HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING

Date: Tuesday 2 April 2019
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Cuming, Fermor, Fort, Harper (Chairman), Hastie, Hinder, Mrs Hinder, Lewins and Mrs Wilson (Vice-Chairman)

The Chairman will assume that all Members will read the reports before attending the meeting. Officers are asked to assume the same when introducing reports.

Issued on Monday 25 March 2019   **Continued Over/:**

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

If you require this information in an alternative format please contact us, call **01622 602899** or email **committee@maidstone.gov.uk**.

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting, i.e. 5 p.m. on Friday, 29th March 2019. If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

To find out more about the work of the Committee, please visit www.maidstone.gov.uk.

Should you wish to refer any decisions contained in these minutes to **Policy and Resources Committee**, please submit a Decision Referral Form, signed by **three** Councillors, to **the Head of Policy and Communications** by: 19 March 2019

Agenda Item 8

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 5 MARCH 2019

Present: Councillors Cuming, Fermor, Harper (Chairman), Hastie, Mrs Hinder, Lewins and Mrs Wilson

135.   APOLOGIES FOR ABSENCE

It was noted that apologies were received by Councillor B Hinder.

136.   NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

137.   URGENT ITEMS

There were no urgent items.

138.   NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

139.   DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

140.   DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

141.   EXEMPT ITEMS

RESOLVED: That all items be taken in public as proposed.

142.   MINUTES OF THE MEETING HELD ON 29 JANUARY 2019

RESOLVED: That the Minutes of the meeting held on 29 January 2019 be approved as a correct record and signed.

143.   PRESENTATION OF PETITIONS

There were no petitions.

144.   QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

145. COMMITTEE WORK PROGRAMME

The Committee discussed the items on the Work Programme and made the following changes:-

- The Museum's Trust Status Update, Update on HCL Workshop, Governance/Fundraising for Museum, Strategic Plan – New KPIs, Cemetery Update and Destination Management Plan – 1 year Action Plan would be scheduled for the April meeting.

- The Market Review, scheduled for the June Committee meeting, would be retitled 'Lockmeadow Review' to incorporate a fuller review of the Lockmeadow complex.

- Museums – Agreeing the 'Story of Maidstone' – this item was moved to July.

- Long Term Maintenance of Assets – the Committee requested that the Property Services Manager provide a Briefing Note to the Committee to confirm if they had a schedule for planned maintenance for Council owned buildings and if not, what procedures were in place.

The Committee agreed that the Chairman would produce a short report on the work that had accomplished by the Committee during this municipal year.

RESOLVED: That

1.   The Committee Work Programme, as amended, be agreed.

2.   The Chairman would produce a short report on the work that had been accomplished by the Committee during this municipal year.

Voting: Unanimous

146. FUTURE OF SPORT AND LEISURE PROVISION

Mr Mike Evans, the Leisure Manager, presented a report on the Future of Sport and Leisure Provision which set out proposals to conduct stakeholder engagement that would jointly address options for future leisure provision and the Maidstone Leisure Centre.

Mr Evans highlighted that:-

- The Borough had a growing and ageing population which was why future leisure provision should be tailored to the needs of all the population.

- Although there was a strong indication in the borough that residents were fairly active or active (77.2%), there was an element of the population that are not physically active (22.8%).

- The Leisure Centre was the borough's flagship sports centre and had five years left to run on its current 15 year management contract. The condition of the leisure centre building was unknown and there was uncertainty as to whether a similar 15 year contract would be possible.

- An engagement process would be undertaken to consult with key stakeholders. A project officer would be recruited to support the entire consultation period.

The Chairman emphasised that there was no intention of the Council to dispose of the Leisure Centre but it recognised that it required a lot of refurbishment and building works to be carried out to sustain its future provision.

The Committee made the following comments:-

- The Committee should be fully involved in the stakeholder engagement at all stages.

- Sport England should be invited at the outset of the engagement process and also Birmingham City Council who had undertaken an Active Wellbeing programme aimed at those residents who were inactive so would be able to provide knowledge and experience.

- That schools should be surveyed to identify what facilities they had for sport activities and whether they made provision for others to use the facilities.

RESOLVED: That

1.   That a stakeholder engagement exercise be run to understand the feasibility of recommendations in the Sports Facilities Strategy and Playing Pitch Strategy and to shape the future of sport and leisure provision in the borough.

2.   That all Members of the Heritage, Culture and Leisure Committee be invited to participate in all stages of the consultation.

3.   That the stakeholder engagement frames future leisure plans for the borough alongside its existing commitments, including the future of Maidstone Leisure Centre.

4.   That Sports England be invited at the outset of the stakeholder engagement exercise.

5.   That the leisure centre surplus share be used to fund a fixed term project officer post at a cost of £18,865 per annum to support the

stakeholder engagement exercise.

Voting: Unanimous

147. DURATION OF MEETING

6.30 p.m. to 7.00 p.m.

2018/19 WORK PROGRAMME

	Committee	Month	Lead	Report Author
To consider the results of the HCL Workshop - 17/1/19	HCL	02/04/2019	John Foster	John Foster
Strategic Plan - New KPIs (Key Performance Indicators 2019-20)	HCL	02/04/2019	Angela Woodhouse	Anna Collier
Museum Governance Review Annual Update	HCL	02/04/2019	John Foster	Victoria Barlow
Cemetery Update	HCL	02/04/2019	Jennifer Shepherd	Sharon Smith
Destination Management Plan -1 year Action Plan	HCL	02/04/2019	John Foster	Laura Dickson
Lockmeadow Review	HCL	Jun-19	John Foster	Fran Wallis
Museums - Agreeing the 'Story of Maidstone'	HCL	Jun-19	John Foster	Victoria Barlow
Mote Park Programme - Key Projects Update	HCL	TBC	John Foster	Mike Evans
Long Term Maintenance of Assets	HCL	TBC	TBC	TBC (at the request of HCL Committee)

Agenda Item 11

Heritage, Culture and Leisure	2 April 2019

Museum Governance Review Annual Update

Final Decision-Maker	Heritage, Culture and Leisure
Lead Head of Service/Lead Director	John Foster
Lead Officer and Report Author	Victoria Barlow
Classification	Public
Wards affected	All

Executive Summary

This report considers the desirability of transferring governance of the museum to a charitable trust and proposes a method to make that option more likely within a limited budget and timescale.

This report makes the following recommendations to Heritage, Culture and Leisure Committee

1. That members approve a programme to carry out improvements to the museum using the current capital budget of £389,000 in order to make the museum more attractive to quality trustees.

Timetable	
Meeting	*Date*
HCL	2nd April 2019

Museum Governance Review Annual Update

1. **INTRODUCTION AND BACKGROUND**

1.1   In June 2017 members voted to retain the governance of Maidstone Museums. A report to committee at that time considered the options for finding a method of governance for Maidstone Museums. In summary, the report found that, while transfer to a Charitable Trust would bring many, longer-term, strategic advantages to the museums, it would not benefit the council as a whole since financial investment would be required at a time when savings were being sought. Nor was the museum operating at a level that would attract quality trustees willing to take on the running of a new trust. Thus members elected to retain the museums for the present but members required that officers continue to monitor the museum sector, any changes to Trust Status and anything that might cause the decision to be reconsidered.

1.2   In the intervening period, officers noted the transfer or imminent transfer of museum services in Brighton and Hove and Fleetwood. Brighton and Hove have been preparing for this move for up to 5 years in a bid to save £400,000. However, presence of a major tourist attraction, in the form of the Royal Pavilion, will provide support for the other museums around Brighton and Hove. Maidstone is not in a comparable position. Fleetwood Museum in Lancashire will be joining an existing cultural trust of the kind which does not currently exist in a suitable area for Maidstone museums.

1.3   Work has begun to make Maidstone Museums a more appealing product for a trust to take on. Public and stakeholder consultation has been carried out across the borough on what the future museum should be like. We have developed a framework for stories to be told with a two-fold approach telling, first, the story of the borough in chronological order and, second, the stories of the World Collections, their significance and how they came to Maidstone. This framework was presented to members in October 2018. Work has also begun on the project management and logistics of a museum transformation. Procurement is underway for an Employers Agent (EA) who will work with officers to plan the necessary adjustments to the building layout and services.

1.4   It had always been assumed that a major funding partner in any transformation would be the Heritage Lottery Fund. There has, unfortunately, been no opportunity for further discussions with this organisation as they closed to new projects for almost a year. The new National Lottery Heritage Fund was launched in March 2019 and officers are able, once the work with Employers Agent has been completed, to submit an expression of interest which will give us an idea whether making a full bid is worthwhile.

1.5   However, members should note that there is still some level of risk in this process. It is possible to spend significant time and money in the preparation of a bid and the museum would need to raise 10% of any

project cost. The museum has a capital budget of £389,000 currently profiled over 3 years. After fees for the Employers Agent and for Exhibition Design Studio a sum of £300,000 might be available to match fund a bid to the Heritage Fund. This would mean the Museum could bid for a maximum of £3m. Should a more ambitious bid be considered the Maidstone Museums Foundation (MMF) could be asked to raise say £200,000 so that a bid of £5m could be submitted. However the actual costs of the works will be informed by the EA.

1.6   There is a significant risk that a bid to the Heritage Fund would not be successful and that MMF are unable to raise the additional match funding. This risk could be avoided by not seeking match funding and committing to a programme of improvements which could be carried out within the current capital allowance. The benefit of this is that members would have certainty around the final scope, timescale and cost of the project.

2.   AVAILABLE OPTIONS

2.1   The 'do nothing' option in this instance would be to continue with officers' current plans; the development of the design masterplan, recruitment of community partners and the preparation of a large scale bid to the National Lottery Heritage Fund. The benefit of this route is that it would result in a truly transformational project to create a museum service meeting the vision laid out in the 20 Year Plan as previously adopted by members.

2.2   The major drawback to this scheme is the risk of a bid to the Heritage Fund failing which would still leave the museum in a state that was not trust-ready. Even should the bids succeed, this is not a 'quick win' answer and work will take a significant time to complete. This brings the additional risk that the £389,000 capital budget isn't spent over the next 3 years. This would leave the museum open to the threat of the money being reinvested elsewhere due to non-delivery.

2.3   In its current version, a scheme for Maidstone Museums would require 3 months' work with the Employers' Agent (who will be appointed by the end of March 2019) and a similar amount of time to get an initial project design from an Exhibition Design Studio which means the window for a Stage One application would be November 2019 with a March 2020 decision. A positive decision at this point would allow for a developmental and test phase looking at repairs, accessibility and structural changes to the building, exhibition design and working with external experts and our community to create the 'final product'. This may take anything up to 2 years. A second round application would then be made to implement this plan. This is a competitive round so, just because a project is successful at Round One, there is no guarantee of success at Round Two. If the scheme was successful, there would be a maximum of 5 years allowable to complete all the works but this would be more likely achievable in 2-3 years.

2.4   The second option would be to use the Museum's current capital fund of £389,000 to carry out improvements to existing galleries. It is quite realistic to suggest that a MMF fundraising campaign could bring this total up to

500,000. In order to contextualise what is possible, the Ancient Lives Gallery, education room, new lift and toilet opened in 2017 at a cost in the region of £200,000.

2.5 Previous designs for a new café space were based on a full refurbishment and increased customer base. The withdrawal of DAGT from the museum café contract means that the catering offer for the museum would need to be reconsidered and the previous designs should be shelved.

2.6 There is a possibility that were we to reduce the number of display galleries (there are currently 11), the museum storage and office functions could be improved within this sum.

2.7 The benefit of this option is that the timescale for improvements would be reduced and the scope of the project more easily managed. The project could be carried out in 12-24 months. This level of certainty may be enough to attract trustees to a museum trust.

2.8 The drawback would be that this scheme would not deliver the transformational change previously identified as necessary to turn around the museum's prospects and some of the issues affecting access to the building and collections could not be addressed.

2.9 The third option would be to proceed to attempt setting up a trust immediately. However, since nothing has materially changed in the sector or in the museum's situation since the option was rejected by committee in 2017, this would be inadvisable.

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3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 Officers recommend the implementation of option 2.

3.2 Whilst this option would not, in itself, deliver the entire vision laid out in the 20 Year Plan, it would have several immediate benefits:

- The scope of the project would be clear from the start
- The project would be shorter in duration
- An improved museum would be more trust-ready
- Further improvements could be carried out later as funding was available

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4. RISK

4.1 The main risk associated with this option is that the possible level of refurbishment is not enough to attract new visitors, increased income and potential trustees.

4.2 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks

associated are within the Council's risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 Six public and several stakeholder consultation events have taken place in order to develop the future museum offer as stated in section 1.3

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 On the approval of option 2, it will be necessary to revisit the Transformation action plan in order to prioritise the steps which may be taken within the budget and which elements will not be progressed.

6.2 A new action plan with timescales will then be produced and the most likely funding partners identified.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	• We expect the recommendations will support the Council's overall achievement of its Corporate Priorities to achieve "A vibrant leisure and culture offer, enjoyed by residents and attractive to visitors" and the specific action "Development and commencement of delivering the new gallery at the Museum	John Foster
Risk Management	Refer to paragraph 4	John Foster
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation. In fact, the amount of external	Paul Holland, Senior Finance Manager (Client)

	funding to be delivered will be significantly lower than expected.	
Staffing	• We will deliver the recommendations with our current staffing.	John Foster
Legal	• Accepting the recommendations will fulfil the Council's duties under [act]. Failure to accept the recommendations without agreeing suitable alternatives may place the Council in breach of [act]. • Acting on the recommendations is within the Council's powers as set out at [x].	[Legal Team]
Privacy and Data Protection	• Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with [policy].	[Legal Team]
Equalities	• The recommendations do not propose a change in service therefore will not require an equalities impact assessment	[Policy & Information Manager]
Public Health	• We recognise that the recommendations will have a positive impact on population health or that of individuals.	Victoria Barlow
Crime and Disorder	• The recommendation will have a minimal impact on Crime and Disorder.	Victoria Barlow

Procurement	• On accepting the recommendations, the Council will then follow procurement exercises for the relevant parts of the action. We will complete those exercises in line with financial procedure rules. •	[Head of Service & Section 151 Officer]

8.   REPORT APPENDICES

There are no appendices to this report

9.   BACKGROUND PAPERS

The museum 20 Year Plan is available at https://museum.maidstone.gov.uk/our-museums/20-year-plan/

HERITAGE CULTURE AND LEISURE COMMITTEE	**2 APRIL 2019**

Key Performance Indicators 2019-20

Final Decision-Maker	Heritage Culture and Leisure Committee
Lead Head of Service/Lead Director	Angela Woodhouse Head of Policy, Communication and Governance
Lead Officer and Report Author	Anna Collier Policy and Information Manager
Classification	Public
Wards affected	All

Executive Summary

The Council has recently approved a new Strategic Plan for 2019-45 Committee are asked to consider new key performance indicators relevant to so as to measure achievement of the Council's priorities for 2019-20.

This report makes the following recommendations to Heritage Culture and Leisure Committee

To consider the key performance indicators for 2019-20 and recommend them to Policy and Resources for approval.

Timetable	
Meeting	*Date*
Corporate Leadership Team	19/3/2019
Heritage Culture and Leisure Committee	02/04/2019
Communities Housing and Governance Committee	16/04/2019
Policy and Resources Committee	24/04/2019

1. INTRODUCTION AND BACKGROUND

1.1   The Council has approved a new Strategic Plan for 2019-45 and agreed four new priorities:

- Embracing Growth and Enabling Infrastructure
- Safe Clean and Green
- Homes and Communities
- A Thriving Place

1.2   Indicators are reviewed at the start of each year and following the changes to the Strategic Plan and priorities changes will be required.

1.3   The Draft set of new Key Performance Indicators have been reviewed with Heads of Service and Corporate Leadership Team and can be reviewed at Appendix 1, set out by priority.

1.4   As part of the review of this year's indicators, feedback has been given by officers and Members. Drop in sessions were arranged at the town hall for Members to come and review the new indicators. Eight Members in total attended.

Reports

1.5   Members are understandably increasingly concerned about the cost of providing services and ensuring that resources are well invested. Whilst both the Finance and Policy and Information team have worked hard to bring both reports together to Committee as early as possible following the end of each quarter, it is not providing Members with the clarity they need. Therefore the quarterly budget and performance reports will be merged; and presented as one single report firstly to Corporate Leadership Team and then the relevant budgets and indicators to each Committee.

1.6   Providing a single report, as is done by authorities elsewhere, will provide greater transparency on whether performance reflects the investment or whether further investment needs to be made.

1.7   Over the last few years the Policy and Information Team has included 'information only' indicators to provide Members with the wider context of the Council's impact and the environment in which the Council is operating.

1.8   These do not always work best with the performance report as they are not targetable indicators. This does not mean that the information is not important but perhaps not best included in a performance report.

1.9   What will be produced instead is an annual strategic update to each committee on each of the four new priorities. This report would contain a

range of performance data and contextual data as well as progress on the outcomes identified in the Strategic Plan, and key projects.

2.   AVAILABLE OPTIONS

<u>Make a recommendation to Policy and Resources Committee to stop performance monitoring</u>

2.1   Though it is considered best practice, some authorities have chosen to drop performance management or produce performance data which they publish on their website.

2.2   This is not recommended as monitoring performance ensures oversight and challenge to the delivery of the Council's priority action areas and mitigates risk of the Council not delivering its priorities and key services.

<u>Make a recommendation to Policy and Resources Committee to keep the current set of indicators</u>

2.3   A set of indicators is currently in place and is being reported to Committees. Whilst these indicators could be realigned to the new priorities they do not fully reflect the changes that have been made in the new Strategic Plan.

2.4   This is not recommended at the new set has been produced in consultation with Heads of Service following feedback from Members and therefore represents the best set of indicators to meet our current planned outcomes.

<u>Make a recommendation to Policy and Resources Committee to agree the draft set of indicators</u>

2.5   Appendix 1 shows the list of proposed Key Performance indicators for 2019-20 set out by the new priorities in the Strategic Plan 2019-45. The indicators were developed with Heads of Service and have been commented on by some Members.

2.6   Members could also choose to increase, reduce or change any targets or amend suggest new indicators.

3.   PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1   The Committee is asked to consider which indicators will best measure and track progress against the Council's priorities and make a recommendation to Policy and Resources that those indicators and targets for 2019-20 are agreed.

4.   RISK

4.1   The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. The production of robust performance reports ensures that the view of the Council's approach to the

management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1   Performance is reported to each committee each quarter. Members often request future changes or express points of view on either the indicators or performance management generally. Notes have been taken of these for application in the current set and proposed approach.

5.2   A drop-in session was held for all Members on the 5th and 6th of March. Eight members attended and the results can be seen at Appendix 2

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1   Each Committee will have the opportunity to feed into the final set of indicators at committee meetings in April prior to final agreement by Policy and Resources.

6.2   Once the indicators are agreed Heads of Service and Managers will be informed and the reports set up in time for first reporting.

6.3   The Performance and Budget report will be added to each Committees work programme for 2019-20.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council's overall achievement of its aims The performance management process monitors delivery of the Councils Strategic Plan 2019-45 and plays an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Anna Collier Policy and Information Manager

Risk Management	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Anna Collier Policy and Information Manager
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	[Section 151 Officer & Finance Team]
Staffing	We will deliver the recommendations with our current staffing	Anna Collier Policy and Information Manager
Legal	Acting on the recommendations is within the Council's Powers. There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.	Anna Collier Policy and Information Manager
Privacy and Data Protection	The recommendations do not propose a change in service therefore will not require a data protection impact assessment	Anna Collier Policy and Information Manager
Equalities	The recommendations do not propose a change in service	Anna Collier Policy and Information

	therefore will not require an equalities impact assessment	Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Anna Collier Policy and Information Manager
Crime and Disorder	No impact	Anna Collier Policy and Information Manager
Procurement	No Impact	Anna Collier Policy and Information Manager

8. REPORT APPENDICES

- Appendix 1: Key Performance Indicators by Committee
- Appendix 2: Member Feedback

9. BACKGROUND PAPERS

None

A Thriving Place						
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
Existing	Number of students benefitting from the museums educational service		Quarterly	Aim to Maximise	(1%) 8,296	TBC
Existing	Footfall at the Museum and Visitor Information Centre (cumulative)		Quarterly	Aim to Maximise	n/a	TBC
Existing	Number of users at the Leisure Centre	This is the number of users visiting the leisure centre, and helps measure the performance of our contract with them.	Quarterly	Aim to Maximise	744,316 (1% increase on last years actual as per contract)	TBC
Existing	Percentage of all available tickets sold at the Hazlitt		Quarterly	Aim to Maximise	50%	TBC
Existing	Contacts to the Visitor Information centre (visits, calls, and emails)		Quarterly	Aim to Maximise	3,128 (2%)	TBC
Existing	Percentage of vacant retail units in the town centre		Annual	Aim to Minimise	11%	11%
Existing	Footfal in the High St.		Quarterly	Aim to Maximise	12,500,000	12,500,000
New	Business rates income from town centre businesses		Annual	Aim to Maximise	Information Only	Information Only
New	Aggregate business rateable value		Quarterly	Aim to Maximise	Information Only	Information Only
Safe, Clean and Green						
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
Existing	The percentage of relevant land and highways that is assessed as having acceptable levels of litter		4-monthly	Aim to Maximise	94%	94.5%
Existing	The percentage of relevant land and highways that is assessed as having acceptable levels of detritus		4-monthly	Aim to Maximise	94%	94.5
NEW	The average weight of fly tipped material collected		Quarterly	Aim to Minimise	N/A	TBC
Existing	Percentage of fly tips assessed within 2 working days		Quarterly	Aim to Maximise	88%	89%
Existing	Percentage of fly tips with evidential value which result in enforcement action		Quarterly	Aim to Maximise	50%	TBC
Existing	Percentage of household waste sent for reuse, recycling , composting		Quarterly	Aim to Maximise	52.5%	52.5%
NEW	Percentage of unauthorised encampments removed within 5 working days		Quarterly	Aim to Maximise	N/A	90.0%
NEW	Number of people using parks and open spaces		Annual	Aim to Maximise	N/A	TBC
NEW	Number of green flag parks		Annual	Aim to Maximise	N/A	5
Homes and Communities						
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
NEW	Number of houses of multiple occupation brought to compliance by private rented sector licensing		Bi Annual	Aim to Maximise	N/A	TBC
Existing	Number of completed housing assistances		Quarterly	Aim to Maximise	Information Only	Information Only
Existing	Percentage of approved spend for disabled facilities grant		Quarterly	Aim to Maximise	100%	100%
NEW	Number of households prevented or relieved from becoming homeless	This is where we were able to secure a further 6 months of continuing or alternative accommodation	Quarterly	Aim to Maximise	N/A	300
NEW	Percentage of successful housing prevention and relief cases	The figure we expect the government will measure our achievement against	Quarterly	Aim to Maximise	N/A	30.0%
Existing	Number of households housed through the housing register		Quarterly	Aim to Maximise	600	600
Existing	Number of households in temporary accommodation		Quarterly	Aim to Minimise	Information Only	Information Only
NEW	Number of households living in nightly paid temporary accommodation last night of the month		Quarterly	Aim to Minimise	Information Only	Information Only
Embracing Growth and Enabling Infrastructure						
Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
NEW	Number of planning appeals received		Quarterly	Aim to Minimise	N/A	TBC

Status	Performance Measures	Description	Frequency	Good Performance	2018/19 Target	2019/20 Target
NEW	Percentage of priority 1 enforcement cases dealt with in time		Quarterly	Aim to Maximise	N/A	TBC
NEW	Percentage of Priority 2 enforcement cases dealt with in time		Quarterly	Aim to Maximise	N/A	TBC
NEW	Number of enforcement complaints received		Quarterly	Aim to Minimise	N/A	TBC
Existing	Number of affordable homes delivered (Gross)		Quarterly	Aim to Maximise	180	180
NEW	Affordable homes as a percentage of all new homes		Quarterly	Aim to Maximise	N/A	TBC
Existing	Net additional homes provided (NI 154)		Annual	Aim to Maximise	1,000	N/A
NEW	The number of new homes completed against target		Quarterly	Aim to Maximise	N/A	N/A

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Embracing Growth and Enabling Infrastructure – Possible Performance Indicators

Performance Measure	Reporting Approach	Comments/votes
The Council leads master planning and invests in new places which are well designed		
Percentage of pre-application communication	Reporting cycle to be confirmed	*nil*
Number of Planning appeals	Quarterly reporting	2
Processing of major planning applications in 13 weeks	Quarterly reporting	3
Processing of minor applications in 8 weeks	Quarterly reporting	2
Processing of other applications in 8 weeks	Quarterly reporting	3
Priority 1 cases – 100% of target response times met.	As agreed by SPST committee – Quarterly reporting	2
Priority 2 – 90% of target response times met.	As agreed by SPST committee – Quarterly reporting	2
Number of enforcement complaints	Quarterly reporting	7
Live enforcement cases	Quarterly reporting (narrative in text)	

		1
Key employment sites are delivered		
Projects	Quarterly reporting (TBC) (narrative in text)	
The Housing need is met including affordable housing		
The number of new homes completed against target	Quarterly reporting	5
Affordable homes as a percentage of all new homes.	Quarterly reporting	7
Sufficient infrastructure is planned to meet the demands of growth:		
Narrative of progress against the infrastructure delivery plan	Quarterly reporting (TBC) (narrative in text)	3

Safe clean and green– Possible Performance Indicators

Performance Measure	Reporting Approach	Comments/votes
People feel safe and are safe		
Percentage of unauthorised encampments removed within 5 working days	Reported quarterly	5
Perceived safety measured by Residents Survey.	Annual survey	2
Repeat incidences of domestic violence	Reported bi annually	2
A Borough that is recognised as clean and well cared for by everyone		
Perception of "Litter as measured in Residents Survey.	Annual survey	2

The average weight of fly tipped material collected	Quarterly reported	5
The percentage of relevant land and highways that is assessed as having acceptable levels of detritus	three times per year	1
The percentage of relevant land and highways that is assessed as having acceptable levels of litter	three times per year	2
Percentage of fly tips assessed within 2 working days	Reported quarterly	5
Percentage of fly tips with evidential value which result in enforcement action	Reported quarterly	6
Number of volunteer litter picks supported	Reporting cycle to be confirmed	2
An environmentally attractive and sustainable Borough		
Waste Production per household .	Reported quarterly	5
Recycling rates overall	Reported quarterly	4
Everyone has access to high quality parks and green spaces		
Number of people using parks and open spaces	Annual survey	5
Number of parks with green flags	Fine	

		2
S106 spend in parks and open spaces	Reporting cycle to be confirmed	1

Home and Communities – Possible Performance Indicators

Performance Measure	Approach	Comments/votes
A diverse range of community activities is encouraged		
The percentage of residents who believe that the local area is a place where people from different backgrounds get on well together	Collect by an annual survey.	4
Residents regularly participating in the community	Collect by annual survey	3
Number of people volunteering	Collect via Involve	3
Existing housing is safe, desirable and promotes good health and well being		
The number of Houses of Multiple Occupation brought to compliance by private rented sector licensing	Bi annually reported	3
Number of completed housing assistances	quarterly reporting	2
Percentage of approved spend for disabled facilities grant	quarterly reporting	4
Homelessness and rough sleeping are prevented		
Total number of households prevented	Quarterly reporting	

from becoming homeless		5
Total number of households relieved from becoming homeless	Quarterly report (different from above, this is where prevention was not successful or too late but housing was secured)	3
Percentage of successful prevention and relief cases	Quarterly report (this is the figure we expect government will measure our achievement against)	3
Number of households housed through the housing register	Quarterly reporting	4
The number of households in TA at the last night of the month	Quarterly reporting	3
Ratio of house prices to earnings.	Information only to be reported annually	3
Average/median private sector rent.	Information only to be reported twice annually	2
Community facilities and services in the right place at the right time to support communities		

A Thriving Place – Possible Performance Indicators

Performance Measure	Reporting Approach	Comments/votes
A vibrant leisure and culture offer, enjoyed by residents and attractive		

to visitors		
Footfall at the Museum and Visitor Information Centre	Quarterly reporting with cumulative targets	3
Tickets sold Hazlitt	Quarterly reporting	3
Users at the leisure centre	Quarterly reporting	2
Contacts to the Visitor Information centre (visits, calls, and emails)	Quarterly reporting	2
Our town and village centres are fit for the future		
Footfall in the high street	Quarterly reporting	4
Number of vacant retail units	Annual reporting	5
Skills levels and earning potential of our residents are raised		
Gross median annual earnings.	Annual reporting	2
Employment rate.	Annual reporting	3
JSA claimants	Annual reporting	1
NVQ attainment levels	Annual reporting	1
The percentage of 16 to 18 year olds who are not in education, employment or training (NEET) or who have unknown destinations	At this stage unsure whether this data is available or not	2

Out of work benefits	Annual reporting	1
Local commercial and inward investment is increased		
Jobs density.	Annual reporting	*nil*
Total jobs growth	Annual reporting	5
Total businesses	Annual reporting	5
Business rate income	Annual reporting	3
GVA per capita	Annual reporting	*nil*

Heritage Culture and Leisure Committee	2 April 2019

To Consider the results of the HCL Workshop 17ᵗʰ January 2019

Final Decision-Maker	Heritage Culture and Leisure
Lead Head of Service/Lead Director	William Cornall
Lead Officer and Report Author	John Foster
Classification	Public
Wards affected	All

Executive Summary

The report summarises Member input into the HCL workshop held in January which considered HCL work priorities following the adoption of the Council's new Strategic Plan.

This report makes the following recommendations to Heritage Culture and Leisure Committee

1. To note the results of the workshop set out in Appendix 1
2. To agree to meet in a workshop(s) format within the next month to refine down the priorities to 5-10 areas of work which will become the workplan for the 19/20 municipal year.
3. To agree to share these preliminary findings set out in Appendix 1 with other Committee Chairmen and Vice-Chairmen.

Timetable	
Meeting	*Date*
HCL Committee	2 April 2019

To Consider the results of the HCL Workshop 17th January 2019

1. INTRODUCTION AND BACKGROUND

1.1 Following the adoption of the Council's new Strategic Plan, the Committee agreed to hold a workshop on the 17th January 2019 to consider its implications on their work programme and whether they should pursue new priorities. The output of this workshop is set out in Appendix 1.

1.1 The Strategic Plan introduces cross cutting objectives which include:

- Heritage is respected
- Biodiversity and Environmental Sustainability is respected.

It also added a strap line advocating "Pride in our Borough". The implications of these changes were considered at the Workshop.

1.2 The HCL Chairman, Cllr Paul Harper, has summarised the discussions held at the workshop and ordered them by theme. Cllr Harper has added indicative timescales and resource implications for each project. The crossing cutting objectives also have implications for other Committees.

2. AVAILABLE OPTIONS

2.1 The Committee could choose to ignore the findings of the workshop and consider the existing work programme sufficiently reflects the objectives set out the in new Strategic Plan.

2.2 The Committee could choose to reflect further on the wide ranging findings of the workshop and agree to meet again in a workshop(s) format to finalise priorities for the year and clarify what strategic direction they wish to take their work and whether there are both staff and other budgetary implications.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 It is recommended that the Committee pursue the option set out in paragraph 2.2. The January Workshop generated a large number of ideas which could not be delivered in its entirety within existing budgets and staff resources. Greater prioritisation and clarification regarding what actions should be taken forward and what resources may be needed to deliver them needs further Member input over the coming year.

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4. RISK

4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 The Committee agreed to hold the January workshop and the results are set out in Appendix 1.

6. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	• Accepting the recommendations will materially improve the Council's ability to achieve cross cutting objectives in the Strategic Plan, particularly regarding "Heritage is respected"	John Foster Head of Regeneration and Economic Development
Risk Management	Already covered in the risk section	John Foster Head of Regeneration and Economic Development
Financial	• The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation at this stage.	Maxine Mahon Finance Manager
Staffing	• We will deliver the recommendations with our current staffing.	John Foster Head of Regeneration and Economic Development

Legal	• Each local authority has a statutory duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Strategic Plan aligns with the Council's general duty and the recommendations in the report further demonstates compliance with the statutory duty.	Keith Trowell Practice Area Team Leader
Privacy and Data Protection	• There are no specific privacy or data protection issues to address.	John Foster Head of Regeneration and Economic Development
Equalities	• The recommendations do not propose a change in service at this stage and therefore will not require an equalities impact assessment	Policy & Information Manager
Public Health	• We recognise that the recommendations will not negatively impact on population health or	John Foster Head of Regeneration and Economic Development

	that of individuals.	
Crime and Disorder	• The recommendation will have no impact on Crime and Disorder	John Foster Head of Regeneration and Economic Development
Procurement	• There are no procurement implications at this stage	John Foster Head of Regeneration and Economic Development

7.   REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

• Appendix 1:

Summary of HCL Workshop 17th January 2019

Key: (1) **A vibrant leisure and cultural offer enjoyed by residents and attractive to visitors**
      (2) **Everyone has access to high quality parks and green spaces**
      (3) **Heritage is respected**
      (4) **Bio-diversity and environmental sustainability is respected**
      (Pride) **Thinking of our services how can HCL contribute to creating Pride in our Borough?**

Period to implement/ Timescale   Short (within 1 year)   Medium (1-2 years)   Long (3 years)

HCL   Heritage, Culture and Leisure Committee
CHE   Communities, Housing and Environment Committee
SPST   Strategic Planning and Sustainable Transport Committee
PRC   Policy and Resources Committee
ECON   Economic Development
LC   Licensing Committee

Arts/ Culture

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Vibrant Arts scene	(1)	S.M,L	HCL		Yes	
Use of Town Hall at weekends and Bank Holidays	(1)	S	HCL/PRC	Limited, caretaking	Yes	Yes with local groups etc
Street Theatre – Jubilee Square, Junction of Week Street/Fremlin Walk – Council to cover hire costs etc, also to have a public entertainments license for sites available to community groups	(1)	S, M	HCL	Staffing 0.1FTE, £5,000 revenue budget	Yes	Yes/ local groups etc
Buskers – street performers	(1)	S	HCL/LC		Yes	Yes
Cultural Quarter (All Saints, Archbishop Palace, Stables and Len House)	(Pride)	S,M,L	HCL	Staffing re review and Capital	Yes	Yes (Church)
Consider how to provide a 1,000 seat theatre, possibly convert Granada Cinema, or Len House?	(Pride)	S,M,L	HCL/PRC	Staffing re review and Capital	Yes	Yes (with Granada Bingo)
Hazlitt Arts Centre – make it look like a pretty little theatre	(Pride)	S	HCL	Minor works as part of maintenance	No	Yes with Park Wood Leisure
All Saints Church – Is the PCC interested in a development of the church to provide a 1,000 seat auditorium for music	(1, Pride)	S/M/L	HCL	Support to the PCC	Yes	Yes/ with All Saints PCC
Cultural Cohesion	(Pride)	S,M	HCL	Staffing,	Yes	Yes with

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				Revenue £20k-£40k a year		minority groups and Arts Council
Cultural Activities	(Pride)		HCL	Staffing, Revenue £20k - £40k a year	Yes	Yes with local groups and Arts Council
Community Theatres (Schools) Hubs around Borough	(1, Pride)	M	HCL	Revenue support	Yes	Yes Schools, Theatre Groups, Arts Council
Community Theatres (Pubs and other venues) Hubs around Borough	(1, Pride)	M	HCL	Capital then Revenue Support	Yes	Yes Pubs, Community Halls/ Centre, Theatre Groups, Arts Council

Community Events

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Community events	(1,Pride)	S,M,L	HCL	Staffing, Revenue Support maintain 2019/20 budget	Yes	Yes local groups
Carnival/Maidstone Festival each year (different themes for each year	(3)	M	HCL	Revenue £30,000, Possible Sponsorship	Yes	Yes, Local Groups, Arts, Community, businesses
Celebrate events as they happen e.g. swan upping (Kentish lady sell tickets so public can become more involved and following the flotilla)	(3)	S	HCL			
Look at other Boroughs re Leisure and Arts – Guildford, Chelmsford etc.	(Pride)	M	HCL	Travel Cost	Yes	Learning from others
Be more vibrant	(Pride)	M/L	HCL			

Parks

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Commercial events – Mote Park	(1)	S	HCL	Existing	No	Yes
Preserve and Improve Parks	(1)	S	HCL	Existing	No	No

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New Parks (major)	(1)	L	HCL/SPST	Capital/ $106, CIL	Yes	Yes/ potential developers
Green Corridors	(1)	S	HCL/SPST	Capital/ $106, CIL	Yes	Yes/ potential developers
River Medway	(1)	S	HCL	Capital/ $106, CIL	No	Yes, Riverside Partnership
Large Parks – Accessibility	(1)	M	HCL	$106, CIL	No	Yes/ disability groups
Facilities in Parks for Elderly, Young and Disabled	(1)	M/L	HCL	Capital,/ $106, CIL	Yes	No
Maintain high quality through investment including maintenance	(2)	S	HCL	Existing	No	N/A
Appropriate maintenance at the right time	(4)	S/M	HCL	Existing	No	N/A
Variety – not just play areas, might be quiet open space	(2)	S/M	HCL	Existing	No	N/A
Ensuring "accessibility" to all	(2)	M	HCL	Capital/CIL	Yes	Yes, work all minority groups
Clear identity for each park e.g. Victoria Park celebrates its heritage	(2)	M	HCL	Existing/ CIL	Yes	N/A
Interpretation and signage	(2)	S/M/L	HCL	Sponsorship / Capital	Yes	No
Maidstone has every type of park and should celebrate this	(2)	S	HCL	Exiting	No	No
Appropriate planting and variety so the parks look different and fulfil different needs	(2)	S	HCL	Existing, Heritage Lottery	Yes	Consider potential sponsorship
Bringing workforce into borough – Skill's academy	(2)	M/L	HCL	Capital and Revenue	Yes	Yes/ work with Hadlow College
Amphitheatre – improve usage	(Pride)	M/L	HCL	Existing	No	Yes - Riverside Partnership

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Rural

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Promote out of town centre	(1)	M	ALL MBC	Limited – Parishes can raise money	No	Parishes

Museum

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Museum needs an upgrade	(1, Pride)	S/M/L	HCL	£5-7m	Yes	Funding, sponsorship,

						grant raising, MMF, BLF, Arts Council
Future for Carriage Museum – Review of options	(1)	M/L	HCL	?	Yes	Yes/ Arts Council
Museum Plan – more promotion – Fremlin Walk Pop Up Shops 2019	(3)	S	HCL	Increase publicity resources	No	N/A
Make it exciting/interesting – Linked to Museum Upgrade/ Refurbishment	(3)	S/M	HCL	Include within upgrade	Yes	N/A
Pop up museums in villages (Museum on the Move) -bid being prepared to the Arts Council for project funding.	(Pride)	M/L	HCL	Minor Capital/ Art Council grants	Yes	Yes/ Parish Council's/ Libraries/ Community Centres
Arts Cinema	(1)	M	HCL	Part of Museum Upgrade	Yes	Yes with film societies

Heritage/ History

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TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Heritage Trails	(1)	S/M	HCL	Minimal	Yes	Work with local groups
Town and Village Tour Guides – historical	(1)	S/M	HCL	Limited Staffing	Yes	Volunteers
Local Plaque Scheme	(3)	M	HCL	Minor Resources $106, CIL, Parish Precepts	No	One Maidstone, Parishes
Local plaque scheme – make more people aware of it – trail	(Pride)	S	HCL	Minimal	Yes	Work with Museum
Educate the history of our towns and villages	(Pride)	M/L	HCL	Organise talks	Yes	Work with Museum and local historical societies
Historical connections should celebrate this.	(Pride)	S/M/L	HCL	Minimal, Exhibitions etc	Yes	Work with Museum and local historical societies

				None, cultural use of words		
Don't use the words 'heritage' and 'respected'	(3)	S	HCL	None, cultural use of words	No	N/A

Town Centre

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Painting empty shop fronts	(1),(Pride)	S/M	ECON	Minimal, One Maidstone	Yes	One Maidstone, Mall, Shop Owners
Town Centre – has become open and wide which loses the hustle and bustle and Engage with business owners to improve the street scene	(Pride)	M/L	ECON/ HCL	Unknown	Yes	Yes/ One Maidstone
Engage with One Maidstone	(Pride)	S	HCL	None	Yes	Establish potential for a cultural partnership
Approach to vacant premises to use them as short term licences for arts studiosldsing	(Pride)	M	ECON/ HCL	Minimal	Yes	Work with landlords and artists to establish short term licences/ leases to use empty retail units
More soft landscaping – town centre is too hard, dirty	(Pride)	L	ECON/ CHE	Minimal staffing	Yes	Yes, One Maidstone
A boards – historic streets e.g. Gabriel's Hill look unsightly. Shouldn't have them – enable hanging signs	(Pride)	M/L	Planning	Planning Enforce.	No	
Granada House – unsightly and is MBC property, should lead by example	(Pride)	S/M/L	ECON	Capital	Yes	N/A
Heritage document for Gabriel's Hill	(Pride)	M	HCL	CIL/ $106	No	Use heritage to refurbish buildings
Twilight economy	(Pride)	M/L	ECON	Marketing	No	Yes/ work with restaurants and twilight economy businesses
Trees in Jubilee Square	(Pride)	M/L	HCL	Minimal, additional standard	Yes	N/A

				trees		
Needs more planting and greenery	(Pride)	M/L	HCL	Up to £10,000 plus ongoing mtce.	Yes	Yes/ One Maidstone

Natural Environment

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
New Bio-Diversity Plan (education – public, Councillors, MBC staff)	(1)	S	HCL	In Budget	No	Yes/ training for Councillors and MBC Staff (compulsory)
Wilding Maidstone	(1)	S	HCL	In Budget	No	Continue
Environmental Audits - Audit operations to check carbon impact	(1, 4)	M	PRC	Staff Training across all MBC Services and Teams	Yes	N/A
More Trees in Streets etc	(4, Pride)	S/M/L	CHE	Budget for tree planting schemes	Yes	Yes/ Local Residents
Wider "green spaces" – verges, central reservations	(2)	S/M/L	HCL	Minimal, use current budget differently	Yes	N/A
Make it part of people's everyday life	(4)	S/M/L	HCL	Publicity	Yes	Yes/ local residents and community/ environmental groups
How people can enjoy their environment and wildlife	(4)	S/M/L	HCL	Publicity	Yes	Yes/ local residents and community/ environmental groups
Take seriously housing and transport issues	(4)	S	All MBC	None	No	N/A
Demonstrate to public what is possible e.g. wildflower meadows, Go Green Go Wild	(4)	S	HCL	Minimal, use current	Yes	Yes/ local residents and

				budget differently		community/ environmental groups
Give staff more expertise and encourage them to engage with the public on what they are doing e.g. pruning and give them confidence to pass on their knowledge through conversations	(4)	M/L	HCL/PRC	Minimal, use current budget differently	Yes	N/A

Young People and Children Activities

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Holiday Activity Review – Scrutiny Review	(1)	S	HCL	Minor staffing for Scrutiny review (Leisure Ctr Profit Share)	Yes	Yes/ Scrutiny Review Process
Holiday Activity Review – follow up outcome of scrutiny review -Dependent on above, schemes tend to be cost recovery with sponsorship and charging etc	(1)	M	HCL	Dependent on above,	Yes	Yes/ with current and potential partner organisations
Children's Play Areas – consider the 1/2mile radius spacing	(2)	S/M	HCL	CIL/ $106	No	
Is there enough for teenagers? Successors to youth clubs – Scrutiny Review	(Pride)	S	HCL	Minor staffing for Scrutiny review (Leisure Ctr Profit Share)	Yes	Yes/ Scrutiny Review Process
Is there enough for teenagers? Successors to youth clubs – Follow on – follow up of scrutiny review	(Pride)	M	HCL	Dependent on above	Yes	Yes/ with current and potential partner organisations

River

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
River Walk – bring the river to life	(1)	S/M	HCL	CIL/ $106	Yes	Yes/ River

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						Partnership
Bringing the River back to the people	(1)	S/M	HCL	CIL/ $106	Yes	Yes/ River Partnership
Consider how to use the Riverside Amphitheatre	(Pride)	M/L	HCL	Minimal	No	No

Sport

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Sport – International Athletes (make the most of them)	(Pride)	S/M/L	HCL	Minimal/ use of Borough Insight	Yes	Yes/ sports Clubs and Maidstone Leisure Centre
Sports Festival – next year	(Pride)	S/M	HCL	In Budget (within current DMP Plan)	No	Yes/ sports clubs and Maidstone Leisure Centre

Volunteering

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Volunteering – Increase opportunities in Parks, Museums, Residents Groups, Arts	(Pride)	S/M	HCL	Need minimal increase in staffing with voluntary co-ordinators in Parks Service (continue current fixed term role) and Museum (0.2fte)	Expand current approach	Yes with Volunteers
Health and wellbeing use HCL services to work that way	(Pride)	M	HCL	As above	Yes	Yes with Involve and West Kent CCG
Bio-Diversity and Environmental Sustainability Volunteering opportunities	(4)	S	HCL	As above	Yes	Yes with volunteers

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Appendix 1

General

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TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
What is Heritage – Mapping Services not just MBC - Scrutiny	(1)	S/M	HCL	Minor staffing for Scrutiny review (Leisure Ctr Profit Share)	Yes	Yes, scrutiny process
Promote what we've got here – Hush Heath and Chappel Down	(1)	S	HCL	DMP	Yes	Yes with attractions
Communicate what's available	(1)	S	Insight	Use of Borough Insight	No	No
Don't try to be all things to all people – focus on what we are good at	(1)	S/M/L	ALL MBC	Align Financial and Staffing Resources to the new Strategic Plan	Yes	No
Be clear about what our standard is	(1)	M	ALL MBC	None, needs members clarity	No	No
Identify any gaps in leisure provision	(1)	M/L	HCL	Need to do above scrutinises and a desktop review	Yes	N/A
Show people the opportunities Talk the place up not down – highlight everything that does happen and what's good in the Borough	(1, Pride)	S/M/L	Insight	Use of Borough Insight	No	No
Pride in the place you live – not just the town of Maidstone	(Pride)	S	ALL MBC	None	No	N/A
People should feel safe	(Pride)	S	CHE	Current Service	No	Yes Police, One Maidstone
We have to have the pride first – it starts with us	(Pride)	S	ALL MBC	Align Financial	No	N/A

				and Staffing Resources to the new Strategic Plan		
Look nice–we need to get our bits right and then engage with other land owners	(Pride)	M/L	ALL MBC	Use of property and Mtce Budgets	No	N/A
Street furniture – railings, lamp posts, signs	(Pride)	L	SPST	Needs policy enforcement	No	N/A
Tougher against anti-social behaviour	(Pride)	M/L	CHE	?	No	Yes with police and other agencies
Bio-fuel/electric – encourage own/contractors fleet	(4)	M/L	PRC	Capital	Yes	No
Keeping the Borough clean and tidy – well maintained	(4)	S	CHE	In Budget	No	No

Parishes

TOPIC	Strategic Plan Ref.	Timescale	Cttee.	Resources	Is it new	Partnership
Encourage parishes to use their and MBC open spaces	(2)	S	HCL	No	No	Yes/ Parishes
Tap into parishes more	(2)	S	ALL MBC	No	No	Yes/ Parishes
Work with Parishes	(1)	S	HCL/PRC	No	No	Yes/ Parishes

HERITAGE, CULTURE AND LEISURE COMMITTEE	2 April 2019

Tourism Destination Management Plan – One Year Action Plan

Final Decision-Maker	Heritage, Culture and Leisure Committee
Lead Head of Service/Lead Director	John Foster - Head of Regeneration and Economic Development
Lead Officer and Report Author	Laura Dickson - Visitor Economy & Events Development Manager
Classification	Public
Wards affected	All

Executive Summary

The Tourism Destination Management Plan 2015-2018 has been reviewed and a new one year rolling action plan developed.

This report makes the following recommendations to the Heritage, Culture and Leisure Committee

1. That the new one year rolling action plan for the Tourism Destination Management Plan is adopted.

Timetable

Meeting	*Date*
Heritage, Culture and Leisure Committee	2 April 2019

Tourism Destination Management Plan – One Year Action Plan

1.   INTRODUCTION AND BACKGROUND

1.1   The Tourism Destination Management Plan (DMP) was adopted by Heritage, Culture and Leisure Committee in July 2015 and an accompanying three year Action Plan was endorsed by the Committee.

1.2   In November 2018 Committee agreed that the DMP should be reviewed and a new one year rolling action plan developed.

Review

1.3   Destination Management Consultancy Blue Sail, who produced the original Destination Management Plan in 2015, were appointed to undertake the review and action plan update.

1.4   The original plan was analysed through a series of industry consultations, surveys and workshops looking at developments and changes since 2015, including the recent Economic Impact of Tourism in Maidstone report.

1.5   Key businesses from all parts of the tourism sector were invited to attend a workshop facilitated by Blue Sail on the 6th February 2019. Over 50 key tourism sector businesses and organisations took part in a series of exercises that took a fresh look at the DMP, and identified actions that could contribute to shaping the plan.

1.6   Members were invited to a consultation workshop that same day. The workshop started with feedback from the morning session followed by member's input into determining the actions that aligned with the council's priorities.

1.7   The final report and action plan can be found in Appendix 1.

1.8   There is no dedicated DMP budget. Projects are funded through a combination of existing related budgets, funding from the Kent Business Rates pool, collaboration with the sector and bids for funding to appropriate sources. The action plan identifies the key partners required to deliver actions.

1.9   The annual tourism service budget is also used to support the DMP work. The marketing budget is £31,000 and is dependent on £15,000 income target for advertising revenue on the website and publications.

2.   AVAILABLE OPTIONS

2.1   That the one year action plan is adopted. It provides achievable actions that stakeholders have agreed, and provides the strategic direction for the visitor economy. **RECOMMENDED**

2.2   That the one year action plan is not adopted. This would effectively decommission the DMP and dismiss the views of those businesses and stakeholders who inputted into the review. **NOT RECOMMENDED**

2.3   That the one year action plan is adopted subject to changes requested by committee. The plan was developed through wide consultation with the tourism industry locally and with members of the council through the workshop consultation. The action plan has been developed with all those views already considered. **NOT RECOMMENDED**

3.   PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1   That option 2.1 above is approved. The action plan is for all tourism stakeholders in the borough and was agreed by the range of businesses and organisations from across the visitor economy sector who attended the planning workshop. The action plan takes into account that the main focus of the original DMP remains valid and that by introducing a rolling one year plan it is focused on achievable outputs.

3.2   Without a strategic plan, the potential to grow the visitor economy is reduced and may lead to disparate activity that is unconnected. The DMP has brought together Maidstone's tourism industry, working in partnership to ensure that Maidstone can increase the volume and value of an industry that is one of the few growth industries in the country. Without a plan that focuses on the growth markets, the volume and value of tourism may decline.

4.   RISK

4.1   The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

5.   CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1   The committee agreed that the review take place and for there to be for workshops for both tourism stakeholders and members as part of the review process

6.   NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1   An MBC officer group from across relevant departments will be established to ensure actions and joined up thinking takes place. Working groups

relating to specific actions will be set up. These may be council or industry led.

6.2 The DMP Board will continue to oversee the progress of the action plan.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve the corporate priority of A Thriving Place.	Head of Regeneration and Economic Development
Risk Management	Already covered in the risk section	Head of Regeneration and Economic Development
Financial	As set out in paragraphs 1.8 and 1.9 of the report, the Destination Management Plan will be delivered within the constraints of existing available funding and so will need no new funding for implementation.	Section 151 Officer & Finance Team
Staffing	We will deliver the recommendations with our current staffing.	Head of Regeneration and Economic Development
Legal	Each local authority has a statutory duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". The Tourism Destination Management Plan and the new one year rolling action plan demonstrate compliance with that duty.	Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	Data will be held and processed in accordance with the data	Team Leader (Corporate Governance),

	protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality.	MKLS
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Equalities and Corporate Policy Officer
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Head of Regeneration and Economic Development
Crime and Disorder	The recommendation will have no impact on Crime and Disorder	Head of Regeneration and Economic Development
Procurement	There are no procurement implications at this stage	Head of Regeneration and Economic Development

8.   REPORT APPENDICES

The following documents are to be published with this report and form part of the report:

- Appendix 1: Destination Management Plan - One Year Action plan 2019

9.   BACKGROUND PAPERS

DMP 2015-18 https://www.maidstone.gov.uk/home/primary-services/council-and-democracy/primary-areas/your-councillors?sq_content_src=%2BdXJsPWh0dHBzJTNBJTJGJTJGbWVldGluZ3MubWFpZHN0b25lLmdvdi51ayUyRmRvY3VtZW50cyUyRnM0MzIwMCUyRkRlc3RpbmF0aW9uJTIwTWFuYWdlbWVudCUyMFBsYW4lMjAlTIwQXBwZW5kaXglMjBJJTIwLSUyMERyYWZ0JTIwRGVzdGluYXRpb24lMjBNYW5hZ2VtZW50JTIwUGxhbi5wZGYmYWxsPTE%3D

MAIDSTONE DESTINATION MANAGEMENT PLAN FOR 2019

REPORT FOR MAIDSTONE BOROUGH COUNCIL

MARCH 2019

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1 ABOUT THIS PLAN

This is a one year rolling action plan to commence in April 2019. It is a practical document for use by everyone involved in developing, marketing and managing tourism in Maidstone.

The original DMP covered the three years 2015-2018 and most of the actions within the Plan have either been completed or are underway. The Shared Story, target market segments and the main themes set out in the original Plan remain valid. Therefore, moving forward, the objective is to develop a rolling plan of actions, reviewed annually. That way the momentum of the DMP is sustained and there is a regular opportunity for partners to check the direction of travel is responding to emerging trends, new opportunities and changes in the marketplace.

This first annual action plan has been developed through a process of review and analysis, a business survey, and an industry workshop where around 50 businesses drawn from across the Borough and representing all parts of the sector, came together and worked through a series of exercises facilitated by Blue Sail. Participants took a fresh look at the key strands that make up the DMP and identified the actions for 2019 to contribute to shaping this Plan. We fed back the key messages arising from the workshop to local councillors to get their views on the DMP and how actions aligned with wider Council priorities.

The big things that came out of the process are:

▶ **Connecting town and countryside** - there should be a stronger focus on finding opportunities to connect the town and countryside to drive more overnight stays.

▶ **Distinctiveness** - creating and promoting distinctive experiences is essential to a successful destination and can be used to strengthen competitive positioning, extend the length of trip, diversify the evening economy and support local pride.

▶ **Collaboration** – is essential to deliver the Plan and create a sustainable industry – that is collaboration between businesses and between businesses and the Council.

▶ **Transport connections** - at a strategic level, improved transport connections are an important enabler and the needs and views of the tourism sector need to be incorporated in transport planning.

▶ **Digital communication & visitor information** - the importance of digital solutions is paramount for visitor marketing and communications, for trails, interpretation and for transport and other visitor information needs.

Businesses agreed that the three strands of the DMP – County Town, Countryside and Events – remained central but that the sub-themes for the County Town (River, Access & Visitor Management and Distinctiveness) had wider applicability across the Borough

and were of equal importance to the three original strands to the Plan. A sixth strand of People was identified with a focus on employment and careers in the sector.

Here are the six strands. The Action Plan has identified activity for each strand over the coming year.

▶ **River** – a strong emphasis for investment in the original Plan, it remains a priority and activity should encourage visitors to move between the town and countryside

▶ **Distinctiveness** – essential for competitive positioning and an opportunity for collaboration between businesses using the Shared Story

▶ **Events** – another area of focus over the last three years and a recognition that there is more to do and a need to make more of what is already happening

▶ **Access and visitor management** – a need to focus on transport and to prioritise digital innovation and investment

▶ **Countryside** – to develop activity that grows the potential of the countryside and links with the town more strongly, including through working with more businesses

▶ **People** – a new strand focusing on careers in the industry, which will be built up over the next few years.
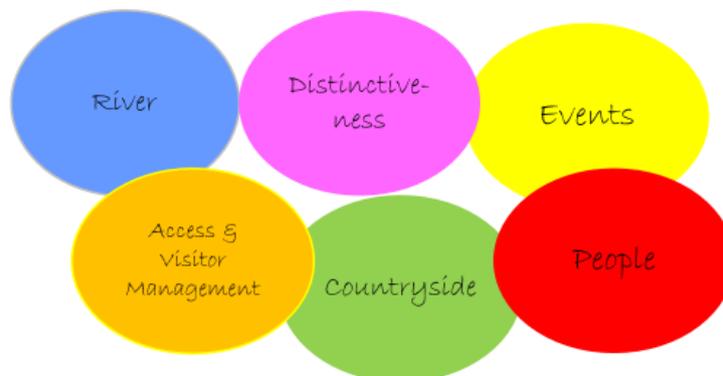
While many of the actions set out below are for the Council to lead, the responsibility for the action is spread across various departments. **To ensure joined up thinking and delivery, it would be helpful to establish a cross-department officer group.** The river and events each have their own industry-led delivery group and the new People strand will work through existing groups to ensure Maidstone contributes to the skills and careers debate and benefits from regional and county initiatives.

2 THE ACTION PLAN

Here are the actions for the financial year April 2019 to March 2020. Longer-term actions identified by businesses at the workshop and ongoing/longer term actions from the 2015-2018 DMP are also captured here to ensure they are revisited as part of the rolling programme.   Lead partners are shown in **bold.**

RIVER

Action	Who needs to be involved
Design and produce wayfinding maps – digital and print format	**Maidstone Borough Council** working in partnerships with **Maidstone River Park Partnership**
Enhanced coordinated promotion of activities & attractions along the river to encourage visitors to explore further	**Maidstone River Park Partnership** working with local river businesses in the town and countryside
Identify locations for cycle racks; explore potential for cycle racks to be provided at visitor attractions/cafés along river; identify funding support to enable (delivery for 2020/21 onwards)	**Maidstone River Park Partnership** Visitor attractions/cafés **Maidstone Borough Council,** Kent County Council, One Maidstone
Audit volume, location and maintenance of bins and public lavatories along river within Borough to identify needs and potential sites for extra provision (delivery for 2020/21 onwards)	**Maidstone River Park Partnership** and volunteers
Improve facilities for events at amphitheatre for enhanced programme in 2020 onwards including evening events to create more diverse evening economy	**Maidstone Borough Council, Maidstone River Park Partnership** One Maidstone
Establish a regular clear up/maintenance programme – litter picking (on footpaths and on the water), vegetation management etc	**Maidstone River Park Partnership, Maidstone Borough Council,** visitor attractions/cafés, landowners, Environment Agency
Achieve CIC status for Maidstone River Park Partnership	**Maidstone River Park Partnership**

Longer term actions are:

▶ **Create more river-based events & activities** that appeal to visitors, animate the river and contribute to extending the visitor day into the early evening.

▶ **Explore opportunities for more camping cabins/pods** - to enable long distance walking and canoeing.

▶ **Continue to monitor car parking and investment in moorings** - to meet demand at locations across the Borough.

▶ **Continue with footpath investment along river** – including signing to include distances to key points and accessibility for cyclists.

DISTINCTIVENESS

Action	Who needs to be involved
Ensure Local Plan recognises importance of local distinctiveness for tourism, prioritises it and identifies specific food and drink and arts related opportunities for Maidstone.	**Maidstone Borough Council**
Review Visit Maidstone promotional material – messages, stories and communication media – to strengthen messaging	**Maidstone Borough Council** working with local businesses
Identify ways to capitalise on Garden of England, e.g. through eating establishments using and promoting local food and drink more prominently on their menus, developing more food and drink related trails across the countryside and strengthening their promotion (some actions for implementation 2020/21) Also explore and shortlist arts projects e.g. trails, promotions to position Maidstone's creativity more strongly (for implementation 2020/21)	**Maidstone Borough Council** working with local businesses, One Maidstone and arts organisations
Use Shared Story to inspire the creation of local business-led experiences – town and countryside	**Maidstone Borough Council,** One Maidstone, arts organisations, visitor attractions, cultural venues and businesses, accommodation, shops and food businesses (small producers and cafés, restaurants and pubs)

Action	Who needs to be involved
Continue to add to the image library to increase the range of creative 'only here' images. Ask stakeholders who have contemporary-style images e.g. Hush Heath Estate, for permission to add theirs to the destination library. Promote the library to local businesses to increase use of the resource and ensure consistent messaging	**Maidstone Borough Council**
Review toolkit materials for update/expansion with particular focus on needs of cultural businesses (to deliver and promote to all tourism-related businesses in 2020)	**Maidstone Borough Council**

Longer term actions are:

► **Encourage quality tourism and cultural businesses into Maidstone –** through inward investment priorities and messaging, providing targeted support for small creative businesses.

► **Develop a closer relationship with cultural organisations and cultural businesses –** to develop cultural experiences and promotion.

► **Continue to pursue a shopfront improvement scheme** – pilot in Maidstone and consider for other smaller towns.

► **Develop more themed itineraries and trails across the Borough –** and engage with a wider range of businesses to deliver this.

EVENTS

Action	Who needs to be involved
Create and sustain a proactive Events Group	**Leeds Castle and other large events venues, Maidstone Borough Council (to lead on helping to establish but then to become member with private sector leadership)**, visitor attractions, accommodation businesses and locally based event companies/large event organisers

Action	Who needs to be involved
Launch Event app - an event notification and software tool for large events in the borough, and for the booking of Maidstone Borough Council parks and open spaces for events. Event organisers can submit all event notification and all event management documentation for the Safety Advisory Group.	**Maidstone Borough Council, Events Group**
Develop evening elements to events and festivals	**Events Group**
Undertake a review of traffic management for events to identify opportunities to improve arrangements	**Events Group, Safety Advisory Group (SAG), Kent County Council Highways Department**, emergency services, local businesses

Longer term actions are:

▶ **Continue with the annual themed "the summer of….."** festival season.

▶ **Combine smaller events under a single umbrella** - to strengthen offer and widen impact

▶ **Develop events packages** – involving hotels and attractions.

▶ **Continue to develop and deliver new markets in different town centre locations** - and develop a calendar of markets throughout the year.

ACCESS & VISITOR MANAGEMENT

Action	Who needs to be involved
Get businesses involved in Kent Big Weekend e.g. both recommending attractions to be included and taking part to grow their knowledge and enable them to recommend to their visitors	**Visit Kent,** Maidstone Borough Council, visitor attractions, accommodation and retail businesses
Review parking charge arrangements from visitor perspective, e.g. pay on departure, potential role of parking app. Identify and learn from case studies of best practice (to implement in 2020/1)	**Maidstone Borough Council**

Action	Who needs to be involved
Develop more walking and cycling experiences, packages and promote them to encourage visitors to drive less once they've arrived	**Kent Downs AONB, One Maidstone,** Explore Kent, Maidstone Borough Council, South East Trains

Longer term actions are:

▶ **Encourage more businesses to develop evening activities and promotions** – to develop and manage the evening economy and perceptions of the town after dark. This is a cross-cutting ongoing action with opportunities under the distinctiveness and events strands, and in marketing and promotion.

COUNTRYSIDE

Action	Who needs to be involved
Walking Festival – plan pilot launch for Autumn 2019 – to extend season and test concept	**Maidstone Borough Council,** Explore Kent, Kent Downs AONB, Ramblers Association, Visit Kent, Kent County Council, tourism businesses
Tackle fly-tipping - promote Country Eye app	**Kent Police, Heritage Watch,** Maidstone Borough Council
Develop a More to Maidstone campaign that promotes countryside experiences to local residents and businesses to create ambassadors	**Maidstone Borough Council,** all businesses, Kent Downs AONB, Visit Kent
Develop interactive digital map provision (roll out 2019/2020/1)	**Explore Kent, Visit Kent,** Kent Downs AONB, Maidstone Borough Council

Longer term actions are:

▶ **Build up the Walking Festival over three years** – expand and evolve to create a distinctive walking festival.

▶ **Achieve "Walker Friendly" destination status using the Cyclist Welcome and Walkers Welcome** – and promote that status.

PEOPLE

Action	Who needs to be involved
Agree how best to work with existing County and regional groups to ensure engagement and dissemination of information across the sector	**Kent Hospitality and Tourism Guild, Kent County Council,** tourism businesses, Maidstone Borough Council (to help set up)

Action	Who needs to be involved
Familiarisation trips for school pupils to local tourism businesses (as part of More to Maidstone)	**Kent Hospitality and Tourism Guild, hotels and visitor attractions, Kent County Council education service**

Longer term actions will emerge from closer collaboration with existing groups and include:

▶ To offer Continued Professional Development (CPD), internships, apprenticeships opportunities, work experience and placements for students in tourism SMEs working with Mid-Kent College, schools and the Kent Hospitality and Tourism guild.

Heritage, Culture and Leisure Committee	2 April 2019

Cemetery Improvements Update

Final Decision-Maker	Heritage, Culture and Leisure Committee
Lead Head of Service/Lead Director	William Cornall, Director of Regeneration and Place
Lead Officer and Report Author	Jennifer Shepherd, Head of Environment and Public Realm
Classification	Public
Wards affected	All, but specifically Shepway North

Executive Summary

Following approval from Heritage Culture and Leisure Committee in September 2018, this report outlines the progress made so far to improvements at Maidstone Cemetery. The report also proposes a revised budget considering the reduced capital funding now available for the project.

This report makes the following recommendations to Heritage, Culture and Leisure Committee

1. That continuing to deliver the Cemetery improvements through a two phased approach is agreed
2. That the car park expansion is delayed until Phase 2 of the improvements
3. That £70,000 surplus income generated by Bereavement Services and Grounds Maintenance in 2018/19 is used to support the remaining capital budget for the project

Timetable	
Meeting	*Date*
Corporate Leadership Team	Tuesday 5 March 2019
Heritage, Culture and Leisure Committee	Tuesday 2 April 2019

Cemetery Improvements Update

1. **INTRODUCTION AND BACKGROUND**

1.1 In September 2018, the Heritage Culture and Leisure Committee approved the investment of capital funding originally set aside for the delivery of a Pet Crematorium towards improvements at Maidstone Cemetery. A map of the Cemetery is provided in Appendix 1.

1.2 The Committee agreed that a two-stage development should be carried out to improve the welfare facilities, parking, cremated remains section and reopen the Chapel.

1.3 The report set out that the projected cost for Phase 1 of the improvements would be £205,500 including demolishing the gate keepers house, creating a new staff welfare facility, extending the cremated remains section, increasing security of the site and extending the existing car park. At the time of the report, there was £213,000 remaining in the Capital Fund for Bereavement Services. The Committee agreed that this funding should be used for Phase 1 of the improvements.

1.4 Phase 2 of the work would be the repair to the Chapel, which has been closed since 2006. Previous condition surveys had identified that structural repairs are needed to the spire as the risk of falling masonry was the primary reason for the Chapel's closure. Electrical work, internal repairs and decoration, removal of asbestos and roof repairs are also required. The projected cost to reopen the Chapel and refurbish the neighbouring toilet block is £222,000. The Committee supported this work and recognised that further funding would have to be requested through the Policy and Resources Committee for the work to be undertaken. The intention was for this funding to be sought once the work on Phase 1 was progressing and actual costs had been established.

Progress Update

1.5 The first step of the Phase 1 improvements was gaining planning permission for the demolition of the Gate Keepers House within the Cemetery. This was granted on 29 November 2018.

1.6 A procurement process was then carried out for the work and Bromley Demolition was appointed to carry out the work at a cost of almost £30,000. This is significantly more than the original estimate for the work obtained as part of the business case for the improvements.

1.7 The stone pillar in the middle of the gate has been temporarily removed to enable large vehicle access to the site for the demolition. This is currently being stored and will be reinstated once the work on site has been completed.

Photo 1: The widened gateway into the Cemetery

1.8   Demolition of the Gate Keeper's House is progressing well with only the remaining rubble left to be removed from site.

Photo 2: The remains of the building being removed from site

Photo 3: Remaining base of building

1.9 It was determined that a decision about the provision of new welfare facilities should be made once the Gate Keepers House is removed as this will enable further assessment of the condition of buildings foundations and whether this location or the original location of the welfare facilities would be most suitable for the future. The demolition of the house is due to be completed by the end of March 2018.

1.10 As the staff welfare facilities are unlikely to be in place until Autumn 2019, work has been undertaken to improve the existing facilities including a deep clean and new furniture. Staff will be consulted on the proposed welfare facilities to enable them to contribute ideas and suggestions for the new building.

Financial Update

1.11 The original estimate for Phase 1 of the improvements is set out below:

Phase 1	£
Demolishing Gate Keepers House	15,500
New staff welfare facilities	125,000
Extension of Cremated Remains Section	15,000
CCTV / Security	10,000
Car Park expansion	40,000
TOTAL	**205,500**

1.12 However, the demolition of the Gate Keepers House and temporary access changes have increased this cost by almost £19,500.

1.13 At the time of the last report to the Heritage Culture and Leisure Committee the intention was to fund Phase 1 from the remaining Capital Fund for Bereavement Services. This was identified as £213,000, as funding had already been used to carry out significant expansion of the Crematorium car park as well as funding a replacement cremulator, Cremator relining and provision of fireproof cabinets.

1.14 Regrettably the full cost of the Crematorium car park work was not accounted for at that time as additional work was required than originally priced including the provision of a retaining wall, additional drainage and the inclusion of a horse-box area. This has resulted in the actual remaining budget being only £116,700, which is insufficient to cover the full cost of Phase 1.

1.15 However, the following revised budget is proposed:

Revised Budget	£
Remaining budget	116,700
Additional income from Crematorium	50,000
Virement from Grounds Maintenance Income	20,000
TOTAL Budget	**186,700**

Revised Cost of Phase 1 (exc. car park expansion)	185,000

1.16 It is proposed that £50,000 from the additional income generated by the Crematorium this year is transferred to the Capital Fund to support the delivery of Phase 1. In addition, it is proposed that £20,000 is transferred from the additional grounds maintenance commercial income and is used for the extension of the Cremated Remains Section. This will be a one-off transfer of additional income for 2018/19 which is not required to balance the budgets this year.

1.17 Given the reduced budget, it is also recommended that the car park expansion is delayed to Phase 2. This will also enable the space created by the demolition of the house and repositioning of the staff welfare facilities to be fully assessed and the options for maximising parking capacity to be explored.

1.18 In order to reduce the cost further, it is proposed that options for a prefabricated welfare facility are further considered. Both long term and short term, temporary solutions will be explored, however the complete cost will be factored in to the decision-making process.

1.19 Once the full costs of Phase 1 are known, specifically those for the welfare facility, capital funding for Phase 2 will be sought from Policy and Resources Committee. The business case will be presented to demonstrate the potential return on the investment through the generation of income from the Chapel.

2.   AVAILABLE OPTIONS

2.1   The Heritage, Culture and Leisure Committee could decide to continue to support the investment in the Cemetery and agree that the funding outlined in 1.15 is secured for Phase 1 improvements.

2.2   The Committee could recommend that a report is taken to Policy and Resources Committee to request capital funding for the completion of Phase 1 including the car park expansion as well as Phase 2.

2.3   Alternatively, the Committee could decide that a different programme of investment is considered, and the two-phase approach previously agreed is amended to reflect the Capital Fund available.

2.4   The final option that the Committee could consider is that no further investment should be made at the Cemetery once the demolition work is completed.

3.   PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1   It is recommended that the option set out in 2.1 is agreed. This will enable work to continue as planned at the Cemetery, improving the facilities for the staff working there and generating long-term income through the extension

of the Cremated Remains Section. This option also utilises additional commercial income generated by Bereavement Services and Grounds Maintenance.

3.2   Option 2.2 would also enable the planned work to continue however would rely on further Capital funding being made available by Policy and Resources Committee. As additional capital funding is already required to deliver Phase 2 of the project, reinvestment of income generated by the associated services would be more appropriate.

3.3   Options 2.3 and 2.4 are not recommended as this would impact the level of improvements achieved. The staff welfare facilities have already been highlighted as unacceptable for the long term and the existing Cremated Remains Section will be full by 2023. Therefore, the original objectives of the project would not be met.

4.   RISK

4.1   The risks associated with the original business case for the improvements are still valid and are included in Appendix 2.

4.2   There is a risk to the Council if the work is not undertaken as the buildings will continue to deteriorate putting greater risk and financial burden on the Council. In addition, if the staff welfare facilities are not replaced in the medium term, the working practices will need to be changed and consideration made as to whether the staff are based at the Park Wood Depot instead.

5.   NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

5.1   Once approved, the project team will start evaluating the options for the staff welfare facility.

5.2   Engagement with Ward Members, Heritage Culture and Leisure Committee and residents surrounding the Cemetery will be very important, and we will require the Communications team to assist with that. The team will also need to ensure that the Funeral Directors and Arrangers are kept abreast of proposals and the work being undertaken.

6.   CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The recommendations support the Council's priority for a *Respecting the character and heritage of our Borough* through preserving and enhancing Maidstone Cemetery	Head of Environment and Public Realm

	for future generations.	
Risk Management	See Appendix 2	Head of Environment and Public Realm
Financial	The proposals set out in the recommendation can be partly funded from Capital money already set aside from the pet crematorium project. Other funds could be invest to save from the projected revenue or to seek the possibility of additional capital funding.	[Section 151 Officer & Finance Team]
Staffing	We will deliver the recommendations with our current staffing.	Head of Environment and Public Realm
Legal	Legal Services will work with Procurement and Property to ensure that any contractors used will comply with the Borough Councils guidelines. Any necessary agreements or contracts entered into must be in accordance with the Council's Contract Procedure Rules. Agreements and contracts should be in a form approved by the Legal Services Manager and should identify key activities and outputs so that performance can be can be properly and regularly monitored.	Team Leader (Corporate Governace), MKLS
Privacy and Data Protection	There are no specific privacy or data protection issues to address.	Team Leader (Corporate Governace), MKLS
Equalities	The EqIA should be revisited as part of this decision making to ensure a continued evaluation of the impact of this project on groups with protected characteristics.	Equalities and Corporate Policy Officer.
Public Health		

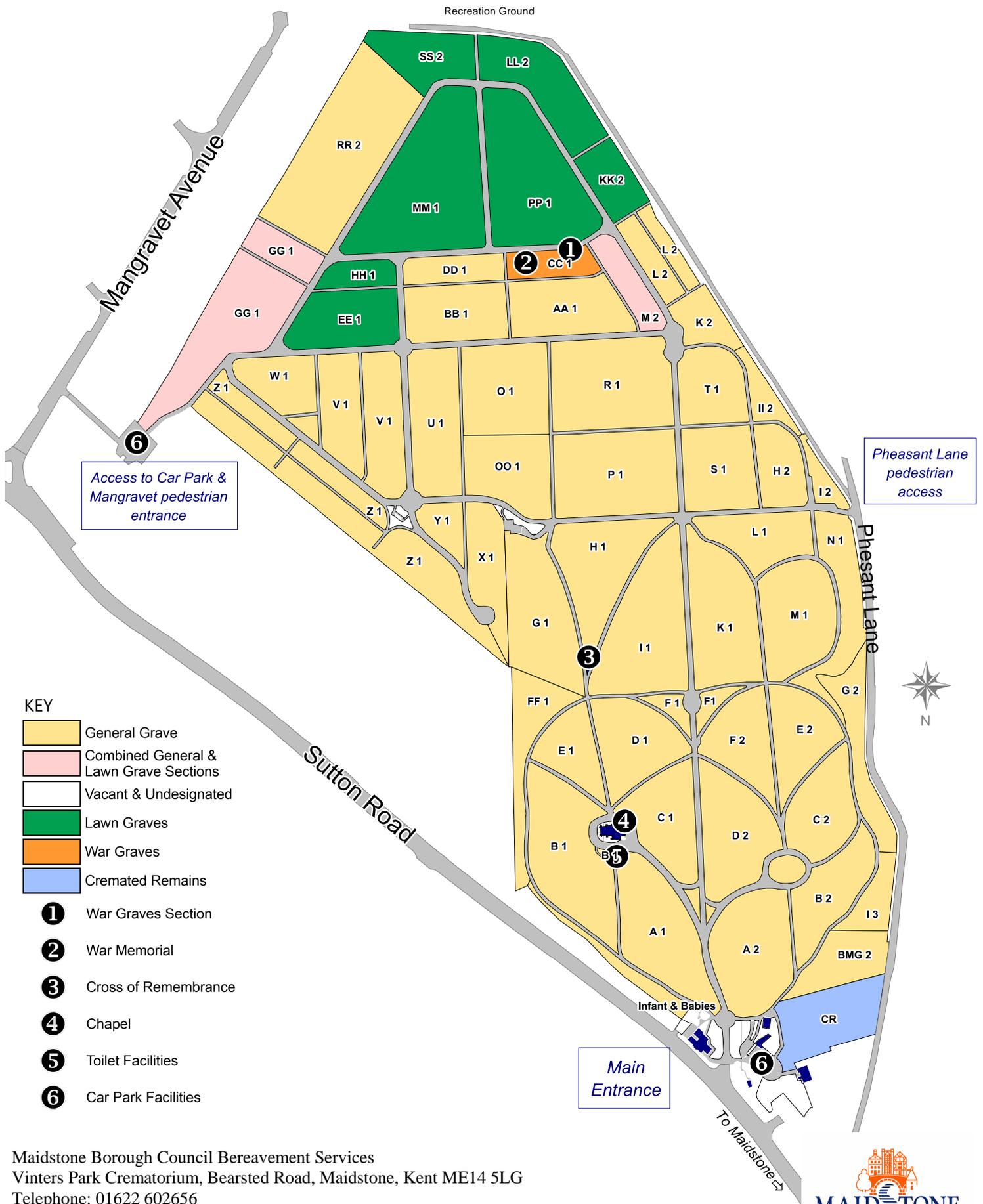|		
Crime and Disorder	By making the proposed changes at the Cemetery it is expected that the amount of burglaries and loss of MBC equipment will decrease	Head of Environment and Public Realm
Procurement	Should the value of the works require it, we shall use procurement to find suitable contractors.	[Head of Service & Section 151 Officer]

7. REPORT APPENDICES

- Appendix 1: Map of Cemetery
- Appendix 2: Risk Register

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8. BACKGROUND PAPERS

None

Maidstone Cemetery

Recreation Ground

Mangravet Avenue

SS 2
LL 2
RR 2
MM 1
PP 1
KK 2
GG 1
HH 1
DD 1
CC 1
L 2
GG 1
EE 1
BB 1
AA 1
L 2
M 2
K 2
W 1
Z 1
V 1
V 1
U 1
O 1
R 1
T 1
II 2
OO 1
P 1
S 1
H 2
I 2
Z 1
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H 1
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N 1
Z 1
X 1
G 1
I 1
K 1
M 1
FF 1
F 1
F 1
G 2
E 1
D 1
F 2
E 2
B 1
C 1
C 2
A 1
D 2
A 2
B 2
I 3
BMG 2
Infant & Babies
CR

❶ ❷ ❸ ❹ ❺ ❻

Pheasant Lane pedestrian access

Access to Car Park & Mangravet pedestrian entrance

Sutton Road

Pheasant Lane

Main Entrance

To Maidstone

N

KEY

- General Grave
- Combined General & Lawn Grave Sections
- Vacant & Undesignated
- Lawn Graves
- War Graves
- Cremated Remains

❶ War Graves Section
❷ War Memorial
❸ Cross of Remembrance
❹ Chapel
❺ Toilet Facilities
❻ Car Park Facilities

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MAID STONE
Borough Council

Appendix 2 – Risk Register

Service	Date Last Reviewed	Ref	Risk (short title)	Risk (full description)	Risk Owner	Key Existing Controls	Inherent rating			Treat?	Controls planned	Effective Date	Residual rating			Further Action
							Impact	L'hood	Grade				Impact	L'hood	Grade	
Bereavement Services	-		Not receiving full funding for development plan	Bereavement Services are striving to re-instate full burial services at the Cemetery, which means funding is required to brng the Chapel back into use. There are also other plans to expand our cremated remains section. Although significant funds are required for these projects, and other smaller projects at the Crematorium, we can show that income we will receive will fund the Cemetery project	Head of Environment of Public Realm	£360k Capital money set aside for for the Pet Crematorium that could be put towards these projects	4	2	8		Presenting to CLT and Heritage Culture and Leisure (HCL) Committee with full details so an informed decistion can be made	07/08/2018 for CLT 04/09/2018 for HCL	2	2	4	
Bereavement Services	-		Failure to implement changes	By not implementing these changes, certainly at the Cemetery, we continue to loose revenue from Chapel use; we have land sitting unused that could house 900 cremated remains graves; we do not improve the working conditions for the staff, or have a secure compound for equipment. The car park bereaved visitors use will still be total inadequate	Head of Environment of Public Realm	Working with internal and external providers to gain full information on how to implement these changes using best value	4	3	12		Regular meetings to chart progress and deal with issues as they arise		2	2	4	
Bereavement Services			Planning and Conservation agreements	As the Chapel and the Municipal Gate Lodge are Grade II listed buildings, we will need to ensure that the Conservation Officer is involved - engagement and site visits have already occurred. Planning will need to be sought for the removal of the gate keepers house and the building of a single or double storey building	Head of Environment of Public Realm	Working with internal and external providers to gain full information on how to implement these changes using best value	3	3	9		Regular meetings to chart progress and deal with issues as they arise		2	2	4	

Bereavement Services Future Development Plan Risk Register