

# **Hammersmith & Fulham**

## **Events Strategy**

**2009-2012**



# Hammersmith & Fulham Events Strategy 2009-2012

## London Borough of Hammersmith & Fulham Events Strategy 2009-2012

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# EXECUTIVE SUMMARY

### 1. Introduction

Events are a valuable part of the cultural, social and economic fabric of Hammersmith & Fulham. The purpose of this strategy is to deliver an events programme that delights both residents and visitors and offers the best value for money. The term 'event' encompasses a range of cultural, arts, recreational, sporting and commercial activities. The strategy covers all types of events in Borough venues, both those organised by the Council and those that are staged by private individuals or organisations.

### 2. National, regional and local policy context

National policy drivers that contribute to and are supported by the events strategy are:

- The Mayor's Cultural Priorities for 2009 -2012 *Cultural Metropolis*
- London 2012 Olympic & Paralympic Games

Regionally the Events Strategy contributes to and supports the work of the West London 2012 Partnership and the action plan of the Western Wedge.

Locally, the Events Strategy is influenced by and supports:

- LBHF Community Strategy 2007-2014 *A Borough of Opportunity*
- Decent Neighbourhoods programme
- LBHF Parks & Open Spaces Strategy

### 3. Current Events and Venue Offer

The principle indoor venues are located within Hammersmith Town Hall, Fulham Town Hall and Fulham Palace. Other event spaces located in the borough, include libraries, sports centres, community and cultural centres. Fifteen parks and outdoor spaces have been identified as being most suitable for holding events. There were 77 days of events on Lyric Square and 168 days of events in borough parks in 2008/9 and 90% of event attendees surveyed thought the event they attended was good/very good and would attend again.

Hammersmith & Fulham has a well established events calendar that includes Hammersmith & Fulham in Bloom, two fireworks displays, Christmas Day lunch for elderly people, and the Mayor's Tea Dance. There is also the annual Celebrating Hammersmith, Fulham and Shepherd's Bush festivals. The Borough also hosts a number of privately organised events including Greenfest, London Vintage Fashion Fair and Polo In The Park.

### 4. Consultation

This strategy has been developed in consultation with internal and external partners and stakeholders, including the Cleaner Greener Scrutiny Committee. A period of public consultation took place in 2008 for stakeholders to comment on the draft document. All comments have been considered and have informed the shaping of the final strategy.

### 5. Vision

The vision and strategic priorities for events in Hammersmith & Fulham have been developed in consultation with internal and external stakeholders:

**To develop and deliver an events programme that creates a lively and vibrant place to live, work and visit, whilst ensuring the sustainable use of the Borough's venues.**

### 6. Strategic Priorities

Following consultation with stakeholders and in conjunction with national, regional and local policy drivers, the following strategic priorities have been identified:

#### **Priority 1: Celebrate Hammersmith & Fulham and engage its residents through diverse events**

- 1.1. Provide enjoyment, learning and value for local residents and visitors through events;
- 1.2. Widen audiences and participation in events;
- 1.3. Celebrate the cultural heritage of Hammersmith & Fulham.

#### **Priority 2: Facilitate neighbourhood events and the animation of local open spaces**

- 2.1 Empower local neighbourhood groups to organise their own events;
- 2.2 Increase the number of volunteers at events

#### **Priority 3: Ensure the sustainable use of Hammersmith & Fulham's parks, open spaces and indoor venues for events.**

- 1.3 Ensure regular consultation with local stakeholders.
- 2.3 Collect feedback and evaluation to inform future event planning.
- 3.3 Promote the use of Borough venues for events to maximize income potential.
- 4.3 Ensure effective event management planning and health & safety systems for events.
- 5.3 Manage the impacts of events on parks, open spaces and indoor venues;

### 7. Action Plan

Some of the actions that will deliver the priorities are:

- Conduct an annual review of events based on informal and formal feedback and neighbourhood consultations.
- Establish the H&F Events Advisory Group to oversee and review large scale events.
- Put in place a policy and selection criteria for hiring out Borough venues for events.
- Improve and extend the use of Council media and other communication channels, including digital, to promote Borough events and venues.
- Signpost to guidelines and standardised procedures for local residents wanting to run successful events.

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- Ensure that where appropriate events are discussed with Friends Groups and residents associations.

### **8. Implementing the Events Strategy**

Some of this work has already commenced. This includes:

- A diverse events programme is in place.
- Feedback from attendees and artists/contractors at events is collected and analysed and used to inform future event planning.
- A good working relationship is in place with Hammersmith & Fulham Volunteer Centre to promote volunteering opportunities at Borough events.
- Consultation meetings have taken place with stakeholders of Bishop's Park and Ravenscourt Park, Hurlingham Park District Residents Association, St Peter's Square Residents Association and the Peterborough Road and Area Residents Association.

## 1. INTRODUCTION

### 1.1. Background

Events are a valuable part of the cultural, social and economic fabric of Hammersmith & Fulham and from the annual fireworks display to the Borough in Bloom competition, are a key feature of the year in Hammersmith & Fulham.

This is the first Events Strategy for Hammersmith & Fulham and will set out the vision and aims for events in the Borough from 2009 until 2012. It will provide a framework to programme and manage events in the Borough's venues. The strategy will be reviewed in 2012, but the action plan will be monitored and annually updated to respond to the needs of residents, visitors and stakeholders.

The Events Strategy focuses on events that take place in the Borough's parks, open spaces and indoor venues. It sets the vision for developing a vibrant events calendar for Hammersmith and Fulham and secure income to reinvest in services.

The term 'event' encompasses a range of cultural, arts, recreational, sporting and commercial activities. The strategy covers all types of events in Borough venues, both those organised by the Council and those that are staged by private individuals or organisations. It will include private events and those that are open to the public. Public events organised by the Council will include those that are sporting, arts, cultural, library and archives based. Events can be participatory or audience based, or both.

## 2. NATIONAL, REGIONAL AND LOCAL POLICY CONTEXT

National policy drivers that contribute to and are supported by the Events Strategy are:

- Cultural Metropolis (Mayor of London, November 2008)
- London 2012 Olympic & Paralympic Games

### 2.1. Cultural Metropolis

Cultural Metropolis is a precursor to the Mayor's Cultural Strategy. Published in November 2008, it is the Mayor of London's initial vision for culture in the capital. The Events Strategy contributes to the priorities of:

- Maintain London's position as a world centre cultural excellence
- Support grassroots culture
- Create a lively public realm
- Increase access and participation

By using the Borough's cultural institutions when programming content for events, empowering neighbourhoods to run their own events and become involved in their local open spaces, grassroots culture can be supported and access and participation increased.

## **2.2. London 2012 Olympic and Paralympic Games**

The London 2012 Olympic and Paralympic Games is a huge sporting and cultural event. The four year Cultural Olympiad programme was launched in 2008 to celebrate the Games coming to London. The programme includes the opening and closing ceremonies, major cultural projects and Inspire Mark projects. Inspire Mark projects are UK wide, community projects and events that have been inspired by the Games. Each year in the run up to the Games, Open Weekend will take place. Open Weekend is all about visiting spaces, places and people and getting involved in imaginative, thought-provoking creative activities. In 2008, Hammersmith & Fulham supported Culture8, West London's celebration of music, dance, street arts and sport at Wembley Arena as part of Open Weekend.

## **2.3. Western Wedge**

Regionally the Events Strategy contributes to and supports the work of the West London 2012 Partnership and the action plan of the Western Wedge, which promotes arts and culture across West London.

West London Story is the West Wedge's programme to celebrate the London 2012 Olympic & Paralympic Games. It aims to tell the stories of West London through a series of events in the lead up to the Games.

## **2.4. Local Policy Drivers**

The Events Strategy is influenced by and supports a number of key Council strategies including:

- The Community Strategy 2007-2014 '*A Borough of Opportunity*'
- Parks & Open Spaces Strategy
- Decent Neighbourhoods programme

## **2.5. A Borough of Opportunity**

The Events Strategy supports the key priorities in the Council's Community Strategy 'A Borough of Opportunity' in particular:

- deliver high quality, value for money public services

These priorities form the base from which the Events Strategy has been created. Actions resulting from the strategy will contribute to the delivery of these key priorities, notably to deliver high quality, value for money public services.

## **2.6. Parks & Open Spaces Strategy**

The priorities for the Parks and Open Spaces Strategy are:

1. Protecting Hammersmith and Fulham's existing parks and open spaces.
2. Providing open spaces, play spaces and access to local biodiversity.
3. Creating safe, attractive and accessible spaces for all.
4. Improving the standard of management and maintenance
5. Actively involving the community in their local open spaces.

## 6. Increasing participation in open spaces.

The Events Strategy is directly influenced by and will contribute to priority six of the Parks and Open Spaces strategy. This priority aims to increase participation in open spaces and makes specific reference to encouraging community and other events.

### **2.7. Decent Neighbourhoods**

The Decent Neighbourhoods programme is designed to attract significant investment in five key areas of the borough to breakdown barriers leading to concentrations of deprivation, unemployment and lack of hope. Key priorities include improving transport, public spaces and communal areas and creating more local job opportunities.

Using local spaces for events ensures that they are well used, lively and animated. Developing events across the Borough is a chance to bring residents together and help foster a shared sense of place for Hammersmith & Fulham and celebrate local neighbourhoods.

### **2.8. Visitor Development**

The Events Strategy seeks to complement Visitor Development work. A programme of quality events makes Hammersmith & Fulham a more vibrant place to visit and helps to stimulate the local economy. By promoting local attractions, the prestige and perception of the area is increased, raising the sense of civic pride. This strategy seeks to develop increased joint working with Town Centre Management in Fulham and Shepherd's Bush and with the BID in Hammersmith. This is already in place in terms of, for example, delivering Celebrating Fulham and events on Lyric Square but can be expanded.

### **2.9. Building Schools for the Future: Arts & Culture**

Building Schools for the Future: Arts & Culture is a project that is looking at the long term provision of arts and culture in schools. Still in its early stages, this will be an important document in cultivating creative talent as well as capacity within our schools and events will be one of the mechanisms for showcasing that talent. Partnerships with the Schools Music and Arts Service and local providers can promote and enhance the experiential engagement of music and arts.

The 5 hour cultural offer is a Government pledge that children and young people have the right to 5 hours of culture per week. An events programme can contribute to offering a range of opportunities for children and young people to engage and be involved for example, through sport taster sessions at events, workshops and performances.

### **2.10. Legislative Framework**

The Licensing Act 2003 came into force in 2005 and covers the licensing of premises which are used for the supply of alcohol, to provide regulated entertainment or to provide late night refreshment. All events in the borough are required to comply with this Act and ensure

the necessary licences are applied for. Borough events are organised in accordance with the Health & Safety Executive's *Event Safety Guide* known as the Purple Guide. This sets out the information required by event organisers, contractors and employees to help them satisfy the Health & Safety at Work etc Act 1974 and other associated regulations.

### 3. THE CURRENT BOROUGH VENUE AND EVENT OFFER

#### 3.1. Indoor Venues

The Borough's principal indoor event spaces are located within Hammersmith Town Hall and Fulham Town Hall. These are well used by residents, individuals and organisations to hold a wide range of events, including corporate Christmas parties, dance evenings and antiques fairs. In 2008/9, venue hire generated over £270,000 in income for the Council.

Details of the main indoor venue offer in Hammersmith and Fulham Town Halls are in Table 1 below:

<b>Table 1: Indoor Venue offer</b>	
<b>Room</b>	<b>Capacity</b>
<b>Hammersmith Town Hall</b>	
Assembly hall	900 theatre style
Small hall	120 theatre style
Playfair room	60 theatre style
Courtyard room	35 boardroom
Committee room 1	35 boardroom
Committee room 2	18 boardroom
Committee room 3	18 boardroom
Committee room 4	16 boardroom
<b>Fulham Town Hall</b>	
Grand hall (Fulham)	400 theatre style
Concert hall (Fulham)	200 theatre style
Fulham Council Chamber	up to 100 people
Walham Green Room	60 people
Mayor's Parlour	15 people

Fulham Palace is another key venue in the borough and currently hosts and stages a range of events linked to both the Palace and the Museum of Fulham Palace. The borough has other event spaces, which include libraries and sports centres. As part of the on going programming of events, all venues will be considered to maximise the borough's venue offer. This offers more opportunities for joint working and delivery of events.

### 3.2. Outdoor Venues

The Borough has 62 parks and open spaces (set out in Appendix A). Fifteen have been identified as being most suitable for holding events. The parks were selected based on:

- Having a sufficient amount of flat, open space
- On site facilities
- Past experience of events
- Proximity of public transport infrastructure

They have been classified under 3 headings.

- **Showcase Parks** are those which have the best offer in terms of venue this includes prestige, space, transport links and on site facilities.
- **Town Centre spaces** are spaces with significant levels of footfall.
- **Community parks** are those which are located within the heart of neighbourhoods and are only suited small scale events.

These classifications are indications only and over time parks may be reclassified as improvements are made and surroundings change.

#### Showcase Parks

Ravenscourt Park\*\*  
 Bishop's Park~  
 Hurlingham Park

#### Town Centre Spaces

Shepherds Bush Common  
 Eel Brook Common  
 Parson's Green  
 Lyric Square

#### Community Parks

Wormholt Park  
 Normand Park  
 Furnivall Gardens  
 Brook Green  
 Lillie Road Recreation Ground  
 St Peter's Square  
 Wormwood Scrubs#  
 South Park

# Wormwood Scrubs is covered by the Wormwood Scrubs Act 1879. This places restrictions on use for commercial gain.

\* Shepherds Bush Green is undergoing redevelopment work during 2009/10.

~ The number of large scale events with licensable activities is limited to 2 per year.

\*\* The number of large scale events with licensable activities is limited to 5 per year.

The Council will consider all requests for events in parks, open spaces and other venues that are not listed above. As with all requests, permission for events is based on suitability and considered on an event by event basis. Suitability of events is largely based on the scale of events. For the purpose of this strategy the following definitions of scale are used.

**Table 2: Scale of events**

Small Scale	Up to 499 people. Minimum disruption to local transport routes, neighbouring residents and ground. Temporary Event Notice required only. Minimum infrastructure e.g. stalls, tents. Loading and unloading vehicle access only.
Medium Scale	500-1000 people. Minor disruption to local transport routes, neighbouring residents and ground. Premises License Required Events requiring vehicle access to site. Major infrastructure e.g. marquees
Large Scale	Over 1000 people. Major disruption to local transport routes, neighbouring residents and ground. Premises License Required Events requiring vehicle access to site. Major infrastructure e.g. marquees.

### **3.3. Events in the London Borough of Hammersmith & Fulham**

Hammersmith & Fulham has a well established events calendar that includes the Boat Race festival, Borough in Bloom, two fireworks displays, Christmas Day lunch for the elderly and the Mayor's Tea Dance. In 2008/9 there were 77 days of events on Lyric Square and 168 days of events in parks.

Feedback is collected from most borough events and is a valuable source of information for future planning. In 2008/9 of those who attended events and provided feedback 90% thought the event was good or very good and 90% said that they would attend again.

The Borough is also the host to a number of privately organised public events including Greenfest and the London Vintage Fashion Fair. These events are well attended and have been running in the Borough for a number of years. Establishing Hammersmith & Fulham as a location for events to attract regional and national events can maximise income from borough venues and promote the borough as a destination. Polo In The Park 2009 was one such national event. Some examples of the types of events in the borough are outlined below.

### **3.3.1 Playday**

Playday is a national initiative aimed at promoting the importance of play to children. It has been an annual event in the Borough's event calendar for a number of years and is one of the most prominent in London. 2008 saw the biggest Playday yet in Ravenscourt Park, Hammersmith. An estimated 3000 children and their families came along to enjoy the bouncy castles, make water rockets, try the climbing wall and take part in H&F's Got Talent. 95% of attendees surveyed said they thought Playday 2008 was good/very good and 97% said they would attend again.

### **3.3.2 Christmas Day Lunch**

For over 20 years, LB Hammersmith & Fulham has provided lunch on Christmas Day for hundreds of older residents who are alone at Christmas. Approximately 300 older people are brought to the Town Hall in Hammersmith by a fleet of Council vehicles to enjoy a traditional roast turkey dinner with all the trimmings and entertainment including a special appearance by Father Christmas. The day is helped to run smoothly through the efforts of over 50 volunteers who give up their time to ensure that everything about the day is enjoyable. Local businesses sponsor the event and along with council employees donate items so that each guest who attends can receive a present.

### **3.3.3 Fireworks**

The Borough's annual fireworks displays attract on average over 14,000 people to Ravenscourt Park and Bishop's Park. The two displays are considered to be one of the best in West London. There is a main display and a special children's display at each event as well as a funfair. In 2008, approximately 12,000 and 4000 people attended the displays at Ravenscourt Park and Bishop's Park respectively. The displays are run in partnership with an external contractor who manages and stages the event on behalf of the Council.

### **3.3.4 Boat Race Festival**

In March each year, Hammersmith & Fulham, in partnership with the Boat Race Company, provides a festival for residents and visitors to watch and celebrate the Oxford/Cambridge Boat Race on the Thames. The festival occurs across two sites in the borough: at Bishops Park, where visitors can watch the start of the race at Putney Bridge and at Furnivall Gardens close to Hammersmith Bridge. Refreshment concessions, children's activities and large screens to watch the progress of the race are provided. In 2009 around 10,000 people attended overall, with a special corporate hospitality event in the grounds of Fulham Palace providing extra interest.

### **3.3.5 Celebrating Fulham**

Celebrating Fulham is a well established community festival celebrating Fulham organised by the Fulham Town Centre Management and local groups. As part of Celebrating Fulham, the Fulham FEASTival was staged for the first time in 2008, celebrating internationalism through

the culinary diversity in and around Fulham. Local restaurateurs are invited to set up stall and sell their food, demonstrate cooking methods and offer tasting sessions alongside street entertainers and children's activities. In addition café style seating is provided for visitors to enjoy their food and music. Approximately 2000 people enjoyed the Fulham FEASTival in 2008, with 91% of those surveyed saying they thought the event was good or very good and 94% of attendees surveyed saying they would attend again.

### **3.3.6 Polo In The Park**

In June 2009, World Polo Ltd presented the first Polo In The Park World Series event at Hurlingham Park. Hurlingham in Fulham is the historic home of polo and was seen as the ideal location to launch a brand new World Series polo competition which provides a new, faster version of the traditional sport. This three day event saw the park transformed with massive investment into the grassed area to provide a top quality polo pitch which will also benefit all users of the park. As well as the two day competitive event, a Community Day was also provided with free tickets for borough residents. Approximately 23,000 people attended over the three days with 6,000 on the free day. Feedback from those that attended revealed that over 94% thought the event was good or very good and 84% said they would attend again. 87% of those surveyed had a SW6 postcode. It is hoped that Polo In The Park will become an annual event in the Hammersmith & Fulham calendar.

#### ***Feedback from Polo In The Park 2009***

*'Just to say thank you for my polo tickets. I loved watching the game - thank you so much for providing me with this opportunity.'*

*'I attended the Polo in the Park community day this Sunday and I wanted to say how much I enjoyed it. The venue was great and the organisation seemed excellent and I really hope that the event is repeated next year.'*

*'I would like to thank those involved and to congratulate the council for enabling all local residents to participate in such a splendid event.'*

*'Congratulations on hosting a fantastic event. It must have been the most enormous thing to organise and I feel it was a real coup for the Borough to host such an original event.'*

### **3.3.7 Volunteering**

Volunteering is a key theme of borough events. In 2008/9, 106 volunteers helped out at borough events. The Council works closely with the Hammersmith & Fulham Volunteer Centre to provide volunteering opportunities for people on the Personal Best scheme.

The Council also offers opportunities for corporate volunteering. For Playday, volunteers from Disney, whose offices are based in Hammersmith, come down to help run activities for children.

### **3.3.8 Marketing events and venues**

The Borough uses a range of advertising tools to promote its events. A bi-annual calendar of events is produced for Spring/Summer and Autumn/Winter. An electronic version is made available on the Council's website. Copies of the calendar are distributed to libraries, sports centres, information centres and leisure organisations. Events are posted on free listings website including [www.thisislondon.com](http://www.thisislondon.com) and [www.visitlondon.com](http://www.visitlondon.com). H&F News, the Council's newspaper, also promotes the borough's events through adverts and stories.

The Council currently promotes its venues through its website and through word of mouth/repeat bookings. It is important to improve this with targeted marketing campaigns to maximise potential income, which contributes to the costs of improving and maintaining these assets.

## **4. PUBLIC CONSULTATION**

### **4.1. Public Consultation to develop the strategy**

Public consultation to develop the strategy took place between in the autumn of 2008. Residents and stakeholders were invited to comment on the vision, outcomes, action plan and to suggest ideas of type of events they would like to see in Borough venues. A list of organisations contacted is in Appendix B.

The strategy was made available on the Council's consultation database. Two meetings were held as part of the licence conditions for Ravenscourt Park and Bishop's Park, and copies of the strategy were made available. The Cleaner, Greener Scrutiny Committee considered the strategy in April 2009. All comments have been considered and have informed the shaping of the final strategy and its implementation plan.

### **4.2. Key Issues**

The key issues that have emerged through the consultation process are:

- **Managing the impact of events.** It is essential to achieve a balance between the number of events and the impact they have on the Borough's venues. The spaces are assets and as such will need to be carefully managed to avoid over exploitation, which will have a detrimental impact on the ability to hire out the spaces in the future. Spaces used for events need to be well maintained and reinstated each time.

- **Addressing residents' concerns.** Events in parks can cause local disruption and concern if an event is noisy, brings in large crowds, or is felt not to be appropriate for an area. Consulting and involving residents with the programming of events will be key to address issues such as noise levels, damage to spaces and local area disturbance before they arise.
- **Health & Safety Considerations.** Events need to be correctly licensed and organised to meet the four licensing objectives:
  - i. The prevention of crime and disorder;
  - ii. Public safety;
  - iii. The prevention of public nuisance;
  - iv. The protection of children from harm.

All Council events will be assessed from a safety point of view and corporate accountability. Input from the responsible authorities including Highways, Licensing, Safety and Food Safety will be required to ensure the safe delivery of events. The safety of attendees at events is paramount.

## **5. THE VISION FOR EVENTS IN HAMMERSMITH & FULHAM AND KEY PRIORITIES**

5.1. Following consultation with internal and external stakeholders the following vision and three priorities for events in Hammersmith & Fulham have been identified:

**To develop and deliver an events programme that creates a lively and vibrant place to live, work and visit, whilst ensuring the sustainable use of the Borough's venues.**

Strategic priorities:

- 1) Celebrate Hammersmith & Fulham and engage its residents through diverse events;
- 2) Facilitate neighbourhood events and the animation of local open spaces;
- 3) Ensure the sustainable use of Hammersmith & Fulham's parks, open spaces and indoor venues for events.

## **6. STRATEGIC PRIORITIES.**

### **6.1. Priority 1: Celebrate Hammersmith & Fulham and engage its residents through diverse events**

- 1.1. Provide enjoyment, learning and value for local residents and visitors through events;
- 1.2. Widen audiences and participation in events;
- 1.3. Celebrate the cultural heritage of Hammersmith & Fulham.

The Borough is keen to stage and attract a wide variety of events to the borough as they are a valuable part of the cultural, social and economic

fabric of Hammersmith & Fulham. Events bring culture and arts to new audiences and spaces. The council is keen to work in partnership to programme innovative and exciting events that add to the vibrancy of Hammersmith & Fulham. As part of this, improved publicity and marketing of the Borough's venues using local and pan London media channels will be necessary.

Key performance indicators:

- NI11 Engagement in the arts (indirectly)
- Satisfaction with events.
- Estimated number of young people/people with disabilities/BME groups attending Borough events.
- Estimated number of people attending Borough events.
- Number of days of events in parks.
- Number of days of events in Lyric Square.

## **6.2. Priority 2: Facilitate neighbourhood events and the animation of local open spaces**

2.1 Empower local neighbourhood groups to organise their own events;

2.2 Increase the number of volunteers at events

Enabling residents to organise events is a key aim of this strategy. Developing community capacity by offering support and procedures to hold events as well as offering volunteering placements at events will be a key action. The Council is working in partnership with Art Council London to develop guidance on how to organise outdoor events. This will be made available to groups to help support them in delivering a safe and successful event.

The Council will work with Friends Groups and other park stakeholders to stage events in the parks. These links will be clarified through individual Park Management Plans to ensure clear policies on promotion, advertising, access, participation, infrastructure improvements and formal consultation processes with park stakeholders.

The Council has already established a working relationship with the Hammersmith & Fulham Volunteer Centre by offering volunteering opportunities at events. During 2008/9 106 volunteers from the H&F Volunteer Centre have been involved in supporting events run by the Council. To date volunteers have supported events by collecting feedback surveys from attendees and litter picking. It is hoped that more roles can be developed in the future with the adequate training.

Key Performance Indicators:

- Number of volunteers at events.
- Number of volunteers who would volunteer again at Borough events.

### **6.3 Priority 3: Ensure the sustainable use of Hammersmith & Fulham's parks, open spaces and indoor venues for events.**

- 3.1. Ensure regular consultation with local stakeholders.
- 3.2. Collect feedback and evaluation to inform future event planning.
- 3.3. Promote the use of Borough venues for events to maximize income potential.
- 3.4. Ensure effective event management planning and health & safety systems for events.
- 3.5. Manage the impacts of events on parks, open spaces and indoor venues;

Achieving the sustainable use of Borough venues is a key priority for this strategy. Key actions include regular consultation to learn from events and using this information to inform future event programming. Gathering feedback during and after events is one way of achieving this, but also putting into place mechanisms to actively consult with residents and stakeholders on events.

Having the appropriate systems and processes in place to efficiently manage the spaces and bookings is one of the key actions in the implementation plan. Having an event policy and criteria for hiring out venues for events is an important deliverable for this strategy.

The venue and event market in London is extremely competitive. The production of a marketing strategy for all Borough venues and events is a key action for this strategy. A wide range of tools will need to be employed in order to advertise and promote the Borough's venues and events. These will include capitalising on digital media channels, engaging and working with local businesses and working in innovative ways with partners to develop an exciting events programme for the Borough.

Key performance indicators:

- Number of attendees at consultation meetings.
- Number of feedback forms returned.
- Number of complaints about events.
- Satisfaction with venues.
- Number of attendees who had heard about an event through an identified communication channel.
- Amount of income generated from venue hire and events.

## 7. IMPLEMENTATION PLAN

This implementation plan that shows how the priorities will be delivered.

### 7.1. Celebrate Hammersmith & Fulham and engage its residents through diverse events.

	<b>Action</b>	<b>Timescale</b>
1.	Deliver an exciting programme of events for Hammersmith & Fulham.	Annually
2.	Identify and address barriers to accessing events.	March 2010
3.	Establish and implement monitoring procedures for attendance at events.	September 2009
4.	Ensure communications are tailored to reach a wide audience.	On going
5.	Work with partners to build on existing events in the Borough like Performing Arts Week, Celebrating Fulham, Celebrating Hammersmith & Celebrating Shepherd's Bush	Annually
6.	Establish and implement monitoring procedures for attendance at events.	August 2009
7.	Use benchmarking information to collect and use data about attendees of events.	On going

### 7.2. Facilitate neighbourhood events and the animation of local open spaces.

	<b>Action</b>	<b>Timescale</b>
1.	Work with Hammersmith Volunteer Centre to promote volunteering opportunities at Borough events.	On going
2.	Train staff to enable them to support local groups and residents organising successful events.	October 2009
3.	Signpost via the Council's website to guidelines and standardised procedures for local residents applying for and running successful events.	March 2010
4.	Encourage Friends Groups and other community groups to hold events in parks and open spaces.	On going
5.	Signpost local groups to available grants and funding streams.	On going

### 7.3. Ensure the sustainable use of Hammersmith & Fulham's parks, open spaces and indoor venues for events.

	<b>Action</b>	<b>Timescale</b>
1.	Hold two formal consultation meetings for Bishop's Park / Ravenscourt Park to be held per year. The dates of which are to be publicised at least 8 weeks in advance.	On going
2.	Establish the H&F Events Advisory Group to review events, to include representation from Parks Constabulary, Grounds Maintenance, Parks Development, Public Protection & Safety, Planning, Highways and Emergency Services and Friends Groups local residents as appropriate.	September 2009
3.	Consult with residents and ward councillors to discuss concerns and solutions for larger scale events/events which may cause disruption	On going
4.	Collect and analyse feedback from attendees, volunteers and artists/contractors during events, and in the case of major events, after the event too.	On going
5.	Promote <a href="mailto:events@lbhf.gov.uk">events@lbhf.gov.uk</a> as a mechanism to receive feedback.	On going
6.	Explore the technical feasibility of having a feedback mechanism on the event pages of <a href="http://www.lbhf.gov.uk">www.lbhf.gov.uk</a>	March 2010
7.	Conduct an annual review of events based on informal and formal feedback, and neighbourhood consultations, to include site locations, attendees, site facilities.	Annually
8.	Establish a customer feedback mechanism to capture satisfaction data from venue hirers.	September 2009
9.	Conduct profiling research of audiences and develop a marketing plan.	March 2010
10.	Develop a contact database for promoting events and venues.	March 2010
11.	Identify and implement venue upgrades to better meet the needs of hirers.	March 2010
12.	Foster relationships with event managers, the industry press and proactively market to them.	On going
13.	Promote Borough venues to past customers to encourage repeat business.	Annually
14.	Update hire policy and terms & conditions for hirers.	March 2010
15.	Design criteria and implement a robust and transparent process to granting permission for events	October 2009
16.	Develop a policy statement for events in borough venues.	November 2009

	<b>Action</b>	<b>Timescale</b>
17.	Explore sponsorship opportunities for key events.	On going
18.	Promote Borough venues through the LBHF website, other Council media and local, regional and national media channels.	On going
19.	Licence Parsons Green for regulated activity and explore the feasibility of Eel Brook Common and South Park.	September 2009
20.	Annually review fees and charges to ensure they remain appropriate.	Annually
21.	Explore the feasibility of increasing the usage of Wormwood Scrubs for events.	March 2010
22.	Establish service standards for hirers of Borough venues.	October 2009
23.	Develop a policy for discounted rates for hiring Borough venues.	September 2009
24.	Review safety systems and procedures in conjunction with the Safety and Licensing Team to plan and manage the council's events.	September 2009
25.	Maintain and improve on high standards of health & standards event management.	On going
26.	Adopt the principle of "Good Neighbourliness"; advising neighbouring residents 14 days in advance of large events.	August 2009
27.	Secure national and regional events using Borough venues.	On going
28.	Develop pro formas for Event Management Plans and Risk Assessments to include with the application form to use a park or open space.	September 2009
29.	Establish links with pan London media channels including Visit London and industry media to promote events and Borough venues.	November 2009

## **8. MONITORING AND ACHIEVING IMPLEMENTATION**

- 8.1. The implementation plan is deliverable within existing budgets as many of the actions are about formalising processes and implementing more efficient systems. The strategy will be monitored through a number of performance indicators and deliverables as set out in the implementation plan.
- 8.2. Systems and processes are in place to collect and analyse performance information. However, actions have been identified to broaden the methods used to collect feedback information.
- 8.3. The Borough's venues are key assets for the Council. Maximising the income from the venues whilst maintaining sustainable use is key for the delivery of this strategy.
- 8.4. There is a scale of charges for the Borough's venues and it is the Council's policy to charge for the use of its venues in line with these charges. These are reviewed annually and agreed by Cabinet.
- 8.5. The scale of charges is based on a number of criteria including the type of venue and size of event. For events that have a higher risk of causing damage to the ground a refundable damage deposit is collected from the hirer in addition to the hire charge. This is then used to pay for any reinstatement required as a result of the event. Routine grounds maintenance is covered by the existing contractual arrangement with Quadron, which allows the income generated from the venues to be used to stage events for the wider community and contribute to the upkeep of Borough venues.

## 9. APPENDIX A: Parks and Open Spaces in Hammersmith & Fulham

### Showcase Parks

Ravenscourt Park\*\*

Bishop's Park~

Hurlingham Park

### Town Centre Spaces

Shepherds Bush Common\*

Eel Brook Common

Jerdan Place, Fulham Broadway

Parson's Green

Lyric Square

### Community Parks

Wormholt Park

Normand Park

Furnivall Gardens

Brook Green

Lillie Road Recreation Ground

St Peter's Square

Wormwood Scrubs#

Berestede Road Open Space

South Park

Cathnor Park

Bentworth Road Open Space

Dalling Road Open Space

Great West Road

Frank Banfield Park, Chancellors Rd

Hammersmith Park

Godolphin Road Open Space

William Parnell Park

Gwendwr Gardens

White City 1 o'clock Club

Gwendwr Gardens Open Space

Sands Wharf

Wormholt Park

Little Brook Green

Westcroft Square

Wendell Park

Marcus Garvey Park

North Pole Road Open Space

Margravine Play Area

Richmond Way Open Space

Maxwell Road/Moor Park Road

Rowberry Mead Open Space

Mitre Bridge Park

St. Paul's Gardens & Open Space

Norland North Park

St. Paul's Green and Church

Hammersmith Broadway

North Verbena Gardens

Stevenage Park, Stevenage Road

Purcell Crescent

Upper Mall

Starch Green

# Wormwood Scrubs is covered by the Wormwood Scrubs Act 1879. This places limits on the amount of use for commercial gain.

\* Shepherds Bush Green is undergoing redevelopment work during 2009/10.

~ The number of large scale events with licensable activities is limited to 2 per year.

\*\* The number of large scale events with licensable activities is limited to 5 per year.

## 10. APPENDIX B: List Of Consultees

Below is the list of organisations who were contacted to comment upon the draft events strategy. In addition to this the strategy was made available on the Council's consultation database. Two meetings were also held as part of the licence conditions for Ravenscourt Park and Bishop's Park, which invited people to also comment upon the draft strategy.

ACAVA	LAMDA
Addison Group of Singers	Landseer
Albert and Friends Instant Circus	LBHF Councillors
Apothecary Gallery	London Fringe Theatres Association
Bharatiya Vidya Bhavan	Louise T Blouin Foundation
Bishop Creighton House	Lyric Hammersmith
Bishop's Park Consultees	Mambo Mambo
Bootleg Blondie	Metropolitan Police
Bridging Arts	mu:arts
Capoeira MarAzul	NW10 Studios Ltd.
Chelsea Ballet	Open Studios
Connections Communications Centre	Outside Edge Theatre Company
Creative Partnerships London West	Pearlfisher
Dance Attic Rehearsal Studios	Pixcellence Photography
Dance Umbrella	Quattro String Quartet
Darien Productions	Ravenscourt Park Consultees
Echo City	Riverside Studios
Focus West	Scariofunk Collective
Freedom Street	Sewa-education
Fulham and Hammersmith Choral Society	Society of Fulham Artists and Potters
Fulham Symphony Orchestra	Stephen Browning Associates
Grosvenor Light Opera Company	The Bush Theatre
Hammersmith & Fulham Adult Education	The Creative Business Centre
Hammersmith & Fulham Action on Disability (HAFAD)	The Fulham Society
Hammersmith Bid	The Music House for Children
Hot Button	The Sand Castle
Kensington & Chelsea Music Society	Theatre-Rites
	Trackside Gallery
	Vision community radio
	WILDE Network Limited