

Executive Report

Ward(s) affected: all

Report of Director of Environment

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Review of Armed Forces Day National Event 2015

Executive Summary

Guildford Borough Council hosted the Armed Forces Day National Event (AFDNE) on 27 June 2015.

We were awarded the event by the Ministry of Defence (MoD) and worked with a number of partners to ensure its successful delivery. The event was spread across a week of events, culminating in Armed Forces Day itself. Activities included a flag-raising event, business conference, business networking dinner, cricket match, cathedral service, parade, static and dynamic displays and a concert.

A number of lessons have been identified through individual and multi-agency review. This report details these issues and also highlights the financial information relating to the event.

Recommendation to Executive

That the Executive:

1. Notes the success of the Armed Forces Day National Event 2015
2. Notes the lessons learnt
3. Notes the legacy implications
4. Acknowledges the cost of the event

Reasons for Recommendation:

To gain full acknowledgement of the Armed Forces Day National Event 2015 and to learn for any future events.

1. Purpose of Report

- 1.1 This report provides a review of the AFDNE 2015, which was held in Guildford. It summarises the event, highlights the costs of the event, the implications to the

Council and records the lessons that can be learnt for future events held in Guildford.

- 1.2 We have also outlined how we can build and continue the legacy of the event.

2. Strategic Framework

- 2.1 This event allowed our residents an unparalleled opportunity to show their appreciation for serving and former Armed Forces Personnel, underpinning the core statement of mutual support between our civilian and local Armed Forces communities set out in our Covenant, which was signed at ATC Pirbright in April 2013.
- 2.2 The event has also supported the 'Our Economy' theme of the Local Plan by bringing in income to the local economy and supporting the promotion of Guildford as a tourist attraction.

3. Background

- 3.1 The event was originally called Veteran's Day and was launched by the then-Chancellor of the Exchequer, Gordon Brown, in February 2006. The aim was to ensure that the contribution of veterans was never forgotten. In 2009, the name changed to Armed Forces Day with the additional aim to raise the awareness and appreciation for all those on active duty.
- 3.2 Events and activities are held across the UK, with one town or city chosen as the location for the National Event.
- 3.3 We submitted our bid to host the National Event in November 2013. This was the second bid that we had submitted. We were informed on 28 August 2014 that we had been selected to host the National event 2015.

4. Commencing the Project and Governance

- 4.1 The core Guildford Borough Council project team consisted of James Whiteman, (Executive Head of Environment) as senior project lead, Liz Mockridge (Recycling and Waste Officer) but seconded to the AFD project as Project Manager and Helen Barnsley (Public Health Coordinator) as chair of the Event Management Group. Our Corporate Events Assistant intern, Hannah Picknett, also assisted and a further project assistant was recruited in the last two months of the project. Other key officers were also included onto the project including:
 - Carolyn Patterson and her team (communications)
 - Stephen Benbough (VVIP planning and coordination), Kate Foxton (Mayoral, civic, VVIP and VIP planning),
 - Chris Burchell and his team (sponsorship and accommodation),

- Claire Morris and her team (chair of the Sponsorship Group and financial support)
- Paul Stacey and his team (setting up the event on Stoke Park and on-site support throughout the event)
- Chris Wheeler and his team (refuse collection, street cleansing, on-site litter clearance at the event and after the event). Paul Bennett, Assist Fleet and Waste Operations Manager, acted as Bronze lead for Stoke Park, Gary Kirk was Bronze lead for the High street and Alex Bristow was Bronze lead for the Cathedral.
- Martyn Brake was the Gold Chair based at Mount Browne, Jonathan Sewell was also at Gold.
- Our legal, planning, and licensing teams were also all included in the project and provided significant help and assistance throughout the process.

This illustrates the scale of the event and the level of involvement throughout the organisation that was required.

- 4.2 The MoD ceremonial team came to meet with the Guildford team as soon as the decision had been announced. They detailed the level of support they would provide in terms of attendance at all meetings as required, advice and liaison with all areas of the armed services.
- 4.3 We also made contact with and then included all relevant partners. This included Surrey County Council, Surrey Police, Guildford Cathedral, Surrey Fire and Rescue, SECamb, the three individual service reps, Experience Guildford and the University.
- 4.4 The planning and governance of the AFDNE 2015 was overseen by a Steering Board, chaired by the Mayor, with senior representatives from key partners and agencies, which approved the event programme and logistics.
- 4.5 The Operations Group was chaired by James Whiteman, Executive Head of Environment and included representatives from all delivery partners and agencies. This group co-ordinated the other groups, making recommendations for action to the Steering Board.
- 4.6 The Event Management Group was chaired by Helen Barnsley and planned all aspects of the event including programme and content; transport planning and traffic management; event security and emergency planning; and community and business engagement, co-ordinated through a number of themed working groups.
- 4.7 Sponsorship and Finance was chaired by Claire Morris, Head of Financial Services. This group was responsible for bringing in sponsorship and managing sponsors to ensure sufficient finance was available.

- 4.8 The Accommodation Group was chaired by the Economic Development Manager, Chris Burchell. This group looked at the availability of accommodation in the town and worked with the University to ensure accommodation was available for service personnel at a very low cost. Representation on this group included those from the University and the Army's 11 Brigade.
- 4.9 The Veterans, Service Charities and Cadets group was chaired by Peter Bruinvels, the Project Officer. This group included representatives from key service charities and veterans associations as well as all three local cadet forces. Their role was to co-ordinate involvement from these organisations and other veterans groups and service charities.
- 4.10 The Military Planning Meeting was chaired by Col. Charlie Lambert, Aldershot Garrison Commander. This brought together all military stakeholders from all three services, SERFCA (Surrey East Reserve Forces and Cadets Association) and, later, the cadets. This did not form part of our governance structure but was attended by GBC staff and reported into our Operations Group and Steering Board.
- 4.11 The Safety Advisory Group (SAG) was chaired by an independent chairman, Robin Hales. The Surrey Major Events Board was attended by GBC staff and was used to provide guidance on safety for the event. The Surrey Major Events Board was suspended by SCC towards the end of the process as its officers' workload was refocused on delivering the Magna Carta event.
- 4.12 A number of sub-groups fed into these main working groups, these include Communications, Transport, Cathedral and VIP programming.
- 4.13 Please see **Appendix 1** for the full governance structure for the project.

5. Event marketing, publicity and sponsorship

- 5.1 PR and Marketing developed a Communications Strategy and Action Plan. This included appropriate media, marketing and advertising to raise awareness of the event and manage the media and communications on the day, as part of the Guildford AFDNE 2015 programme, locally and nationally. The Council's PR and Marketing Team worked with the MoD Communications Unit and 11 Brigade's media team to jointly promote aspects of the AFDNE 2015 at the launch and in the lead-up to the event.
- 5.2 Bespoke branding for the AFDNE 2015 was developed, with approval of the MoD and was used for marketing purposes on advertisements, sponsorship, printed materials, website and social media. The PR and Marketing Team also produced the souvenir event programme in conjunction with partners and sponsors for content and advertising.

- 5.3 The AFDNE 2015 Guildford website had 42,602 users and 153,270 page views in the week of the event. This website, along with a range of PR activity, print, online and radio adverts, posters, leaflets, face to face promotion at events, direct communications and social media formed the basis of an advance publicity campaign targeted at a wide range of audience groups. This publicity's reach was increased by partners and sponsors also sharing via their channels and helped to positively raise the profile of Guildford.
- 5.4 The Council's PR and Marketing Team have assessed and worked with the MoD to evaluate the effectiveness of the PR and marketing of the AFDNE 2015. The overwhelming outcome from the extensive national and local online, broadcast, print and social media coverage was very positive. This will also inform future publicity of large events and programmes, and the promotion of Guildford by the Council and partners.
- 5.5 Sponsorship was also required to offset the costs of the project. We put together a sponsorship package. We attracted and secured four main sponsors and they each contributed £30,000.
- 5.6 The four main sponsors were:
- BAE Systems
 - Martin Grant Homes
 - National Westminster Bank/RBS
 - Royal British Legion
- 5.7 Experience Guildford also contributed £10,000 and Vodafone contributed £5,000. The MoD also contributed £25,000.
- 5.8 In terms of donations/time given in kind, the Guildford Fringe provided support and arranged all of the acts on the day free of charge. The acts themselves, including 'From The Jam', also gave their time free of charge. Shane Richie also acted as our presenter for the evening event and again did not charge us for his involvement. Wisley Airfield allowed us to use the former airfield as a park and ride site on the day in return for placing an advert in the souvenir programme. Freedom Leisure allowed for free use of Spectrum (changing facilities for the acts) and parking and also provided concessions for service personnel and their families on the day. Eagle Radio supported the event with Peter Gordon as MC and the team providing their services throughout the day. Guildford Challengers also allowed the Household Cavalry to use their garden. Ash Contracting provided the commemorative coins given to all participating service personnel, cadets and veterans. We had a number of volunteers who gave their time before and during the event, including Robin Hales who chaired the Safety Advisory Group. All of our partner organisations provided staff time throughout the planning period and on the day. We are grateful for everyone's contribution to this event.

6. Traffic Management and Event Transport

- 6.1 To control movement around the town for events in the week and on 27 June, we implemented a Transport Management plan that had been written by Surrey Highways on our behalf. This involved a series of road closures and clearways to facilitate the safe movement of pedestrians, military personnel and VIPs throughout the day.
- 6.2 We made most of the road closures for the event. SCC then arranged closures that we could not arrange, such as the A3 slip road. These were advertised throughout the town, on our website and on the AFD website and by direct mail. The latter comprised of two mail outs that were sent to 3,044 properties directly affected by road closures and clearways. These were also sent to every business in the town centre.
- 6.3 The road closures were managed by SCC using a contractor. The clearways were maintained through a vehicle recovery contractor and Surrey Police.
- 6.4 The use of some car parks in the town centre was restricted for safety and vehicle management reasons. These, too, were advertised using our website and through signage.
- 6.5 Car parks local to Stoke Park were used to park equipment and some volunteer and staff vehicles, these included those at local education establishments such as Guildford College, St Peters, Guildford High School and George Abbott and converted parks areas such as Stoke Recreation Ground. The University of Surrey allowed us to use their main car park for the military personnel accommodated at the University and for those invited to the Cathedral service.
- 6.6 Disabled parking for the Cathedral was located at the University, those that required it were transported up to the Cathedral using Dial a ride vehicles. Disabled parking for Stoke Park was made available at the Spectrum Leisure Centre, Guildford College and at all park and ride sites. All the park and ride busses were accessible busses.
- 6.7 To ensure that visitors could still access the town and to encourage large numbers of vehicles to be kept out of the town centre, three park and ride sites were used. These were located at Aldershot, Wisley and Merrist Wood. 1450 cars used these sites, Aldershot also received a lot of pedestrian traffic as those living in the town used the bus service. The three sites were serviced by an accessible bus service with pick ups from each site at least every 15 minutes. The sites were managed by volunteers, supported by a security company.
- 6.8 The sites were well used throughout the day and we have received a great deal of positive feedback on these three sites despite the initial concern over the use of the former airfield at Wisley.

- 6.9 At the advice of Surrey Police we made the clearway recovery vehicles available all day to assist in the clearance of any vehicles requiring recovery on the A3 or in the surrounding area. The aim of this was to maintain traffic flow as much as possible. Fortunately, there were no incidents on the A3 so these services were not used.

7. Security and Emergency Planning

- 7.1 Emergency plans for the AFDNE 2015 were jointly developed and rigorously tested to ensure the adequacy of resilience and incident response arrangements for both events, including joint-agency and event-located command and control centres and governance decision-making. No emergency issues arose at the event.
- 7.2 The University supported us in the testing process by facilitating a Contingency Planning Exercise with all our key partners. This rehearsed all partners on what to do in an emergency and who would take charge at any stage.
- 7.3 The UK's security state was raised in advance of the event but this was managed throughout by the Police in liaison with ourselves. Cobra was updated on the event throughout the 26 and 27 June; this too was managed by the Police.

8. Armed Forces Week

- 8.1 A number of events took place in the week prior to the main event on 27 June 2015. These included:
- Monday 22 June – Flag raising event. This was a high profile event designed to raise the profile of the forthcoming event. It was a tri-service arrangement. The RAF flew in the Armed Forces Day flag, by Chinook helicopter to Stoke Park. The flag was then handed over to the Army who then took the flag on armoured vehicles to Dapdune Wharf. The flag was then handed over to the Royal Navy who then transported the flag along the River Wey, to Millbrook. The flag was then handed over to a small tri-service group consisting of LSgt Johnson Beharry VC, Cpl Gareth Thomas MC RM and Flt Lt Ed Berwick AFC. This group then took the flag up the High Street and then delivered it to the Mayor and senior armed forces officers at the Civic Hall. The flag was then raised to a fanfare from the Royal Marines Band. Pictures of the event can be seen in **Appendix 2**.
 - Tuesday 23 June – a collaborative event sponsored by NatWest Bank and run by Guildford Borough Council and X-Forces, a company engaged in helping ex-service personnel and their families integrate into the world of civilian employment. Imminent service leavers joined employers, resettlement experts and those with experience of setting up in business after life in the armed forces to share experiences and encourage ex-service personnel to take a positive view of civilian opportunities and exploit the many valuable skills learned during a career in the armed forces.

The event showcased the support that has already been provided within the community for ex-military personnel and by X-Forces, and provided information to budding entrepreneurs through a series of workshops, which challenged assumptions about self-employment. These workshops also explored issues around finance and landing sales.

- A Guildhall dinner hosted again by NatWest the same evening brought together influential people in the area of career transition.
- Military themed walks were also arranged around the town on Tuesday and Wednesday.
- Wednesday 24 June – Reserves Day (national event – any serving reservists could wear their uniforms to work) and cricket match at Woodbridge Road. This match was between a tri-service team versus a Guildford Cricket Club Team. It was a well-attended event. The tri-service team won! We are grateful to Guildford Cricket Club for providing a team and enabling this event to go-ahead. Pictures of the event can be seen in **Appendix 3**.
- Thursday 25 June – Waverley Abbey House had an open day (not GBC organised)
- Friday 26 June 2015 - rehearsals for the parade and displays for 27 June 2015 took place at Stoke Park and Pirbright barracks.

9. Event programme – 27 June 2015

- 9.1 The day's event covered three main elements. The first stage was a service at the Cathedral, the second a parade up the High street and the third the events at Stoke Park.
- 9.2 Stoke Park was used in its entirety for the event. Previous events on the park have only used half of the park for their event but for AFDNE we used the whole park. A layout of how the park was used is in **Appendix 4**.
- 9.3 The Cathedral Service at Guildford Cathedral commenced at 9.30am. For this service 334 public tickets were issued, 200 veterans tickets, 150 service personnel tickets, 5 press tickets and the remaining seats filled with Cathedral personnel, sponsors and VIPs. Pictures of the Cathedral service can be seen in **Appendix 5**.
- 9.4 The parade started at 11.30 following a route from Millmead up the High Street and along London Road to Stoke Park. This was made up of 900 serving personnel, reservists, cadets and veterans. Upon its arrival, the parade entered and was dismissed from within the arena area prior to an opening ceremony at the Arena Stage.

- 9.5 The parade was broadcast to the park where it was shown on the large screens next to the arena and arena stage. Pictures of the parade can be seen in **Appendix 6**.
- 9.6 The static displays and displays in the Military Village consisted of:
- Royal Navy – Royal Marines unarmed combat display; Merlin Helicopters, Fleet Diving Squadron Display of diving and bomb disposal equipment; interactive presentation on the role of today's naval service
 - Army – Challenger 2 Tank; Apache Helicopter; AS90 artillery and 105mm light gun; military engineering equipment; field hospital and field catering demonstrations.
 - Royal Air Force – Chinook; RAF Aerobatic Team; Battle of Britain Memorial Flight; Field kitchen cooking demonstrations; RAF fire service; RAF police dogs; RAF Regiment experience trailer; 5131 Bomb Disposal Squadron; No.1 Radio School; 80 Signals Unit; Oshkosh Tanker and 6 tonne Man SV.
- 9.7 Areas were allocated for cadets and veterans with displays showing all of the work and support they carry out.
- 9.8 Music on the Fringe stage in Stoke Park opened at 10.30, this continued until 17:30. The Fringe stage provided a range of musical entertainment throughout the day. This included;
- The Band of the Adjutant General's Corps – Ministry of Defence Band
 - Samuel Haughton
 - Remix Voices
 - Guildford College of Performing Arts
 - Majella Yortson
 - Rock Choir
 - Bellytricks Bellydance
 - Thomas Hobbs (Tenor)
 - Aldershot Military Wives Choir
 - West End Kids
 - Charlotte Jaconelli
 - Performance Preparation Academy
- 9.9 The dynamic displays began at 13:00 and included:
- Tornado GR4 Flypast
 - Royal Navy Raiders Parachute Display
 - Royal Signals White Helmets Motorcycle Display
 - Royal Marines Band, Portsmouth
 - RAF Falcons
 - Cadets marching display
 - Army Red Devils Parachute Display
 - Queens Colour Squadron

- Battle of Britain Memorial Flight
- Household Cavalry Musical Ride
- Royal Army Physical Training Corps Gymnastic Display
- 3rd Battalion Princess of Wales's Royal Regiment Infantry Display
- Red Arrows Flypast, Mass Bands and Beating Retreat

9.10 Pictures of the day, including the Fringe acts, can be seen in **Appendix 7**.

9.11 The dynamic displays finished at 17:30 with the entertainment moving back to the Arena Stage at that time. This concert provided an excellent ending to a fantastic day. The following acts played:

- Ministry of Defence Band
- Thomas Hobbs (Tenor)
- West End Kids
- Patriot Girls
- From the Jam – headlining

9.12 Images of the concert can be seen in **Appendix 8**.

9.13 The hosting of the VIPs, including HRH Duke of York, Prime Minister, Secretary of State for Defence, VCDS and other senior members of the UK government, and senior representatives from the MoD and the Armed Forces, went as planned.

10. Event attendance

10.1 Cathedral: Some 897 received invites to the Cathedral Service, of whom approximately 705 attended. This number can be broken down into the following:

Type of guest	Number of seats planned for	Number of tickets issued	Number attended
VIPs	117	117	112
Military	150	150	150
Cadets	100	100	100
Veterans	200	133	130
Sponsors	17	17	17
Public	300	334	150
Cathedral	41	41	41
Media	5	5	5
Total	930	897	705

10.2 This low number has been assessed as being down to several factors:
a) the late delivery of tickets due the vetting process before they could be issued (they arrived the week of the service);

- b) the major terrorist attacks in Tunisia and Kuwait the day before the event;
 - c) because a number of veterans organisations that had requested seats never sent through the details of those attending so that they could not be vetted or sent a ticket despite being chased on a number of occasions.
- 10.3 We attempted to reduce the impact of the low veteran's numbers by releasing the reserve public tickets (34) but the issue was not recoverable as there was not enough time to allow the vetting of other, replacement, guests.
- 10.4 Parade: It is estimated that in the order of 7,000 spectators lined the route of the parade through the town and up to Stoke Park
- 10.5 35,000 visitors were on site at any one time, with more than 40,000 attending throughout the day. This number excludes Council staff, military personnel, agencies, stall holders and caterers, who were on site before 10.30am. 40,000 is lower than our planning figure. Feedback suggests that a large number of potential visitors were put off by the perception of the heightened risk of attack given the major terrorist attacks in Tunisia, France and Kuwait the day before the AFDNE.
- 10.6 Approximately 5000 visitors remained for the music following the end of the dynamic displays. This was as expected.

11. Visitor opinion

- 11.1 We have received widespread positive praise for the event. This feedback included letters and emails to the Mayor, the former Leader of the Council and project team, through the local press and via the Customer Service Centre. The latter logged 20 compliments using the corporate system.
- 11.2 We received five complaints, all of which were logged on the corporate complaints system. One of these related to the park and ride service driving too fast, three to road closures and the fifth to the restrictions on dogs entering the park. We also had a very small number of negative comments from traders, mainly about parking at Stoke Park on the day.

12. Economic impact

- 12.1 A report was commissioned to look at the economic impact of the event on the town and surrounding area. The work on this was carried out by Destination Research. The consultants used the PRIME model to evaluate economic impact using data provided by the Council and a number of external organisations.

- 12.2 The consultants found a net income of £1,765,218. This can be broken down into an income of £1,497,473 for the town and a further £267,745 for the region. Further analysis of the income by industry is shown in the table below.

	Local	Regional	Total	Percentage
Accommodation	£374,368.25	£66,936.25	£441,304.50	25%
Retail	£254,570.41	£45,516.65	£300,087.06	17%
Catering	£658,888.12	£117,807.80	£776,695.92	44%
Attractions	£14,974.73	£2,677.45	£17,652.18	1%
Transport	£194,671.49	£34,806.85	£229,478.34	13%
Total	£1,497,473	£267,745	£1,765,218	100%

13. Issues we encountered and lesson learnt

Stoke Park

- 13.1 Stoke Park is a facility that is used for a number of events throughout the year, and this is normally limited to one half of the park. To facilitate improved power distribution from existing sources, and for future use, we had an external power source installed at the Burchatts Farm Barn end of the site, this is in addition to the two already available on site. This reduces the infrastructure requirement of future events. This was necessary work that had to be completed to enable the event to take place.
- 13.2 The rights of way had to be closed for the build in the park. As we were outside of the events covered by the Surrey Act we sought the grant of a licence from SCC who, because of the length of the closure, applied to the Secretary of State for Transport for approval to close the park's rights of way. This was granted. Any future events should consider which legislation applies to them as the exclusion from being able to use the Surrey Act was not identified by either GBC or SCC at the first consideration. Repeat closures of the park, or for those longer than three days, need Secretary of State's authority.
- 13.3 There was very little damage to the site following this event. The damage was limited to some surface damage where a lorry carrying horses dug into the mud in the far North West corner, some scraping of the surface where a tank had to be towed onto a transporter and some dent marks from the weight of one of the Naval helicopters. Any damage was minimised through the use of trackways and by the dry surface of the site. The Parks team had proactively managed the site to ensure that the surface was the best it could be and to avoid widespread damage and the repair work that was required after the Olympic Torch event in 2012.
- 13.4 Due to the dry state of the park and the weather forecast for the weekend the decision to fill in ditches with wood chippings to widen escape routes was made on the Friday evening, this should be considered for future events. The wood fillings were removed in the days that followed the event.

Sponsorship

- 13.5 In relation to sponsorship, we did encounter an issue with the existing policy. It had last been reviewed in 2007 and contained a clause that stated we could not accept money from any organisations involved in the production and sale of weaponry including firearms. This meant that we would not be able to accept money from defence industry firms who had previously sponsored some of the other national events. It had also been suggested, at the time, that we might not be able to accept the MoD's contribution with that element of the policy in place. Following consultation with the Managing Director and the former Leader, the policy was suspended using the Council Constitution Part 3, paragraph 2 of powers delegated to the Head of Paid Service. The decision to suspend the policy and the subsequent requirement to consult a board of Councillors, allowed the offsetting of £55,000 in costs.

Policy

- 13.6 Internal procedures for procurement and data protection were tested throughout this project. They were fully complied with but the project highlighted issues with timeliness, flexibility and resourcing that will be addressed for future events.
- 13.7 Though not a GBC policy or procedure, it should be noted that this project identified a requirement for the licensing of the closure of Stoke Park by Surrey County Council, see paragraph 13.2. This has not previously been identified and should be considered in the future.

Multi Stakeholder Review

- 13.8 To ensure that lessons from this event are identified, shared and learnt across Surrey we facilitated two multi-agency reviews as well as one on one analysis.
- 13.9 The first of the two reviews was conducted by the Steering Board in July and was chaired by the Mayor. It was attended by GBC, the MoD and Surrey Police. This covered both planning and operational issues.
- 13.10 The second review was focused on the operation elements of the event build and the day itself. It was attended by those that delivered the various aspects including Surrey Highways, Surrey County Council emergency planning team, Parks and Leisure, Surrey Police, Guildford Fringe, British Red Cross, our Civic Secretary and PR and Marketing and was chaired by Surrey University.
- 13.11 There were a number of event specific issues raised that are not relevant to other types of event. These have been excluded from this report but the key issues for consideration for future events from these reviews were:
- a) More briefing and clearer communication routes with stewards is required, they did not quite follow the brief at times.
 - b) The plans were too fluid, even at a late stage. This was primarily down to

the military, who changed their plans as late as the day before the event. This was due to a number of operational issues they had to manage on top of this event.

- c) Security providers should be brought in earlier, this would give them more ownership of the event.
- d) An external event management company should be used. This would allow the utilisation of trained specialist resources for the task, providing more resource and the experience to deliver an event such as this. It would also allow partners to settle back into the scrutiny and support role that they are used to rather than the more active role that provided, the SAG had people scrutinising their colleagues' work which is unusual in event delivery and less than ideal. This is not to suggest the event was not well managed. It is quite the opposite, the in-house teams performed to the highest standards and the event was a great success. The impact on other areas of work across all services involved, however, has been felt and the employment of an outside company would have limited that impact on other service areas.

Legacy

- 13.12 To commemorate the event, two park benches are being supplied by HMP Coldingley. These will be located at two GBC sites.
- 13.13 Post event it is expected, though too early to measure, that there will be a positive impact on visitor numbers to the town.
- 13.14 Economic Development have developed close working relationships with both X-Forces and Aldershot's Employer Engagement Teams. These will be continued with future partnership working to encourage closer working between the Council, the MoD and businesses. This supports our covenant agreement and is a positive tool to attract more businesses to the town.
- 13.15 Local facilities also look to continue their celebration of the services in the town. Loseley Park are keen to continue hosting an annual Historic Military Vehicle event, similar to the event they held on the Sunday of Armed Forces Week. This event incorporated a number of vintage vehicle groups including some from the RAF.
- 13.16 There is the option of further commemoration of the event by the raising of a plaque at the Cathedral, Tunsgate or at another site in the future. There is not currently funding identified for this.

14. Financial Implications

- 14.1 The original budget for this project was set at £325,000 based on the known costs of the 2012 Olympic Torch event in Stoke Park and information from the AFD national event held in Nottingham in 2013. We had also based the budget on the costs at previous national events. The event was financed by a £150,000 contribution from Guildford Borough Council reserves, a £150,000 sponsorship and income target and a £25,000 MoD grant.

- 14.2 Once we had been awarded the event we completed a full detailed costing. This found the original budget to be inadequate if the proposal was to be delivered. To confirm the costs we gathered sample quotes for a range of services and companies. The initial cost was found to be £713,320 plus Vehicle removal, policing, power, PA systems, marquees, drinking water and Park and Ride sites. With the latter added in, this total would have reached £811,719. The most significant increase in cost was due to an increase of £165,000 in estimated recharges from partner agencies for road closures, park and ride, emergency planning and traffic management. These costs were not incurred by the Council as part of the 2012 Olympic Torch event and so were not forecasted at the time of setting the budget. These costs had also not been reported by previous event hosts as part of their event costs.
- 14.3 On 8 January 2015, the Steering Board authorised the removal of the 'big' prom in the park option, replacing it with a smaller concert. This reduced the costs by approximately £230,000. In June 2015, Executive approved an increase in the budget of the event of £145,000, financed by a transfer from the Council's earmarked reserves. The total gross budget was increased to £470,000 with the net cost of the event to the Council budgeted to be £295,000.
- 14.4 To ensure best value for the taxpayer, procurement exercises were carried out for each service or equipment provision that was required. Surrey County Council did offer to work jointly to procure equipment and services that we had in common with the Magna Carta event but we had completed most procurement exercises by the time that was suggested.
- 14.5 In the late stages of the project further essential requirements increased the cost of the event, these were:
- a) an increase in the provision of security and marshalling in the area following police and safety advisory group recommendations.
 - b) identification of a need for an additional park and ride site. The site was available free of charge but the Council incurred security and site management costs.
 - c) an increase in the required power provision due to a greater than expected power load. This was caused by
 - some security equipment having a higher power requirement than planned
 - the failure of some generators overnight: requiring additional generators to be brought in late to ensure power was available throughout the site and
 - some partner organisations not making available their power requirement until the final days of the site build.
- 14.6 As noted in paragraphs 5.5 to 5.7 above, we sought sponsorship to meet some of the event costs. We received £135,000 in sponsorship income. This was the highest total ever achieved for an Armed Forces Day event, the previous being £64,000 received by Stirling in 2014.
- 14.7 Further income was received through charges to traders on the site. The traders were charged based on the size of the plot they used. The charges were

recommended to the Steering Board based on what other similar events and events on Stoke Park had previously charged. Charges to traders generated income of £22,828. Those organisations forming the villages were not charged.

- 14.8 Advertising in the event programme generated £11,175. These were charges to non-sponsor organisations placing adverts. Charities were charged at 50% of the agreed rate. The income generated covered the cost of the programme production. A further £13,207 in income came through the sale of 2,641 programmes.
- 14.9 We did not have the opportunity to sell programmes in advance of Armed Forces week, which may have increased sales, due to external partners not signing off content in the timespans required. Some content was never signed off so late stage amendments had to be made to accommodate this. This was out of our control.
- 14.10 The Economic Impact of the event on the area was noted in section 12.
- 14.11 The estimated final gross cost of the event was £570,291 with total income generation of £216,948, leaving the net cost to the Council of £353,343. This figure is correct at this time, pending close of the financial year. A more detailed financial summary is available on request. This represents an increase in cost of £58,343 compared to the revised net budget of £295,000. The additional cost is being accommodated within the Council's existing budget for 2015-16. The Council's current projection for 2015-16, as at the end of Month 6 is a £1.1 million net underspend (i.e. lower than expected expenditure). The financial monitoring report for Month 6 will be reported to the Corporate Governance and Standards Committee on 26 November 2015.

15. Legal Implications

- 15.1 There are no legal implications. All procurement and contracts for sponsorship were managed by Legal Services and managed in accordance with our policies and procedures.

16. Human Resource Implications

- 16.1 This project utilised staff from almost every department of the Council across its planning and delivery, the table on the following page shows the direct use of staff on the task from across the organisation. Despite the high workload the teams pulled together to ensure that the event was successfully delivered.
- 16.2 It should be noted that some staff had to work seven days a week for several weeks and others worked shifts to ensure work could continue 24 hours a day. Further to this staff worked on tasks that were well outside of their usual work subject.

	On the day	Build / dismantle	Prep / support	Total
Legal			5	5
Planning			3	3
CSC	1		10	10
Engineers		1	4	4
Building control		3		3
Parks and leisure	31	31	4	31
Waste Ops	3	6	4	6
Street cleaning	19	35	3	35
Health and Community Care	5		10	10
Audit			4	4
Democratic services (including Civic Support)	5	1	1	5
Econ Dev	4		4	4
Wardens	7			7
Print room			2	2
Council Tax			1	1
Parking	21	21	1	21
Asset Management			2	2
HR			2	2
IT	3	3	4	4
Facilities			2	2
Finance	4		3	7
PR and Marketing	5		5	5
Dial a ride	2			2
Housing repairs	7	8	15	15
Electricity	1	1	1	1
Heritage services	4			4
Management support	1	1	1	1
Community Safety	3	1	4	4
Total	126	112	95	200

17. Conclusion

- 17.1 Armed Forces Day was a major national event that celebrated Guildford's relationship with the Armed Forces. The week went really well and then the actual day itself was a great success. It attracted large amounts of visitors to the event. It showcased Guildford through the large amount of visitors, the number of local and national press who attended the event and the extensive national and local online, print, broadcast and social media coverage.
- 17.2 It was successfully delivered through multi agency working, including the Armed Forces, Surrey County Council, Surrey Police and Experience Guildford. The

planning and delivery also included some 29 teams and 200 people across the Council.

- 17.3 It can be seen that whilst the event was more expensive than originally planned, the Project Team and partners worked incredibly hard to ensure that costs were managed as tightly as possible. All procurement was carried out in accordance with our policies and resulted in competitive pricing. The decision to change the original plans of a larger prom to something more manageable saved a great deal of money. It also provided the opportunity to work in partnership with the Guildford Fringe, supported by the ACM, who provided entertainment for almost no cost.
- 17.4 The event's planning tested the Council's procedures and policies and has highlighted a number of lessons to take away from this. This has already led to a need to review some of the policies and improved guidance on this is being drafted.
- 17.5 The review process has highlighted lessons that can be learnt for future events in Stoke Park and at other locations across the organisation. A number of these lessons can be applied to other projects and other multi-agency tasks. They should be considered when planning other work.

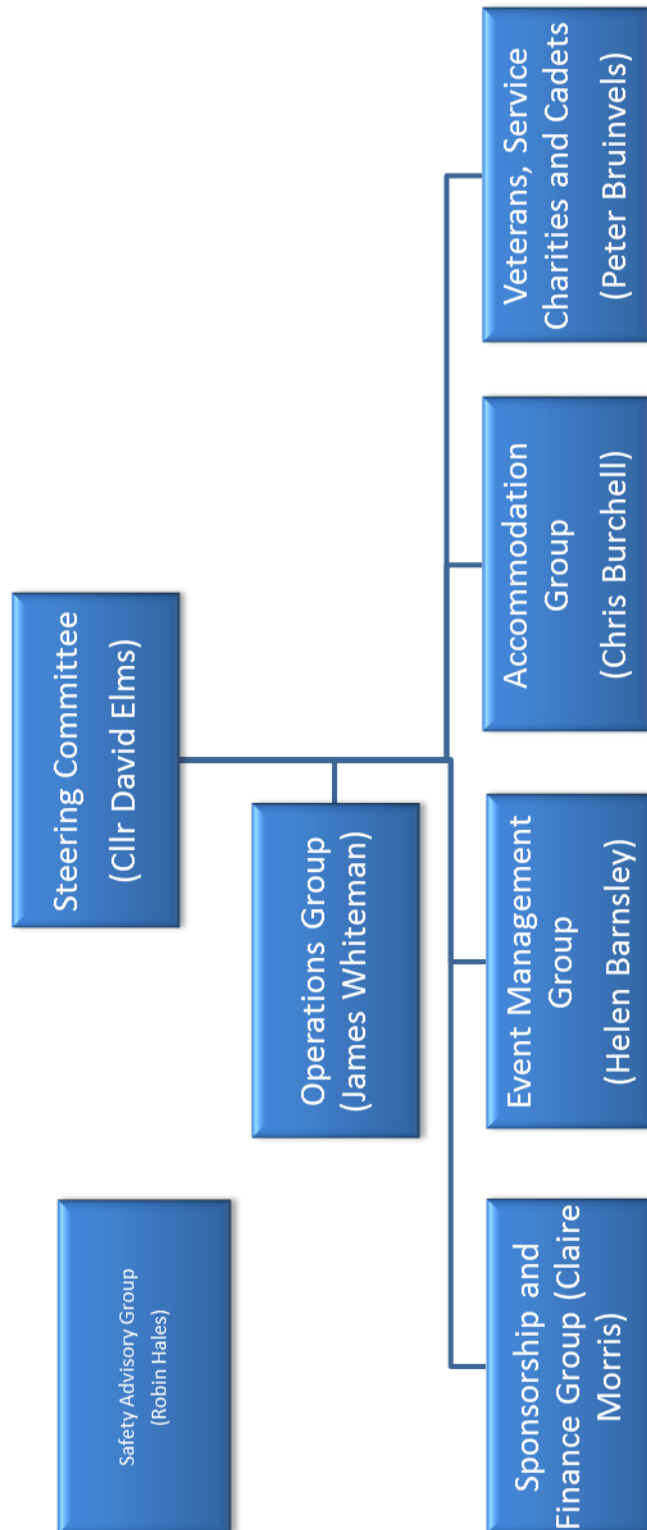
18 Background Papers

There are no background papers

19. Appendices

Appendix 1 – Governance Arrangements
Appendix 2 – Flag raising event images
Appendix 3 – Cricket match images
Appendix 4 – Park layout
Appendix 5 – Images of the Cathedral Service
Appendix 6 – Images of the Parade
Appendix 7 – Images of the AFDNE in Stoke Park.
Appendix 8 – Images of the concert

Appendix 1 – Governance Arrangements



STEERING GROUP

Terms of Reference

1. To act as the senior strategic decision making group.
2. To provide final approval for plans and arrangements as presented by the Operations Group.

Membership

Guildford Borough Council

The Mayor of Guildford, Councillor David Elms (Chair) (and then Cllr Nelson-Smith)
Councillor Matt Furniss, Lead Councillor for Guildford Armed Forces Day
Sue Sturgeon, Managing Director
James Whiteman, Lead Officer for Guildford Armed Forces Day

Partners

ACC Stephen Barry, Sussex Police
Cllr Mark Brett-Warburton, Surrey County Council
Wing Commander Tracey Broome, Ministry of Defence
Detective Chief Inspector Helen Collins, Surrey Police
Superintendent Duncan Greenhalgh, Surrey Police
Brigadier Andrew Hughes, Commanding Officer 11 Brigade, represented by Col Andy Barr
Susie Kemp, Surrey County Council
Kevin Lorimer, Experience Guildford
Cllr David Munro, Surrey Civilian Military Partnership Board

Officer Support

Helen Barnsley, Chair of Event Management Group
Sam Hannington, Support for the Armed Forces Day Team
Liz Mockridge, Project Manager for Guildford Armed Forces Day
Carolyn Patterson, PR and Marketing Manager

OPERATIONS GROUP

Terms of Reference

1. To act as the group monitoring each of the feed in groups (Sponsorship and Finance, Event Management, Accommodation, Veterans, Service Charities and Cadets).
2. To provide guidance to the feed in groups including passing on direction from the Steering Committee.
3. To provide the Steering Committee with updates and relevant information
4. To manage the communications plan

Membership

Guildford Borough Council

James Whiteman, Lead Officer for Guildford Armed Forces Day (Chair)
Helen Barnsley, Chair of Event Management Group
Steve Benbough, Policy and Partnerships Officer
Peter Bruinvels, Chair of Veterans, Service Charities and Cadets Group
Chris Burchell, Chair of Accommodation Group
Chris Mansfield, Head of Development
Liz Mockeridge, Project Manager for Guildford Armed Forces Day
Claire Morris, Chair of Sponsorship and Finance Group
Carolyn Patterson, PR and Marketing Manager

Partners

Lieutenant Megan Ashton RN, Ministry of Defence
Colonel Andy Barr, British Army
Superintendent Duncan Greenhalgh, Surrey Police
Matt Jezard, Surrey County Council
Chief Inspector David Mason, Surrey Police
Amanda Masters, Experience Guildford representative

EVENT MANAGEMENT GROUP

Terms of Reference

1. To act as the group carrying out the practical planning and arrangements of the relevant events.
2. To ensure that all issues such as licensing, road traffic management, event management plans and booking of relevant sites are completed.
3. To manage the Armed Forces Day budgets and provide statements of expenditure to the Operations Group.
4. To provide updates to the Operations Group

Membership

Guildford Borough Council

Helen Barnsley, Health and Safety Team Leader (Chair)
Catherine Abraham, Communications Officer
Mindy Daubeney, Communications Officer
Kate Foxton, Civic Secretary
Kevin McKee, Parking Manager
Liz Mockridge, Project Manager for Guildford Armed Forces Day
Paul Stacey, Parks Operations Manager
Richard Anderson, Parks
Chris Wheeler, Cleansing Manager
Gary Kirk, Street Cleansing

Partners

Sgt Duncan Brown, Surrey Police
Tim Brown, Surrey County Council
Cdr Nick Chatwin RN, Royal Navy
Robert Cotton, Holy Trinity Church
Stuart Craggs, Experience Guildford
Sqn Ldr Vikki Eaton, Royal Air Force
Alvin Hargreaves, G Live Director
Lieutenant Colonel Graeme Macpherson, British Army
Sgt Ian Manners, Surrey Police
Alan Morris, Surrey County Council
Matt O'Grady, Guildford Cathedral

Major Mario Pirozzollo, British Army
John Sursham, Independent Health and Safety Officer
Wg Cdr Katherine Wilson, Royal Air Force
Lt Cdr Mark Van-Den-Bergh RN
Nick Wyschna, Guildford Fringe

SPONSORSHIP AND FINANCE GROUP

Terms of Reference

1. To act as the group securing sponsorship from appropriate sources.
2. To prepare financial statements and reports to the Operations Group on the status.

Membership

Guildford Borough Council

Claire Morris, Head of Financial Services (Chair)
Simon Ash, Economic Development Officer
Peter Bruinvels, Chair of Veterans and Cadets group
Chris Burchell, Local Economy Manager
Liz Mockeridge, Project Manager
Diana Roberts, Marketing and Tourism Development Manager
Carolyn Patterson, PR and Marketing Manager

Partners

Amanda Masters, Experience Guildford
Brigadier Philip Pratley (Rtd)

ACCOMMODATION GROUP

Terms of Reference

1. To manage the provision of accommodation for all relevant service personnel through a successful relationship with the relevant service and civilian providers.
2. To encourage and optimise the use of hotel and visitor accommodation in Guildford and surrounding area for the purposes of Armed Forces Day.

3. To provide update reports to the Operations Group
- Membership**

Guildford Borough Council

Chris Burchell, Local Economy Manager (Chair)
Liz Mockeridge, Project Manager for Guildford Armed Forces Day
Diana Roberts, Marketing and Tourism Development Manager
Jane Geal, Marketing and Business Development Manager
Diana Parker, Business and Marketing Officer

Partners

Michael Jeanes, University of Surrey

VETERANS, SERVICE CHARITIES AND CADETS GROUP

Terms of Reference

1. To link to veterans' groups and service charity organisations with a view to securing full involvement in the event.
2. To secure the full and active participation of tri-service cadets, including the CCF and other uniformed public service students.
3. To ensure the full participation of Reservists through the offices of SERFCA.
4. To provide update reports to the Operations Group

Membership

Guildford Borough Council

Peter Bruinvels, Project Officer for Guildford Armed Forces Day (Chair)
Liz Mockeridge, Project Manager for Guildford Armed Forces Day

Partners

Andrew Hughes, SSAFA Surrey
James Burns, Help for Heroes
Ian Cherrington, Uniformed Public Service, Guildford College
Col. Patrick Crowley, SERFCA

Corinne Day, RNBT
Lynn Gannon, SE VAPC
Wg Cdr Helene Gould, Air Training Corps
Sue Hatton, WRAC Association
Kevin Milligan, Sea Cadets
Alan Mulder, Army Cadets
Tony Rushton, RAFA
Tim Sullivan, ABF The Soldiers Charity
Donald Thwaites, RBL Surrey

Appendix 2 - Flag raising event images



The Royal Air Force delivered the Armed Forces Day flag by air to Stoke Park.



The Army transferred the flag by land from Stoke Park to Dapdune Wharf using armoured vehicles and quad bikes.



The Royal Navy transferred the flag by water from Dapdune Wharf to the Town Wharf.



Representatives from all three services delivered the flag to Guildford Borough Council, to be raised at the Guildhall.

Appendix 3 – Cricket match images



A tri-service team played Guildford Cricket Club at Guildford's Woodbridge Road Grounds



Sponsors and service reps attended the event along with it being open to members of the public. Natwest, sponsors of Twenty20 cricket, brought along the Twenty20 trophy for people to have a look at and take pictures with.



Commemorative coins were given to all participating service personnel, cadet and veterans by Guildford Borough Council. These were paid for by Ash Contracting.

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Appendix 5 – Images of the Cathedral Service



The service at Guildford Cathedral.



Guests at the Guildford Cathedral Service

Appendix 6 – Images of the Parade



The Royal Marines Band playing up Guildford High Street.



The Coldstream Guards played up the High Street.



Prince Andrew took the salute, accompanied by the Mayor and the Lord Lieutenant.



The Red Arrows overflowed the parade for their first pass of the day.

Appendix 7 – Images of the AFDNE in Stoke Park.



Prime Minister David Cameron met Guildford's Young Ambassadors at the event.



Displays were provided by all three services and the cadets throughout the afternoon. This is the Princess of Wales' Royal Regimental battle assault display, assisted by a Royal Navy Merlin helicopter. Photo credit: Daniel Hannington, Parks team.



Royal Signals White Helmets motorcycle Display Team. Photo credit: Daniel Hannington, Parks Team.



The Household Cavalry Musical Ride. Photo credit: Daniel Hannington, Parks Team.



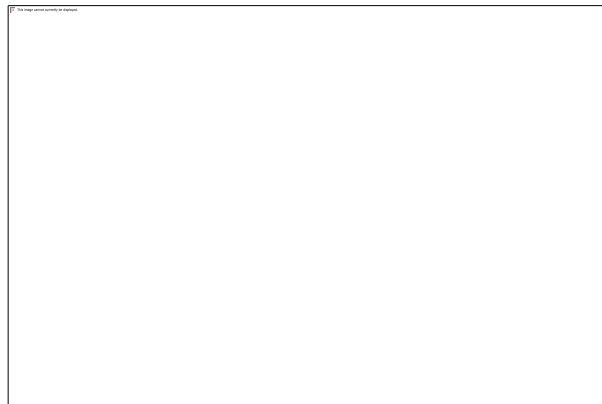
The Red Arrows returned for a second pass of the event. Photo credit: Daniel Hannington, Parks Team.



The RAF Falcons Parachute Display team. Photo credit Daniel Hannington, Parks Team.



The Band of the Adjutant General's Corps played the Guildford Fringe Stage.



Thomas Hobbs sang on the Guildford Fringe Stage.



David Cameron presented Veterans badges to local representatives including members of Surrey Police.



Static displays were open all day. Photo Credit: Gary Kirk, Operations Team.



A static display tank. Photo credit: Gary Kirk, Operations Team.

Appendix 8 – Images of the concert



From the Jam played headlined the evening's concert.

