

**LYTHAM FESTIVAL, LYTHAM GREEN, LYTHAM, FY8**

**NEW PREMISES LICENCE APPLICATION**

**Licensing Sub-Committee Hearing – 4<sup>th</sup> December 2023**

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**STATEMENT OF DANIEL CUFFE and PETER TAYLOR**

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We, **Daniel Cuffe and Peter Taylor**, of Cuffe & Taylor Limited will state as follows:

We make this statement in support of the application by Live Nation (Music) UK Ltd for the grant of a new premises licence for the Lytham Green Event Site (“the event site”) to effectively increase the licence capacity from 19,999 under the existing licence (FY PL0502) to 25,000.

Where we have direct knowledge of the contents of this statement, they are true. Where our knowledge is indirect, they are true to the best of our knowledge, information and belief.

In this statement, we will deal with matters in the following order:

- A. Background and Experience
- B. Evolution of Lytham Festival
- C. Evolution of control and collaboration
- D. Proposal for the new licence
- E. Proposals for 2024

## **A. Background and Experience**

We are both Lytham St Annes born and bred and still live in the town.

Back in 2008, Peter was running a hotel in the town and Daniel was studying sound engineering. We became friends through the Friends of Lowther Pavilion, a group we helped to set up to save our local theatre.

At this time, Peter was working alongside Fylde Borough Council as they attempted to find an external company to run what was then called the Lytham Proms and the Council asked Peter to work with them to evaluate the bids. However, the companies that pitched their services were far more expensive than the council had anticipated or had the appetite to take risk with, so the concerts planned for 2010 were facing cancellation.

We both felt that it would be really special to bring musical artists into Lytham, and having discussed it together, we decided to propose to the Council that we should ourselves pool our skills to help them run an event. We said that we would organise a concert using skills we already had from Peter's hospitality and event background and Daniel's technical production background.

We also said that the two of us would underwrite half of the risk on the costs of the show, should the ticket monies not be enough to cover costs. Fylde Borough Council agreed that this was a good solution to the problem and accepted our offer.

Neither of us had mounted a big event before. However, we engaged an orchestra, persuaded the soprano Lesley Garrett to perform as a headline act and began to sell tickets. To our delight, the response from local people was amazing, and we sold out the event with nearly 5,000 people picnicking on The Green, and even made a profit.

That is how Cuffe and Taylor was born. Peter gave up the hotel business, and we worked with the Council to run a three day event for 2011. We took on some staff, called on help and favours from friends and family (our office was Daniel's mother's local dance and drama school) and put all of our joint money into the business. If it had failed, we would have been bankrupt, but we were hugely enthused by the thought of bringing top artists to Lytham and have them perform in our own town to our own community. Obviously, we felt happy for ourselves, but much more than that, we felt proud for our town.

2011 was a great success, and the company took off from there.

We are now a team of 32 and deliver around 200 outdoor concerts each summer, across 19 outdoor sites and more than 1,000 theatre productions. We now regularly deliver capacity level shows in excess of 30,000 attendees on greenfield sites, stadia and in historic locations. These include Cardiff Castle, the Piece Hall in Halifax and Scarborough Open Air Theatre. We are one of the top 10 UK music and event promoters, but it all started in Lytham!

Our mission and values are aligned around bringing leading musical stars from around the world to locations which would not necessarily otherwise attract them. This works both ways. Many if not most of our audience are people who would not travel to Manchester or London to see the performers we bring to Lytham, because it would be too expensive, because it is too far, or because they would not feel personally comfortable going to a festival in a large city. In Lytham, we have local customers in their 80s who return year after year. We have parents who are happy to bring their young children, or who would much rather that their older children came to a friendly local event than went further afield to camp at a distant festival.

We hope that those who do come find the Lytham Festival a joyous experience, and that the Festival has helped to build civic pride in our town. Fourteen years ago, we probably wouldn't have dreamed that our town could attract the likes of Sting and Lionel Richie to play to Fylde Coast audiences. The purpose of this application is to enable us to continue to do so, in an extremely challenging economic climate.

Since the creation of Cuffe & Taylor, 14 years ago, we have collectively built up a raft of experience. It became clear early in the foundation years of Cuffe & Taylor that we couldn't go alone. The various regulatory and legal requirements associated with staging an outdoor event are vast and require specialist input. Over the last 14 years we have built a network of trusted suppliers who specialise in all aspects of outdoor events, including Health & Safety, Production Design, Security, Transportation, Medical, Welfare, Acoustics and Event Logistics. However, our ethos has remained central from day one: we oversee and manage all our own events with our dedicated team of event managers, ticketing managers and marketeers. It's the hands-on approach that has seen us receive industry accolades. Highlights include winning Regional Promoter of Year in the Live UK Music Awards (2014), Event of the Year for Lytham Festival in the North West Tourism Awards (2015) and the BIBA Award for

Entrepreneurs of the Year (2013). In 2023 we even won a prestigious Olivier Award for Best Family Show for our theatre production of Hey Duggee!

The team of 32 Cuffe & Taylor employees has collectively more than 350 years Event Management experience, making us one of the leading and most experienced event management companies and live event promoters across the UK today. We deliver logistically challenging events across the country and we have working relationships with more than 25 local authorities. We pride ourselves on our documentation and working practices and have adopted industry leading Event Management and Crowd Safety Qualifications for all our Event Management Teams. We regularly participate in tabletop exercises with local authorities to keep our teams engaged in real life scenarios.

It goes without saying that, despite the huge number of events for which we are now responsible, we have never experienced a licence review or other regulatory intervention. We do exactly what we say we are going to do, and what our licence requires, and take a huge amount of care, both personally and through our team and partners, to ensure that our impact on the environment is minimised. As part of that, we have grown our events on other sites as festivals have bedded in and our predictions are tested through experience. We have not had a situation in which we have proposed an increase in capacity but have then had to withdraw the increase, voluntarily or under compulsion, at a later stage. That is because we carefully analyse our operations and only propose increases where we are fully confident that they can be delivered consistently with the licensing objectives.

In 2017 Cuffe & Taylor became part of Live Nation. We both continue to take joint Managing Director responsibility for the running of the business and share resources in marketing, sustainability, legal and finance with Live Nation. All other functions are undertaken by Cuffe & Taylor to retain our unique approach. We have a contract with the Council to run the Lytham Festival on The Green until 2028. We guarantee the Council that we will both be at the helm until then, and longer if the Council chooses to have us. The Lytham Festival is very dear to our hearts, and it will always be a Cuffe and Taylor event. We have always tried to ensure that local charities and causes benefit from the influx of people to our town.

In 2023 we supported Park View 4U, a popular local family park in the heart of Lytham; Lytham Rotary, a fund-raising organisation which benefits multiple local charities; Northwest Blood Bikes, an essential voluntary service benefitting the wider community; Mary O’Gara, a mental health charity concentrating on the wellbeing of young women and finally Trinity Hospice a returning partner for 2023. In total, Lytham Festival generated over £19,000 for our charity partners. In addition, we donated £1,500 to the RNLI and £1,500 to The Windmill and Lifeboat Museum as well as issuing thousands of pounds worth of tickets for local charity raffles and auctions.

Applications for Lytham Festival 2024 Charity Partners will open early next year.

## **B. Evolution of Lytham Festival**

In this section, we set out how the Festival has grown from its earliest beginnings.

- 2009** Lytham Proms is agreed with Fylde Borough Council to take place in 2010. It will be a joint venture between both parties.
- 2010** Lytham Proms takes place on the 21<sup>st</sup> August and is a sell out success. Lesley Garrett headlines. A licence is granted for 9,999 patrons
- The 2011 edition is announced as a 3 night event.
- 2011** Lytham Proms takes place between the 5<sup>th</sup> – 7<sup>th</sup> August for 3 nights. Headline acts are Status Quo, Katherine Jenkins and Boyzone. A longer term deal is agreed with Fylde Borough council and Cuffe & Taylor to take the festival agreement between both parties to 2028
- A licence for 4 nights is applied for at 9,999 patrons
- 2012** Lytham Proms take place between the 3<sup>rd</sup> – 5<sup>th</sup> August for 3 nights. Headline acts are Bananarama, Alfie Boe and Olly Murs
- 2013** The 2013 Lytham Proms takes place between 2<sup>nd</sup> – 4<sup>th</sup> August and headliners include Tony Hadley, Russell Watson and Rita Ora.
- 2014** A new licence is applied for to take the daily capacity to 14,999. The 2014 event takes place between 1<sup>st</sup> – 3<sup>rd</sup> August and includes an 80’s vs 90s night, Tom Jones and The Halle Orchestra as headliners.

- 2015** The festival runs from 6<sup>th</sup> – 9<sup>th</sup> August and headliners include Faithless, 80s vs 90s night, McBusted and Elaine Paige & Marti Pellow
- 2016** The 2016 event runs from the 4<sup>th</sup> – 7<sup>th</sup> August and headliners include Noel Gallagher, 80s vs 90s night, Bryan Adams and West End Proms. A Star Wars film night was also included, but was cancelled mid show due to high winds, as was the West End Proms! A licence was obtained separately for the film night.
- 2017** The 2017 event runs from 2<sup>nd</sup> – 6<sup>th</sup> August and headliners include Olly Murs, Hacienda Classical, The Human League, Madness and West End Proms. The Proms night is a re-run of the 2016 cancelled event.
- 2018** The 2018 event runs earlier in July due to availability of artists and includes Steps, Pete Tong, George Ezra, Nile Rodgers + CHIC and Il Divo. A new licence is obtained for 19,999 across 5 nights.
- 2019** As artist availability becomes harder the later in summer, the festival plays 10<sup>th</sup> – 19<sup>th</sup> July across 5 nights and headliners include The Human League, Stereophonics, Kylie Minogue, Rod Stewart and West End Proms
- 2020** The Festival was due to have Westlife, Lewis Capaldi, Snow Patrol, Lionel Richie and Little Mix perform, but was cancelled in April due to the Covid-19 Pandemic
- 2021** The Festival was announced in late 2020 with headliners Lewis Capaldi, Snow Patrol, Lionel Richie and Duran Duran. In March 2021 uncertainty in the marketplace due to the continuing Covid-19 pandemic forced the cancellation of the festival. All acts were moved to 2022 and a smaller event 'WonderHall' was staged at Lytham Hall. This resulted in a donation of over £150,000 to Lytham Hall for its continuing restoration.
- As the 2021 event was moved to 2022 and acts had already been secured for 2022 we apply for and are granted a licence for 10 nights of events.

**2022** The festival makes a triumphant return after a 2 year break. The Festival runs from 28<sup>th</sup> June – 10<sup>th</sup> July. Headliners include Diana Ross, Lewis Capaldi, Snow Patrol, Duran Duran, Nile Rodgers, Simply Red, Elbow, The Strokes and Paul Weller. We also achieved a Silver status for accessibility from Attitude is Everything which is the highest accolade achievable for an outdoor event in the first year of auditing. We remain dedicated to ensuring Lytham Festival continues to provide high quality facilities and experience for customers with accessibility needs.

**2023** A licence permitting five nights of events, with two at 22,500 and the remainder at 20,000 is secured in March 2023 and the Festival runs from 28<sup>th</sup> June – 2<sup>nd</sup> July. Headliners are Jamiroquai, George Ezra, Sting, Lionel Richie, Def Leppard & Motley Crue

22,500 tickets were sold for the Sting show and ticket sales were suspended once it reached this point.

### **C. Evolution of control and collaboration**

Over the years, as the festival has grown, we have worked with the authorities and our community to ensure that appropriate controls are applied, so as to protect both festival goers and those living and working in Lytham.

First of all, over the years, our licences have evolved from relatively basic documents to our current licence, which contains over 40 conditions designed to promote the licensing objectives. Obviously, it has always been of paramount importance to us that we respect and comply with the conditions on our licence.

Second, we have benefited hugely from working with and accepting the advice of the Festival Safety Advisory Group (“SAG”). This includes Fylde Council, North West Ambulance Service, Lancashire Fire & Rescue, Lancashire Police, Blackpool Transport and LCC Highways. Each year, we work with the SAG to take learnings from the previous year’s events and to apply them to our proposals for the next year’s events. We present our Event Management Plan to the SAG each year, covering every detail of the events and the protective measures we are suggesting and listen to and apply their invaluable advice. On the days of the events, officers from all of these bodies are in the control room with us and/or on site and/or out in the town observing (for example) ingress and egress. We work closely with them to ensure that our events

run smoothly and with minimum impact (obviously there will never be no impact). We are deeply appreciative of this relationship, which has enabled us to continue to learn and improve year on year, as the events, our organisation and our protective measures have matured and grown. Although this is not a prime driver for us, we also know that if we do not measure up, we will run into difficulties in next year's SAG process or when we appear before the Licensing Sub-Committee, as we do from time to time.

Obviously, we are pleased that the statutory authorities, who are very familiar with our operation (both in the planning and delivery phases), have not objected to this increase, since we understand that each of them is the main source of advice to the Sub-Committee in relation to their respective areas of expertise.

In addition, this year we were particularly pleased to see the endorsement of Superintendent Hardy of Lancashire Constabulary in relation to our safeguarding practices, in response to an inquiry from a member of the public. Superintendent Hardy provided a comprehensive response addressing all points raised in the initial inquiry noting that he does not 'have any significant safeguarding concerns and the company TLC that Cuffe and Taylor use have a comprehensive plan that sets out their safeguarding plan' He also notes that the number of arrests do not cause him any unnecessary concern and are low given the numbers of festival attendees. We attach the original email request and full response.

Third, we have wanted to ensure that we are receptive to the views of the community, because we do not claim to have a monopoly on knowledge, because we have much to learn from listening, and because we know that not everybody is a fan of the festival. We have always set out to be respectful to the full range of views in the town, recognising that the music we put on, and/or large outdoor events, are not everyone's cup of tea and if they are not they may see the festival as at best an irrelevance and at worst an inconvenience. Where we can make reasonable improvements which lessen impacts, that is what we do, and will continue to do.

When our current licence (PL0502) was granted in 2023, we suggested a condition that we assist in setting up a community liaison group whose remit was to facilitate discussion between us and the local community about the festival, with the co-ordination of the group falling to the Council. The Community Focus Group met before the 2023 events. It was chaired by the Council, and attended by officers and



councillors, and was led by the independent organisation SMILE. A number of its suggestions were taken up.

Fourth, as a result of the above processes, we have continued to make adjustments to our plans year on year, for the benefit of the community. We suspect that a blow-by-blow account going back to 2010 would be excessive, but hope we can give a flavour of recent changes.

*Parking.* We have found that street parking is a concern for some Lytham residents, and we have continued to review and develop options to mitigate inconsiderate street parking. In 2022 we introduced a resident only parking zone. This signposted parking zone is restricted to residents with permits only and is enforceable by Lancashire County Council. The area of the residents' parking zone is marked on a plan in the bundle. In 2023, we requested the use of all the available space for parking on Lytham Green which Fylde Borough Council approved. We should mention that 118 parking tickets were issued by Lancashire County Council during the 2023 festival. However, we think we can continue to do more to discourage poor parking.

*Traffic management.* An expressed concern by residents is travel times for residents going about their normal working week. Until mid-afternoon on event days we find that Lytham functions pretty much as normal. From mid-afternoon as event traffic arrives, there is obviously a build-up of vehicles in the town. We work with a leading traffic consultancy, TRACSIS (formerly named SEP), on directing event traffic and minimising impact, and they in turn work with traffic and transport authorities on the SAG. Event traffic is directed to make its way to the event car parks by following the yellow event traffic signage.

One of the ideas presented at the Focus Group was for a signposted diversion route for 'non-event' traffic, which we acted upon. There is a natural diversion via Mythop Road which all agreed was worth trialling for the festival in 2023. SEP created a signage schedule to clearly mark the alternative route during the 5 concert days. The current diversion routes for west and east-bound traffic is shown on the plan. We wrote to all residents on the diversion route informing them of the plans.

One of the concerns about establishing a diversion route was the fact that it ran past a primary school. As a result, I (Peter Taylor) wrote to the head of the school to explain what the plan was and the reasons for it. The head of the primary school was satisfied

that the diversion was necessary and had no safety concerns. The year 6 class also visited the festival site during the build and had a tour of backstage hosted by me (Peter Taylor) and the event team which they, and our team, greatly enjoyed. As a result we received a commendation from the head, which we understand is included in the Sub-Committee's papers.

Another idea was for road closures on weekdays to be in place from 16:00 rather than 15:00 to reduce the impact on school pick up times which was communicated to all local schools via letter This worked well and will continue in 2024.

We produced a Resident & Business Guide which was hand delivered across Lytham. The guide included key information such as road closures and resident parking zone map, event timings including sound check times; contact details including a telephone number and email address; FAQ's; footpath closures; transport options and importantly details of the pause in build activity during Lytham Club Day. We have produced a copy of the Guide for the Sub-Committee's information.

We will produce another guide for the 2024 festival however we will deliver this to a much larger area including all FY8 4 and FY8 5 postcodes.

*Public transport.* Public transport is a primary focus for the event team, specifically working with the local bus and train operators to bolster services and create dedicated services specially for the festival.

In 2023 we had 12 dedicated Blackpool Transport buses known as the 'Festival Flyer'. The Flyer stopped in St Annes and Blackpool and returned to the festival site without stopping en route to ensure festival goers were cleared quickly from the event site. We have increased the number of buses for 2024 and are ensuring that by messaging ticket purchasers and holders they are encouraged to use public rather than private transport to and from the site.

As for trains, Northern Rail added additional carriages to their trains, with the last service leaving at around 23:40 on weekdays. On Sundays, the last train leaves well before the end of the event, and so Northern Rail operate a rail replacement service.

*Toilet Facilities.* At the suggestion of the Focus Group, we installed toilet compounds at the transport hubs namely the car parks, festival bus stops, pick up and drop off location and train station. We actioned and managed this successfully for the 2023 festival and will continue to provide this for 2024 and beyond.

*Meet the Makers.* We hosted an open evening for Lytham Residents to meet the organisers, Daniel Cuffe and Peter Taylor (Founders), Joe Robinson (Director of Operations) and Lauren Gallagher (Senior Event Manager).

As we have stated, we found the Community Focus Group to be a useful exercise. In discussion with them, the community and the SAG, we introduced the following new measures in 2023:

- Festival Flyer
- Transport hub toilet compounds
- Non-Event traffic diversion
- Delayed road closures on weekdays

#### **D. Proposal for the new licence**

We were very grateful to the Sub-Committee for agreeing to permit us to run two events at a capacity of 22,500 this year. Of those two events, one, namely Sting, did sell out. We therefore had the opportunity to observe the functioning of the site and the wider footprint before, during and after the event, of speaking to our SAG partners and listening to views which have been extensively expressed through survey work and representations.

We appreciate that we are coming back again, now asking for an increase to 25,000, that is a further 11% over our maximum 2023 licensed capacity of 22,500, or 25% over our current 2024 licensed capacity of 20,000.

We are doing so because we consider it necessary in order to secure the future of the festival against a backdrop of rising costs and increasing competition for both artists and audiences.

As for costs, between the 2018 festival and the 2023 event, like for like costs have increased by more than 40%. Labour, fuel and transport have seen the biggest increases due to inflationary pressures. Against this, because of economic pressures on households, we have not been able to increase ticket prices commensurately. Lytham Festival ticket prices have risen just 12.5% on average between 2018 and 2023 to sustain sales and remain affordable to the audience. Price inflation has not stopped: our costs continue to rise year on year.

Unfortunately, this position is not sustainable. We can only balance our books for future years by cutting costs or increasing income. The former is not available to us if we wish to continue to provide a first class festival experience for visitors and strong community protection measures for residents, which we do. For the latter, we cannot raise ticket prices more than the market can bear, and so we are hoping to be allowed to increase attendance.

It is important to convey that the pressures we are facing are real, and are also being felt all over the country by others. Since COVID one in six festivals has failed or become extinct, and in 2023 alone more than 50 festivals were cancelled. All of these were as a result of rising costs and unsustainable events.

We should also say a word about competition for audiences and artists. Our audiences expect headlining artists of the calibre we have previously attracted. We can only continue to bring such artists if we can meet the cost of doing so, alongside all the other rising costs of putting on the festival. To do that, while retaining our high standards of event production, staging and community protection measures, and while keeping tickets at a competitive price, our only practical choice is to increase our audiences. If we fail to bring leading artists to Lytham, we know that the festival will fail, even in the short term, because many in our audience will choose to go elsewhere for their musical entertainment.

Further, from the calibre of artists we bring, it will be no surprise to the Sub-Committee that they are in demand, not just in the UK but across the world, and we have to bid against festivals and venues globally to secure their attendance. Formerly, artists used their tours to promote their record sales. Now they use their recordings to promote their tours – they expect to be paid competitively and will often go to the highest bidder. In the current climate, as we have said, it is unrealistic to increase ticket prices significantly (a notable exception this year was Glastonbury), so to keep pace we have to try to increase our capacity.

A further relevant aspect is that we are bidding for artists at least two years ahead. Quite naturally, a licensed capacity of 25,000 is a greater attraction to an artist than 20,000. This is not just a question of reputation and professional pride, but also the commercial agreements will result in higher remuneration for artists relating to ticket sales. A capacity of 25,000 opens us up to a calibre of artists which is not always attainable to us at a capacity of 20,000.

Related to this, there is a strong incentive for an artist and their agent to sign up to a festival which has a stable capacity on its licence, rather than one which has to say that its capacity is set year by year, with no guarantees as to the future. Conversely, where the promoter cannot show a stable state on capacity, this is a disincentive to the artist, who is liable to pursue more certain alternatives. We are therefore more than keen to obtain a set capacity on our licence which will give us confidence to compete in the festival market and give artists confidence to sign with us.

In case the Sub-Committee feels that perhaps we are just looking to profiteer at the expense of our town, we are not. It is a frequently cited statistic that the margin of profit on festivals is around 4%. While we would not wish to divulge commercial data, we can confirm that as a guideline margin. But we also confirm that, bearing in mind current trends, we do not believe the festival will be able to survive economically with a 20,000 capacity on its licence.

A different way of keeping pace with the economic situation would be to extend the period of the festival. We demonstrated in 2022 that there is commercial demand for 10 events, and to be able to defray our costs over 10 events rather 5 would obviously help us to be able to maintain the festival as a viable event. But as experienced operators and Lytham St Annes residents, we think that it is fairer and more proportionate to try and make the festival pay its way on five events per year. This leaves us with no option but to come before the Sub-Committee (and, we know, run the risk of objections) to ask for an increased capacity.

In summary, we run events all over the country and have accurately predicted how the wind will blow in the festival market over the last 14 years. Over that period we have watched a number of our competitors fall away, and with increasing rapidity in recent years. We are quite frank in saying that to keep the Lytham Festival on the plane of achievement we have reached, we need to increase its capacity to 25,000. This will enable us to remain competitive, keeping Lytham at the forefront of the UK festival

and event scene in years to come. We are not making this application because we think it is desirable: we are making it because we believe we have to.

We do, however, want to stress this, and are happy to be quoted. 25,000 is the absolute ceiling for us in Lytham. We make the unqualified commitment to the council and the community that we will not be coming back for additional capacity for future events. As we have made clear anyway, our current agreement with Fylde Borough Council expires after the 2028 event.

## **E. Proposals for 2024**

We have thought long and hard about what further improvements we can make, on top of what we have done before, to mitigate any perceived impact of the increase in capacity we are seeking. The following represents our proposals.

### **(1) Community Liaison Team**

For the first time, a dedicated team of staff members will be employed before, during and after the festival, contactable during key hours via telephone and email, for local residents and businesses to raise any issues and concerns. We feel a dedicated team can address small problems, that often escalate to become bigger issues for the community, and therefore they can be solved quickly and efficiently. The team will also be able to track and monitor issues in real time offering solutions and reassurance. They will act as the liaison between the organisers, police, Fylde Borough Council and Lancashire County Council. One effect will be that if a resident calls to complain about a particular matter, our team will be on hand to respond and deal with that matter, either by itself or by enlisting the support of the relevant authorities.

We are aware that arrangements of this sort are sometimes put in place at other festivals. We are happy to have it at ours, since we understand that it can be a frustration or even an annoyance if a matter is not picked up or dealt with until later.

## **(2) Continuation of the Community Focus Group**

We feel this group is a very useful vehicle, but will be seeking to make improvements this year. We have more than 20 residents who wish to be involved in moving the forum forward. We want them to come, and we want our sessions to be solutions-driven. That means proper clerking, minute-taking, agreed action points, distribution and transparency. At its best, the group is a helpful means of working in partnership, eliciting community views and responding to requests. We intend to put actions on the festival web-site to build understanding of the process and its outcomes. Put respectfully, we have found it less helpful when used as an opportunity for Council-bashing, but hope that we can maintain focus on positive partnership action.

## **(3) Better transport**

We understand the main issues for the community are traffic and parking. We have secured a better public transport network before and after the festival, to get our audiences home quickly and safely.

For this festival, bearing in mind the increased capacity we are seeking, we are introducing a Park & Ride scheme away from Lytham in order to reduce traffic on the roads. We intend to drive demand for the Park & Ride through clear price differentials between parking there and parking on Lytham Green, and we will advertise the Park & Ride heavily through our communications with ticket purchasers and holders. We've produced a detailed forecast in the Transport Summary Plan showing the number of people expected to use the different transport options available in 2024. The forecast is based on data collected from the festival audience in 2023. The 2024 forecast demonstrates that even for a capacity audience of 25,000 there remains surplus capacity in the transport options available.

For 2024, we have already secured 20 dedicated "Festival Flyer" buses to service the popular St Annes and Blackpool destinations.

Also, for the first time, we have secured a bus service for those coming from Preston.

We have made provision to ensure that customers can buy Festival Flyer tickets on Ticketmaster in advance as well as on the day at an affordable price point of £5 return, to encourage customers to use alternative modes of travel to the site.

Through TRACSIS, we will also be using traffic cones to ensure that buses are not restricted on their journey so that customers travelling by bus have an efficient journey and buses are able to access the site with ease.

With the advice of TRACSIS, we continue to develop the traffic management plan year on year. For example, this year, we will be improving signage and suspending some car parking spaces to ensure the diversion route is clear and traffic flow maintained. We will be introducing a 1-way system on Warton Street to allow for more efficient management of traffic flow. We will also be clearly signposting customers to the park and ride so as to discourage them from entering Lytham at all.

#### **(4) Better traffic and parking enforcement**

We take the respectful view that the enforcement by Lancashire County Council of their Road Traffic Order could be improved. For this year, it is a key objective for both parties, working in partnership, to ensure that suitable, sufficient and appropriate enforcement is available in Lytham for the duration of the festival. We are expecting not only more enforcement but more visibility, which we are advised acts as a deterrent to inappropriate parking.

The County Council now sit on the SAG enabling them to be part of our wider discussions and plans from the earliest opportunity.

Obviously, the residents parking zone will be continued, and we shall ensure that it is properly controlled.

We will ensure that the Police, Traffic Operatives and Enforcement Officers are present and in “hot spot” areas at peak times during the event.

We are also introducing a new pick up and drop off location for private vehicles and taxis/private hire vehicles at Lowther Pavilion. This is to reduce the amount of street parking, particularly during the egress phase of the event.



**(5) Other measures**

We are positive that with the benefit of collaborative discussions in the Community Focus Group, more good ideas will emerge. We assure the Sub-Committee that we are 100% committed to this process for the benefit of the town, its residents and the festival. This is our town, and while we know and accept that not everyone will be happy with any increase, we can work hard to make sure that they are not too unhappy with the festival, and that any disruption they experience is minimised as far as practicable.

We also remain committed to our Green Nation, Sustainability Charter which outlines our primary targets to reduce greenhouse gas emissions by 50% by 2030 by utilising alternative fuels such as HVO (Hydrotreated Vegetable Oil) and ending the sale of single use plastics.

In conclusion, this festival has grown steadily over the last fourteen years, and while it has been doing so the controls on its operations have grown with it to ensure that we are running events which are joyful and safe for those attending, without an unreasonable impact on those who are not. We have never rested on our laurels but have always tried to ensure that we are professional, receptive, sensitive and responsive in all we do. That is what our reputation across the country has been built on, and it particularly applies in Lytham. This increase has been necessitated by economics in relation to festival production and artist engagement, but we wish to state clearly that, if granted, it will be the final step in our growth in Lytham. We hope that we have demonstrated our experience in running events and the reasons why we believe that we can run 25,000 capacity events here while promoting the licensing objectives. We will continue to work with all the public protection authorities and the community to ensure that we promote the licensing objectives in the future, and especially hope that we can continue to bring world class culture to our seaside town.

Signed..... .....  
Daniel Cuffe and Peter Taylor

Dated:.....28th November 2023.....

