

# ECONOMIC REGENERATION AND LEISURE POLICY ADVISORY COMMITTEE MEETING

Date: Tuesday 7 June 2022  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership: Councillors Bryant, Forecast, Fort, Garten, Mrs Gooch, Harper, Hastie, Hinder and Naghi

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

<b><u>AGENDA</u></b>	<b><u>Page No.</u></b>
1. Apologies for Absence	
2. Notification of Substitute Members	
3. Election of Chairman	
4. Election of Vice-Chair	
5. Urgent Items	
6. Notification of Visiting Members	
7. Disclosures by Members and Officers	
8. Disclosures of Lobbying	
9. To consider whether any items need to be taken in private due to the possible disclosure of exempt information	
10. Presentation of Petitions (if any)	
11. Question and Answer session for Local Residents (if any)	
12. Questions from Members to the Chairman (if any)	
13. Oral Briefing from the Leader of the Council	
14. Briefing from Executive Member for Leisure and Arts	1 - 4
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16. 4th Quarter Financial Update & Performance Monitoring Report 2021/22	13 - 36

**Issued on 26 May 2022**

**Continued Over/:**



**Alison Broom, Chief Executive**

## INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Wednesday 1 June 2022). You will need to provide the full text in writing.

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

In order to make a statement in relation to an item on the agenda, please call **01622 602899** or email [committee@maidstone.gov.uk](mailto:committee@maidstone.gov.uk) by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Wednesday 1 June 2022). You will need to tell us which agenda item you wish to speak on.

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## ECONOMIC REGENERATION & LEISURE POLICY ADVISORY COMMITTEE

**7 June 2022**

### Briefing from Executive Member for Leisure and Arts

Timetable	
<b>Meeting</b>	<b>Date</b>
Economic Regeneration & Leisure Policy Advisory Committee	7 June 2022

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Not Applicable – report for noting by the Economic Regeneration & Leisure Policy Advisory Committee
<b>Lead Head of Service</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Mark Green, Director of Finance & Business Improvement
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Purpose of Report

This report provides brief background information to accompany the verbal briefing from the Executive Member for Leisure and Arts.

#### This report makes the following recommendations to the Economic Regeneration & Leisure Policy Advisory Committee:

1. That the report be noted.

## Briefing from Executive Member for Leisure and Arts

### 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The briefing accompanying this report sets out how corporate priorities in the Executive Member's portfolio will be addressed.	Director of Finance and Business Improvement
<b>Cross Cutting Objectives</b>	Cross-cutting objectives will be addressed as appropriate.	Director of Finance and Business Improvement
<b>Risk Management</b>	Risks associated with individual decisions will be addressed as part of the decisionmaking process.	Director of Finance and Business Improvement
<b>Financial</b>	No specific implications at this stage. The priorities of the Executive Member will be delivered within the Council's budget and policy framework.	Director of Finance and Business Improvement
<b>Staffing</b>	No specific implications.	Director of Finance and Business Improvement
<b>Legal</b>	No specific implications.	Director of Finance and Business Improvement
<b>Information Governance</b>	No specific implications.	Director of Finance and Business Improvement
<b>Equalities</b>	No specific implications.	Director of Finance and Business Improvement
<b>Public Health</b>	No specific implications.	Director of Finance and

		Business Improvement
<b>Crime and Disorder</b>	No specific implications.	Director of Finance and Business Improvement
<b>Procurement</b>	No specific implications.	Director of Finance and Business Improvement
<b>Biodiversity and Climate Change</b>	No specific implications at this stage. The implications for biodiversity and climate change of all Council decisions will be addressed.	Director of Finance and Business Improvement

## 2. INTRODUCTION AND BACKGROUND

- 2.1 Under the Council's new executive arrangements, the Executive Member for Leisure and Arts is responsible for the following functions:

Arts and Culture Strategy 2019-24  
 Festivals and Events Policy  
 Hazlitt Arts Centre  
 Museum 20 year Plan  
 Maidstone Leisure Centre  
 Lockmeadow Leisure Centre Complex and Market  
 Public Art Policy  
 Visitor Economy  
 Events

- 2.2 These responsibilities are inherited from the former Economic Regeneration and Leisure Committee. Specific work programme items of the Committee that remained outstanding at the time of its decommissioning were as follows.

- 2.3 Museum

A draft five year plan covering the period 2022-2027 is under development. This is intended to set out the vision and the strategic aims for Maidstone Borough Council's Museum Service over the period and explains how the museums contribute to the Council's overall strategy.

This Five Year Plan therefore sets out immediate priorities within the framework of the Museum's overall 20 Year Plan, which seeks the following outcomes:

- The delivery of a high quality service
- Creating a sustainable and resilient organisation
- Caring for and creating access to our collections for present and future generations
- Inspires, educates and challenges visitors and users
- Ensuring that the museum is accessible to all and has the power to transform lives through the use of its collections
- Developing and encouraging a forward-thinking and innovative workforce
- Working to nationally recognised standards.

The plan has been developed through a review of existing practice, a review of previous transformation plans, staff discussion and workshops, and meetings with the Chair and Vice Chair of the Economic Regeneration and Leisure Committee. The five year plan was due to be considered by the Committee.

Other specific topics under consideration were:

- Carriage Museum options
- Review of Revised Museum Opening Hours and Working Arrangements
- Governance Arrangements to deliver the Museum's 20-Year Plan.

## 2.4 Maidstone Leisure Centre

The leisure centre is operated via a lease and contract agreement with Maidstone Leisure Trust and Serco Leisure Ltd, which is due to expire in 2024. The Economic Regeneration and Leisure Committee considered high level options for the future at its meeting in December 2021, including repeating the current contract cycle, refurbishing the leisure centre and tendering a new operations contract for the refurbished building, and redeveloping the leisure centre.

In parallel, a stakeholder review of leisure provision in the borough is under way entitled 'Making Maidstone More Active'.

Options for the leisure centre and the outcomes of the review of leisure provision were due to be reported back to the Committee.

## **AVAILABLE OPTIONS**

### 3.1 There are no matters for decision in this report.

## ECONOMIC REGENERATION & LEISURE POLICY ADVISORY COMMITTEE

**7 June 2022**

### 2022/23 Events Plan

Timetable	
<b>Meeting</b>	<b>Date</b>
Economic Regeneration & Leisure Policy Advisory Committee	7 June 2022

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Not Applicable – report for noting by the Economic Regeneration & Leisure Policy Advisory Committee
<b>Lead Head of Service</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Ann-Marie Langley, Arts & Culture Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Purpose of Report

This report sets out the 2022/23 Events Plan and provides the opportunity for the Committee to receive details of any updates.

#### This report makes the following recommendations to the Economic Regeneration & Leisure Policy Advisory Committee:

1. That the report be noted.

## 2022/23 Events Plan

### 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The Events Plan will materially improve the Council's ability to achieve 'A Thriving Place' through delivering a variety of high quality arts and cultural events.	Director of Finance and Business Improvement
<b>Cross Cutting Objectives</b>	<p>The report recommendation supports the achievement of the 'Heritage is Respected' cross-cutting objective by raising awareness of the town's history and heritage through specific events.</p> <p>The report recommendation supports the achievement of the 'Health Inequalities are Addressed and Reduced' cross-cutting objective by helping to reduce social isolation and delivering improvements in physical and mental health for target groups through participation in arts events and activities.</p>	Director of Finance and Business Improvement
<b>Risk Management</b>	Risks associated with individual events will be addressed as part of Council procedures.	Director of Finance and Business Improvement
<b>Financial</b>	The Plan can be delivered within existing budgets.	Director of Finance and Business Improvement
<b>Staffing</b>	No specific implications.	Director of Finance and Business Improvement
<b>Legal</b>	No specific implications.	Director of Finance and Business Improvement
<b>Information Governance</b>	No specific implications.	Director of Finance and Business Improvement



<b>Equalities</b>	No specific implications.	Director of Finance and Business Improvement
<b>Public Health</b>	Participating in events is generally likely to have a generally positive implication for population health.	Director of Finance and Business Improvement
<b>Crime and Disorder</b>	No specific implications.	Director of Finance and Business Improvement
<b>Procurement</b>	No specific implications.	Director of Finance and Business Improvement
<b>Biodiversity and Climate Change</b>	It has been noted that action should be taken to ensure events are plastic free and minimise single use products, utilise sustainable vendors, consider public transportation options to access events, and encourage recycling and reuse.	Director of Finance and Business Improvement

## **2. INTRODUCTION AND BACKGROUND**

- 2.1 A programme of events has been planned for the 2022-23 financial year, as outlined in the appendices to this report. There are two categories of event, those being fully funded by MBC and those being funded through other sources but where MBC officers are providing support.
- 2.2 The attached details were reported to the former Economic Regeneration and Leisure Committee at its meeting in April. An update will be provided as necessary at this evening's meeting.

## **3. AVAILABLE OPTIONS**

- 3.1 There are no matters for decision in this report.

## MAIDSTONE BOROUGH COUNCIL EVENTS PROGRAMME 2022/23

Date	Event	Location(s)	Partners	Arts & Culture budget	Other budgets/Funding sources
May - Nov	Elmer on Tour	7 rural libraries around the borough	Kent Libraries; HoKH; Elmer artists	£3,000.00	
28-May	Proms in the Park - Jubilee special	Whatman Park	Parkwood Theatres		£20,000 Sponsorship (Weston Homes)
01-Jun	Mayor's Platinum Jubilee Tea Party	Jubilee Square			£5,000 (Business Rates Pool)
16-Jul	Street Festival	Town Centre locations	RFQ sent	£12,000.00	
31 Jul; 14 & 28 Aug	Bandstand concerts (Sundays)	Brenchley Gardens	MAAP	£3,000.00	
6 & 20 Aug; 3 Sept	Bandstand concerts (Saturdays)	Brenchley Gardens	Make Some Noise	£4,500.00	
2, 4, 9 & 10 Aug	Youth theatre workshops x 8 (4 x drama and 4 x dance)	Amphitheatre	Hazlitt Youth Theatre	£2,880.00	
15 - 19 Aug	Art in the Park	Brenchley Gardens	Local artists; Kent Adult Education	£3,500.00	
27 Aug, 3 & 4 Sept	Outdoor theatre	Amphitheatre & Cobtree Manor Park	Parkwood Theatres	£8,000.00	
10-Sep	Hidden Histories event	Mote Park	Wessex Archaeology; KCC Archaeology; MAAG		Support in kind; officer time
10 & 17 Sept	Talk of the Town (live action history event)	Town centre, Brenchley, Jubilee Square	Hazlitt Youth Theatre	£4,120.00	
11-Sep	Mela	Mote Park	Cohesion Plus, Maidstone Cultural Group		£5,000 MBC / £20,000 ACE
30 Sep - 2 Oct	Heart of Kent Walking Festival	Various	MVCP, Explore Kent, Kent Downs AONB, Sustrans, Community Rail Partnership, plus more..		£6,000 WBF (website); £1,500 tourism budget; support in kind
28-Jan	Chinese New Year	Town Centre, Jubilee Square	Cohesion Plus, Maidstone Cultural Group	£2,500.00	£2,000 Maidstone Cultural Group

## FULL EVENTS PROGRAMME FOR MAIDSTONE 2022/23

Date	Event	Location(s)	Partners / Organisers	Arts & Culture budget	Other budgets/funding sources
28 Apr - 2 May	Fringe Festival	Town centre venues	Make Some Noise		Commercial
May - Nov	Elmer on Tour	7 rural libraries across the borough	Kent Libraries; HoKH; Elmer artists	£3,000.00	
21-22 May	Vegetarian Week event	Love Food@Lockmeadow	Love Food businesses		Commercial
27-May	Open Air Cinema	Whatman Park	Adventure Cinema		Commercial
28-May	Proms in the Park - Jubilee special	Whatman Park	Parkwood Theatres		£20,000 Sponsorship (Weston Homes)
28 May - 5 Jun	Tree trail & Jubilee celebrations	Town centre	One Maidstone		£8,500 One Maidstone (ARG)
28 - 29 May	Rock Sober	Headcorn Aerodrome			Commercial
01-Jun	Mayor's Platinum Jubilee Tea Party	Jubilee Square			£5,000 (Business Rates Pool)
02-Jun	Music Concert tbc	Mote Park	Park Live		Commercial
03-Jun	Together Kent	Mote Park	Park Live		Commercial / free NHS event
3 - 5 June	Open Air Cinema	Whatman Park	Adventure Cinema		Commercial
04-Jun	UB40 + more	Mote Park	Park Live		Commercial
05-Jun	Raver Tots	Mote Park	Park Live		Commercial
6 - 30 Jun	LGBTQ+ Walking History Tour	Town centre	One Maidstone		£4,500 One Maidstone (ARG)
18-Jun	Armed Forces Day	Headcorn Aerodrome			Commercial
24 - 26 Jun	Battle of Britain AirShow	Headcorn Aerodrome			Commercial
24 - 26 Jun	Foodies Festival	Mote Park	Foodies Festival & Musicians Against Homelessness		Commercial
02-Jul	Classical Concert	Leeds Castle	Leeds Castle		Commercial
2 - 3 Jul	Race for Life	Mote Park	Cancer Research UK		Charity

## FULL EVENTS PROGRAMME FOR MAIDSTONE 2022/23

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03-Jul	Heart of Kent Treasure Trail	Town Square, Lockmeadow	Heart of Kent Hospice		Charity
9 - 10 Jul	Bubble Rush	Mote Park	Demelza		Charity
8 - 10 Jul	Kent County Show	Detling Showground	Kent Agricultural Society		Commercial
16-Jul	Street Festival	Town Centre	RFQ sent	£12,000.00	
16-Jul	Wine Festival	Sessions Square	Frederic, One Maidstone		Commercial
23-Jul	Katherine Jenkins	Mote Park	Park Live		Commercial
30-Jul	Glitterbomb	Mote Park			Commercial
30-Jul	River Festival	Riverside; Lockmeadow	River Festival Committee		Commercial
30-Jul	Muggleton Village (Steampunk Fair)	Maidstone Museum	Muggleton Village		Commercial
31-Jul	Bandstand concert	Brenchley Gardens	MAAP	£1,000.00	
Aug	Summer Fun	Town centre	One Maidstone		£3,000 One Maidstone (ARG)
5 - 7 Aug	Rock the Mote	Mote Park	Park Live		Commercial
06-Aug	Bandstand concert	Brenchley Gardens	Make Some Noise	£1,500.00	
13-14 Aug	Combined Ops Military Show	Headcorn Aerodrome			Commercial
14-Aug	Bandstand concert	Brenchley Gardens	MAAP	£1,000.00	
14-Aug	Bus Station Centenary	Town Square, Lockmeadow	South East Bus Festival committee		Commercial
15 - 19 Aug	Art in the Park	Brenchley Gardens	Local artists; Kent Adult Education	£3,500.00	MBC
19 - 20 Aug	Gratitude Festival	Yalding			Commercial

## FULL EVENTS PROGRAMME FOR MAIDSTONE 2022/23

20-Aug	Bandstand concert	Brenchley Gardens	Make Some Noise	£1,500.00	
20 - 21 Aug	Emergency Services Show	Headcorn Aerodrome			Commercial
2, 4, 8, 9 Aug	Youth theatre workshops	Amphitheatre	HYT	£2,880.00	MBC
27-Aug	Outdoor theatre	Amphitheatre	Parkwood Theatres	£3,000.00	MBC (subsidised tickets)
28-Aug	Bandstand concert	Brenchley Gardens	MAAP	£1,000.00	
03-Sep	Bandstand concert	Brenchley Gardens	Make Some Noise	£1,500.00	
03-Sep	Lets Rock Uk	Mote Park	Lets Rock Uk		Commercial
3 - 4 Sept	Outdoor theatre	Cobtree Manor Park	Parkwood Theatres	£5,000.00	MBC (subsidised tickets)
3 - 4 Sept	Model Show	Headcorn Aerodrome			Commercial
5 - 30 Sept	Knife Angel & activities	St Faiths Church/Brenchley Gardens	One Maidstone		£3,500 One Maidstone (ARG)
9 - 18 Sept	Heritage Open Days Festival	Various	local heritage venues; local history societies; museum; library, etc		Run by volunteers, local venues
10-Sep	Hidden Histories event	Mote Park	Wessex Archaeology; KCC Archaeology; MAAG		Support in kind; volunteers; officer time
10 & 17 Sept	Talk of the Town (live action history event)	Town centre, Brenchley, Jubilee Square	HYT	£4,120.00	MBC
11-Sep	Mela	Mote Park	Cohesion Plus, Maidstone Cultural Group		£5,000 MBC / £20,000 ACE
17-Sep	Revival	Mote Park	Park Live		Commercial
24-Sep	Soulstasia	Mote Park	Park Live		Commercial
30 Sept-2 Oct	Heart of Kent Walking Festival	Various	MVCP, Explore Kent, Kent Downs AONB, Sustrans, Community Rail Partnership, plus more..		£6,000 WBF (website); £1,500 tourism budget; support in kind
01-Oct	Oktoberfest	Mote Park	Park Live		Commercial
Oct (TBC)	Walking Escape Room	Town centre	One Maidstone		£3,500 One Maidstone (ARG)
24 - 31 Oct	Family friendly Halloween	Town centre	One Maidstone		£7,500 One Maidstone (ARG)

## FULL EVENTS PROGRAMME FOR MAIDSTONE 2022/23

5 & 6 Nov	Fireworks Spectaculars	Leeds Castle / Kent Life + others	Leeds Castle, Kent Life, etc		Commercial
13-Nov	Remembrance Day - installation of poppies	Town centre	One Maidstone		£5,500 One Maidstone (ARG)
24-Nov	Christmas Lights Switch-On	Town Centre, Jubilee Square	One Maidstone		One Maidstone
1 Dec - 1 Jan	Glow Illumination Trail	Cobtree Manor Park	Glow Arts		Commercial
Dec - Jan	Christmas pantomime	Hazlitt Theatre	Parkwood Theatres		Commercial
28-Jan	Chinese New Year	Town Centre, Jubilee Square	Cohesion Plus, Maidstone Cultural Group	£2,500.00	£2,000 external funding
03-Feb	Light Up Maidstone (light parade)	Town Centre	One Maidstone		£15,000 One Maidstone (ARG+)

**£43,500.00**

## ECONOMIC REGENERATION & LEISURE POLICY ADVISORY COMMITTEE

**7 June 2022**

### 4<sup>th</sup> Quarter Financial Update & Performance Monitoring Report 2021/22

<b>Timetable</b>	
<b>Meeting</b>	<b>Date</b>
Economic Regeneration & Leisure Policy Advisory Committee	7 June 2022

<b>Will this be a Key Decision?</b>	No
<b>Urgency</b>	Not Applicable
<b>Final Decision-Maker</b>	Not Applicable – report for noting by the Economic Regeneration & Leisure Policy Advisory Committee
<b>Lead Head of Service</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Paul Holland, Senior Finance Manager Georgia Harvey, Senior Information Governance Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

This report sets out the 2021/22 financial and performance position for the services reporting into the Economic Regeneration & Leisure Committee (ERL) as at 31st March 2022 (Quarter 4). The primary focus is on:

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

The combined reporting of the financial and performance position enables the Committee to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues in their proper context,

reflecting the fact that the financial and performance-related fortunes of the Council are inextricably linked.

### Budget Monitoring

Overall net expenditure at the end of Quarter 4 for the services reporting to ERL is £1.543m, compared to the approved profiled budget of £1.457m, representing an overspend of £0.086m.

Capital expenditure at the end of Quarter 4 was £3.093m against a total budget of £2.910m.

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

### Performance Monitoring

0% (0 of 5) targetable quarterly key performance indicators reportable to the Economic Regeneration & Leisure Committee achieved their Quarter 4 target.

There is also an outturn report for 2021/22 that summarises the performance for the year as a whole.

### **Purpose of Report**

The report enables the Committee to consider and comment on the issues raised and actions being taken to address both budget pressures and performance issues as at 31<sup>st</sup> March 2022.

### **This report makes the following recommendations to the Economic Regeneration & Leisure Policy Advisory Committee:**

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



## 4<sup>th</sup> Quarter Financial Update & Performance Monitoring Report 2021/22

### 1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	<p>This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium-Term Financial Strategy which is linked to the Strategic Plan and corporate priorities.</p> <p>The Key Performance Indicators and strategic actions are part of the Council's overarching Strategic Plan 2019-45 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas.</p>	Director of Finance and Business Improvement (Section 151 Officer)
<b>Cross Cutting Objectives</b>	This report enables any links between performance and financial matters to be identified and addressed at an early stage, thereby reducing the risk of compromising the delivery of the Strategic Plan 2019-2045, including its cross-cutting objectives.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Risk Management</b>	This is addressed in Section 5 of this report.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Financial</b>	<p>Financial implications are the focus of this report through high level budget monitoring. Budget monitoring ensures that services can react quickly enough to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p> <p>Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium-Term Financial Strategy and</p>	Senior Finance Manager (Client)

	associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.	
<b>Staffing</b>	<p>The budget for staffing represents a significant proportion of the direct spend of the Council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.</p> <p>Having a clear set of performance targets enables staff outcomes/objectives to be set and effective action plans to be put in place.</p>	Director of Finance and Business Improvement (Section 151 Officer)
<b>Legal</b>	<p>The Council has a statutory obligation to maintain a balanced budget and the monitoring process enables the Committee to remain aware of issues and the process to be taken to maintain a balanced budget.</p> <p>There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council services. Regular reports on Council performance help to demonstrate best value and compliance with the statutory duty.</p>	Senior Lawyer (Corporate Governance), MKLS
<b>Information Governance</b>	The performance data is held and processed in accordance with the data protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality. There is a program for undertaking data quality audits of performance indicators.	Policy and Information Team
<b>Equalities</b>	There is no impact on Equalities as a result of the recommendations in this report. An EqIA would be carried out as part of a policy or service change, should one be identified.	Equalities and Communities Officer

<b>Public Health</b>	The performance recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
<b>Crime and Disorder</b>	There are no specific issues arising.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Director of Finance and Business Improvement (Section 151 Officer)
<b>Biodiversity and Climate Change</b>	The implications of this report on biodiversity and climate change have been considered and there are no direct implications on biodiversity and climate change.	Biodiversity and Climate Change Manager

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Medium-Term Financial Strategy for 2021/22 to 2025/26 - including the budget for 2021/22 - was approved by full Council on 24th February 2021. This report updates the Committee on how services have performed over the last quarter with regard to revenue and capital expenditure against approved budgets.
- 2.2 This report also includes an update to the Committee on progress against Key Performance Indicators (KPIs).
- 2.3 Attached at Appendix 1 is a report setting out the revenue and capital spending position at the Quarter 4 stage. Attached at Appendix 2 is a report setting out the position for the KPIs for the corresponding period. Attached at Appendix 3 is a further KPI report summarising the position for the year as a whole.

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## 3. AVAILABLE OPTIONS

- 3.1 There are no matters for decision in this report. The Committee is asked to note the contents but may choose to comment.

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

- 4.1 In considering the current position on the Revenue budget, the Capital Programme, and the KPIs at the end of March 2022, the Committee can choose to note this information or could choose to comment.
- 4.2 The Committee is requested to note the content of the report.
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#### **5. RISK**

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

- 6.1 The KPIs update ("Performance Monitoring") were reported to the service committees quarterly under the previous constitution: Communities, Housing & Environment Committee; Economic Regeneration & Leisure Committee; and the Strategic Planning & Infrastructure Committee. Each committee also received a report on the relevant priority action areas. The report was also presented to the Policy & Resources Committee, reporting on the priority areas of "A Thriving Place", "Safe, Clean and Green", "Homes and Communities" and "Embracing Growth and Enabling Infrastructure".
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#### **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 The Quarter 4 Budget & Performance Monitoring reports are being reported to the relevant Policy Advisory Committees during June 2022.
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#### **8. REPORT APPENDICES**

- Appendix 1: Fourth Quarter Budget Monitoring 2021/22

- Appendix 2: Fourth Quarter Performance Monitoring 2021/22
  - Appendix 3: Performance Monitoring Outturn Report 2021/22
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## **9. BACKGROUND PAPERS**

None.

# Fourth Quarter Financial Update 2021/22

Economic Regeneration & Leisure – Policy Advisory Committee

7<sup>th</sup> June 2022

Lead Officer: Mark Green

Report Author: Paul Holland

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**Part B: Revenue Budget Q4 2021/22**

B1) Revenue Budget Page 5

**Part C: Capital Budget Q4 2021/22**

C1) Capital Budget Page 9

# Part A

## Executive Summary & Overview



This report provides members with the provisional outturn for 2021/22, covering activity for the Economic Regeneration & Leisure Committee's revenue and capital accounts for the fourth quarter of 2021/22. Whilst the Economic Regeneration & Leisure Committee (ERL) no longer exists under the new Executive structure this Policy Advisory Committee has inherited essentially the same budgetary responsibilities and it is therefore appropriate for it to be considering this report.

Members will be aware that there was significant uncertainty in the 2021/22 budget estimates arising from the ongoing impact of the Covid-19 pandemic, both in relation to demands on the Council to respond and the speed of local economic recovery. Financial support from central government received during 2020/21 continued to support specific activities, and the unringfenced Covid-19 grant of £860,000 was used to support recovery and renewal activities. However, the impact on the Council's financial position from the pandemic has continued to reduce throughout the year, although there will continue to be some residual impact into 2022/23.

The headlines for Quarter 4 are as follows:

#### Part B: Revenue budget – Q4 2021/22

- Overall net expenditure at the end of Quarter 4 for the services reporting to this committee is £1.543m, compared to the approved profiled budget of £1.458m, representing an overspend of £0.086m.

#### Part C: Capital budget – Q4 2021/22

- Capital expenditure at the end of Quarter 4 was £3.093m against a total budget of £2.910m.

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

## Part B

# Fourth Quarter Revenue Budget 2021/22

## B2) Revenue Budget

B1.1 The table below provides a detailed summary on the budgeted net income position for ERL services at the end of Quarter 4. The financial figures are presented on an accruals basis (e.g., expenditure for goods and services received, but not yet paid for, is included).

### ERL Revenue Budget & Outturn – Quarter 4

(a)	(b)	(c)	(d)
Cost Centre	Approved Budget for Year £000	Actual £000	Variance £000
Cultural Development Arts	11	11	0
Museum	12	-9	21
Carriage Museum	4	4	-1
Museum-Grant Funded Activities	0	0	-0
Hazlitt Arts Centre	294	278	16
Festivals and Events	-20	-15	-5
Lettable Halls	-3	-12	8
Community Halls	59	28	31
Leisure Centre	-176	-50	-126
Mote Park Adventure Zone	-72	-124	52
Cobtree Golf Course	-35	-29	-6
Mote Park Cafe	-36	-48	12
Tourism	22	16	6
Museum Shop	-21	-8	-13
Maintenance of Closed Churchyards	2	0	2
Sandling Road Site	24	24	0
Innovation Centre	151	151	0
Business Support & Enterprise	14	14	0
Town Centre Management Sponsorship	11	11	-0
Business Terrace	83	95	-12
Business Terrace Expansion (Phase 3)	-10	41	-51
Market	-39	21	-60
Economic Dev - Promotion & Marketing	40	40	0
Leisure Services Section	56	51	5
Cultural Services Section	413	409	4
Visitor Economy Section	118	116	2
Economic Development Section	263	229	35
Market Section	86	71	15
Head of Regeneration and Economic Development	93	88	4
Innovation Centre Section	148	139	9
Salary Slippage	-34	0	-34
<b>Total</b>	<b>1,458</b>	<b>1,543</b>	<b>-86</b>

- B1.2 The table shows that at the end of the fourth quarter overall net expenditure for the services reporting to ERL is £1.543m, compared to the approved profiled budget of £1.458m, representing an overspend of £0.086m.
- B1.3 The table indicates that in certain areas, significant variances to the budgeted income levels have emerged during the fourth quarter of the year. The reasons for the more significant variances are explored in section B2 below.

## B2) Variances

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

	Positive Variance Q4	Adverse Variance Q4
<b>Economic Regeneration &amp; Leisure Committee</b>	<b>£000</b>	
<b>Community Halls</b> – Running cost budgets were underspent across all the halls.	31	
<b>Leisure Centre</b> – The variance relates to a provision that was raised in 2020/21 for the management fee. The payment was delayed due to Covid-19 but was eventually made, allowing the provision to be written back, giving a favourable variance.		-126
<b>Mote Park Adventure Zone</b> - The variance is a provision that was raised in 2020/21 for the management fee the payment of which has been delayed due to Covid-19 issues.	52	
<b>Business Terrace</b> – This variance reflects a number of empty units in the terrace which has reduced the income received for the year.		-63
<b>Market</b> - Income continued to be down on the budget throughout the year. A small growth bid and a forecast increase in demand is expected to correct the position for 2022/23.		-60

## Part C

# Fourth Quarter Capital Budget 2021/22

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

B1.1 The position of the 2021/22 ERL element of the Capital Programme at the Quarter 4 stage is presented in Table 3 below. The budget for 2021/22 includes resources brought forward from 2020/21.

### ERL Capital Programme 2021/22 (@ Quarter 4)

	Revised Estimate 2021/22 £000	Actual to March 2022 £000	Budget Remaining £000
<b>Economic Regeneration &amp; Leisure</b>			
Mote Park Visitor Centre	1,233	1,469	-236
Mote Park Lake - Dam Works	622	186	436
Mall Bus Station Redevelopment	1,056	1,438	-383
<b>Total</b>	<b>2,910</b>	<b>3,093</b>	<b>-183</b>

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





Mote Park Visitor Centre – This variance is a profiling issue relating to the timing of payments to the main contractor. The project itself remains on budget and will be completed by Summer 2022.




Mote Park Lake Dam Works – The bulk of the work on this scheme was carried out in 2020/21 and it is now substantially complete, although there may still be some minor works to be done. Unless these final works are very costly, the scheme will have been completed comfortably within the agreed budget.

Mall Bus Station Redevelopment – Tender prices for the project came back higher than had been budgeted for. Rather than try and find a cost engineering solution that may have resulted in a reduced specification it was decided to use £0.3m additional funding from the Business Rates Pilot Projects Reserve to allow the project to proceed as planned. In addition, we have received further funding of £0.120m from Capital & Regional towards the cost of the project, meaning it is now fully funded.

## ERL: Quarter 4 Performance Report

## Key to performance ratings

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




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

## Performance Summary

RAG Rating	Green	Amber	Red	N/A <sup>1</sup>	Total
KPIs	0	0	3	3	6
Direction	Up	No Change	Down	N/A	Total
Last Quarter	3	0	2	1	6
Last Year	4	0	1	1	6

- None of the targetable quarterly key performance indicators (KPIs) reportable to this Committee achieved their Quarter 4 (Q4) target<sup>1</sup>.
- Compared to last quarter (Q3 2021/22), performance for 60% 3 of 5 KPIs have improved and 40% 2 of 5 have declined<sup>1</sup>.
- Compared to last year (Q4 2020/21), performance for 80% 4 of 5 KPIs have improved and 20% 1 of 5 have declined<sup>1</sup>.

## Economy










Performance Indicator	Q4 2021/22				
	Value	Target	Status	Short Trend (Last Quarter)	Long Trend (Last Quarter)
Footfall in the Town Centre	2,263,246	2,840,740			
Percentage of vacant retail units in the town centre	Annual KPI				

The “**Footfall in Town Centre**” KPI achieved an outcome of 2,263,246 against a target of 2,840,740, missing its target by more than 10%. When compared to last quarter, the footfall has dropped by 13% percentage (from 2,603,185). Footfall figures continue to be affected by COVID-19 but continue to increase when compared to the same quarter last year, increasing by 51.8%. However, the figures still fall under pre-pandemic figures.










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

An indicator is massively affected by changing customer shopping patterns and behaviours. Closure restrictions during the pandemic resulted rising internet sales and it has changed people's confidence in returning to the high street.













This may also be related to the early effects of the rise in living costs and spending priorities. This is reflected in the town centre footfall figures which are improving but have not yet reached pre-pandemic levels. These sectors are also most affected by vacant employment positions as people who traditionally worked in these sectors found new jobs and careers due to Covid closure restrictions making it harder to recruit.

Percentage of unemployed people in Maidstone (out-of-work benefits) [NOMIS]					
	Value	Target	Status	Short Trend (Last Month)	Long Trend (Last Year)
January 2022	3.6%	2.1%			
February 2022	3.6%	2.2%			
March 2022	3.5%	2.2%			

Unemployment rates in Maidstone have continued to fall in Q4 and are lower than the rates for the same period last year. Performance for this indicator continues to improve and moves more towards its pre-pandemic levels. For comparison, January, February and March 2020 rates were 2.1%, 2.2% and 2.2% respectively.

Number of youths unemployed (18-24)					
	Value	Target	Status	Short Trend (Last Month)	Long Trend (Last Year)
January 2022	660	373			
February 2022	665	373			
March 2022	655	373			

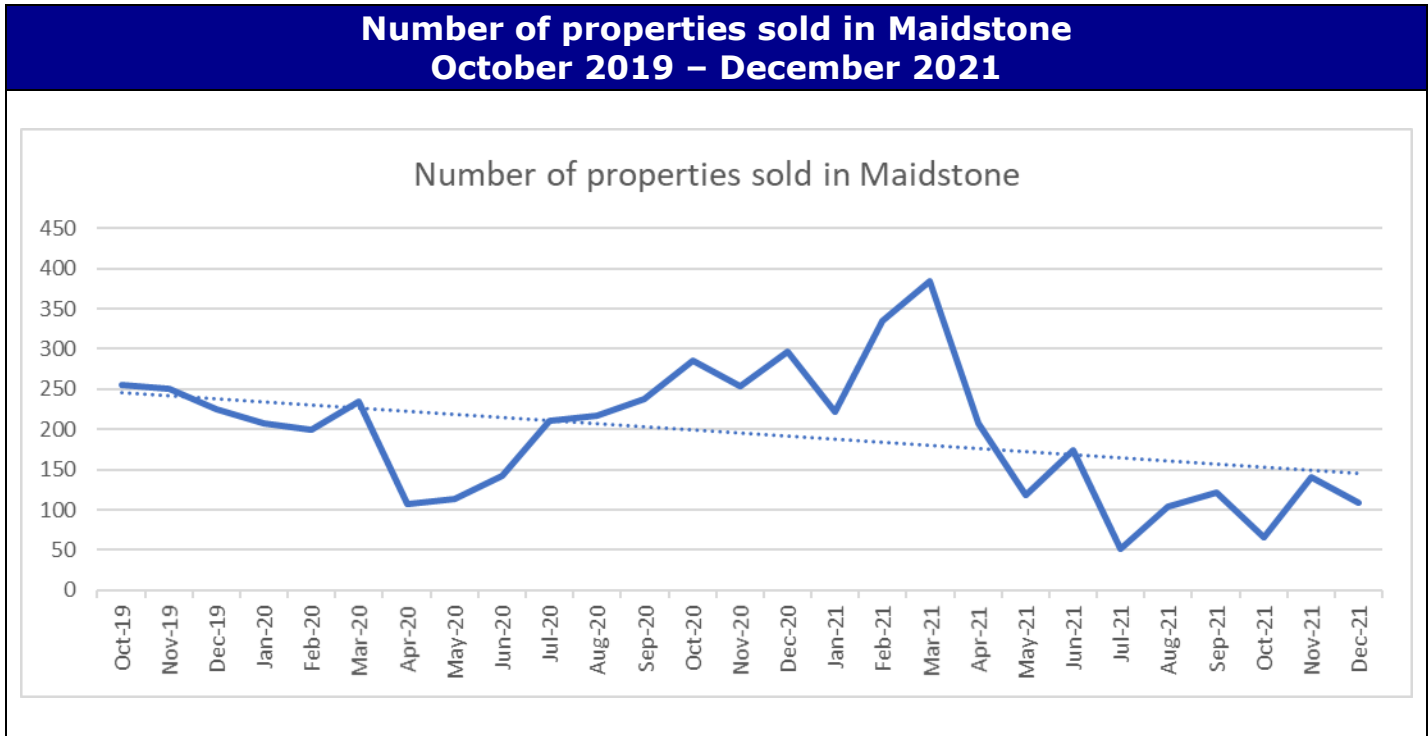
Unemployment in youth continues to fall slowly every month. The number of youths unemployed in January 2022 is 34.7% lower than the number of youths unemployed in January 2021. However, it is still significantly higher than the pre-pandemic figure of 410 (January 2021).

House Prices in Maidstone – January 2022				
House Type	Average price	Target	Short Trend (Last Month)	Long Trend (Last Year)
All properties	£341,976.00			
Detached Houses	£593,704.00			
Semi-detached Houses	£371,516.00			
Terraced Houses	£284,925.00			



Flats & Maisonettes	£186,880.00			
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Prices for all properties saw growth in January 2021 and have continued to increase since then. The highest increase in the category was for Detached Houses, with an increase of 5.7% against December 2021 (£565,699.00) and an increase of 9.1% against November 2021 (£535,898.00). Flat and Maisonettes saw a growth of 5.6% in price in January 2022 against December 2021 (£176,380.00) and a growth of 8.4% against November 2021 (£171,248.00). All other house types saw growth in price within 10% measuring against December 2021 and November 2021.



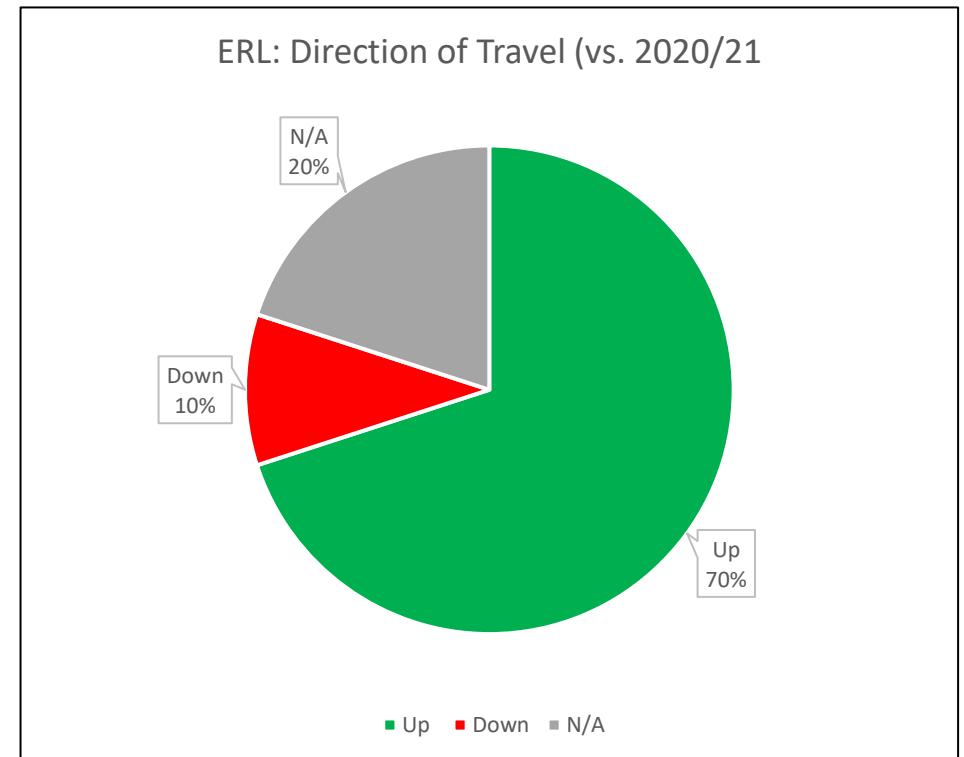
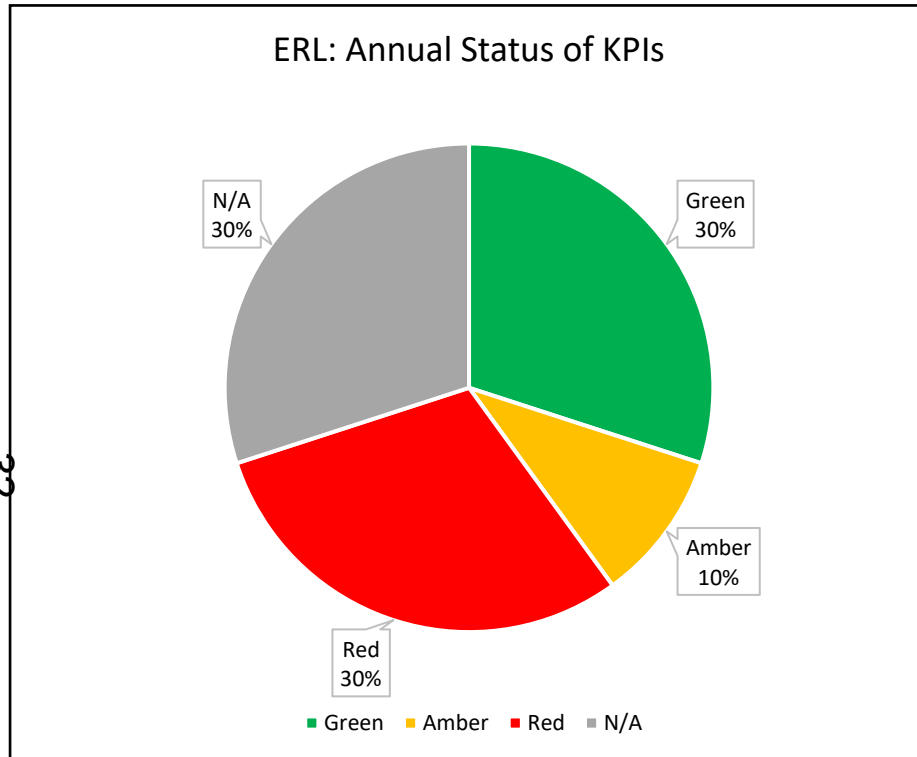
At the time of writing this report, volumes have not yet been published by HM Land Registry for quarter four of 2021/2022, so figures are provided up until December 2021. In December 2021, the number of properties sold in Maidstone saw a decline of (22.1%) when compared with November 2021 (109, down from 140). In November however, houses sold increased by 53.6% to October 2021 (140, up from 65). When compared December 2021 to the same month pre-pandemic (2019), the sales of properties had decreased (225, down to 109).

## ERL: Part B – 2021/2022 End of Year Outturn




### A Thriving Place

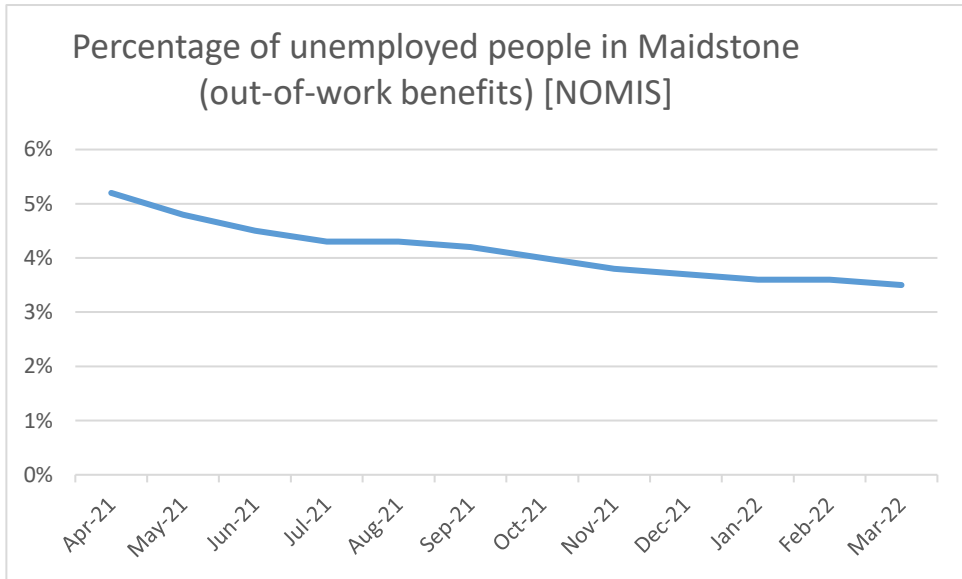


#### Annual Performance of KPIs

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Indicator	Q1 2021/22	Q2 2021/22	Q3 2021/22	Q4 2021/22	Annual 2021/22	Annual Target 2021/22	Annual Status	The direction of travel (Last Year)
Customer satisfaction with the Hazlitt	N/A	N/A	100%	100%	100%	75.00%	✅	N/A
Number of visits per month to Visit-Maidstone.com	92,031	155,755	93,825	70,284	411,895	240,000	✅	⬆️
Footfall in the Town Centre	2,588,741	2,535,553	2,603,185	2,263,246	9,990,725	11,836,415	❌	⬆️
Number of students benefitting from the museums educational service	2,178	1,200	1,973	3,190	8,541	9,000	⚠️	⬆️
Footfall at the Museum and Visitors Information Centre	3,522	18,215	7,628	4,125	33,490	29,494.2	✅	⬆️
Number of users at the Leisure Centre	59,689	123,171	19,246	72,990	275,096	645,890	❌	⬆️
Percentage of vacant retail units in the town centre	Annual KPI				15.6%	11%	❌	⬆️
Business Rates income from	Annual KPI				£32,458,692.55	📈	📈	⬆️

the Town Centre					
Total value of business rateable properties	Annual KPI	£149,236,854.00			

Indicator	January 2021 – March 2022	Annual Target 2021/22	Annual Status	Direction of travel (Last Year)																										
Percentage of unemployed people in Maidstone (out-of-work benefits) [NOMIS]	<div><p>Percentage of unemployed people in Maidstone (out-of-work benefits) [NOMIS]</p><table><caption>Data for Percentage of unemployed people in Maidstone (out-of-work benefits) [NOMIS]</caption><thead><tr><th>Month</th><th>Percentage</th></tr></thead><tbody><tr><td>Apr-21</td><td>5.2%</td></tr><tr><td>May-21</td><td>4.8%</td></tr><tr><td>Jun-21</td><td>4.5%</td></tr><tr><td>Jul-21</td><td>4.3%</td></tr><tr><td>Aug-21</td><td>4.3%</td></tr><tr><td>Sep-21</td><td>4.2%</td></tr><tr><td>Oct-21</td><td>4.1%</td></tr><tr><td>Nov-21</td><td>3.8%</td></tr><tr><td>Dec-21</td><td>3.7%</td></tr><tr><td>Jan-22</td><td>3.6%</td></tr><tr><td>Feb-22</td><td>3.6%</td></tr><tr><td>Mar-22</td><td>3.5%</td></tr></tbody></table></div>	Month	Percentage	Apr-21	5.2%	May-21	4.8%	Jun-21	4.5%	Jul-21	4.3%	Aug-21	4.3%	Sep-21	4.2%	Oct-21	4.1%	Nov-21	3.8%	Dec-21	3.7%	Jan-22	3.6%	Feb-22	3.6%	Mar-22	3.5%			N/A
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## Notes

- Direction of travel for targeted performance indicators shows if performance has improved or declined. For data only performance indicators direction of travel shows if there has been an increase or decrease in volume.
- Date for '**Customer satisfaction with the Hazlitt**' has not been collected for Q1 and Q2 as the theatre was closed in the period due to the pandemic restrictions.

## Summary of 2021/22 year

### **Comments from the Regeneration and Economic Development Manager:**

The outbreak of COVID-19 had a significant effect on the Borough's economy which is still being felt today.

At its height unemployment rose from 2.2% in March 2020 to 5.5% in May 2020, with March 2022 figures falling to 3.5% but still higher than pre-pandemic figures and the beginning of 2021/2022. There are wards with higher unemployment levels such as High Street ward (8.0%), Parkwood (5.4%) and Shepway South (5.3%). Youth unemployment is 5.6%. With a quarter of Maidstone residents being furloughed the predicted steep rise in unemployment levels once the scheme ended in September 2021 has not been seen yet.

The impact on individual business sectors has varied significantly but still remains higher in retail and hospitality. This is as customer spend patterns and behaviour changed over the pandemic to reflect the closure restrictions, with a rise in internet sales and continues as people's confidence to return to the high street returns to the 'new normal'. This may also be related to the early effects of the rise in living costs and peoples spending priorities. This is reflected in the town centre footfall figures which are improving but have not yet reached pre-pandemic levels. These sectors are also most affected by vacant employment positions as people who traditionally worked in these sectors found new jobs and careers due to Covid closure restrictions making it harder to recruit.

"Percentage of vacant retail units in the town centre" indicators saw an improvement for 2021/22 against last year (18.02% down to 15.6%), however, the indicator still falls short of pre-pandemic figures (12.9% in 2019). The data for this indicator is collated from a survey of the town centre carried out by One Maidstone on our behalf and fed into a national survey by our partner Springboard.

### **Comments from Leisure Manager:**

The total figure for “Number of users at the Leisure Centre” in 2021/22 is 275,096, which is 43% of the annual target figure. In the last year prior to the full pandemic (2019/20), the Centre achieved 94% of the target for customer numbers.

The operator describes an ongoing, but improving, challenging period for staff recruitment and there are several vacancies, most notably in the typically busy wet-side services where lifeguard availability is limited nationally. Swim memberships are down, possibly due to a lesser service being available due to staff shortages and the operator is actively recruiting new staff and providing the necessary training courses for them on site. As these staff numbers increase so can the pool capacity to its maximum of 200. The operator has reviewed its pay structure for many operational staff and this will be implemented from April 2022 and should increase interest in applications for vacancies.

There has been an increase in customers booking holiday parties as consumer confidence increases post-Covid; there is currently an average of 25 parties booked per month compared to the pre-Covid average of 40 per month.