



MALDON DISTRICT  
COUNCIL

# Maldon District Council Events and Concessions Strategy 2023-2028

Author: Commercial Manager  
Version Control: Version 0.1  
Document Created: September 2022



## Document Control Sheet

<b>Document title</b>	Maldon District Council Events and Concessions Strategy 2023 - 2028
<b>Summary of purpose</b>	
<b>Prepared by</b>	
<b>Status</b>	
<b>Version number</b>	
<b>Approved by</b>	
<b>Approval date</b>	
<b>Date of implementation</b>	
<b>Review frequency</b>	
<b>Next review date</b>	
<b>Circulation</b>	
<b>Published on the Council's website</b>	

**Validity Statement**

This document is due for review by the date shown above, after which it may become invalid. Users of the strategy or policy should ensure that they are consulting the currently valid version of the document.



MALDON DISTRICT  
COUNCIL

**CONTENTS:**

- Vision
- Introduction
- Our Customer Offer
- Our Aims for Events
- Our Aims for Concessions
- Governance and Delivery of Events/Concessions
- Event Costs
- Challenges
- Review of the Events Strategy
- Appendix

- **Vision**

***For the Maldon District to become one of the top coastal destinations in Essex for events and concessions, providing exciting and enjoyable experiences.***

The vision enables and supports the Maldon District Council Corporate Plan (2019-2023) outcomes as well as our key strategies and creates the opportunity for a varied suite of events and activities to attract visitors into the District.

For local communities, events provide recreational opportunities that help to build a cohesive, healthy, and active community.

For the Council, events are a key part of delivering outcomes in terms of its commercial income, its support to local businesses by creating opportunities, and optimisation for our green spaces and their use for the community including supporting health and wellbeing of our residents.

We aim to enable and encourage events to take place within the District to achieve this vision. As a popular visitor destination, this strategy will enable events and concessions to enhance our offering across our many sites.

The Strategy sets out the approach for all events and activities with equal consideration and continuously explores opportunities and partnership working.

The table below highlights the Council’s corporate plan themes and outcomes that this strategy supports:

<p><b>Place Outcomes</b></p> <p>Promote civic pride and maintain the districts environmental quality</p> <p>Reduce impacts of waste disposal and pollution on the environment</p>	<p><b>Prosperity Outcomes</b></p> <p>Supporting existing local businesses</p> <p>Enhancing and promoting the district visitor economy</p>	<p><b>Community Outcomes</b></p> <p>Working with our communities and partners to improve the physical health and well-being of our residents</p> <p>Working with our communities and partners to improve the mental health and well-being of our residents</p> <p>Working with our schools, communities, and partners to improve our children and young peoples’ health and well-being, giving them the best start in life</p> <p>Building on the strengths of our communities and what they can do to support themselves and help each other to thrive</p>
<p><b>Climate Action Strategy</b> (Climate Action Pledges)</p> <p>Create less waste</p> <p>Show nature we care</p> <p>Be a council that leads by example</p> <p>Develop a strong policy commitment to climate action</p>	<p><b>Commercial Strategy</b></p> <p>Adopt a commercial culture</p> <p>Retain strong community and social values</p> <p>Work with partners that share our ethos and commercial vision</p> <p>Be open to being innovative and resourceful to improve services and outcomes</p> <p>Invest in schemes and projects that improve productivity, reduce costs associated with poorly utilised land and buildings, offer smart partnering, and make use of assets to generate additional income</p> <p>Ensure ideas are evaluated fairly using a robust project management methodology</p>	

- **Introduction**

Maldon District Council has wonderful and well-loved community assets, including Promenade Park in Maldon and Riverside Park in Burnham-on-Crouch. The parks have been enjoyed by generations of residents and visitors. The parks and their attractions, including events, have a long and proud history and a place in people's hearts.

This strategy aims to strengthen and build on that history and heritage whilst recognising the need for the Council to have a commercial approach, to support local businesses, to create new and exciting opportunities, whilst respecting the history of its parks and open spaces.

The Council has always welcomed and valued temporary concessions and engagement with local businesses to ensure diverse, vibrant, and cultural attractions for our residents and visitors

This strategy recognises the need for environmentally sensitive development to make sure these assets are enhanced and evolved, to be enjoyed by both the current and future generations.

A well-informed and forward-thinking Events Strategy and delivery plan is essential for the short-, medium- and long-term planning to allow for a range of new opportunities on Council-owned land.

This Strategy enables us to position ourselves as a prime location for working collaboratively with partners and to attract funding to enhance our ability to deliver a range of corporate outcomes.

This Strategy recognises our ambitions must be met with our abilities to deliver our statutory obligations, including licensing, environmental protection, and planning.

- **Our Customer Offer**

Our customer offer sets out the type of events and concessions that would be considered and categorises these below:

- 1.** Commercial events of local, national, or international significance that support the aims and objectives of the Events Strategy and promote the District to a wider audience, encourage visitors and bring revenue to the Council and the local economy.
- 2.** Local commercial events that generate revenue for the Council and/or local charities including Maldon Mud Race, fireworks display, funfairs.
- 3.** Events organised by registered charities and/or voluntary groups for the purpose of raising money for local and national charities and/or community groups.
- 4.** Events and activities that aim to temporarily enhance the environment of the parks and open spaces, encourage participation and/or promote the leisure activities or opportunities available (such as concessions, pop-up shops, kayaking).
- 5.** Civic events (events which could involve the Chairman of the Council).

- **Our Aims for Events**

The Council (via the Service Delivery directorate) will seek to ensure a balanced programme of commercial, community and civic events as part of an annual programme which will increase the number of visitors and spend, as well as improving civic pride and enjoyment of living within the District.

Much of the planned programme will be confirmed at the start of each calendar year but will evolve and change as necessary. Maldon's Promenade Park and Burnham-on-Crouch's Riverside Park will be promoted for events of:

- Civic importance.
- events that promote Maldon District regionally, nationally, or internationally.
- events that are of wide-ranging interest.

The Council will also consider using other sites it has not yet used, should they be suitable for different types of events.

As Maldon District's principal venue for large scale outdoor events, Promenade Park will host a programme of events each year with an income revenue target of £80k per annum.

In some instances, where resources are insufficient, the Council will look to work with partners for the successful delivery of events.

In addition to events, the Service Delivery team will annually liaise with concessions, local businesses and sports and leisure organisers who may wish to have a temporary presence within our parks and open spaces.

The Council will give priority to those events that have a record of being well-promoted and well-managed with a safe and high-quality visitor experience. Annual or bi-annual events will normally be given priority, but the Council will not guarantee repeat events to any event or organising body based on previous use alone; repeat events are not guaranteed.

The Table below shows the type of events that would be considered or excluded:

<b>Permitted Events: Examples of these would generally include</b>	<b>Excluded Events: These would generally include:</b>
Civic events	Any event likely to provoke public disorder
Arts and cultural events	Any event that includes the use of performing animals, except those which are normally regarded as domesticated in the United Kingdom (e.g., horses, dogs, cats, birds used in falconry demonstrations, caged birds and rabbits) which may be used as an ancillary part of a performance
Musical concerts	
Firework Displays	
Fairs	
Drama events	
Historic re-enactment	Any event that includes animals as prizes, including goldfish at a funfair
Military festivals	Any event that would cast doubt on the integrity of the Council or that the Council believes may be of questionable public morality
Religious events	
Political activities	
Exhibitions	Any event that includes balloon releases and Chinese lantern
Sporting and recreational events	
Children's activities	
Entertainment events	
Shows, exhibitions and craft fairs	
Bona fide Animal Breed Exhibitions or Shows	
Circuses (see Programme Exclusions)	
Guided and Sponsored Walking Tours	
Environmental and horticultural demonstrations	
Private events (weddings, parties etc.)	
Business and corporate events	
Other events not included here as approved by the Council	

- **Our Aims for Concessions**

Temporary concessions are businesses located within the park for a temporary period only (such as a pop-up bar, food stall or business within a mobile shepherd's hut). In most instances these would be for a specific time and may operate only on a seasonal basis.

Temporary concessions present another opportunity within our venues to increase visitor numbers and spend within the local community. This will increase choice to customers, but consideration will be given to not creating an overly competitive environment for existing businesses from new offers to our parks and open spaces.

<b>Permitted concessions: Examples of these would generally include</b>
Ice cream vehicle (at appropriate location)
Food vendors (offering something different to existing kiosks)
Gazebo promoting local business/tourism
Temporary bar/alcohol installation
Book readings
Amateur dramatic performances
Market stalls
Promotions for health and wellbeing
Other concessions not listed here could be considered on an individual basis

Where possible, temporary food and drink concessions should deliver a range of healthy options and promote local produce and businesses.

Recyclable materials for food/drink distribution should always be used.

It is anticipated that concessions each year would have a revenue income target to the Council of £20k per annum. Concessions will be limited in number each year and these would be reviewed on an annual basis based on previous year's feedback and performance.

- **Governance and Delivery of Events / Concessions**

The annual events programme will be circulated to members within the first quarter of each (calendar) year. At the end of each calendar year a summary will be presented for review to Strategy and Resources Committee for consideration on future events programmes.

Council officers and delivery partners will use their experience to programme a full calendar of events each year which meet the Council's strategic objectives as well as submitting a revenue income target each year.

It is anticipated that large scale events (more than 500 attendees) will be limited to no more than 10 per annum. In exceptional circumstances this could be increased if an opportunity arises within the calendar year and is agreeable to the corporate leadership team, Leader of the Council and Chair of Strategy and Resources Committee. Large scale events could include the following: Bank Holiday markets, Maldon mud race, fireworks displays and live music events.



### Safety Advisory Group

All events / concessions will be required to meet the necessary requirements for licences, insurance and health and safety.

Event organisers wishing to use Council land must comply with the Council's terms and conditions as well as providing detailed Event Management Plans which will be scrutinised as part of a Safety Advisory Group meeting.

The Safety Advisory Group is made up of representatives from:

- Essex Police
- East of England Ambulance Service
- Essex County Fire and Rescue Service
- Environmental Protection
- Essex County Council Highways
- Emergency Planning.

Typically, the Safety Advisory Group does not have the power to permit or prohibit events from taking place on privately owned land. However, where events are intended to take



place on Council-owned land, compliance with any recommendations of the Safety Advisory Group will form part of the requirement for an event to proceed.

Operating hours for outdoor events will generally be between 9am to 11pm (excluding set-up and set down). In exceptional circumstances an extension of these hours may be sought from the Licensing Authority (for example for celebrations on festival days such as New Year's Eve and Bonfire Night, civic occasions, or where celebration of a significant local, regional, or national event is required).

Firework displays and other pyrotechnics will only be permitted where they are an integral part of an event such as, New Year's Eve and Bonfire Night celebrations, civic events, military festivals, historical re-enactments, and certain musical concerts (by prior agreement).

Although not always practical, whenever possible existing facilities such as the boating lake, café, adventure golf, kiosks and petting zoo should be accommodated throughout events and disruption should be minimised (in consultation with the operators).

#### Working with residents

Organisers of larger events will be encouraged to liaise directly with residents living close to the venue to minimise any disruption or disturbance and limit the impact that their event might have on local communities.

The opportunity for residents to feedback and input into the future events programme will be included in the future annual Residents and Business Survey; the results of which will be presented back via the Strategy and Resources Committee for consideration when recommendations from officers are presented.

#### Enhancing our ability to deliver

It's important the Council pursues alternative delivery models because the Council has limited resources and cannot justify investing in a large events management team. Delivering through experienced partners enables the Council to achieve its ambitions.

Therefore, following a successful pilot working in partnership with Colchester City Council in 2022, the Council will actively pursue alternative delivery models including working with external partners, commercial organisations, and neighbouring authorities (which could deliver a greater range of events across the county). These approaches will enhance the Council's ability to deliver a greater range of benefits, both tangible and intangible.

- **Event Costs**

All events, regardless of size, have a cost to the Council. The Council is unable to subsidise costs, for example, staff time, hiring of equipment and services, organisation, set-up and clear-down. These costs will be passed on to all event organisers where incurred.

All events and concession fees for temporary spaces within our venues will be negotiated with the relevant officers each year upon submission of a successful application. Previous year's performance and feedback will be considered when setting these fees.

While registered charities and non-profit making community groups may be offered a "charitable hire rate", costs will still be passed to the event organiser to ensure no

additional burden falls on the Council (these costs may be recoverable to the Council through grants or subsidies), although these costs will be kept as low as possible. Flexibility to alter standard hire fees is delegated to the Council's events operator or the Council's Corporate Leadership Team (CLT), as per the needs of the business.

For certain events, usually by exception, the Council may enter into a commercial agreement whereby some or all the advance payments may be waived (in instances such as profit share). This will be determined on a case-by-case basis by the Council's events operator or CLT.

- **Challenges**

There are several challenges which ultimately could result in corporate risks and issues that the Council needs to continue to monitor and mitigate.

Maldon District Council has a long history of events within its parks and open spaces. For many years these 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 more onus has been put onto external event organisers using Council land to deliver events. The Council is unable to completely avoid its risks as a "landlord" to events and has had to have greater involvement recently because of Covid-19 and the increase in health and safety measures. More recently, residents and businesses face a period of economic uncertainty in the foreseeable future which may impact on the ability to generate income for events. Given the costs involved the Council needs to ensure it operates in the most efficient and effective way with minimum risk.

To mitigate some of these challenges, the Council will seek to work in partnership with neighbouring authorities and/or businesses to ensure events and concessions are to the highest standards and run effectively and in accordance with all our terms and conditions. Different delivery models may be adopted which will give the Council the best opportunity for generating a sustainable revenue income.

On occasions the Council may be called upon to host events at short notice (for example Coronation celebrations). These will likely increase the organisation and workload of officers and in these instances additional support from partners and/or local businesses will almost certainly be required.

- **Review of the Events and Concessions Strategy**

Events and concessions are unique and therefore the challenges posed by each event are different. As events evolve and develop it may be necessary for the Events and Concessions Strategy to evolve and develop accordingly.

All the partner agencies from the Safety Advisory Group recognise the importance of events to the Maldon District and will work together to provide a programme of safe and well-managed events for the benefit of residents and visitors. This Events and Concessions Strategy consequently will be reviewed by the Council after the first year of delivery then every other year thereafter.

Minor changes will be considered by the CLT and where major changes are considered necessary it will be referred to a formal decision-making process with the Strategy and Resources committee.

- **Appendix**

[Corporate Plan 2021-2023](#)

[Place Thematic Strategy 2021](#)

[Community Thematic Strategy 2021](#)

[Prosperity Thematic Strategy 2021](#)

[Climate Action Strategy 2022-2030](#)

[Commercial Strategy 2022](#)

[Visit Maldon District - Visit Maldon District](#)

[Maldon District Council](#)