

Events Strategy 2016-2020

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1.0 Introduction

The Events team has traditionally focused on overseeing and delivering events on Lambeth's open spaces. This has included the Country Show, commercial events and facilitating a range of community events throughout the year. The principles on which the events programme is run include providing safe and popular events that have community benefit and are financially effective. We know that events held in Lambeth are very popular, with both our residents and those visiting the borough.

The experience within the team and the changing opportunities available make it an appropriate time to redefine the strategy for the events team. The strategy going forward will be based on a core set of principles:

- a. enabling the community to lead and own community events;
- b. delivering an excellent Country Show;
- c. developing and coordinating a high quality set of events across the borough based around 5 main zones (Streatham, North Lambeth, Clapham, Brixton and Norwood);
- d. diversifying the service to be more economically effective; and,
- e. a focus on showcasing the borough and driving visitors and tourists across the borough.

The Events Team has an income target and a base budget. The need to achieve income can often be to the detriment of relations with the community and lead to a range of events that are often less effective or useful in supporting the Lambeth outcomes.

This strategy sets out the framework for a coordinated and forward looking approach. The use of income to reinvest into open spaces is an important element of engaging local people to learn and run their own events that in turn can be financially effective. This can be done on the basis that there is a financially effective model in place.

- **Context for events**

The purpose of an effective events service is based around creating a positive experience for the borough, increasing money into the local economy and raising the profile of Lambeth and the council. The opportunity to use events to help define Lambeth as a destination is important for many of the outcomes that we are prioritising.

Aligning events to inward investment, job creation, a strong local economy and wellbeing

means that it has major potential to contribute positively. Aligning a clear strategy that achieves income targets alongside impacting on outcomes is the way we want to develop the service.

Addressing noise levels and charges for community events are part of the strategy. We are in a competitive market and have some strong locations within the borough and need to align the strategy to the events industry across other local authorities.

The Lambeth Events Service purpose is to safely deliver a culturally diverse range of community and commercial events, filming opportunities and cultural activities that bring the following local benefits:

- ignite creative ideas and stimulate knowledge;
- create and enrich communities they serve;
- progress education, awareness and understanding;
- bring economic growth and investment to local communities; and,
- promote destination image and increase tourism.

The estimated attendance for events in Lambeth's parks and open spaces each year is around a million people with an estimated 65% coming from outside of the borough. The economic return on investment is considerable.

The borough now has a wide and diverse range of events and activities, which are delivered by a variety of providers from local community groups, commercial companies and the Council.

Post 2012 Olympics has shown that there has been an increase in the demand for events and the UK events industry generates over 530,000 full time jobs and is worth over £36.1 billion rising to £42.2 billion by 2015 and £48.4 billion by 2020.

Equally Film and TV is an important industry for the UK, worth £4.2 billion to the annual GDP, and responsible for 120,000 full time jobs. Lambeth has some of London's most desirable locations and now with the new film service provider we can work to create a film friendly borough whilst protecting the interests of residents.

This presents a superb opportunity for Lambeth to be part of the global business destination of choice and at the same time, create real growth from UK events and filming by generating business opportunities for local firms leading to the formation of vital international business.

- **The way forward for the events team**

The Events Service in Lambeth needs to support the outcomes of the organisation and be financially viable. The future programme will be built on robust evidence in order to demonstrate the impact and value of events in Lambeth. We can see from the 300 events each year that there is an appetite to both attend and create events.

The five elements of the Events strategy

- **Enabling the community to lead and own community events**

Currently the service supports approximately between 200 and 300 events each year a significant proportion of which are community led. These will vary from overseeing the completion of forms to actual hands on support and guidance. The ways of working of the team have created a situation whereby local people and groups expect to be able to access and call on this support.

The team now needs to enable local people to manage the process more independently and also to be more financially aware of the consequences of overseeing events. We have introduced an online system, EventApp, in order to enable quicker processing. We will partner with other organisations around events training associated with grants so that we are developing capacity in the community to be able to lead and run events in the future.

There will be a Lambeth Community Festival Fund. Residents and community groups will be able to bid for monies from this fund and the cabinet member and area leads will determine how money is allocated and to whom. There will be £25,000 fund that can be bid for. We will also allocate £10,000 to support events management training. The training will be supported in year one and subsequent years will be decided following an assessment and evaluation of the effectiveness of the training.

It is recommended that once the funding pot is active no other event application fee waivers are to be granted. It is anticipated that by including the training alongside the funding EventLambeth will not only provide financial support but a longer term expertise that community groups can take to other members of their organisations.

Where a commercial activity- such as an experiential marketing events, promotional installations, brand sampling can be aligned to a specific outcome then the cabinet lead will determine whether ring-fencing the income for that outcome is appropriate. In locations across the borough EventLambeth will bring to the attention of the cabinet lead where these opportunities arise in the quarterly programme review meetings.

- **Delivering an excellent Country Show**

The Country Show is our major event. We will ensure that it is well run and have the appropriate level of promotion. Lambeth Country Show will continue to be a free event for Lambeth residents. We will introduce a range of financial improvements including developing sponsorship and increasing advertising.

- **Developing and coordinating a high quality set of events across the borough based around 5 core zones (Streatham, Clapham, Brixton, North Lambeth and Norwood)**

The work that is underway with the South Bank Marketing Group to promote the borough has helped us define the need for a set of high quality events that are spread across a wide area in the borough.

In order to create a high quality offer we need to focus attention and effort on a core set of opportunities. By splitting the borough into 5 zones we can spread the events effort and

delivery across the borough. Also by considering Lambeth as zones rather than simply open spaces it allows us to look more broadly about how we use the space and resources available. The aim is to develop a programme of the equivalent of 8 days of events for each zone. This could be the equivalent of 4 weekends, spread out across individual days or concentrated over a shorter period of time. With local negotiation, in consultation with the cabinet and area leads via the quarterly programme review meeting the events (such as an open air cinema) may go beyond the 8 days. This decision will be held by the cabinet lead and area representatives.

The five zones are Clapham, Brixton, Streatham, Norwood and North Lambeth.

Using this approach the events team will develop an eclectic set of events that are financially viable and successful that overall creates a compelling offer to the borough. Working with the South Bank partners we will promote and sell tickets to these events. This enables Lambeth to be a destination borough and to raise our overall profile. It also reduces the pressure on any one given space.

The approach will involve building capacity in the community so the events need to be done in partnership where possible with local interested groups including the BIDs and friends groups.

The other issue is the relationship of income to local needs. There needs to be recognition that income reinvested creates a motivation both to learn and own the means of creating the income and creates a direct benefit back into the community and open spaces. To facilitate the reinvestment adjustments have been made to the events charging framework. Traditionally there has been an Environmental Impact Fee (EIF) charged for each event which is ring-fenced and goes directly back to the park or open space to be spent in consultation with the Friends Group or MAC. The EIF was developed in 2011 to be used to offset event impacts for park related infrastructure such as pathways, extra park litter bins, park fencing and access upgrades. It was also to be used for any local park projects.

This amount has varied depending on the nature and capacity of the event with no set percentage of the overall site hire. Presently there are informal arrangements for the expenditure of EIF in agreement between the Parks Managers and the Friends of Groups. Quarterly EIF income statements are distributed to all parties and an annual spending report has to be reported back to the events service, so that the appropriate audit reports and good news press releases can be achieved.

To ensure there is an increased return of income to the Parks budgets from events held in Parks and Open Spaces and a clear framework for that income, EventLambeth will introduce a new Parks Investment Levy (PIL) which will be charged to each event on a per person per day basis. To ensure there is no reduction in income for any park or open space from the existing EIF minimum charges will apply, although it is anticipated that in most cases the PIL will be significantly higher than the EIF. The PIL will start from 20p per head rising to 50p for the major commercial event days (of which there will be no more than 8 in each of the 5 Zones).

For some event bands the PIL significantly increases the charges for the event and so an adjustment has been made in the site hire charges to ensure that EventLambeth fees are not

so high as to be uncompetitive. The site hire charges are benchmarked against other local authorities to ensure that they remain competitive and fair.

Unlike the old EIF the new PIL will also be reduced in conjunction with other fees for Lambeth based charities and community groups who will be given a 50% discount. Parks Friends Groups and MAC will continue to be able to hold events in their parks and open spaces free of charge. The cost of officer time of these and other resource heavy low income events will continue to be met with the surplus from high income events.

The introduction of the new PIL replaces the originally proposed 2/3 split from the major events. It is a clearer way of managing the income from all events and ensuring that all parks and open spaces across the borough benefit from events that are hosted in the spaces. As EventLambeth has significant income targets from the Council this also means there is a clear understanding of the income that will be raised and the impact on that is reduced as the PIL is a separate ring-fenced charge.

PIL will be reported on and transferred to the parks team on a quarterly basis. The management of the park investment fund will be undertaken by the parks team. As the number of major event days increases these are charged at the highest rate of PIL and so the income for the PIL will also increase.

The reinvestment is helping build capacity in the community to take on and deliver a wider events programme in the future. Finally the increased footfall from visitors across the different spaces will see money spent within the local economy across a wider area than normal.

The definition of the 8 major commercial events days is important as we do not want them to interfere or replace local community activity (see defining a major event at the end of this document) and they will be the events where the sound levels may be higher. The 8 major commercial event days are those that are overseen by the council events team. They involve events that involve visitors both local and beyond the borough. They are to support both outcomes and be financially effective. They will include music events; festivals; fireworks, outdoor cinema and other sporting and cultural events. These days do not refer to the commercial letting of space such as funfairs, use of bandstands or private commercial activities.

The broad definition of a commercial major event day can be defined as one where the licensable capacity is in excess of 20,000+ people at any one time. It will be about the impact of the event in a particular area. The event will need to be financially viable to the Council. Where an event is smaller than 20,000 it will need to be assessed on the scope of the event and the impact on the surrounding area so that in some cases EventLambeth will define an event as a commercial major event where the impact on the area the event is held is significant.

Only the commercial 8 major event days, per zone, will require the higher sound levels. Commercial major event days may not only take place in one park or open space but may involve multiple spaces and road closures to accommodate a larger event than the parks in that area can accommodate. As these commercial event days are significant events they will need to be managed by a competent events management company and it is anticipated that

they will be planned at least 6-12 months in advance.

Where events that are facilitated by the council will include numbers exceeding 5,000+ visitors and attendees there will be strict conditions on who can be allowed to deliver the activity. They will need to meet safe event protocols and guidelines that will require indications of an effective track record of delivery and meet strict national regulations and procedures as set out in our Terms & Conditions for Events and the Guide to Organising Events in Lambeth.

The forward programme for the major event days will be engaged on in conjunction with the cabinet lead and the 5 area leads for Lambeth – at the quarterly programme review meeting. Where an event activity will go beyond the 8 days this will be agreed through the above arrangement. Therefore a commercial outdoor film festival in various locations or a street festival may exceed the allotted 8 days and will need approval from the cabinet and area lead.

A forward programme for the year will be presented to the cabinet lead, at the quarterly programme review meeting, so that they can engage with area lead councillors and residents on future activity. An accompanying marketing strategy will be aligned to the events programme.

This strategy has the potential to deliver up to 8 major event days in each zone per year facilitated by EventLambeth Operations.

The noise policy as consulted on as part of Culture2020 and now has been consulted on again for a further 4 weeks to give further opportunities to understand and engage on the proposed changes.

The revised sound levels as outlined below have been drawn up to replace the 2008 policy and will be aligned with other similar outdoor public events spaces in London. This revised policy was circulated for engagement with the community and stakeholders for 4 weeks in February and March 2016. 343 comments were received within the timeframe, with 220 in favour and 117 against along with 6 neutral comments. Also note that 19 emails were received after the deadline, which have not been included with the final responses.

We have considered all the views that have been feedback and tried to consider how the implementation of the changes can be done in a suitable fashion. For example there has been an emphasis on proper enforcement and management of noise levels which we recognise is important if the new levels apply to the 8 days and no other time.

We will monitor carefully the impact of the changes in noise levels and as part of our overall monitoring of the introduction of the events strategy will review on a quarterly basis.

The maximum Music Noise Level (MNL) shall be 75dB L(A) eq 15 minutes (free field) outside any noise sensitive premises.

The maximum low frequency Music Noise Level (LFMNL) shall be 90 dB L(C) eq 15 minutes (free field) outside any noise sensitive premises.

Fixed noise monitoring locations have been suggested and identified for the following event

sites:

1. Clapham Common
 - 8A Windmill Drive
 - 14 Clapham Common West Side
 - Hospice - 44 Clapham Common South Side
2. Streatham Common
 - 32 Streatham Common South Side
 - 24 Streatham Common North Side
 - 90 Heybridge Avenue
3. Brockwell Park
 - Parkview Towers
 - c/o Norwood Road and Rosendale Road
 - 33 Brockwell Park Gardens
 - r/o 56 Dulwich Road
4. Kennington Park
 - 1 Kennington Park Place
 - o/s Vicarage - 37 St Agnes Place
 - Kennington Park Road – opp Blythe House
 - 3 Prima Road
5. Norwood Park
 - 34 Salters Hill
 - Junction of Salters Hill with the A214 outside Virgo Fidelis Convent Kennington Park Road – opp Blythe House
 - Junction of Elder Road and Stable Mews
 - Corner of Norwood Park Road and Benton's Rise

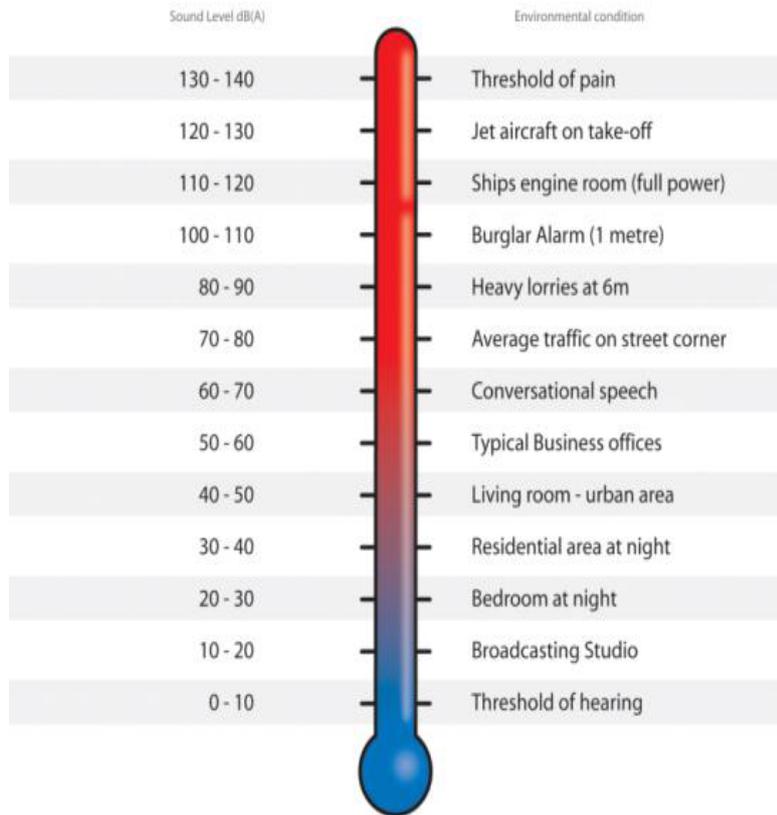
Acoustic Terminology

The human ear can detect a very wide range of pressure fluctuations, which are perceived as sound. In order to express these fluctuations in a manageable way, a logarithmic scale called the decibel, or dB scale is used. The decibel scale typically ranges from 0dB (the threshold of hearing) to over 120dB.

- dB (decibel) - The scale on which sound pressure level is expressed;
- dB(A) A-weighted decibel - This is a measure of the overall level of sound across the audible spectrum with a frequency weighting ('A' weighting) to compensate for the varying sensitivity of the human ear to sound at different frequencies;
- dB(C) C-weighted decibel - This is a measure of the overall sound taking into account the low (bass) frequencies;
- L_{Aeq} - This can be described in simplistic terms as the 'average' sound level over a given time period;
- MNL – Music Noise Level - This is the (A-weighted) monitoring sound level of the

music played at an event and is normally determined off-site, for example outside the nearest residential premises; and,

- LFMNL – Low Frequency Music Noise Level - This is the (C-weighted) monitoring sound level of the music played at an event and is normally determined off-site, for example outside the nearest residential premises.



EventLambeth will licence its five main event spaces in the following parks and open spaces in consultation with local park friends and user groups: Clapham Common, Brockwell Park, Norwood Park, Streatham Common and Kennington Park based around the proposed new Lambeth events strategy. This will enable greater and safer event management, whilst also providing a premises licence to our local community groups and charity organisations that have to normally apply to the Council and pay for their own licence to use at their events. The key benefits for EventLambeth holding licences for its 5 largest spaces are as follows:

- Reduces the impact on officer resource in other departments associated with the licensing process – currently a great deal of time is taken up with licensing and Licensing sub-committees for events. By having overarching licenses this impact will be reduced
- Agreeing conditions in advance means that every stakeholder is aware of what is agreed in advance, EventLambeth have the control to limit scope with event organisers and agree further conditions, but here is a base that everyone has to work from which eliminates the issues around disparities in individual licence agreements.
- It means that event organisers have greater planning time as they know that a licence

is in place and so can start planning for that specific location and event from day one without the risk of not having a licence granted after investing in planning.

- It means that Lambeth is in line with neighbouring boroughs as they also have licences in their parks and open spaces making it a commercially more attractive proposition.

The ability to maintain local accountability for major events will need to be safeguarded through the events process – detailed in the guide. Once the licences have been applied for and issued a set of annual reports can be developed including a report on the usage in the previous year to provide reassurance to the residents and councillors. The licensing Sub-Committee acts as ultimate authority should the licenses be brought in to review. At a basic level the weekly calendar details the events taking place and will indicate those that are using the EventLambeth licenses.

The financial costs for the premises licences will be recouped from the major commercial event clients should they wish to use our events premises licences which will have set conditions. Currently EventLambeth already has licences for Windrush Square, Brockwell Park and Streatham Common, which the local community groups use free of charge

- **Diversifying the service to be more economically effective**

The team has explored a range of ideas within the traditional remit of events. We will diversify the service so that the commercial opportunities are not focused purely on private promotion.

The team will focus on:

- Film service – the work on running a film service is already underway and is beginning to generate income. We will review parking and traffic controls in order to facilitate further film opportunities. We will also review the use of open spaces for commercial filming;
- Corporate events – we have tested a corporate event within Clapham library. We need to identify suitable venues within the borough that can be used for corporate events. Wandsworth have invested in a corporate structure that generates approximately £600k per annum and we need to develop an equivalent in a suitable location. The market that this would be aimed at includes wedding receptions and celebratory events;
- Sponsorship & advertising – This is an area that we need to professionalise so that we are using real stakeholder relations techniques to create meaningful sponsorship opportunities. The council also needs to develop advertising contracts for lampposts and use our assets such as bins and park railings. This will go out to tender to find an appropriate commercial partner;
- Trading and training – the development of LamCo as a trading arm of communications provides an excellent opportunity for the events team to offer its services to other authorities. Many of these do not have events management skills or a coordinated programme of delivery. The need to provide training to people in the community as well as other authorities offers a strong trading opportunity; and,
- Conference services – we are well placed to develop a conference service. Our position at the heart of the capital with excellent transport links adds to this. We need to develop a conference service based on an annual programme of conferences.

The implications of this list here is that over time we are going to need to call on different skill sets and understand where we need to invest in order to make a return. Much of the above is also focused on income realisation. This is partly to offset the change in how income is distributed from events but also it gives longer term sustainability. Diversification in events activities means there is a protection against fluctuations of income from one specific area.

3.1 Agreed working practices

The ways of working around approvals, risk and insurance will be reviewed. The Events guide provides clear details around the policy and processes event applications will go through and the stages at which they can be rejected or accepted. The introduction of EventApp an online event application system has simplified and clarified the application process for all users and feedback from community groups already demonstrates this makes applying to hold an event in Lambeth more straightforward.

We will look to provide a licence across all open spaces in order to reduce the bureaucracy for all community events. Commercial events will maintain the current standards and procedures. The ongoing monitoring of these licences has been detailed above.

Where the community wants to implement new activities across the zones they will be offered the opportunity to commission EventLambeth. This means the usual guidance and support will be in place, with new training for local people. In addition, they will have the opportunity to pay for additional event management if they want. This is part of the trading offer both to Lambeth but also beyond as part of LamCo.

In order to ensure that both the planning, impact and benefits of the events strategy are properly managed we are working to a governance arrangement that includes local councillor representation working with the cabinet lead. There are other process pieces to ensure that we have followed due process including Licensing Committee and the Safety Advisory Group.

3.2 Greater community involvement

The forward programme across all spaces needs to have more oversight from the community. This should include involvement in determining the events programme and the beneficiaries from the income raised. This should work both at a borough level and also for specific spaces. The means for doing this is via the cabinet lead and the councillor area leads via the quarterly programme review meeting. Ultimate responsibility for events sits with the cabinet member for Events and the forward programme will be presented to them in the first instance.

The Events Service will initiate a strategy and programme to better inform the local community of how they can promote their local areas. We will continue to build international and national industry partnerships that will help enhance the overall impression of Lambeth and places within it. We will work with the parks programme to look at investing in event infrastructure and facilities and adopt an annual events planning programme which will provide a greater return on investment.

We will get a greater presence on the Southbank to enable better synergy with event venues,

hotels, businesses and destination attractions and work towards creating an EventLambeth tourism group that will build deeper and solid tourism and business connections within Lambeth that will optimise trade development, information exchange, research and development through conferences, exhibitions and festivals.

4. Next steps

The strategy is to create an effective, diversified service that raises income but gives benefit to Lambeth and the outcomes that matter.

Using the above outlined strategy we will now need to deliver the following

- development of a programme of events across the 5 zones;
- the governance arrangements implemented;
- the development and delivery of enabling tools for local communities and individuals to run and manage their own events;
- promotion of trading offer as part of LamCo and working on a range of contracts;
- procurement for advertising contract to cover main external assets;
- development of sponsorship contract to support key events and opportunities such as campaigns; and,
- potentially additional capacity to support diversification opportunities and the establishment of corporate and conference services.

1. Activity plan

| Issue | Detail | Status |
|--|---|-------------|
| 1. Develop governance model | The cabinet lead and 5 area leads to be responsible for the forward events programme | Completed |
| 2. Create 5 zones for events | The 5 zones will be Streatham, Brixton, Norwood, Clapham and North Lambeth | Completed |
| 3. Establish ring-fenced commercial activities | With the cabinet lead determine specific commercial activities and ring fence income to support specific needs and outcomes | In Progress |
| 4. Create a community fund | Using specific commercial activities to establish a community fund that community groups can bid to using the governance arrangements set out above | Pending |
| 5. A marketing programme | Develop a coordinated marketing programme with the South Bank | In Progress |
| 6. Financial reinvestment | Introduce the PIL to ensure funding for Parks Investment Fund | Completed |
| 7. Revised noise levels | Revised noise levels across the borough using the parameters of event days and an understanding of specific places and issues | Pending |
| 8. Lambeth Country Show development | Maintain a free event and explore opportunities for sponsorship | In Progress |
| 9. Sponsorship and advertising | Develop a sponsorship and advertising programme that maximises the support to events | In Progress |
| 10. Develop a coordinate training programme | Develop a training programme for community groups and residents in order to help them deliver successful events | Pending |
| 11. An online events app | Introduce an online events app to make events programming easier | Completed |
| 12. Diversification of service | Develop trading opportunities, training offer, advertising and sponsorship programme | Pending |
| 13. Change ways of working | Review processes to recognise differences in scale of events | In Progress |
| 14. Create commissioned offer | Develop the offer to the community to support them in developing and delivering events | Pending |

Zones for event management



Defining a major event

Defining a Major Commercial Event

