

**SUMMARY FINDINGS AND SUGGESTED RECOMMENDATIONS
FROM INTERVIEWS**

Area	Finding	Learning Point/Rec
Communication before the event.	Found out about charging from a friend.	Ensure that all businesses directly affected are told in time and officially of major changes
	Discussed issues re pre-booked passengers and was promised help but did not hear any more.	Ensure that the concerns of businesses directly affected are adequately dealt with.
	Feeling that "stakeholders" are talked at rather than actually included and consulted.	Ensure that consultations take place and that the opinions of stakeholders are seriously sought, considered and acted upon.
	Underestimation of the strength of feeling around the town about charging.	Need to find a means of better capturing and understanding the depth of feeling across the town. (A lot of Council staff are residents and can be easily approached to give feed back).
	Felt that there could have been far more consultation.	Ensure that consultations take place and that the opinions of stakeholders are seriously sought, considered and acted upon.
	Lack of understanding for RAF engagement strategy and support.	Ensure that the concerns and business needs of all stakeholders are thoroughly considered.
	Wish Tower Restaurant were not aware of the decision to charge until a letter arrived in June.	All businesses directly affected by the charging policy must be consulted and their concerns addressed.
	Letters to traders to confirm charging was sent out in June. However as traders move around during the season it is possible they did not receive the letter.	Any communication must be sent out in time to ensure that it will be received by the recipients before an event.
	Letters were sent to all stakeholders after the decision to charge had been made but no meetings were arranged.	Meetings should be arranged with all major stakeholders affected by the changes as soon as possible after such a decision is made.
	The charging policy was not fully communicated	Important decisions that will materially affect a

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	until June.	large event must be made and communicated in plenty time.
	Convex became aware of the charging via the media and was not contacted directly.	As a Council contractor Convex should be kept up to date with all such decisions.
Communication during the event.	Numbers of boat passengers affected during the setting up and taking down as well as the days of the event.	Ensure that the full impact of the event on businesses directly affected is considered and addressed.
	When numbers were low on the first day staff from the Wish Tower Restaurant wished to discuss this with the Council but no one got back to them.	Businesses being directly affected must have their concerns listened to and considered appropriately.
Communication after the event.	Opinions from the members of the Chamber of Commerce have not been asked for comments after the event.	Debriefing after any event should include those people (Chamber of Commerce, EHA, other businesses) affected by the event.
	No letter or acknowledgement has been received from the Events team. No follow up to try to improve bad feelings.	After events stakeholders should be contacted to thank them for help or to acknowledge issues and to try to improve bad feelings.
	The Wish Tower Restaurant has received no communication from the Council since the event.	Businesses being directly affected must be consulted with after the event in order to garner full feedback.
Communication with emergency services	Informed of the decision to charge before another stakeholder and the wrong person in the chain of command was informed of the decision.	It must be ensured that major decisions are communicated to all major stakeholders at the same time. Lines of communication must be clearly defined across stakeholders.
	The handling of the dispute over the Police charge has exacerbated the bad feeling engendered by the earlier lack of communication.	Relationships with major stakeholders must be handled in a way that does not damage the relationship and inhibit good shared working in future.
	ESFR felt that the timescale for arranging appropriate risk assessment was too	Ensure that the concerns of the emergency services are taken seriously, clearly minuted

	short.	and reported.
	A designated fire lane was compromised by catering concessions and it took two days to move the concessions after the issue was raised by ESFR	All Health and Safety issues agreed with the emergency services must be adhered to. Any issues raised by the emergency services during the event must be dealt with immediately.
	ESFR feel that there is confusion over the chain of command around the bronze, silver and gold command structure.	A meeting should be held with all the services involved in the Bronze, Silver, Gold command structure. The chain of command must be agreed and written down along with procedures that are available to all those involved.
	ESFR are concerned that issues for the emergency services raised at the multi agency debrief may not be given the weight they deserve.	Consideration should be given to holding a separate debrief for emergency services. An action plan with resolutions and dates should be circulated.
	Communications with the Police broke down over the issue of charging (both ways).	A meeting must be held with the Police specifically to sort out lines of communication and to ensure that these work from both sides.
General Communications	Difficult relationship with senior management. Members ideas and wishes are not considered.	Communication/liaison with stakeholders must be two way and stakeholders wishes not disregarded. Relationships with stakeholders as a whole must be reviewed and improved.
	Internal communications in Events from staff to the Director failed.	The concerns of the staff must be communicated upwards and considered by senior management.
	There are no minutes for the meetings with the Portfolio Holder nor the Leader. These meetings are quite informal and limited notes are taken.	The Council must be open and transparent in all its dealings. Minutes/notes of all meetings must be taken and retained.
	The Portfolio Holder was not made aware of the strength of feeling in the department.	Communications upward must be improved.

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	The concerns of third tier managers and other officers had not been communicated above Director level.	Major concerns should be communicated upwards. Consideration should be given to having a method by which officers concerns can be raised outside of their department.
Income generation.	Suggested that other avenues for getting additional income should have been investigated.	All possibilities of income should be investigated and considered.
	Other income streams were discussed but it seems that none were worked on.	Need to identify and exploit new income streams.
Sponsorship.	"Sponsorship man" was described as "not a sales person".	Ensure that work is carried out by those with the most relevant skills.
Admissions.	2 for 1 offer was stopped one week before the event and vouchers already collected were not honoured after that date.	Consideration should be given to extending the period of the offer and honouring vouchers even after the closure date of the offer.
	Suggested that consideration should be given to a means of free entry for residents and charging those from outside the area.	Consideration should be given to offering residents free (or heavily discounted) entry to Airbourne.
Visitors	Coach holiday companies have weekly schedules that are followed throughout the year. Therefore visitors are taken out of the town on coach trips during Airbourne.	Coach tour operators should be contacted to discuss the alteration of coach trips during Airbourne/promoting an Airbourne special weekend.
	Hotels do not significantly benefit from events such as Airbourne or tennis.	When benefits to the town of events are reported they must be robustly supported including statements from the relevant business sector.
Planning	The ticketing company was put in place very late and there is a risk that full emergency planning training with them did not take place.	Ensure that any contracts are in place in plenty of time for contractors to take part in all necessary emergency training.
	It was noted that Events are busy and that they only fully focus on	Consideration should be given to having officers who remain in the office

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	Airbourne once Tennis has finished which is too late in terms of planning	to keep admin of all events ongoing and further officers who are out at the events themselves.
	The event plan has been amended over the years and is now inconsistent and confusing. This can be seen to reflect on the professionalism of the event.	The event plan should be reviewed and rewritten as appropriate.
	The decision was made in June but with Tennis and Extreme still to be run in the meantime.	Consideration should be given to having officers who remain in the office to keep admin of all events ongoing and further officers who are out at the events themselves.
	The Cabinet decision (6 th June) was made on top of tennis week so letters went out as soon as possible but at a very busy time for the team.	Consideration should be given to having officers who remain in the office to keep admin of all events ongoing and further officers who are out at the events themselves.
Decision making	The pressure from the Director was to go ahead with charging before it was fully acknowledged whether this was a viable issue.	The viability of any scheme must be fully explored, including all costs, before that course is followed to the exclusion of any other option.
	February budget setting was stated as the latest point for pulling out of the decision.	No decision should be undertaken without a possibility of opt out if costs increase and there is a way to cap losses by pulling out.
Budget	Officer stated that there was no opportunity given to redress last years deficit.	Decision to follow one course should not be followed to the exclusion of other opportunities.
	The 2007 budget income targets were retained even though they were not met.	Consideration should have been given to reprofiling income targets or understanding why targets were not met.
	2007 budget figures were used for the 2008 budget even though the income targets had not been reached.	Budgets and their outturns must be fully considered before being reused and reprofiling considered.
	There were ongoing	The potential Police costs

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	discussions with the Police when Adrian arrived but believe we were aware of the charging possibility before this.	should have been budgeted in the moment they were identified as a possibility.
	The budget figures for 2007 were not altered for 2008 but Members were told that the targets had not been met. This is the historic way of setting the budget. Income in 2007 was down in all cases. Councillor Stanley asked if these figures were challenged and Norman replied that he did not remember the figures being challenged.	Budgets should be thoroughly considered before being used in a subsequent year and any necessary reprofiling undertaken. Members should compare budgets to the previous years outturn and robustly challenge budgets before agreeing them.
Cabinet Report	The June report to Cabinet did not highlight that the event was unlikely to break even. It was questioned whether Councillors would expect a report stating that it wouldn't work.	The culture around addressing a premise raised by a Member and being able to report back that it would not work must be examined and addressed.
	The June Cabinet report did not include all figures necessary to make an informed decision.	All figures necessary to make an informed decision must be included in reports.
	The June cabinet report was concerned with ticketing only and was not designed to look at the whole business case.	A report showing all the issues re ticketing, extra costs and lack of income generation should have gone to cabinet in June.
Other comments	The fencing around the pay to view area was considered to be an eyesore by many.	Consideration should be given to how fencing can be improved.
	Eastbourne is not considered a high priority by the RAF in terms of events leading to having a smaller range of aircraft and flying times.	Consideration should be given to whether a role demo could be accommodated by moving the location further along the seafront.
	Was surprised by the strength of feeling of the principle of paying to go onto "own" seafront.	Consideration should be given to identifying a better way of canvassing public opinion on policy issues that have a large impact.
	Failed to appreciate the level of dissention.	Consideration should be given to identifying a

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	Perhaps the Simalto exercise question should have been "Would <u>you</u> pay?" rather than ask about the policy to charge.	better way of canvassing public opinion on policy issues that have a large impact.
	As they became aware of the level of objection "What could we have done?"	Other courses of action must be considered (risk mitigation) in order that any losses can be minimised.
	Stated that 500k visitors had previously attended the event. This figure was relied upon to make the decision.	More rigorous questioning by Members is required over quoted figures. Evidence to substantiate figures should be provided/requested.