

## **Wiltshire Council**

### **Cabinet**

**10 September 2012**

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**Subject: 2012 – A Year of Celebration - Impact and Evaluation**

**Cabinet Member: Councillor Jane Scott, Leader of the Council**

**Key Decision: No**

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### **Executive Summary**

Over 225,000 people – half the population of Wiltshire – turned out to welcome The Queen when she visited Salisbury in May and to see the Olympic Torch when it was carried through sixteen towns, villages and Salisbury City in May and July. Wiltshire people demonstrated their support for this special year – a year of celebration and success.

We recognised that 2012 could provide a unique opportunity for Wiltshire and almost two years ago we made a bid to the London Organising Committee for the Olympic Games (LOCOG) to support the 2012 London Olympic Games, and, in particular the Olympic Torch Relay, that would travel around the UK for seventy days prior to the official opening of the Games in London.

We welcomed the announcement, earlier this year, that Wiltshire would see the Torch visit fifteen of our towns and that it would include an overnight stop at Salisbury City on 22 and 23 May and 11 and 12 July. Wiltshire would be the only county to have the Torch visit on two separate occasions. We quickly realised that this, combined with the Queen's Diamond Jubilee, was going to make 2012 a unique year. It presented an opportunity for us to bring our communities together, to showcase what the county has to offer in front of the worldwide media, and to provide a boost to the local economy.

We also recognised that there would be a need to invest resources and funding if we were going to grasp the opportunities that were facing us and make 2012 a year of real celebration for our county.

Whilst this presented a risk we knew, following discussion with our communities, that they wanted to celebrate and embrace the events of this year - and they have done this in their thousands.

Communities across the county delivered. They organised street parties, animated and lined the Torch route, showcased local talent and entertainers, marketed and promoted local suppliers and producers, and thousands of school children made torches, crowns, banners and flags and participated in this year's events.

Wiltshire's towns and villages came together in an atmosphere of celebration, camaraderie and they realised that they were part of something unique and special and that there would be lasting memories and a legacy that would continue for many

years to come.

The risk was worthwhile. The return on the investment is substantial. The boost to the local economy for just the five event days is estimated at more than £1 million being spent and the publicity of Wiltshire is currently estimated at nearly £3.8 million.

This year has highlighted what a great county Wiltshire is and how active, positive and strong our communities are. The sense of enjoyment and participation demonstrates the overwhelming pride that local people have in their communities and the ongoing legacy will continue to strengthen them for many years to come.

### **Proposal**

That the Cabinet:

- a) Acknowledges the events and the impact of these events in 2012 and the return on the council's investment.
- b) Approves the proposal to set up a Legacy Steering Board and delivery group to ensure that the investment continues in future years.

### **Reason for Proposal**

It is vital that the impact and outcomes delivered this year become part of an ongoing legacy that continues to strengthen and bring our local communities together and boost the local economy.

**Lead member: Jane Scott OBE**, Leader Wiltshire Council and lead member for communication and reputation.

Author: Laurie Bell

Contact Details: [laurie.bell@wiltshire.gov.uk](mailto:laurie.bell@wiltshire.gov.uk)

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### **Purpose of Report**

1. 2012 is a unique and special year that provided an opportunity to bring local communities together to celebrate, showcase what they do so well and to reinvigorate the local economy. This report highlights the impact of this year's events on the county and sets out proposals for how we keep the legacy alive to continue to strengthen our communities, boost the local economy and keep the spirit of this unique year alive for many years to come.

### **Background**

2. Two years ago we made a bid to the London Organising Committee for the Olympic Games (LOCOG) to support the 2012 London Olympic Games, and, in particular the Olympic Torch Relay, that would travel around the UK for seventy days prior to the official opening of the Games in London. We made the bid recognising that the Torch relay would engage people in the Games and bring this once-in-a-lifetime event closer to our local communities.

Earlier this year, LOCOG announced that Wiltshire would be the only county in the UK to receive the Torch relay twice, visiting sixteen of our towns, villages and City.

It was confirmed that on 22 May the Torch would visit the west of the county running through Southwick, Trowbridge and Bradford on Avon, including a lunchtime stop at Clarendon College in Trowbridge. On the 23 May, the Torch would visit the north of the county running through Chippenham, Calne, Marlborough and Royal Wootton Bassett and on the 11 July the Torch relay would revisit the county and run through Ludgershall, Tidworth, Amesbury, The Winterbournes and Salisbury, including an evening event at Hudson's Field, and on the 12 July the Torch would leave from Salisbury Cathedral early morning and visit Wilton, Fovant, Barford St Martin and Ludwell on route to Weymouth.

As well as the 2012 Olympic Games and the Torch relay, this year also celebrated the Queen's Diamond Jubilee, and we received confirmation that as part of her Diamond Jubilee tour of the country, the Queen would visit Salisbury on the 1 May.

These key dates and events presented an interesting challenge for us. We could have sat back and let the Olympic Torch Relay Route and the Diamond Jubilee celebrations happen with minimal involvement from us. We could make sure that the roads were closed, that the streets were clean and that our emergency plans were in place and the celebrations would have gone ahead and if they were a damp squib, or worse, then it would have been someone else's issue – not ours.

But, we met with our local communities last year to get their view on how they wanted to celebrate and to gauge whether there was an appetite to embrace the celebratory spirit of this unique year. From the outset, it was clear from those we talked to that there was an enthusiasm to use this opportunity to bring communities together and to showcase what makes them special.

It was this focus and energy that led to our decision to invest in this year and to provide significant staff resource to manage and deliver this year's events. A budget of £290,000 was allocated for 2012 to support the infrastructure required to deliver safe and enjoyable events across the county.

Recognising the scale of the programme of events a governance structure was established to ensure the key partners were involved and that the safety of communities was paramount in all the event planning and delivery. The structure included a Steering Board, Task Force Group, Events Team and a delivery group.

The ongoing legacy and impact of the council's investment formed a key part of their work and the proposal is that this work and focus continues through a similar governance structure.

The organisation and planning for this year's events was key to the successful outcome, which included a huge programme of engagement with local communities through the area boards, local city, town and parish councils, working groups, schools and businesses.

The council allocated resource to assist local communities to deliver their events and produced a 2012 Tool Kit providing advice and guidance. The pack was upheld as good practice by LOCOG and published on their web site.

The Events Team was established to assist with the Queen's Diamond Jubilee event and ensure that the area boards were supported and to organise, plan, market and deliver all the events relating to the Torch relay. The team included representatives from the police, fire and safety, ambulance service, NHS Wiltshire, Swindon and Wiltshire resilience forum, Salisbury City Council, Visit Wiltshire, sports, leisure, heritage and arts services, highways, communications and the main presenting partners for the 2012 Olympic Games; Lloyds TSB, Coca Cola and Samsung.

The team worked closely together and with LOCOG, local and national media and communities to increase awareness, inspire enthusiasm and secure a wealth of local talent to entertain and promote what Wiltshire has to offer.

Over 1,000 council and Ringway staff were released to work on all the events to provide marshalling, event management and assistance.

## **The Evaluation and Impact**

### **Attendance**

Over 225,000 spectators turned out to see the events this year. The breakdown as set out below is based on the police crowd estimates for each location;

- Queen's Diamond Jubilee - 25,000 (combined in city and at cathedral)
- Torch Relay - May 22 - 30,000 spectators (Southwick 5,000, Trowbridge 15,000 and Bradford on Avon 10,000)
- Torch Relay - May 23 - 70,000 spectators (Calne 15,000, Chippenham 25,000, Marlborough 20,000, Royal Wootton Bassett 20,000)
- Torch Relay - July 11 - 16,500 spectators (Ludgershall 2,000, Tidworth 5,000, Amesbury, 3,500, Winterbournes 1,000, Salisbury 5,000)
- Torch Relay - July 12 - 12,000 spectators (Salisbury Cathedral 2,000, Salisbury City centre 7,000, Wilton 2,000, Barford St Martin 500, Fovant 500 and Ludwell 600)
- Hudson's Field - 30,000 + at peak time when the Torch arrived and the cauldron was lit – total visitors throughout the day of the festival is approx. 70,000 +

### **Media coverage and publicity**

The media coverage has been evaluated. The below is the estimated coverage so far;

- Queen's Diamond Jubilee event - 116 editorials (web, broadcast and press) local, regional, national and international - advertising value £191,000- circulation 100 million.
- Olympic Torch and Hudson's Field so far.... 404 editorials (web, broadcast and press), local, regional, national and international - advertising value £890,000 - circulation of 250 million.
- Footage of Stonehenge and Michael Johnson being used on national Coca Cola advertising campaign in lead up to Olympics and daily on the Olympics coverage (average 6 times per day) – advertising value £2.7 million – circulation 50 million.

### **Economic impact**

The economic impact that this year's events has had on the local economy has still to be fully assessed and realised. An early impact assessment is based on a survey carried out at Hudson's Field on July 11 of approx. 300 people. The survey found that the average additional spend per person spent in the local economy on the 5 days of the Torch events was £5.40 per person.

This is an extremely conservative estimate and does not take into account the ongoing spend in the county or the impact on tourism and visitors. Hotels and B & B's in the Salisbury area were fully booked throughout week commencing 9 July.

The total additional spend in the local economy is currently estimated at £1 million + and does not include the accommodation spend.

The number of visits to the Visit Wiltshire web site has increased significantly over the past three months;

Month	Number of visits in 2012	% increase on 2011
May	71,300	+ 17%
June	79,200	+31%
July	80,380*	+16%

\* Highest monthly number of visits since records began in 2008

### **Attendance at Hudson's Field**

30,000 + at peak time when the Torch arrived and the cauldron was lit. The total visitors throughout the day and evening of the event was approx. 70,000 +

### **Where were they from?**

A survey exercise carried out on the site throughout the festival provided indicative figures that visitors to Hudson's Field were as follows;

- 81% from Wiltshire (of which 31% were from the Salisbury area)
- 17% from outside Wiltshire
- 2% from outside the UK (Canada, Norway, Latvia and Denmark).

### **Return on investment**

The return on the investment we committed of £290,000 has still to be fully assessed and realised. For example; the number of visitors and bookings to visit attractions and places in Wiltshire will need to be evaluated year on year in future years.

What we can evaluate, to date, is that the return on the investment of £290,000 is ten-fold based on the economic and publicity evaluation figures.

The cost per head based on the number of people attending the events is approximately £1.28.

### **Partnership working and team building**

Over 1,000 Wiltshire Council and Ringway staff were involved in marshalling and event management. This had a major impact on morale, team and relationship building. Feedback has highlighted that staff enjoyed the

experience and felt part of something unique and special. Many staff worked on more than one event and almost all took on roles that were outside of their normal duties and in some cases, staff took on roles that placed them in event management roles that have helped them to develop their leadership and organisational skills. Almost 100 staff were nominated for a corporate team award and recognised for their outstanding work at a recent staff awards ceremony.

This year has been the biggest partnership working event in the county, delivered by Wiltshire Council since its formation in 2009. The relationships formed, particularly with Salisbury City Council, NHS Wiltshire, the police, fire and rescue, Wiltshire Ambulance service, the MoD and local town and parish councils will assist with partnership working and events in the future. Plans for closer working across organisations are already well underway.

### **Keeping communities safe**

Given the extremely high number of attendees at the events this year it is reassuring that the thorough planning and organisation and close partnership working with the local resilience forum the outcome was there were no incidents, emergencies or issues and only one arrest on Hudson's Field for drunken behaviour.

### **Feedback**

Following this year's programme of events there has been extremely positive feedback locally and further afield, including America. There have been no formal complaints and to date two requests for information (FOI) have been received.

## **Main Considerations for the Cabinet**

### **3. Keeping the Legacy going**

The ongoing challenge for us now is to keep the momentum and legacy going in our communities, the council and the economy. Given the excitement and uniqueness of 2012 we will need to be focused and adopt a robust enabling role to keep the interest and enthusiasm into 2013 and beyond.

It is proposed that a similar governance structure is implemented reflecting that of this year's structure, which worked so successfully.

It is suggested that a Legacy Steering Board is set up – chaired by Jane Scott - to include representatives from NHS Wiltshire, other relevant partners, sports, leisure, heritage and arts services, the transformation team; campus programme, communities/area boards, economy and regeneration, communications, marketing and events and human resources.

The board will be supported by a delivery group – chaired by Laurie Bell to ensure delivery and evaluation of the ongoing legacy work.

## **Environmental Impact of the Proposal**

4. This year's events had not impacted adversely on the environment. The proposal to continue to deliver the legacy will have a positive impact on the environment and our communities.

## **Equality and Diversity Impact of the Proposal**

5. This year's events were made accessible and safe for all. Working with LOCOG we decided not to ticket the evening event at Hudson's Field and to make it free and open for all to attend. A transport plan ensured that the site could be accessed outside of the immediate area and that the events were safe for all.

As part of the ongoing legacy work, free swimming has been offered to all under 16's throughout the school holidays. The take up has been extremely high reflecting the influence of the 2012 London Olympic Games.

## **Risk Assessment**

6. The decision to invest £290,000 plus council resources to deliver this year's events was considered a potential risk. The outcome demonstrates that this risk was worthwhile with over half the population attending and a return on the investment amounting to ten-fold in the early and cautious evaluation assessment.

The ongoing risk is to keep this momentum and impact going working with communities, businesses and within the council to strengthen the local economy, to enable our communities to continue to thrive and develop and to embed a culture in our organisation that reflects a one-team can-do approach in everything we deliver.

## **Financial Implications**

7. A total of £290, 000 was allocated for this year's events. It is likely – subject to finalising the accounts – that this budget will be used.

In looking at keeping the legacy going there may be resource required to enable communities to deliver events and/or activities locally.

## **Legal Implications**

8. There are no legal implications aligned to this report or the proposals.

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## **Background Papers**

There are no papers included in the preparation of this report:



## **Appendices**

DVD of 2012 events.