

**REPORT TO: SCRUTINY COMMITTEE ECONOMY and EXECUTIVE**  
**Date of Meeting: 21 January 2016 and 26 January 2016**  
**Report of: Chief Executive and Growth Director**  
**Title: Rugby World Cup 2015**

**Is this a key decision?**

No

**Is this an Executive or Council Function?**

Executive

**1. What is report about?**

1.1 To provide a final report of the activities undertaken as the City Council's support for Exeter being a successful Host City for the Rugby World Cup 2015 tournament which took place between 18 September and October 31 2015 and the extensive legacy activities encouraged and developed as a result of being involved.

**2. Recommendation:**

2.1 That Scrutiny Committee – Economy comment on the content of the report, and request that Executive also welcome the wide-ranging benefits resulting from the tournament including those anticipated from the programme of legacy activities in contributing to the well-being of residents and the positive profile of the city, and express their appreciation to all the agencies and especially the volunteers and staff for all their commitment and hard work to make the event such a success.

**3. Reasons for the recommendation:**

3.1 Involvement with the Rugby World Cup tournament provided the city with a once in a lifetime opportunity to be involved in a sporting activity on the world stage with consequent benefits from raising its profile, demonstrating its pride and ambition, and gaining confidence and experience from delivering such a wide ranging and high calibre event . The effective way the partner agencies contributed to preparing for and delivering the event and the time, enthusiasm and support given by the well organised volunteers together with long hours from key staff should be recognised. The legacy for the city in terms of the contribution to the promotion of health and well-being through sporting activities should be noted.

3.2 The City Council agreed to be proactively involved in this major event, recognising the wide benefits to be gained from hosting matches in the city and planning and organising many of the related activities which took place. Real benefits have been achieved in the short term and will be in the long term across the economy and in local communities.

**4. What are resource implications including non-financial resources**

4.1 The Council committed up to £300,000 towards activities relating to the city being a Host City for the three games at Sandy Park and visitors to the city during the tournament. Of this, £50,000 was to be used for supporting legacy projects. The early exit of England from the RWC tournament had a direct impact on the number of people visiting the Fanzone and the income that was generated. The summary of the financial position of the expenditure on the legacy programme, the Fanzone and marketing activity is contained within the specific appendices to this report.

4.2 A significant amount of unquantified staff time was also spent on delivering the City Council's support for the tournament.

**5. Section 151 Officer comments:**

5.1 The overspend is noted and will be taken from reserves. The overall financial implications will be reported to Council within the Quarter 3 budget monitoring report.

## **6. What are the legal aspects?**

- 6.1 The City Council signed a formal Host City Agreement as the lead body responsible for working with the venue – Sandy Park and for the provision of a Fanzone in the city during the tournament. The details of this have previously been reported to Committee. Other key responsibilities included being responsible for commercial rights protection, activities during the tournament supporting sponsors and the tournament organisers, England Rugby 2015 (ER2015).

## **7. Monitoring Officer's comments**

- 7.1 This report has no issues for the Monitoring Officer.

## **8. Background**

- 8.1 The Rugby World Cup is the third largest global sporting event and was hosted in England from 18 September to 31 October 2015. Exeter was been chosen as one of thirteen locations as an official Host City. Three games were played at Sandy Park in the stadium in the preliminary group stages. As a Host City the Council accepted responsibility for the provision of a Fanzone during the tournament and a number of the activities including supporting Sandy Park on games days. Awarding of Host City status and thereby the involvement of the city in the three games depended on both Exeter Rugby Club Ltd agreeing to the use of Sandy Park and the signing and acceptance of the Host City Agreement by the City Council.
- 8.2 The city's involvement as a Host City was a unique opportunity to use this international sporting event to have a lasting impact on the city by promoting it through the world media. The organisers of the event, based on the experience of past and similar events forecast that over 4 billion people would watch the games at some point during the tournament and that over 500,000 visitors would travel to the UK to watch or be involved in some way. It was also intended that there would also be lasting impact, a legacy from the contributions rugby can make to the development of young people.
- 8.3 Prior to the tournament, Ernst and Young (EY) were engaged by ER2015 to forecast the potential economic benefit from participating in the tournament as a Host City and nationally. They concluded that investment in staging the tournament in Exeter including in the stadium would stimulate £2.3 million in economic activity. Their forecast was that £17million would be generated in the economy from direct and induced effects and over £0.5 million in tax revenues for the UK Exchequer. The potential overall benefit was estimated as £39million.
- 8.4 EY commented specifically in relation to Exeter that longer lasting, non-quantifiable benefits would also contribute to making involvement very worthwhile. One such benefit is the improved appeal of the city to the short break and day visitor market through the benefit of media coverage with the return on investment realised for some time after the games have happened. Hosting the tournament would bring the added benefit of developing a volunteer pool for the tournament as well as creating a long-lasting pool of community volunteers for future events and cultural activities.

## **9. The City Council's Involvement**

- 9.1 As a Host City the City Council was required to sign a formal Host City Agreement which set out the specific roles and responsibilities it had to undertake itself or by negotiation with partners. These were, in summary:
- Marketing and communication support
  - Provision of Fanzone open for a minimum of ten days, with a capacity of 5,000 showing all England games including the Tournament opening game, match days at Sandy Park, both semi-finals and the final Tournament matches stage area and an area for food and drink suppliers;
  - City Dressing Spaces

- Commercial Rights Protection to ensure that the Fanzone and the area around Sandy Park was free from unauthorised promotional material
- Volunteers Programme
- Transport Management Support
- Accommodation for ER2015 (the tournament organisers) staff
- Host City Staff Time

- 9.2 The International Rugby Board (IRB) and the Rugby Football Union (RFU) set out an objective to secure a rugby legacy from the tournament to find ways of benefiting young people in a wide variety of ways in building confidence and team working skills, commitment to meeting challenging goals and improving fitness.
- 9.3 The City Council and Exeter Rugby Club set up a broad ranging steering group, jointly chaired by the Chief Executive of the Club and the Assistant Director Economy, to drive and oversee preparations involving all the necessary agencies including the County Council, all the emergency services and representatives from the business community. This was joined by the ER2015 staff after a few meetings. Working groups were set up work on key areas of activity including marketing and communication (led by the Economy and Tourism Manager), the Fanzone (led by the Arts and Events Manager), transportation (led by the Operations and Communications Manager, Devon County Council) and legacy (led by the Programme Development Lead).
- 9.4 Each of these areas of activity is covered in detail in each of the summary reports provided by the lead officers as attached as appendices to this report. This is an unusual step to include such detail but a brief summary report would not do justice to the extent of the work put in across the various strands of the event.
- 9.5 More than 30,000 people enjoyed the Fanzone. With the England team being knocked out of the tournament earlier than expected, this resulted in many less than would have otherwise done so with consequent impact on the forecast income from food, beverage and merchandising sales. Many thousands more have enjoyed the other activities undertaken under the brand of the tournament.
- 9.6 The promotional benefit to the city has been very significant in that advertising value of more than £1.5 million was achieved through press and media coverage reaching some 34 million people nationally and internationally.
- 9.7 The Legacy Programme, as well as stimulating a range of new activities to encourage more young people to gain from participating in rugby, has increased involvement in a wider range of sports or physical activities with consequent benefits for the health and well-being of people of all ages. A programme of sports development is now being pursued working with Active Devon, an important activity which had ceased following financial cuts in recent years.
- 9.8 Also of note was the REEP programme which has directly helped 14 young people successful overcome their difficulties in gaining employment or training. More detail on the range of projects is included in the appendix.
- 9.9 The team involved received many 'informal' positive comments on the experience created around the tournament in the city. Letters of thanks were received from Tracey Crouch MP, Minister for Sport, and Stephen Brown, Managing Director of ER2015, as attached to this report.
10. **How does the decision contribute to the Council's Corporate Plan?**
- 10.1 Involvement in Rugby World Cup has enabled the Council to work with Sandy Park and other organisations to make a significant contribution towards the stated priority of running a

successful event aiming to bring wider economic and social benefits to the city and the region.

10.2 The Council's mission statement is to enhance Exeter as the regional capital, working with our partners to improve the quality of life for all people living, working in and visiting the city. The RWC in every sense supported this mission statement. Raising our profile on a global stage, bringing international sport to the city, attracting the leading administrators of the game has allowed Exeter to showcase the city to the world. Our purpose is to make Exeter a stronger city. The RWC has created a sporting network and infrastructure that will develop sport and health and wellbeing. We provide great things for people to see and do, this is the purpose of our cultural offering. Attracting and retaining young people in the city is vital to a successful knowledge economy. These are the wealth generators of the future and the skills base for employers. We have to use opportunities like the RWC to attract young, economically active people, encouraging them to stay in the city. We want to support business and the RWC has supported the growing reputation of Sandy Park as a stadium and conferencing venue. The European 7s coming to Sandy Park is an example of this growing reputation.

**11. What risks are there and how can they be reduced?**

11.1 The Steering Group was aware of the risks relating to transport, crowd management, protection of VIPs, safety and security relating to a number of aspects of the tournament at and near to the venue and in the city centre. Desk-top exercises to simulate and discuss mitigation to risks and problems took place together with the police, fire and ambulance services.

**12. What is the impact of the decision on equality and diversity; health and wellbeing; safeguarding children, young people and vulnerable adults, community safety and the environment?**

12.1 The breadth of legacy and other activities undertaken and being planned will have extensive impact on these groups as listed and described in the attached reports.

Karime Hassan  
Chief Executive and Growth Director

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

**Background papers used in compiling this report:-**

None

## Appendix 1

### Rugby World Cup 2015 - Marketing and Communications

Exeter became a Host City for RWC2015 just under 3 years ago. From a promotional point of view there were three main reasons/aims for being a part of this international event:

1. To promote Exeter & Heart of Devon for day visits and overnight stays
2. To raise the profile of the city nationally & internationally
3. To show that Exeter can manage and deliver events of this scale

The main delivery was through Exeter City Council and the Heart of Devon Tourism Partnership. The main vehicle was the web site [www.visitexeter.com](http://www.visitexeter.com) plus a range of digital channels used before and during the tournament. All of the digital channels played a key role in providing up to date information, engaging with the public and showcasing Exeter and the Fanzone for ticket and non-ticket holders.

#### ONLINE ACTIVITY

The Visit Exeter website was transformed to become the main focus for Exeter being a Host City for Rugby World Cup 2015, during this period of change (19 May – 1 November 2015). The website achieved some impressive results:

- Website visits - 55,354
- Pages of notable interest were:
- Rugby News: 23,833 visits
- Exeter Fanzone: 19,733 visits
- Rugby Breaks and Visiting Exeter: 11,300 visits

In order to make sure residents and visitors had interesting and engaging content to read relating to the tournament and Exeter, plus also to drive traffic to [www.visitexeter.com](http://www.visitexeter.com), more than 30 blogs were posted on a wide range of events and activities – the majority being rugby related.

Social media also played its role in driving traffic to [www.visitexeter.com](http://www.visitexeter.com) which was also used to engage with people who are visiting Exeter for RWC2015 and the Fanzone. A dedicated twitter account was set up for all forms of communication @RWC2015Exeter using a unique hashtag #TryExeter. Activity on the account was varied on rugby and the city itself.

- Total Tweets sent: 6,359
- Tweet impressions (tweet appearance in account's profile): 2,058,400
- Twitter account profile visits: 45,048
- Mentions in Tweets: 3,643
- Followers in May: 1,507
- Followers in November: 3,264
- Total number of RT's between August and November 2015: 3,300 retweets
- Average number of RT's per day between August and November 2015

Twitter was used as a tool to instantly update on public transport issues, drive traffic back to the website and to promote event within the Fanzone. The account received praise for promoting what there is to see and do in Exeter and persuaded some ticket holders to stay overnight in the city. During the days the Fanzone was open, the account was used to promote acts on stage, stalls holders and when the site closed. There was no designated Exeter account for Facebook as all traffic was directed through the official Rugby World Cup account.

Going forward the @RWC2015Exeter account will be used to promote all things rugby in Exeter, as well as the up and coming European Rugby 7s, being held at Sandy Park in July 2016.

As a result of England being knocked out of the tournament, England 2015 contributed £10,000 for increased promotion of the Fanzone. The City Council therefore commissioned Heart FM paid for out of this contribution to produce an on-air advert to promote the days the Fanzone was open. This radio advert was aired across Exeter and Devon during 19 October through to 31 October during the breakfast, morning and afternoon shows.

Facebook advertising promoting Exeter was also paid out of this contribution, with the results being:

- Paid Advertising Rugby Breaks: 16,041 clicks
- Video Content: 6,919 view
- General post engagement: Reach 400,000 +, Shares 160. Likes 1,920

### **PRESS SUMMARY**

The City Council appointed Rokk Media to manage press activity related to RWC2015, leading up to and during Rugby World Cup. Some 35 press releases were sent to regional and national press covering the wide range of activities related to Rugby World Cup and Exeter being a Host City.

National and international press also extensively featured Exeter, primarily based around the three matches at Sandy Park.

As a result of the media activity an estimated total of £1.5 million advertising value equivalent (ABE) was achieved in press coverage. It is very hard to determine the overall reach of press and television coverage, but this will be in excess of 34 million people, nationally and internationally, based on recognised monitoring sources.

Images were a key part of RWC2015 within the national and international press, due to the tournament being held across England and Wales. A number of newspapers ran image features on RWC2015 voting on the best images of the tournament. There were two images from matches at Exeter that featured in the top ten, due to the location of Sandy Park and the time of day (the sun was setting and provided a stunning backdrop).

### **MARKETING CAMPAIGN DURING RWC2015**

Due to tickets for the rugby matches at Sandy Park selling out, there was no need to promote the sale of tickets. The council's interest in promoting Exeter and the wider area focused on encouraging ticket holder and non-ticket holders to stay the day before and the day after a match.

#### *100 days to go*

For the launch of 100 days to go until the start of RWC2015, Exeter launched '100 days of rugby', a marketing campaign promoting Exeter & the Heart of Devon and the areas links with rugby. 100 photos were collected showcasing and highlighting the best of the area. One photo was released each day, with a link back to [www.visitexeter.com](http://www.visitexeter.com), promoting an event, an attraction to visit, an activity or a rugby fact related to Exeter. The aim was to encourage people to visit regardless of whether they had tickets for the matches at Sandy Park. As well as the photos, videos from a number of city role models were also used including Rob Baxter and Karime Hassan which provided a useful tool to talk about the economic benefits of Exeter being a Host City and the role of changing the perception of the city for attracting inward investment and visitors to Exeter.

#### *Fly the Flag*

Emirates, one of the global sponsors of RWC2015, launched a flag hunt in the eleven Host Cities, Exeter's being on 4 July 2015. A flag was hidden in Exeter with clues shared on social media as to where to find the flags. The competition was open to 14-16 year olds and give the 80 winners a once-in-a-lifetime experience of leading a team out of the tunnel at 1 of the 48 Rugby World Cup 2015 matches. Once someone had located the flag, entrants needed to upload a flag selfie onto social media, using the #EmiratesFlag to be in with a chance to win.

### *Rugby breaks in Exeter*

As well as the rugby itself, the aim was to use rugby as a catalyst to encourage more people to visit and enjoy Exeter & the Heart of Devon. This was implemented through the development of six itineraries, to encourage people to visit and explore Exeter and the wider area. The itineraries were advertised on Facebook (paid for advertising) with links back to dedicated pages on [www.visitexeter.com](http://www.visitexeter.com) and attracted some 12,500 clicks. The itineraries were also promoted on Twitter, through England 2015 and Visit England and were related to the three matches being played at Sandy Park, with some aimed at families and some aimed at couples visiting Exeter. Businesses that featured within the itineraries were members of the Heart of Devon Tourism Partnership, the majority from the Exeter area but some from the wider area.

### *The 50 Day Challenge*

With the aim of getting more people of Exeter involved and interested in what is happening in the city, a '50 day challenge' was launched to mark the final days of the countdown to the start of RWC2015. Each day an experience was uploaded onto social media encouraging people to Try, Learn or Do something new. Some of the experiences included:

- Try - A spot of sewing and create some bunting for Rugby World Cup 2015 city dressing
- Learn - Something about visiting Rugby World Cup 2015 team Tonga, at The Way of the Ancestors: The Art of Tonga exhibition at RAMM
- Do - 75% of Exeter's historic Roman wall survives, although some parts have obviously needed a bit of patching up over the years. *How many doors can you find in the wall? Don't forget the passageway between Rougemont and Northernhay Gardens.*

### *Exeter's Sound of Sport*

To encourage people to get excited about the start of Rugby World Cup 2015 in Exeter, we wanted to bring a festival atmosphere to the city centre. Exeter is synonymous with busking and music and is a key feature of a Saturday shopping in Exeter. Exeter's Sound of Sport was aimed to bring rugby and sport to the forefront of music in the city. Buskers were given freedom of the city for one day, with the only rule that they had to play songs which are inspired by sport. The prize was a chance to sing live in Exeter's Fanzone on the final day. Throughout the day the public were encouraged to vote via Twitter and Instagram for their favorite busker using the appropriate hashtag. Sadie Horler was the winner and received much support online and within the local press and performed on the stage within the Fanzone on the final day.

## **VISIT ENGLAND**

Visit England led on marketing RWC2015 as a whole nationally and internationally. Information on the tournament, matches held and each Host City was available on [www.visitengland.com/england2015](http://www.visitengland.com/england2015). Information was shared with the vast amount of visiting journalists visiting England prior and during RWC2015 and with the overseas travel agents. Visit England led on a national campaign promoting a wide range of English destinations called - Home of Sport. Each destination nominated a sport or venue to the Home of Sport competition. As part of the campaign Exeter was nominated as well as Sandy Park and the Exe Estuary Trail. Unfortunately Exeter failed to reach the short list, with Nottingham being voted the best place for sport by the public.

As an additional tool to promote Exeter, the city attended Confex which was held in London March 2015. This annual exhibition promotes venues and destinations to meetings and conference organisers. Visit England developed a themed area of the conference dedicated to RWC2015 and each of the Host Cities, which Exeter attended. The city attended in partnership with Woodbury Park Hotel, Sandy Park and the University of Exeter sharing leads gained. The benefit to the city and conference venues, has a long lead in time due to events being planned 1-2 years in advance.

In the lead up to the start of RWC2015 Exeter attended a number of international media days promoting what Exeter and the Heart of Devon has to offer for a visiting rugby fan. One event was held at Twickenham and a further event was held in Rugby – the home of rugby. A number of

leads (overseas journalists) were gained at each event, which will be beneficial for the city in relation to Exeter being the host for the European Rugby 7s.

A group of French and Italian journalists visited Exeter prior to the start of RWC2015 (3 June 2015 and 16 September respectively). This was led by Visit England with specific itineraries developed for each journalist group visiting the city. The purpose of the visit was to showcase Exeter and what there is to see and do in and around the city for a rugby fan. Each journalist group visited RAMM, Exeter Cathedral, cycled along the Exe Estuary Trail and visited the Jurassic Coast and Dartmoor National Park.

### **OBSERVER PROGRAMME**

Towards the end of RWC2015 Exeter were contacted by England 2015 to be involved with the Observer Programme. This is an initiative to invite countries that are bidding to host the RWC in 2023 to visit stadiums and Host Cities across England to learn from them. The Observer Programme visited Twickenham (as the national stadium), Leicester (as a football ground) and Exeter (as a rugby ground). The presentation for Exeter was held at Reed Hall giving an overview of why Exeter chose to be a part of RWC2015, logistics and if we were to do it all again and what we would do differently. The following countries and organisations were part of the Observer Programme:

- Italy
- World Baseball
- Olympic Organising Committee
- South Africa
- America
- Japan
- World Rugby
- Georgia

As a follow up to the Observer Programme Tokyo Metropolitan Government and the Japan Local Government Centre in London visited Exeter early December 2015 to learn more about our RWC2015 experience in relation to Fanzone, transportation, commercial rights protection and legacy activities. Tokyo were particularly interested in My First Rugby Ball.

### **GENERAL**

Magnetic signs - To help promote RWC2015 within the city, a number of magnetic signs were produced displaying the Host City logo. These magnetic signs were placed on the side of Exeter City Council fleet vehicles during the duration of RWC2015.

Rugby balls - 200 RWC2015 rugby balls promoting Exeter being a Host City for RWC2015 were purchased and sold through the Heart of Devon Tourism Partnership, with proceeds going towards marketing the area for RWC2015. 12 rugby balls were given away to local charities to auction off to raise funds. Two were given to each Lord Mayor (which held this position prior and during RWC2015) to auction off for their respective charities.

Exeter International Airport - 3 very large posters were installed at Exeter Airport in the international and domestic arrival halls promoting Exeter being a Host City for RWC2015. Exeter International Airport kindly waived the cost of having the 3 posters at the Airport.

General information on Exeter being a Host City for RWC2015 was uploaded onto [www.exeter.gov.uk/invest/rugby](http://www.exeter.gov.uk/invest/rugby) and [www.investdevon.co.uk/2015-rugby-world-cup](http://www.investdevon.co.uk/2015-rugby-world-cup) plus additional information on opportunities for businesses looking to relocate to Exeter or expand in the city.

### **INWARD INVESTMENT**

As a way to promote Exeter and the rest of Devon as a place for inward investment, Exeter City Council in partnership with Devon County Council produced an A5 inward investment flyer to promote sites and locations for development. The flyer was placed in bedrooms across Exeter & the Heart of Devon targeting influential business leaders who would be visiting Exeter during



RWC2015, both ticket and non-ticket holders. The leaflet will continue to be distributed across the area until early 2016. A full page advert was placed in the match day programme for the following Host Cities. The advert promoted Exeter and the rest of Devon for inward investment. A full page advert was also placed in the Official Tournament Magazine free of charge which was distributed from July 2015 onwards nationwide. This project was joint funded by Exeter City Council and Devon County Council at a total cost of £10,000.

- Sandy Park - 3 matches - PLUS one full page of editorial
- Twickenham - 10 matches
- Manchester City - 1 match

## RESEARCH

### *GoEuro*

The transport search engine which compares coach, train and flights prepared a study to understand the effect Rugby World Cup 2015 will have on the UK's tourism industry. The research focused on transport, accommodation and miscellaneous costs and did not take the cost of tickets into account. The methodology behind it involved making an average of tourist expenditure by nationality of visitors (VisitBritain and UNWTO statistics) along with their own price indexes. It was estimated that the 11 host cities will generate between £3,525,000.00 and £197,026,000.00 in terms of money spent as a result of RWC2015 with spend on inner-city transport, accommodation, food & beverages. For the tourism industry as a whole, rugby world cup is expected to generate a £957,500,000.00 in the economy. For Exeter specifically, being a Host City for RWC2015, it was anticipated to generate £3,835,000 in the local economy, with this being split down into the following categories:

£1,915,000 – accommodation  
 £182,000 – inner city transport  
 £591,000 – Food and beverage  
 £836,000 – merchandise  
 £311,000 – travel to Exeter

### *Ernst & Young*

Ernst & Young (E&Y) were commissioned by England 2015 to produce a report on the likely economic impact of RWC2015 on England and Wales and each individual Host City, this report was issued July 2015. It was estimated that hosting RWC2015 would generate £2.2billion into the economy of England and Wales, it would attract an additional 446,000 international visitors and support 41,000 jobs. This benefit was also broken down for Exeter, as a case study for RWC2015. It was estimated that:

- 566 additional jobs would be supported
- The economic benefit would be £39m
- Being a Host City would bring an additional £17m in GVA to Exeter
- Would attract 12,000 international visitors to the area

E&Y have been re-commissioned to produce a report detailing the exact benefit to England, Wales and the Host Cities. This report will be made available during Spring 2016.

### *England 2015 survey*

England 2015 surveyed ticket holders to gain an understanding of their travel plans and what ticket holders were expecting to visit whilst in Exeter. The headline survey results for Exeter was:

- 16% of ticket holders were travelling to Exeter by train
- the proportion of ticketed spectators, who travel by rail, that were staying in accommodation in Exeter on the night of the match was 15%

**TICKET HOLDERS**

Since RWC2015 finished, England 2015 has provided the City Council with a breakdown of where individual tickets were purchased for all three matches at Sandy Park. This breakdown does not include corporate hospitality and packages sold by the official travel agents:

|                |        |
|----------------|--------|
| United Kingdom | 26,260 |
| Rest of Europe | 308    |
| Asia           | 236    |
| South America  | 13     |
| Canada & USA   | 184    |
| Middle East    | 11     |
| Italy          | 83     |
| Namibia        | 21     |
| Romania        | 2      |
| Georgia        | 39     |

Heat maps from across the United Kingdom show where people bought their Sandy Park tickets. This information was used to promote Exeter for overnight stays and to encourage ticket holders to stay longer in the city.

A wide range of corporate packages were sold to local and national businesses for all stadiums. The three corporate packages developed for matches at Sandy Park were: Corporate Box, Prestige and Club. The table below shows how many packages were sold for each match. The largest majority of corporate packages were sold within the UK with the additional of 2 bookings from Italy, 2 bookings from Monaco and 1 from Switzerland.

| <i>Match Package</i>              | <i>No of packages sold</i> |     |
|-----------------------------------|----------------------------|-----|
| Tonga v Namibia                   | Corporate Box              | 68  |
|                                   | Prestige                   | 78  |
|                                   | Club                       | 20  |
|                                   | TOTAL                      | 166 |
| Namibia v Georgia                 | Corporate Box              | 56  |
|                                   | Prestige                   | 56  |
|                                   | Club                       | 2   |
|                                   | TOTAL                      | 114 |
| Italy v Romania                   | Corporate Box              | 68  |
|                                   | Prestige                   | 144 |
|                                   | Club                       | 132 |
|                                   | TOTAL                      | 344 |
| Venue Series<br>(all three games) | Corporate Box              | 12  |
|                                   | Prestige                   | 16  |
|                                   | Club                       | 2   |
|                                   | TOTAL                      | 30  |

As part of the Travel Programme, a number of tickets were sold for each match at Sandy Park. The majority of tickets through this channel were sold through the official travel agents based in the UK, although there were a number of sales (14 in total) from official travel agents based overseas, including Argentina, South Africa, Japan, Australia, New Zealand, USA and France. The breakdown of tickets sold through this route were:

| <i>Match</i>      | <i>Number of Tickets Sold</i> |
|-------------------|-------------------------------|
| Tonga v Namibia   | 136                           |
| Namibia v Georgia | 244                           |
| Italy v Romania   | 59                            |

The following information has been provided by a number of hotels and B&B's located in Exeter:

Hotel – Some rooms available on 29th September. Full on the 7 & 11 October

B&B – Almost full on 29. Some vacancies on 7 & 11

Hotel – Some vacancies on all three dates, nearly full on 10 Oct

B&B – Vacancies on all three dates

Hotel – Nearly full on 29 Sept & 7 Oct. Some vacancies on 11 Oct

Hotel – Full on 29 Sept & 7 Oct. 11 Oct lots of vacancies

Hotel – Vacancies on all three dates

Hotel – Vacancies on all three dates

Hotel – 4 rooms left on 29, 5 rooms left on 7 Oct and 1 room left on 11 Oct

Hotel – Full on the 29 Sept & 11 Oct. 1 room left for the 7 Oct

Hotel – Full on all three dates

Hotel – Full on all three dates

Hotel – Full on all three dates

Self-Catering – Vacant on all three dates

The city council also received the following comments from a number of accommodation providers:

- Majority of visitors are from the UK apart from the last match when there were more visitors from overseas
- There was an increase of 35% occupancy over the RWC2015 period

**Victoria Hatfield**  
**Economy and Tourism Manager**

## Appendix 2

### Rugby World Cup 2015 - Fanzone report

#### ACTIVITIES

In line with the Host City agreement with E2015, the Host City was expected to run a Fanzone with capacity for 5000 to show the Tournament game on a large screen and stage/presentation area for a minimum of 10 days. This was to be free to the public.

The Host City was to be responsible for:

- all costs associated with the staging of the Fanzone and to receive any income generated
- permissions and regulatory requirements including applications for planning permission (for temporary demountable structures); a variation to the Premises Licence to allow regulated entertainment until 23.30 and a licence for Performing Rights Society

The City Council agreed to show all England matches, host city matches in the qualifying rounds and then quarters, semis and the final games – a total of 13 days on which the Exeter Fanzone would be open between 18 September – 31 October.

*Attendance:* over the Tournament the Fanzone was attended by some 30,100 people. Only on 3 days did attendance not reach 1000. Peak attendance at 6,544, was on 26 September (England v Wales).

*Stage programme:* The Fanzone was open 2 hours before each match game and one hour post-match to add entertainment and atmosphere.

The Fanzone employed a range of comperes throughout the programme these included rugby experts and experienced comperes. A Stage Programme Manager was engaged, Laura Wright, former Head of Music at Exeter College and currently employed by the Academy of Music and Sound. A total of 58 different acts were booked to perform, of which 90% came from Exeter or the local area. The programme featured a range of music from jazz to rock, indie to reggae, big band to choirs. Each day featured one slot for young up and coming bands from schools and college and on Tuesday 29 September a Schools Music Day was held when the Webb Ellis Cup visited the Fanzone. This featured bands from Devon Music Hub, St James High School, Exeter College and the Academy of Music and Sound. Other highlights included 120 singers from Big Noise Chorus together with the choir from Rennes, Corey Baker Dance performing a Haka on the opening night, Bill Ding and the Skyscrapers, the Locked Horns.

*Basement Jaxx* – an external promoter used the park and the Fanzone infrastructure on Saturday 19 September, the second opening of the Fanzone, to promote a popular dance music act. Some 4300 tickets were sold – there were no major incidents, there were however some 50 complaints about noise levels.

With the support of Environmental Health the Fanzone was able to take measures to reduce noise nuisance over the remainder of the run so that no more complaints were received – setting lower levels; redirection of speakers; finishing live music at 23.00 rather than 23.30.

*Sport activity* – Active Devon arranged a programme of sports activity run by local sports organisations, particularly local rugby clubs. This met with varying success, a key problem being where the activity was situated in the park.

*Rugby activations* – E2015 and England Rugby provided a photo scrum, an inflatable line out wall and speed pass which did prove very popular. These activities were most ably managed by the Fanzone volunteers. At the end of the Tournament the Speed Pass provided by E2015 was given to Topsham RC.

*Fanzone Volunteers* – Caroline Winyard and her team of Fanzone volunteers provided tremendous support throughout the Tournament. There were a number on site each day helping on gates, giving directions, putting wristbands on any children entering the Fanzone, managing the rugby activations, promoting the Fanzone in the City Centre and generally being cheerful and helpful. This team should prove to be a great resource for future events.

*Exeter 5 Nations Parade* – £46,980 raised from Grants for the Arts and £25,000 from E2015 combined with £30,000 from the Council's Unexpected budget enabled the Arts and Events team to contract an internationally renowned outdoor arts company, Walk the Plank, from Manchester to produce a one off spectacular costumed parade with music. The parade, on Saturday 10 October, represented each nation visiting the city and worked with 250 children from 6 Exeter schools, 44 students from Exeter College's Arts and design Course and 20 students from the University's Applied Drama and the PGCE courses. Lead artists came from London, Sheffield and Bristol and worked alongside 7 local artists to create costumes and large makes. Music Director, Tim Hill, created a parade band of 25 musicians following an open call for musicians. The parade assembled on Cathedral Green and processed along the High Street, watched by thousands of people including visitors from Italy and Romania and then into the Fanzone for a short choreographed finale.

Students from Exeter College worked with local artist James Lake to create a Totem Pole which represented the five nations but also Exeter Chiefs. This Totem Pole will be installed at Sandy Park as a legacy for the project.

*Traders*: some 28 different traders had stalls in the Fanzone over the period of time, managed by Deborah Custance-Baker. This proved to be not an easy job as a substantial number of traders dropped off throughout the tournament as the effect of England no longer being in the Tournament meant audiences were reduced.

*Bar*: Bars were run by Exeter Chiefs under contract to the City Council. The basis of the agreement was 50% split on profit. On the busiest of nights the bars unfortunately ran out of the most popular beer.

### **Financial Outturn**

The Fanzone budget, based on advice received at the time of agreeing to be a Host City from an experienced event manager was set at £250,000. Delivery of the Fanzone infrastructure and site management was tendered out and the specialist events company Whole Nine Yards was contracted. The scale and content of the Fanzone had to be planned on the basis of the agreed requirements of ER2015 and could not have anticipated the impact of the early exit of England and indeed all the home nations from the tournament. As a result of unavoidable additional costs of security measures required because of repeated attempts at theft during the event (one involving a violent incident), and the need for a second large screen based on views expressed by the emergency services on the site's capability to cope with anticipated attendance numbers, this budget has been exceeded. In particular, the forecast security budget of £52,692 increased to £74,514 and the screen costs increased from £24,100 to £58,868.

Budget summary breakdown for the Fanzone as follows:

|  |   |
|--|---|
| <b>Expenditure:</b>  |   |
| <i>Infrastructure:</i> including stage, marquees, screen x 2, PA x 2, toilets, power, lighting, fencing, site plant                | £210,514<br>(includes additional £34,768 for extra screen & ancillary equipment)    |
| Operational costs: crew, security, stage management, production management, traders management, event safety, insurance, licensing | £154,625<br>(includes additional security £21,822)                                  |
| Sundry items: meeting room hire, parking, van hire, site items: fence netting, water, print, signage, per diems etc                | £18,078 (includes fee for Street Theatre of £8,985, paid by England 2015, as below) |
| <b>Total</b>   | <b>£383,227</b>   |
|  |   |
| <b>Income:</b>   |   |
| Exeter City Council  | £250,000  |
| England 2015 funding for Street Theatre  | £8,985  |
| Basement Jaxx income received  | £7,050  |
| Sportfolio merchandising   | £1,311  |
| Traders  | £20,697   |
| Bar profit share   | £24,562   |
| <b>Total</b>   | <b>£312,605</b>   |
|  |   |
| <b>Difference</b>  | <b>-£70,622</b>   |

**Val Wilson**  
**Arts and Events Manager**

## Appendix 3

### Rugby World Cup 2015 – Legacy Update

#### PURPOSE

As part of the City Council's commitment to a worthwhile and rewarding involvement with the tournament a sum of £50,000 was set aside for the development of a range of legacy projects.

Rugby World Cup 2015 offered a unique opportunity for the people of Exeter and the surrounding communities in Devon. The intention was that the city, in collaboration with the games venue, provided a memorable and exceptional experience in the lead up to and during the games and make an effective contribution to the local and national objective for the legacy from the games. As a participant in this major event the City Council recognised the benefits to be gained from hosting matches in the city. Benefits were expected to be both short term and long term across a range of economic, social and community factors engaging businesses, local residents and tourists from far and wide.

Exeter City Council, with a range of partners, expressed a commitment to securing the best possible legacy for the people of Exeter and the surrounding communities in Devon. Five legacy themes were identified. These are:

- Increased participation in Rugby for all
- More opportunities for women/girls to play Rugby
- Increasing involvement in a wider range of sports and physical activities
- Maximising economic benefits
- Promoting stronger and supportive communities

#### Financial Information

A budget of £50,000 was allocated to support legacy activity and has been split as follows:

|                                       |         |
|---------------------------------------|---------|
| Increasing involvement in sport       | £12,000 |
| Cash for Communities                  | £10,000 |
| RAMM Project                          | £ 5,000 |
| NEETS Project                         | £ 8,000 |
| My First Rugby Ball Book Distribution | £ 5,000 |
| Spirit of 2012                        | £ 2,000 |
| Rugby Posts                           | £ 7,050 |
| Total to date                         | £49,050 |

#### Summary of Legacy Activities

- Rugby 7's league being discussed amongst legacy partners. Opportunities being explored in how to resource a social 7's weekly league, to support and enhance our commitment to the ongoing activity at Sandy Park with the European 7's tournament for the next 3 years.
- Spirit of Rugby is an RFU legacy strand supported by funds from the Olympic 2012 legacy. Exeter has been chosen as one of only 5 cities in the UK to benefit from £30k to deliver volunteer projects linked to rugby delivery. 10 volunteers are now engaged and working within communities to support tag/touch/women's rugby programmes.
- Park Run is now fully embedded on Exeter Quayside every Saturday morning. A timed 5k run for adults of all abilities, run/jog/walk to encourage activity and social cohesion. Now approaching 70th event and attendance has reached 187 a week.
- Junior Park Run, in a similar format to Park Run, we recently launch the junior run in Heavitree Pleasure Ground. Taking place on a Sunday morning for juniors aged 4-14 over a 2k distance. The Lord Mayor launched on 1st November with 87 in attendance, this project is now led by St Luke's School.
- Tag festival taken place at Crealy park working with E&E/Radio Exe/ECC to deliver a tournament to over 500 children in the Exeter and surrounding areas involving commercial

sponsors and first time collaborative media working. Intention is to have 1 event per year to grow to include Secondary Schools using commercial sponsorship.

- Exonians ladies team are now part of a league structure and have recently grown to two full 15 teams.
- Sport and well-being festival plans for 2016 now underway. 5000 plus visitors attended event in 2015 and an increase of 215 participant sign-ups received on the day.
- REEP programme (Rugby Empowerment Employment Programme) worked with 15 young people aged 16-19 who were claiming JSA. The programme ran for 10 days and worked with strategies used in the military to build confidence/self-esteem. 14 of the young people now have either full-time employment, apprenticeship placement or an educational pathway and are therefore no longer receiving JSA.
- Exeter Hawks Wheel Chair rugby team launched with support from Westcountry Hawks. This will incorporate after school sessions from 11-16 year olds (currently 13 registered) and a community session for 11-adult. Funding from Sport England
- Distributed 'My First Rugby Ball' book to all Reception/yr1&2 pupils in Exeter schools. This included a CPD teacher's programme/assemblies package/interactive web development and links with local rugby clubs and schools to run tots programmes. Book aims to adopt the values and morals of rugby into an academic environment whilst increasing interest in the game of rugby and overall multi-skills
- Economic Business Benefits Conference took place in September 2013 including a follow-up session some months later. Bringing together all of the key players in business/industry as well as City Centre independents to encourage opportunities and engagement with travelling business. Inward Investment/Tourism/Increased visitor stay etc. Emphasis on 'doing it for themselves'. Several sub groups now up and running working on the various areas of discussion – marketing, city dressing, transport etc. All to support main steering group activity
- RAMM held a Photographic exhibition project working with local rugby clubs and promoting via a strong social media presence. The Michelle Sank exhibition and Kate Green Engage programme ran throughout the tournament.
- Cash for Communities £10k launched via the Express & Echo to City Community groups to bid for grants from Legacy fund based on detailed criteria. Ten projects funded ranging from Men in Sheds through to Alphington Community Centre and Exeter Youth Rugby Club. All projects had a Rugby twist. These programmes will be revisited over the coming three years to ensure sustainability.
- Healthy Lifestyle Initiative in partnership with DCC public health, create a Lifestyle initiative linked to RWC2015. Walking Groups. Pop-up Cooking.
- Free tickets to the community 500 Corporate Social Responsibility tickets distributed to the community across youth teams, schools and the college between three Sandy Park games;

## **TROPHY TOUR**

Organised by City Council staff in conjunction with the local RFU, the South West leg of the Webb Ellis Trophy tour came to Devon on 8 July 2015 and began with a visit to Plymouth before being greeted by The Lord Mayor of Exeter at Haytor. The trophy then continued onto Exmouth and Crediton Rugby clubs where excellent welcomes were received.

On Friday 10 July the Trophy came to Sandy Park and was the centre piece of a Legacy schools tag tournament taking place. Saturday 11 July, Exeter gave the trophy and guests including members of RWC2015 'The Pack' a ceremonial welcome to the City. A full civic greeting took place as the Trophy was guided through the High Street by the RAF ATC (Totnes) 421 Squadron (Air Training Corps) band, received by the Lord Lieutenant and Wing-Commander, and welcomed into The Guildhall by the Lord Mayor. A full civic reception then took place.

The final stage of the tour saw the Webb Ellis Trophy outside Exeter Cathedral for the afternoon, greeted by The Dean of Exeter. Visitors from surrounding areas, tourists and residents queued to have their photos taken with the Trophy and Richard Hill, one of the players in the RWC2003 winning England team.



## **FUTURE**

All projects have been planned to work for a minimum of 3 years as per the Legacy framework criteria. Each project has specific measurable goals to meet, as an example participation numbers, commercial outcomes and perhaps most importantly sustainability and ability to run independently of the current partners.

## **SUMMARY**

The programme has had fantastic success as a whole; challenges have been met at times and not all projects have gone as initially planned however each individual activity is already proving successful. The City Council has been approached by both the RFU and World Rugby to work with them in using the Legacy template to assist others in implementing a lasting legacy. Japan is the RWC2019 host nation and the City Council Economy team are now working with their team to share knowledge and lessons learnt.

The importance of networking and relationship building has been vital in the success of delivering a City wide legacy within a budget of £50,000. To date the value of match-funding/goodwill resources costs from supporting organisations and stakeholders totals £125,000.

## **RECOMMENDATIONS**

An update on the legacy programme is reported to committee annually until 2018.

**Catherine White**  
**Programme Lead**

## APPENDIX 4

### Rugby World Cup 2015 – City Dressing

#### Background

The City Council was responsible for arranging the necessary infrastructure to be in place for the installation of branded signage and banners for both 'One Year to Go' and Tournament Time 'look and feel' periods.

The council worked closely with Devon County Council to identify any safety issues of proposed locations. The County Council liaised with a national installation company Bay Media regarding installation and removal of 50 lamppost banners for 'One Year to Go' and 96 lamppost banners for the tournament which was carried out with minimum disruption to transport, and included the opportunity to cut grass and litter pick on the verges of the dual carriageway outside Sandy Park. The City Council worked with local company Sky Platforms to install the cross-street banners and the bunting in the city centre.

England 2015 paid for the production and installation/removal costs (where applicable) of:

- 6,000m RWC branded bunting around the city and at rail and bus stations
- 11 cross-street banners
- 8 feather flags including frames and bases
- 13 large flags in RWC branded colours

These items were distributed among the main walking routes from the train and bus stations as well as some of the retailers in the High Street. England 2015 also provided branding packs to the main train stations.

Devon County Council contributed £30,000 to the City Dressing which included stress-testing for viability of 146 lamppost banners, hire of the fixings, and installation and removal prior to and after the tournament, 50 of which were on display during ticketing time and One Year to Go activity in September 2014. These banners were placed along the main arterial roads into the City Centre and towards Sandy Park, and alongside roads that were classed as the main walking routes to the Fanzone.

#### BID Contribution

The newly formed Exeter BID Company added to the impact of the branded City Dressing by purchasing additional items for other City Centre areas that were not able to be covered by the Host City plan, covering South Street, Fore Street, the lower part of the High Street (Marks and Spencer to MacDonald's), North Street, Harlequins, Guildhall Shopping Centre, Sidwell Street and Cathedral Close. These areas were dressed with the same colourful bunting and flags as the rest of the city centre which pulled all areas together and added to the festival feel.

#### Bunting and Yarn Bombing

In addition to the branded items, Mattie Richardson from Bunyip Buttons and Beads in Fore Street led a large-scale community project creating hand-made bunting and yarn bombing. Yarn bombing is the act of covering trees, benches and other inanimate objects with various colours of knitted shapes, to draw attention to a cause without damaging the environment in which it sits.

The 'Bunting and Yarn Bombing' project launched in May 2015 asking crafters and knitters to get involved with Rugby World Cup in Exeter, regardless of an interest in the sport, to raise awareness and pride of the city hosting a global tournament. Hundreds of mini rugby tops were knitted and donated by members of the community to create some eye-catching bunting, alongside colourful knitted panels for the yarn-bombing. Trees and street furniture in South Street, Fore Street, Princesshay and Northernhay Gardens were yarn-bombed in August which created a great deal of interest from the public, and helped to raise awareness not just of RWC coming to the city but also the Fanzone in Northernhay Gardens. A large amount of crafted bunting was used inside the

Fanzone during its operation which added to the whole experience and raised the profile of the project.

### **Princesshay additional support**

Princesshay displayed a range of items which included a project from a local land art group, The Club on the Exe, which consisted of a giant willow rugby ball adorned with foliage and attracted a great deal of interest. It was displayed next to a group of rugby-themed scarecrows which was part of a local school project. Princesshay were also happy to display some of the rugby top crafted bunting outside Reiss and Debenhams as well as having some of their trees yarn bombed. Two pieces of 3D street art were provided by England 2015 and these were placed on the high profile pavement outside Costa Coffee. However, the weather created problems for these vinyls making them lift therefore they were removed fairly soon after installation due to health and safety concerns. Unfortunately it was not possible to replace them in time for the end of the tournament.

England 2015 also provided a 'giant hashtag' for promotional purposes, and was due to be situated at the top of Bedford Square onto the High Street. However, upon arrival it was larger and heavier than expected, so not appropriate for the planned location as it would cause a traffic and pedestrian obstruction and not be mobile enough to store it overnight. After a few days of it being on display outside Debenhams it also showed signs of wear and tear, not having been made for prolonged outside use, and the decision was made to remove it from display. A replacement was requested but not received in time for the end of the tournament.

### **Decals**

A sub-project was run by Martin McGahey where decals were designed saying "Welcome" in the language of the five countries playing at Sandy Park during RWC. Stagecoach bought a number of these for the buses and a small number of Exeter College students on an entrepreneur course were engaged to sell packages to local businesses. Princesshay contributed towards the design cost and arranged for some floor decals to be made which were present for the whole of the tournament.

### **Additional items**

On the first day of the tournament England 2015 provided a large display board where Host Cities could fill in the results and team names as the tournament went on. Upon delivery it was apparent that the board was bigger than anticipated and had to be situated outside the Civic Centre instead of in front of the Tourist Information Centre. Team name decals were delivered so that the scoreboard looked professional.

### **Issues faced**

- Due to production issues the City Dressing for tournament time was delayed by approximately 4 weeks. This had an impact on the installation companies who had other work booked. It was disappointing and somewhat frustrating having met countless deadlines with England 2015 over the previous year only to be delayed at the eleventh hour
- Officers at both Councils also physically installed low-level bunting in the city centre and out at the branch line train stations near Sandy Park in mid-September, only for it to be removed before and during the tournament by enthusiastic fans wanting mementos
- The items provided by England 2015, such as the giant hashtag and 3D street art, were not of a suitable standard and did not last for more than a week. A significant amount of communication and organisation went into securing the locations for these items which in effect was wasted due to their poor quality
- Restrictions on locating branded items made it difficult to dress some parts of the city centre due to the nature of the shopping centres being enclosed or near to a conflicting brand of any sponsor (i.e. Heineken)
- Despite over a year of preparation there appeared to be a great deal of – potentially unnecessary – delays in providing the dressing and promotional items leading to last-minute issues and additional work on top of an already frantic schedule with the tournament time preparations

### **Summary and benefits**

Overall the project came together in time for the tournament and many areas were displaying the bright colour palette of Rugby World Cup. The various aspects of the whole City Dressing project, including the yarn bombing, gave the city an air of excitement and created interest in visitors and residents alike. There were many tweets and news articles about the various dressing items. Additional thanks must go to Victoria Walsh at Devon County Council who provided a great deal of expertise and support on the project.

A number of the branded city dressing items have been donated to partners and the remaining items are being sold online by the City Council with all proceeds being split equally between the Lord Mayor's Charity - the Exeter Foundation, and BEEP - the RWC Legacy programme empowering young people who have found it difficult to get on the career ladder. The sale closes on 14 January 2016. The yarn bombing material and crafted bunting has been donated to Scrapstore who will offer it for future community use.

**Caroline Winyard**  
**Project Officer**

## APPENDIX 5

### Rugby World Cup 2015 - Volunteer Programme

#### Background

The City Council nominated a Project Officer from within the Economy team to engage with the Volunteer Programme for RWC 2015 and to be responsible for liaising with England 2015 in all aspects of the Volunteer Programme, including recruitment, training and supervision of the Fanzone volunteers. A Volunteer Plan document also had to be compiled detailing the process to be taken for managing the project, identifying number of volunteers required for the Fanzone, role descriptions, training, scheduling, reward and recognition, and legacy.

#### Recruitment

The Volunteer Programme launched nationally in January 2013 promoting The Pack and the City Council supported England 2015 in the local area by advertising the opportunity to as many partners as possible through a variety of media channels. The City Council was offered 10 guaranteed interview places which were offered to staff within the Council who had to go through the interview process to secure a place in The Pack.

The interviews, called the Try-Outs, were held by England 2015 with the help of a number of local volunteer interviewers at the University of Exeter during July 2014. These people were trained in advance in interviewing techniques and assisted during the 7 days of 'Try-Outs'. In Exeter 900 people were interviewed for approximately 350 volunteer places which included 30 Fanzone roles. The Project Officer from the Council was one of the interviewers so obtained first-hand experience of the applicants and was able to meet potential candidates for the Fanzone team.

#### Funding

There was no separate budget available for the Volunteer Programme so a great deal of work was done in kind, such as support from Active Devon and England 2015. Uniform identical to the rest of The Pack was obtained free of charge from England 2015, as well as reward items and mementos for each member of the Fanzone volunteer team.

#### Training & Scheduling

A separate training package was created by the Project Officer as the one provided by England 2015 was not particularly relevant. It included a bespoke Red Coat Guided tour of the city centre and complimentary visits to the Cathedral, Underground Passages, Royal Albert Memorial Museum and a Red Coat Guided tour, followed by a second session covering customer care, security awareness and Exeter knowledge. This was delivered by the Project Officer with the support of David Adcock, Visitor Facilities Officer, Val Wilson, Fanzone Manager (Arts and Events Manager), and Andrew Reason of the Counter-Terrorism Intelligence Unit of Devon and Cornwall Police, at no extra cost.

Thirty people were offered Fanzone Volunteer roles and 28 were able to fulfil their minimum shifts by the start of the tournament; two had to drop out due to personal reasons, and at that stage it was too late to recruit for the two vacancies as specifically sized uniform had already been received and team training given.

The Pack in its entirety consisted of around 6,000 volunteers nationwide and they were all invited to the 'Kick-Off' event at Milton Keynes stadium in May 2015 as a team-building exercise. Some of the Exeter volunteers were engaged earlier on in the lead-up to the tournament by helping during the Domestic Trophy Tour in June 2015, and with the Bunting and Yarn Bombing City Dressing project in August and September. A Facebook group was set up specifically for communication between the team and information from the City Council was passed through this medium as well as via email.

Shift schedules were organised by the Project Officer in consultation with the Fanzone Manager and the Security team. When on site the volunteers were paired up in their roles for personal

safety and to help build team relationships. Some of the thirteen Fanzone operational dates were long shifts so these were split into two volunteer shifts where appropriate, and a maximum of 8 hours per shift was offered, although in reality some people worked longer shifts due to absence in the team or simply because they enjoyed what they were doing and wanted to be there.

### **Operational Review**

On the whole absence in the team was very low, despite England being knocked out of the Pool stage and Fanzone attendance diminishing. The volunteers were repeatedly commended on their enthusiasm, helpfulness and knowledge throughout the tournament and they went the extra mile where possible, such as escorting people in wheelchairs around the gardens, remembering people when they returned another day, advising of places to visit while the guests were staying in Exeter and being thoroughly knowledgeable about Rugby and the World Cup.

In approximate figures, there were just under 1,000 hours provided by the team of Volunteers in the Fanzone, and 8,500 miles travelled by road and rail. Volunteers travelled from far and wide, not just inside the county but from Barnstaple, Plymouth, Truro, Saltash, Weymouth, Southampton and even Norwich. The volunteers did not claim for any travel costs and attended in their own time, using holiday entitlement and giving up their weekends and evenings for free. Tea and coffee making facilities were provided by the production team along with bottled water, and the volunteers brought in cakes and chocolates to share. A £5 meal voucher was issued to each volunteer working a shift longer than 5 hours so that they could have a meal from any of the food vendors inside the Fanzone. This cost was covered from the Fanzone budget.

The volunteers were the face of the tournament, regardless of which team or role they were in, whether it was inside Sandy Park, on the walking routes to the stadium or to the Fanzone, or within the Fanzone itself. They all gave a lasting and good impression of Exeter and visitors and residents commented on their unfailing enthusiasm. The Fanzone team in particular carried out every task asked of them with energy and dedication, including heavy lifting of inflatable games, assisting in the Five Nations Parade and standing at the entrance gates in the cold keeping smiles on their faces and greeting each and every visitor.

### **Reward and Recognition**

As they were managed by the City Council, the Fanzone volunteer team were thanked in a small evening reception by the Lord Mayor in late November. Guests included the three England players from Exeter Chiefs, Jack Nowell, Henry Slade and Geoff Parling, accompanied by Tony Rowe OBE. A number of awards were given including Volunteer of the Year which went to a lady who had worked 11 out of the 13 days, travelled nearly a thousand miles by train to get to her shifts and continued to turn up even when she was ill. The prize of a night for two plus use of the facilities was donated by Woodbury Park Hotel and Golf Club, one of the team bases for Rugby World Cup. The event was supported by Active Devon and Join In UK, a national volunteering organisation.

### **Legacy**

A key aspect of the Volunteer Programme was to create a lasting legacy, to engage with the volunteers to increase the amount of volunteers in rugby clubs in the region. A small database of around 200 names was collected at the Try-Outs of people who were willing to volunteer after the tournament, and messages have been sent to these people over the last year highlighting opportunities in rugby clubs and other sport organisations in the city. The RFU was provided with the database of The Pack applicants from England 2015 who had indicated they would be interested in future volunteering opportunities and the Council is working with Active Devon and Join In UK to promote roles available. A leaflet detailing non-sport, festival and event opportunities in the south west was included in a pack for the Fanzone volunteers at the Lord Mayors reception, and included events such as the Food Festival and Respect festival, and will be forwarded to the two databases. Comparison figures are not yet available however the Legacy programme will be reviewed at regular intervals over the next three years.

**Caroline Winyard**  
**Project Officer**

## APPENDIX 6

### Rugby World Cup 2015 – Transport

#### Background

A transport working group was established to consider the transport issues and included representatives from England 2015, the Chiefs, the Police and other emergency services, Stagecoach, Dartline, First Great Western, Devon County Council and Exeter City Council and has been chaired by Devon County Council. The output from this group was a joint Venue Transport Plan detailing the transport arrangements for the three matches.

It was the intention from the start to base the transport operation as far as possible on the existing proven arrangements used for the regular Chiefs matches. However there were some significant differences, namely the playing of matches on a weekday, which meant that some regular local parking was unavailable, and the international focus. Of the three matches, the first was the most challenging from a transport perspective as the arrival times conflicted with the afternoon peak of traffic and the high background use of public transport towards Sandy Park both on buses and rail. Travel Demand Management was used to influence the behaviour of both background demand and encouraging spectators to arrive at the ground early. Westpoint was designated as the Park and Ride operation with ticket holders being able to book places on-line through the Chief's website and obtain a discount from just arriving on the day. Public transport operators also augmented their services to meet the expected demand and provided services up to three hours after the games finish.

#### Operational Review

Devon County Council's Highways Operations Control Centre (HOCC) was chosen as the coordination centre to manage the transport arrangements outside the stadium as well as hosting the Police Silver Commander and representatives from other emergency services England 2015, Highways England, the City Council and County Council. Strong communication links were established with the stadium, the Twickenham control room and transport providers.

#### *Tuesday 29th Sept 4:45pm Tonga – Namibia*

This was the most challenging match from a transport perspective with spectator arrivals coinciding with peak afternoon traffic in the city. The key points of note were:

- Effective Travel Demand Management (TDM) using variable message signs (VMS) and media to encourage early arrival at stadium and for commuters to avoid the peak arrival times at the stadium
- Radio Devon embedded within the HOCC providing regular bulletins about the travel situation
- Good awareness that Digby Park and Ride and Sowton 30 were unavailable, vehicles that did arrive being directed to Westpoint
- Some congestion built up around city and M5 J30 but relatively short-lived and very clear by 4:30pm.
- 1165 people used the park and ride facility at Westpoint with about 700 pre-booked.
- Augmented Stagecoach C service (6 per hour rather than 4) was effective
- Great Western Railway arranged for a fleet of ten coaches to support their expected shortfall in rail capacity with just over half being used
- Good egress generally on all services with some rail delays to Exmouth due to breakdowns.
- Queuing conflict for park and ride at South Stand exit required some intervention and improvements for future matches
- Some concerns about lack of lighting at Westpoint
- No traffic issues at time of egress.

*Wednesday 7th Oct 8pm Namibia – Georgia*

The challenge for this match was ensuring that all spectators were able to get home after the match with the late finish. It was exacerbated by the extended first half, which meant that the match ended about 20 minutes later than planned. The key points of note were:

- No highway issues affecting arrival at stadium
- About 1100 vehicles using Westpoint, parking within the showground in a floodlit area.
- Arrangements for Park and Ride egress improved to include waiting pens for each coach and better queuing.
- Some conflict with Park and ride buses returning caught in queue with taxis arriving due to late finish of match. This delayed some journeys to the park and ride but queues were cleared by about 11:45pm.
- Public transport egress services were very effective and queues cleared by about 11:45pm.
- Contingencies planned to transport fans to Bristol and London but were not required.
- No traffic problems on the highway network at egress.

*Sunday 11th Oct 14:30 Italy – Romania*

This match was managed more in line with a Chief's game, with both Digby Park and Ride car park and Sowton 30 available for parking. The key point for this match were:

- Football match at St James' Park kicking off at midday did not have an impact on travel arrangements to Sandy Park
- About 1014 vehicles using the Westpoint Park and Ride service, nearly 600 pre-booked
- No significant conflict with Bridal Fayre at Westpoint – well segregated.
- A fleet of double-decker buses were used for egress to improve egress to Park and Ride and queues subsided by about 5:30pm.
- Public transport services operated well with no significant delays
- One major incident on the highway network at M5 J31 after match but this did not have a significant effect on traffic leaving the match.

**SUMMARY**

The extensive planning and preparation of the Venue Transport Operating Plan and the close working of all the key players clearly paid dividends in delivering successful transport plan. Whilst there were some minor learning points at each match, there were no significant issues that prevented spectators from arriving at the stadium in good time for the start of the match, or leaving within a reasonable time at the end of the match.

Travel Demand Management was very effective in influencing travel behaviour for the first match.

A survey undertaken after the first match indicated that there was an overall rating of 7.5/10 for overall match-day transport experience which is seen as excellent.

There was excellent communication and working arrangements between the County Council, City Council, the police and other emergency services, Highways England, Stagecoach, Dartline and Great Western Railway, the Rugby World Cup, Sandy Park and the Fanzone which enabled the minor issues to be resolved quickly, and the review process enabled improvements to be implemented between games effectively. Skype group messaging proved to be an effective form of communication between remote control locations, and it is recommended that this is considered for other applications.

The use of the County Council's Highways Operations Control Centre proved an effective location away from the stadium to manage the transport operations and for the Police to oversee their command of the event.

**Chris Cranston**  
**Devon County Council**