

AGENDA

HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING



Date: Tuesday 3 November 2015

Time: 6.30 pm

Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Ash (Vice-Chairman), Ells, Fissenden,
Fort, Hemsley, Mrs Hinder, Newton
(Chairman), Paterson and Pickett

Page No.

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

Continued Over/:

Issued on 26 October 2015

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact POPPY COLLIER on 01622 602242**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

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

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 1 September 2015	1 - 5
9.	Presentation of Petitions (if any)	
10.	Questions and answer session for members of the public	
11.	Reference from Communities, Housing and Environment Committee - Carbon Management Plan Outcomes	6
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13.	Reference from Strategic Planning, Sustainability and Transport Committee - Destination Management Plan Task and Finish Groups	9
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15.	Report of the Head of Commercial and Economic Development - Disposal of land at Unicomes Lane	11 - 16
16.	Report of the Head of Finance and Resources - Second Quarter Budget Monitoring 2015-16	17 - 23
17.	Report of the Head of Finance and Resources - Medium Term Financial Strategy 2016-17 Onwards	24 - 29
18.	Report of the Head of Commercial and Economic Development - Maidstone's Culture and Heritage	30 - 43
19.	Report of the Head of Commercial and Economic Development - The Social Festival Review	44 - 50

PART II

To move that the public be excluded for the items set out in Part II of the agenda because of the likely disclosure of exempt information for the reasons specified having applied the Public Interest Test.

		Head of Schedule 12A and Brief Description	
20.	Report of the Head of Finance and Resources - Exempt Appendix to Medium Term Financial Strategy 2016-17 Onwards	Paragraph 1 – information relating to an individual	51 - 54
		Paragraph 3 – information relating to the financial or business affairs of any particular person	

MAIDSTONE BOROUGH COUNCIL

Heritage, Culture and Leisure Committee

MINUTES OF THE MEETING HELD ON TUESDAY 1 SEPTEMBER 2015

Present: Councillor Newton (Chairman), and
Councillors Ash, Ells, Fort, Hemsley, Mrs Hinder,
Newton, Paterson, Pickett and Mrs Wilson

Also Present: Councillors Mrs Blackmore, Naghi,
Perry, Mrs Ring, Sargeant and Vizzard

32. **APOLOGIES FOR ABSENCE**

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

33. **NOTIFICATION OF SUBSTITUTE MEMBERS**

It was noted that Councillor Mrs Wilson was substituting for Councillor Fissenden.

34. **URGENT ITEMS**

The Chairman agreed to take the Report of the Head of Finance and Resources – Budget Monitoring 2015-16 and Medium Term Financial Strategy 2016-17 Onwards as, in his opinion, it was an urgent item due to it having been produced after the agenda was published.

It was agreed that this item would be taken after item 10 - Questions and answer session for members of the public.

35. **NOTIFICATION OF VISITING MEMBERS**

Councillors Blackmore Ring reserved their right to speak on items 11 and 12.

Councillors Perry and Vizzard reserved their rights to speak on item 11.

Councillor Naghi reserved his right to speak on any item on the agenda.

Councillor Sargeant was in attendance as an observer.

36. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

37. DISCLOSURES OF LOBBYING

Councillors Ash, Ells, Paterson and Pickett disclosed that they had been lobbied on item 12 – River Festival.

38. TO CONSIDER WHETHER ANY ITEMS SHOULD BE TAKEN IN PRIVATE BECAUSE OF THE POSSIBLE DISCLOSURE OF EXEMPT INFORMATION

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

39. MINUTES OF THE MEETING HELD ON 10 AUGUST 2015

RESOLVED: That the minutes of the Meeting held on 10 August 2015 be approved as a correct record and signed.

40. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

41. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

42. URGENT: BUDGET MONITORING 2015-16 AND MEDIUM TERM FINANCIAL STRATEGY 2016-17 ONWARDS

The Head of Finance and Resources, Paul Riley, introduced the report and explained that there had been a budget overspend for the services that sit within Heritage, Culture and Leisure, and that greater efficiency of service would generate more income.

The Committee heard that under the previous governance system a budget working group was established to informally consider budgetary ideas before presentation to Committees.

During discussion the following was noted that:

- Income generated from the commercial activities planned for Mote Park would go towards resolving the budget for income, appointing an audience participation Officer, and supporting the medium term financial strategy.
- Until commercialisation projects were implemented on the ground they would not be included within projected income.
- The reasons for budget pressures were simple in some instances and complex in others. For instance, the crematorium had been affected by a target for income that was higher than service demand. In contrast, the Museum's budget was affected by multiple factors including the loss of financial support streams such as funding for educational programmes.

In response to questions it was confirmed that the background data was available for viewing and would be circulated to all Members of the Committee in advance of a meeting of a budget working group.

RESOLVED:

1. That the outturn for 2014/15 and the position for 2015/16 as at the end of June 2015 be noted;
2. That a reference be made to Policy & Resources Committee confirming agreement with the decision of the Policy and Resources Committee on the strategic revenue projection and the capital programme, in so far as it affects this Committee's budget;
3. That an informal meeting with relevant officers to discuss budget pressures and opportunities to provide savings to support the medium term financial strategy be arranged, and that the results of that informal meeting be reported to the next meeting of the Committee for consideration; and
4. That the potential capital projects be informally discussed at that meeting and that the results of that informal meeting be reported to the next meeting of the Committee for consideration.

For – 9 Against – 0 Abstain – 0

43. PLAY AREA CAPITAL IMPROVEMENT PROGRAMME 2015/16-2017/18 - UPDATE

Jason Taylor, the Parks and Leisure Services Manager, presented an update report to advise the Committee of the progress of the play area improvement programme.

It was stated that:

- In 2009 a point system was brought in to evaluate the standards of play areas across the borough.
- Research conducted in 2012 identified that best use of resources would be to create a network of play areas, with residents able to reach their nearest facility within a 12 minute walk.
- The Play Area Strategy was produced, and funding for improvement agreed in 2015. Improvements would be rolled out over a three year period, with the first new equipment scheduled for installation in 2016.

In response to questions the following was explained:

- Play areas which were not improved would be offered to the community or closed. Areas that were closed would have equipment removed and remain as open or green space.
- The Play Area Strategy had not been agreed and so the proposed improvements for year one would be carried and a redrafted strategy would come to Committee.

RESOLVED: That the update provided on the Play Area Capital Improvement Programme be noted.

For – 9 Against – 0 Abstain - 0

44. RIVER FESTIVAL

The Head of Commercial and Economic Development, Dawn Hudd, spoke to a report setting out the history of the River Festival from the Council's perspective, noting that the River Festival had been organised by an independent committee and had not been a Council organised event.

Members made reference to the following:

The boating community had unofficially congregated for the past several years in a festival of boats to celebrate the river.

Anecdotal evidence suggested that the River Festival had been beneficial to food and drinks retailers, but detrimental to general town centre retailers.

Members were in agreement that Maidstone's cultural offering should be supported and its identity enhanced.

The Committee heard that the Council's newly adopted Destination Management Plan (DMP) included reference to promoting activities on the river. The DMP, in belonging to the whole leisure sector, included representation from several organisations as well as MBC Officers, and the Committee had a representative on the DMP Board. Update reports on the actions of the DMP Board would be brought to Committee by those Officers in attendance.

RESOLVED:

1. That the contents of the Report of the Head of Commercial and Economic Development be noted; and
2. That any proposal or decision to re-establish a Maidstone River Festival be taken to the Destination Management Plan (DMP) Steering Group which will now oversee the delivery of the DMP Action Plans.

45. DURATION OF MEETING

6.38 p.m. to 8.33 p.m.

Agenda Item 11

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

3 NOVEMBER 2015

REFERENCE FROM COMMUNITIES, HOUSING AND ENVIRONMENT COMMITTEE

1. CARBON MANAGEMENT PLAN OUTCOMES

- 1.1 On 15 September 2015 the Communities, Housing and Environment Committee considered the Report of the Head of Housing and Communities on the Carbon Management Plan Outcomes.
- 1.2 The Council had introduced a Carbon Management Plan in 2009 covering the period from 2009 to 2015.
- 1.3 The plan had committed the Council to a target of reducing its CO₂ emissions by 20% from the 2008/2009 level by the end of the 2014/15 financial year.
- 1.4 In 2013/14 the Council's CO₂ emissions were reduced by 18.4%.
- 1.5 In 2014/15 there was an increase of 4.3%. The primary cause of this increase was the breakdown of the Combined Heat and Power (CHP) plant at Mote Park Leisure Centre which resulted in a large increase in energy consumption. This in turn affected the cumulative target reached at the end of the 6 year period.
- 1.6 The Committee was informed that the CHP plant at the Leisure Centre was quite old. The Committee felt that the Leisure Centre target should be looked at in more detail, resolving that a recommendation be made to the appropriate Committee.

2. RECOMMENDED:

- 2.1 That the Heritage, Culture and Leisure Committee be recommended to consider the targets in relation to the Leisure Centre as set out in the Carbon Management Plan.

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

3 NOVEMBER 2015

REFERENCE FROM COUNCIL

1. OVERVIEW AND SCRUTINY ANNUAL REPORT 2014-15

- 1.1 On 16 September Council considered the report of the Head of Finance and Resources – Overview and Scrutiny Annual Report 2014-15.
- 1.2 The Maidstone Borough Council Constitution for 2014-15 stated that “Overview and Scrutiny Committees may report annually to the full Council on their workings and make recommendations for future work programmes and amended working methods if appropriate” (Part One, article 6.3 (d) of the previous Constitution
- 1.3 The Scrutiny Coordinating Committee had responsibility for producing the Overview and Scrutiny Annual Report.
- 1.4 The Chairman and Vice-Chairman of the four Overview and Scrutiny Committees formed the Scrutiny Coordinating Committee as per the constitution.
- 1.5 The Annual Report provided an overview of the year, highlighting successes alongside the challenges of the Overview and Scrutiny Committees during the 2014-15 Municipal Year.
- 1.6 The Annual Report 2014-15 is the last following the decision of Council on 10 December 2010 to return to a Committee system.
- 1.7 The Scrutiny Coordinating Committee wanted to ensure a sense of continuity between the two systems of governance and ensure the topics it had looked at remained on the radar of the new Committees. Therefore it made the following recommendation “that the new Policy and Resources Committee considers the topics (listed below) as part of its work programme in the next Municipal Year.”
 - Maternity Services
 - Draft Economic Development Strategy
 - Careers Guidance Review
 - The Local Plan

- Continued representation from Maidstone Borough Councillors on MKIP Joint Committees (post Overview and Scrutiny)
- Budget Working Group
- Loneliness and Isolation
- MKIP Environmental Health Shared Service
- Play Areas Strategy
- Crime and Disorder.

1.8 It is likely that these topics have already been considered and programmed into the four new Service Committees' Work Programme, if appropriate. Therefore this report and the recommendation should be noted.

2. RECOMMENDED:

That the Overview and Scrutiny Annual Report to Council 2014/15 be noted subject to the following amendments:

The deletion of the duplicate paragraph on page 10; and to read:

“That the new Committees consider the topics (listed) as part of their work programmes in the next Municipal Year”.

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

3 NOVEMBER 2015

REFERENCE FROM STRATEGIC PLANNING, SUSTAINABILITY AND TRANSPORT COMMITTEE

1. DESTINATION MANAGEMENT PLAN TASK AND FINISH GROUPS

- 1.1 At their meeting on 6 October 2015 the Strategic Planning, Sustainability and Transportation Committee considered the reference from the Heritage, Culture and Leisure Committee regarding the Destination Management Plan Task and Finish Groups.
- 1.2 The Strategic Planning, Sustainability and Transportation Committee acknowledge the importance of the Destination Management Plan (DMP) as a major project for the Council and agree it is important that the Committee engaged with the DMP Board.
- 1.3 The Committee understand that the Task and Finish Groups are part of the DMP Board, which is external to the Council's Governance structure, and as such, not governed by the Council's Constitution.
- 1.4 The Committee agree that, while there are Committee Members interested, it was difficult to nominate Committee Members to the Task and Finish Groups listed in the referral without knowing their terms of reference, frequency and timing of meetings and who other, external, members were.

2. RECOMMENDED:

- 2.1 That the Heritage, Culture and Leisure Committee provide additional details of the Destination Management Plan's Task and Finish Groups, to include the terms of reference for each Group, dates and times of meetings and information on other Task and Finish Group members.

Agenda Item 14

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

3 NOVEMBER 2015

REFERENCE FROM POLICY AND RESOURCES COMMITTEE

1. DESTINATION MANAGEMENT PLAN TASK AND FINISH GROUPS

1.1 At their meeting on 21 October 2015 the Policy and Resources Committee considered the reference from the Heritage, Culture and Leisure Committee regarding the Destination Management Plan Task and Finish Groups.

1.2 The Committee agreed that, whilst there were Committee Members interested and nominations were subsequently made at the meeting, Members would like to receive more details on the methodology that would be used for selection to these Task and Finish Groups.

2. RECOMMENDED:

2.1 That the following Members be nominated as representatives for the specific Destination Management Plan (DMP) Task and Finish Groups:-

Group One: River – Councillors Naghi and Paine

Group Two: Town – Councillors Mrs Joy and Paine

Group Three: Events – Councillors Naghi and Round

Group Four: Countryside – Councillor Perry

2.2 That the Heritage, Culture and Leisure Committee provide additional details of the Destination Management Plan's Task and Finish Groups to the next Policy and Resources Committee meeting to include the methodology that would be used for selection on these Task and Finish Groups.

Heritage, Leisure and Culture	3rd November 2015
Is the final decision on the recommendations in this report to be made at this meeting?	Yes

Disposal of open space at Fant, Maidstone

Final Decision-Maker	Heritage, Leisure and Culture Committee
Lead Director or Head of Service	Head of Commercial and Economic Development
Lead Officer and Report Author	Jason Taylor – Parks and Leisure Manager
Classification	Non-exempt
Wards affected	Fant

This report makes the following recommendations to the final decision-maker:

1. To declare surplus the open space land outlined in red on the attached plan.
2. To authorise the placing of a Public Notice pursuant of Section 123 of the Local Government Act 1972
3. To refer the matter to the Policy and Resources Committee for a final decision concerning disposal of the land.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all

Timetable	
Meeting	Date
Heritage, Culture and Leisure	3 rd November 2015

Disposal of open space at Fant, Maidstone

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 To consider the leasing of public open space at Unicumes Lane, Maidstone to Fant Wildlife Group.

2. INTRODUCTION AND BACKGROUND

- 2.1 The Fant Wildlife Group is a charity of volunteers from the local community. The group was started in 1996 to manage an area of abandoned allotment gardens located between Upper Fant Road and the River Medway, close to the town centre of Maidstone. The aim of the Fant Wildlife Group is to maintain and diversify the wildlife in the Fant Wildlife area, to encourage educational use and local involvement. Further information can be found on the group's website www.fantwildlife.org.uk
- 2.2 The group of volunteers have worked to improve the site for more than 10 years and now wish to take over the management of the site, by leasing it from the council.
- 2.3 Leasing this land to the group will provide long term security for Fant Wildlife Group and would also enable them to access additional funding and further develop the site for wildlife.
- 2.4 As the land is designated as open space it has to be advertised that a potential disposal is being considered. It is proposed that if no objections are received that the Policy and Resources Committee be recommended to agree to the disposal.
- 2.5 If the land is declared surplus to operational requirements it is recommended that a lease is produced and agreed by both parties, and that the land is then leased to Fant Wildlife Group.
- 2.6 The lease would stipulate that the current use of the land cannot be altered and that it must remain open to the public.
- 2.7 The area can be seen in Appendix A.

3. AVAILABLE OPTIONS

- 3.1 The Heritage, Culture and Leisure Committee could decide to not declare the land surplus to operational requirements and retain it as part of the Council's open space provision.
- 3.2 This is not recommended because the Council would then have to maintain responsibility for the maintenance of a large open space area, and would

struggle to dedicate the necessary resources needed to successfully manage the site.

- 3.3 The Heritage, Culture and Leisure Committee could decide to retain control of the land, but allow the Fant Wildlife Group to continue managing the site.
 - 3.4 This is not recommended because the Fant Wildlife Group would be unable to access funding opportunities without a formal agreement to manage the land.
 - 3.5 The Heritage, Culture and Leisure Committee could decide to declare the land surplus, relieving the Council of their maintenance responsibility and facilitating the proper management and future use of the site.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 It is recommended that the Heritage, Culture and Leisure Committee declare all the land outlined in red on the attached plan surplus to operational requirements and authorise the placing of the Section 123 Notice to advertise the disposal.
 - 4.2 The Notice will be placed in the Kent Messenger newspaper for two consecutive weeks and will give members of the public six weeks in which to submit any comments or objections to the Council.
 - 4.3 Any comments or objections received will need to be considered by the Heritage, Culture and Leisure Committee before making a recommendation to the Policy and Resources Committee.
 - 4.4 Should no comments or objections be received in response to the Notice, the matter will then be referred to the Policy and Resources Committee for a final decision concerning disposal of the land.
 - 4.5 Declaring surplus all the land identified on the attached plan is the best option because this allows the land to be disposed of to Fant Wildlife Group, relieving the Council of its responsibility to maintain of the site, allow the Group access to funding opportunities and secure the future management of the a large area of public open space.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Consultation will be through the publication of the Section 123 Notice.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Once the recommendations have been agreed by the Heritage, Culture and Leisure Committee, the Parks and Leisure team will request that the

Council's Communications team publish the relevant Section 123 Notice in the Kent Messenger newspaper for two consecutive weeks.

- 6.2 After the six week period for comments and objections has expired, a recommendation will be made to the Policy and Resources Committee to make the final decision for disposal.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This report supports the priority Keeping Maidstone Borough an attractive place for all.	Parks and Leisure Services Manager
Risk Management	There are no material risks arising from this report	Parks and Leisure Services Manager
Financial	The recommendations will result in a saving in management and maintenance costs for MBC.	Chief Accountant
Staffing	There are no staffing implications arising from this report	Parks and Leisure Services Manager
Legal		
Equality Impact Needs Assessment	There are no implications arising from this report	Parks and Leisure Services Manager
Community Safety	There are no implications arising from this report	Parks and Leisure Services Manager
Human Rights Act	There are no implications arising from this report	Parks and Leisure Services Manager
Procurement	There are no implications arising from this report	
Asset Management	Assets and the associated liabilities will be transferred away from MBC	Parks and Leisure Services Manager

8. REPORT APPENDICES

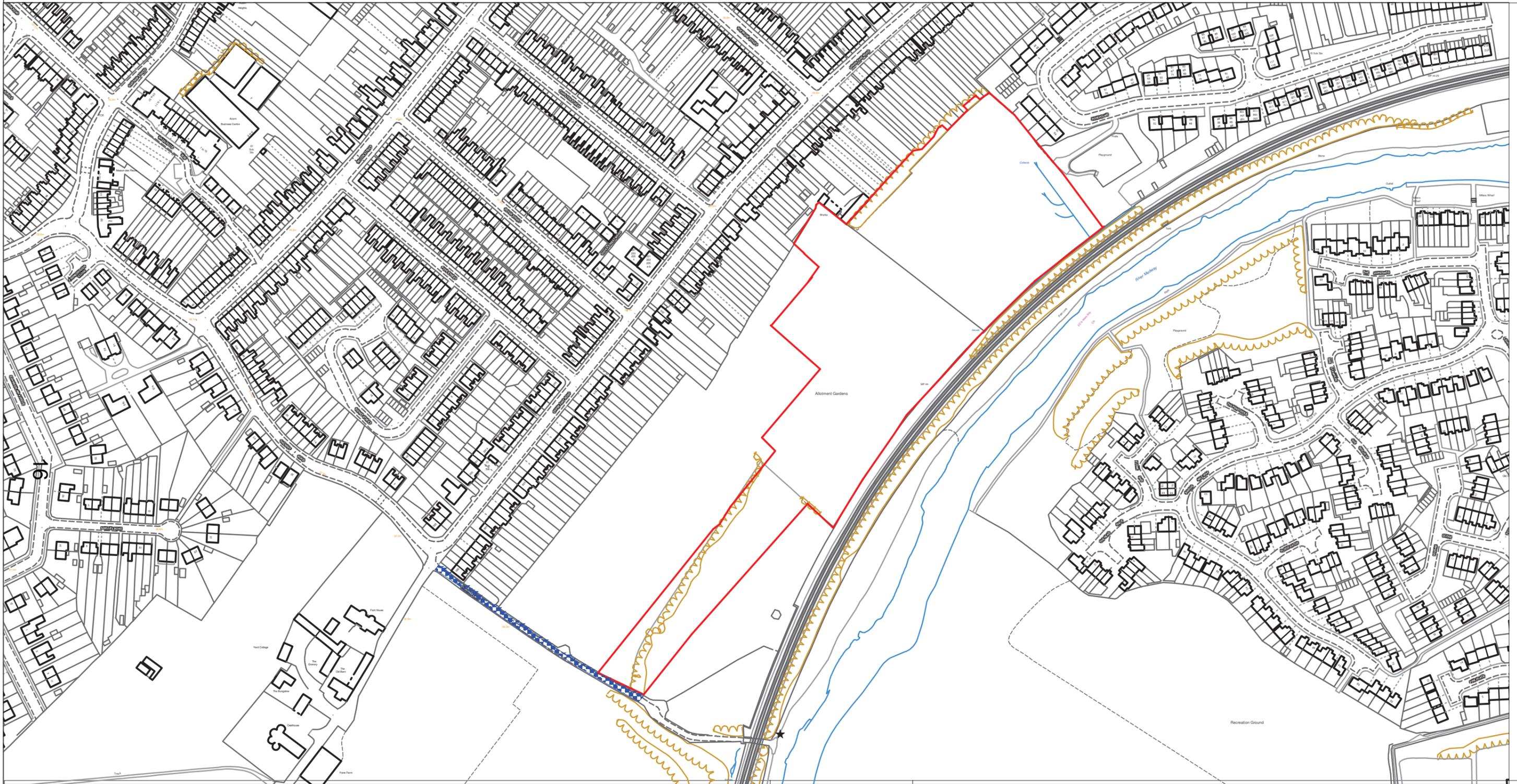
The following documents are to be published with this report and form part of the report:

- Appendix I: Site plan
-

9. BACKGROUND PAPERS

None

THE MAIDSTONE BOROUGH COUNCIL



Fant Wildlife Site



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HERITAGE, CULTURE AND LEISURE COMMITTEE

3 NOVEMBER 2015

Is the final decision on the recommendations in this report to be made at this meeting?

No

SECOND QUARTER BUDGET MONITORING 2015/16

Final Decision-Maker	Heritage, Culture And Leisure Committee
Lead Head of Service	Head Of Finance & Resources
Lead Officer and Report Author	Head Of Finance & Resources
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee:

1. That the Committee notes the revenue budget position as at September 2015, the predicted outturn to 31 March 2016 and the actions being taken to control the potential adverse variance.

This report relates to the following corporate priorities:

The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan.

Timetable

Meeting	Date
Heritage Culture & Leisure Committee	03 November 2015
Policy & Resources Committee	25 November 2015

MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides a financial analysis of the committee's services in the second quarter of 2015/16. The information is provided specifically for the Heritage, Culture and Leisure Committee.
- 1.2 The intention of the report is to ensure the Committee is regularly informed of performance and to enable it to take timely action where it is appropriate.

2. INTRODUCTION AND BACKGROUND

- 2.1 The Head of Finance & Resources is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section. It is best practice however to provide updates to the Committee on performance and this report is the second of four updates for 2015/16.

Revenue

- 2.2 The budget used in this report is the agreed estimate for 2015/16 including the carry forward resources agreed by Cabinet in April 2015. Actual expenditure to September 2015 includes all major accruals for goods and services received but not paid for by the end of the quarter.
- 2.3 An analysis that is summarised at service area, of the full year budget, the profiled budget to September 2015 and expenditure to September 2015 is attached as **Appendix A**. The financial analysis is based on direct expenditure only. This removes the influence of internal recharges and accounting adjustments upon the variance analysis. An indicative projected year end outturn figure is also shown.
- 2.4 Appendix A shows that actual spend is on target overall with a minor positive variance 2015 of £4,135 at the end of the second quarter. This variance incorporates variances that relate to the Cobtree Manor Park & Golf Course and these influence the figures in the report although the funds belong to the Charity.
- 2.5 The predicted outturn figures show only the major variances and these suggest a likely adverse variance of £100,328 at year end. This will be tempered by the smaller positive variances within the Committee's services. A brief explanation of the major variances is included against each significant variance in the Appendix.

Capital

- 2.6 The Committee has capital funding for the Play Area Improvements Programme and this work is set to commence this year. Current projections suggest that despite the later than intended start the programme will be completed during 2017/18.
-

3. AVAILABLE OPTIONS

- 3.1 Option 1 – The Committee could chose not to receive quarterly budget monitoring reports or receive the reports at a more regular frequency. The current frequency is considered good practice and has been in place for many years at this Council, enabling an appropriate level of monitoring and timely action where necessary.
- 3.2 Option 2 - The committee could consider the details set out in Appendix A and propose alternative actions to those set out. The details set out in this report follow on from the first quarter’s monitoring report. The current report shows that the proposals are having a significant impact and are suitable.
- 3.3 Option 3 - The committee could consider the details set out in Appendix A and agree to note the details reported by officers.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The recommended option is Option 3. The Committee should note the budget performance set out in Appendix A to this report and the actions that have been taken to mitigate some of this variance.
- 4.2 The year-end variance reported at £100,328 adverse, will be further mitigated by the minor budget variances that have been projected to be zero at the year-end as a most likely result would be a low level positive variance when all of these services areas are combined.
- 4.3 This information will be collated into an overarching report of the strategic budget position to Policy and Resources Committee. The strategic position is currently in balance and it is expected that Policy & resources Committee will not request further action at this time. The Council will follow good practice and officers will continue to control expenditure against budget to reduce the currently predicted year end over spend.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 This is the second report to this committee on the 2015/16 performance against budget. The previous report showed a high predicted over spend by year end and the proposals so far put in place to control the budget have begun to show an effect.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 Officers will continue to take all possible actions to control the budget and a report will be brought to a later meeting of this Committee on proposals to resolve the pressures at the Museum.
- 6.2 The high level details contained in this report will be reported to Policy & Resources Committee as a strategic overview of budget monitoring across the organisation.
-

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan.	Head of Finance & Resources
Risk Management	A regular and timely awareness of the budget position assists the Committee to prepare for and control the risk of insufficient resources to achieve the Council's priorities.	Head of Finance & Resources
Financial	The financial implications are summarised in the report and set out in more detail in the Appendix. It is important that the committee gives consideration to any specific services areas that are at variance and the actions intended at this time.	Head of Finance & Resources
Staffing	None identified	Head of Finance & Resources
Legal	None identified	Head of Finance & Resources

Equality Impact Needs Assessment	None identified	Head of Finance & Resources
Environmental/Sustainable Development	None identified	Head of Finance & Resources
Community Safety	None identified	Head of Finance & Resources
Human Rights Act	None identified	Head of Finance & Resources
Procurement	None identified	Head of Finance & Resources
Asset Management	None identified	Head of Finance & Resources

8. REPORT APPENDICES

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

- Exempt Appendix A: Savings Proposals 2016/17 to 2020/21

9. BACKGROUND PAPERS

None

HERITAGE CULTURE LEISURE COMMITTEE - BUDGET MONITORING REPORT TO SEPTEMBER 2015

Service Area	Full Year Budget	YTD Current Budget	YTD Amount	YTD Variance	Projected Outturn	Projected Variance	Comment
Cultural Development Arts	18,040.00	9,025.00	1,453.32	7,571.68	18,040.00	0.00	
Museum	259,960.00	155,423.41	104,632.06	50,791.35	269,168.65	-9,208.65	The zero based budgeting exercise and current management view regarding the service suggest a year end overspend of £65,000 from all Museum based services. The recent Lego event has negated some of the overspend for this financial year only.
Carriage Museum	21,660.00	13,097.00	14,527.19	-1,430.19	21,660.00	0.00	
Museum-Grant Funded Activities	6,220.00	-222.04	-13,373.04	13,151.00	6,220.00	0.00	
Hazlitt Arts Centre	284,770.00	183,003.00	184,873.00	-1,870.00	284,770.00	0.00	
Festivals and Events	-10,100.00	10,400.00	5,652.43	4,747.57	-10,100.00	0.00	
Lettable Halls	980.00	180.00	-2,930.66	3,110.66	980.00	0.00	
Community Halls	64,900.00	39,510.00	26,224.36	13,285.64	64,900.00	0.00	
Cultural Development Sports	60,110.00	25,768.00	27,672.24	-1,904.24	60,110.00	0.00	
Leisure Centre	-181,430.00	-90,716.00	-98,715.02	7,999.02	-191,430.00	10,000.00	The contractual arrangement with the Leisure Centre provides for a profit share arrangement which is in force for the contract currently
Cobtree Golf Course	-73,550.00	-121,997.00	-92,313.37	-29,683.63	-63,866.37	-9,683.63	This represents the Council's share of the golf course (2/9ths) and given the poor summer performance the income losses are likely to continue for the year.
Parks & Open Spaces	99,170.00	56,719.45	42,299.12	14,420.33	99,170.00	0.00	
River Park	41,830.00	20,473.00	8,053.41	12,419.59	41,830.00	0.00	
Playground Improvements	22,020.00	10,012.00	6,685.00	3,327.00	22,020.00	0.00	
Parks Pavilions	23,400.00	11,693.47	6,862.22	4,831.25	23,400.00	0.00	
Mote Park	-37,970.00	-17,619.50	808.61	-18,428.11	-1,113.78	-36,856.22	A predicted shortfall in income achievement is reflected in the year end variance. This matches the year end outcome in 2014/15. A proposal is now in place that will have a £30,000 impact on this variance from 2016/17.
Cobtree Manor Park	-104,450.00	43,514.00	37,256.32	6,257.68	-104,450.00	0.00	
Kent Life	-3,730.00	1,260.00	3,978.35	-2,718.35	-3,730.00	0.00	
Cobtree Manor Park Visitor Centre	0.00	0.00	19,385.05	-19,385.05		0.00	

HERITAGE CULTURE LEISURE COMMITTEE - BUDGET MONITORING REPORT TO SEPTEMBER 2015

Service Area	Full Year Budget	YTD Current Budget	YTD Amount	YTD Variance	Projected Outturn	Projected Variance	Comment
Allotments	11,040.00	11,080.00	2,715.00	8,365.00	11,040.00	0.00	
Tourism	51,100.00	23,696.00	39,816.86	-16,120.86	51,100.00	0.00	
Conference Bureau	-23,090.00	-34,342.00	-29,262.85	-5,079.15	-23,090.00	0.00	
Museum Shop	-23,430.00	-11,783.00	-6,266.35	-5,516.65	-23,430.00	0.00	
Leisure Services Other Activities	33,390.00	100.00	364.96	-264.96	33,390.00	0.00	
Cemetery	-86,720.00	-23,165.70	-49,496.54	26,330.84	-116,720.00	30,000.00	The cemetery income has continued to rise over the second quarter of the year and will now counteract some of the shortfall in income at the Crematorium.
National Assistance Act	-490.00	-244.00	1,185.00	-1,429.00	-490.00	0.00	
Crematorium	-793,910.00	-294,993.71	-225,414.03	-69,579.68	-709,330.32	-84,579.68	The crematorium did not achieve its income target in 2014/15. This is reflected, along with additional expenditure assumptions, in the forecast. See the cemetery service area for partial mitigation of this issue.
23 Maintenance of Closed Churchyards	5,000.00	2,498.00	2,096.45	401.55	5,000.00	0.00	
Market	-175,530.00	-117,065.00	-102,301.26	-14,763.74	-175,530.00	0.00	
Parks & Leisure Services Section	224,510.00	92,802.00	79,973.40	12,828.60	224,510.00	0.00	
Cultural Services Section	462,290.00	230,245.00	228,996.01	1,248.99	462,290.00	0.00	
Maidstone Culture & Leisure Section	125,580.00	62,635.00	67,164.96	-4,529.96	125,580.00	0.00	
Bereavement Services Section	163,200.00	84,692.00	81,363.79	3,328.21	163,200.00	0.00	
Market Section	75,350.00	37,668.00	35,244.55	2,423.45	75,350.00	0.00	
Heritage, Culture & Leisure	540,120.00	413,346.37	409,210.54	4,135.83	640,448.18	-100,328.18	

Agenda Item 17

HERITAGE, CULTURE AND LEISURE COMMITTEE

3 NOVEMBER 2015

Is the final decision on the recommendations in this report to be made at this meeting?

No

MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

Final Decision-Maker	Heritage, Culture And Leisure Committee
Lead Head of Service	Head Of Finance & Resources
Lead Officer and Report Author	Head Of Finance & Resources
Classification	Public report (with exempt appendix)
Wards affected	All

This report makes the following recommendations to this Committee:

1. That the Committee agrees to submit the proposals set out in exempt Appendix A to this report to Policy & Resources Committee for inclusion in the savings proposals for the medium term financial strategy 2016/17 onwards.
2. That the Committee notifies Policy & Resources Committee that the Museum is a potential budget pressure and that a further recommendation may be referred to Policy & Resources Committee following full consideration by Heritage Culture & Leisure Committee of future options.

This report relates to the following corporate priorities:

The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan.

Timetable	
Meeting	Date
Heritage Culture & Leisure Committee	3 November 2015
Policy & Resources Committee	16 December 2015
Council	2 March 2016

MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 On 1st September 2015 the Committee considered a report on the medium term financial strategy 2016/17 onwards (MTFS). That report set out the draft plans of the Policy and Resources Committee for consideration.
- 1.2 This Committee agreed to consider options for savings and growth pressures at an informal briefing session in advance of full consideration at this meeting.
- 1.3 The Committee's informal briefing was on 30 September 2015 and this report provides details of the proposals discussed in order for the committee to formally approve them for inclusion in the MTFS.

2. INTRODUCTION AND BACKGROUND

- 2.1 On 29th July 2015 Policy & Resources Committee agreed a strategic revenue projection based on a series of planning assumptions. That projection identified a need to find £3.76m of savings over the period of the strategy, 2016/17 to 2020/21, as set out in the table below:

Year	£m
2016/17	1.63
2017/18	0.79
2018/19	0.71
2019/20	0.53
2020/21	0.10
Total	3.76

Table 1: Budget strategy savings by financial year

- 2.2 Policy and Resources Committee requested that all service committees review the proposed strategic revenue projection and develop proposals for savings over the period of the MTFS and identify any unavoidable growth pressures that cannot be resourced by the committee concerned.
- 2.3 On 1 September 2015 this committee considered the request and agreed to identify its proposals initially through and informal briefing with officers. That briefing session occurred on 30 September 2015 and the proposals discussed are set out in the exempt **Appendix A** to this report. Table 2 below compares the value of the proposals to the Council's identified need set out in Table 1 above:

Year	£m	£m
2016/17	1.63	0.21
2017/18	0.79	0.13
2018/19	0.71	0.05

2019/20	0.53	0.04
2020/21	0.10	0
Total	3.76	0.43

Table 2: Budget strategy savings and savings proposed by this Committee, by financial year

- 2.4 Some of the proposals relate to Mote Park and while they represent income to the MTFs they also represent income and capital expenditure in the park to deliver improvements. All of the proposals set out in the exempt appendix require £1.1m of capital expenditure.
- 2.5 The councillors attending the informal briefing discussed the savings proposals set out in the exempt appendix and felt that, due to the business and/or personal nature of some of the proposals they should remain exempt at this time. The councillors also discussed a number of further ideas, requesting additional information on some. The ideas discussed are as follows:
- a) Museum – The committee will be aware from the quarter one budget monitoring report, which was considered on 1 September 2015, and the quarter two report, elsewhere on this agenda, that the Museum’s budget is under significant pressure. Officers have completed a zero based budgeting exercise on the Museum and the councillors that attended the briefing requested details of the necessary actions. The proposals are in the final stages of development and will be considered by the Corporate Leadership Team on 3 November 2015 and reported to this committee at a later meeting. At this time it is most likely that the Museum will be identified as a budget pressure.
 - b) Crematorium – The Committee will also be aware that the income levels set in the current budget for the Crematorium service are higher than current service levels would predict for year end. The debate at the briefing centred on action following consideration by the Committee of the fees and charges levels proposed for the service in 2016/17. This will be considered at the next meeting of the Committee.
 - c) Twinning – While this matter was discussed, a proposal for direct funding was not agreed. The committee debated options for funding from community groups, businesses and other sources that might be used to enhance the opportunities offered by twinning and the cultural and economic benefits this could bring to Maidstone.
- 2.6 In addition the committee considered the capital programme. Existing resources for the Play Area Improvement Programme and the resources set aside provisionally to achieve the works in Mote Park were discussed. No further capital schemes were put forward at the briefing.

3. AVAILABLE OPTIONS

- 3.1 The committee should consider the proposals set out in the exempt appendix and decide one of the following options:

- 3.2 Option 1 - Not to submit any proposals to Policy & Resources. A decision to not submit proposals would not be appropriate as the Council has a need to identify significant savings in order to balance its budget and it is appropriate for all service committees to contribute.
 - 3.3 Option 2 – Provide alternative proposals. Although at the informal briefing councillors considered the available options and officers confirmed that the proposals set out in the exempt appendix are viable, it is possible that the committee could propose alternative options. The options discussed at the informal briefing and proposed in the exempt appendix are viable and should not be set aside at this time.
 - 3.4 Option 3 – Agree the proposals set out in the exempt appendix. As stated these are all viable proposals that have been identified as deliverable with minimal impact on the Council’s strategic priorities.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 It is recommended that this Committee agree to submit to Policy and Resources Committee the proposals set out in the exempt appendix to this report.
 - 4.2 In addition it is recommended that the Committee identifies the Museum as a potential budget pressure to Policy and Resources Committee and, following consideration of the proposals brought to a later meeting of this Committee, that a further recommendation may be referred to Policy & Resources Committee.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 These proposals follow on from the consultation by Policy and Resources on the MTFs and constitute this Committee’s response to the request to identify savings and growth pressures.
 - 5.2 The Policy and Resources Committee will consider this Committee’s proposals at its meeting on 16 December 2015 along with the results of the budget consultation and any updated financial information from Government and other sources.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The agreed recommendations will be reported to the Policy and Resources Committee at its meeting on 16 December 2015 when it considers the updated MTFs following the final calculation of the tax base for council tax,

the detailed fees and charges proposals and the draft finance settlement from the Department for Communities & Local Government.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan.	Head of Finance & Resources
Risk Management	<p>Matching resources to priorities in the context of the significant pressure on the Council's resources is a major strategic risk. The MTFS is improved each year to enhance its resilience and effectiveness. The MTFS is considered by Policy & Resources Committee, all service committees, the Audit Governance & Standards Committee and Council.</p> <p>Specific budget savings proposals are identified in the exempt appendix to this report.</p>	Head of Finance & Resources
Financial	<p>The MTFS impacts upon all activities of the Council. The future availability of resources to address specific issues is planned through this process.</p> <p>It is important that the committee gives consideration to the strategic financial consequences from the recommendations in this report.</p>	Head of Finance & Resources
Staffing	The process of developing the budget strategy will identify the level of resources available for staffing over the medium term.	Head of Finance & Resources
Legal	The Council has a statutory	Head of

	obligation to set a balanced budget and development of the savings proposals assists this obligation.	Finance & Resources
Equality Impact Needs Assessment	The objective of the MTFS is to match available resources to the priorities set out in the Strategic Plan.	Head of Finance & Resources
Environmental/Sustainable Development	None identified	Head of Finance & Resources
Community Safety	None identified	Head of Finance & Resources
Human Rights Act	None identified	Head of Finance & Resources
Procurement	None identified	Head of Finance & Resources
Asset Management	None identified	Head of Finance & Resources

8. REPORT APPENDICES

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

- Exempt Appendix A: Savings Proposals 2016/17 to 2020/21

9. BACKGROUND PAPERS

None

Agenda Item 18

Heritage, Culture & Leisure	3 November 2015
Is the final decision on the recommendations in this report to be made at this meeting?	No

Maidstone's Culture & Heritage Positioning Report

Final Decision-Maker	Heritage, Culture & Leisure Committee
Lead Head of Service	Head of Commercial & Economic Development
Lead Officer and Report Author	Dawn Hudd, Head of Commercial & Economic Development
Classification	Public
Wards affected	All

This report makes the following recommendations to this Committee: <ol style="list-style-type: none">1. That the Committee notes the consultant's report at Appendix I.2. The Committee supports the next steps as outlined in this report in section 4.
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This report relates to the following corporate priorities: <ul style="list-style-type: none">• Keeping Maidstone Borough an attractive place for all -• Securing a successful economy for Maidstone Borough -<ul style="list-style-type: none">○ Ensuring there are good leisure and cultural attractions

Timetable	
Meeting	Date
Heritage, Culture & Leisure	03/11/2015

Maidstone's Culture & Heritage Positioning Report

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Maidstone Borough Council does not currently have a Culture and Heritage Strategy and this report brings together the work that has been carried out to date to develop a strategy to compliment the Council's Strategic Plan, Economic Development Strategy, Destination Management Plan and Festivals and Events Strategy.
 - 1.2 This report comments on the Consultant's report, which was commissioned to provide a position statement and which also contains a number of recommendations that the Council may wish to consider.
-

2. INTRODUCTION AND BACKGROUND

- 2.1 It is clear that Maidstone's Cultural and Heritage assets have an important role to play in the Borough's ambitions. There are strong links with the Council's Strategic Plan, Economic Development Strategy, Destination Management Plan and Festivals and Events Strategy.
- 2.2 Culture and Heritage are strong drivers for the economy, regeneration and sense of place and in recognition of this it was been agreed that work would be undertaken to scope out and formalise the Council's approach to Culture and Heritage by the production of a Culture and Heritage Strategy.
- 2.3 In February 2015 a specialist cultural consultant was appointed to lead on this work – Nick Ewbank from Nick Ewbank Associates (NEA). NEA is an innovative consultancy firm experienced in delivering creative solutions in the fields of culture, learning, regeneration, wellbeing and social cohesion.
- 2.4 The brief and objectives set for stage one of the work were to establish the appropriate balance for a Cultural and Heritage Strategy between the following themes:
 - Cultural Heritage – understanding and interpreting Maidstone's past in order shape its future
 - Cultural Assets - maintenance, usage and development
 - Festivals and Events – overview and opportunities for enhancement
 - Supporting and Developing Maidstone's Creative Economy – artists, cultural organisations, Creative Industries – fulfilling the growth potential
 - Building Social Capital, Health and Wellbeing through Culture – encouraging and developing cultural participation
 - Cultural Place Making: Maidstone town / rural areas; connectivity; twilight economy; future opportunities; identity.
- 2.5 A period of consultation and research has taken place, during which a wide number of partners and stakeholders have been interviewed including:
 - The Leaders of the Council's five political parties, the Chair and Vice chair of Heritage, culture and Leisure Committee.

- Maidstone BC – Alison Broom, Chief Executive.
- Key Council officers from the Museum and Economic Development.
- Arts Council England, Headley Swain – South East Area Director and colleagues John McPherson and Michael Cook.
- Kent County Council, Cabinet Member for Community Services – Mike Hill and Tony Witton, Arts and Culture Service Manager.
- Chair of Maidstone Economic Business Partnership and owner of Maidstone Studios, Geoff Miles.
- Maidstone Area Arts Partnership, Kent Scott.
- Hazlitt Theatre, Natalie Moor.
- Royal Society of Arts (RSA), Jonathan Schiffers, Joanna Massie and Brian Byers.
- Francis Knight, public art consultancy.
- Nucleus Arts, Dalia Halpern-Matthews.

2.6 Two study tours were also undertaken.

2.6.1 The first of these took place on 21 July and covered the Borough’s main live music venues and some key heritage assets: Mote Hall, Source Bar, Lockmeadow Leisure Centre, Carriage Museum and Kent Life.

2.6.2 The second tour was undertaken with the Royal Society of Arts (RSA) on 30 September and included: Town Hall and Jubilee Square, Hazlitt Theatre and Earl Street, Week Street, Maidstone Museum and Bently Art Gallery, Brenchley Gardens, Kent History and Library Centre, viewing of Whatman Mill, the river Medway, viewing of the Powerhub, Archbishop’s Palace, All Saints Church (including William Shipley’s tomb), Carriage Museum, Peugeot Building Knight Rider Street (including William Shipley’s former home), Gabriel’s Hill and Maidstone Museum & Bently Art Gallery.

2.7 NEA also undertook a substantial amount of desk based research including the review of existing Council strategies and policies such as the Council’s:

- Strategic Plan
- Economic Development Strategy
- Destination Management Plan
- Festivals and Events Strategy
- Community Development Strategy
- Emerging Town Centre Development Programme
- Maidstone Culture and Leisure Business Plan
- Green and Blue Infrastructure Strategy

3. REVIEW OF THE CONSULTANT’S REPORT

3.1 The context, introduction and outcomes outlined in the report at Appendix I are considered to be a sound reflection of Maidstone’s current position in terms of our Culture and Heritage offer and the objectives set out in the initial brief.

3.2 The outcomes that could be achieved from the approach outlined are:

- Re-positioning Maidstone as a regional cultural hub

- Strengthening the county town brand
- Building the tourism economy
- Attracting significant inward investment
- Creating jobs and growing the local economy
- Positively influencing future residential and commercial development projects
- Building connections across the communities of Maidstone
- Contributing to improved health and wellbeing for local people
- Building community engagement and inspiring local people to participate in creative place-shaping for the future of their town.

3.3 The four cultural and heritage themes proposed in the report are:

3.2.1 Cultural Heritage: how we make the most of the rich cultural heritage which surrounds us by improving access, enhancements and presentation.

3.2.2 Cultural Place Making: working in partnership to identify projects to develop local heritage, identity and place; cultural engagement and community engagement.

3.2.3 Cultural Assets: identifying key projects which can build on existing strengths to make a substantial and lasting difference to Maidstone's culture and heritage offer.

3.2.4 The Creative Economy: the Council and its partners foster growth of existing and new clusters of artists and creative businesses.

3.4 These four themes accurately reflect the issues raised by all those who were consulted and the references to culture and heritage in other Council documents and national guidance.

4. AVAILABLE OPTIONS

4.1 The Consultant's report makes a number of recommendations based on the four themes described at 3.2, some of which are very ambitious and would require significant resources. However, in the short term, there is much that can be done by linking the themes to existing and on-going projects and work streams.

4.1.1 Theme 1 – Cultural Heritage.

This theme can be linked to the new and on-going work around the Town Centre Development Programme. The visioning work undertaken for this process identified culture and leisure as an important theme and made reference to the creation of a cultural quarter and also recognised the importance of connectivity and public realm. This of course is relevant only to the town centre and consideration will need to be given in the future about the culture and heritage assets in the rest of the borough.

4.1.2 Theme 2 – Cultural Place Making.

Work has already commenced through collaboration with the RSA, and the study tour undertaken with them on 30 September, as part of the research they have been funded to do by Heritage Lottery looking at Heritage, identity and place.

The RSA's project aligns very well with what Maidstone is setting out to achieve and their research shows that "the idea of place (as in the character and qualities of specific places) rarely links to identity and heritage". In Maidstone's case this linkage is exactly what the town wants to explore – for example religion, rivers, roads and railways shaped the town and all continue to have major influences on it as a place; understanding these historic factors is essential if sustainable solutions are to be found to some of the town's key present day challenges such as congestion, air quality/public health and image/identity.

Maidstone has a strong link to the RSA through William Shipley one of its founders who was born here and is buried in Maidstone. We have agreed to participate in a pilot project with the RSA which is being scoped out at the moment. An update will be provided at the committee meeting.

4.1.3 Theme 3 – Cultural Assets.

We are in the process of setting up a Museums Strategic Board which will work with the Council to develop a Museums 20 year Strategic Development Plan. The future of the Carriage Museum will be considered as part of this plan and an options appraisal developed.

The potential for a new dedicated performance venue will continue to be considered through the Town Centre Development Programme.

4.1.4 Theme 4 – the Creative Economy

This sector is referenced in the Economic Development Strategy as being an important growth area. The creative industries are increasingly recognised as one of the UK's competitive strengths in the global economy. There were over 2700 jobs in the broad creative industries sector in Maidstone in 2012, representing 3.8% of employment, which is above the Kent average (3.1%) but below the national average (4.3%). Support for this sector will be developed through the EDS Action Plan section B and a pilot outreach project will be considered from the Business Terrace.

We will also work with Maidstone Area Arts Partnership to enable us to capture the views of their members.

5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

5.1 Officers recommend that the approach for further development of this work stream outlined at section 4 is approved by members.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 Extensive consultation has already taken place as outline in section 2, this has been with key stakeholders, partners, venues and people operating in the cultural sector.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 The development of Maidstone's culture and heritage offer will be taken forward as outlined at section 4.

8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Culture and Heritage are important in the delivery of both of the Council's corporate objectives of keeping Maidstone and attractive place for all and securing a successful economy for Maidstone Borough.	Head of Commercial and Economic Development 22/10/2015
Risk Management	None	
Financial		[Section 151 Officer & Finance Team]
Staffing	None at this time.	Head of Commercial and Economic Development 22/10/2015
Legal	Much of the proposed work will require contracts to be drawn up, which will need to be issued in compliance with both the Public Contracts Regulations 2015 and the Council's Constitution. It would be of assistance if a register of proposed/possible contractual requirements could be drawn up as part of this project.	Legal Team
Equality Impact Needs Assessment	None	
Environmental/Sustainable Development	None	
Community Safety	None	
Human Rights Act	None	

Procurement	None	
Asset Management	None	

9. REPORT APPENDICES

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

- Appendix I: Maidstone Culture & Heritage Positioning Report Oct 2015
-

10. BACKGROUND PAPERS

None

Maidstone's Culture & Heritage

Positioning Report

October 2015

1. Context

Commissioned by Maidstone Borough Council and undertaken by Nick Ewbank Associates, this Culture and Heritage Positioning Report aims to provide an overview of the strengths and weaknesses of Maidstone's current cultural offer, including an outline assessment of the town's tangible and intangible cultural and heritage assets, and to set out potential future actions.

This Report supports and builds on: Maidstone Borough Council's Economic Development Strategy; Town Centre Development Programme; Festivals and Events Strategy; Community Development Strategy; Green and Blue Infrastructure Strategy; Maidstone Culture and Leisure Business Plan; and Destination Management Plan.

In drawing up this Report, Nick Ewbank Associates undertook desk research and a series of interviews and consultative meetings between April and September 2015 with key members and officers of Maidstone Borough Council and its stakeholders including Arts Council England, the South East LEP, Kent County Council and with representatives of the Maidstone cultural, heritage and creative industries sectors. As part of the process, representatives of the Royal Society of Arts (RSA) joined with Maidstone Borough Council officers and members in a walking study tour of Maidstone town centre.

2. Introduction

Maidstone is Kent's county town and largest single settlement. It is the seat of local government, has a strong and growing economy and is an important retail centre. There are impressive heritage assets and significant visitor attractions within the borough boundaries, including Leeds Castle, Mote Park and the Museum of Kent Life. And yet Maidstone's cultural and heritage profile is considerably below that of several other notable Kent towns and comparable county towns. In particular, despite the presence of significant cultural and heritage assets such as the Hazlitt Theatre and the Maidstone Museum, the town centre tends to hide its cultural and heritage strengths and overly-dominant vehicular traffic flows prevent linkages with the attractive river frontage. A senior Kent County Councillor commented that Maidstone's cultural and heritage offer is "disappointing" – this view seems to be widely echoed by respondents consulted during this process, as these quotes attest:

"Maidstone doesn't feel like the county town"	"Maidstone lacks identity – it's a bit bland"
"Most people would say it's a cultural desert"	"Creative people are very isolated"
"The town has turned its back on the river"	"There's no sense of a cultural vision"
"It doesn't feel like a cultural place – but there's lots of potential"	

During the course of this commission a clear consensus has emerged among stakeholders and consultees as to the points of focus and priorities for action required to begin the process of realising Maidstone’s cultural and heritage potential. These fall into four areas set out in Section 4 below.

The envisaged outcomes arising from the realisations of these actions are as follows:

- Re-positioning Maidstone as a regional cultural hub
- Strengthening the county town brand
- Building the tourism economy
- Attracting significant inward investment
- Creating jobs and growing the local economy
- Positively influencing future residential and commercial development projects
- Building connections across the communities of Maidstone
- Contributing to improved health and wellbeing for local people
- Building community engagement and inspiring local people to participate in creative place-shaping for the future of their town.

This Report focuses largely on the town centre of Maidstone rather than the Borough’s more rural hinterland – it is contended that addressing and strengthening the cultural and heritage offer of Maidstone town itself will bring economic and social rewards to the whole Borough – and indeed to other parts of Kent.

Some of the potential actions contained within this report are ambitious and may require considerable time and cross-agency partnership working to bring to fruition. Nevertheless it is recognised that initiatives of ambition and scale are required if the significant linked outcomes identified above are to be realised.

4. Summary of Themes and Potential Actions

	Theme	Potential Actions
1	Cultural Heritage	Creation of town Centre and riverfront heritage zone, with new squares, strengthened pedestrian links to river Medway, public art, lighting and signage enhancement
2	Cultural Place Making	(a) Partnership with RSA / HLF for piloting of social innovation and creative place-making (and archive development) (b) Cultural Commons project with Voluntary Arts and Arts Development UK (c) Culture, health and wellbeing research
3	Cultural Assets	(a) Relocating / expanding carriage / transport museum (b) Kent’s Music Capital – scope out venue need and potential
4	The Creative Economy	Support, advice and networking for the creative sector

5. Themes

5.1 Cultural Heritage

Historically, Maidstone grew up as a transport hub, where the Roman road linking Rochester with the port of Lympne crossed the confluence of the River Len and the River Medway, and where these important waterways could be forded or bridged. The rivers became both sources of power for milling and other industrial processes and transport conduits to London and further afield. The Saxon village that grew up on the banks of the Medway became a prosperous medieval trading station and its historic wealth is reflected in the fine collection of heritage buildings that characterise Gabriel's Hill, Jubilee Square, Bank Street, Week Street, Earl Street and other parts of the town centre. The cluster of Grade One listed religious buildings by the riverside is particularly notable, with the Archbishop's Palace, the Tithe Barn, All Saints Church ("the grandest Perpendicular Church in England") and the College of All Saints forming a nationally significant complex of medieval architecture. Chillington Manor, now the Maidstone Museum and Bently Art Gallery, sits at the heart of the town and is one of the finest museums in the south east, with important collections of Anglo-Saxon and Japanese material among more than half a million artefacts. The Kent History and Library Centre opened in 2012 and contains around 14km of historic material including the archive from the former Centre for Kentish Studies.

However all these riches are somewhat hidden from view – a visitor to the town can spend all day shopping in Maidstone, or can enjoy the town's celebrated nightlife, without necessarily becoming aware of the rich cultural heritage all around them. Similarly, one of the most attractive features of the town should be the frontage and walkway along the banks of the River Medway, but this zone is currently cut-off from the town centre by four lanes of fast-flowing traffic – and once reached through underpasses, the quality of the public realm is poor and there is little to detain the visitor.

Potential Action 1

That the Council and its partners establish a town centre Heritage Zone (possibly identified as "The Square Mile") through a streets and squares, public art and lighting project designed to enhance and celebrate the culture and heritage of Maidstone and to establish new linkages and connections, including with the river Medway. As an integral part of this project the Council should develop and adopt a public art policy (to include plaques, signage, street furniture, interpretation / installations) and appoint a public artist in residence.

5.2 Cultural Place Making

The Royal Society of Arts (full name The Royal Society for the Encouragement of Arts, Manufactures and Commerce, abbreviated to RSA) was founded in 1754 by William Shipley, a Maidstone born artist and social reformer. Shipley lived for many years in Knightrider Street in Maidstone and is buried in the grounds of All Saints Church. The RSA is based in London and is active in 80 countries. It has developed an international reputation for innovative thinking – its self-proclaimed mission is "21st century enlightenment: enriching society through ideas and action". In partnership with the Heritage Lottery Fund (HLF) the RSA has recently launched a Heritage, Identity and Place project intended to spark local initiatives to build stronger, more cohesive communities through deepening our understanding of common heritage. Initial discussions have been held about developing a local

project for Maidstone, building on the link with William Shipley, and the RSA has also expressed interest in discussions with regard to its own archive.

Simultaneously, Voluntary Arts UK and Arts Development UK have jointly launched the Our Cultural Commons initiative. This builds on principles of self-governance, community action and local action to build new models of cultural provision that respond to a changing world. As they put it: *“The rapid pace of change surrounding all our local cultural spaces, including changes to local government, and the rapidly increasing digitization of the wider cultural world, means that previous models of local cultural planning are no longer effectively providing support. However there are new and emerging models, building on local cultural assets and making links with education, healthcare, the voluntary and community sector, and local government.”*

Organisations such as Maidstone Area Arts Partnership already bring together a wealth of voluntary arts groups, particularly in music, that are active in the borough, and there is an opportunity to build on this good practice to contribute further to community cohesion and a wide range of other public sector corporate goals.

There is also growing interest in the potential of culture to impact on people’s health and wellbeing. An emerging body of international evidence (some produced by the Kent-based Sidney De Haan Research Centre for Arts and Health, which is already active in the borough) points to a wide range of health benefits arising from engaging in singing and other participatory arts activities. This evidence suggests that, alongside regular physical exercise and good diet, positive cultural activities may be an important component of maintaining population health.

Maidstone has an opportunity to embrace these new ways of working and thus to carve out a distinctive niche for itself as a forward thinking cultural place where all citizens are encouraged to develop their own creative lives as a means to promoting wellbeing and better health for all.

This approach to cultural place-making is based on partnership building and establishing the conditions where creativity can flourish – other aspects of the Council’s work such as its support for a vibrant programme of Festivals and Events, locally produced food initiatives, environmental initiatives and a safe night-time economy are equally important components.

Potential Action 2

That the Council works with the RSA and the HLF to develop a local Heritage, Identity and Place project for Maidstone and that, building on the legacy of William Shipley, stronger links are fostered in the future between Maidstone and the RSA.

Potential Action 3

That the Council works with Voluntary Arts and Arts Development UK to develop a Maidstone Our Cultural Commons project, mapping existing cultural assets across Maidstone (including those currently used for commercial, subsidised and amateur cultural activity as well as other facilities with the potential to be used for cultural activity - such as adult education colleges, care homes and community centres) and exploring innovative ways to make better use of these local assets to reduce isolation, increase skills, strengthen communities and stimulate new connections between local people.

Potential Action 4

That the Council works with cultural organisations across the borough, Kent County Council, Culture Kent, the West Kent Health and Wellbeing Board and research partners in undertaking action research to better understand and promulgate the role of cultural engagement in improving social connectedness and delivering better health and wellbeing.

5.3 Cultural Assets - maintenance, usage and development

Maidstone town centre has important heritage and cultural assets such as Maidstone Museum and Bently Art Gallery, which is the subject of separate development plans outside the scope of this report. The Hazlitt Theatre and Arts Centre has recently benefited from capital investment and is now operated independently of the Council by Parkwood Leisure. Any successful Council-led cultural and heritage strategy will be flexible and responsive to independent projects and initiatives that arise from the local community and beyond. However it is recommended that the Council focus its energies on a two key projects that build on existing strengths to make a substantial and lasting difference to Maidstone's cultural and heritage offer. These are:

5.3.1 Transport Museum

Throughout history Maidstone's fortunes rose and fell in line with innovations in transport. The Romans brought the road; in medieval times the town became a gathering place for trade and distribution via the river; when the railway came Maidstone at first failed to grasp the opportunity and suffered as a consequence – but the coming of the car was embraced and brought prosperity through Rootes, which had its base in Maidstone and became the largest car and truck distributor in the UK in the 1920s, and through the Tilling-Stevens factory, which manufactured engines for buses. Rootes built the 1930s art deco style listed building currently occupied by Peugeot opposite the Archbishop's Palace while Tilling-Stevens operated from the large building on the west bank of the Medway now known as the Powerhub, also listed and designed in the 1920s in the style of a Henry Ford Daylight Factory. Latterly though, the dominance ceded to the car and the lorry has left a shadow on the character of the town, including severing the link with the river and contributing to poor air quality in the Medway valley.

Twelve times Mayor of Maidstone, Sir Garrard Tyrwhitt-Drake was a successful businessman and benefactor of the town. In 1946 he established the Carriage Museum in the beautiful historic thatched Tithe Barn, persuading both the Victoria and Albert Museum (V&A) and the Royal Collection to lend important carriages which are still in situ today. The Tithe Barn however is not an ideal location for a Carriage Museum - the collection is cramped and difficult to access - and the building could potentially be put to a more suitable cultural use (see below).

Potential Action 5

That the Council forms a partnership with the V&A, HLF, Kent County Council and other partners to explore the feasibility of re-locating the Carriage Museum to a more appropriate location within the borough of Maidstone.

Additional considerations:

- This feasibility process should examine the potential for expanding the collection to take in a historic survey of all the forms of transport that have so impacted on Maidstone and other communities over the centuries – as well as potentially scanning the horizon in terms of future modes of human conveyance.
- Both the Peugeot building and the Powerhub building should be considered as possible locations for this initiative.
- The need to ensure a commercially sustainable business model should be regarded as an essential requirement from the outset.
- Future uses for the Tithe Barn and the cluster of historic buildings around the Archbishop's Palace should also be given consideration as part of the feasibility process – including the possibility of establishing a Cultural Quarter in this zone.

5.3.2 The Music Capital of Kent

Maidstone has a thriving music scene. The area is home to: Kent Music (one of Europe's largest music schools); Proms in the Park; Maidstone Mela; six choral societies and at least seven community choirs; The Social Festival; The Rambling Man Festival; Maidstone Fringe Festival; a strong folk and rock scene in local pubs; an outstanding jazz programme at Pizza Express; clubs and DJs of international standing. This level of activity alone, across so many forms of music, exceeds that of other Kent towns and is a solid base on which to build a reputation as the music capital of Kent. Uniquely, though, Maidstone is also host to Jools Holland's Later – the flagship BBC2 music programme broadcast from Maidstone Studios since 1992 which brings some of the world's top musical talents and rising stars to Maidstone to play short live sets.

However Maidstone's main public music venues are not well suited to meet the needs of modern audiences. All Saints Church has good acoustics for unamplified orchestral and choral music but has uncomfortable pews, poor sight lines and a lack of WCs. Mote Hall at Maidstone Leisure Centre has the wrong ambience to become a successful amplified music venue.

Potential Action 6

That the Council form a partnership with Maidstone Studios and the BBC (perhaps drawing on the presence of big name music stars in the town for the Later programme), Arts Council England, Kent County Council, music organisations, universities and other partners to explore the potential for developing one or more dedicated venues of scale in Maidstone for the presentation of live music.

5.4 Supporting and Developing Maidstone's Creative Economy

Perhaps more than another factor, it is the sustaining and developing of a well networked cluster of professional artists, cultural organisations and creatives that determines whether or not a particular location comes to be seen as a successful cultural place. The creative industries is the fastest growing sector of the UK economy and one which any location with ambitious economic growth targets cannot afford to ignore. Models of good practice elsewhere indicate that if the conditions can be established whereby artists and creatives feel supported and nurtured the reputation of Maidstone as a cultural hub will spread - and unpredictable but positive outcomes will follow.

Innovative, progressive local authorities understand that their role in this respect is an enabling one, establishing the right conditions where high level individual artistic practice and creative enterprise can flourish.

Maidstone Studios already hosts an important cluster of creative industries as well as providing a regional TV studio, and Maidstone Borough Council has recently launched the Business Terrace in the town centre. The University of the Creative Arts is offering new undergraduate courses in Television Production at Maidstone Studios with the aim of building to 300 students. But despite these welcome initiatives local artists and small creative businesses reported feeling isolated and unsupported, and there are anecdotal reports of local creatives travelling or relocating to Medway and elsewhere in order to access more propitious working environments.

Potential Action 7

That the Council and its partners foster the growth of existing and new clusters of artists and creative businesses through:

- Providing (and developing policies to support the provision of) affordable workspace: both clean, networked shared space for creative businesses and messy space for artists and makers
- Adopting a responsive, enabling approach to new initiatives in culture and heritage that arise from the local community
- Attracting and supporting the retention of creative graduates within the locality
- Encouraging and supporting mechanisms for re-location support, business and funding advice, networking, recruitment, training and events, and the development of a shared voice for the professional creative sector.

Agenda Item 19

Heritage, Culture & Leisure

3 November 15

Is the final decision on the recommendations in this report to be made at this meeting?

Yes

The Social Festival Review

Final Decision-Maker	Heritage, Culture & Leisure Committee
Lead Head of Service	Head of Commercial & Economic Development
Lead Officer and Report Author	MCL Marketing and Sales Manager Laura Dickson
Classification	Public
Wards affected	N/a

This report makes the following recommendations to this Committee:

1. The evaluation and the lessons learned from this year's Social Festival set out in this report be noted.
2. Taking account of this evaluation and the additional measures proposed to address all of the issues raised, consideration be given to granting permission for the Social Festival to be held in Mote Park in 2016 subject to the organisers being granted an appropriate licence for the event.

This report relates to the following corporate priorities:

- Keeping Maidstone Borough an attractive place for all -
- Securing a successful economy for Maidstone Borough -
 - Ensuring there are good leisure and cultural attractions

Timetable

Meeting	Date
Corporate Leadership Team	20 October 2015
Committee – Heritage Culture & Leisure	3 November 2015

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The Social Festival has taken place in Mote Park for the past three years – 2013, 2014 and 2015. In view of the rising number and significant nature of the complaints received following the event this year officers have carried out a full evaluation of the Social Festival and this report presents the findings of this review for Committee to consider before deciding whether to support the event in 2016.

2. INTRODUCTION AND BACKGROUND

- 2.1 The Social Festival is run by local events promoter Luke Bendall and has its own website <http://www.thesocialfestival.com/>
- 2.2 For the past three years Mr Bendall has hired Mote Park to hold the event in mid-September. Although a comprehensive event plan was submitted and all the necessary licences obtained, the last two years have seen an increase in the number of complaints received from residents. The event was considered by the Safety Advisory Group (SAG) which confirmed that a number of operational issues were not adequately addressed in the management of the event and its impact on the surrounding area. These on-going issues present a reputational risk to the authority.
- 2.3 Maidstone Borough Council has received a fee from the organisers each year for hire of the park for the event plus a share of ticket sales. A deposit has also been taken to cover the cost of any park reinstatement works and clear up. This year a sum of £1,176.41 has been withheld by the Council to recover costs associated with clean up after the event. It is important to both take the complaints seriously and evaluate this event in the round.
- 2.4 Well organised festivals and events are recognised for their ability to produce benefits for the local economy, bring life to an area, create interest in the area and reflect the place.
- 2.5 With its focus on younger audiences the Social Festival does make a distinctive contribution to the Council's Festivals and Events Strategy which looks

"To develop a festivals and events programme that creates a lively and vibrant place to live, work and visit, whilst ensuring the sustainable use of the Borough's venues"

- 2.6 The value of festival and events to Maidstone visitor economy is highlighted in newly adopted Destination Management Plan (DMP) action strand – 'Improving the impact of events on the visitor economy' and the DMP shared story which says Maidstone is Kent's capital for big events with tens of thousands at a time coming here for the south east's biggest pop concerts, classical extravaganzas and business shows'.

- 2.7 Over 10,000 people attended the Social Festival this year and this made a positive contribution to the local economy. Using industry standard measures, it is estimated that close to £1m of additional income was achieved through expenditure in bars, restaurants and hotels. This equates to around £100 for each of the 10,000+ visitors.
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3.0 COMPLAINTS AND ISSUES RAISED

- 3.1 In total, 53 written and phoned complaints were received from residents, compared with 19 written and phoned complaints last year. Complaints were also received from local ward members. The issues raised by complainants were also recognised in the formal review of the event by the Safety Advisory Group. These complaints covered noise, traffic management, anti-social behaviour and litter.

3.2 Noise

Noise complaints (15 in total) came from areas around Mote Park and Bearsted. As a result of the complaints about noise last year the event was moved further into the park (and therefore further away from housing) and noise monitoring equipment was installed. Although noise conditions were not breached the SAG review noted that the 'spillage' from the base sound may have been a particular cause for concern.

3.3 Traffic Management

Despite the existence of a traffic management plan and the creation of a dedicated parking and taxi area at the Leisure Centre, there was a significant increase in the numbers of vehicles seeking to park or drop off in residential streets close to the park. The haphazard nature of this parking with complaints of double parking and the blocking of driveways and parking on green spaces were reported by residents and local members.

3.4 Anti-Social Behaviour

Several complainants raised issues about anti-social behaviour in the residential streets close to the park. These complainants cited evidence of abusive behaviour, defecating in the streets, and garden trespass. The inadequate provision of temporary toilets at park entrances has been accepted by the organisers as a shortcoming in their management plans and the absence of stewards at the entrances a contributor to these problems.

3.5 Litter

Most complainants reported extensive litter around the streets near Mote Park. The volume of litter increased substantially when the attendees departed, arising in part from the selling of legal highs by vendors which resulting in mini canisters being dropped on the ground, and flyers handed out by other event promoters. MBC staff spent three hours on Sunday morning clearing the waste from Mote Avenue, Lower Road and Upper Road Estates.

- 3.6 In conclusion, it is accepted by the organiser of the Social Festival and by SAG that whilst the event was regarded as well organised within the park it did create a series of serious problems for residents in the surrounding streets. These issues, particularly those involving anti-social behaviour and cars being parked across driveways and blocking streets are unacceptable and should have been mitigated by better planning and control.
- 3.7 It is therefore recognised that whilst the organisation of the event within the park rests with the organiser, it is Maidstone Borough Council's responsibility, with its SAG partners, and the organiser, to ensure the event is well managed within the borough and achieves the positive aims set out in our Festivals and Events Strategy and avoids reputational risk.
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4.0 AVAILABLE OPTIONS

- 4.1 Do not allow The Social Festival to be held in Mote Park in the future.
- 4.2 Do not allow The Social Festival to be held in Mote Park in the future but work with the event organiser to find an alternative venue in the Borough.
- 4.3 Allow The Social Festival to be held in Mote Park in the future but only within an agreed event management plan which addresses all the issues raised in this report, set out in the contract with the organisers and coordinated by a dedicated event manager supported by MBC.
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5.0 PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 5.1 There are few options within the borough for an outdoor music event for an audience of 10,000 plus people. Detling Showground can accommodate such an event but is not well served by public transport and in all probability would see more people arriving by car causing local congestion and problems. Mote Park plays an important role in a more sustainable location for major events and has a successful track record with events such as the Rambling Man and the Mela. For these reasons it is suggested that if Committee chooses to allow the Social Festival to be held again it should be held in Mote Park.
- 5.2 The Social Festival attracts (mainly) young people to a music event which social media reporting shows enjoys considerable popularity. Over 10,000 people visited the event in 2015, 40% of whom came from the Maidstone and wider Kent area. It brings economic benefits to the borough and supports the evening economy of the town centre.

- 5.3 A well organised Social Festival which follows a rigorously applied management plan placing specific obligations on the organisers for the events impact, inside and outside Mote Park, and operating under the guidance and control of a dedicated MBC event manager, would address the lessons learnt in this evaluation.
- 5.4 This approach places considerable responsibilities on the organiser which will add to their costs in running the event. In preparing this report, officers have met with the organisers to discuss this and they have indicated that if Committee choose to support the event in 2016 they will meet these obligations and the costs attributed to them. These obligations would be set out in a new formal contract.
- 5.5 It is therefore proposed that if Committee supports the event for 2016 an event management plan will be prepared with the organisers, MBC and SAG to cover all issues raised in this report. This will direct the effective organisation of the event within and outside the park in order to deliver a successful, safe and enjoyable festival. All costs associated with the event management plan will be met by the organisers. These would include:
- a) Additional stewarding at event entry and exit points, before, during and after the event.
 - b) A traffic management plan which provides adequate signed and controlled off and on-site parking for cars, coaches and taxis, including drop off arrangements and stewarding to ensure full implementation of this plan including enforcement during the event.
 - c) If required by SAG, policing at the event and in surrounding streets before, during and after the event.
 - d) a comprehensive clean-up programme and litter removal agreed in advance for the park and surrounding area.
 - e) All communications before, during and after the event with local ward councillors, local residents.
- 5.6 In addition to the above a dedicated event expert will be appointed by and responsible to MBC for ensuring the management plan is comprehensive and rigorously applied before, during and after the event. This person will be the Council's lead contact liaising with ward councillors, officers and SAG members throughout the event. All costs associated with this role will be reflected in the fee charged to the event organiser. The management plan will also ensure that steps are taken in the planning and direction of the stages to insulate sound better and reduce external noise levels.
- 5.7 In conclusion, if Committee choose to support the event under these terms in 2016, the Head of Commercial and Economic Development service will take the steps necessary to ensure that preparations are progressed as outlined above.

6.0 CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This is a valuable event in the Maidstone live music calendar which aims to appeal to a diverse range of audiences and therefore to objectives to 'securing a successful economy for Maidstone Borough'.	Head of Commercial and Economic Development 14/10/2015
Risk Management	As with any major event a comprehensive risk assessment will be provided by the event organiser as part of the event application and contained in the event management plan regulated via the SAG.	Head of Commercial and Economic Development 14/10/2015
Financial	This event makes an important contribution to the existing Parks & Leisure income target and this income would need to be replaced if the event did not take place in future.	Head of Commercial and Economic Development 14/10/2015
Staffing	The additional contract measures will require additional staff input from MBC, this will be charged to the organiser and included in the fee for the event.	Head of Commercial and Economic Development 14/10/2015
Legal	A new contract with additional clauses will need to be written with clearer responsibilities for the organiser as set out in this report.	Head of MKLS
Equality Impact Needs Assessment	N/A	
Environmental/ Sustainable Development	N/A	
Community Safety	This will be covered by the contract and the additional measures proposed with SAG.	Head of Commercial and Economic Development 14/10/2015
Human Rights Act	N/A	
Procurement	N/A	
Asset Management	N/A	

7.0 REPORT APPENDICES

None

8.0 BACKGROUND PAPERS

None

By virtue of paragraph(s) 1,3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Document is Restricted

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