

AGENDA

CABINET MEETING



Date: Wednesday 14 May 2014
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Garland (Chairman), Greer, Moss,
Paine, Mrs Ring and J.A. Wilson

Page No.

1. Apologies for Absence
2. Urgent Items
3. Notification of Visiting Members
4. Disclosures by Members and Officers
5. Disclosures of lobbying
6. To consider whether any items should be taken in private because of the possible disclosure of exempt information
7. Minutes of the Meeting held on 9 April 2014

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Continued Over/:

Issued on 6 May 2014

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**Alison Broom, Chief Executive, Maidstone Borough Council,
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

NON-KEY DECISION REPORTS

8. Events Review

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MAIDSTONE BOROUGH COUNCIL

CABINET

MINUTES OF THE MEETING HELD ON 9 APRIL 2014

Present: Councillor Garland (Chairman) and
Councillors Moss, Paine, Mrs Ring and J.A. Wilson

Also Present: Councillors Black and Mrs Blackmore

170. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillor Greer.

171. URGENT ITEMS

The Chairman stated that, in his opinion, the Briefing Note prepared by the Officers relating to the Roseholme Play Area should be taken as an urgent item as it contained information relating to the petition to be presented at the meeting.

172. NOTIFICATION OF VISITING MEMBERS

Councillor Black indicated his wish to speak on the petition to be presented objecting to the proposed closure of the Roseholme Play Area.

Councillor Mrs Blackmore indicated her wish to speak on the report of the Community, Leisure Services and Environment Overview and Scrutiny Committee concerning the review which had been undertaken of Mental Health Services.

173. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

174. DISCLOSURES OF LOBBYING

Councillor Paine stated that he had been lobbied regarding the Roseholme Play Area petition.

175. EXEMPT ITEMS

RESOLVED: That the items on the agenda be taken in public as proposed.

176. MINUTES OF THE MEETINGS HELD ON 12 AND 24 FEBRUARY 2014

RESOLVED: That the Minutes of the meetings held on 12 and 24 February 2014 be approved as correct records and signed.

177. PETITION

Mr. Paul Harper presented a petition on behalf of residents of Roseholme and the surrounding area objecting to the proposed closure of the Roseholme Play Area. In presenting his petition, Mr. Harper made reference to the following:

- The strength of local feeling against the possible closure of the play area;
- The need for play areas to facilitate children's exercise and social interaction;
- The changing demographic profile of Roseholme with more young families with children in flats with no play space;
- Clare Park had been mentioned as an alternative, but it was necessary to cross a busy road to reach it; and
- Only recently local residents had been involved in a campaign to improve the play equipment

Councillor Black also addressed the Cabinet suggesting that a way forward might be the setting up of a Trust which would be able to use its charitable status to apply for funding for the upkeep of the play area and new equipment.

The Chairman said that the petition would be referred to Councillor J. A Wilson, as the Cabinet Member responsible, to be considered as part of the consultation on the Council's draft Play Area Strategy.

178. ACCESSING MENTAL HEALTH SERVICES BEFORE THE POINT OF CRISIS (RESPONSE)

DECISION MADE:

That the "Accessing Mental Health Services Before the Point of Crisis" review report be noted, and that subject to the amendment of the second paragraph of the response to recommendation 1 as set out below, the responses to the recommendations be agreed and actioned as appropriate:

This meeting will develop an action plan focused on developing a prevention and commissioning approach, with current priorities identified as dementia, children (in particular, the need for more timely access to services) and mental health.

To view full details of this decision, please follow this link:

<http://services.maidstone.gov.uk/ieDecisionDetails.aspx?ID=821>

179. COMMUNITY SAFETY PARTNERSHIP PLAN 2013-18 - ANNUAL REFRESH 2014-15

The Cabinet considered the report of the Head of Housing and Community Services setting out the refreshed Community Safety Partnership Plan 2014-15.

RESOLVED:

1. That the response to the recommendations made by the Community, Leisure Services and Environment Overview and Scrutiny Committee arising from its consideration of the refreshed Community Safety Partnership Plan 2014-15 be accepted; and
2. **To RECOMMEND to COUNCIL:** That the refreshed Community Safety Partnership Plan 2014-15, attached as Appendix A to the report of the Head of Housing and Community Services, be approved.

180. DURATION OF MEETING

6.30 p.m. to 7.30 p.m.

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

CABINET

14 MAY 2014

REPORT OF THE ECONOMIC & COMMERCIAL DEVELOPMENT OVERVIEW & SCRUTINY COMMITTEE

Report prepared by Clare Wood

1. EVENTS REVIEW

1.1 Issue for Decision

1.1.1 To consider the recommendations within the 'Events Review' report attached at **Appendix A**.

1.2 Recommendation of the Economic & Commercial Development Overview & Scrutiny Committee

1.2.1 That Cabinet considers and responds to the following recommendations:

- a. That where MBC provide funding for an event, it should take on the role of Event Organiser (and the legalities involved in this as set out in the report) and delegates the event management to a responsible person/s.
- b. That the event documents should be reviewed in conjunction with the Safety Advisory Group (SAG) with the aim of creating an Events Pack for anyone wishing to hold an event which includes a checklist.
- c. That the Committee supports the compiling of an Events Calendar by the Cabinet member for Economic & Commercial Development.
- d. That once in place, the Economic Impact Assessment online tool should be used for all regular events that happen in the borough that receive funding or support from the Council.
- e. That once in place, the Economic Impact Assessment tool should be publicised to event promoters and those who have held events in the borough over the past three years.

- f. That a debriefing should happen with the relevant Head of Service following each Council funded or supported event to capture feedback and understand what lessons can be learnt.
- g. That the Council works with Maidstone Area Arts Partnership, and other partners, to create an Economic Impact Assessment tool for smaller events; including a matrix to determine which tool should be used for each event.
- h. That there should be a single point of contact at the Council for Event Organisers.
- i. That an Event forum is set up to facilitate better sharing on information between the relevant event organisations/partners.
- j. That consideration is given to resurrecting the database of leisure and cultural based organisations, including the possibility of sharing the maintenance and administration of this database with another agency.
- k. That the possibility of sending out an Events Pamphlet with the Annual Council Tax bill be investigated for 2015 and beyond.
- l. That investigations be carried out into the feasibility of extending sharing arrangements with items from Maidstone attractions and events to promote and signpost to other attractions. For example, by having a piece from Kent Life displayed at the Hazlitt.
- m. That consideration is given to introducing an early warning system to inform residents about events taking place in their area.
- n. That a mechanism for signposting people in the Town Centre to events happening elsewhere in the borough be introduced, as well as exploring opportunities for cross marketing of events.
- o. That the council should compile a list of all the event equipment it holds and publish this list accordingly, and encourage other event organisers/providers to do the same.
- p. That arrangements for hiring event equipment, when it is not in use, to partners and other event providers in the borough be investigated.

1.3 Reasons for Recommendation

- 1.3.1 At the meeting of the 22 October 2013, the Committee decided to undertake a review of events in the borough. The scoping document for this review can be seen in Appendix A. Subsequently, the scope of the review was expanded to include an assessment of how the council supports those who run events in the borough. This was because

during the meeting of 28 January 2014 Dawn Hudd, the Head of Commercial and Economic Development, informed the Committee of a toolkit to measure the impact of events that the Council will be introducing. It was explained to the committee that this toolkit would not be able to measure the impact of past events. Therefore the committee decided to increase the scope of the review.

1.3.2 The committee interviewed a wide variety of witnesses to gather evidence for this review, including:

- Dawn Hudd, Head of Commercial and Economic Development at Maidstone Borough Council;
- Jennifer Hunt, Local Economy Project Officer at Maidstone Borough Council;
- Alan Reading, Chairman of Maidstone Tourism Association;
- Ken Scott, Chairman of Maidstone Area Arts Partnership;
- Emily Hirons, General Manager, and Natalie Kirk, Events Manager of Kent Life; and
- Natalie Price, General Manager of the Hazlitt Arts Centre.

1.3.3 The recommendations set out in the report are recommendations suggested by members as a result of the evidence heard from the above witnesses.

1.4 Alternative Action and why not Recommended

1.4.1 Cabinet could decide not to endorse any of the recommendations within the "Events Review" report, however the recommendations are based on evidence from a range of sources and support the Council's objectives with regard to being a decent place to live.

1.5 Impact on Corporate Objectives

1.5.1 The Council's Strategic Plan 2011 -15 lists "For Maidstone to be a decent place to live' as a key priority, under which sits the outcome 'Continues to be a clean and attractive environment for people who live in and visit the borough'. The recommendations within the report contribute to the fulfilment of this outcome.

1.6 Risk Management

1.6.1 The recommendations contained within this report will need to be risk assessed as part of reviewing whether they should be accepted or not.

1.7 Other Implications

1.7.1

1.	Financial	X
2.	Staffing	X
3.	Legal	
4.	Equality Impact Needs Assessment	
5.	Environmental/Sustainable Development	
6.	Community Safety	X
7.	Human Rights Act	
8.	Procurement	X
9.	Asset Management	

1.7.2 Depending of the acceptance of the recommendations within the report there could be financial, staffing, procurement and asset management implications.

1.8 Relevant Documents

1.8.1 Appendices

Appendix A – Economic & Commercial Development Overview & Scrutiny Committee Events Review Report.
Appendix B – Scrutiny Committee Response Action Implementation Plan (SCRAIP).

IS THIS A KEY DECISION REPORT?

THIS BOX MUST BE COMPLETED

Yes

No

If yes, this is a Key Decision because:

.....

Wards/Parishes affected:

.....

**Economic & Commercial Development
Overview & Scrutiny Committee
Events Review
2013/14**



Committee Membership:

Councillor Ash	Councillor Barned (Chairman)
Councillor Cox	Councillor Cuming
Councillor Hogg	Councillor Naghi
Councillor Newton	Councillor Mrs Paterson (Vice-chairman)
Councillor Mrs Stockell	

Background

The UK events sector currently contributes around £36.1 billion a year to the economy and, according to the Business Visits and Events Partnership¹ (BVEP), is forecast to grow to £48.4 billion by 2020. It also employs more than 550,000 people.



Events are diverse by definition. They range from conferences, exhibitions, incentive programmes, meetings and global summits to festivals, product launches, sporting spectacles and corporate hospitality. They contribute significantly to tourism, creative enterprise, trade and export development, as well as to the exchange of information and knowledge, and community cohesion.

Maidstone Council supports several events in the borough including the River Festival, the Mela and events held

in Jubilee Square among others and also works with private individuals and companies to help them put on events for Maidstone's residents such as the Radio One Big Weekend and the Social Festival. However; the value of these events in terms of attracting people to the borough and the extent to which residents value these events was unknown.

Review of Current Arrangements

At the start of the year the Cabinet Member for Economic & Commercial Development informed the Committee that he was looking to put in place an events calendar covering a 2 year period as he recognises there is an abundance of events taking place in Maidstone but a co-ordinated approach to this is required. This was to be taken forward with the new Head of Commercial and Economic Development.

When the Committee embarked upon the review, they discovered that the Council did not have or use an impact assessment tool to assess the impact or value of events to the borough, neither was there any requirement for partners, or private individuals putting on events, to undertake any assessment of the outcomes of their events. Ultimately this meant that the Committee were unable to quantify what value previous events have been to the borough and in turn if attendance and satisfaction with particular events such as the Mela or River festival is increasing or declining.

The Head of Commercial and Economic Development was a new post created in 2013. The Officer was not in post until December 2013 but the Committee invited the officer to their meeting to hear

¹ BVEP is an umbrella organisation representing leading trade and professional organisations, government agencies and other significant influencers in the business visits and events sector.

their vision for the borough and highlighted to her their concerns about a lack of an event impact assessment tool. At this point the Committee were informed that the Head of Commercial & Economic Development intended to introduce an Economic Impact Assessment tool to assess the value of events that could be used year on year.



This tool includes an Economic Impact Calculator, a Social Return on Investment (SROI) Calculator and a Gross Value Added (GVA) Calculator. This particular tool, available nationally, is a standard approach used by other local authorities with the advantages that it is free, widely used across the UK and is also used by funders and policy makers. However; there was some concern expressed by a witness that this tool would only work for large events due to the amount of people that would need to be surveyed to produce a statically robust assessment. The Maidstone Area Arts Partnership are in the process of developing a similar tool for the assessment of smaller events.

Unfortunately as this tool could not be applied retrospectively to previous events it was agreed that the remainder of the review should focus on looking at the support the council could give others in putting on events across the borough.

Although the Event Impact Assessment tool will allow the Council to understand how an event had contributed to the borough's economy and how it was received by visitors and residents it was found that there is no formal mechanism for reporting how an event has gone, to discuss lessons learnt and address any incidents that may have occurred. This was felt to be vital in understanding how the council can improve and provide advice to others going forward, therefore it was recommended that all major events should have some form of debrief in addition to the assessment

1. That the Committee supports the compiling of an Events Calendar by the Cabinet member for Economic & Commercial Development.
2. That once in place, the Economic Impact Assessment online tool should be used for all regular events that happen in the borough that receive funding or support from the Council.
3. That once in place, the Economic Impact Assessment tool should be publicised to event promoters and those who have held events in the borough over the past three years.
4. That a debriefing should happen with the relevant Head of Service following each Council funded or supported event to capture feedback and understand what lessons can be learnt.
5. That the Council works with Maidstone Area Arts Partnership, and other partners, to create an Economic Impact Assessment tool for smaller events; including a matrix to determine which tool should be used for each event.

tool to capture feedback from those involved in running an event.

Event Support



It was considered that although Maidstone Borough Council did hold some events the majority of events held in the borough were runs by private companies/individuals. Therefore it was important that guidance in relation to holding events was clear and easy to use.

The Safety Advisory Group (SAG) deals with issues surrounding the planning and organising of major public events held in the borough. The group consists of council

representatives and partners such as the police. The group deals with events where 1,000 or more people are expected to attend. Comments from witnesses show that the SAG is valued by event organisers, who agreed that utilising the expertise of SAG helps to address safety concerns and is important to ensuring a well-managed and safe event.

There are guidance documents and forms prepared by the Safety Advisory Group to help event organisers with the planning, organisation and delivery of safe events which are available on the Council's website. This guidance however is spread across 17 different documents none of which includes a checklist. Due to the various requirements around holding events members considered that a checklist would be useful to event organisers and in particular first-time event organisers who may need some extra assistance.

There are a number of legal duties in regards to health and safety that are the responsibility of an Event Organiser. An event organiser has a duty to plan, manage and monitor the event to make sure that workers and the visiting public are not exposed to health and safety risks. Plans should be in place to respond effectively to health and safety incidents and other emergencies that might occur at an event. This emergency plan needs to be in proportion to the level of risk presented by event activities and the potential extent and severity of the incident. Event Organisers must have insurance for their business as well as insurance that covers each event, therefore the committee felt that it was easy to end up with too little or too much cover or where there are several groups or partners involved confusion about who is covered



and for what. There was concern that the liability for an event could rest on one person's shoulders, a daunting experience, with that individuals personal assets at risk should an incident occur.

There is currently no forum for Event Organisers in Maidstone. Several witnesses said that they would value the opportunity to speak to others involved in Events in the area to share experiences, best practice and possibly



resources. Such a group could also ensure that events are not duplicated, improve co-ordination so that competing events are held on different days and allow alignment between event themes. This could be achieved without formal meetings through the use of technology.

6. That the event documents should be reviewed with the aim of creating an Events Pack for anyone wishing to hold an event which includes a checklist.
7. That where MBC provide funding for an event, it should take on the role of Event Organiser (and the legalities set out above involved in this) and delegates the event management to a responsible person/s.
8. That there should be a single point of contact at the Council for Event Organisers.
9. That an Event forum is set up to facilitate better sharing on information between the relevant event organisations/partners.

Communication & Publicity

Some years ago there was a database of culture and leisure based organisation that was administered by the Council. This database meant that communications could be sent on mass to relevant organisations and that event promoters could see what organisations may have a stake or interest in a particular event and make contact accordingly. This database no longer exists but one witness felt that this was a useful tool that the council should look to resurrect.

As part of the review the Committee heard how links were being developed between the Hazlitt and the Museum, with plans to use the Museum collection to promote the service in other places around the borough. The Committee thought this was an excellent idea but considered that this could be extended to other organisations and collection holders in the borough to promote their attraction. For example, there could be a carriage at Kent Life to signpost people into the town, or if there is a particular



event on, for example hop picking, there could be a display of an agricultural tool in the town centre to spark interest. It was concluded that even when there is no collection to display there should be more signposting in high traffic areas in the town centre to events happening elsewhere in the borough. For example, signposting in Jubilee Square when there are events happening in Mote Park. This could be done in a variety of ways such as banners or use of the electronic notice boards.

There was conflicting evidence about whether or not Maidstone residents know what events happen in the borough. The committee heard that the majority of people that are members of Kent Life live within 30 minutes' drive time of the attraction, that for the river festival boats come from around the world and the data from Cambridge model showing that approximately 66,000 overseas visitors stayed overnight in Maidstone in 2011. The Committee felt that more could be done to promote Maidstone Attractions and Events to Maidstone residents and would like every household to receive a copy of the new events calendar (recommendation 1) once compiled.



10. That consideration is given to resurrecting the database of leisure and cultural based organisations, including the possibility of sharing the maintenance and administration of this database with another agency.
11. That the possibility of sending out an Events Pamphlet with the Annual Council Tax bill be investigated for 2015 and beyond.
12. That investigations be carried out into the feasibility of extending sharing arrangements with items from Maidstone attractions and events to promote and signpost to other attractions. For example, by having a piece from Kent Life displayed at the Hazlitt.
13. That consideration is given to introducing an early warning system to inform residents about events taking place in their area.
14. That a mechanism for signposting people in the Town Centre to events happening elsewhere in the borough be introduced, as well as exploring opportunities for cross marketing of events.

Opportunities

As part of the review the Committee, when discussing what help and support is available for Event Organisers, came up with a commercial idea that may have the potential to generate income for the Council. At present the appetite for the suggestions outlined below are unknown but the Committee agreed that these ideas should be investigated further.



One witness informed the Committee that it would be useful to have a centralised list of items that could be used at events such as fencing, toilets, marquees and other associated event equipment. While this certainly would be useful in its own right it led to the Committee to consider the event equipment the Council currently holds and whether MBC were making best use of its equipment. It was suggested

that equipment that wasn't being used for a Council event could be made available to hire for other events in the borough. The Committee decided this should be explored further as it could be a commercial opportunity for MBC.

15. That the council should compile a list of all the event equipment it holds and publish this list accordingly, and encourage other event organisers/providers to do the same.
16. That arrangements for hiring event equipment, when it is not in use, to partners and other event providers in the borough be investigated.

Thank you

The Panel considered evidence from a variety of stakeholders and would like to thank the following individuals and organisations who have personally contributed to this review:

Ken Scott, Maidstone Area Arts Partnership
Natalie Price, Park Wood Leisure
Emily Hirons, Kent Life
Natalie Kirk, Kent Life
Alan Reading, Maidstone Tourism Association

Cllr Malcolm Greer
Dawn Hudd
Laura Dickson
Jennifer Hunt

Thanks to the MBC Communications Team and Geoff Partner for the photographs used in this report.

The Committee would also like to thank the council officers and members of the public who took the time to contact the Committee and offer their opinions in relation to Events. All of the correspondences received were considered and added a valuable dimension to this review.

SCRUTINY COMMITTEE RECOMMENDATION ACTION AND IMPLEMENTATION PLAN (SCRAIP)

Committee: Economic & Commercial Development Overview & scrutiny Committee

Meeting Date: 2013/14

Minute N^o:

Topic: EVENTS REVIEW

Recommendationⁱ	Cabinet Memberⁱⁱ	Responseⁱⁱⁱ	Timetable^{iv}	Lead Officer^v
a) That where MBC provide funding for an event, it should take on the role of Event Organiser (and the legalities set out above involved in this) and delegates the event management to a responsible person/s.	Cllr Greer			Dawn Hudd
b) That the event documents should be reviewed in conjunction with the Safety Advisory Group (SAG) with the aim of creating an Events Pack for anyone wishing to hold an event which includes a checklist.	Cllr Greer			Dawn Hudd
c) That the Committee supports the compiling of an Events Calendar by the Cabinet member for Economic & Commercial Development.	Cllr Greer			Dawn Hudd

<p>d) That once in place, the Economic Impact Assessment online tool should be used for all regular events that happen in the borough that receive funding or support from the Council.</p>	<p>Cllr Greer</p>			<p>Dawn Hudd</p>
<p>e) That once in place, the Economic Impact Assessment tool should be publicised to event promoters and those who have held events in the borough over the past three years.</p>	<p>Cllr Greer</p>			<p>Dawn Hudd</p>
<p>f) That a debriefing should happen with the relevant Head of Service following each Council funded or supported event to capture feedback and understand what lessons can be learnt.</p>	<p>Cllr Greer</p>			<p>Dawn Hudd</p>
<p>g) That the Council works with Maidstone Area Arts Partnership, and other partners, to create an Economic Impact Assessment tool for smaller events; including a matrix to determine which tool should be used for each event.</p>	<p>Cllr Greer</p>			<p>Dawn Hudd</p>

h) That there should be a single point of contact at the Council for Event Organisers.	Cllr Greer			Dawn Hudd
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p) That arrangements for hiring event equipment, when it is not in use, to partners and other event providers in the borough be investigated.	Cllr Greer			Dawn Hudd

Notes on the completion of SCRAIP

ⁱ Report recommendations are listed as found in the report.

ⁱⁱ Insert in this box the Cabinet Member whose portfolio the recommendation falls within.

ⁱⁱⁱ The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box either the acceptance or rejection of the recommendation.

If the recommendation is rejected an explanation for its rejection should be provided. The 'timetable' and 'lead officer' boxes can be left blank

If the recommendation is accepted an explanation of the action to be taken to implement the recommendation should be recorded in this box. Please also complete the 'timetable' and 'lead officer' boxes.

^{iv} The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box when the action in indicated in the previous box will be implemented.

^v The Officer/Cabinet Member responsible for responding to the recommendation should indicate in this box the Officer responsible for the implementation of the action highlighted in the 'response' box.