



**REPORT of  
DIRECTOR OF STRATEGY, PERFORMANCE AND GOVERNANCE**

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**to  
STRATEGY AND RESOURCES COMMITTEE  
10 NOVEMBER 2022**

**EVENTS AND CONCESSIONS STRATEGY 2023 - 2028**

**1. PURPOSE OF THE REPORT**

- 1.1 To present for consideration the Events and Concessions Strategy 2023 - 28 (the Strategy) which outlines the rationale and approach the Council will develop for annual events and concessions annually across the estate. This approach aligns with our existing strategies and will achieve a financial return to the Council.

**2. RECOMMENDATION**

That the Events Strategy 2023 – 28 (**APPENDIX 1**) be approved.

**3. SUMMARY OF KEY ISSUES**

- 3.1 Maldon District Council has a long history of events within its parks and open spaces with visitors to our assets frequently in excess of 500,000 per annum. The Council has always welcomed and valued temporary concessions and events that are supportive of local businesses and ensure diverse, vibrant and cultural attractions for our residents and visitors.
- 3.2 For many years events and concessions have been delivered in house with existing resources or outsourced to an event organiser who would pay a fee / rent to the Council for hosting the event on its land. In recent years the Council has undergone significant change with a reduction in its resources. This has meant that more onus has been put on external event / concession organisers using Council land to deliver events. Given the reduction in resources and the risks involved with being a responsible landlord to organisers, the Council needs to ensure it operates in the most efficient and effective way with minimum risk to the organisation
- 3.3 Maldon District Council is a prime location for events and concessions which historically have been incredibly successful. A number of these are opportunistic and/or reactive. The Council's approach should be more proactive in seeking new opportunities across its estate.

**4. CONCLUSION**

- 4.1 This Strategy sets out the rationale and approach for the Council in the delivery of events and concessions across its estate, stimulating revenue income and supporting local businesses as well as encouraging new tourism to the district.

- 4.2 A well informed and forward-thinking events strategy is essential for the short-, medium- and long-term planning to develop a new opportunities on council assets that will attract new income streams that also achieve a range of additional corporate priorities.
- 4.3 The Council is committed to developing an increased level of commercial acumen to deliver not only financial returns by utilising our estate more effectively, but also positive social outcomes.
- 4.4 In addition to the above the Strategy sets out a governance approach for Members to review and feedback on the proposed annual events and concessions calendar. This will clearly identify how and when partners will be involved in the delivery of our events and, in turn our strategic priorities.

## 5. IMPACT ON STRATEGIC THEMES

- 5.1 The recommended document gives details on how the Council will interface with the other strategies, ensuring activities focus on performance and value underpinning principles contained within the approved Corporate Plan.

## 6. IMPLICATIONS

- (i) **Impact on Customers** – The Council is committed to delivering an annual events and concessions offer across our estate. This will directly and indirectly benefit residents, visitors, and businesses within the Maldon District. In some instances, a small number of residents may feel these initiatives are not beneficial to them (e.g. increased traffic in the area). These concerns will be addressed as and when they are raised, however the Council will not always be able to mitigate all concerns of residents. This is an accepted risk of the Council's approach.
- (ii) **Impact on Equalities** – Equalities Impact Assessments will be undertaken for each of the identified projects.
- (iii) **Impact on Risk** – Clear identification of targets and measures will enable the Council to identify risks and to react to changes in risk positions. Council officers will work with partners to ensure risk is minimised and all appropriate health and safety checks are completed.
- (iv) **Impact on Resources (financial)** – The Strategy sets out financial targets for how the Council will generate income to the Council.
- (v) **Impact on Resources (human)** – The Strategy will help to identify the allocation of human resources and where partner involvement is necessary to deliver the initiatives per annum.
- (vi) **Impact on the Environment** – All environmental impacts will be considered as projects are identified and developed.
- (vii) **Impact on Strengthening Communities** – The strategy will look to deliver initiatives aligned with our community strategy that will have a positive impact on residents and community groups within the district

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