

**APPENDIX 1**

Airbourne Scrutiny Review follow up 12/4/10

**Recommendations From Review**

	<b><u>Observation</u></b>	<b><u>Recommendation</u></b>	<b><u>Follow Up Observations</u></b>
<b>1</b>	The Simalto exercise interviews were carried out on 424 people (results mainly based on a sample size of 252)	Surveys of residents should always reflect the demographic population and be of sufficient size that ensures confidence in the results.	Generic recommendation – no follow up work carried out.
<b>2</b>	The question asked in Simalto was “would you support charging for Airbourne”.	Wording of questionnaires should be more specifically set.	Generic recommendation – no follow up work carried out.
<b>3</b>	The decision to charge was made on the results of the Simalto exercise and the premise it seemed to give that residents supported charging.	Results from surveys must be robustly challenged and considered before reliance is placed upon them for decision making.	Generic recommendation – no follow up work carried out.
<b>4</b>	Interviewing revealed that officers felt the decision to charge was not finalised until the June Cabinet meeting whereas Members stated that after budget setting there was no turning back	Members must be made aware that decisions are not finalised until they have been ratified by Cabinet.	Generic recommendation – no follow up work carried out.
<b>5</b>	Interviewing revealed that officers felt the decision to charge was not finalised until the June Cabinet meeting whereas Members stated that after budget setting there was no turning back	Consideration should be given to issuing an interim report where there may be a delay in presenting a final and complete report that might lead to a delay in effective communication.	Generic recommendation – no follow up work carried out.

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<b>6</b>	A Business Plan should explain what the business (event) is, what is to be achieved and how it this will be achieved. It should cover all aspects of the business (event) and should be treated like a project. The plan must be revisited and progress against the plan reported regularly.	Business Plans must be produced and there must be consistency of these across the Council.	A business plan was completed for Airbourne 2009. There does not seem to be a general layout for business plans used across the Council. However, the Deputy Chief Executive states that this is an issue which has been identified and he is looking at templates which can be used.
<b>7</b>	All stakeholders complained of a lack of communication from the Council before, during and after the event.	The Council must review its policies and means of communication to ensure that relevant external partners are kept fully aware of any event or action that may have a consequence for them.	The Tourism Development (& Communications) Manager stated that there are four main stakeholder groups. <ol style="list-style-type: none"><li>1. EHA – attends all meetings and gives updates ensuring they are engaged and consulted.</li><li>2. Chamber of Commerce – gave regular updates and requested sponsorship.</li><li>3. Partners on the seafront – meetings every two months but not formalised meetings. Airbourne was discussed where appropriate</li><li>4. Friends of Airbourne – 4,000 members – engage with these every other month. Use the Friends as a sounding board for ideas and informal consultation.</li></ol>

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<b>8</b>	The concerns of the third tier officers were not channelled higher than the Assistant Director and Director.	Consideration should be given to providing another route within the Council where such issues can be raised.	Generic recommendation – no follow up work carried out.
<b>9</b>	Relationships with all the emergency services appear to have suffered for a number of reasons.	The Council should meet with each of the emergency services to resolve ongoing issues.	The Events Development Manager stated that the relationship with the emergency services was good. There was plenty of inter agency planning and the control areas worked well during the event.
<b>10</b>	The decision from the June Cabinet left little time for planning and implementing charging and associated issues.	Adequate time should be allocated to any project in order to allow full planning to be completed.	Generic recommendation – no follow up work carried out.
<b>11</b>	The decision to charge made in June coincided with tennis and Extreme when the Events staff were out of the office running these events.	Consideration should be given to having officers in the Events team who remain in the office to keep general admin running while others are out working on the events.	The Events Development Manager stated that all phones were diverted to the tennis centre so that enquiries regarding other events could be dealt with by Events staff.
<b>12</b>	Members do not appear to have robustly challenged the June Cabinet report and noticed the information that it contained.	Executive members must be satisfied that they have thoroughly examined and clarified their understanding of reports for which they have ultimate responsibility.	Generic recommendation – no follow up work carried out.
<b>13</b>	It appears that only charging was considered and other income streams or savings were not considered.	All income streams and savings should be investigated and considered.	The Events Development Manager stated that the budget was thoroughly reviewed and accommodation, staff, food vehicle recovery, hire of attractions and other costs were reduced.

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<b>14</b>	The June Cabinet report did not explain that ticket sales had to cover extra costs and income shortfalls.	Project reports should provide full details of all financial implications.	Generic recommendation – no follow up work carried out.
<b>15</b>	Income targets that had not been met in 2007/8 were set at the same level for 2008/9	Unachieved income budgets should not be brought forward to the next financial year as a matter of course.	As per 13. Income budgets can be addressed in the annual Service and Financial Plan. The particular income targets for Airbourne have been reviewed for the past two years as part of the budget setting process.
<b>16</b>	The risk assessment contained in the June Cabinet report did not show columns to evaluate impact and likelihood.	Risk assessments should be produced using a standard format.	There appears to be no set layout for risk assessments across the Council. This will be addressed as part of the risk management process.
<b>17</b>	The sponsorship income target was not met and the Review Group felt that the sponsorship package sent out was not fit for purpose.	The Council should thoroughly review its methods of seeking sponsorship.	<p>Packages for sponsorship were produced ranging from £250 to £20,000. The selling of sponsorship was also used as an engagement tool, e.g. adverts and banners would show that businesses were behind the Council. The sponsorship income target was overachieved this year.</p> <p>The Council produced and used its own list of potential sponsors rather than relying on a purchased list which was not adequate for purpose.</p>

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<b>18</b>	BOGOF vouchers were not honoured after the cut off date even when it was known that ticket sales were lower than expected.	The Council should review the process of decision-making where policies might require adaptation to reflect a change of circumstances.	Generic recommendation – no follow up work carried out.