



# NOTTING HILL CARNIVAL

## Annual review 2018



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## OVERVIEW

We were honoured and proud to be appointed as Carnival organisers for 2018. We did not underestimate the challenge involved or the work required to gain the confidence and respect of carnivalists, the local community and the key strategic partners. The decision to fund us as Carnival organisers came quite late in the year and meant that we had a very tight time scale in which to engage, plan and deliver. This added additional pressure but also energised us to put pace into our work.

From day one our vision was clear in that we wanted to deliver 'A Safe, Successful and Spectacular Carnival.' It was a vision that we promoted widely and was embraced by strategic partners and carnivalists. To achieve our vision, we set out a clear purpose: 'to harness the energy of carnivalists and local communities to enable us to be an effective and trusted organiser of the Carnival.' Feedback from strategic partners, carnivalists and local residents indicates that we were successful in achieving our vision and purpose.

This report is a summary of key aspects of our role as Carnival organisers. More detailed reports and documentation have been made available to our strategic partners in relation to matters such as health and safety and communications.

## GOVERNANCE

Carnival Village Trust (the Trust) is a registered charity. It has a wholly-owned subsidiary company, TabernacleW11 Ltd, which manages the Tabernacle, Powis Square. In order to manage the particular risks associated with the Carnival, the Trust established a second subsidiary company, Notting Hill Carnival Ltd (NHC), which acted as the legal vehicle for Carnival operations. To support this arrangement, a shareholder's agreement was in place, which reserved certain matters to the Trust.

The Board of NHC comprised three Trustees and two appointed directors chosen following an open invitation for applications and selected by a nominations committee established by the Trust. The Board met monthly to oversee the planning and delivery of the Carnival.

The Board was supported by an Advisory Council (the Council) of eleven members, made up of Carnival arts representatives, community and cultural interests representatives, specialist advisers and a Sankofa Arena (Carnival pioneers). The Advisory Council held a number of meetings to discuss and consider various matters relating to Carnival.

Senior staff attended and contributed to all meetings of the Operational and Safety Planning Group (OSPG) comprising representatives of the key agencies involved in the Carnival. The OSPG considered and approved all event plans that we prepared for the Carnival.

Senior staff and the chair of the Board attended all meetings of the Strategic Partners Group (SPG) comprising senior representatives of all key agencies involved in Carnival.

Our governance structure provided for lines of decision making that were in place throughout the year, this included a clear scheme of delegation alongside terms of reference. We recognised that it was essential that there was an “on the day” structure and channels of liaison and communication that were agreed between all partners. We demonstrated our capacity to deliver this for Carnival 2018, and had a significant presence in the Event Liaison Team (ELT) and replicated the “Gold” command structure adopted by statutory agencies.

## FINANCE

The Trust prepares and publishes audited Group accounts that incorporate each of its subsidiary companies. These accounts are for a financial year ending on 31 March each year. NHC accounts will not, therefore, be published until the end of 2019. At the time of writing this report, there was a small number of transactions outstanding and, as a result, final income and expenditure accounts for the 2018 Carnival have yet to be prepared. We have attached draft accounts as an appendix to this report.

We are grateful for the financial support provided by the Royal Borough of Kensington and Chelsea (RBKC), Westminster City Council, the Greater London Authority (GLA) and the Mayor’s Office for Policing and Crime, without which we could not have delivered the Carnival. Details of funding is set out in the draft accounts. We were successful in securing additional funding and support in kind from a range of sponsors including Red Bull, Bacardi and Ecotricity. Details are also included in the draft accounts.

We encountered some difficulty this year with cash flow due to the phased payments from funders. Fortunately, as we operate as a Group, we were able to manage this and ensure that it did not impact adversely on our delivery.

## COMMUNICATIONS

We benefit considerably from having the Tabernacle, in RBKC, and the Yaa Centre, in the City of Westminster. Both operate throughout the year and have permanent staff. Tabernacle benefits from a staffed reception to greet visitors and ensure that enquiries are dealt with efficiently and effectively. In 2018, members of staff dealt with enquiries regarding the Carnival, ensuring that there was an accessible and informed point of contact.

We did not underestimate the additional communications expertise and capacity required to be proactive and responsive to the media interest in Carnival. To address this, we established communications expertise in-house with a Head of Communications also responsible for digital media. She was supported by a strong external team led by Ben Pester. By engaging Ben and the Outside Organisation, to work alongside our in-house staff, we provided a strong and capable media team that collaborated with the media contacts of the strategic partners.

Our messages, information and intent were relayed to audiences through our web-site, social media, Carnival app, email, text, telephone and informal and formal meetings with individuals and groups. Our approach was to be open and transparent. From participation agreements with bands through to memoranda of understanding with Carnival arenas, we were clear in our intent and expectations.

In our expression of interest for Carnival we indicated that all communications and engagement

with bands, sound systems and Carnivalists would be direct and not through any intervening body. That was welcomed by many but not by all. We recognised that the Carnival Arts Arenas have a key role to play but made it clear that they cannot be the gatekeepers for engagement and participation in the Carnival or with us.

### Carnival on-the-day

We understood the importance of effective communications over the Carnival weekend and how this needed to be agreed by all strategic partners. We also understood the difficulties that can arise in communications particularly with the speed and immediacy of social media. Communicating with over 1 million members of the public on the Carnival footprint and with the wider-public was always going to be a challenge. We ensured that there was coordination and agreement on who should communicate messages, what to communicate, how to communicate and when to communicate. This was incorporated into our communications strategy and plan for Carnival 2018 which was agreed by all strategic partners.

Effective communications on the day is critical not only to the success of Carnival but also the safety of participants and members of the public. We provided a number of staff for the ELT to work alongside other strategic partners. Our Gold command was based with the ELT and liaised directly with internal and external parties on any key issues. We had a number of experienced staff, including representatives of our health and safety, press/PR and stewarding providers, based in the ELT to provide information and to log decisions. Other members of our communications team were based at the Tabernacle, which was a base for media.

For Carnival 2018 we developed and promoted a Carnival app. The app gave information including participants, location of sound systems and toilets and also a regularly updated information feed. The app provided us with a significant amount of data that we have shared with our partners. As with all social media and telephones, individuals are dependent on being able to connect to a network to access the app. This is a problem at certain times and places in Carnival. With the potential for lack of network coverage, all of our stewards were able to be contacted by radio communication and part of their training included acting as a conduit to give information to the public.

## COMMUNITY ENGAGEMENT

Our community engagement was underpinned by our communications strategy and involved use of our websites, social media and our Carnival app to provide a platform to inform the wider community. More targeted engagement was focused on specific groups including carnivalists, residents and local community groups.

We held a number of meetings prior to and after Carnival. Details of meetings along with examples of feedback are attached as an appendix to this report. Feedback at the post-Carnival resident's meeting was very positive. Soca News reported:

*"... even the usually crusty representatives of residents' associations (RAs) were saying things like 'I hope you get the contract next year – you've done an amazing job'; 'It's a pity our elected representatives weren't here to hear about Carnival – it was wonderful'; 'The stewards were fantastic. They knew the area and were very helpful'; 'I think this company [NHCL] is admirable'."*

*That kind of praise hasn't been directed towards NHC organisers for many years – maybe not since the days of the London Free School carnivals of the 1960s!*<sup>1</sup>

## SAFETY AND SECURITY

We worked closely with the Metropolitan Police, British Transport Police, security agencies and our stewarding company to have a collective understanding of security issues and threats and to develop robust plans to ensure the safety of participants and members of the public. We recognised the time needed to attend meetings and take part in briefings in the months before the event and engaged in discussions and meetings to agree actions and address security and safety concerns. We engaged our own contractors, Gallowglass, as our health and safety advisers and involved them in all pre-carnival briefings and in event management over Carnival weekend. Gallowglass led on providing health and safety briefings and advice to all bands. They assisted with risk assessments and undertook on-the-day reviews. A detailed health and safety report has been provided to our partners as part of our post-Carnival debrief.

We undertook the administration of float passes for the Carnival. We understood the importance of meeting timescales to enable the police to make appropriate security checks and endeavoured to make this an efficient process. A considerable amount of work was involved. However, despite reasonable endeavours by all parties, some details changed on the day. These changes were managed well by the ELT working closely with the police and stewards.

We took full account of the Movement Strategies reports provided and discussed these in detail with the strategic partners. We argued successfully for a change in crowd control on Great Western Road to free up movement and allow Westbourne Park tube station to remain open. This meant making significant changes to the judging zone area. We also paid particular attention to crowding around sound systems as identified in the reports and any impact of Bacardi managing the stage at Powis Square.

We are pleased that following Carnival weekend this year, the press reported that:

*The Metropolitan Police have thanked Londoners for a 'safe and spectacular carnival', with Commander Dave Musker, who led the policing operation, describing it as "one of the smoothest and most efficient carnivals I have seen".* **The Voice**<sup>2</sup>

*Scotland Yard today hailed the Notting Hill Carnival a "safe and spectacular" success.* **Evening Standard**<sup>3</sup>

## STEWARDING

The cost of stewarding was met from a grant provided by the GLA. Along with the grant we inherited an existing contract for stewarding and crowd control with the McKenzie Arnold Group ("MAG"). We renegotiated aspects of the contract and reviewed the location and number of stewards. With MAG we produced stewarding plans for review and agreement by the OSPG. We increased the number of stewards and had over 1000 on duty on Carnival Monday. With the

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<sup>1</sup> <https://socanews.com/news/tables-turned-at-notting-hill-carnival-residents-meeting>

<sup>2</sup> <https://www.voice-online.co.uk/article/met-officers-thank-londoners-spectacular-carnival>

<sup>3</sup> <https://www.standard.co.uk/news/london/scotland-yard-hails-safe-and-spectacular-notting-hill-carnival-a3921526.html>

additional resource we were able to encourage the police to stand back and allow the stewards to take control of the parade and route management.

We committed to providing opportunities for local people to be engaged as stewards either in a voluntary or paid capacity. With additional resources we were able to train and employ over 100 community stewards. The community stewards were a great resource on Carnival weekend and integral to its success. Their roles included:

- liaison between police and parading bands/sound systems at entry points;
- assisting floats and masqueraders on the route;
- directing crowds on the route allowing police to focus primarily on crowd safety;
- managing security at two main stages located in Powis Square and Emslie Horniman's Pleasance on Sunday and Monday
- managing security at Panorama

## EVENT MANAGEMENT

The Carnival is a programme comprising a number of projects, each project in itself being a specific event and an integral part of the whole. In 2018, we provided detail event plans for the following key events:

- Panorama
- J'ouvert
- Stages (Powis Square and Emslie Horniman's Pleasance)
- Sound Systems
- Carnival Sunday: including opening ceremony, children's parade, Fun/Dutty Mas, judging zones
- Carnival Monday: including judging zones

Method statements, risk assessments and safety planning were developed in conjunction with Gallowglass. Separate stewarding plans were provided for each event. Stewarding plans took account of previous debriefs.

Our participation agreements and briefings with Mas bands made it clear that we wanted to encourage and support artistic excellence and this showed through in an increase in those playing Mas with some excellent costumes.

Our event planning involved detailed discussion regarding "on-the-day" structure and channels of liaison. Our event planning also took account of needs of statutory agencies and in particular licencing requirements. These included premises licences for Emslie Horniman's Pleasance and Powis Square; and premises and temporary entertainment licences for sound systems.

### Panorama

Following our commitment in our expression of interest, with the support of the British Association of Steelbands we moved Panorama into Emslie Horniman's Pleasance and established a ticket only event. Despite some opposition on social media, the event was sold out at a capacity of 4000.

Unfortunately, the numbers attending presented some difficulties for the audience with restricted views of the performances. However, overall the event was judged a success and created a platform to build on for future years.

## J'ouvert

J'ouvert is not considered part of the main Carnival organisation. Road closures are not in place and the Event Liaison Team is not operational. That said, we embraced J'ouvert as part of Carnival and provided an appropriate level of stewarding to support the bands. We provided a participation agreement for J'ouvert, which set out the conduct expected of participants.

## Stages

We had two main stages operating at Carnival: Emslie Horniman's Pleasance and Powis Square. Red Bull provided sponsorship for Emslie Horniman's Pleasance and took responsibility for the build of the stage and other structures. The Powis Square stage was sponsored by Bacardi who also provided the infrastructure and stewarding. Our post Carnival review indicated that there was resident feedback that they were unhappy about Powis Square being closed off this year, as it's used as a rare space for families in its usual open state. Both stages this year provided an opportunity for local people to perform.

## Sound Systems

We had a good understanding of the new licensing policy introduced in RBKC for 2018 and the implications for numbers gathering at sound systems particularly where they are close together. We worked closely with sound systems and allocated around 90% of an administrator's time to provide support. This involved assisting in the drafting and submission of premises licences and temporary entertainment licences. We worked with the static sound systems and RBKC to review stewarding arrangements to ensure compliance with licensing regulations. With the support of the GLA we were able to provide SIA training for sound system stewards and a grant of £1000 for each sound system to support the employment of stewards or SIA as appropriate.

## Carnival Sunday - children and young people

As Carnival organisers, we reviewed Carnival Sunday – or Children's Day as it is often referred to. In particular, we focused on how each of the three elements of the day – J'ouvert, Fun/Dutty Mas and Children's Bands – impacted on each other and the plans needed for ensuring the re-invigoration of Children's Day. We agreed plans with the strategic partners to manage these conflicting events and how to promote Carnival Sunday as a day for children and their families. We promoted the day with the media in advance of Carnival and secured an opportunity for children to bring the Carnival to Downing Street. We involved children in the opening ceremony, again securing significant media support. We were successful in getting more children's bands to participate and having more children in costume. Unfortunately, the weather was not on our side and heavy rain throughout the day marred what would have been a much-improved event.

## Carnival Monday

We engaged with the strategic partners and carnivalists to undertake a full review of the procession route and access points with the aim of improving safety, improving audience reach and engagement, facilitating suitable performance spaces for performers and, as far as possible, unclogging the route. We were relatively successful in that all bands passed the judging point by 8

pm, all bands completed the route back to their start point and the flow of the route was improved. However, we remain concerned about the speed of entry at access points and flow on the route. This needs to be addressed for future years.

## EVALUATION

Both during and after Carnival we sought feedback from a range of sources. The Arts Council commissioned the Audience Agency to undertake research to give an understanding of the profile and experiences of the carnival audience. The outcome was very positive with a summary that:

- *The overall feedback about the carnival parade was extremely positive, with 88% rating its quality as either 'very good' or 'good'*
- *Over half of respondents would recommend the carnival parade to a family member, friend or colleague*
- *Respondents commented on the 'amazing atmosphere' and frequently described their experience as 'fun'.*

This research matches much of the feedback provided by carnivalists and local residents.

## Appendix 1

### Community Engagement Meetings

Residents/Local group stewards consultation	6 <sup>th</sup> March
Mas Band Consultation	3 <sup>rd</sup> April
Sound Systems Consultation	8 <sup>th</sup> May
Steelband Consultation	15 <sup>th</sup> May
Community Stage Meeting	17 <sup>th</sup> May
Community Stage Meeting	24 <sup>th</sup> May
RBKC Residents Meeting	5 <sup>th</sup> July
All Brazilian Bands Meeting	18 <sup>th</sup> July
Powis Square Stage Meeting	27 <sup>th</sup> July
Powis Square Stage Meeting	1 <sup>st</sup> August
Residents Meeting	2 <sup>nd</sup> August
Sound Systems Health and Safety Briefing	13 <sup>th</sup> August
Sound Systems Health and Safety Briefing	15 <sup>th</sup> August
Steelband Health and Safety Briefing	16 <sup>th</sup> August
Powis Square Stage Meeting	17 <sup>th</sup> August
Powis Square Stage Meeting	20 <sup>th</sup> August
AC + Board Post Meeting	30 <sup>th</sup> August
Residents Post Meeting	17 <sup>th</sup> September
Steelbands Debrief	20 <sup>th</sup> September
Powis Square Stage Debrief	21 <sup>st</sup> September
Mas Band Debrief	24 <sup>th</sup> September
Sound Systems Debrief	25 <sup>th</sup> September
Individual Planning Meetings/ 72 Mas Bands	June & July

## EXAMPLES OF COMMUNITY FEEDBACK (REDACTED)

To whom it may concern,

Speaking on behalf of the [REDACTED] committee, may I say how impressed we have been by all the hard work that was done by the organisers of the 2018 Carnival. In particular the success they achieved with recruiting local residents as stewards for the event and the admirable liaison with the police, all of which resulted in a far more trouble-free event. We were also very pleased to be contacted well in advance of the event so that we could provide suggestions from local residents. Should they be chosen to run Carnival next year, we are confident that having listened, most intelligently, to feedback voiced at the meeting at the Tabernacle last month they will do everything in their power to address these matters and make 2019 even more successful.

Yours truly,

[REDACTED]

Hi,

Here is our input. Thanks for all your help - you did a great job!

### Positives

1. Much better experience than previous years - not being surrounded by sound systems, and having space
2. New category for Brazilian groups – very much appreciated
3. H&S company was easy to contact and were very helpful and clear with their advice
4. Good to have a steward to help us through-out the route
5. Matthew was very knowledgeable, accommodating and stayed very calm/professional in the run up to carnival during what must have been an extremely stressful period

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Dear Matthew

I have lived at the same address as [REDACTED] (see below) for the last twenty years and would like to add my comments about the carnival to balance hers.

I am very sorry to hear about [REDACTED] experience of vandalism while she was away during Carnival. In my twenty years living on the corner of [REDACTED] this has not happened before. It is a shame to have to say this, but maybe she should have stowed her garden furniture away for the weekend, and then her back patio would have not looked so inviting.

Of course, the noise from the sound system right up against our outside wall is deafening, although I don't know if there is any evidence it damages the fabric of the building. [REDACTED] Sound have been stationed there for forty years, I think, and adhere to the 7.00 pm curfew, so we are only talking

about 14 hours over the Sunday/Monday. I usually go away for Sunday night and come back for Monday. Everyone who lives in this area knows about the Carnival when they move here.

Balance against this undoubted inconvenience the influence for the good of Carnival. It is extremely good for community relations and harmony in a much wider area. There is an overwhelming atmosphere of goodwill between not only white and Afro-Caribbean British but also other ethnicities, between young and old, police and citizens. It is a chance for those with Caribbean heritage to introduce others to their culture: it is like a very rowdy church fete. It would be a great shame to see this cease and would not improve relations in the area. The inhabitants of W11 mostly have it their own way for the rest of the year.

I would also like to say that the clean-up operation this year was the best ever: all litter was cleared away by Sunday and Monday morning from my street, including for the first time ever from my front steps. A couple of days later a team came round and power-hosed my front steps and the basement area in the front of the house, which is a common part.

If you are in any doubt, this is a plea to allow [REDACTED] Sound to continue to operate during Carnival.

With all best wishes and thanks for your efforts

Yours

[REDACTED]

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Good afternoon [REDACTED] on behalf of myself [REDACTED] and my band [REDACTED] I would like to thank you and Mathew for a great carnival and support for Notting Hill 2018 apart from a few small issues well done for delivering a great carnival I hope you and your team oversee many more carnivals thanks [REDACTED] from [REDACTED]  
Sent from my iPhone

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Dear [REDACTED],

Thank you for your e-mail. The contents have been fully noted. After Carnival, it is important that we have a full review of the current information gathering protocols as there is some conflict here with the new data protection protocols and regulations.

I will put to you recommendations that will remove a lot of this administrative chasing and save on costs to participating bands. These are simple and have been presented by me before.

I will check and ensure that you have from [REDACTED] all necessary documentation.

Finally, I applaud the tone of all of your correspondence and communications to date. I find it balanced and can only imagine the challenges you are facing at this time. I hope that you have a great day.

Kindest Regards

[REDACTED]

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Hi Matthew. Just a quick note to say thank you to you and your team for the ease and support of getting [REDACTED] (and other mas bands) on the road this year. As you know, previous years have been a complete ball ache.

[REDACTED]

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Hi Tara

We in [REDACTED] would like to thank you and your team in CVT for being so supportive and helpful to us as a recognized group in the Notting Hill Carnival. From the moment you all welcomed us in you could not have done more to steer us smoothly through your well-designed new process. We had a great Carnival. We had 59 participants, many from [REDACTED] bands from around the country, and in particular from our partner band [REDACTED], who brought with them their 18 year old band leader, and some young Syrian refugees they have been working with on a music project. We paraded from our starting point early enough to join on behind most of the other Brazilian Bands, thus helping to create a Brazilian section. We were delighted and proud of our presentation, and especially so since hearing that we scored third in the competition for Brazilian Bands, an honour that we are delighted to have received.

We were very impressed by the improvements made in the way the Carnival was organised by your team in CVT e.g. Individual meetings with each group, building up trust and familiarity, followed up by direct contact being welcomed by your team, particularly during the carnival itself, where we were helped in starting at our correct time; the training of individual stewards from each group; the introduction of a mobile app to track the carnival progress.

All of this and other improvements in Carnival management was recognized by the parading organizations at the debrief meeting where there was universal assent to this, and heart-felt congratulations given, while there was also open and practical discussion of how best to solve the various problems that did inevitable emerge.

We would certainly support your involvement in continuing management of the Carnival.

Thank you

[REDACTED]

[REDACTED]

The Tabernacle has always been a community centred building, so it is fitting that Carnival should be run from there.

My family and I had a lovely carnival thanks to the organisers and if they continue to run carnival I imagine it will be better each year.

[REDACTED] (RBKC Resident)

Notting Hill Carnival Ltd have worked hard to bring the spirit of Carnival back to the area and return the celebration to the local people. It was fantastic.

[REDACTED] – Westminster resident

Notting Hill Carnival Ltd  
The Tabernacle  
Powis Square

Re: Notting Hill Carnival 2019

I would like to congratulate Notting Hill Carnival Ltd for organising a very successful Carnival this year and to give my wholehearted support for their bid to be the organisers of Notting Hill Carnival in 2019.

I and my neighbours know that we can go to the Tabernacle to talk to Matthew Phillip about any issues or concerns we have about Carnival and he will listen and support us.

This year the post Carnival Residents meeting was well organised and very informative about all aspects of carnival. It set out this year's developments, what had been learned and how improvements could be made in the future. I was able to talk about my experiences and give my observations which I felt were valued. The meeting was well attended and there was plenty of discussion so I thought this was a very positive meeting for residents.

This year I appreciated having more seating at the Judging point, the Carnival App and the increased opportunities for children.

The Tabernacle is at the heart of our community and Matthew Phillip and his team have a depth of knowledge and experience about all aspects of Carnival. This is why I sincerely hope they will be the official organisers of Notting Hill Carnival 2019.

[REDACTED]  
[REDACTED]  
[REDACTED] Residents Association

## Appendix 2

### Draft income and expenditure account (not final)

MONEY IN	
RBKC	£175,000
Westminster (Via RBKC)	£50,000
GLA	£647,142
Bacardi	£25,000
Redbull	£30,000
Ecotricity	£20,000
Dentsu Aegis (Coke)	£5,000
Repairs Direct	£3,800
Westway Trust	£5,000
Rumblin Panorama Bar	£1,000
Panorama Ticket Sales	£12,449
BAS Panorama contribution	£3,000
<b>TOTAL INCOME</b>	<b>£977,391</b>
MONEY OUT	
Infrastructure	£99,125
Health & Safety (Gallowglass)	£12,000
Staffing	£97,542
PR & Communications	£60,000
Press Launch	£2,625
McKenzie Arnold Stewarding	£500,000
Panorama Bands/staging	£13,950
Powis Square Stage (artist fees)	£6,000
Wilf Walker community Stage (artist fees)	£5,100
Insurance	£31,920
PRS	£18,000
Sound System Grants	£24,000
Steward Training	£60,000
Catering	£1,974
Printing	£3,257
Internet, e-mail etc	£7,500
Accountancy	£6,000
<b>TOTAL EXPENSES</b>	<b>£948,993</b>