

# ECONOMIC REGENERATION AND LEISURE COMMITTEE MEETING

Date: Tuesday 15 February 2022  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Cannon, Forecast, Harper, Hinder, Naghi, Newton, Round  
(Chairman), R Webb and S Webb (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.*

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<b><u>AGENDA</u></b>	<b><u>Page No.</u></b>
1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8. Minutes of the Meeting Held on 18 January 2022	1 - 3
9. Presentation of Petitions	
10. Question and Answer Session for Members of the Public	
11. Questions from Members to the Chairman (if any)	
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**Issued on Monday 7 February 2022**

**Continued Over/:**

*Alison Broom*

**Alison Broom, Chief Executive**

### **INFORMATION FOR THE PUBLIC**

In order to ask a question at this meeting in person or by remote means, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Friday 11 February 2022). You will need to provide the full text in writing.

If your question is accepted, you will be provided with instructions as to how you can access the meeting.

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Friday 11 February 2022). You will need to tell us which agenda item you wish to speak on.

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

To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk).

Should you wish to refer any decisions contained in these minutes to the **Policy and Resources Committee**, please submit a Decision Referral Form, signed by **three** Councillors, to the **Head of Policy, Communications and Governance** by: **Friday 28 January 2022**

## **MAIDSTONE BOROUGH COUNCIL**

### **ECONOMIC REGENERATION AND LEISURE COMMITTEE**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 18 JANUARY 2022**

**Present:** Councillors Cannon, Forecast, Harper, Hinder, Naghi, Round, R Webb and S Webb

109. APOLOGIES FOR ABSENCE

Apologies were received from Councillor Newton.

110. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no Substitute Members.

111. URGENT ITEMS

There were no urgent items.

112. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

113. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

114. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

115. EXEMPT ITEMS

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

116. MINUTES OF THE MEETING HELD ON 14 DECEMBER 2021

The Head of Regeneration and Economic Development confirmed that the museum's Learning and Events Team had secured Arts Council funding for a further year.

**RESOLVED:** That the Minutes of the meeting held on 14 December 2021 be approved as a correct record and signed.

117. PRESENTATION OF PETITIONS

There were no petitions.

118. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

119. QUESTIONS FROM MEMBERS TO THE CHAIRMAN

There was one question from a Member to the Chairman.

Question from Councillor Harper to the Chairman of the Economic Regeneration and Leisure Committee:

*"Can the Chair please encourage all members of this committee to wear face covering when attending meetings of his committee? This is both a public health issue with Omicron, but also one of Community Leadership. As the Economic Regeneration and Leisure Committee, our remit includes retail where the wearing of face covering is the law. Also all the officers of this committee are required to wear masks. As Councillors setting a standard by wearing masks in Committee Meetings shows we are doing what we can to encourage good public health."*

The Chairman responded to the question.

The full response was recorded on the webcast and made available to view on the Maidstone Borough Council website. To access the webcast recording, please use the link below:

<https://youtu.be/04AxhG9TxnA>

120. COMMITTEE WORK PROGRAMME

Concern was raised at the number of items scheduled for the February meeting of the Committee, and it was felt that the Future of the Leisure Centre item should be moved to the meeting on 15 March 2022 to ensure enough time for a comprehensive discussion.

**RESOLVED:** That the Committee Work Programme be noted.

121. REPORTS OF OUTSIDE BODIES

There were no reports of Outside Bodies.

122. MEDIUM TERM FINANCIAL STRATEGY AND BUDGET PROPOSALS

The Director of Finance and Business Improvement introduced the report and outlined the significant changes since the budget proposals were previously reported to the Committee. Following the announcement of the Local Government Finance Settlement 2022/23, the Council would receive £225,000 of Services Grant, £146,000 of Lower Tier Services Grant and the New Homes Bonus payments would be increased from £3.8 million in

2021/22 to £4.2 million in 2022/23. Inflation had caused additional pressure as it was significantly higher than the 2% base assumption in the budget.

Within the revenue budget, £99,000 had been allocated for a permanent Arts and Culture Officer and operational budget to continue a programme of events, and a reduced income budget for Maidstone market had been proposed as the market was not able to meet income targets. Within the capital budget, indicative figures of £30 million and £500,000 had been allocated for leisure provision and the riverside walk respectively.

In response to questions, the Director of Finance and Business Improvement confirmed that it was not possible to transfer money between capital and revenue budgets. Both the Tuesday and Saturday markets were operating, however the drop in income was largely due to the Tuesday market.

The Head of Regeneration and Economic Development explained that the Cobtree Manor Estate owned the majority of Cobtree golf course, but the portion owned by the Council provided a useful income stream. Due to the commercially sensitive nature of the contract with the golf course operator, the precise terms of arrangements with the operator could not be discussed in more detail during the meeting.

**RESOLVED:** That

1. The revenue budget proposals for services within the remit of this Committee, as set out in Appendix A, be agreed for submission to Policy and Resources Committee;
2. The capital budget proposals for services within the remit of this Committee, as set out in Appendix B, be agreed for submission to Policy and Resources Committee;
3. Officers be thanked for their work on the budget proposals; and
4. Museum Officers be thanked for their work in securing further grants from the Arts Council for the Museum's learning and events programme.

123. DURATION OF MEETING

6.30pm to 7.18pm.

## 2021/22 WORK PROGRAMME

	Committee	Month	Origin	CLT to clear	Lead	Report Author
Museum 5-year plan	ERL	15-Mar-22	Officer Update		John Foster	Victoria Barlow
Future of Maidstone Leisure Centre	ERL	15-Mar-22	Officer Update		John Foster	Mike Evans
Carriage Museum Report	ERL	15-Mar-22	Officer Update	Yes	John Foster	Victoria Barlow
Reopening the Town Centre - Arts and Cultural Activities	ERL	15-Mar-22	Cllr Request		John Foster	
Recovery & Renewal - 4-month review of Community and Skills Hub - <i>tbc by P&amp;R</i>	ERL	19-Apr-22	Cllr Request		John Foster	John Foster
Town Centre Strategy	ERL	TBC	Officer Update		Phil Coyne	Phil Coyne/Charlotte Yarnold
Review of Revised Museum Opening Hours and Working Arrangements	ERL	TBC	Cllr Request		John Foster	Victoria Barlow
Economic Development Programme: Council's role within Partnership Arrangements briefing paper	ERL	TBC	Cllr Request		John Foster	Chris Inwood
Decommissioning Public Art Policy	ERL	TBC	Officer Update		John Foster	AnnMarie Langley
Governance Arrangements to deliver the Museum's 20-Year Plan	ERL	TBC	Cllr Request	Yes	John Foster	Victoria Barlow
Pump Track Development	ERL	TBC	Officer Update	Yes	John Foster	Mike Evans

## ECONOMIC REGENERATION & LEISURE COMMITTEE

**15 February 2022**

### 3<sup>rd</sup> Quarter Financial Update & Performance Monitoring Report 2021/22

<b>Final Decision-Maker</b>	Economic Regeneration & Leisure Committee
<b>Lead Head of Service</b>	Mark Green, Director of Business Improvement
<b>Lead Officer and Report Authors</b>	Paul Holland, Senior Finance Manager (Client) Carly Benville, Senior Business Analyst Anna Collier, Corporate Insight, Communities and Governance Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### **Executive Summary**

This report sets out the 2021/22 financial and performance position for the services reporting into the Economic Regeneration & Leisure Committee (ERL) as at 31<sup>st</sup> December 2021 (Quarter 3). The primary focus is on:

- The 2021/22 Revenue and Capital budgets; and
- The 2021/22 Key Performance Indicators (KPIs) that relate to the delivery of the Strategic Plan 2019-2045.

The combined reporting of the financial and performance position enables the Committee to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues in their proper context, reflecting the fact that the financial and performance-related fortunes of the Council are inextricably linked.

#### Budget Monitoring

Overall net expenditure at the end of Quarter 3 for the services reporting to ERL is £1.158m, compared to the approved profiled budget of £1.147m, representing an underspend of £0.011m.

Capital expenditure at the end of Quarter 3 was £2.068m against a total budget of £2.910m. Forecast spend for the year is £2.729m.

The budgets in this report are the revised estimates for 2021/22.

#### Performance Monitoring

0% (0 of 6) targetable quarterly key performance indicators reportable to the Economic Regeneration & Leisure Committee achieved their Quarter 3 target.

### Recovery & Renewal Update

In October Policy and Resources Committee agreed a range of actions for spending under Recovery and Renewal, with updates provided alongside the quarterly performance and budget report. Progress against actions relevant to this Committee can be seen at Appendix 3. Positively substantial progress has been made across all the whole action plan.

### **Purpose of Report**

The report enables the Committee to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues as at 31<sup>st</sup> December 2021.

### **This report makes the following Recommendations to the Committee:**

1. That the Revenue position as at the end of Quarter 3 for 2021/22, including the actions being taken or proposed to improve the position, where significant variances have been identified, be noted;
2. That the Capital position at the end of Quarter 3 be noted; and
3. That the Performance position as at Quarter 3 for 2021/22, including the actions being taken or proposed to improve the position, where significant issues have been identified, be noted.
4. That the Recovery & Renewal Update be noted.

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Economic Regeneration & Leisure Committee	15 February 2022



## 3<sup>rd</sup> Quarter Financial Update & Performance Monitoring Report 2021/22

### CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium-Term Financial Strategy which is linked to the Strategic Plan and corporate priorities.</p> <p>The Key Performance Indicators and strategic actions are part of the Council's overarching Strategic Plan 2019-45 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas.</p>	Director of Finance and Business Improvement (Section 151 Officer)
<b>Cross Cutting Objectives</b>	This report enables any links between performance and financial matters to be identified and addressed at an early stage, thereby reducing the risk of compromising the delivery of the Strategic Plan 2019-2045, including its cross-cutting objectives.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Risk Management</b>	This is addressed in Section 5 of this report.	Director of Finance and Business Improvement (Section 151 Officer)

Issue	Implications	Sign-off
<b>Financial</b>	<p>Financial implications are the focus of this report through high level budget monitoring. Budget monitoring ensures that services can react quickly enough to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p> <p>Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium-Term Financial Strategy and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.</p>	Senior Finance Manager (Client)
<b>Staffing</b>	<p>The budget for staffing represents a significant proportion of the direct spend of the Council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.</p> <p>Having a clear set of performance targets enables staff outcomes/objectives to be set and effective action plans to be put in place.</p>	Director of Finance and Business Improvement (Section 151 Officer)
<b>Legal</b>	<p>The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables the Committee to remain aware of issues and the process to be taken to maintain a balanced budget.</p> <p>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 Council performance help to demonstrate best value and compliance with the statutory duty.</p>	Senior Lawyer (Corporate Governance), MKLS

Issue	Implications	Sign-off
<b>Privacy and Data Protection</b>	The performance data is held and processed in accordance with the data 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. There is a program for undertaking data quality audits of performance indicators.	Policy and Information Team
<b>Equalities</b>	There is no impact on Equalities as a result of the recommendations in this report. An EqIA would be carried out as part of a policy or service change, should one be identified.	Equalities and Communities Officer
<b>Public Health</b>	The performance recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
<b>Crime and Disorder</b>	There are no specific issues arising.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Biodiversity &amp; Climate Change</b>	The implications of this report on biodiversity and climate change have been considered and there are no direct implications on biodiversity and climate change.	Biodiversity and Climate Change Manager

## 1. BACKGROUND AND INTRODUCTION

- 1.1 The Medium-Term Financial Strategy for 2021/22 to 2025/26 - including the budget for 2021/22 - was approved by full Council on 24th February 2021. This report updates the Committee on how its services have performed over the last quarter with regard to revenue and capital expenditure against approved budgets.
- 1.2 This report also includes an update to the Committee on progress against its Key Performance Indicators (KPIs).
- 1.3 Attached at **Appendix 1** is a report setting out the revenue and capital spending position at the Quarter 3 stage. Attached at **Appendix 2** is a report

setting out the position for the KPIs for the corresponding period.

- 1.4 Also attached at **Appendix 3** is an update on the actions taken to date with regards to the Recovery & Renewal Plan agreed previously by Policy & Resources Committee. It should be noted that there are a couple of actions where action is not yet due, and this has been highlighted. The action 'Invest in industrial and warehouse premises to help de risk new employment sites coming forward' hasn't been able to progress due to no premises becoming available and 'Capacity to develop projects and bids to take advantage of new funding opportunities' hasn't been able to progress yet as the Levelling Up and the UK Shared Prosperity Fund have yet to be announced by the Government.

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## **2. AVAILABLE OPTIONS**

- 2.1 There are no matters for decision in this report. The Committee is asked to note the contents but may choose to take further action depending on the matters reported here.

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## **3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 3.1 In considering the current position on the Revenue budget, the Capital Programme, KPIs and the Recovery & Renewal Update at the end of December 2021, the Committee can choose to note this information or could choose to take further action.
- 3.2 The Committee is requested to note the content of the report as no further actions are required.

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## **4. RISK**

- 4.1 This report is presented for information only and has no direct risk management implications.
- 4.2 The Council produced a balanced budget for both revenue and capital income and expenditure for 2021/22. The budget is set against a backdrop of limited resources and a difficult economic climate, even before the impact of the Covid-19 pandemic became clear. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives the Committee the best opportunity to take actions to mitigate such risks.

## **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

5.1 The KPIs update (“Performance Monitoring”) is reported to service committees quarterly: Communities, Housing & Environment Committee; Economic Regeneration & Leisure Committee; and the Strategic Planning & Infrastructure Committee. Each committee will receive a report on the relevant priority action areas. The report is also presented to the Policy & Resources Committee, reporting on the priority areas of “A Thriving Place”, “Safe, Clean and Green”, “Homes and Communities” and “Embracing Growth and Enabling Infrastructure”.

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## **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

6.1 The Quarter 3 Budget & Performance Monitoring reports are being considered by the relevant Service Committees during February and March 2022, including a full report to the Policy & Resources Committee on 9<sup>th</sup> February 2022.

6.2 The Council could choose not to monitor its budget and/or the Strategic Plan and/or make alternative performance management arrangements, such as the frequency of reporting. This is not recommended as it could lead to action not being taken against financial and/or other performance during the year, and the Council failing to deliver its priorities.

6.3 There remains uncertainty regarding the Council’s financial position beyond 2021/22, arising from the impacts of the Covid-19 crisis and the Council’s role in responding to this. Future finance reports to this committee will ensure that members are kept up to date with this situation as it develops.

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## **7. REPORT APPENDICES**

- Appendix 1: Third Quarter Budget Monitoring 2021/22
- Appendix 2: Third Quarter Performance Monitoring 2021/22
- Appendix 3: Recovery & Renewal Update

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## **8. BACKGROUND PAPERS**

None.

# Third Quarter Financial Update 2021/22

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**Part B: Revenue Budget Q3 2021/22**

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**Part C: Capital Budget Q3 2021/22**

C1) Capital Budget Page 9

# Part A

## Executive Summary & Overview





This report provides members with the financial position as at 31 December 2021, covering activity for both the Council as a whole and this committee's revenue and capital accounts for the first three quarters of 2021/22.

Members will be aware of the significant uncertainty in the 2021/22 budget estimates arising from the ongoing impact of the Covid-19 pandemic, both in relation to demands on the Council to respond and the speed of local economic recovery. Financial support from central government received during 2020/21 continues to support specific activities, and the unringfenced Covid-19 grant of £860,000 will be used to support recovery and renewal activities.

The headlines for Quarter 3 are as follows:

#### Part B: Revenue budget – Q3 2021/22

- Overall net expenditure at the end of Quarter 3 for the services reporting to this committee is £1.158m, compared to the approved profiled budget of £1.147m, representing an underspend of £0.011m.

#### Part C: Capital budget – Q3 2021/22

- Capital expenditure at the end of Quarter 3 was £2.068m against a total budget of £2.910m. Forecast spend for the year is £2.729m.

The budgets in this report are the revised estimates for 2021/22.

# Part B

# Third Quarter Revenue Budget 2021/22



## B2) Revenue Budget

B1.1 The table below provides a detailed summary on the budgeted net income position for ERL services at the end of Quarter 3. The financial figures are presented on an accruals basis (e.g. expenditure for goods and services received, but not yet paid for, is included).

### ERL Revenue Budget & Outturn – Quarter 3

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre	Approved Budget for Year £000	Budget to 31 December 2021 £000	Actual £000	Variance £000	Forecast 31 March 2022 £000	Forecast Variance 31 March 2022 £000
Cultural Development Arts	10	7	8	-0	10	0
Museum	20	1	-38	38	-26	46
Carriage Museum	4	2	3	-1	4	0
Museum-Grant Funded Activities	0	-0	-19	19	0	0
Hazlitt Arts Centre	292	224	205	19	292	0
Festivals and Events	-20	-19	-10	-10	-20	0
Lettable Halls	-3	-3	-9	6	-3	0
Community Halls	59	46	24	22	59	0
Leisure Centre	-176	-132	20	-152	24	-200
Mote Park Adventure Zone	-72	-54	-110	56	-72	0
Cobtree Golf Course	-35	0	0	0	-35	0
Mote Park Cafe	-36	-27	-40	13	-36	0
Tourism	19	15	8	6	19	0
Museum Shop	-21	-16	0	-16	-21	0
Maintenance of Closed Churchyards	2	1	0	1	2	0
Sandling Road Site	24	18	18	0	24	0
Innovation Centre	-14	76	20	56	-14	0
Town Centre Management Sponsorship	11	11	11	-0	11	0
Business Terrace	82	91	94	-4	82	0
Business Terrace Expansion (Phase 3)	-10	-8	31	-39	29	-40
Market	-38	-24	37	-61	27	-65
Economic Dev - Promotion & Marketing	37	37	36	1	37	0
Leisure Services Section	56	75	70	5	56	0
Cultural Services Section	413	310	305	5	413	0
Visitor Economy Section	118	89	87	2	118	0
Economic Development Section	232	192	169	23	232	0
Market Section	86	65	52	13	86	0
Head of Regeneration and Economic Development	93	71	67	4	93	0
Innovation Centre Section	201	126	117	10	201	0
Salary Slippage	-34	-25	0	-25	0	-34
<b>Total</b>	<b>1,300</b>	<b>1,147</b>	<b>1,158</b>	<b>-11</b>	<b>1,592</b>	<b>-292</b>

B1.2 The table shows that at the end of the third quarter overall net expenditure for the services reporting to ERL is £1.158m, compared to the approved profiled budget of £1.147m, representing an underspend of £0.011m.

B1.3 The table indicates that in certain areas, significant variances to the budgeted income levels have emerged during the third quarter of the year. The reasons for the more significant variances are explored in section B2 below.

## B2) Variances

B2.1 The most significant variances for this Committee are as follows:

	Positive Variance Q3	Adverse Variance Q3	Year End Forecast Variance
<b>Economic Regeneration &amp; Leisure Committee</b>	<b>£000</b>		
<b>Leisure Centre</b> - As part of the management contract with Serco the council receives annual income of £0.2m. This has been on hold whilst negotiations with Serco over losses incurred during the pandemic have been taking place, but at this stage we are not expecting to receive any of these payments.		-150	-200
<b>Mote Park Adventure Zone</b> - The variance is a provision that was raised in 2020/21 for the management fee the payment of which has been delayed due to Covid-19 issues.	57		0
<b>Innovation Centre</b> – this is a profiling issue with the budget for the new building which will be corrected. There is not expected to be any significant variance at the end of the year.	56		0
<b>Market</b> – Income continues to be down on the budget. A small growth bid and a forecast increase in demand is expected to correct the position for 2022/23.		-61	-65

# Part C

# Third Quarter Capital Budget 2021/22



## B1) Capital Budget: Economic Regeneration & Leisure Committee (ERL)

B1.1 The position of the 2021/22 ERL element of the Capital Programme at the Quarter 3 stage is presented in Table 3 below. The budget for 2021/22 includes resources brought forward from 2020/21.

### ERL Capital Programme 2021/22 (@ Quarter 3)

	Revised Estimate 2021/22 £000	Actual to December 2021 £000	Budget Remaining £000	Q4 Profile £000	Projected Total Expenditure £000	Projected Slippage to 2022/23 £000
Mote Park Visitor Centre	1,233	622	611	611	1,233	
Mote Park Lake - Dam Works	622	88	534	50	138	484
Mall Bus Station Redevelopment	1,056	1,358	-302		1,358	-302
<b>Total</b>	<b>2,910</b>	<b>2,068</b>	<b>843</b>	<b>661</b>	<b>2,729</b>	<b>182</b>





B1.2 Comments on the variances in the table above are as follows:




Mote Park Lake Dam Works – This scheme is now substantially complete, although some works to a sluice gate are yet to be completed. The figures in the appendix for these works are indicative pending an update on the actual costs of these works.

Mall Bus Station Redevelopment – Tender prices for the project came back higher than had been budgeted for. Rather than try and find a cost engineering solution that may have resulted in a reduced specification it was decided to use £0.3m additional funding from the Business Rates Pilot Projects Reserve to allow the project to proceed as planned.

## ERL: Quarter 3 Performance Report

### Key to performance ratings

RAG Rating	
	Target not achieved
	Target slightly missed (within 10%)
	Target met
	Data Only




Direction	
	Performance has improved
	Performance has been sustained
	Performance has declined
N/A	No previous data to compare

### Performance Summary

RAG Rating	Green	Amber	Red	N/A <sup>1</sup>	Total
KPIs	0	0	3	3	6
Direction	Up	No Change	Down	N/A	Total
Last Quarter	5	0	0	1	6
Last Year	4	0	1	1	6

- None of the targetable quarterly key performance indicators (KPIs) reportable to this Committee achieved their Quarter 3 (Q3) target<sup>1</sup>.
- Compared to last quarter (Q2 2021/22), performance for 100% (5 of 5) KPIs has improved and 0% has declined<sup>1</sup>.
- Compared to last year (Q3 2020/21), performance for 80% (4 of 5) KPIs has improved and 20% (1 of 5) has declined<sup>1</sup>.

### Economy

Performance Indicator	Q3 2021/22				
	Value	Target	Status	Short Trend	Long Trend
Footfall in the Town Centre	2,603,185	3,314,196			
Percentage of vacant retail units in the town centre	Annual KPI				

The "**Footfall in Town Centre**" KPI achieved an outcome of 2,603,185 against a target of 3,314,196, missing its target by more than 10%. When comparing it to last quarter, the footfall has increased from 2,535,553, and when comparing it to the same quarter last year, the footfall count has increased by 52.6%.

The Economic Development team note that footfall in the Town Centre continues to be affected by Covid-19. Figures for November and December were affected by the lack of customer confidence in the face of the Omicron variant, and from the Government's latest advice, asking people to work from home once again.

<sup>1</sup> PIs rated N/A are not included in the summary calculations

Percentage of unemployed people in Maidstone (out-of-work benefits) [NOMIS]					
	Value	Target	Status	Short Trend (Last Month)	Long Trend (Last Year)
October 2021	4.0%	1.9%			
November 2021	3.8%	2.0%			
December 2021	3.7%	2.0%			

Unemployment rates in Maidstone have continued to fall in Q3 and are lower than the rates for the same period last year. Performance for this indicator continues to improve and moves more towards its pre-pandemic levels. For comparison, October, November, and December 2019 rates were 1.9%, 2.0% and 2.0% respectively.

Number of youths unemployed (18-24)					
	Value	Target	Status	Short Trend (Last Month)	Long Trend (Last Year)
October 2021	730	373			
November 2021	690	373			
December 2021	650	373			

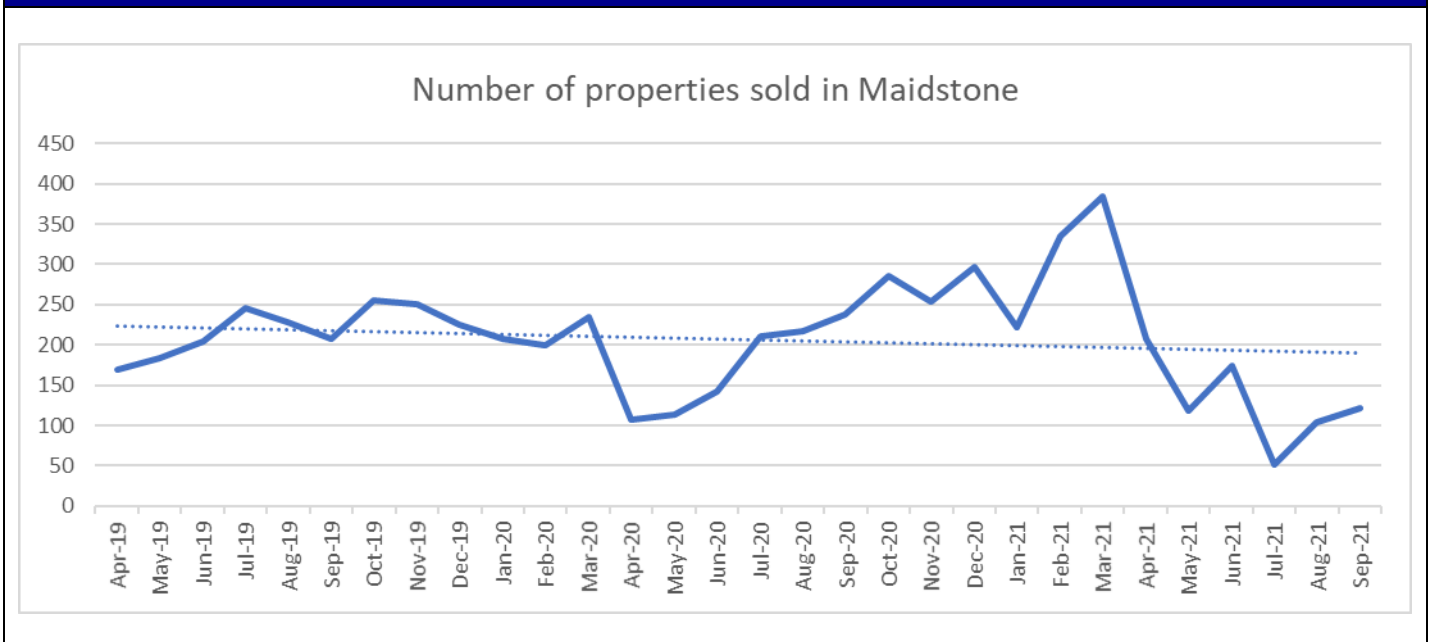
Unemployment in youths continues to fall slowly every month. The number of youths unemployed in December 2021 is 36.6% lower than the number of youths unemployed in December 2020. However, it is still significantly higher than the pre-pandemic figure of 400 (December 2019).

House Prices in Maidstone – October 2021				
House Type	Average price	Target	Short Trend (Last Month)	Long Trend (Last Year)
All properties	£321,758.00			
Detached Houses	£555,090.00			
Semi-detached Houses	£349,397.00			
Terraced Houses	£268,711.00			
Flats & Maisonettes	£177,636.00			

The average house price for all properties have increased by 10.8% when comparing October 2021 to October 2020 (£290,335.00). Prices for all properties saw a growth in November 2020 and have continued to increase since then. The highest increase in a category was for Detached Houses, with an increase of 2.2% against September 2021 (£543,101.00) and an increase of 17.3% against October 2020 (£487,473.00). Flat and Maisonettes saw a decline of 0.6% in price in October 2021 against September 2021 (£178,636.00) and a growth of 6.2% against October 2020 (£166,678.00). All other house types saw a growth in price within 10% measuring against September 2021 and October 2020.



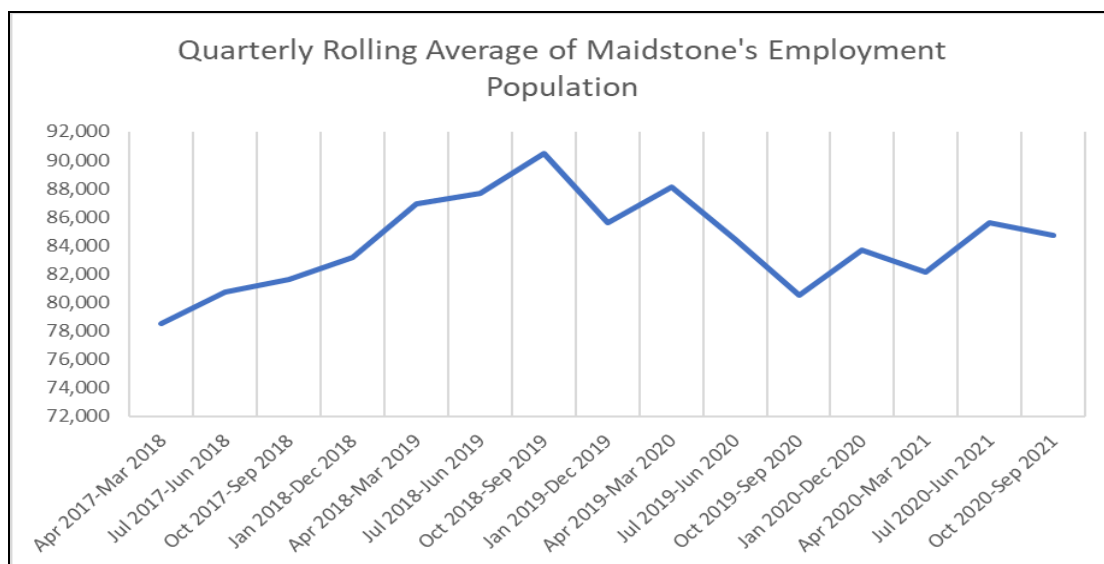
**Number of properties sold in Maidstone – April 2019 to September 2021**



At the time of writing this report, volumes have not yet been published by HM Land Registry for quarter three 2021, so figures are provided up until September 2021. In August 2021, the number of properties sold in Maidstone saw a growth of 104% when comparing with July 2021 (104, up from 51). In September 2021, this increased again, with a growth of 14.75%, against August 2021 (122, up from 104). When comparing September 2021 to the same month pre-pandemic (2019), the sales in properties has declined by 41.06% (207, down to 122)

Further Notes

At the time of reporting Q2's performance report, this Committee had asked whether data was available for the total workforce in Maidstone. NOMIS data is provided below for the Annual Population Survey, which provides a 12-month rolling average projection of what the workforce population is (aged 16 – 64). However, NOMIS currently advise caution with these figures as the projections are 2018-based, so using demographic trends that pre-date COVID-19.



<b>12-month date Range</b>	<b>Maidstone Total</b>
Apr 2017-Mar 2018	78,500
Jul 2017-Jun 2018	80,700
Oct 2017-Sep 2018	81,600
Jan 2018-Dec 2018	83,200
Apr 2018-Mar 2019	86,900
Jul 2018-Jun 2019	87,700
Oct 2018-Sep 2019	90,500
Jan 2019-Dec 2019	85,600
Apr 2019-Mar 2020	88,100
Jul 2019-Jun 2020	84,400
Oct 2019-Sep 2020	80,500
Jan 2020-Dec 2020	83,700
Apr 2020-Mar 2021	82,100
Jul 2020-Jun 2021	85,600
Oct 2020-Sep 2021	84,700

## Recovery and Renewal Progress Update

A Vibrant Economy					
Action	Agreed funding	Target Start	Target End	Expected Success	Progress at January 2022
MidKent College Skills Hub	£60,000 Recovery Fund	Sep-21	TBC	Provision of a town centre venue to provide accessible training, careers advice, and employability support for all residents. Courses delivered to a range of participants including book-keeping and computerised accounting, skills development online courses, essential digital skills, certified work skills programmes, food hygiene and employability workshops and support. Courses delivered to a range of participants including bookkeeping and computerised accounting, skills development online courses, essential digital skills, certified work skills programmes, food hygiene and employability workshop and support. With space for ten participants to be physically present in the hub it is envisaged that 208 people would be able to take advantage of the hub for courses and support over 26 weeks.	An SLA is in place between MBC and Mid Kent College. A unit has been identified in the Mall. A budget and programme agreed and partners approached. The Unit will need fitting out and a plan is currently in development. Estimated opening date April 2022. With space for ten participants to be physically present in the hub it is envisaged that 416 people would be able to take advantage of the hub for courses and support over 52 weeks.

<b>A Vibrant Economy</b>					
<b>Action</b>	<b>Agreed funding</b>	<b>Target Start</b>	<b>Target End</b>	<b>Expected Success</b>	<b>Progress at January 2022</b>
Invest in industrial and warehouse premises to help de risk new employment sites coming forward	Capital Programme funding	Sep-21	N/A	Projects are identified to invest in and Maidstone is seen and delivers its promise of being open for business, businesses can expand and locate to the Borough.	None identified to date
Vibrant Visitor Economy	£32,000 Business Rates Pool	Jul-21	Jul-23	Maidstone has an enhanced arts and culture offer with increased visitors to key attractions and an increase in footfall in the town centre.	The job is currently being advertised.
Capacity to develop projects and bids to take advantage of new funding opportunities	£45,000 Recovery Fund	Sep-21	Sep-25	Successful bids and projects completed that meet our priorities.	Levelling Up and the UK Shared Prosperity Fund have yet to be announced by the Government. This is expected in Spring 2022.
Transform the Town Centre through the development and delivery of a town centre strategy.	£175,680 Recovery Fund	Sep-21	TBC	Town Centre Strategy in place by 1 March 2023, projects may begin prior to this. Maidstone town centre becomes a centre of excellence for urban sustainability with a strong focus around arts, culture, leisure and visitor economy creating a place where people want to live, feel safe and which prides itself upon being a town centre which is relevant to all of the Borough's residents and to which all of the borough's residents can relate.	Report taken to Service Committees for input to the strategy and scope of work during November 2021 cycle. Work underway the establishment of early projects and resource requirements. Further report to Policy & Resources Committee in March 2022 to seek final agreement to the scope of the Town Centre Strategy, priority/under-pinning workstreams/projects and key associated elements such as governance and engagement'.

<b>Responding to Increased Demands arising from COVID-19</b>					
<b>Action</b>	<b>Agreed funding</b>	<b>Target Start</b>	<b>Target End</b>	<b>Success</b>	<b>Progress at January 2022</b>
Business Grant Distribution	£30,000 New Burdens Funding	ongoing		Maidstone continues to be the business capital of Kent	Two additional staff have been recruited to support the Maidstone Business Boost programme, with 67 discretionary awards made to date totalling just over £1 million

# Agenda Item 15

## Economic, Regeneration and Leisure Committee

15 February 2022

### Additional Restrictions Grant and Top Up Payment

<b>Final Decision-Maker</b>	Economic, Regeneration and Leisure Committee
<b>Lead Head of Service</b>	Stephen McGinnes, Mid Kent Services Director
<b>Lead Officer and Report Author</b>	John Foster, Head of Regeneration and Economic Development.
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

To update the Committee on the delivery of the Additional Restrictions Grant (ARG) Scheme and the Council's approach to managing the further grant award, announced in December, to support businesses severely impacted by the Omicron variant.

#### Purpose of Report

Noting

#### This report makes the following recommendations to this Committee:

1. To note the progress on the delivery of the ARG Grant Scheme.
2. To note the Government's additional funding allocation, announced in December, to support businesses severely impacted by the Omicron variant.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Economic, Regeneration and Leisure Committee	15 February 2022

## Additional Restrictions Grant and Top Up Payment

### 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <p>Accepting the recommendations will materially improve the Council's ability to achieve a Thriving Place.</p>	Head of Regeneration and Economic Development
<b>Cross Cutting Objectives</b>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <p>The report recommendation supports the achievement of the Deprivation and Social Mobility cross cutting objectives by supporting local businesses and jobs.</p>	Head of Regeneration and Economic Development
<b>Risk Management</b>	Refer to section 5 of the report.	Head of Regeneration and Economic Development
<b>Financial</b>	Additional funding of £339k has been provided by government for the purpose of discretionary business grants with the funding to be spent by 31 March 2022. It has been confirmed that additional resource can be	Director of Finance and Business Improvement

	funded by the new burdens funding allocated by government to cover additional expenses incurred by the council in relation to the administration of the grant scheme.	
<b>Staffing</b>	The new burdens funding referred to above enabled the recruitment of 2 additional members of staff on fixed term contracts, the continuation of 1 member of staff employed to administer earlier ARG rounds and an Agency, which has provided the necessary support to the team to enable the project to be managed effectively. No further additional staff are required to deliver the award announced in December.	Head of Regeneration and Economic Development
<b>Legal</b>	Payment of grant by Government to a Local Authority is established under s31 of the Local Government Act 2003. This also enables control over the amount and manner of payments. Criteria are set out within Additional Restrictions Grant Guidance for Local Authorities updated 20/01/22.	Corporate Governance Team Leader
<b>Privacy and Data Protection</b>	Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with our retention schedules.	Policy and Information Team
<b>Equalities</b>	No impact identified	Policy and Information Team
<b>Public Health</b>	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Head of Regeneration and Economic Development
<b>Crime and Disorder</b>	We recognise that the recommendations will not negatively impact on Crime and Disorder.	Head of Regeneration and Economic Development
<b>Procurement</b>	No impact identified	Head of Regeneration and Economic Development



<b>Biodiversity and Climate Change</b>	The implications of this report on biodiversity and climate change have been considered and it is noted that business development/growth may impact on increased energy consumption and increased emissions from additional transportation. Future business development should be aligned with the Kent and Medway Energy and Low Emissions Strategy and seek low carbon transportation options and alternative energy solutions.	Biodiversity & Climate Change Manager
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 In September 2021, ERL Committee approved the Additional Restrictions Grant Top Up Policy, and requested a report be brought back to the Committee in 6 months for review. All payments to eligible businesses must be made by the end of March 2022 to benefit from the £1.35m grant fund.
- 2.2 On the 21<sup>st</sup> December 2021 the Government announced a further ARG allocation of £339k. This fund is still intended to provide direct business grants and wider business support to those severely impacted by the coronavirus restrictions and the rise of the Omicron Variant. The end of March 2022 deadline applies too. It will therefore be delivered under the Council's existing approved ARG Policy.
- 2.3 The policy states that to be considered for funding, businesses based in the Maidstone Borough, severely impacted by coronavirus restrictions, need to fall into one of the following categories:
- Category A – Diversification & Growth of Maidstone based businesses
- Category B – Strategic importance
- Category C – Resilience Fund – Targeted at hospitality and leisure businesses who have been significantly impacted by the pandemic.
- 2.4 ERL Committee also approved a new proactive approach to delivery. It was proposed that new burdens funding would be used to recruit business advisors who would approach and engage businesses offering an insight into the wider business support programmes available and signpost accordingly.
- 2.5 Under the banner of Maidstone Business Boost (MBB), business advisors complete a diagnostic assessment so that the full range of support available to them is understood and sign businesses up to receive future newsletters and social media updates. If businesses are believed to be eligible for the ARG Top Up grant an assessment is made to determine the level of the award and the business must confirm they are eligible for it in line with government guidance- the award is then paid.

It was expected that:

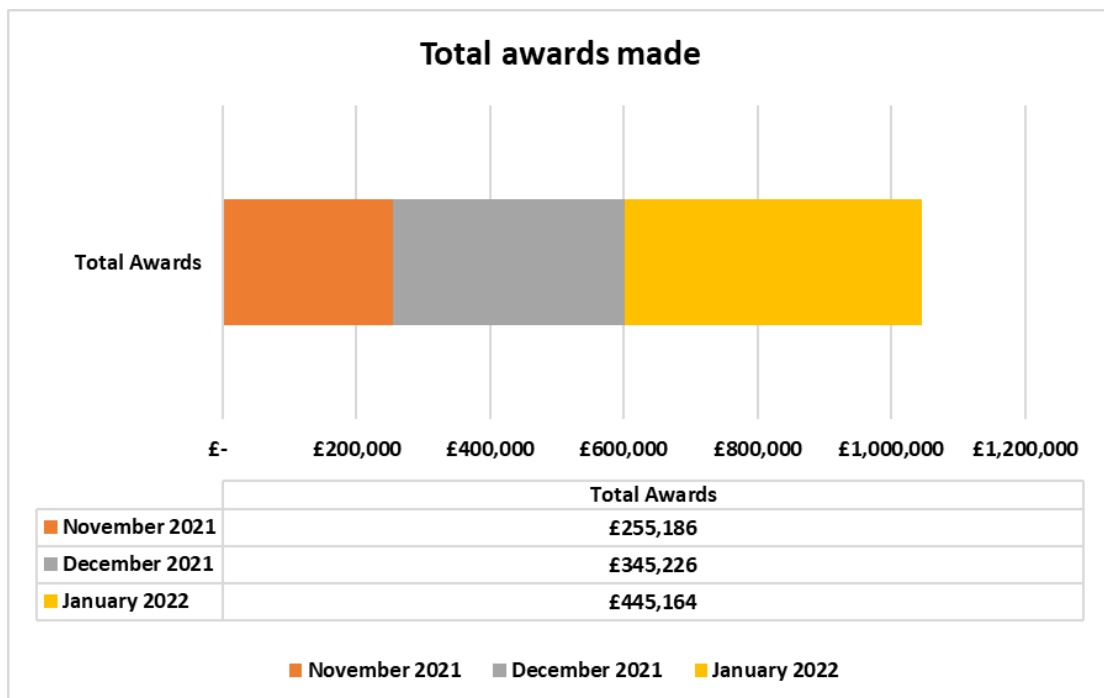
- Approaching businesses proactively will engage new businesses.
- Awareness of support (financial & non-financial) will increase.
- Take up of support (financial & non-financial) will improve.
- Value of MBC 'support' leveraged.
- Database for future communications enhanced.
- Expectations of receiving additional funding managed correctly.
- Strategic approach to delivering the Top Up grant to achieve maximum impact from the available funding for the benefit of the local economy.

## 2.6 Progress to date:

MBB Performance Summary – 31/01/22		Total Funding Allocation	£1,694,023
% Funds awarded	<b>62%</b>	Total Awards made	<b>£1,045,576</b>
% Time elapsed	<b>60%</b>	Payments pending	<b>£65,676</b>
On track?	<b>Yes</b>	Funding remaining	<b>£582,771</b>

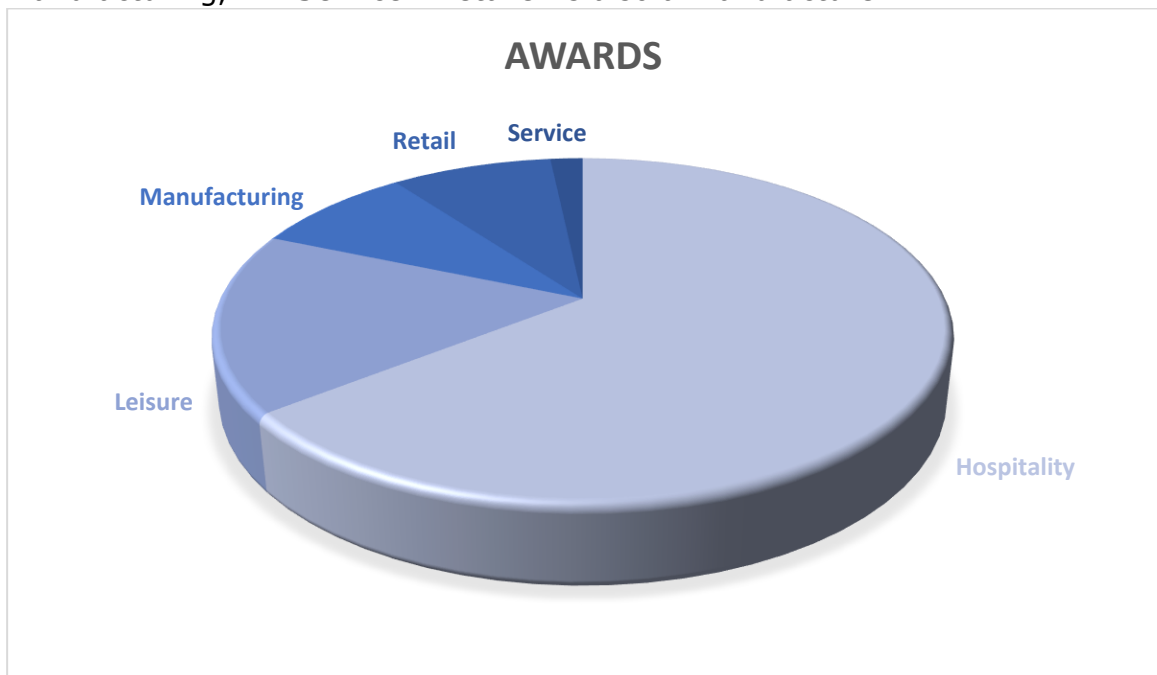
ARG Spend by Allocation		Funding Spend	%
Original ARG 5 Allocation	£1,355,082	£1,045,576	<b>77%</b>
Top up ARG Allocation	£338,941	£0	<b>0%</b>

Additional database sign ups	292	Diagnostics completed	237	ARG Awards made	70
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## 2.7 Sector breakdown

- Broken into broad sectors; 10 x Leisure, 38 x Hospitality, 5 x Retail, 5 x Manufacturing, 1 x Service. Retailer is also a manufacturer.



## 2.8 Wider benefits of Maidstone Business Boost

- We have supported 11 independent start-ups locating in the town through Cat A including new Lockmeadow tenants. Fremlins Walk, The Mall and Royal Star Arcade are actively promoting to prospective tenants for their currently empty units.
- A particularly good result has been connecting the West Tree Boxing Club, who were about to lose their training home, with the YMCA who have agreed to host the Boxing Club from March 2022.
- In addition to the allocated ARG funds we have also signposted the following:
  - 66 companies to WSX marketing courses and grants (SELEP funded)
  - 35 companies to LoCASE grant scheme and a trial electric Van (ERDF funded)
  - 3 companies with specialist financial information
  - 34 have registered for Kickstart placements
  - 33 companies to South East Business Boost grant scheme (ERDF funded)
  - 22 companies are progressing KCCs C-Care training and voucher scheme (ERDF funded)
  - 7 companies are looking at Manufacturing growth support and funding (ERDF funded)
  - 5 have received dedicated marketing advice
  - 7 companies are eligible for Transport and Logistics Efficiency grant scheme (ERDF funded)

- 3 companies to iConstruct (ERDF funded)
- 2 companies to the REVS vehicle trial scheme (ERDF funded)
- 1 Agricultural business to rural support (Gov funded)

2.9 We will monitor the success of these applications at the end of the Maidstone Business Boost programme but if all were progressed and successful the cumulative support to the businesses could be excess of £350,000 plus the legacy of potentially 34 jobs through kickstart and marketing and financial skills.

2.10 We have also added 217 companies to our database.

2.11 The team are confident that the balance of the available funds will be awarded to businesses by the end of March deadline, as there are a healthy pipeline of eligible businesses and interest remains high.

2.12 These awards have made a significant difference to the ability of some local businesses to keep trading. A sample of the letters of thanks from local businesses is set out in Appendix 1.

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### **3 AVAILABLE OPTIONS**

3.1 The report is for noting.

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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.

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### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

5.1 In September 2021 ERL Committee resolved that the Additional Restrictions Grant Top Up Policy be approved, and a report brought back to the Committee in 6 months for review.

## **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 Press release and social media posts have promoted The Maidstone Business Boost programme. Contact details for MBB is available on the Council's website and Business in Maidstone websites. Newsletters have been sent to out to businesses on the Council's business database. The Kent and Medway Growth Hub and business membership organisations have been made aware of the MBB programme.
- 6.2 The Economic Development Team and MBB advisors continue to proactively approach businesses believed to be eligible for support and receive referrals from the Council's Business Rates staff.
- 

## **7. REPORT APPENDICES**

- Appendix 1: Letters of Thanks from Businesses
- 

## **8. BACKGROUND PAPERS**

None

## Appendix 1 Thank you's received from the MBB programme

### **Walnut Tree – East Farleigh**

Thank you so much for all your help, we really appreciate and again can't thank you enough. It will really help to try to rebuild our business to what it was before this awful situation started.

We sincerely hope this year will be a more prosperous one than the last and with your help and advice it feels a lot more positive.

I honestly can't tell you how much it will help us.

### **The Curious Eatery, Maidstone**

I just wanted to say a huge heartfelt thank you for your help with the grant, we have received the money and it could not have come at a better time, we are blown away. I can go and have my baby with a bit of stress relieved, knowing our small business that my sister and I have worked so hard to keep afloat will live to see another day. We are super optimistic about the year ahead and we are beyond grateful for your support, we know you worked hard on our application for us. We have lots of events booked and we are hoping that by the end of this year the staffing shortage will have sorted its self out!

### **Dave Lowe, Caroflow, Maidstone**

I just wanted to send you an email to thank you for your help and support with the grant I truly appreciate this as it's a lifeline at the moment. Thank you

### **Events Meets World, Maidstone**

Hi Maidstone Business Boost Team, I hope you are well! Thank you so much for your assistance we really appreciate your support and input and this means a lot to us especially since the difficulties of the pandemic.

### **Linda Williams; Musket Brewery, Maidstone**

Via telephone She was so Thankful and wanted me to pass on a big thanks to the team.

<b>Economic Regeneration and Leisure</b>	<b>15 February 2022</b>
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**Update on Timeline for Museum Gallery and Governance**

<b>Final Decision-Maker</b>	Economic Regeneration and Leisure Committee
<b>Lead Head of Service</b>	John Foster, Head of Regeneration and Economic Development
<b>Lead Officer and Report Author</b>	Victoria Barlow, Museums Director
<b>Classification</b>	Public
<b>Wards affected</b>	All

<b>Executive Summary</b>
This report lays out the estimated timescales for two museum projects- the refurbishment of the Archaeology displays in the Withdrawing Room between 2022 and 2025 and the review of governance for the museum in 2022.
<b>Purpose of Report</b>
This report makes clear the processes involved in each project and identifies for members the length of time necessary to complete each project with the resources available.

<b>This report makes the following recommendations to this Committee:</b>
1. That Members note the timescales herein.

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
ERL	15 February 2022

# Update on Timeline for Museum Gallery and Governance

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <p>We do not expect the recommendations will by themselves materially affect achievement of corporate priorities.</p>	Head of Regeneration and Economic Development
<b>Cross Cutting Objectives</b>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <p>The report recommendation supports the achievement of the Heritage is Respected cross cutting objectives by laying out plans for improvement in the presentation of Maidstone’s history and in the governance of the museum service.</p>	Head of Regeneration and Economic Development
<b>Risk Management</b>	<ul style="list-style-type: none"> <li>• No decision is needed</li> </ul>	Museums Director
<b>Financial</b>	<ul style="list-style-type: none"> <li>• No decision is needed</li> </ul>	Section 151 Officer & Finance Team
<b>Staffing</b>	<ul style="list-style-type: none"> <li>• No decision is required</li> </ul>	Head of Regeneration and Economic Development



<b>Legal</b>	<ul style="list-style-type: none"> <li>No decision is required</li> </ul>	Team Leader, Contracts and Commissioning
<b>Privacy and Data Protection</b>	<ul style="list-style-type: none"> <li>The projects described will increase the volume of data held by the Council. We will hold that data in line with our retention schedules.</li> </ul>	Policy and Information Team
<b>Equalities</b>	<ul style="list-style-type: none"> <li>The recommendations do not propose a change in service therefore will not require an equalities impact assessment</li> </ul>	Equalities & Communities Officer
<b>Public Health</b>	<ul style="list-style-type: none"> <li>We recognise that the recommendations will not negatively impact on population health or that of individuals.</li> </ul>	Healthy Lifestyles Officer
<b>Crime and Disorder</b>	<ul style="list-style-type: none"> <li>The recommendation will not have a negative impact on Crime and Disorder.</li> </ul>	Museums Director
<b>Procurement</b>	<ul style="list-style-type: none"> <li>The report is for noting only</li> </ul>	Head of Regeneration and Economic Development
<b>Biodiversity and Climate Change</b>	<ul style="list-style-type: none"> <li>The implications of this report on biodiversity and climate change have been considered and are;</li> <li>There are no implications on biodiversity and climate change.</li> </ul>	Museums Director

## 2. INTRODUCTION AND BACKGROUND

2.1. At the Economic Regeneration and Leisure Committee (ERL) held in November 2021, members requested details of the timescales for two agreed projects - the refurbishment of displays telling the story of Maidstone's earliest history from the Mesolithic to late Mediaeval periods and the review of the museum's governance (as required three years after the decision of ERL in 2018 to adopt the status quo).

### 3. ARCHAEOLOGY GALLERY

3.1 The following assumptions have been made in producing this timetable:

- Major elements are shown.
- Current staffing levels and hours will be retained
- Current opening hours will be retained
- Work on the gallery is prioritised in staff objectives

3.2 The timeline has been produced using the previous experience of the professional museum team and by comparison with other museum refurbishments. For example a new gallery at Brighton Museum was opened in January 2019. The gallery it replaced was closed in May 2017 but prior to that there had been a period of negotiation with the funder during which time, research and other work had begun. In total the project took roughly three years which, a staff member acknowledged, was a challenge. At Corinium Museum in Colchester, the main gallery was refurbished with a two stage lottery bid which lasted 6 years from 2014-2020.

<b>Work Area</b>	<b>Task(s)</b>	<b>Duration</b>	<b>Expected End Date</b>
<b>Preparation</b>			
	Agreed PID	3 weeks	31 Mar 22
	Fundraising agreement in place	3 weeks	31 Mar 22
	Visits to Brighton and other archaeology galleries	20 weeks	30 Jul 22
	Identify recruit partners/stakeholders	8 weeks	28 March 22
	Works to Withdrawing Room floor	TBC	15 Feb 23
<b>Research and Design</b>	Identification and testing of main themes	16 weeks	31 May 22
	Detailed historical research	52 weeks	31 May 23
	Recruitment of exhibition designers (Design and Build contract preferred)	12 weeks	30 Sept 22
	Displays design development	64 weeks	31 Dec 24
	Object and Image research	30 weeks	31 Dec 24
	Exhibition main text development, writing and production	30 weeks	31 Dec 24
	Object and image caption writing and production	12 weeks	31 Dec 24
	Conservation of objects	12 weeks	31 Jan 25
<b>Site works</b>	Current gallery decant and documentation	8 weeks	28 Mar 23

	Gallery fit out	36 weeks	31 January 25
	Object installation	20 weeks	30 Apr 25
Opening	Official opening event		May/June 2025
<b>Learning</b>	Curriculum and learning links in gallery identified		
	New curriculum sessions devised	28 weeks	28 Feb 25
	New curriculum sessions tested and available to book	8 weeks	30 Apr 25
<b>PR</b>	PR campaign plan agreed	16 weeks	31 May 22
<b>Community engagement</b>	Identify roles for participants & recruit	12 weeks	30 Aug 22
	Archaeology themed public events	4 per year	Apr 25
	Resident and interest group meetings	6 per year	Apr 25
	Archaeology themed events	4 per year	Apr 25
<b>Evaluation</b>	Independent assessment of procedural elements and recommendations for future projects	12 weeks	Dec 25
	Independent assessment of the gallery against objectives and public feedback/reviews etc	12 weeks	May 26

#### 4. MUSEUM GOVERNANCE REVIEW

- 4.1 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. Thus, members elected to retain the museums for the present but members also required that officers continue to monitor the museum sector, any changes to Trust Status and anything that might cause the decision to be reconsidered.
- 4.2 Four governance options recommended by Julie Cole, Governance Consultant, were considered by officers initially:
- Status quo.
  - Create a new charitable trust and transfer full management & operational responsibility. The museum collections and buildings would remain in the ownership of Maidstone Council so they could not be disposed of by the Trust without the permission of MBC. Staff and operations would be the responsibility of the Trust and defined through a Service Level Agreement.

- Partner with existing charity already managing a museum and transfer full management and operational responsibility- *This option was rejected as there is no potential partner able or willing to enter such an agreement.*
- Create a new charitable trust and transfer partial management & operational responsibility. *This option was rejected as it would create a two tier staffing structure with current staff remaining as MBC employees. This offered the Council no benefits but considerable liabilities.*

4.3 While each option offered different benefits and risks, an overall timescale for review can be shown as follows:

	TASKS	TIMESCALE*
Review of previous options	Review by external firm of Solicitors advising MBC of each option in light of any changes to: <ul style="list-style-type: none"> <li>• Legal requirements</li> <li>• Charity Commission Changes</li> <li>• Success of exemplar Trusts since 2017</li> </ul>	Solicitors have been instructed.  8 weeks
Decision	Report to ERL committee for decision allowing for writing, review and publication dates	8 weeks
Retain Status Quo	No further action required	N/A
OR		
Establishing Charitable Trust in agreed form	Initial independent trustee recruitment + training  Submission of the Charity Commission application  Charity Commission approval (8-20 weeks)  Establishing banking and financial arrangements  Establishing relevant policies  Establishing contractual agreements re Collections and Buildings  Agreements with Union and Staff re employment conditions	18-24 months

- *Timescales will be affected by length of time taken to recruit suitable consultant or take similar advice.*

## **5 RISK**

Risks related to this matter were detailed in the report Museums Future Governance Options presented to committee on 6<sup>th</sup> March 2018. Since that report the risks identified have not significantly changed

## **6 CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

Previous report made to committee Museums Future Governance Options on 6<sup>th</sup> March 2018.

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## **7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

Work can commence on both items immediately

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# Agenda Item 17

## Economic Regeneration and Leisure Committee

15 February 2022

### Making Maidstone More Active Consultation

<b>Final Decision-Maker</b>	Economic Regeneration and Leisure Committee
<b>Lead Head of Service</b>	John Foster, Head of Regeneration and Economic Development
<b>Lead Officer and Report Author</b>	Mike Evans, Leisure Manager
<b>Classification</b>	Public
<b>Wards affected</b>	All wards

#### Executive Summary

A report on the Making Maidstone More Active project, which will progress with public consultation work focusing on the borough's rural service centres.

#### Purpose of Report

Decision

#### This report makes the following recommendation to this Committee:

1. To undertake focus groups in the rural service centres

#### Timetable

<b>Meeting</b>	<b>Date</b>
Economic Regeneration and Leisure Committee	15 February 2022

# Making Maidstone More Active Consultation

## 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> <li>• Embracing Growth and Enabling Infrastructure</li> <li>• Safe, Clean and Green</li> <li>• Homes and Communities</li> <li>• A Thriving Place</li> </ul> <p>The Making Maidstone More Active project materially improves the Council's ability to achieve A Thriving Place.</p>	Leisure Manager
<b>Cross Cutting Objectives</b>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> <li>• Heritage is Respected</li> <li>• Health Inequalities are Addressed and Reduced</li> <li>• Deprivation and Social Mobility is Improved</li> <li>• Biodiversity and Environmental Sustainability is respected</li> </ul> <p>The Making Maidstone More Active project supports the achievement of the Health Inequalities being addressed and reduced by further tailoring the leisure service to the needs of residents.</p>	Leisure Manager
<b>Risk Management</b>	Refer to section 5 of the report.	Leisure Manager
<b>Financial</b>	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Senior Finance Manager (Client)
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Head of Regeneration and

		Economic Development
<b>Legal</b>	There are no legal implications from this update report.	Team Leader, Contracts and Commissioning
<b>Privacy and Data Protection</b>	Project data is held by the Council in line with our retention schedules.	Policy and Information Team
<b>Equalities</b>	We recognise the project may have varying impacts on different communities within Maidstone. Therefore we will complete a separate equalities impact assessment as described at paragraph 4.6.	Equalities & Communities Officer
<b>Public Health</b>	We recognise that the project outcomes will have a positive impact on population health or that of individuals.	Senior Public Health Officer
<b>Crime and Disorder</b>	The project has the potential to identify projects and proposals that will have a positive impact on crime and disorder.	Leisure Manager
<b>Procurement</b>	The Council will continue to follow procurement exercises and will complete those exercises in line with financial procedure rules.	Head of Regeneration and Economic Development
<b>Biodiversity and Climate Change</b>	The implications of this report have been considered and there are no direct implications on biodiversity and climate change. Supporting active travel will consequently reduce the boroughs carbon emissions, the biodiversity and climate engagement strategy is being rolled out during 2022, with monthly events and campaigns, many of which align with this reports intention to encourage residence to become more active, including cycling days/months, walk to school days etc.	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

- 2.1 Making Maidstone More Active (MMMA) is the name given to the Council's sport and leisure review. It seeks to ensure:
- Physical activity and participation are used as drivers towards improved health outcomes



- The future of Maidstone Leisure Centre is maximised, from development, participation and financial points of view
  - The Council's leisure service meets the needs, wishes and behaviours of residents
  - The leisure service is attractive to visitors
  - The needs of Maidstone's growing and ageing population are met
  - Future infrastructure options are aligned to the future population forecasts
- 2.2 In summer 2021, with the Covid pandemic passing, work resumed on this project with a focus on completing the Sport England SOPG process and the future capabilities of the Maidstone Leisure Centre building. A report for discussion on the SOPG findings and initial concept ideas for Maidstone Leisure Centre were presented to this committee in December 2021.
- 2.3 The council's leisure budgets are focused entirely on Maidstone Leisure Centre and one sentiment expressed by Members is the desire to see budgets extended further to cover the borough as a whole. The future infrastructure and service needs of the borough need to be considered in conjunction with any proposals for Maidstone Leisure Centre.
- 2.4 The Playing Pitch Strategy and the Sports Facilities Strategy follow Sport England's facility mapping model. They were commissioned as part of the Local Plan Review give comprehensive baseline data on facility numbers and quality across the borough. They also give future assumptions based on expected population growth mapped against Sport England data.
- 2.5 Making Maidstone More Active will build on this work and consult with end users and residents in communities. The qualitative data collected from public consultation will complement the quantitative exercises that have already been completed and refreshed as part of the Local Plan evidence base.

### **Rural service centres**

- 2.6 Based on the reasons given in paragraph 2.3, Making Maidstone More Active will begin this work in the borough's five rural service centres of Harrietsham, Headcorn, Lenham, Marden and Staplehurst. They already have established sports clubs and community groups and will be key locations in terms of how the council can extend the leisure, sports and recreation offer more widely in the borough.
- 2.7 Through the MMA consultation the council will:
- Confirm current levels of usage for existing facilities and map them against local and national survey data,
  - Identify issues with current facility provision and how those issues affect physical activity levels,
  - Identify improvements that can be made to existing facilities, and the impact they will have on physical activity levels in communities,

- Explore the improvements or changes that would make the biggest difference to communities,
- Discuss shared use opportunities that may be available in communities,
- Consider how new or improved facilities would be managed.

2.8 The Leisure team has been working with the Policy, Communities and Engagement team, and by using the council's focus group protocols, has identified a plan that will include:

- Face-to-face focus groups with sports clubs and community groups to be conducted in each rural service centre,
- Online focus group webinars for rural service centre residents, to be conducted after each face-to-face focus group,
- Identification of opportunity projects that can be brought forward for implementation or funding consideration.

2.9 More detail on this plan is provided in section 4.

### 3. AVAILABLE OPTIONS

#### 3.1 **Do nothing**

The council could choose not to complete this consultation but that would be contrary to previous expressions and desires of members of this committee and **is not recommended.**

#### 3.2 **Broaden the consultation across the whole borough**

This is the overall ambition of the MMA project but is not the right recommendation at the current time. The Maidstone Leisure Centre, in conjunction with the private sector and school sites, provides sports and recreation facilities for the town centre populations. Consultation on suitability of facilities needs to be undertaken, but the priority areas are the rural service centres so the focus groups will begin there. It is envisaged that focus groups for the town centre and surrounding areas will be delivered in the future using feedback from the rural service centre focus groups. **Borough-wide focus groups are not recommended at this moment.**

#### 3.3 **Undertake focus groups in the rural service centres**

This option will give community needs assessment and feedback from the five rural service centres which will enable the council to understand the priority projects for the southern areas of the borough. This knowledge will allow projects to be selected for delivery and will also provide budgetary context to any future leisure decisions at Mote Park and Maidstone Leisure Centre. **This is the recommended option.**

#### **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 4.1 The recommended option is to undertake focus groups in the five rural service centres and build on these with online focus group webinars. The initial face-to-face focus group will be open to representatives from sports clubs or community organisations within the rural service centre. Examples of these include (not exhaustively) scout or guide groups, walking groups, religious groups, schools, nurseries and other volunteer organisations.
- 4.2 The sports clubs are representative of the core sports market in each service centre. The community organisations will be representative of other organised groups who have experience of providing activities for people and knowledge of community needs.
- 4.3 Working with the Policy, Communities and Engagement team we have started work on the design of the focus group in line with the council's focus group guidance. Following acceptance of the recommendation we will arrange dates and venues for the focus groups, and use existing contacts and communications channels to recruit as many sports club and community organisation representatives as possible. We will repeat this for each of the five rural service centres.
- 4.4 The focus groups will be led by the Leisure team with support from the Policy, Communities and Engagement team and facilitator support from council colleagues and volunteers.
- 4.5 The focus groups will be used to identify what will make the biggest difference to sports clubs, informal unorganised sport and recreation and overall participation levels in the rural service centre communities. These ideas can be explored further in the online focus group webinars which will be open to residents from each service centre, whose involvement will be from the perspective of the end user or customer.
- 4.6 The equalities impact assessment will be updated to reflect this approach and to ensure that the consultation is delivered in a way that ensures it is as inclusive as possible.
- 4.7 Final feedback from each rural service centre will give priority projects that then have the potential to be delivered by the council or delivered via CIL contributions.

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#### **5. RISK**

- 5.1 Making Maidstone More Active always had community engagement as one of its key aims. Not involving communities and end users in the exploratory work on what would make the biggest difference to people's behaviours and activity levels will always bring increased risks.
- 5.2 Managing public expectations will also be key to prevent future risks of public dissatisfaction and disenfranchisement.

- 5.3 The risks 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.
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## **6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 6.1 The Policy, Communities and Engagement team have been consulted on the key aspects of community consultation. The leisure consultants who completed the SOPG report for Sport England have also been consulted and the recommendation in this report is in line with the wishes and direction previously expressed by members.
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## **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 Officers will recommence the rural service centre focus groups using existing resources and supplementing them with temporary staffing from other council departments where available and community volunteers.
- 7.2 The council's communications team will support with a communications plan for the consultation period.
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## **8. REPORT APPENDICES**

- None
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## **9. BACKGROUND PAPERS**

- *Making Maidstone More Active Update* – Economic, Regeneration and Leisure Committee, 16 March 2021