London Borough of Enfield
Park Events Strategy 2017 – 2022 Review

Report by:
Alex Duncan, FInstLM | Assistant Director | The Event Umbrella

Assisted by:
David Nutt | Event Coordinator | The Event Umbrella

e: hello@theeventumbrella.com
w: theeventumbrella.com

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1. Introduction:

1.1 This report sets out a **r**eview of the London Borough of Enfield's (the Council) Park Events Strategy 2017 – 2022 (the Strategy), at half-way through the Strategy's implementation period. The report focusses on the overarching process set out in the Strategy and the economic impact for the borough. The findings are based on a piece of research and consultation by The Event Umbrella, commissioned by the Council.

1.2 The Strategy sets out the Council's vision for the years 2017 to 2022, and includes the following sections:

Foreword (p3)
Executive Summary (p4)
Background (p5)
The Vision (p6)
The Role of Events (p7)
Event Principles (p9)
Parks and Open Spaces (p12)
Procedures for Managing Events (p15)
Flow Charts and Additional Information (Appendices) (p17)

1.3 The Background set out on p5 of the strategy outlines the position of the Council's Festivals and Events service (and programme) in 2015. At the time of carrying out this review, half-way through the implementation period of the strategy, the Council's Festivals and Events service (and programme) has changed considerably since 2015. A side-by-side comparison can be seen in Fig. 1, which shows a significant increase in the number of Small events taking place. Fitness and other Small Group Activities have seen the largest increase in activity.

Fig. 1: Three side-by-side comparison of the 2015 and 2019 events programme composition.
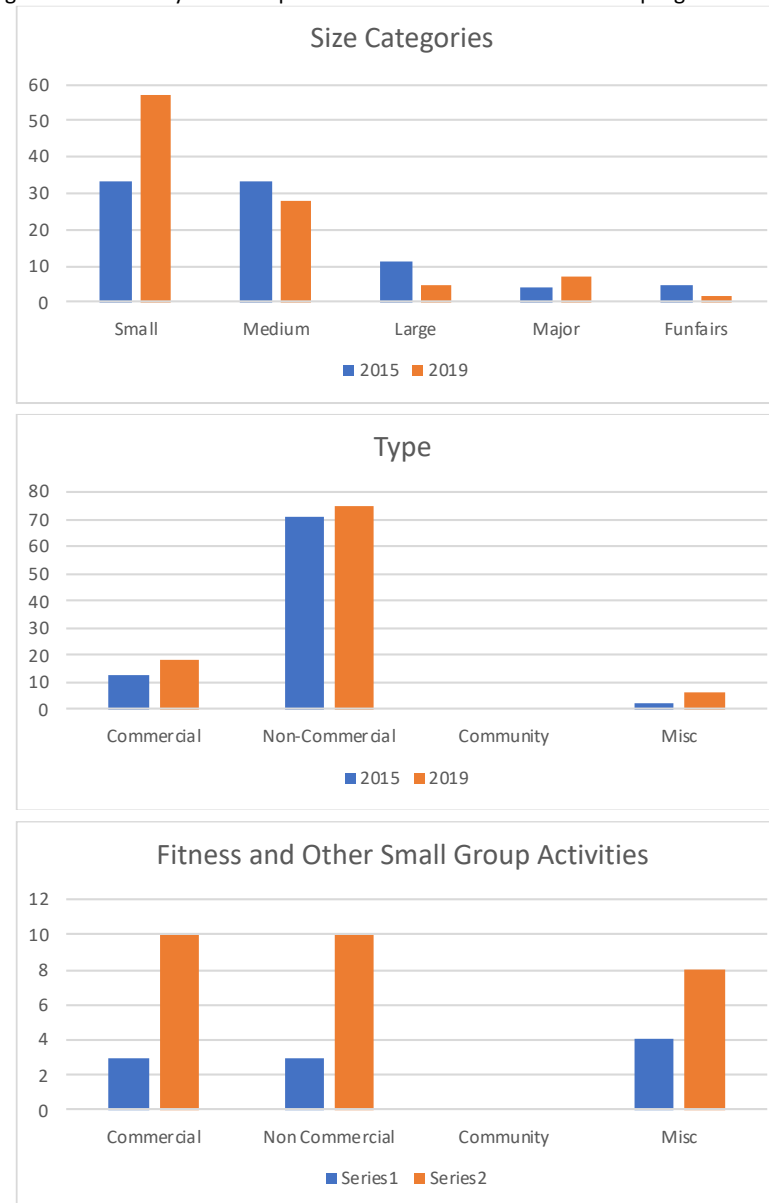
1.4 Since 2015, the Council has successfully developed a diverse range of festivals, events and other activities taking place in the Council's parks and open spaces. These range from small group-based activities such as Tai Chi classes at Forty Hall and Dog Training at Bury Lodge, right up to highly acclaimed, music festivals like 51st State and Elrow Town which raise the profile of Enfield as a visitor destination.

1.5 So much has been achieved in a context of diminishing resources throughout the Council, with officers in the Place Department showing considerable skill, energy and commitment in managing an events programme of such scale and diversity. Not least in developing an extensive programme of accessible, vibrant, non-commercial, smaller events throughout the borough's parks and open spaces. These positive changes can be seen in Fig. 1. These community-focussed events significantly contribute to the borough's identity and enhance the image of the borough in the minds of those who visit, work, study and live here. The Council should be celebrating these successes and the report provides recommendations to build on what has already been achieved in this area.

1.6 At the opposite end of the scale, introducing major commercial festivals, has challenged officers to work in new ways that: diversify how the Council's parks and open spaces are used; introduce new visitors to the borough; raise awareness of its parks and open spaces; and raise the profile of the borough by repositioning it as a cultural destination.

1.7 That said, we discovered the Council has struggled to convince some stakeholders that these major events are a positive thing for the borough. Some welcome the idea of events in parks and recognise the positive role they can play in providing cultural and leisure opportunities for the local community. However, some stakeholders have the view that the Council does not have the necessary skills and resources to effectively manage major commercial events and mitigate their negative impact.

1.8 To get close to delivering its potential as a destination borough and a leader in Local Authority Events Management, it is necessary for the Council to take stock, assess what works and what doesn't, and explore options for enhancing the Strategy, with a view to developing, diversifying and growing so that the events taking place in the Council's parks and open spaces can play a starring role in London's cultural life, and the borough's economic development.

1.9 This report is shaped by an in-depth consultation with a range of stakeholders and partners linked to the Council and the festivals and events programme that takes place in its parks and open spaces. This includes business owners/managers, event organisers, community stakeholder groups, relevant LBE officers and partner agencies. An in-depth analysis of the Council's festivals and events programme from 2015 to 2019, has also provided us with relevant data to benchmark the Council's performance against other local authorities, and against the Council itself, prior to the implementation of the Strategy.

1.10 We also carried out two surveys during our research. One survey on "Process" and one survey on "Economic Impact." 126 people ranging from park users to event organisers responded to our survey on process and this evidence has been referenced several times in the report. Unfortunately, the number of responses to our survey on "Economic Impact" from businesses managers and owners was fewer than 10. We gathered evidence from local businesses through telephone calls and face-to-face interviews as an alternative and the report references this evidence several times.

1.11 We are grateful to The Federation of Enfield Residents and Allied Associations (FERAA) and Friends of Trent Country Park (FoTCP)

(combined), Enfield Town Residents Association (ETRA), Chalk Lane Area Residents Association (CLARA), and Friends of Pymmes Park (FoPP) who all provided written reports of experiences from their membership.

1.12 The report is also informed by The Event Umbrella's experience working with local authorities across London to implement similar policies and strategies. This report draws upon these experiences and references several comparable boroughs and events taking place in other areas of London.

1.13 Within each section of the report, the first few paragraphs describe the discoveries we made during our research and explain the conclusions we have drawn from this. At the end of each section, we have set out some recommendations to the Council and highlighted these in green.

2. Process:

2.1 Effects of Limitations on Large and Major Event Frequencies:

2.1.1 Through consultation with LBE officers, we learned that limitations to the number of large and major events, and how frequently they occurred, were introduced to allay the concerns held by residents that introducing more events to the borough's parks would result in significant loss of access to a public amenity and may increase the risk of damages.

2.1.2 It was felt by some community stakeholder groups around Trent Country Park that this has not been effective because the local community, park users and some local businesses still feel as though this loss of access to a public amenity, and the wear these events have on the venues they operate in, is unacceptable.[1]

2.1.3 During interviews with several Officers involved in delivering this service, we learned that the Strategy has enabled them to introduce new major events to the borough, which previously had not taken place, and be selective about which events they grant permission to, but it is believed that introducing any further limitations will severely impair the Council's ability to seize opportunities to promote the borough that arise.

2.1.4 Fig. 2 and 3 demonstrate how important the major events programme is for generating income for the Council, with major events returning 88% of the Council's total revenue from letting parks and open spaces to event organisers, while the major events

Fig. 2: Pie chart showing the % of total income generated by each event size category in 2019.
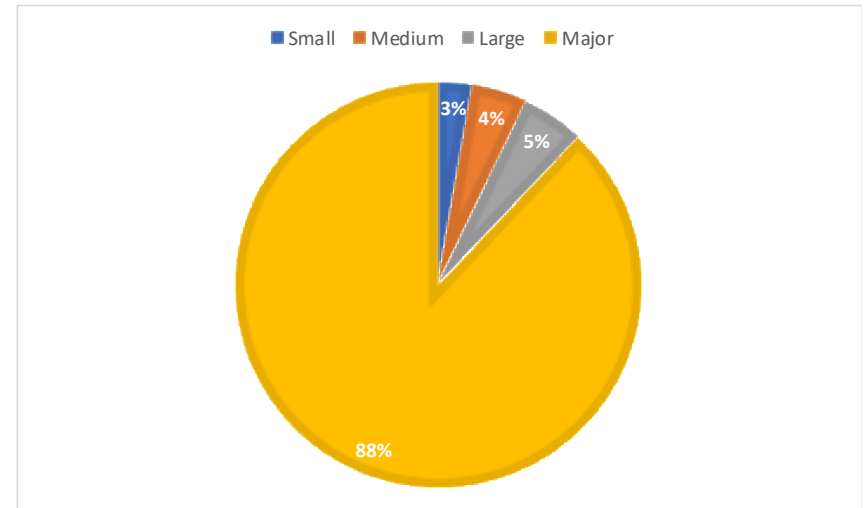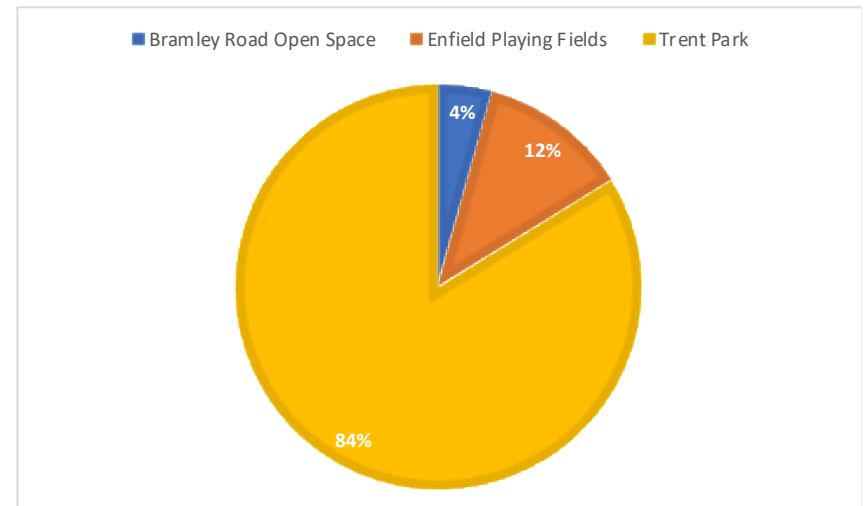

Fig. 3: Pie chart showing the % total of income generated by major events across the three parks that held them in 2019.

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[1] Source 1: CLARA, 51st State and Elrow Town Events: Impact on Cockfosters, P10
Source 2: Focus Group Outcome Summary, Focus Group 5, P6

in Trent Country Park return 84% of the Council's revenue raised by all major events that take place in the Council's parks and open spaces. This means that the major events in Trent Park, provide almost 74% of the Council's total income across all event categories and venues.

2.1.5   From an entirely commercial perspective, this exposes the Council to some risk. If, for any reason, Trent Country Park became unavailable, resulting in the cancellation of events such as Elrow Town and 51st State, the Council would have a considerable shortfall against their annual income target.

2.1.6   Although we learned that community stakeholder groups have a long list of concerns, one theme that came up repeatedly specifically relating to the scale of events and their frequency, was their perceived loss of access to a public amenity, as referenced in paragraph 2.1.2.

2.1.7   In reality, only a small % of Trent Country Park is temporarily inaccessible to park users. The arena space, used by 51st State and Elrow Town is approximately 30 acres, only 7% of the total 413-acre area[2] of Trent Country Park. If you include the car parks and pedestrian egress and ingress routes, this totals 42 acres, just over 10%. As such, park users still have large areas they can access during event periods.

2.1.8   Where this becomes problematic, is that by directing park users to areas of the park that are unaffected by event infrastructure and operations, this in turn results in visitors being guided to areas away from the Animal Centre and Go Ape, businesses who have both

commented on a loss of income during event periods (Please see 3.1.6 and 3.1.7.)

2.1.9   Taking an objective and balanced approach, the Council should consider that some community groups feel they are put under considerable strain by the major festivals and events taking place in Trent Country Park. When this is considered alongside the risk the Council is exposed to by having 70% of its income generated by the use of a single venue, we would recommend the following:

a) Focus on working with relevant community groups to introduce new events to some of the other sites the Council has identified are suitable for major events. Please see paragraphs 2.6.3 to 2.6.6 for more information.

b) Working with organisers who put on major events in Trent Country Park to improve their delivery model and reduce the negative impact they cause as much as possible. Specifically focussing on the issues covered in paragraphs relating to traffic 2.8.10 to 2.8.15 and 2.9.14 to 2.9.15.

2.1.10 If the Council follows the recommendations in 2.1.9, it will be able to implement some further improvements:

a) As 51st State and Elrow Town come to the end of their contract terms, the Council could consider leasing Trent Country Park through a tender process. In addition to usual benefits of initiating a tender process (best value for money, improved quality and greater understanding of the market) the Council can set out its requirements within the tender specification. Ensuring all responses to the tender avoid dates the Council would prefer to keep free for regular use and ensuring there is an adequate respite period between

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[2] SOURCE: FOTP. *Trent Park Map*. [online] Available at:
https://tinyurl.com/uz5x2of [Accessed 25 Feb. 2020].

major events. Proactively driving the agenda for major events, rather than simply reacting to incoming enquiries, will enable the Council to more easily control how the events programme in Trent Country Park develops. With improved resilience, the Council can enter this process with reduced risk.

b) Consideration may be given to introduce commercial events to Trent Country Park that do not conflict with the existing events programme, have a smaller footprint and have fewer negative features. For example, a commercial outdoor cinema (such as www.thelunacinema.com) could generate £4,000.00 per hire. Large scale outdoor cinema productions (such as www.secretcinema.org) could generate in excess of £75,000. Outdoor cinema organisers often prefer operating outside of July and August because they require darkness for their cinema screen to be easily seen, and the summer months have the longest daylight hours. Another example of a commercially viable event that takes place outside of the summer months, with a lower risk of impact on local residents and other park users than music festivals, light installation events (such as www.lightopiafestival.com) which can return in excess of £50,000 for a long residency.

2.2   The Summer Holiday Rule:

2.2.1   The strategy sets out restrictions to the number of event days that can take place during the summer holiday period. The Council introduced this strategy to allay concerns held by residents that introducing more events to the borough's parks would result in significant loss of access to public space during the time of year it is most used by families and other park users.

2.2.2   This has led to cultural opportunities being missed. After the Council informed the Yam Carnival (www.yamcarnival.com) organisers that they could not have their preferred dates in August, and they would need to move their dates to outside of the summer holiday period, the event organiser withdrew their interest and chose an alternative venue outside of the borough.

2.2.3   Officers told us during interviews, that in order to achieve the Council's vision, it is important that they're empowered to seize opportunities as they arise, and rules like this inhibit their ability to do so.

2.2.4   One theme that came up repeatedly during focus group outcomes and responses to our survey on process suggest that there is a particular frustration amongst local residents that feel as though Trent Country Park is inaccessible to them and their families for an extended period during the school summer holidays due to the impact of major events. However, the Council is still operating within the limit of 8 major event days per year as set out in the Strategy. Survey responses included comments like the following:

"There are too many events in the parks now, especially over the summer school holidays."

"Ruins the enjoyment of its regular users in the summer months which is exactly when you want to use it."

2.2.5 FERAA and FOTCP and have explicitly called for the Council to not allow major events to operate in the park during the summer holiday period[3].

2.2.6 Paragraph 2.1.7 already addresses the fact that the small % of Trent Country Park that is inaccessible during event periods is relatively small when considered within the context of Trent Country Park and the space that is available.

2.2.7 According to the Met Office, there were 95 days of summer between Friday 21st June 2019 and Monday 23rd September 2019. Fig. 4 shows that during this time, major events only occupied up to 10% of the site, in terms of area, for a total of 29 days including construction and deconstruction periods. Which means that for nearly 70% of the summer there was no event infrastructure in Trent Country Park.

2.2.8 According to the Council's website, there were 41 days within the summer holiday period for London Borough of Enfield between 23rd July and 1st September 2019. Fig. 4 shows that during this time, major events only occupied up to 10% of the site, in terms of area, for a total of 25 days including construction and deconstruction periods. Which means that for nearly 40% of the school summer holiday period, there was no event infrastructure in Trent Country Park.

2.2.9 There is a real threat to the service and the Council's vision if further restrictions are introduced to prevent events from taking place during the school summer holiday period.

2.2.10 Obviously, the summer period is when the country can expect its best weather. Because of this, it is the most desirable time period for event organisers to hire a park.

2.2.11 With the highest earning potential sitting between late June and late September, precluding major events from taking place during the school summer holiday period would leave only 54 out of a maximum 95 days of summer. Significantly reducing the Council's earning potential, and when competitors (other landowners) do not have similar restrictions, there is significant exposure to the risk that event organisers will not seek to hire parks from the Council for their events and go elsewhere.

2.2.12 With this in mind, it is recommended that the Council does not introduce more restrictions to events taking place in the summer holidays. We would also recommend that in the future, the Council aims to be in a position where the negative impact of events has been so significantly reduced, it can review this restriction and determine if it is still necessary.

2.2.13 As explained in paragraph 2.1.6, it is especially important to residents that they have access to as much of Trent Country Park as possible during the summer holiday period. One area of concern that came up was the closure of Limes Avenue during 51st State and Elrow Town's construction and deconstruction phases. Particularly because this closure forces pedestrians walking through the park to circumvent the temporary arena. The alternative route is more difficult for elderly and less able people, or parents with pushchairs. As such, it is recommended that the Council works with major event organisers to keep Limes Avenue open, where possible, during the construction and deconstruction phases. It might be possible to achieve this by implementing a "Stop/Go" system, which has been

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[3] FERAA and FOTCP, Events Strategy Review Report, P6

successfully adopted by major festival organisers in other parks. If this is not possible due to limited resources or safety concerns, it is recommended that the Council asks event organisers to construct suitable temporary alternatives.

2.2.14 As an example since 2018, Lovebox and Citadel Festival in Gunnersbury Park have maintained a north-south footpath through the centre of the site for park users to utilise. This is shared with production vehicles and a "Stop/Go" system is used to ensure the safety of the public

2.2.15 This arrangement would require additional resourcing by the event organisers but may go a long way to improving conditions for park users and businesses within the park. It will also demonstrate to local community stakeholder groups that the Council and event organisers are listening to their concerns and addressing them so far as reasonably practicable.

2.2.16 In addition to the above, the Council should ensure it is implementing policies that require event construction and deconstruction periods to be kept to a minimum. One possibility is a review of the Council's existing hire fees for non-event days. Please see 3.3.7 to 3.3.9 for further information.
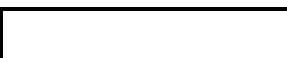
2.2.17 Although we have identified that Trent Country Park is still largely accessible during the Summer Holiday period, it would still be preferable to community stakeholder groups to return some of the park, which is used by event organisers, to regular use during the summer holiday period. This can be achieved by following the recommendations outlined in 2.1.10. This will be after the Council has increased its resilience and therefore the risk of pressing the organisers of major events to use dates outside of the school summer holiday period is reduced.

2.2.18 This recommendation does not supersede the recommendations given in 2.2.9 to 2.2.12 and the Council should retain flexibility in regard to facilitating major events during the school summer holiday period if it is going to be able to seize opportunities as they arise.

Fig. 4: 2019 Trent Country Park major event programme according to the Council's event schedule.

M	T	W	T	F	S	S
-	-	-	-	21-Jun-19	22-Jun-19	23-Jun-19
24-Jun-19	25-Jun-19	26-Jun-19	27-Jun-19	28-Jun-19	29-Jun-19	30-Jun-19
01-Jul-19	02-Jul-19	03-Jul-19	04-Jul-19	05-Jul-19	06-Jul-19	07-Jul-19
08-Jul-19	09-Jul-19	10-Jul-19	11-Jul-19	12-Jul-19 **Ghana / Mauritius** (Construction)	13-Jul-19 **Ghana / Mauritius** (Live Event)	14-Jul-19 **Ghana / Mauritius** (Live Event)
15-Jul-19 **Ghana / Mauritius** (Deconstruction)	16-Jul-19	17-Jul-19	18-Jul-19	19-Jul-19	20-Jul-19	21-Jul-19
22-Jul-19	23-Jul-19	24-Jul-19	25-Jul-19	26-Jul-19	27-Jul-19	28-Jul-19
29-Jul-19 **51st State** (Construction)	30-Jul-19 **51st State** (Construction)	31-Jul-19 **51st State** (Construction)	01-Aug-19 **51st State** (Construction)	02-Aug-19 **51st State** (Construction)	03-Aug-19 **51st State** (Live Event)	04-Aug-19 **51st State** (Deconstruction)
05-Aug-19 **51st State** (Deconstruction)	06-Aug-19 **51st State** (Construction)	07-Aug-19 **51st State** (Construction)	08-Aug-19 **Elrow Town** (Construction)	09-Aug-19 **Elrow Town** (Construction)	10-Aug-19 **Elrow Town** (Construction)	11-Aug-19 **Elrow Town** (Deconstruction)
12-Aug-19 **Elrow Town** (Construction)	13-Aug-19 **Elrow Town** (Construction)	14-Aug-19 **Elrow Town** (Construction)	15-Aug-19 **Elrow Town** (Construction)	16-Aug-19 **Elrow Town** (Construction)	17-Aug-19 **Elrow Town** (Live Event)	18-Aug-19 **Elrow Town** (Deconstruction)
19-Aug-19 **Elrow Town** (Deconstruction)	20-Aug-19 **Elrow Town** (Deconstruction)	21-Aug-19 **Elrow Town** (Deconstruction)	22-Aug-19 **Elrow Town** (Deconstruction)	23-Aug-19	24-Aug-19	25-Aug-19
26-Aug-19	27-Aug-19	28-Aug-19	29-Aug-19	30-Aug-19	31-Aug-19	01-Sep-19
02-Sep-19	03-Sep-19	04-Sep-19	05-Sep-19	06-Sep-19	07-Sep-19	08-Sep-19
09-Sep-19	10-Sep-19	11-Sep-19	12-Sep-19	13-Sep-19	14-Sep-19	15-Sep-19
16-Sep-19	17-Sep-19	18-Sep-19	19-Sep-19	20-Sep-19	21-Sep-19	22-Sep-19
23-Sep-19	-	-	-	-	-	-

KEY

Ghana / Mauritius Construction or	Ghana / Mauritius Live Event Days
51st State Construction or Deconstruction Period	51st State Live Event Day
Elrow Town Construction or Deconstruction Period	Elrow Town Live Event Day
School Summer Holiday Period	

2.3 Size Categories:

2.3.1 [Fig. 5](#) Shows the Councils size categories side by side with those used by its three neighbouring boroughs. The size categories that are defined within the Strategy are similar to those used by the Council's three neighbouring London Boroughs. However, there are some key differences:

    a) Enfield has the lowest maximum capacity for small events out of each of the four boroughs. This is practical because the majority of events taking place in Enfield's parks and open spaces each year have a capacity less than 200.

    b) Barnet's categories are generally set at lower thresholds, most likely because it very rarely hosts events with a capacity greater than 5,000.

    c) Large events in Enfield have a maximum capacity which is only 50% of Haringey and Waltham Forest's definition of a large event[4].

2.3.2 From consultation with community stakeholder groups, we learned that there is a demand for the Council to re-define the size categories[5], taking into account the some of the negative impact caused by events with a capacity exceeding 5,000 at any one time. For example, 51st State and Elrow Town Festivals both have a maximum capacity which is more than three times greater than the major event category threshold. Some local resident groups feel as though events of this scale require additional scrutiny by the Council

Fig. 5: Table showing side by side comparison of neighbouring boroughs size categories.

Local Authority	Maximum Capacity Within Each Category					
	Small	Medium	Large	Extra Large	Major	Major+
Enfield (Strategy)	200	999	4,999	na	>10,000	na
Enfield (Fees and Charges)	200	999	4,999	10,000	14,999	>15,000
Barnet	500	1000	>1000	na	na	na
Haringey	500	2000	10,000	na	>10,000	na
Waltham Forest	250	4999	9,999	na	>10,000	na

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[4] London Borough of Barnet. *Events in Parks Policy*. [online] Available at: https://tinyurl.com/ryjef3f [Accessed 25 Feb. 2020].
Haringey Council: *Outdoor Events Policy*. [online] Available at: https://tinyurl.com/tgeu6yu [Accessed 25 Feb. 2020].
London Borough of Waltham Forest: *Green Space Hire Form*. [online] Available at: https://walthamforest.gov.uk/node/283 [Accessed 25 Feb. 2020].

[5] Source 1: ETRA, Events at Town Park: Analysis and Recommendations, P1
Source 2: CLARA, 51st State and Elrow Town Events: Impact on Cockfosters, P14

and the Strategy fails to acknowledge this. FoPP also share concerns that the Strategy is incorrect to say that Pymmes Park is suitable for Large scale events, primarily due to concerns surrounding traffic, car parking and emergency vehicle access.

2.3.3   ETRA have also stated the significance of an event's characteristics and how this must be considered alongside the size of the event. For example, phased ingress and egress vs. ingress and egress *en-masse.* Community stakeholder groups also stated that events with a capacity greater than 10,000 would only be welcomed by the community if they had a family or community focussed.[6]

2.3.4   Some businesses operating in Trent Country Park find the major events that take place here to be problematic, whereas others find them beneficial. Please see paragraphs 3.1.6 to 3.1.9 for more information.

2.3.5   We also learned through focus group meetings that some smaller, community focussed events find the service to be inaccessible, overly bureaucratic, and the fees can be prohibitive. As such, some would-be-event-organisers are deterred from beginning the process. This concern was raised several times by local businesses, event organisers and community stakeholder groups in multiple focus groups[7]. However, the Council must gather enough information from event organisers to make an informed decision to approve the activity. FoPP advised us via email that although they agreed fees were prohibitive for some community groups, they would still prefer the Council to gather more information about event proposals to avoid unapproved activities taking place at events. For example, having a barbeque. It is notable that the number of small events and non-commercial events increased in 2019.

2.3.6   The Council's officers who deliver this service are satisfied with the size categories that were introduced with this Strategy and have no desire to change these, although they also recognise that they are now hosting events which are considerably larger than 5,000 capacity. This is reflected in the Council's Outdoor Events Fees and Charges 2019-2020 document, which now separates Major events into three new size categories:

Extra Large: 5,000 – 10,000
Major: 10,001 – 14,999
Major+:   14,999+

2.3.7   It is recommended that the Council updates the Strategy to reflect the size categories included within the Council's Outdoor Events Fees and Charges 2019-2020 document, acknowledging that the scale and nature of some events within the programme require the Council to redefine the categories in this way, and events of that scale require additional consideration by Council officers.

2.3.8   Small and non-commercial events taking place in Council parks and open spaces are integral to enhancing the visitor experience and improving the lives of those that visit, work, study and live in the borough. Through the Strategy, Enfield has already been able to increase the number of these events since 2015 (Fig. 1) and should now seek to build upon these successes. This can be achieved by nurturing and supporting the community groups that organise these events through the application and planning process; rather than reducing the level of information they must supply in order for the Council to ensure the proposed activity will be delivered safely and legally. This support will lead to improved resilience, sustainability and growth.

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[6] Focus Group Outcome Summary, Focus Group 3, P4

[7] Focus Group Outcome Summary, Focus Groups 2 – 4, P2 - 4

2.3.9 The Council already provides example Event Management Plan and Risk Assessment templates through its website. These are very useful documents for first-time or less experienced event organisers, but beyond this we were unable to find much on the Council's website in the way of nurturing or support for these event organisers. Possible strategies the Council could implement to ensure these groups are not deterred from organising an event include:

    a) Signposting to further guidance and information, not contained on the Council's website. For example: www.gov.uk/government/publications/can-do-guide-for-organisers-of-voluntary-events/the-can-do-guide-to-organising-and-running-voluntary-and-community-events

    b) To encourage new event organisers that might find the fees prohibitive, consider offering a "first-time discount" to event organisers that feel the cost makes the risk too great.

    c) Offer a pre-application consultation service, so officers can demonstrate that organising events is an achievable process. The Council could possibly charge for this service, but it must be careful not to mitigate the positive effects of strategy (b).

2.3.10 Community stakeholder groups have requested that the Council appoints an external consultant to carry out a Feasibility Study and an Environmental Impact Assessment for each of the venues the Council regards as suitable to host major events[8], this would also be an adequate response to requests from other groups that more information is made available to event organisers about the space, facilities and transport infrastructure that is available at each park[9]. This process will result in a report which demonstrates the viability of each of these venues for hosting events that range in content and scale.

2.3.11 A host of variables might affect whether or not one event is suitable, and another is not, the Safety Advisory Group will still need to determine whether or not an event can take place on a case-by-case basis.

2.3.12 Facing strong opposition from these community stakeholder groups and in order to demonstrate the Council is listening to their concerns, it is advisable to undertake the work described in 2.3.10 and produce a report that will enable the Council to make evidence-based decisions regarding applications made by major event organisers in the future. This could form part of a wider Parks and Open Spaces Strategy review.

2.3.13 In addition to appeasing resident groups, the outcome of an Environmental Impact Assessment could be used to enhance the service for event organisers who would typically undertake a feasibility study prior to hiring a park, which is very similar to an Environmental Impact Assessment. The product will be an overview document containing key information event organisers require, which can be used to promote Enfield's venues to potential hirers.

2.3.14 Some other Councils provide similar information for their parks such as Lambeth Council and London Borough of Barnet[10].

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[8] Source 1: Focus Group Outcome Summary, Focus Group 3 and 5, P3 and 6
Source 2: FERAA and FOTCP, Events Strategy Review Report, P1
[9] ETRA, Events at Town Park: Analysis and Recommendations, P2 and 3

[10] London Borough of Barnet. *Events in Parks Policy*. [online] Available at: https://tinyurl.com/ryjef3f [Accessed 25 Feb. 2020].
Lambeth Council. *Events Guide for Outdoor Events*. [online] Available at: https://tinyurl.com/qro8h4k [Accessed 25 Feb. 2020].

2.4 Revised Permission and Consultation Process:

2.4.1 When developing the Strategy, the most significant change regarding consultation is that the licensing process (administered by the Council's licencing department) now acts as the sole consultation process for events, apart from Major events, which will have an enhanced consultation process, like the Trent Country Park Stakeholder Group meetings. This has proven relatively successful for the Council. The reduced bureaucracy also benefits event organisers and stakeholders, who now have to only participate in one consultation process rather than having to undertake two like most other Councils in London would expect: one to satisfy requirement relating to the hire of the land which covers all aspects of the event, and one dedicated to licensable activities, as governed by the Licencing Act 2003.

2.4.2 Despite a more streamlined and efficient consultation process, and an enhanced process in the case of major events, local businesses still want more opportunities to engage with event organisers[11], with the intention of developing closer working relationships and improved communications between all parties. Some community stakeholder groups also feel that the current process does not take their feedback into consideration. At its most extreme, some stakeholders feel they should be given decision making authority and the ability to prevent certain events from taking place, if they feel the negative impact that event will have is too great. Stakeholders with a more pragmatic approach, feel that they should have greater influence over the event delivery model and the Council should demonstrate that their feedback has had some positive effect[12].

2.4.3 Event organisers have requested the opportunity to open up new channels of communication with community stakeholder groups in order to better understand their concerns and address their planning, so far as reasonably practicable[13]. The Elrow Town management team have also proposed that they want to implement a joint communications strategy with the Council. This would bring with it several benefits, including greater ownership of the process by the Council, who can demonstrate to residents that they are leading the major events that take place in the Council's parks and not being led by the event organisers. Joint ownership of communications surrounding major events, would build trust with stakeholders and through stronger association could enhance the image of the borough as a vibrant place to live, work, study and visit.

2.4.4 Officers directly involved in the permission and consultation process recognise that continual improvement is essential to the development of the service and embrace any suggestions for improvement. However, there are limited resources available to Officers in order to facilitate the number of opportunities to meet and discuss proposals that some stakeholders and some event organisers are looking for.

2.4.5 Through the existing Safety Advisory Group process, the Council, in consultation with partner agencies (Metropolitan Police Service, London Ambulance Service, London Fire Brigade etc.) are the best placed and most competent organisation to be managing the festival and event decision-making and approval process. However, to reduce some of the negative impact experienced by some members of the community, it is recommended that the Council introduces a requirement of all event organisers to create a Community Engagement Plan to support their application. Like all

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[11] Focus Group Outcome Summary, Focus Group 4, P5
[12] Focus Group Outcome Summary, Focus Group 5, P6

[13] Focus Group Outcome Summary, Focus Group 1, P1

other supporting documentation submitted by event organisers (Event Management Plan, Risk Assessments etc.) the scope and scale of each Community Engagement Plan will vary for each event, and like those other documents, the Council's Parks Activities and Engagement team can advise applicants whether or not each plan is suitable on a case-by-case basis and provide feedback if and when improvements are needed. See 2.4.6 to 2.4.9 for information on what a Community Engagement Plan should include.

2.4.6 A Community Engagement Plan for smaller, community-focussed events might only consist of a brief written statement (covering points A to E, set out below) and creation of a social-media page where interested parties can go to find out more information about the event. Larger events which are likely to have a greater impact would need to create a more robust Community Engagement Plan in consultation with the Parks Activities and Engagement team. Please see 2.4.10 for more information about Major Events. All Community Engagement Plans should include the following:
   a) A commitment to mitigating the potential negative effects of an event.
   b) How event organisers will provide stakeholder groups with information they need.
   c) How stakeholders can communicate with event organisers.
   d) Any opportunities stakeholders will have to raise concerns about the proposed event.
   e) Any opportunities that the local community (including local businesses) will have to benefit from or participate in the event.

2.4.7 The Community Engagement Plan does not need to be enacted before the Council makes its decision to approve the event, but it should be carried out simultaneously with planning the event so that stakeholder feedback can be thoroughly considered and where

deemed necessary, reasonable changes can be implemented. If not, the Council would reserve the right to withdraw permission for the event to proceed.

2.4.8 Event organisers that set out these plans and stick to them will build trust with community stakeholder groups and local businesses, who will benefit from new communication channels and from dedicated forums where they're able to raise specific concerns and hear from the event organisers themselves. Providing dedicated forums helps focus the conversation and narrow issues, which improves the effectiveness of the process and saves time for stakeholders who only want to address one particular issue with one particular event organiser.

2.4.9 Further to the points made in 2.4.5 to 2.4.8, the Council should develop a baseline, minimum acceptable standard, for a Community Engagement Plan, which will need to be adopted by all major event organisers wishing to operate in the borough. This will most likely include:
   a) A letter distribution to all premises within an area (defined by the Council) notifying recipients of the event. The letter would include key information such as venue, dates, operating hours and directions for where to obtain further information. Furthermore, the letter would set out the date, time and venue of any public meetings that will be held and invite the recipient to attend.
   b) A public meeting to be held close to the venue, approximately six months before the event. The format would typically see event organisers give a comprehensive presentation of initial plans before taking questions from the floor.
   c) A second public meeting, to be held close to the venue, 14 – 28 days before the event, which will include a

presentation on how feedback from the first meeting had been incorporated into the events planning, and what changes have been made as a result.

   d) A debrief meeting to be held approximately one month after the event.

2.4.10 It is recommended that implementing the baseline Community Engagement Plan should become a mandatory condition of hire for major event organisers.

2.4.11 If an event is particularly large or complex, or has certain characteristics that are not accounted for in the baseline process, for example if it will utilise a different ingress and egress route to most other events using that park, then the Council must reserve the right to enforce that event organisers must deliver an enhanced version of the Community Engagement Plan. It will be down to the event organiser to propose what this will look like.

2.4.12 The baseline process should be made public, so that community stakeholder groups and local businesses know what is expected of all major event organisers. If the Council enforces this, it will build trust.

2.5   Events on Village Greens:

2.5.1   During our research into the possible effects of the Strategy, we did not discover anything to suggest that the decision to no longer accept applications by event organisers to hold events on the three village greens mentioned in the Strategy (Winchmore Hill Green, Southgate Green and Chase Green), has had a negative effect for the borough, or prevented the Council from achieving the vision set out in the Strategy.

2.5.2   Furthermore, we did not learn of any imminent opportunities from which the Council could benefit, if it were to reverse this decision. The Council has other parks that are more suitable for events (and more commercially attractive) that it should focus on developing first. For example, Enfield Town Park or Pymmes Park.

2.5.3   Although it is recommended that the Council does not alter this rule in regard to applications for events, it is possible that opportunities might arise in the future to host other low-impact activities and the Council should consider clarifying its approach to these within the Strategy. For example, will the Council accept applications for small group activities, with minimal infrastructure?

2.6   Allowing Major Events on Broomfield Park:

2.6.1   Through the Focus Groups we conducted, we learned that the Friends of Broomfield Park (FoBP) are generally happy with the working relationship they currently have with the Council and this has improved since the strategy was introduced. That said, they attribute the current positive understanding between the Council and FoBP to their successful lobbying of the Council to accept their preferences, rather than the Council necessarily agreeing with them.

2.6.2   FoBP recognise that events can be a positive use of Broomfield Park and contribute to leisure opportunities for the local area. This is supported by their heavy involvement and participation in the development of a relevant, community-led and focussed events programme for the park. They also recognised that major events might be achievable, if an appropriate event was introduced, with particular characteristics that made it appropriate. For example, if it was relevant, community focused and whether the ingress and egress would be phased or en-masse.

2.6.3   The Council and the borough's residents are fortunate to have such an active community stakeholder group who are committed to putting the time and effort needed into facilitating an events programme that is relevant to the park and its community. It is recommended that the Council continues to work collaboratively with FoBP and seek to work with them to introduce new events to the park within the next two years.

2.6.4   Having analysed the Council's events schedule, one possible gap in the borough's programme is a food and drink festival. In recent years, the Enfield Food Festival has taken place at Forty Hall Farm, but this is no longer the case, there might be an opportunity to work with the groups that participated in this event, to establish a new food and drink festival at Broomfield Park.

2.6.5   A food and drink festival would bring several advantages for the borough and if the idea is developed in collaboration with FoBP, it could provide:
   a)   Opportunities for local businesses to showcase themselves.
   b)   Opportunities for community organisations (such as FoBP) to participate in the event, promote causes and other activities they coordinate in the park.
   c)   Raise the profile of the park and create new visitors.
   d)   A major event that has a phased ingress and egress, as such has a reduced impact on the park and local community.
   e)   A sustainable event and considerable park hire fee for the Council.

2.6.6   It is recommended the Council works in consultation with FoBP to develop a non-binding informal tender process and invite a range of Food and Drink Festival organisers to submit proposals, which will include details of how the event organiser will work with the local community, support local business, promote cohesion and benefit the park. Examples of organisations the Council might want to invite to participate, include the Market Square Group (www.marketsquaregroup.co.uk) and The Local Food Festival (www.thelocalfoodfestival.com).

2.7   The New Process and Challenges:

2.7.1   Through our survey on process and the focus group meetings we held with event organisers, and community stakeholder groups, we learned these groups believe the introduction of the Strategy has led to increased levels of bureaucracy within the overarching process. Below, are two responses to our survey:

"The approval letter is too long and imposes too many conditions, some are not that relevant."

"Friends of the Park or community groups are having regular events that are similar in nature, or repeat events one your (sic) to the next, there is room for rationalising some of the application requirements to avoid duplication."

2.7.2   It should be noted, however, that the process is very similar to the process used by other London boroughs[14]. Officers, while acknowledging the challenge they face in providing a service that captures the necessary amount of detail for events which vary so much from one another, recognise that more can be done to make the process easier to understand, and the service more accessible.

2.7.3   During our focus group meetings with event organisers, community stakeholder groups and businesses, we learned that the existing fees were prohibitive to some potential event organisers, and those organisers who delivered smaller events, were not aware if any discounts were available and due to the structure of fees, they did not feel incentivised to grow their events, which obviously does not uphold the Council's vision.

2.7.4   Question 6 in our survey on process asked respondents to describe any issues with the overarching process in regard to events in parks that have started since 2016. One response was:

"The increased costs are too much and keep going up every year. Our half day costs nearly £1k! I volunteer and know that the charity I help will not hold events in Enfield because of increased costs. Events bring people to the Borough and highlight the plus points. Everyone should be encouraged to hold events in Enfield."

2.7.5   Question 4 in our survey on process asked, "how much do you agree or disagree the process flowchart is clear and easy to understand?" 23.1% of respondents said they Strongly Disagreed and 20.0% of respondents said they Tend to Disagree. The results for this question can be seen in Fig. 6.

2.7.6   By following the recommendations outlined in 2.3.8 to 2.3.9, the Council will also address the issues present within the new process and will improve the existing guidance available on the Council's website, including the flowcharts which are included in the Strategy.

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[14]London Borough of Ealing. *Events Policy*. [online] Available at: https://tinyurl.com/sukzqkg [Accessed 25 Feb. 2020].
London Borough of Richmond upon Thames. *Apply to hold an event in a park or open space*. [online] Available at: https://tinyurl.com/t3x9kej [Accessed 25 Feb. 2020].

Haringey Council: *Outdoor Events Policy*. [online] Available at: https://tinyurl.com/tgeu6yu [Accessed 25 Feb. 2020].

Fig. 6: Graph showing how respondents answered question 4 of our survey on process: "How much do you agree or disagree the process flowchart is clear and easy to understand?"
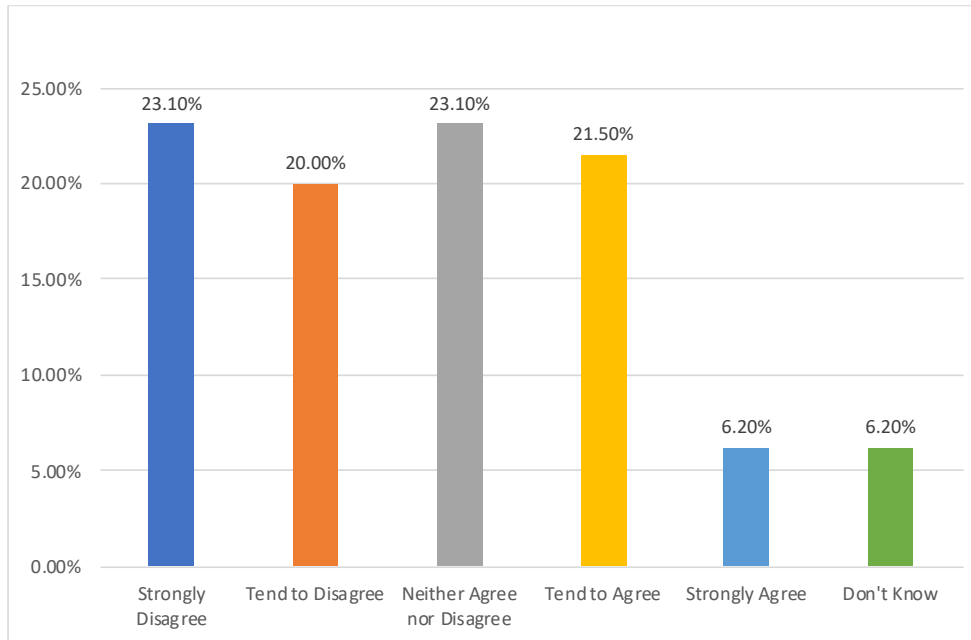
2.8 Issues That Have Continued Since Before the Strategy Was Introduced:

2.8.1 Some organisers that deliver community focussed events reported during our focus groups, that they struggled to find the information they needed to make an application when they first wanted to put on their events. One of the challenges they faced was actually being able to speak to one of the Council officers that administrates the process to gather information. They expressed that they found the information on the Council's website to be confusing for an inexperienced event organiser and that they would have benefitted from a little extra support at an earlier stage in the process. These event organisers do not think this has improved since the introduction of the Strategy.

2.8.2 Within our focus group meetings, we also learned that there was an interest from Elrow Town's organisers, to provide support to less experienced event organisers. It was proposed that they could deliver workshops for small groups of community-focussed event organisers, which would enable them to share skills and knowledge, with a focus on improving participant's abilities to deliver their own events and reduce expenditure.

2.8.3 Question 5 in our survey on 'process' asked respondents to "describe any issues with the overarching process in regard to events in parks that existed in 2016 and have continued?" Having analysed the responses that were given, we have categorised them based on common themes that were raised by multiple respondents. Fig. 7 shows the number of times each theme was raised.

2.8.4 Below are some examples of responses to Question 5 of our survey: describe any issues with the overarching process in regard to events in parks that existed in 2016 and have continued?

"Too noisy, negative impact on traffic, local neighbourhood and Trent Park itself."

"Resultant park damage, terrible littering and general negative impact on the environment."

"Pretty much all of them: parking, traffic, noise pollution, anti-social behaviour, damage to park at the detriment of wildlife and regular park users."

2.8.5 By following the recommendations outlined in 2.3.8 to 2.3.9, the Council will also address some issues that have continued from before the Strategy was introduced.

2.8.6 In addition to developing more guidance for new and less experienced event organisers, it is recommended that the Council fully explores the possibility of implementing a workshop programme in collaboration with a professional, major event organiser, for example Elrow Town. Ideally, one that operates within the borough.

2.8.7 The proposed workshop programme has several advantages. It will improve the:
   a) standard of event management amongst less experienced and new event organisers.
   b) sustainability of Enfield's events programme by reducing costs for small, community focussed events.
   c) relationship between the professional, major event organiser and the community.

   d) accessibility of the service for new and less experienced event organisers, by offering more support, without needing additional resources from the Council.

2.8.8 Delivering the workshops will demonstrate corporate social responsibility on behalf of the professional, major event organiser operating within Enfield.

2.8.9 If the workshops are successful and there is a high demand, the Council could seek to formalise the process and make this a requirement of all major event organisers that operate within the borough.

2.8.10 For a number of respondents to our survey, traffic issues are a major concern. The Council is already considering how it can improve traffic management around major event venues by introducing new traffic management systems that apply on event days only.

2.8.11 It is recommended the Council fully considers this option and develops this in consultation with community stakeholder groups that are affected by major events (to ensure the proposed new traffic management systems serve their purpose in reducing the negative impact major events can have on traffic) and the event organisers themselves (to ensure the cost of implementing a plan, based on the proposed new traffic management systems, is not prohibitive).

2.8.12 Although traffic was the most common issue from before the Council implemented the Strategy that has persisted, it is important that Council still pays close attention to issues relating to Anti-Social Behaviour, Damage and Noise, which were also very common issues appearing in responses to question 5.

2.8.13 Some members of the community fundamentally disagree with events taking place in Council owned/managed parks and open spaces (please see 3.4) and some members of the community think that no amount of Anti-Social Behaviour, Damage and/or Noise caused by events should be acceptable.

2.8.14 Accepting that the negative impact of events is subjective, and that major events will always have some level of negative impact in regard to each of those common themes, such as; behaviour that can be perceived as Anti-Social (such as drinking in the street), damage (such as grass discolouration); wear and tear that can be perceived as damage (discolouration of grass or rutting), and noise (event sound audible from residential thresholds or gardens) it is unlikely that the Council will be able to fully satisfy all members of the community.

2.8.15 It is recommended the Council focusses on managing these aspects as much as possible and make improvements so far as reasonably practicable. For example, residents will most likely be able to accept traffic congestion, if Anti-Social Behaviour, Damage and/or Noise is minimised. This will be difficult to deliver so it is advised the Council strives to achieve this through incremental improvements each year where possible.

2.9   New Challenges:

2.9.1   During interviews, Council officers have expressed a desire to broaden the scope of the strategy to incorporate filming and street events. We also learned that the Council wants to better promote health and wellbeing through the Strategy and the Festivals and Events programme within the borough.

2.9.2   In addition to the above, we learned from interviewing officers from the Council's Heritage team, that the issue of sustainability and protecting the environment, in particular the heritage buildings and features of the parks, could be strengthened within the existing Strategy.

2.9.3   This is supported by results in our survey on process. 72.7% of our respondents selected "Sustainability: Protecting the Park and the Environment" as a focus area they feel needs the most improvement, and 73.1% named this as a focus area that is most important to them. Making this the main priority for survey respondents. Please see Fig. 8 for how this compares to other focus areas.

2.9.4   Question 6 in our survey on process asked respondents to describe any issues with the overarching process in regard to events in parks that have started since 2016. Responses included comments like:

"Under estimation of impact on the environment…"

"…there's definitely been an increase in litter…"

"One of the main issues is the lack of litter-prevention strategies. We must work to promote eco-friendly events and must make it policy

that festival organisers have a clear litter-prevention and environmental strategy in place."

2.9.5 Several respondents to our survey on "process," raised issue with Elrow Town's use of confetti cannons in 2019. Respondents say that Elrow Town assured residents this was bio-degradable, but evidence suggests it was not with several park users and businesses that operate in the park reporting confetti still being found up to several months after the event. The Elrow Town organisers maintain that the confetti they used was bio-degradable but have confirmed they do not plan on using it again in the future. However, there is a lack of trust from the community that they will keep this promise.

2.9.6 Question 6 in our survey on process asked respondents to "Please describe any issues with the overarching process in regard to events in parks that have started since 2016. For example, more major events have led to increased traffic congestion; OR, the cost associated with hiring a park have increased too much?" Having analysed the responses that were given, we have categorised them based on common themes that were raised by multiple respondents. Fig. 7 shows the number of times each theme was raised.

2.9.7 Responses to Question 6 included comments like:

"1) LBE committed to plans to close roads and control parking. These were not implemented 2) The organisers of Elrow attempted to close roads in E Barnet - they were breaking the law. 2) Closing C/fosters Rd stopped emergency vehicles getting to local roads – outrageous"

"Forty Hall events. Forty hill and Old Forge Road always has traffic issues. Suggest you have a temporary one-way system around the old Goat Pub triangle."

"Trashing grounds, noise, traffic, disturbance to biodiversity"

2.9.8 Because "Sustainability: Protecting the Park and the Environment" was identified as a priority for survey respondents, it is recommended the Council requires all event organisers to submit Sustainability Policies as part of their Event Management Plan. This will vary in scope for each event, but it should clearly define the event organiser's commitment towards ethical and environmentally friendly practices and explains how the event organiser will work to reduce the impact their event has on the park and the environment.

2.9.9 In addition to this commitment, it should also state that "Sustainability: Protecting the Park and the Environment be thoroughly considered as part of the event organiser's continual improvement process and set out goals for each year the event takes place so the Council can monitor progress.

2.9.10 It is also recommended that the Council either signposts event organisers to where they can find more information about improving the sustainability of their events, or, they provide additional information on their website. For example:

Lambeth: https://tinyurl.com/ul6dm5t
Manchester: https://tinyurl.com/vy2heo5

2.9.11 The Strategy currently serves two purposes: It acts as a framework by which the Council makes decisions relating to events that operate in its Parks and Open Spaces; and it sets out a vision and the strategic aims of working within that framework. It is recommended that the Council develops the current Strategy into a fully realised Events Policy, setting out its vision for cultural events

and how it will get there within a wider Parks and Open Spaces Strategy.

2.9.12 The Events Policy should set out the Council's policies and procedures relating to the governance of festivals and events operating on Council owned and managed land (for example, the highway as well as parks and open spaces.) Amongst these the Council must include its own Environmental Protection policies, how it will promote health and wellbeing through the events programme, and minimum standards that event organiser's must meet. Furthermore, it can clearly set out how decisions will be made, which can help streamline the consultation and engagement process, maximising efficiencies.

2.9.13 The Council must look to the standards set in ISO20121 (www.iso.org/iso-20121-sustainable-events.html) and ISO14001 (www.bsigroup.com/en-GB/iso-14001-environmental-management/) as a framework for the delivery of sustainable cultural events. Organisations such as Julie's Bicycle (www.juliesbicycle.com/) support the creative community to act on climate change and environmental sustainability. They can provide further information.

2.9.14 Traffic issues came across as a major concern to those who responded to our survey. The Council is already considering how it can improve traffic management around major event venues. Please see 2.8.10 and 2.8.11 for more information.

2.9.15 Although traffic is the most common new issue since implementing the Strategy, it is important that Council still pays close attention to issues relating to Anti-Social Behaviour, Damage and Noise which were also very common issues appearing in responses to question

6 of our survey on process. Please see 2.8.12 to 2.8.15 for more information.

2.9.16 No responses to Question 6 of our survey on Process mentioned consultation or lack of information as an issue since the implementation of the Strategy, but it has been raised as an issue that has persisted from before the Strategy was implemented. Following the recommendations in paragraphs 2.4.5 to 2.4.8 will help resolve these issues.

Fig. 7: Common themes raised in questions 5, 6 and 11 of our survey on process

Questions:

Q5: Please describe any issues with the overarching process in regard to events in parks that existed in 2016 and have continued?

Q6: Please describe any issues with the overarching process in regard to events in parks that have started since 2016. For example, more major events have led to increased traffic congestion; OR, the cost associated with hiring a park have increased too much

Q11: If you have any other comments, please let us know:

Common themes:

The following list are the most commonly occurring themes raised by the 126 respondents to our survey on process.

Access: All responses that mentioned issues with full or partial closure of a park have been consolidated under one common theme of "Access."

Anti-social: All responses that mentioned anti-social behaviour by event attendees have been consolidated under one common theme of "Anti-social."

Consultation: All responses that mentioned issues with the consultation process or insufficient information provided by the Council or event organisers has been consolidated under one common theme of "Consultation."

Damage: All responses that mentioned damages to the park, park infrastructure, buildings, furniture, grass, trees and other plans have been consolidated under one common theme of "Damage."

Litter: All issues relating to waste management, confetti, litter collection, and removal have been consolidated into one common theme of "Litter."

Noise: All issues relating to loud music and noise from machinery or vehicles has been consolidated into one common theme of "Noise"

Sustainability: All issues relating to the environmental impact, wildlife, eco systems, nature and sustainability have been consolidated into one common theme of "Sustainability."

Traffic: All issues relating to traffic congestion, closure of roads, parking congestion and dangerous driving has been consolidated into one common theme of "Traffic."
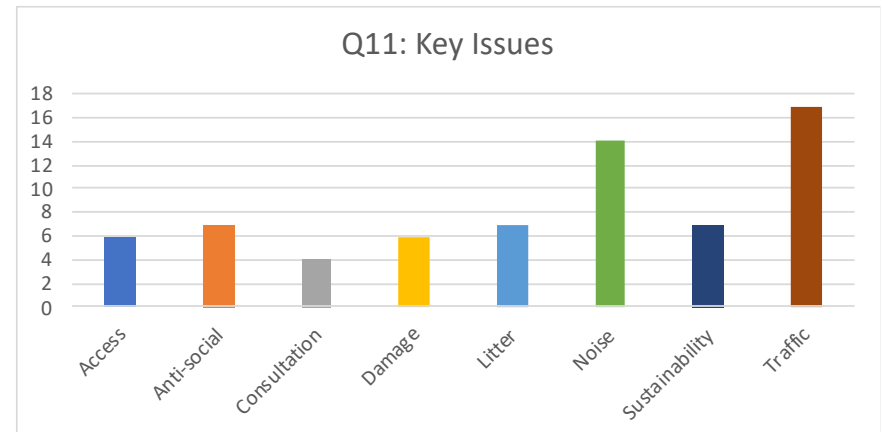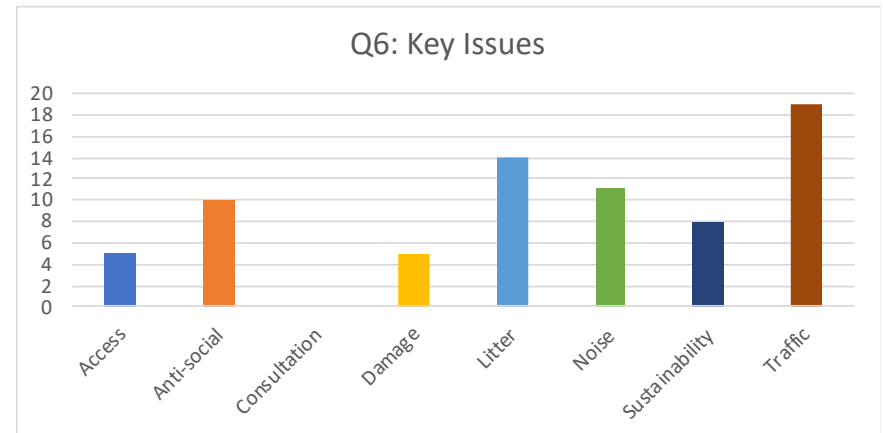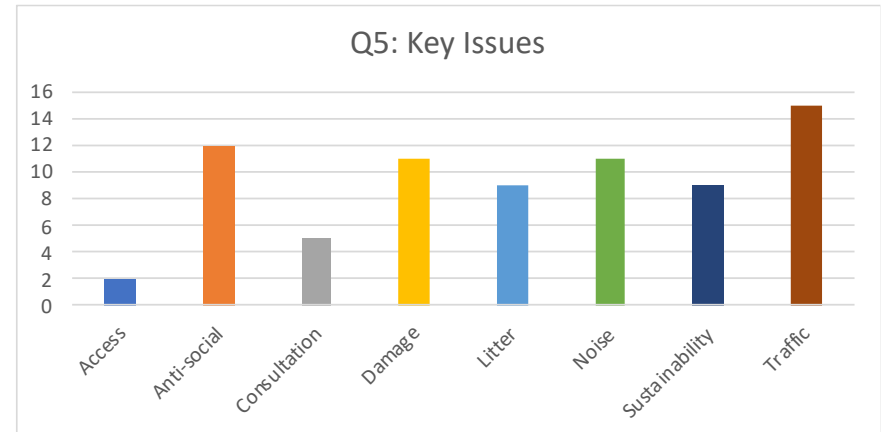
Fig. 8: Priority outcomes from our survey on Process.

Q9. Please select the focus area you feel needs the most improvement.

Q10. Please select the focus area that is most important to you.
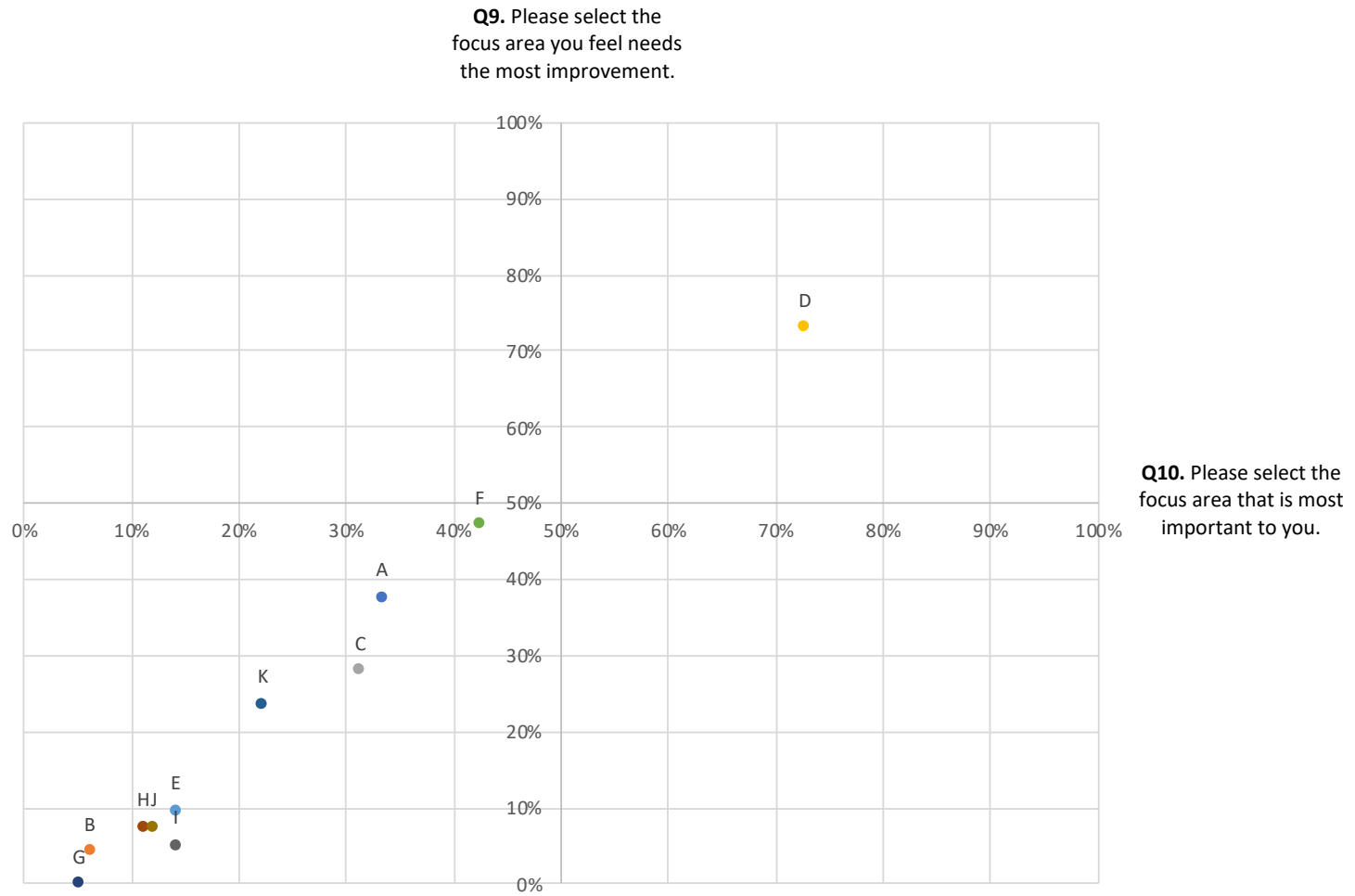
A. Relevant Events for Enfield and its Residents
C. Consultation opportunities between event organisers and local stakeholders.
E. Sustainability: Income generation and ensuring best value for money.
G. Quality assurance.
I. Support for local business.
K. Participation opportunities for community groups and supporting local causes.

B. Diversifying the events programme
D. Sustainability: Protecting the park and the environment.
F. Improving park facilities.
H. Clarification around the application and approval process.
J. Employment and performance opportunities for local young people.

3. Economic Impact:

3.1 Economic Impact of Events:

3.1.1 Fig. 1 shows that the Council facilitated almost twice as many small events in 2019 than it did in 2015. The economic impact of small, medium, community-led and community-focussed events should not be undervalued. The Strategy estimates that the spending habits of event attendees provided a £1,616,000 boost to the local economy in 2016. Following the same methodology, we estimate the economic impact of these events to now be closer to £1,987,680.

3.1.2 While carrying out similar research for strategic planning on behalf of other clients, The Event Umbrella has discovered that in some instances, community-led events like those described in 3.1.1, spend a greater percentage of their production budget locally than major event organisers might. This is because professionals that deliver events throughout the country tend to work with preferred suppliers that operate nationwide. Community groups tend to use local, independent businesses because they do not have the same purchasing power or budget available to them as major event organisers do. It is possible that the same is occurring in London Borough of Enfield, but further research and analysis would be needed to confirm this and to what extent this benefits the local community.

3.1.3 Leading on from the points made in paragraph 3.1.2, it is worth clarifying that although major events might spend less of their production budget in the local area, usually, this is still a far more significant contribution than any stand-alone, small, community-focussed event because their budgets are so much larger than events that fall into this category. However, when considered side-by-side with all the other events that fall into these categories it is possible that the cumulative economic benefit of small, medium, community-led and community-focussed events is greater for local business than the cumulative benefit of hosting all of the borough's major events. Again, further research and analysis is needed to confirm this.

3.1.4 While carrying out our research, we met with a variety of local business owners and managers, to discuss how major events in Trent Park affected their business during event periods. Generally, there seems to be support from local business owners for events in parks and most of them agree that these can help with generating footfall, but sometimes major events can be problematic primarily due to the duration and number of visitors it creates, and sometimes the benefit to revenue does not account for the loss income in other areas[15]. For example, in our interview with a manager at the Cockfosters Road BP Garage, we learned that sales of alcohol, tobacco and snack food increased significantly on major event days. However, sale of fuel dropped so much that the benefit simply balanced out.

3.1.5 Question 10 in our survey asked respondents to provide any other comments they might have, one respondent said:

"I think holding events in the area that attracts people from across the nation is a good thing and gives local businesses good opportunities. I hope young people benefit from additional job opportunities. Local residents are very lucky to live near there and need to allow the additional use as long as the events give back to the park and allow it to improve."

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[15] Focus Group Outcome Summary, Focus Group 4, P4

3.1.6 During a focus group, the Animal Centre management team reported that they experience a 50% reduction in revenue during event periods (construction, live event days and deconstruction periods). The Animal Centre management team attribute this drop off to be down to event production activity, primarily erection of barriers, fencing and production vehicle movement. They believe this gives would-be-visitors the impression the park and its usual facilities are inaccessible or closed during event periods.

3.1.7 The Go Ape management team reported during a focus group that they take 20 – 30% less revenue while major events occupy Trent Country Park, compared to their other branches during the same period. They explained this is primarily due to the fact they must close when major events are live and open to the public. This is because the loud music at these events makes it difficult for their personnel and customers (using the climbing apparatus) to communicate, causing a safety concern. Besides the requirement to close on live event days, the Go Ape management team also believe event production activity and reduced car parking capacity negatively affect their revenue, even on days where the event is not live, and Go Ape is operating as usual.

3.1.8 Conversely, the manager of the café in Trent Park reported to us in an interview that they benefit from as much as a 20% uplift in revenue during event construction, live event days, and deconstruction periods. That said, he found these periods difficult to manage, and they felt more could be done to support them, and other businesses that operate in the park, by providing more commercial opportunities to participate in or benefit from the event. For example, at least given the opportunity to propose taking a trader pitch on site or be asked to provide "crew catering" during the construction and deconstruction periods. He also requested closer communication and management to mitigate the possibility of a

negative impact and asked that major event organisers at least visit him prior to the build to explain what they are proposing and give him the opportunity to ask any questions he might have at this point.

3.1.9 While interviewing the manager of the Cock Inn in Cockfosters, he confirmed that they benefit from a 10% uplift in revenue while major events with an early evening finish time are operating in Trent Country Park. On days where the events have a later finish time, such as Elrow Town and 51st State, there is a 10 - 25% uplift in revenue. He also stated that he received very little information from event organisers or the Council, regarding events taking place in Trent Country Park. He requested that the Council does more to encourage communication between event organisers and local businesses, so he can effectively plan, and potentially benefit more from the increased footfall.

3.1.10 Following the same process outlined on page 8 of the current Strategy, we used the estimated attendance of the two major commercial events that took place in 2019 (Elrow Town and 51st State Festival, which have a combined estimated attendance of 41,685) and estimated the combined economic impact of these two major commercial events to be £8,650,471.20, supporting 110 FTE jobs.

3.1.11 If the Council follows the recommendations set out in 2.4.5 to 2.4.12 of this report, it will improve circumstances for local businesses, by ensuring event organisers take the time to understand their needs. It will also give businesses more opportunity to identify possible commercial opportunities that they can take advantage of and increased sharing of information will allow businesses to better prepare for periods when events are taking place, which can maximise benefits and protect from

potential costs. All of which will improve the economic impact of major festivals taking place in the borough.

3.1.12 It is clear that there is an economic benefit to hosting festivals and events in the borough's parks and open spaces. However, it is recommended that the Council carries out a more in-depth analysis of this economic impact in order to fully understand the extent of these benefits and that opportunities are seized.

3.1.13 It is more important than ever to undertake this work. Following the COVID-19 outbreak, the Council will seek to facilitate the economic recovery of residents and businesses. It is recommended that the Council also supports the recovery of the borough's cultural events programme which will contribute to health, wellbeing, community spirit and morale of the borough's residents. Understanding how festivals and events contribute financially to the local economy will help the Council in future decision making that can ensure support is directed to where it is needed most.

3.1.14 Currently, the Strategy only shows a total of how much money is being spent directly and indirectly by visitors to these events. It would be more useful to the Council and residents within the borough if the following information was provided:
   a) An indication of how much this benefits the local economy i.e. is this money being spent inside the event arena on traders that are non-local businesses and as such is money spent by locals leaving the area.
   b) Segmented data showing which industries benefit.
   c) More detail on the value of smaller, community focussed events.
   d) Expenditure by groups other than event attendees, for example staff and the event organiser.

3.1.15 The Event Umbrella did not have the time, or capacity within the scope of this contract to carry out a more comprehensive economic impact assessment. As such, in order to produce a more accurate report on the economic impact of major events (and others) taking place in Enfield, it is recommended that the Council undertakes further research, and gathers more detailed spending information by surveying at a range of events taking place as part of its programme, this could be done via the Council's Economic Strategy development. Using this data, the Council should follow the www.eventIMPACTS.com's methodology for economic impact assessment[16].

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[16] Please visit https://www.eventimpacts.com/Calculator for more information.

3.2 Enfield's Proportion of the Park Events Market Share in London:

3.2.1 To calculate Enfield's proportion of the park events market share in London, we collated data from a range of boroughs to use as a sample. These boroughs were selected based on their similarity to Enfield, the availability of data relating to those boroughs and in Lambeth and Camden's case, their status as leaders in local authority events management. We gathered information from each of Enfield's neighbouring London Boroughs (Barnet, Haringey and Waltham Forest), two other outer London local authorities (Ealing and Richmond) and two central London local authorities (Camden and Lambeth). We then benchmarked Enfield's performance against these other boroughs.

3.2.2 In 2017, 2018 and 2019 the Council has outperformed two out of three of its neighbouring London Boroughs in regard to the income it generates through its park events programme and is second only to London Borough of Haringey.

3.2.3 In 2017, 2018 and 2019 the Council has outperformed two out of three of its neighbouring London Boroughs in regard to the number of events it has taking place in its parks and open spaces and is second only to London Borough of Waltham Forest.

3.2.4 We also calculated the mean average performance of the local authorities we used in our sample and multiplied this by the total number of London Boroughs (32) to give an approximation of the total market value of festivals and events taking place in local authority parks and open spaces.

3.2.5 Fig. 9 shows that the Council took 1.93% of the total market share of income generated by events taking place in local authority owned parks and open spaces in 2019. Using this performance indicator, the Council came third overall in our sample for 2017, 2018 and 2019.

3.2.6 Fig. 9 shows that the Council took 2.68% of the total market share of service users (number of events) taking place in local authority owned parks and open spaces in 2019. Using this performance indicator, the Council's performance was generally lower than other local authorities that we sampled, meaning other boroughs facilitate more events in their parks each year.

3.2.7 From 3.2.5 and 3.2.6, we can see the Council has been able to achieve higher income levels than most other boroughs by hosting fewer events, but this could be evidence to support claims made by community stakeholder groups that the fees charged by the Council are sometimes prohibitive for smaller, community-focussed events. See 2.3.5 and 2.7.3 for more information.

3.2.8 The Strategy does not currently define any way of measuring its performance.

3.2.9 The success of the Strategy, and the Council's market position, should be measured through a series of quantitative metrics (drawn from a list of Key Performance Indicators (KPIs)) and narrative case studies that illustrate the changes occurring internally within the Council and externally within the borough's programme of festivals and events.

3.2.10 Council Officers should monitor the implementation of the Strategy within their regular team meetings and frequently check this against each performance area. It is recommended that quarterly meetings are held to review specific KPIs. Finally, annual meetings should be held with a relevant Director, to review progress,

measure success against all KPIs and review the state of the festivals and events programme within the borough.

3.2.11 Where targets are not achieved, or where exceeding expectations, a review of the Strategy should be considered.

3.2.12 Below, you will find some examples of KPI's used by other local authorities to monitor performance of their Park Events Service: During each year of the Strategy's lifetime, the Council must:

   a) Increase the total number of event days by 5%
   b) Increase the total income generated by 5%
   c) Reduce the number of complaints received.
   d) Reduce the amount of damage caused by events each year, measured by the financial cost of repair.
   e) Achieve 90% satisfaction rate amongst event organisers who are using the service.
   f) Achieve 90% satisfaction rate amongst community stakeholder groups.

3.2.13 Evidence for these metrics is mostly data that the Council will already hold (complaints logged, and income generated) or is easily collected through annual surveys during the quiet, winter months.

Fig. 9: Table showing benchmarking and the Council's market share

		2017			2018			2019		
		# of Events	Target Income	Actual Income	# of Events	Target	Income	# of Events	Target	Income
	Enfield	96	£ 155,400.00	£ 191,020.45	95	£ 211,500.00	£ 186,554.45	99	£ 218,400.00	£ 254,193.12
	Barnet	49	NA	£ 67,262.02	47	NA	£ 48,677.99	57	NA	£ 50,032.98
Neighbouring Boroughs	Haringey	54	£ 545,000.00	£ 892,740.00	44	£ 545,000.00	£ 1,618,452.59	46	£ 545,000.00	£ 1,263,190.30
	Waltham Forrest	115	£ 29,400.00	£ 24,055.00	103	£ 31,900.00	£ 69,391.00	126	£ 31,900.00	£ 58,131.00
Outer London Boroughs	Ealing	121	NA	£ 155,158.00	99	NA	£ 114,598.00	103	NA	£ 191,444.00
	Richmond	88	NA	£ 74,448.00	99	NA	£ 73,594.00	85	NA	£ 79,167.00
Inner London Boroughs	Camden	153	£ 116,000.00	£ 84,452.00	249	£ 142,233.00	£ 50,988.00	257	NA	£ 142,100.00
	Lambeth	219	£ 513,000.00	£ 799,000.00	192	£ 707,000.00	£ 593,000.00	149	£ 718,000.00	£ 1,260,000.00
	Neighbour	78.50	£ 243,266.67	£ 293,769.37	72.25	£ 262,800.00	£ 480,769.01	82.00	£ 265,100.00	£ 406,386.85
Average	Outer	87.17	£ 243,266.67	£ 234,113.91	81.17	£ 262,800.00	£ 351,878.01	86.00	£ 265,100.00	£ 316,026.40
	All	111.88	£ 271,760.00	£ 286,016.93	116.00	£ 327,526.60	£ 344,407.00	115.25	£ 378,325.00	£ 412,282.30
	Market	3580	£ 5,435,200.00	£ 9,152,541.88	3712	£ 6,550,532.00	£ 11,021,024.12	3688	£ 6,053,200.00	£ 13,193,033.60
	Market Share	2.68%		2.09%	2.56%		1.69%	2.68%		1.93%

3.3   Major Events Build Times:

3.3.1   As described in paragraphs 3.1.6 and 3.1.7, we were told by some non-food-and-drink focussed business managers that prolonged construction and deconstruction periods have a negative effect on their footfall and on their revenue.

3.3.2   We learned through our focus groups that some community stakeholder groups feel the build and break period for major events taking place in Trent Country Park is too long, the negative impact this has on park users is said to be unacceptable[17], and the Council should do more to reduce this and return public space to park users.

3.3.3   This was also reflected in our survey results. Question 5 asked respondents to "describe any issues with the overarching process in regard to events in parks that existed in 2016 and have continued?" Some of the comments included:

"Disruption to users of the park during set up and take down times."

"There are too many events in the parks now, especially over the summer school holidays. When you add in the set up and set down times, it reduces the use and enjoyment of the park for the public."

"Setting up time limits use of park by children during school summer holiday."

3.3.4   The construction and deconstruction time period for major events in Trent Country Park can be seen in Fig. 4. As you would assume, based scale and amount of production equipment they install, Elrow Town requires the longest construction and deconstruction period for their event. They arrive on site 9 days before their event to set-up

and it takes them 5 days to break-down the event and return the park to the Council and the public.

3.3.5   Below you will find three examples of music festivals taking place in parks and open spaces across London, their occupancy period, and how their construction and deconstruction phases compare with Elrow Town's:

Event:	Field Day 2018
Venue:	Brockwell Park
Construction began:	20th May 2018 (12 days)
Event days:	1st, 2nd and 3rd June 2018 (3 days)
Deconstruction finished:	10th June 2018 (7 days)
Number of days on site:	22
Non-event days:	19

Event:	Lovebox Festival 2019
Venue:	Gunnersbury Park
Construction began:	1st July 2019 (11 days)
Event days:	12th, 13th, 14th July 2019 (3 days)
Deconstruction finished:	19th July 2019 (5 days)
Number of days on site:	19
Non-event days:	16

Event:	Various Festival Republic Events 2020
Venue:	Finsbury Park
Construction begins:	16th June 2020 (10 days)
Event days:	26th – 28th June, 3rd – 5th, 11th July 2020 (17 days)
Deconstruction finished:	16th July 2020 (5 days)
Number of days on site:	31
Non-event days:	24

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[17] Focus Group Outcome Summary, Focus Group 5, P6

3.3.6 In comparison to the events listed in 3.3.5, Elrow Town has the shortest construction period and its deconstruction period is equal to Lovebox and Festival Republic's series of events in Finsbury Park.

3.3.7 Although Elrow Town has comparatively short construction and deconstruction periods, it is still recommended that the Council does everything it can to minimise their build and break period for all major events taking place in its parks and open spaces.

3.3.8 At present, the Council typically provides major event organisers with a bespoke quote for the hire of a park which is given as a total fee, rather than separating the cost of non-operating days from live event days. If the Council separates these costs out, the event organisers can see how much they're paying for non-operating days and make the decision that they will enter or exit the site later or earlier than proposed, in order to make a saving.

3.3.9 An option to consider toward achieving this, is to incrementally increase the hire fee for each non-event day, incentivising event organisers to keeping construction and deconstruction periods to a minimum. If this becomes a policy, it could reassure community stakeholder groups that the Council is not under-valuing the loss of public space and the Council is ensuring event organisers keep the number of non-event days to a minimum.

3.3.10 As described in paragraph 2.2.13, it is recommended the Council work with the organisers of major events to keep parks open for as much of the construction and deconstruction period as possible. This will improve access to the parks for general use and improve the relationship between event organisers, the Council and community stakeholder groups.

3.4 **Balancing the Needs of the Public, the Council and Event Organisers:**

3.4.1 Enfield Council faces the same challenges other boroughs face in balancing the desire to provide a legitimate cultural offer and the requirement to generate income, against the negative impact events can have on the community and the park.

3.4.2 The Council can exercise its rights under the following acts in terms of setting aside space for events from time to time and to control the activities that take place at events:

a) Public Health Acts Amendment Act 1890 Section 44
Power to enclose or set aside part of a park or pleasure ground for provision of an entertainment, to charge for admission and to agree terms for use with any other person providing entertainment.

b) Public Health Acts Amendment Act 1907 Section 76(1)(a) & (b)
Power to enclose or set aside part of a park or pleasure ground for provision of an entertainment, to charge for admission and to agree terms for use with any other person providing entertainment.

c) Performing Animals (Regulations) Act 1925 Sections 1, 2 & 3
Powers to enforce provisions preventing cruelty to performing animals and to prosecute offences

d) Public Health Act 1925 Section 56
Power to agree the use of part of a park or ground set aside for games or recreation facilities subject to the charges for such uses being approved by the Cabinet Member

e) Public Health Act 1961 Section 52, 54 & 75
All functions relating to the management of parks and pleasure grounds

f) Greater London Parks and Open Spaces Act 1967
Authorises the use of open space in London for the provision of entertainment provided that the area set apart does not exceed one acre or one tenth of the open space, whichever is greater.

g) Local Government Act 1972 Section 145
Power to enclose or set aside part of a park or pleasure ground for provision of an entertainment, to charge for admission and to agree terms for use with any other person providing entertainment.

h) Local Government (Miscellaneous Provisions) Act 1976 Section 19
Powers to provide indoor or outdoor recreational facilities but subject to any charges for Local Government (Miscellaneous Provisions) Act 1976 Section 19

i) Greater London Council (General Powers) Act 1978 Section 12
Power to close a park or pleasure ground on a Sunday.

3.4.3 Although the Council is empowered to facilitate festivals and events to take place in the parks and open spaces it manages, it is still a contentious matter. Some residents fundamentally disagree with the idea of festivals and events taking place in public spaces. This was demonstrated in our public survey. Some comments, provided in response to our survey on process, include:

"Please just leave the parks to be parks and have entertainment events elsewhere in the borough."

"Do not want any sort of events to be held in Trent Park"

"Ban all events. Return the park to Local visitors and users."

"No festivals please."

3.4.4 Despite these comments, there is still a legitimate reason for the Council to permit cultural festivals and events to take place in the borough's parks and open spaces. Some respondents also said:

"The past few years has seen a massive increase in festivals and events in parks in Enfield and as a young person I am proud of my Borough for hosting such great events. I welcome the notion that we will continue to do this is in an Eco-friendly manner."

"Events in parks don't happen very often but when they do take place, they tend to bring excitement and joy to Enfield festival goers and park users. Events in parks are a great way to utilise our parks especially for sports, youth, cultural and music events."

"Even with the reduction in central Government funding, I'm amazed that Enfield are able to support and provide such excellent events."

"Not enough events have been done"

3.4.5 With such polarised views on the use of parks and open spaces as event venues, it is extremely unlikely the Council will ever reach a point where all stakeholders are entirely happy. The Council must attempt to strike a balance which is sensitive to the legitimate concerns of those who are opposed to the borough's existing

events programme, while still providing for people whose lives are enhanced through a diverse use of the borough's parks and open spaces.

3.4.6   It is the responsibility of the Council to determine the suitability of an event to take place within the borough. Not only in regard to safety, but in regard to the negative impact the event can have on the venue, its neighbours and other stakeholders. Officers must ask themselves if the cultural benefit of the event outweighs the potential negative impact. Also, does the essential revenue the event can raise offset this?

3.4.7   In order to help govern this decision-making process, it is recommended that the Council commits to developing a policy that sets out a clear and systematic approach to the management of festivals and events within the borough which upholds the principles set out in the Strategy (or the wider Parks and Open Spaces Strategy, see 2.9.11 to 2.9.12 for more information.)

3.4.8   Most importantly, the policy should outline a comprehensive and robust consultation process, that:
   a) Commits the Council to notifying stakeholders about events and providing them with relevant, necessary information.
   b) Clearly defines how and when stakeholders at varying levels will have an opportunity to engage with the process
   c) What effect their feedback will have. E.g. Stakeholders will have the opportunity to comment on the operational and logistical particulars of an event proposal and how this might affect local residents, businesses and other venue users. This feedback can then be given due consideration by the Council during the decision-making and event planning process, but it should be noted, that the final decision as to whether or not to approve an event will rest with the Council.

3.4.9   If consultation is going to be meaningful, stakeholders must be consulted as early in the process as possible and should be kept engaged throughout the planning process. Furthermore, the Council must ensure proportionate and practicable feedback is incorporated into event plans, being sure to demonstrate the positive effect their feedback has had on the event planning process. Community stakeholder groups will be more tolerable of events if they can see that at least some of their feedback has been addressed and there is continual improvement.

3.4.10 This approach does not have to mean a reduction to the existing programme, or new events not being approved. If the Council is careful in its implementation of this policy and takes ownership of its decision making, it will be able to develop collaborative working relationships with community stakeholder groups and take a partnership-based approach to developing the borough's festivals and events programme. The Council has already seen this strategy working successfully, for example, with the Friends of Broomfield Park and must now build upon these successes and replicate them throughout the borough.

4. Other Key Discoveries and Recommendations:

4.1 During our research, we spoke to multiple community stakeholder groups. We found that most are generally supportive of an events programme taking place in their local park or open space. However, this programme should be relevant to the local community and they believe the Council has set the limit for maximum capacity of these events too high. For example, FoPP told us that they are generally very supportive of events taking place in Pymmes Park but included the caveat that they are somewhat unsupportive of large events taking place here.

4.2 It became apparent that there were some community stakeholder groups that were misinformed about how the Council manages the service or were choosing not to believe what the Council told them, leading to some members of the community not having confidence in the Council's ability to effectively manage this service. Although we were informed that there was a lack of trust in regard to a wide range of matters, including perceived historical failings such as and dealing with noise, traffic congestion and on-site issues such as damages and litter, it became apparent that the lack of trust stemmed mainly from the perceived lack of transparency and misinformation pertaining to the commercial aspects of the service.

4.3 Several representatives of community stakeholder groups believe the:
a) Cost of damages are not being recovered from event organisers[18].

b) Insufficient ground damages deposits are being taken[19].

c) Service is running at a loss because income levels are too low, and costs are too high[20].
d) Money raised by events is not being reinvested into the parks[21].

4.4 In addition to the concerns raised by those community stakeholder groups, there were also similar concerns raised by some respondents to our survey, which included the following comments:

"Damage to park, disruption to wildlife, mess all around the local area and a huge impact to local residents the cost of repair which is still ongoing after last year's events negates any money made."

"No money appears to come back to the Parks Department."
"Council are money making they don't use the money to improve facilities at all events bring in money but where is it being used?"

"Money raised by events not spent on the park."

"The council should think about how many events they allow and whether the income is sufficient to cover the cost of putting the parks right again."

"The public should also be allowed to see the income generated from the big events after the costs of man-hours and remediation have been deducted."

"Cost of damage to the park (gates damage, grass damage, tree damage) has been ignored so skewing any profit figures stated"

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[18] Focus Group Outcome Summary, Focus Group 5, P6
[19] CLARA, 51st State and Elrow Town Events: Impact on Cockfosters, P10

[20] FERAA and FOTCP, Events Strategy Review Report, P6
[21] Focus Group Outcome Summary, Focus Group 3, P3

4.5 It is recommended that the Council follows the advice set out in 2.3.10 to 2.3.14. Doing so could demonstrate to community stakeholder groups what scale of event can be delivered safely and with minimum disruption in each park and open space. This process could also lead to discoveries which can be used to reduce the impact of larger events taking place in these venues.

4.6 The Council has many reasons to celebrate the work it has done, and the work of community groups and event organisers in creating a vibrant and diverse cultural programme of events in the borough's parks and open spaces. In light of these successes, it could be considered an "own goal" to not make accurate information available and prevent the spread of misinformation. Some members of affected communities that have historically criticised the Council's management of events might become supporters if they're presented with the facts. Therefore, in order to build trust, it is recommended that the Council considers publishing a report that shows that the reinstatement works are fully covered from monies received from the event organisers. The Council should be ensuring 100% of reinstatement costs are recovered and future reports should demonstrate this.

4.7 In addition to this, the Council should update its Strategy to include a section on damages. For example: The Council will complete a comprehensive site inspection prior to and immediately after each major event. Should any reinstatement or completion of works be required as a result of the events planned activities or if the activity has caused damage, money will be held back from the deposit to cover costs. Should costs exceed that of the deposit the Council will charge the event organiser for remaining costs plus a 10% administration fee.

4.8 It is also recommended that the Council updates the Strategy to more clearly explain how the income generated through this service will be used and consider the following.:
   a) Income generated from events in parks and open spaces will be used in the first instance to cover the costs of managing events (including the cost of staffing and managing the application process) and meet the Council's event income target in each year.
   b) In the case of Commercial events, this income will be used to subsidise the charges against community event organisers, in order to keep fees for these community groups, and the important events they deliver, as low as possible.
   c) Any surplus will be used to maintain the Council's venues to a good standard and fund Council-led festivals and events throughout the borough.
   d) The Environmental Fee will be kept separate from other income received and, at the Council's discretion, will be used for the capital investment needs of that venue.

4.9 Leading on from d) above, the Council could go further and implement a policy relating specifically to how the Environmental Fee will be used, so that community stakeholder groups can see tangible benefits to facilitating the events programme. Use of the Environmental Fee should contribute towards the Council achieving its corporate vision.

4.10 Below is an example of a policy that The Event Umbrella has successfully implemented in other boroughs. Its focus is on ensuring the ward that has hosted the event benefits from the Environmental Fee, but in Enfield it might be better to evenly distribute these funds across the borough, so the money is spent where it is needed most. Example: Income from the Environmental Fee will be used to fund a

grant scheme, administered through ward forums, with ward councillors allocating the money based on the following criteria:

a) Improvement works to the park used as the venue (in consultation with parks team)
b) Funding for community events looking to take place in the same ward.
c) Grant for any other community-focussed projects in the immediate vicinity of the park

5. Appendix:

1. Summary Table of Recommendations
2. Focus Group Outcome Summary
3. List of consultees

Summary Table of Recommendations:

Report:	Section:	Paragraph:	Recommendations – the Council should…
Process	Effects of limitations on large and major event frequencies	2.1.9	Work with relevant community groups to introduce new major events to sites other than Trent Country Park while simultaneously working with organisers who put on major events in Trent Country Park to make improvements.
		2.1.10	Consider letting Trent Country Park to major event organisers through a tender process, allowing the current event organisers to bid, only after the Council has improved its resilience by following the recommendations in 2.1.9.
			Introduce new events to Trent Country Park which are less contentious.
	The Summer Holiday Rule	2.2.9 to 2.2.12	Not introduce additional restrictions to events taking place in the summer holidays and aim to be in a position where the negative impact of events has been sufficiently mitigated, the Council can begin to reduce these restrictions.
		2.2.13 to 2.2.15	Improve access for users of Trent Country Park by working with major event organisers to maintain access to Limes Avenue (or implement a suitable alternative) during construction and deconstruction periods.
		2.2.16	Ensure it is implementing policies that require event construction and deconstruction periods to be kept to a minimum, possibly by reviewing how it charges for construction and deconstruction hire periods.
		2.2.17 to 2.2.18	If possible, use the tender process mentioned in 2.1.10 to reduce the space used by major event organisers in Trent Country Park and the duration of use.
	Size Categories	2.3.7	Update the Strategy to reflect the size categories included within the Council's Outdoor Events Fees and Charges 2019-2020 document.
		2.3.8 to 2.3.9	Improve resilience, sustainability and grow small events organised by community groups or less experienced event organisers by nurturing and supporting them through the application and planning process.
		2.3.10 to 2.3.14	Appoint an external consultant to carry out a Feasibility Study and an Environmental Impact Assessment of events in the borough, then use this report to make evidence-based decisions and promote Enfield's venues to potential hirers.
	Revised Permission and Consultation Process	2.4.5 to 2.4.8	Maintain the existing approval process but require all event organisers to submit a Community Engagement Plan to support their application.
		2.4.9 to 2.4.12	Develop a baseline, minimum acceptable standard, for what a Community Engagement Plan should include for major events
	Events on Village Greens	2.5.3	Maintain the rule that no events will take place on village greens. However, consider how low impact activities can be introduced through the Strategy.
	Allowing Major Events on Broomfield Park	2.6.3 to 2.6.6	Continue to develop the close-working relationship with the Friends of Broomfield Park and collaborate with them to introduce a new, relevant event to the park.
	The New Process and Challenges	2.7.6	Improve resilience, sustainability and grow small events organised by community groups or less experienced event organisers by nurturing and supporting them through the application and planning process.

	Issues That Have Continued from Before the Strategy was Introduced	2.8.5	Improve resilience, sustainability and grow small events organised by community groups or less experienced event organisers by nurturing and supporting them through the application and planning process.
		2.8.6 to 2.8.9	Develop a workshop programme for the borough's less-experienced event organisers in collaboration with professionals.
		2.8.10 to 2.8.15	Investigate the feasibility of introducing permanent, new traffic management systems around Trent Country Park that are only in effect on event days. In addition to this, seek to make incremental improvements each year regarding common themes that were raised by respondents to the survey.
	New Challenges	2.9.8 to 2.9.10	Require all event organisers to submit Sustainability Policies as part of their Event Management Plan and improve signposting for event organisers to find further information about how they can make their event more environmentally sustainable.
		2.9.11 to 2.9.13	Develop the Strategy into a fully realised Events Policy which sets out the Council's policies and procedures relating to the governance of festivals and events and set out its vision and how to get there within the wider Parks and Open Spaces Strategy.
		2.9.14 to 2.9.15	Investigate the feasibility of introducing permanent, new traffic management systems around Trent Country Park that are only in effect on event days. In addition to this, seek to make incremental improvements each year regarding common themes that were raised by respondents to the survey.
		2.9.16	Maintain the existing approval process but require all event organisers to submit a Community Engagement Plan to support their application.
Economic Impact	Economic Impact of Major Events	3.1.11	Maintain the existing approval process but require all event organisers to submit a Community Engagement Plan to support their application.
		3.1.12 to 3.1.15	Carry out further investigations and analysis into the economic impact of all scales of events in order to make sure that opportunities are not missed, and benefits are received by those who need it most.
	Enfield's Proportion of the Park Events Market Share in London	3.2.8 to 3.2.13	Develop Key Performance Indicators so that it is easier to measure success and identify when improvements must be made.
	Major Events Build Times	3.3.7 to 3.3.9	Consider introducing hire fees that increase incrementally the longer an event organiser is using a park or open space for construction and deconstruction of their event.
		3.3.10	Improve access for users of Trent Country Park by working with major event organisers to maintain access to Limes Avenue (or implement a suitable alternative) during construction and deconstruction periods.
	Balancing the Needs of the Public, the Council and Event Organisers	3.4.5 to 3.4.10	Create a robust policy that outlines a consultation and engagement process, explicitly stating how stakeholders can receive information about events and what effect their feedback will have on the decision making and planning process.
Other Key Discoveries and Recommendations		4.5	Appoint an external consultant to carry out a Feasibility Study and an Environmental Impact Assessment of events in the borough, then use this report to make evidence-based decisions and promote Enfield's venues to potential hirers.
		4.6 to 4.10	Prevent the spread of misinformation and build trust by making non-commercially sensitive financial information available to stakeholders that shows the Council is achieving what it sets out to. Further to this, demonstrate how that income is used.