

LEAD MEMBER FOR LEISURE AND ARTS MEETING

Date: Friday 16 December 2022
Time: 12.30 p.m.
Venue: Maidstone House, King Street, Maidstone

Membership: Councillor Russell

<u>AGENDA</u>	<u>Page No.</u>
1. Urgent Items	
2. To consider whether any items should be taken in private due to the possible disclosure of exempt information	
3. Minutes of the meeting held on 18 November 2022	1 - 9
4. Maidstone Museums Governance	10 - 17

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Issued on Thursday 8 December 2022

Alison Broom

Alison Broom, Chief Executive

MAIDSTONE BOROUGH COUNCIL

LEAD MEMBER FOR LEISURE AND ARTS

MINUTES OF THE MEETING HELD ON 18 NOVEMBER 2022

Present: Councillor Russell – Lead Member for Leisure and Arts

3. URGENT ITEMS

There were no urgent items.

4. EXEMPT ITEMS

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

5. MINUTES OF THE MEETING HELD ON 19 JULY 2022

RESOLVED: That the Minutes of the meeting held on 19 July 2022 be approved as a correct record and signed.

6. CARRIAGE MUSEUM OPTIONS

RESOLVED: That all elements of Option 3 for the future of the Carriage Museum, as set out in the report of the Museums' Director, be adopted.

See Record of Decision

7. DURATION OF MEETING

12.35 p.m. to 12.40 p.m.

MAIDSTONE BOROUGH COUNCIL

RECORD OF DECISION OF THE LEAD MEMBER FOR LEISURE AND ARTS

Decision Made: 18 November 2022

Carriage Museum Options

Issue for Decision

The Tyrwhitt-Drake Museum of Carriages houses a nationally important collection, which has the potential to become once more an important visitor attraction in Maidstone. The issue for decision is to determine the preferred option for the future of the Carriage Museum.

Decision Made

That all elements of Option 3 for the future of the Carriage Museum, as set out in the report of the Museums' Director, be adopted.

Reasons for Decision

INTRODUCTION AND BACKGROUND

The Tyrwhitt-Drake Museum of Carriages was opened on 6th November 1946 by Sir Leigh Ashton, the Director of the Victoria and Albert Museum. It is still considered to be one of the finest collections of its kind in Europe. Most of the carriages are over 100 years old. They were designed for only a limited number of years of roadworthiness and, as a consequence, they are now too fragile to be sat in or to go behind a horse. This collection is important because the carriages are in the same original condition as when they were last used. This means that there is no shiny paint work and the leather and metal does not sparkle. However, what visitors to the Museum see is a very rare glimpse of something completely unaltered, which our Victorian forebears would recognise as very much their own.

Sir Garrard Tyrwhitt-Drake was born into a wealthy local brewing family in 1881. He was well known for his political interests which saw him Knighted in 1936, made High Sheriff of Kent and elected Mayor of Maidstone twelve times. Sir Garrard also had great affection for the horse drawn carriages of his youth. He realised that they were being completely replaced by the motor car and that our carriage-driving heritage was in danger of being lost forever. He decided to establish a collection to preserve this heritage. He began with a letter to The Times newspaper (dated 9th Sept 1946) in which he appealed for unwanted carriages to be donated. The response was good, and before long carriages started to arrive, some even came by special train. The collection not only includes carriages but also sleighs, other horse and hand-drawn vehicles and associated material such as horse harnesses.

Current Position

The Carriage Museum remained closed during the two years of the Covid pandemic. However, it has opened on three Saturdays so far in 2022, on each

occasion attracting over 100 visitors. Due to the unheated nature of the building in which the carriages are housed, it is only practical to open the Museum in the Summer season. For the two years prior to the Covid pandemic it was open for 2 days a week from May - September. Prior to 2018, the Museum was open three days a week. There is an admission charge of £2 for adults.

	Visits
2011/12	2,488
2012/13	1,310
2013/14	2,338
2014/5	1,615
2015/16	1,605
2016/17	1,409
2017/18	809
2018/19	982
2019/20	341

Table: Annual visitor numbers 2011- 2019

It is clear that visitor numbers were affected by the reduction of opening hours in 2017/18 which was the result of a staff reorganisation which reduced the number of staff employed in visitor facing roles. However, seasonal opening and a low-profile compared to the St Faith's Street site have resulted in visitor figures which are clearly unsustainable.

The Building

The Museum is housed in the Grade 1 Listed Stables formerly associated with the Archbishop's Palace. Grant-funded work has been carried out to attempt to stabilise the environment in the mediaeval building which is prone to temperature and humidity changes in line with the external weather. The current building has no public toilet or space in which to host schools' learning and in an attempt to make conditions more pleasant for staff, a small conservatory-style office was installed a number of years ago. A Wi-Fi connection was installed two years ago.

A meeting with Historic England's Sites and Monuments Inspector in 2018, suggested that the organisation would be supportive of measures to make the building more accessible and practical for use in the 21st century.

Interpretation

The carriages downstairs can only be seen from one side at ground level. This means that only the exterior is really visible. They are somewhat crammed down the edges of the space and have the appearance of storage rather than a vibrant and interesting display. Where current visitors are provided with plastic periscopes to see inside the carriages, video or simply room to open carriage doors would give visitors a much more realistic and exciting view. A simulation of a ride in a carriage has long been discussed by staff.

The interpretation of the carriages is carried out by information boards. The information presented is very technical and could be improved to better tell the 'people stories' associated with the collections and introduce visitors to the social history of the people who drove, rode in and owned carriages. Other elements

such as sound and video would provide different ways of telling those stories and make them more compelling.

The Collection

The relevance of the collection to Maidstone is in its connection to Tyrwhitt-Drake as most of the vehicles on show were not originally used here.

Since the original collection was brought together, additional items have been added to the displays at the Museum. These include items from the Museum's wider transport collection, items on loan from individuals and institutions such as the V&A Museum and Royal Mews. The care, management and costs relating to these loans is borne by the residents of Maidstone. Despite comments in local and social media over the years, the items in the collection are all in stable condition and at no risk of 'falling apart'. The carriages which have been in the Museum for many years have acclimatised to the cycle of the year in terms of temperature and humidity. Some surface mould was discovered a few years ago but was treated and further outbreaks prevented as mentioned above.

Strategic Context

One of the Council's Strategic Priorities is to make Maidstone a 'thriving place'. It will do this by bringing visitors and residents of the Borough into the Town Centre. Developing a Town Centre Strategy will be one of the ways we seek to meet this Strategic Priority over the next five years.

In this context, a valuable and historic town centre asset, like the Carriage Museum, can only enhance Maidstone as an attraction. The options set out below need therefore to be considered in light of how effective they are in showcasing the Carriage Museum, within the financial and operational constraints faced by the Council.

OPTION 1: DO NOTHING

It would be possible to continue the temporary measures currently in place and retain the building and collections while opening only by appointment to fee-paying groups and on special occasions. The minimum number of visitors required for a visit to take place would be reviewed.

Benefits:

- Costs are fixed and known
- Some level of access is maintained
- Levels of interest in the Museum and collection can be monitored

Risks:

- Access is limited to those willing and able to arrange visits for themselves
- This may contravene loan agreements with carriage owners
- Reputational damage to the Council

OPTION 2: CLOSE THE MUSEUM AND DISPERSE THE COLLECTION

There are a number of Carriage Museums in England so this Museum is not

unique in its general content. If a Museum of this sort is unsustainable and unused by residents then the building might be repurposed or sold by Maidstone Borough Council as the owner. The collections would then either be returned to the owner institution or individual or be put through the process of Deaccessioning to remove them from the Council's responsibility. Suitable homes in other Museums would be sought in the first instance although it is unlikely that any Museum would have capacity to keep the collection together.

Benefits:

- Maidstone Council is no longer responsible for the management and care of the collection
- The Museum building is freed for other purposes

Risks

- No Museum may come forward to take carriages meaning they will have to be disposed of through other means such as sale or destruction if no home is found
- There would be reputational damage for the Council as it is seen to be closing and disposing of the Museum. These actions are frequently misrepresented in media as 'selling off the family silver' method whatever the disposal of the collection
- All costs of moving and rehoming any parts of the collection would accrue to Maidstone Borough Council and this might be a significant amount in the short term, potentially running into hundreds of thousands of pounds
- The collection and all the stories, knowledge and memories therein are lost to the Borough in perpetuity

OPTION 3: REVISE THE OPERATIONAL MODEL FOR THE MUSEUM

There are a number of smaller changes which could be introduced either singly or in combination which are listed below.

Use of Volunteer Staff

There is no current capacity for Museum staff to work at the Carriage Museum and so the recruitment of dedicated volunteers is the only real option. The overall security and care of collections will remain with the professional staff but trained volunteers can open the Museum and provide customer services on site. With the right training they will welcome visitors, provide answers to questions and monitor the collections during the day. Volunteers would be used to open the Museum more regularly, starting with regular Saturday opening during the summer. Some seasonality would still be required as the Museum is extremely cold in the winter. Harnessing the energy and enthusiasm of volunteers provides a way of re-engaging with visitors generally and with carriage enthusiasts in particular.

Benefits:

- Regular involvement by residents in the running of the Museum
- Increased access to the collection and greater opening hours
- Retains potential for paid guided tours

Risks

- Failure to recruit or retain enough volunteers
- Volunteer expenses outweigh the budget available (volunteers are reimbursed for travel costs)

Integrating Museum with Overall Offer to Visitors to Maidstone

The Carriage Museum has attracted a healthy number of visitors on the limited number of occasions it has opened in 2022, because it has benefited from the publicity associated with events taking place at the same time – the Platinum Jubilee celebrations, the Maidstone River Festival, and the Open House Weekend. These events in turn have been able to offer the Carriage Museum as part of a comprehensive roster of attractions.

In future, developments at the Archbishop's Palace offer further opportunities for joint working with other attractions.

Benefits:

- Maximising visitor numbers
- Contributing towards overall visitor offer

Risks

- Carriage Museum is over-sold – the Collection is not necessarily of interest to all Maidstone visitors.
- Competition with other attractions for willing and competent volunteers

Investment in Modernising Interpretation and Presentation

There are a number of improvements which could be made at the existing Museum, including interpretation telling the stories of people involved with coaches, from makers to drivers to passengers; the introduction of film, sound and interactive activities which would improve the experience at the Museum and make it more enjoyable; the installation of a platform lift to provide access to the upper floor through an existing but blocked up window/door space; creation of a small public toilet.

Benefits:

- Rejuvenation of a currently dated and dry presentation making it more desirable to a wider audience
- Scale-able as funding is available
- Likely to attract grant funding from smaller grant givers
- Opportunity for positive publicity

Risks:

- Need for defined budget/fundraising target
- May clash with fundraising efforts at the main Museum
- If the Museum is not open regularly, it would not justify the investment required

Return of Carriages on Loan to their Owners

At the moment, roughly 30% of carriages and other items at the Carriage Museum are on loan from other collections. It may be possible to return some of these to their owners, to the extent that they are not required in order to present a coherent and attractive display. This would create space that would allow for an improved quality of display.

Benefits:

- More space to view and interpret the remaining carriages
- A more visitor-friendly environment
- Staff are currently responsible for care and management of loans and this would free up time for other responsibilities

Risks:

- Major lenders are known, but some minor and historic lenders are unknown. In the case of some historic lenders, they may not be identifiable, but reasonable steps to find them should be taken and documented to ensure best practice is adhered to and there are no future legal complications
- It is likely that MBC would be responsible for returning the vehicles and the associated costs

OPTION 4: A NEW CARRIAGE MUSEUM FOR MAIDSTONE

Whilst the carriage collection may seem like a niche area of interest at first sight, there are many interesting stories of both local and national interest which can be told by this collection. A new Museum with a welcoming entrance, in a better location, offering full physical access, toilets and facilities for school groups, could provide the base for exploring the stories of both the people and ideas behind the collection. If only the core collection of carriages was retained, a really clear focus would be possible. The development of new audio-visual technologies such as Augmented or Virtual Reality offer new means of interpreting the movement and experience of travelling by coach in a Museum where the carriages are, by necessity, static. Potential venues have been considered but initial indications are that the relocation of the Collection would not be viable.

Benefits:

- The Museum would be a new attraction
- Greater access to collections and the history encapsulated in them
- It would allow for greater emphasis on STEM (Science, Technology, Engineering and Maths) subjects in sessions led by the Learning team

Risks:

- Funding would need to be secured locally as national grants are very over-subscribed in the current environment
- Any new Museum would require a long period of planning and development, even if funding were available
- Transferring the existing Collection to a new venue would require great care and expense in order to avoid damage to the carriages

- If the Museum is not more exciting and better promoted than the current one, the investment may not bring in sufficient visitors to justify the investment
- As we move into a potentially more challenging financial environment, it would be difficult to justify use of the Council's capital programme for some or all of the required investment

Consultation Results and Previous Committee Feedback

Before it was decommissioned, the former Economic Regeneration and Leisure Committee agreed, at its meeting on 19 April 2022, that the Member of the Executive responsible for the Carriage Museum under the new governance arrangements would be asked to review the opening hours of the Museum to ensure that it is accessible to the public. Subsequently, the Economic Regeneration and Leisure Policy Advisory Committee, at its meeting on 5 July 2022, considered the Maidstone Museums Forward Plan, which included as a priority a review of the Carriage Museum and its operation with a short-term goal to open the Museum using volunteer staff. The purpose of the report of the Museums' Director was to respond to these commitments.

Visitors to the Carriage Museum are invited to record their comments in a visitors' book. Recent comments in the visitors' book express a wish for the Museum to be open more often and enthusiasm about the quality and depth of the Collection. This supports the decision made.

This issue was considered by the Economic Regeneration and Leisure Policy Advisory Committee at its meeting held on 8 November 2022. The Committee supported all elements of Option 3 as set out in the report and this is reflected in the decision made.

Alternatives Considered and Why Rejected

The alternatives considered and the associated benefits and risks are set out above. Options 1, 2 and 4 were rejected as it was considered that Option 3 provides a sustainable and realistic model for the future of the Carriage Museum. Making space and improving the quality of the displays to create a more exciting and visitor-friendly offer and tapping into the enthusiasm of volunteers to open the Museum more regularly starting with regular Saturday opening in the summer provides an opportunity for organic growth in opening hours and visitor numbers. This will contribute to the wider cultural offer of the Borough and allow the Museum to contribute increasingly over time to making Maidstone a thriving place.

Background Papers

None

I have read and approved the above decision for the reasons (including possible alternative options rejected) as set out above.

Signed: _____

Lead Member for Leisure and Arts – Councillor Claudine Russell

Full details of the report for the decision and any consideration by the relevant Policy Advisory Committee can be found at the following area of the [website](#).

Call-In: Should you be concerned about this decision and wish to call it in, please submit a call-in form signed by any three Members to the Proper Officer by: **5pm on 25 November 2022**

Agenda Item 4

LEAD MEMBER FOR LEISURE AND ARTS

16 December 2022

Maidstone Museums Governance

Will this be a Key Decision	No
Urgency	Not Applicable
Final Decision-Maker	Lead Member for Leisure and Arts
Lead Head of Service	Mark Green, Director of Finance, Resources and Business Improvement
Lead Officer and Report Author	Victoria Barlow, Museums Director
Classification	Public
Wards affected	All

Executive Summary

Maidstone Museums operate as an in-house council service but there are a number of trusts associated with the museums. The Council reviewed these governance arrangements in 2017, when it was decided by the former Heritage, Culture and Leisure Committee to retain the current governance arrangements.

Given the elapse of time since 2017, it is appropriate to review these arrangements. This report sets out the current position and recommends that the existing governance arrangements continue in place, but with some minor modifications.

Purpose of Report

Decision

This report makes the following recommendations to the Lead Member on the Executive for Leisure and Arts:

1. That Maidstone Museum and Maidstone Carriage Museum (collectively known as Maidstone Museums) remain as directly provided services within Maidstone Borough Council.
2. That Maidstone Museums continue to work with the Queens Own Royal West Kent Regiment Trust and the Bently Wing Trust.
3. That officers ascertain the intention of the Trustees of the Brenchley Trust in relation to the future of this Trust.
4. That arrangements with the Maidstone Museums Foundation and Kent Archaeological Society are formalised by means of Memoranda of Understanding.
5. That the governance arrangements in respect of the Maidstone Museums be reviewed in three years' time.

Timetable	
<i>Meeting</i>	<i>Date</i>
ERL PAC	06/12/22
Lead Member for Leisure and Arts	16/12/22

Maidstone Museums Governance

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>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 as set out in section 3.</p>	Victoria Barlow, Museums Director
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendations support the achievement of the Heritage is Respected objective by ensuring the future oversight of the museums by MBC.</p>	Victoria Barlow, Museums Director
Risk Management	See section 5.	Victoria Barlow, Museums Director
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for	Section 151 Officer &

	implementation.	Finance Team
Staffing	We will deliver the recommendations with our current staffing.	Victoria Barlow, Museums Director
Legal	Maintaining the status quo in respect of the Maidstone Museum has no legal implications. A change in the relationship with any of the Trusts should be referred for further advice as there are complex governance issues to be considered. It is recommended that draft Memoranda of Understanding be shared with the Contracts team.	Interim Team Leader (Contentious and Corporate Governance)
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 our retention schedules.	Policy and Information 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 not negatively impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	The recommendations will not have a negative impact on Crime and Disorder.	Victoria Barlow, Museums Director
Procurement	No procurement is required.	Head of Service & Section 151 Officer
Biodiversity and Climate Change	The implications of this report on biodiversity and climate change have been considered and there are no implications on biodiversity and climate change.	Biodiversity and Climate Change Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 Maidstone Museums consist of three museums: Maidstone Museum, Queens Own Royal West Kent Regiment Museum (QORWK) and the Tyrwhitt-Drake Museum of Carriages (The Carriage Museum). Both the Maidstone Museum and the QORWK Regiment Museum are located in the Grade 2* listed museum building on St Faith's Street, Maidstone. The Tyrwhitt-Drake Carriage Museum is located within a Grade 1 listed tithe barn, ten minutes walk from the main museum building. The museums operate as an in-house council service and are fully integrated with the rest of the Council services, with the staff employed by the Council.
- 2.2 The vast majority of the 650,000 items in the museums are owned directly by the Council. However, the museums also house collections associated with three separate charitable trusts.
- 2.3 Queens Own Royal West Kent Regimental Trust

The Council is sole trustee of the Regimental Museum Charity. The Trust's assets have transferred to the Council, but the Council retains responsibility for managing, curating and insuring the collection.
- 2.4 The Brenchley Trust

The Brenchley Trust was established to maintain, preserve and exhibit a collection of objects of Natural History, Mineralogy and Ethnography presented by J L Brenchley to the Maidstone Museum. The assets have transferred to the Council, but the Council is responsible for the care, management and accreditation of the collection.
- 2.5 The Bentlif Wing Trust

The Benthif Wing Trust was established in the nineteenth century to manage the then newly constructed East Wing of the Museum, including a collection owned by the Trust, and was endowed by the Benthif family with funds for this purpose. Over the years these funds have reduced and the Council took over the day-to-day running and maintenance of the East Wing. When the Council decided to renew the East Wing in 2009, a Deed of Variation to the Trust was signed, giving the Council an obligation to conserve and store the Benthif collection and to provide cleaning, maintenance, supervision and security for the Benthif Wing and its collection. Curatorial services are provided by the Council, as are legal, minuting, and financial services. The Deed gives the Trust control of access and use of some rooms within the building.
- 2.6 In addition, the Museum is supported by the Maidstone Museum Foundation (MMF). MMF is an independent charity supporting the museum by raising money for projects and educational activities.
- 2.7 Finally, the Museum has, since the nineteenth century, leased space on the premises to the Kent Archaeological Society.

- 2.8 In March 2018 members voted to retain the existing governance arrangements of Maidstone Museums. A report to the Heritage, Culture and Leisure Committee at that time considered the options for finding a new method of governance for Maidstone Museums. In summary, the report found that, while transfer of all the activities into a single, overarching Charitable Trust could bring some, 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 as they were, but they requested that officers continue to monitor the museum sector, any changes to the status of charitable trusts and anything else that might cause the decision to be reconsidered.
- 2.9 Since 2019, the impact of the Covid 19 pandemic and subsequent economic downturn has impacted all museums, but independent museums have been particularly hard hit with staff furloughed or laid off, income generation reduced and loss of core funding from local authority partners and Arts Council England. Those at risk have included The Royal Cornwall Museum, Metropolitan Police Heritage Centre and Fort Paul Military Museum.
- 2.10 One of the original drivers of the consideration of moving the museums to trust status was financial. Based on the available evidence, potential savings of £200,000 were identified.
- 2.11 In the event, without changing the governance arrangements, over £152,000 savings have been made since 2017 through restructuring the museum service. In addition, a successful Business Rates appeal reduced the museums' rateable value from over £200,000 to £56,000, creating more savings for the council.
- 2.12 In the meantime, the following steps have been taken to streamline the arrangements relating to the trusts associated with the museums.
- 2.13 Dissolution of the Queens Own Royal West Kent Regiment Museum Trust has been considered, but by extinguishing the obligation to manage the associated collection, it would require its removal from the museum and disposal of the artefacts. The Trustees did not wish to take this step. Instead, they have agreed that the Trust will meet just once a year to receive a report from the Director of the Museum and the Head of Finance or their representative.
- 2.14 A similar move to dissolve the Brenchley Trust has been considered. In this case, as there are no particularly sensitive assets associated with the Trust, this is feasible. The process has been delayed because of the death of the Trust's Chairman and consequent lack of trustees. It is proposed to appoint new Trustees who would consider whether it is appropriate to wind up or continue with the Trust.
- 2.15 The Bentrif Wing Trust has no wish to dissolve itself, and indeed the Trustees are keen to work with Maidstone Museum to make their collection more accessible to the public. There are vacancies on the Trust and it is intended to work with the existing Trustees to recruit new Trustees who

have an interest in the collection and its historical context, and who share the Trust's aspirations. We therefore propose to continue working with the Bentlif Wing Trust as laid out in the legally binding agreement of 2009.

- 2.16 Memoranda of Understanding have been agreed with the two related organisations, Maidstone Museums Foundation and Kent Archaeology Society, in order to put the museums' relationship with them on a more formal basis. Advice will be obtained from the Contracts team to ensure that they are in line with the Council's Procurement Standing Orders.
- 2.17 In general, since members took the decision to retain control of Maidstone Museums, there have been no significant changes in the museum landscape or in charity law which would necessitate members reviewing their previous decision, especially as the financial target which was an element of the investigation into Trust Status, has now been met by other means and work to simplify other arrangements is well underway.

3. AVAILABLE OPTIONS

- 3.1 The Executive Member endorses the earlier decision of the Heritage, Leisure and Culture Committee and continues to carry out the Museums' Five Year Forward Plan as agreed by the Executive Member in July 2022, with the Museums continuing to form part of Maidstone Borough Council, with the position to be reviewed after three years.
- 3.2 The Executive Member pursues the idea of transferring the Museums to an independent Trust.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The preferred option is that the museums continue to provide a wide-ranging service as part of Maidstone Borough Council as no financial or logistical benefit would accrue to the Council for a change at this time.

5. RISK

- 5.1 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.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Previous reports approved by members of the then Heritage Culture and Leisure and Economic Regeneration and Leisure Committees are available.

6.2 This issue was considered by the Economic Regeneration and Leisure Policy Advisory Committee at its meeting held on 6 December 2022. The Committee supported the proposals set out in the report and wished to add a further recommendation that the governance arrangements in respect of the Maidstone Museums be reviewed in three years' time. This is reflected in the recommendations above.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 If the proposals are accepted, no action will be required at this time.

8. REPORT APPENDICES

None

9. BACKGROUND PAPERS

None