugby club with exchange of skills and coaching with Exonians

3. Increased involvement in sport and physical activity
 - Linking to the work of the Health and Well Being Board to “become the most active city in the South West”
 - First Sport and Well-Being Festival to be held on the Quay on 13 July 2014
 - Park run launching August 2014 – a measured and marked out route along Exeter Quay to operate every Saturday morning targeted at families, runners, tourists and inactive people to participate at all levels with coaching assistance
 - Workplace Challenge launching July 2014 – monthly competitive events between city employers aimed at encouraging fitness to combat employee sickness and enhance well-being
4. Maximising economic benefit:-
 - Working with the business community to achieve economic benefits over and above the increased expenditure by visitors and enhanced image of the city arising from the marketing activity outlined earlier in this report
 - Contact being made through UK Trade and Industry exploring options for inward investment promotion
 - Conference to be held with all business community in September at Sandy Park to generate more business led activity
 - Promotional welcome pack to be produced by local businesses for visitors to the city during the period of the tournament
5. Promoting strong and supportive communities
 - Campaign through local media to engage with local communities to identify the legacy they would prefer
 - Exploring options for partnership working to provide transport to encourage wider use of sporting facilities across the city
 - Exploring creation of an Exeter wheelchair rugby team to compete in the South West league

Volunteers

- 8.13 An additional opportunity for securing a legacy from the event is the creation of a lasting pool of volunteers for further sporting events and cultural activities. ER2015 is recruiting some 300 volunteers for the three match days (and pre-match days) for the games to be played at Sandy Park. Interviews are to be held locally in July and these volunteers will be located at key points around the city, within the city centre and along the last mile to go before the stadium.
- 8.14 For the Fanzone it is planned at this stage to recruit up to 50 volunteers. Whilst some specialised stewards will be required for Fanzone entry points and crowd control, a number of volunteers will be important in and around the Fanzone and in the city centre to provide directions, information and advice and be important “observers” to support qualified security, first-aid and event management personnel. Other roles will include production assistance, translation and tourism advice. Appropriate training and support will be given along with a branded uniform. Arrangements for providing refreshments for volunteers are to be pursued.

Commercial Rights Protection

- 8.15 The Host City Agreement requires that the Fanzone and the area around Sandy Park is free from unauthorised promotional material and selling of related goods during the tournament. A working group led by the City Council has been set up with representatives from the Police, Trading Standards, Highways, City Centre Management, Community Safety and Environmental Health and Licensing. The group will work closely with ER2015 to set up approaches to deal with such activities.

Transport

- 8.16 Devon County Council officers with support from the City Council are leading the working group to address the requirements to ensure and manage efficient and reliable means of access to both Sandy Park and to the Fanzone and adequate parking provision and arrangements for emergency and team vehicles. A Transport Management Plan has been prepared which has been well received by ER2015.

City Dressing

- 8.17 The responsibility and indeed funding of the erection of banners and lamp column flags is being undertaken by Devon County Council. The first requirement is for limited supporting promotional material to be put up during the general ticketing period just before and during September 2014. A much more extensive coverage of such banners and flags will be put up just before and during the tournament itself next year.
- 8.18 City centre businesses are being encouraged to find additional ideas for dressing the city centres as a welcome to visitors and to generate an atmosphere befitting such a large event.

9. Contribution to the City Council's Corporate Plan

- 9.1 Involvement in the Rugby World Cup is and will contribute in a number of ways to the objectives and strategies referenced in the Corporate Plan. For example, as Host City for three games in what is the third largest spectator/media sporting event in the world, Exeter's profile is being raised very significantly in the lead-up to and during the tournament. It will be promoted as a thriving, welcoming and important regional city with an outstanding University, successful and growing economy, and surrounded by an outstanding environment.
- 9.2 The preparations for the games and the associated activities and events generated will involve a great deal of partnership based effort supporting local businesses and community organisations and providing them with a platform for their own efforts to secure a legacy from the event.

10. Risks and how they can be reduced

- 10.1 There are a number of risks at different levels which an event of this scale and complexity would be expected to assess and plan for in preparation for and management of its different activities. The Steering Group set up to co-ordinate and oversee the many difficult elements in methodology are of a high level and are working hand in hand with event specialists for ER2015 who are checking and reviewing the various "Exeter plans" and approach to minimise the risks involved, and supporting actions taken where necessary. There are formal and systematic reviews of all key elements of the programme of events which will make up the whole experience, including regular checking and reviewing of plans and adjustments made.

11. Impact on equality and diversity, health and well-being, young people and vulnerable adults, community safety and the environment

- 11.1 The objectives of the tournament and approach being taken by ER2015, the Steering Group and officers and partners are designed to promote equality and diversity and encourage activities which encourage healthier life styles and well-being. The projects being pursued under the legacy programme are particularly looking to address these principles. The preparation for and delivery of the Fanzone will be undertaken with the principles of low energy usage, recycling of waste and achieving low food mileage very much in mind. ER2015 are also managing the preparation and operation of Sandy Park whilst being used for these games with the same principles in mind.

12. Other Options

- 12.1 There are no other options being considered in planning and implementing the delivery of the Host City Agreement. In securing individual elements of the planned activities, the Council's financial procedures for procurement through competitive quotes are being applied. Both production manager and the catering manager were secured through a competitive process.

Richard Ball
Assistant Director Economy

Local Government (Access to Information Act) Act 1972 (as amended)

**Background papers used in compiling this report:-
Report to Executive 26 November 2013 'Rugby World Cup 2015'**

HOST CITY RESPONSIBILITIES

- 1.1 As a Host City the City Council has signed a formal Host City Agreement which sets out the specific roles and responsibilities it accepts it has to undertake. These activities are set out below with wording as extracted from the Agreement document.

1.2 Marketing Support

The Host City will provide marketing support to fully assist ER2015 in the promotion of the Tournament, to support ticket sales, to provide visitor information and to work with ER2015 and/or Rugby World Cup Limited (RWCL) partners (broadcasters, sponsors, external marketing partners).

1.3 Provision of Fanzone

The Host City will provide (at its own cost) a Fanzone during the Tournament in accordance with the following principles:

- (i) minimum capacity of 5,000 (unless otherwise approved by ER2015);
- (ii) showing Tournament matches (using RWCL's broadcast feed) and all other content and activity within the Fanzone to be agreed between the Host City and ER2015 but at a minimum shall include big screen(s), a dedicated space in which RWCL Licensees may stage activities, stage area and an area for food and drink suppliers;
- (iii) the Host City shall have the right to appoint third parties to provide food and beverage at the Fanzone and to retain any revenue from it;
- (iv) open for a minimum of ten days (match days at the Venue, all England games including the Tournament opening game, both semi-finals and the final);
- (v) the Host City shall have the right to commercialise the Fanzone only on such days when no Tournament matches are played and only in accordance with the Fanzone Guidelines including, but not limited to, the removal of all Tournament branding and 'look and feel' from the Fanzone on such days;
- (vi) the Host City shall ensure that the Fanzone is clean, safe, well-lit and suitable for the purpose for which it is provided and meets the standard befitting the reputation and stature of the Rugby World Cup, being one of the top five global international sporting events.

1.4 City Dressing

The Host City will make available (free of charge) City Dressing Spaces which, as a minimum, shall be:

- (i) 50 Lamp post banners
- (ii) Electronic variable message signs (wording to comply with Government Guidance)
- (iii) 5 Flag posts
- (iv) Fencing banners
- (v) 4 General banner sites

The City Council is in discussion with the County Council over the provision and funding of the lamp-post banner fittings and the use of the variable message signs.

The Host City will procure that the City Dressing Spaces will have the necessary infrastructure in place to display the relevant signage, banners, flags and other 'look and

feel' (e.g. flagpoles, hanging frames etc) together with all necessary licences, consents and permissions.

ER2015 shall be responsible (at its own cost) for the provision of all signage, banners, flags and other 'look and feel' for display at the City Dressing Spaces.

1.5 Commercial Rights Protection

The Host City shall ensure that the Fanzone is free from unauthorised promotional material and selling of related goods at all times during the Tournament and shall use reasonable endeavours to assist ER2015 to ensure that the area around Sandy Park is also free from such activity.

1.6 Transport Management Support

The Host City will procure that Devon County Council will (using local transport operators) provide an adequate commercial public transport service in terms of quality, efficiency and timing (given the reasonably anticipated requirements of supporters and spectators) to enable team supporters and spectators to attend open training sessions and matches in the Territory, including but not limited to the following activities:

- (i) provision of park and ride schemes;
- (ii) provision of any additional public transport within the Host City as deemed necessary following an assessment of the potential impact of the Matches and the Fanzone;
- (iii) provision of vehicle and cycle parking;
- (iv) way-finding and event travel signage;
- (v) temporary road closures;
- (vi) stewarding and traffic wardens;
- (vii) Police liaison including Team/VIP Police escorts.

The County Council has accepted the responsibility of conducting this area of work.

1.7 City Venue Use by ER2015

The Host City will make available (at its own cost) Host City venues for use by ER2015 for a minimum of eight occasions from Spring 2013 in connection with the promotion and delivery of the Tournament (including one VIP reception per Match staged in the Host City) and the entertaining of guests prior to matches.

1.8 Volunteers Support

The Host City will provide ER2015 with reasonable assistance in relation to ER2015's volunteer programme including:

- (i) assisting ER2015 with the promotion of ER2015's volunteer programme within the city;
- (ii) assisting ER2015 with the identification, procurement and operation of a volunteer centre within the city; and
- (iii) working with ER2015 to integrate ER2015's volunteer programme with any of the Host City's volunteering programmes.

1.9 Accommodation

The Host City to offer 50 hotel rooms. They are offered on the following basis:

- Minimum 3* or 4* hotels on bed and breakfast basis subject to availability
- Hotels within 20 minutes of city centre
- To be used between 1st April 2013 – 10th October 2015

These have been provided for free by the Exeter and Heart of Devon Hotels and Restaurants Association.

1.10 Host City Staff Time

The Host City will be prepared to contribute staff time to making this event as successful as it can within its resources including making available staff to work directly on it during the planning phases.