

ECONOMIC REGENERATION AND LEISURE COMMITTEE MEETING

Date: Tuesday 16 June 2020

Time: 6.30 pm

Venue: Remote Meeting - The Public proceedings of the Meeting will be broadcast live and recorded for playback on the Maidstone Borough Council Website

Membership:

Councillors Bartlett, Mrs Blackmore (Vice-Chairman), Cox, Fort, Mrs Gooch, Harper (Chairman), Hinder, Lewins and Webb

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.

<u>AGENDA</u>	<u>Page No.</u>
1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8. Minutes of the Meeting Held on 28 January 2020	1 - 5
9. Presentation of Petitions	
10. Question and Answer Session for Members of the Public	
11. Committee Work Programme	6
12. Questions from Members to the Chairman (if any)	
13. Reports of Outside Bodies	7
14. Kent Arts & Wellbeing	8 - 26

Issued on Monday 8 June 2020

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

- | | |
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| 15. Fourth Quarter Budget & Performance Monitoring | 27 - 45 |
| 16. Key Performance Indicators 2019-20 | 46 - 53 |

INFORMATION FOR THE PUBLIC

In order to ask a question at this meeting, please call **01622 602899** or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting (i.e. by 5 p.m. on Friday 12 June 2020). 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 at the invitation of the Chairman, please call 01622 602899 or email committee@maidstone.gov.uk by 5 p.m. one clear working day before the meeting. You will need to tell us which agenda item you wish to make representations on.

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

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

Should you wish to refer any decisions contained in these minutes to the **Policy and Resources Committee**, please submit a Decision Referral Form, signed by **three** Councillors, to the **Head of Policy and Communications/the Mayor** by: **10 February 2020**.

MAIDSTONE BOROUGH COUNCIL

ECONOMIC REGENERATION AND LEISURE COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 28 JANUARY 2020

Present: Councillors Bartlett, Brindle, Cox, Fort, Harper, Lewins and Perry

Also Present: Councillor Purle

83. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

- Councillor Blackmore
- Councillor Gooch
- Councillor B Hinder
- Councillor Webb

84. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that the following Substitute Members were present:

- Councillor Brindle for Councillor B Hinder
- Councillor Perry for Councillor Blackmore

85. URGENT ITEMS

The Chairman informed the Committee that he had agreed that Agenda Item 16 – The Relocation of the Mela Event to Mote Park, would be taken after Agenda Item 12 – Question and answer Session from Members of the Public.

86. NOTIFICATION OF VISITING MEMBERS

It was noted that Councillor Purle was present as a Visiting Member and indicated that he wished to speak on Agenda Item 16 – The relocation of the Mela Event to Mote Park.

87. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

88. DISCLOSURES OF LOBBYING

There were no disclosures of Lobbying.

89. EXEMPT ITEMS

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

90. MINUTES OF THE MEETING HELD ON 26 NOVEMBER 2019

RESOLVED: That the minutes of the meeting held on 26 November 2019 be approved as a correct record and signed.

91. PRESENTATION OF PETITIONS

There were no petitions.

92. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

93. CHANGE TO THE ORDER OF BUSINESS

The Chairman advised that he intended to make a change to the order of business in order that the report on the Relocation of the Mela to Mote Park could be discussed before Agenda Item 12 – Reports of Outside Bodies.

94. THE RELOCATION OF THE MELA EVENT TO MOTE PARK

The Head of Regeneration and Economic Development introduced the report which summarised the benefits of relocating the Mela to Mote Park, which were:

- Improved Accessibility;
- The potential to increase attendance, sponsorship fees and the number of stalls at the event;
- The longevity of the Mela event within Maidstone as an established part of the cultural calendar; and
- Relocating the Mela would help the Council to achieve the objectives set out within the Thriving Place priority of the Corporate Strategy.

The Committee noted that the funding requested by the Mela organisers was seed funding which would increase the likelihood of attracting further funding from third parties.

The Committee commented as follows:

- That this was a long-standing event that provided opportunities for the communities of Maidstone to celebrate; and
- That Mote Park was the right venue as it was more accessible for all.

RESOLVED: That

1. The Mela relocates to Mote Park; and
2. A grant of £5,000 per year for three years, starting in 2020, is given to Kent Equality Cohesion Council to run the Mela in Mote Park.

95. COMMITTEE WORK PROGRAMME

The Committee discussed the Work Programme.

The Head of Regeneration and Economic Development advised that the Mote Park Visitor Centre and Estates Service Building would be taken off and that the Bus Station Improvement Project would be added to the programme and was likely to be presented in March 2020.

RESOLVED: That the updates to the Committee Work Programme be noted.

96. REPORTS OF OUTSIDE BODIES

There were no Reports of Outside Bodies.

97. ERL Q3 BUDGET & PERFORMANCE MONITORING 19-20

The Interim Head of Finance and the Data Intelligence Officer introduced and summarised the 3rd Quarter Budget & Performance Monitoring Report 2019/20. The most significant points were explained, including:

- That the net revenue underspend of £75k is projected to be £4k by the end of the year;
- The Capital Programme had been reprofiled to reflect the current position of the scheme, there had been a net of overspend of £72k; and
- Of the 8 Key Performance Indicators (KPIs), 7 are targeted, 3 had missed their quarterly target by 10% or more and 1 had missed their quarterly target by less than 10%.
-

In response to questions from Members, Officers advised the following:

- That expenditure of repairs and maintenance of Community Halls varied between years and would event out over the medium term; and

- That Officers would work to promote activities, such as the Mote Park Adventure Zone, in the Council's Insight Magazine.

Members expressed their concerns that the Visitor Information Centre was in the wrong location and that relocating it to the Town Hall should be considered at a future meeting.

RESOLVED: That

1. The Revenue position as at the end of Quarter 3 for 2019/20, including the actions being taken or proposed to improve the position, where significant variances have been identified, be noted;
2. The Capital position at the end of Quarter 3 be noted; and
3. The Performance position as at Quarter 3 for 2019/20, including the actions being taken or proposed to improve the position, where significant issues have been identified, be noted.

98. FEES & CHARGES 2020/21

The Interim Head of Finance introduced the report, which indicated that all of the charges within the remit of the Economic Regeneration and Leisure Committee are discretionary totalling a value of £477k across 2019/20.

There were no price increases recommended as it was thought that this would have a negative impact on demand, although there were inflationary rental increases for the business terrace expansion and boot fair charges.

RESOLVED: That the proposed discretionary fees and charges set out in Appendix 1 to this report are agreed

99. MEDIUM TERM FINANCIAL STRATEGY AND BUDGET PROPOSALS

The Director of Finance and Business Improvement introduced the report, which confirmed that a standstill budget had been proposed, with inflationary increases only.

It was confirmed that a Council Tax increase of 2% had been proposed, to be approved by Council in February 2020.

Delays in savings were shown in the report and it was proposed that a one-off payment from the Kent Business Rates Pool reserve would be used to offset this delay.

The Committee noted that the Capital Budget Proposals within the report allowed for long term investment whilst achieving other objectives.

The Committee expressed interest in opening the Town Hall for functions and events in order to increase income for the Council.

RESOLVED: That

1. The Revenue Budget proposals for services within the remit of this Committee, as set out in Appendix A, be agreed for submission to Policy and Resources Committee;
2. The Capital Budget proposals for services within the remit of this Committee, as set out in Appendix B, be agreed for submission to Policy and Resources Committee; and
3. This Committee recommend to the Democracy & General Purposes Committee that Officers look at options for promoting the Town Hall at weekends to increase income for the Council.

100. DURATION OF MEETING

6.30 p.m. to 7.15 p.m.

2020/21 WORK PROGRAMME

	Committee	Month	Origin	CLT to clear	Lead	Report Author
Maidstone Bus Station	ERL	14-Jul-20	Officer Update	?	William Cornall	John Foster
Economic Development Strategy Review	ERL	15-Sep-20	Standing Item	?	John Foster	John Foster
Maidstone East (incl. recommendation to P&R)	ERL	15-Sep-20	Officer Update	?	William Cornall	John Foster
Lockmeadow Property Management Strategy	ERL	15-Sep-20	Asset Management	Yes	Mark Green	Mark Green
Making Maidstone More Active - Update	ERL	TBC	Officer Update	?	John Foster	Mike Evans
Tour of the Business Terrace	ERL	TBC	Briefing		John Foster	John Foster
Town Centre Opportunity Sites Delivery Strategies	ERL	TBC	Officer Update	?	William Cornall	John Foster

Economic Regeneration and Leisure Committee

16/06/20

Outside Body Report

Outside Body	Maidstone Sea Cadets
Councillor(s) represented on the Outside Body	Councillor Mike Cuming Cllr Fay Gooch
Report Author	Councillor Mike Cuming
Outside Body Meeting Attended	N/A

Purpose of the Outside Body:

To encourage young people to adopt the core values of commitment, self-discipline, honesty, integrity, loyalty and courage.

Update:

Due to Covid-19, no face-to-face activities or events, such as parades, camps, overseas visits or sail training, have been held.

Instead, virtual online training and assistance have recently been introduced for cadets and staff.

Agenda Item 14

Economic Regeneration & Leisure

16 June 2020

Kent Arts & Wellbeing

Final Decision-Maker	Economic Regeneration and Leisure Committee
Lead Head of Service	John Foster, Head of Regeneration & Economic Development
Lead Officer and Report Author	Ann-Marie Langley
Classification	Public
Wards affected	ALL

Executive Summary

A review of the proposals outlined in Mr Ken Scott's presentation, researching how creative activity benefits individuals and disadvantaged groups and how the Council might work with Kent Arts & Wellbeing.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. That the Council supports Kent Arts & Wellbeing in their funding application and subsequent project delivery

Timetable

Meeting	Date
Committee (please state)	16.06.2020

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p>Impact on Corporate Priorities</p>	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>Accepting the recommendation will materially improve the Council’s ability to achieve ‘A Thriving Place’ through supporting a high quality arts initiative for residents.</p> <p>Accepting the recommendation will materially improve the Council’s ability to achieve ‘Homes and Communities’ by providing opportunities for people with chaotic lifestyles, and other targeted groups, to engage in arts activities, which may also contribute to improved health and wellbeing.</p>	<p>John Foster, Head of Regeneration & Economic Development</p>
<p>Cross Cutting Objectives</p>	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendation supports the achievement of the ‘Health Inequalities are addressed and reduced’ cross-cutting objective by supporting activities that seek to reduce social isolation and deliver improvements in physical and mental health for target groups.</p>	<p>John Foster, Head of Regeneration & Economic Development</p>

	The report recommendation supports the achievement of the 'Deprivation and Social Mobility is improved' cross cutting objective by supporting activities that address specific barriers to participation and provide opportunities for people to develop their skills.	
Risk Management	Refer to paragraph 5 of this report	John Foster, Head of Regeneration & Economic Development
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Section 151 Officer & Paul Holland, Senior Finance Manager
Staffing	We will deliver the recommendation with our current staffing.	John Foster, Head of Regeneration & Economic Development
Legal	It is a function of the Economic Regeneration and Leisure Committee to take the lead within the Council for ensuring that the Council delivers its strategic objectives with respect to Maidstone as a decent place to live by providing opportunities for engagement in cultural and leisure pursuits and, therefore, it falls to this Committee to consider the recommendation in this report.	Keith Trowell, Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	Accepting the recommendation will not increase the volume of data held by the Council.	Anna Collier, Policy and Information Manager
Equalities	The recommendation does not propose a change in service therefore will not require an equalities impact assessment	Orla Sweeney, Equalities and Corporate Policy Officer
Public Health	We recognise that the recommendation will have a positive impact on population health or that of individuals	Paul Clarke Senior Public Health Officer
Crime and Disorder	The recommendation of this report has no impact on Crime and Disorder	John Foster, Head of Regeneration

		& Economic Development
Procurement	Accepting the recommendation will not require the Council to engage in any procurement exercises.	John Foster, Head of Regeneration & Economic Development

2. INTRODUCTION AND BACKGROUND

- 1.1 Mr Ken Scott of Kent Arts & Wellbeing (KAAW) gave a short presentation to the Economic Regeneration and Leisure Committee on 26 November 2019. The full presentation is attached at Appendix 1.
- 1.2 This report is a review of the proposals put forward in the presentation, examining how creative activity can benefit individuals and disadvantaged groups and how the Council might work with KAAW.
- 1.3 The proposals form part of a larger Kent-wide Strategic Programme covering 4 localities, based on the new Integrated Care Partnership (ICP) areas. Maidstone would represent the West Kent ICP.
- 1.4 The proposals request a commitment from the Council to:
 - 1.4.1 support a funding application
 - 1.4.2 provide support in selecting areas of activity
 - 1.4.3 support the areas of activity on a non-financial basis

3. AVAILABLE OPTIONS

- 3.1 The Committee may choose not to support the proposals. This is **not recommended** as it will result in missed opportunities to provide access to high quality arts activities for target groups, and the potential health and wellbeing benefits associated with participation.
- 3.2 The Committee may choose to support the proposals.

There is a growing body of evidence highlighting the health and social benefits associated with participation in arts and cultural activities.

KAAW is proposing to launch a choir for the homeless/people with chaotic lifestyles. There is a proven model, 'The Choir with No Name', which currently runs in Liverpool, London and Brighton. They have measured the impact on participants, and these are some of the results from 2019:

- 94% of members feel like they have made friends at the choir
- 90% of members say they feel more confident as a result of choir
- 81% of members report an improvement in their mental health since joining the choir

- 82% of members felt choir helped them achieve at least one positive change in their lives, including securing accommodation, better management of addiction or finding a job
- 84% of members said they had learned at least one new skill, apart from singing, including teamwork, social skills, tolerance

There is also evidence to suggest that singing can improve physical health through increased exercise, better breathing techniques and posture.

Participation in arts and cultural activities can help to reduce social isolation.

KAAW is not seeking financial assistance from the Council. The only commitment would be officer time to support delivery in the event of a successful funding bid. This will be limited to assisting in identifying areas of higher deprivation and communities of interest to participate in the project, and other support as may be required during the delivery phase.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1** Option 3.2 is the preferred option as this will support KAAW to deliver a high quality arts programme for residents.

5. RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. That consideration is shown in this report at paragraph 3. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The Arts & Culture Officer met with officers from the Community Outreach team to gauge likely levels of interest amongst their service users. The Outreach team felt that it would be of interest to a sufficient number to make it viable and they would be happy to assist in identifying participants.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The next steps will be for the Arts & Culture Officer to notify KAAW of the Council's decision to support their funding bid and to prepare a letter of support at the appropriate time.
- 7.2 Subject to a successful funding bid, the Arts & Culture Officer will then work with colleagues to identify suitable areas and target communities of interest to work with KAAW.

8. REPORT APPENDICES

- Appendix 1: Kent Arts & Wellbeing Presentation
 - Appendix 2: Equality Impact Assessment
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9. BACKGROUND PAPERS

None

Using Creative Activities To Improve Wellbeing

26th November, Maidstone Borough Council

Economic Development and Leisure Committee

Kent Arts and Wellbeing

Kent Arts & Wellbeing

The logo for Kent Arts & Wellbeing features the text "Kent Arts & Wellbeing" in white, bold, sans-serif font on a blue rectangular background. Below the text is a white horizontal line that tapers at both ends, resembling a stylized wave or a bridge.

Introduction

- The case for using creativity to improve wellbeing is established
- It can also be used to develop a sense of community and place
- Practical application does not reflect theoretical acceptance
- There are many valuable initiatives but most are below the radar
- There is a strong case for a Kent wide integrated, comprehensive, and well documented approach
- Looking for non financial support



Background

Kent Arts and Wellbeing founded about 2 years ago - non profit organisation

Aims to improve wellbeing of individuals and communities through the use of creative activities

Initial focus on older people

First major activity – Our Work of Art – voted best Kent Volunteer led arts activity in Kent M Awards

Created the Kent Arts and Wellbeing Network to promote wellbeing through creativity

Network focus is on a strategic project to establish recognition of the the benefits of creative activity on wellbeing.



The Strategic Programme Ambition

Well promoted

Cover multiple creative practices

Kent wide – based in 4 localities following the proposed ICP areas

- Maidstone as one of these representing West Kent
- Local communities , especially those with high levels of social deprivation
- Communities of interest – people living with dementia, homeless people
- Inter generational approach

Volunteer legacy – aim to develop volunteers that can go on to support community development

Cost around £500,000 with £100,000 spent in each locality over 4? years



Why Maidstone?

- Most typical area in Kent
- Largest area in West Kent – also Kent
- Areas of high levels of relative deprivation
- Substantial arts activity to provide volunteer support
- Big gaps, particularly in areas of relatively high deprivation
- Supportive voluntary sector
- Supportive borough council??



Singing and Homelessness/Chaotic Lifestyles

- People with chaotic lifestyles are a community of interest we could address.
- There is a proven model – The Choir With No Name
- Key features - three important elements
 - Weekly rehearsals to provide a constant level of activity and support
 - Hot, freshly cooked meal served in a café environment
 - Performances to raise money to become more self sufficient
- To make these elements happen you need
 - An appropriate venue
 - An MD/deputy MD and /or an accompanist
 - A project manager to support clients.

Your Support

- I think this can integrate well with the new Arts and Culture Strategy
- Not looking for funding – but would be appreciated
- A commitment to
 - Support of funding application
 - Get involved in selecting areas of activity
 - Support area of activity on a non financial basis

Questions

- Is this an approach you could support?
- ²Any questions?

Stage 1: Equality Impact Assessment

1. What are the main aims, purpose and outcomes of the Policy and how do these fit with the wider aims of the organisation?

We are supporting Kent Arts & Wellbeing (KAAW) in their funding application to deliver a high quality arts project in the town, which forms part of a Kent-wide strategic programme.

This work fulfils the strategic objective 'A Thriving Place' and its subsections 'A vibrant leisure and culture offer, enjoyed by residents and attractive to visitors' and 'Skills level and earning potential of our residents are raised'.

It also contributes to the strategic objective 'Homes and Communities' and its subsections 'A diverse range of community activities is encouraged' and 'Community Facilities and Services in the right place at the right time to support communities'.

In addition, it meets two cross-cutting themes: Health inequalities are addressed and reduced, and Deprivation is reduced, and social mobility is improved.

2. How do these aims affect our duty to:

- **Eliminate unlawful discrimination, harassment and victimization and other conduct prohibited by the act.**
- **Advance equality of opportunity between people who share a protected characteristic and those who do not.**
- **Foster good relations between people who share a protected characteristic and those who do not.**

- **Advance equality of opportunity between people who share a protected characteristic and those who do not**

The project will seek to increase opportunities for people to participate in arts and cultural activities who do not normally have access to them.

- **Foster good relations between people who share a protected characteristic and those who do not.**

The project will work with under-represented communities and those sharing a protected characteristic to deliver inclusive arts opportunities.

3. What aspects of the policy, including how it is delivered or accessed, could contribute to inequality?

<p>The project will seek to work specifically with the homeless and those with chaotic lifestyles. There is the possibility that this could alienate others who also face life challenges but are not in the primary target group.</p>
<p>4. Will the policy have an impact (positive or negative) upon the lives of people, including particular communities and groups who have protected characteristics ? What evidence do you have for this?</p>
<p>The primary aim of the project is to work with the homeless/people with chaotic lifestyles, and other communities of interest, some of whom may have protected characteristics.</p>

If the answer to the second question has identified potential impacts and you have answered yes to any of the remaining questions then you should carry out a full EQIA set out as stage 2 below.

Stage 2: Equality Impact Assessment

<p>Name of Policy/Service/Function</p>
<p>Kent Arts & Wellbeing Strategic Programme</p>
<p>Purpose</p>
<p>To support KAAW in their funding bid to deliver a Kent-wide strategic programme. This will include a high quality arts programme in Maidstone aimed specifically at the homeless/people with chaotic lifestyles, and other communities of interest.</p>
<p>Who defines and manages it?</p>
<p>Kent Arts & Wellbeing are responsible for the development and management of the programme.</p>
<p>Who do you intend to benefit from it and how?</p>
<p>The project will create a community choir for homeless people and those with chaotic lifestyles. The wider programme will also seek to work with other communities of interest, which we will help to identify as part of our support to KAAW.</p>
<p>What could prevent people from getting the most out of the policy / service / function?</p>
<p>The initial funding bid may be unsuccessful, and no other sources of</p>

<p>funding may be available.</p> <p>The chosen venue may not be easily accessible to all potential service users.</p> <p>Singing has been identified as the preferred arts activity, but this may not appeal to everyone in the target group.</p>
<p>How will you get your customers involved in the analysis and how will you tell people about it?</p>
<p>The Community Outreach team will work with KAAW to directly engage potential participants in the project. KAAW will be responsible for all other aspects of project delivery, management and reporting.</p>
<p>Evidence</p>
<p>How will you know if the policy delivers its intended outcome / benefits?</p>
<p>Participants will be asked to complete a survey at the end of the project which will seek to measure a number of factors, including:</p> <ul style="list-style-type: none"> • confidence levels • mental health • skills development • ability to make positive life changes <p>We would expect participants to report improvements in all areas.</p>
<p>How satisfied are your customers and how do you know?</p>
<p>The feedback from people who have taken part in similar projects elsewhere in the country has been positive and their comments suggest a high level of satisfaction.</p>
<p>What existing data do you have on the people that use the service and the wider population?</p>
<p>Information relating to service users is held by the Community Outreach team.</p> <p>Within the wider population, there is a strong musical tradition in Maidstone with a large number of successful choirs, including traditional 'choral societies' and more informal community groups.</p>
<p>What other information would it be useful to have? How could you get this?</p>

<p>KAAW will need support in identifying potential participants for the homeless choir, as well as identifying areas of higher deprivation for other arts activities as part of the wider strategic programme. MBC has a large repository of data that can assist with this, which will be made available as part of our support to KAAW.</p>
<p>Are you breaking down data by equality groups where relevant (such as by gender, age, disability, ethnicity, sexual orientation, marital status, religion and belief, pregnancy and maternity)?</p>
<p>Yes</p>
<p>Are you using partners, stakeholders, and councillors to get information and feedback?</p>
<p>Yes</p>
<p>Impact</p>
<p>Are some people benefiting more – or less - than others? If so, why might this be?</p>
<p>As the project is specifically aiming to work with the homeless/people with chaotic lifestyles, these groups will benefit most.</p>
<p>Actions</p>
<p>If the evidence suggests that the policy / service / function benefits a particular group – or disadvantages another - is there a justifiable reason for this and if so, what is it?</p>
<p>Providing benefit to the identified groups is fundamental to the purpose of the project.</p>
<p>Is it discriminatory in any way?</p>
<p>No</p>
<p>Is there a possible impact in relationships or perceptions between different parts of the community?</p>
<p>No</p>
<p>What measures can you put in place to reduce disadvantages?</p>
<p>We will look to work with KAAW to ensure that the chosen venue is fully accessible and that all potential participants are given equal opportunity to get involved.</p>
<p>Do you need to consult further?</p>

No
Have you identified any potential improvements to customer service?
Delivery of the project will enhance opportunities for target groups to engage in arts and cultural activities and become more active members of the community.
Who should you tell about the outcomes of this analysis?
Members of the ERL committee
Have you built the actions into your Service Plan or Policy Implementation Plan with a clear timescale?
Not at this stage as the project is subject to a successful funding bid.
When will this assessment need to be repeated?
N/A

ECONOMIC REGENERATION & LEISURE COMMITTEE

16 June 2020

4th Quarter Budget & Performance Monitoring Report 2019/20

Final Decision-Maker	Economic Regeneration & Leisure Committee
Lead Head of Service	Mark Green, Director of Business Improvement
Lead Officer and Report Authors	Ellie Dunnet, Head of Finance Paul Holland, Senior Finance Manager (Client) Orla Sweeney, Equalities and Corporate Policy Officer
Classification	Public
Wards affected	All

Executive Summary

This report sets out the 2019/20 financial and performance position for the services reporting into the Economic Regeneration & Leisure Committee (ERL) as at 31st March 2020 (Quarter 4). The primary focus is on:

- The 2019/20 Revenue and Capital budgets; and
- The 2019/20 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 for the services reporting to ERL is £1.520m, compared to the approved revised budget of £1.889m, representing an underspend of £370,000.

Capital expenditure for the services reporting to ERL of £335,000 has been incurred against the approved revised budget of £460,000. This means there is slippage of £124,000, and this will be carried forward into 2020/21.

Performance Monitoring

2 of the 7 targetable quarterly key performance indicators (KPIs) reportable to ERL achieved the Quarter 4 (Q4) target.

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 31st March 2020.

This report makes the following Recommendations to the Committee:

1. That the Revenue position as at the end of Quarter 4 for 2019/20, 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 2019/20, including the actions being taken or proposed to improve the position, where significant issues have been identified, be noted.

Timetable

<i>Meeting</i>	<i>Date</i>
Economic Regeneration & Leisure Committee	16 June 2020

4th Quarter Budget & Performance Monitoring Report 2019/20

CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<p>Impact on Corporate Priorities</p>	<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>	<p>Director of Finance and Business Improvement (Section 151 Officer)</p>
<p>Cross Cutting Objectives</p>	<p>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.</p>	<p>Director of Finance and Business Improvement (Section 151 Officer)</p>
<p>Risk Management</p>	<p>This is addressed in Section 5 of this report.</p>	<p>Director of Finance and Business Improvement (Section 151 Officer)</p>

Issue	Implications	Sign-off
Financial	<p>Financial implications are the focus of this report through high level budget monitoring. Budget monitoring ensures that services can react quickly enough to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p> <p>Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium-Term Financial Strategy and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.</p>	Senior Finance Manager (Client)
Staffing	<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)
Legal	<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>	Team Leader (Corporate Governance), MKLS

Issue	Implications	Sign-off
Privacy and Data Protection	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.	Team Leader (Corporate Governance), MKLS
Equalities	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 Corporate Policy Officer
Public Health	The performance recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	There are no specific issues arising.	Director of Finance and Business Improvement (Section 151 Officer)
Procurement	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)

1. BACKGROUND AND INTRODUCTION

- 1.1 The Medium-Term Financial Strategy for 2019/20 to 2023/24 - including the budget for 2019/20 - was approved by full Council on 27th February 2019. This report updates the Committee on how its services have performed over the last financial year with regard to revenue and capital expenditure against approved budgets. The figures included within the report are still subject to audit and should therefore be regarded as provisional at this stage.
- 1.2 This report also includes an update to the Committee on progress against its Key Performance Indicators (KPIs).
- 1.3 Attached at **Appendix 1**, is a report setting out the revenue and capital spending position at the Quarter 4 stage. Attached at **Appendix 2**, is a report setting out the position for the KPIs for the corresponding period.

2. AVAILABLE OPTIONS

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

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 In considering the current position on the Revenue budget, the Capital Programme and KPIs at the end of March 2020, the Committee can choose to note this information or could choose to take further action.
- 3.2 The Committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position and/or the KPIs position.
-

4. RISK

- 4.1 This report is presented for information only and has no direct risk management implications.
- 4.2 The Council has produced a balanced budget for both revenue and capital income and expenditure for 2019/20. The budget is set against a backdrop of limited resources and a difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives the Committee the best opportunity to take actions to mitigate such risks.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

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

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 The Quarter 4 Budget & Performance Monitoring reports are being considered by the relevant Service Committees during June 2020, including a full report to the Policy & Resources Committee on 24th June 2020.

- 6.2 Details of the discussions which take place at Service Committees regarding financial and performance management will be reported to Policy and Resources Committee where appropriate.
- 6.3 The Council could choose not to monitor its budget and/or the Strategic Plan and/or make alternative performance management arrangements, such as the frequency of reporting. This is not recommended as it could lead to action not being taken against financial and/or other performance during the year, and the Council failing to deliver its priorities.
- 6.4 There is significant uncertainty regarding the Council's financial position beyond 2019/20, arising from the impacts of the Covid-19 crisis and the Council's role in responding to this. Future finance reports to this committee will ensure that members are kept up to date with this situation as it develops.
-

7. REPORT APPENDICES

- Appendix 1: Fourth Quarter Budget Monitoring 2019/20
 - Appendix 2: Fourth Quarter Performance Monitoring 2019/20
-

8. BACKGROUND PAPERS

None.

Fourth Quarter Budget Monitoring 2019/20

Economic Regeneration & Leisure Committee

16th June 2020

Lead Officer: Mark Green

Report Authors: Ellie Dunnet/Paul Holland

Contents

Executive Summary **Page 2**

Part A: Fourth Quarter Revenue Budget 2019/20

A1) Revenue Budget: Economic Regeneration & Leisure **Page 4**

A2) Revenue Budget: Significant Variances (>£30,000) **Page 5**

Part B: Fourth Quarter Capital Budget 2019/20

B1) Capital Budget: Economic Regeneration & Leisure **Page 6**

Executive Summary

This report provides Members with an overview of progress against the 2019/20 revenue and capital budgets as at 31st March 2020 (i.e. the provisional outturn position) for the services falling within the remit of the Economic Regeneration & Leisure (ERL). The analysis gives consideration given to the Council's overall position.

This report is backward looking and the figures presented therefore do not reflect the significant impact on the Council's finances arising from the Covid-19 pandemic. This is being monitored closely and will be reflected in future budget monitoring reports to this committee

The headlines for Quarter 4 are as follows:

Part A: Fourth Quarter Revenue Budget 2019/20

- Overall net expenditure for the services reporting to ERL is £1.520m, compared to the approved revised budget of £1.889m, representing an underspend of £370,000.

Part B: Fourth Quarter Capital Budget 2019/20

- Capital expenditure for the services reporting to ERL of £335,000 has been incurred against the approved revised budget of £460,000. This means there is slippage of £124,000, and this will be carried forward into 2020/21.

Part A

Fourth Quarter Revenue Budget 2019/20



A1) Revenue Budget: Economic Regeneration & Leisure (ERL)

A1.1 Table 1 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).

Table 1: SPI Revenue Budget: NET EXPENDITURE

(a)	(b)	(c)	(d)
Cost Centre	Revised Budget for Year £000	Actual £000	Variance £000
Cultural Development Arts	15	15	1
Museum	-6	-24	18
Carriage Museum	3	3	1
Museum-Grant Funded Activities	11	11	-0
Museum Cafe	1	3	-2
Hazlitt Arts Centre	277	280	-3
Festivals and Events	-26	-35	9
Lettable Halls	-4	-11	7
Community Halls	78	47	31
Leisure Centre	-148	-149	1
Mote Park Adventure Zone	-107	350	-457
Cobtree Golf Course	-35	-35	0
Mote Park Cafe	-56	-55	-1
Cobtree Manor Park Visitor Centre	0	1	-1
Tourism	31	32	-1
Museum Shop	-19	-14	-5
Maintenance of Closed Churchyards	3	1	2
Sandling Road Site	23	-16	39
Business Support & Enterprise	23	23	0
Town Centre Management Sponsorship	7	7	0
Business Terrace	74	87	-13
Business Terrace Expansion (Phase 3)	29	0	28
Market	-50	1	-51
Economic Dev - Promotion & Marketing	105	107	-2
Leisure Services Section	76	67	9
Cultural Services Section	615	599	15
Visitor Economy Section	131	129	2
Economic Development Section	306	268	38
Market Section	90	99	-9
Head of Regeneration and Economic Development	100	98	2
Salary Slippage	-26	0	-26
Total	1,520	1,889	-370

A1.2 The table shows that at the end of the year, overall net expenditure for the services reporting to ERL is £1.520m, compared to the approved revised budget of £1.889m, representing a net shortfall of £370,000.

A2) ERL Revenue Budget: Significant Variances (>£30,000)

A2.1 Within the headline figures, there are a number of both adverse and favourable net expenditure variances for individual cost centres. It is important that the implications of variances are considered at an early stage, so that contingency plans can be put in place and, if necessary, be used to inform future financial planning.

A2.2 Table 2 below highlights and provides further detail on the most significant variances i.e. those meeting or exceeding £30,000, either at the end of Quarter 3, or expected to do so by year-end.

Table 2: SPI Variances >£30,000 (@ Quarter 4)

	Positive Variance Q4	Adverse Variance Q4
Community Halls - a range of small underspends have been recorded on controlled running costs, including utilities, and repairs and maintenance.	+31	
Mote Park Adventure Zone – this variance arises primarily from the substantial costs (£403k) incurred as a result of the sewer collapse on the site during the construction phase. This has been referenced in previous reports to the Committee, and it was explained that the potential for legal action to recover the costs was being investigated. However, after thorough consideration, it has been concluded that the prospects of successful recovery were too low to make it worthwhile to pursue legal action. Accordingly, the cost been written off against the committee’s budget this year. The balance of the overspend arises because income from the Adventure Zone was below budget levels.		-457
Sandling Road Site – this variance arises from insurance costs chargeable to the KCC/MBC partnership which had not hitherto been budgeted.	+39	
Market – the variance represents the combined impact of the Tuesday and Saturday markets not achieving the income target (£30k) and an overspend on refuse collection (£17k).		-51
Economic Development Section – the variance predominantly relates to salary underspends on two posts that were vacant for part of the year.	+38	

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

B1.1 The final outturn position of the 2019/20 ERL element of the Capital Programme at the Quarter 4 stage is presented in Table 3 below. The budget for 2019/20 includes resources brought forward from 2018/19.








Table 4: ERL Capital Programme 2019/20 (@ Quarter 4)

Capital Programme Heading	Adjusted Estimate 2019/20 £000	Actual to March 2020 £000	Budget Remaining £000
Economic Regeneration & Leisure			
Mote Park Centre & Estate Services Building	156	103	53
Mote Park Lake - Dam Works	267	194	73
Museum Development Plan	36	38	-2
Total	460	335	124

B1.2 Both the Mote Park schemes are being progressed with a view to more substantial works being undertaken during 2020/21. The contract for the dam works has now been let, but the Centre & Estate Services Building contract has not reached that stage yet.

**Fourth Quarter Performance Monitoring
2019/20**

Key to performance ratings


















RAG Rating		Performance Summary	Direction	
	Target not achieved			Performance has improved
	Target slightly missed (within 10%)			Performance has been sustained
	Target met			Performance has declined
	Data Only		N/A	No previous data to compare

Summary

RAG Rating	Green	Amber	Red	N/A ¹	Total
KPIs	2	1	4	1	8
Direction	Up	No Change	Down	N/A	Total
Last Year	2	0	5	1	8
Last Quarter	2	0	5	1	8







- 28.6% (2 of 7) targetable quarterly key performance indicators (KPIs) reportable to the Economic Regeneration & Leisure Committee achieved the Quarter 4 target.
- Performance has improved for 25% (2 of 8) KPIs compared to Q4 last year (2018/19)¹.
- 25% (2 of 8) KPIs are showing an improvement in performance compared to Quarter 3 this year (2019/20)¹.

A Thriving Place

Performance Indicator	Q4 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Percentage of all available tickets sold at the Hazlitt	63.01%	50%			
Number of visits per month to Visit-Maidstone.com	47,728	66,156			
Footfall in the Town Centre	2,469,608	2,840,740			
Number of students benefiting from the museum's educational service	2,444	2,600			
Footfall at the museum and Visitors Information Centre	35,702	17,000			
Number of attendees to informal events	N/A			N/A	N/A

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

* Indicates data that has not been authorised

Performance Indicator	Q4 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Contacts to the Visitor Information Centre	574	829			
Number of users at the leisure centre	168,796	209,367			

Two KPIs met their targets. One was within 10% of its target, and four KPIs missed their targets by more than 10%. **'Number of attendees to informal events'** is for information only. Data is unavailable for Q4 due to the Museum currently being closed.

'Number of students benefiting from the museum's educational service' missed its target by 156 but was within 10% of the target. Performance has declined since last quarter but has improved when compared with the same quarter last year when 2,433 students used the service. It should be noted that from the beginning of March 2020, schools began to postpone or cancel visits. Prior to this, this indicator was on track to meet its target.

Four KPIs missed target by more than 10%. **'Number of visits per month to Visit-Maidstone.com'** missed its quarterly target of 66,156 visits by 18,428 visits (27.9%) in Q4. The figure for Q4 (47,728) was 31.9% lower than the figure seen in the previous quarter (70,136) and 14.8% lower than Q4 2018/19 (55,992). March saw reduced numbers, with the cancellation of events and closure of businesses.

The quarterly target of 2,840,740 for **'Footfall in the Town Centre'** was missed by 371,132 or 13.1%. It is 13.1% lower than the figure for the previous quarter (2,840,806), and it is also 3.4% lower than the figure seen last year for Q4 (2,556,547). It has been previously reported that the decreasing figures for this indicator reflect regional and national trends.

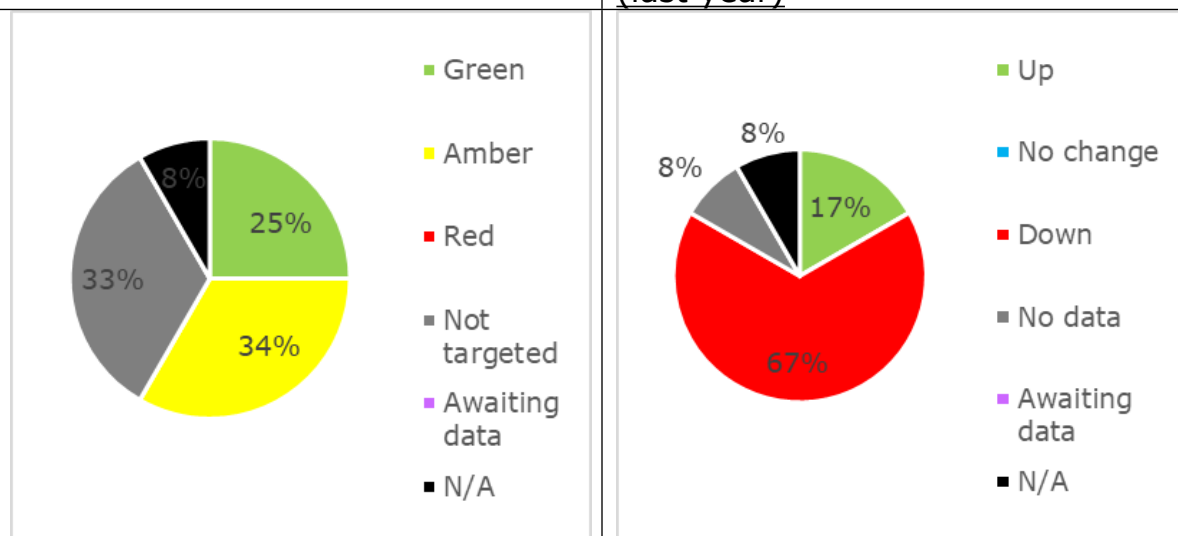
'Contacts to the Visitor Information Centre' missed the Q4 target by more than 10%. However, performance has improved by 22.9% since Q3 (Q3 saw a figure of 467), with 574 contacts in Q4 against a target of 829. Compared with the same quarter last year, performance has declined by 35.0%. The Visitor Information Centre closed in line with COVID-19 guidance but has continued to provide a service via email and telephone.

'Number of users at the leisure centre' for Q4 was 168,796, which is 40,571 lower than the quarterly target. This was 1.9% lower than the figure for Q3 (172,004) and 17.8% lower than the figure for last year (Q4) which was 205,282. A breakdown of the target by month shows that the number of users was short by 3,037 and 1,417 for January and February, respectively. In March there were a total of 37,938 users which was 36,117 users short of the monthly target.

ERL - End of Year Outturn 2019/20










Annual Status

Direction of travel since 2018/19 (last year)



NOTE: 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.

Indicator	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Annual 2019/20	Annual Target 2019/20	Direction of travel	Annual Status
Percentage of all available tickets sold at the Hazlitt	60.63%	50.88%	77.63%	63.01%	66.27%	50%	↓	✅
Number of visits per month to Visit-Maidstone.com	98,888	117,804	70,136	47,728	334,556	367,535	↓	⚠️
Footfall in the Town Centre	2,777,072	2,906,564	2,840,806	2,469,608	10,994,050	11,836,415	↓	⚠️
Number of students benefiting from the museums educational service	2,773	1,027	2,640	2,444	8,884	8,378	↑	✅
Footfall at the museum and Visitors Information Centre	20,649	24,836	17,127	35,702	98,314	65,000	↑	✅
Number of attendees to informal events	2,122	870	540	0	3,532		↓	
Indicator	Q1 2019/20	Q2 2019/20	Q3 2019/20	Q4 2019/20	Annual 2019/20	Annual Target 2019/20	Direction of travel	Annual Status
Contacts to the Visitor Information	956	1062	467	574	3059	3315	↓	⚠️

Centre								
Number of users at the leisure centre	213,590	203,900	172,004	168,796	758,290	805,257		
Percentage of vacant retail units in town centre	Annual only PI				Unavailable	11%	N/A	N/A
Number of people attending paid for exhibitions	219	753	0	0	972			
Business Rates income from the Town Centre	Annual only PI				£21,720,949			
Total value of business rateable properties (New 2019/20)	Annual only PI				£147,123,115		N/A	N/A

Please note

The annual figure for the 'Percentage of vacant retail units in town centre' is taken from the figures for 2019/20 for the 'Number of retail units currently vacant' and 'Total number of retail units in Town Centre' PIs. The figure for the 'Percentage of vacant retail units in town centre' is collated from a survey of the town centre which is carried out by One Maidstone and then fed into a national survey by Springboard. Due to the coronavirus (COVID-19) lockdown in March, this survey did not take place, therefore data for the 2019/20 year is 'Unavailable'.

Summary of 2019/20 year

Performance at the Museum has been exceptionally good this year, particularly the educational service. The Museum has not only met its KPI targets for the year, it has also met its financial targets too. Visit Maidstone was redesigned and relaunched this year. It was on track to meet its annual target prior to the impact of COVID-19.

Footfall in the town centre has held up well when compared to regional and national averages. However, quarter 4 saw significant reductions in footfall due to COVID-19.

Looking forward, the Museum will reopen in July but without the educational service. We will continue to monitor footfall in the town centre as a key indicator for economic recovery.

Agenda Item 16

ECONOMIC REGENERATION AND LEISURE COMMITTEE

16 JUNE 2020

Key Performance Indicators 2020-21

Final Decision-Maker	ECONOMIC REGENERATION AND LEISURE COMMITTEE
Lead Head of Service	Angela Woodhouse, Head of Policy Communications and Governance
Lead Officer and Report Author	Anna Collier, Policy and Information Manager and Orla Sweeney, Equalities and Corporate Policy Officer
Classification	Public
Wards affected	All

Executive Summary

The Committee are asked to consider new key performance indicators that measure achievement of the Council's priorities for 2020-21.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

1. That the draft Key Performance Indicators for 2020-21, attached as Appendix 1, be agreed.

Timetable

Meeting	Date
ECONOMIC REGENERATION AND LEISURE COMMITTEE	16 June 2020

Key Performance Indicators 2020-21

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>We do not expect that the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council's overall achievement of its aims.</p> <p>The performance management process monitors delivery of the Councils Strategic Plan 2019-45 and plays an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.</p>	Anna Collier Policy and Information Manager
Cross Cutting Objectives	<p>The four cross-cutting objectives are:</p> <ul style="list-style-type: none"> • Heritage is Respected • Health Inequalities are Addressed and Reduced • Deprivation and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendation(s) supports the achievement(s) of the all cross-cutting objectives as the performance management process monitors delivery of the Councils Strategic Plan 2019-45 and plays an important role in the achievement of corporate objectives.</p>	Anna Collier Policy and Information Manager
Risk Management	<p>The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.</p>	Anna Collier Policy and Information Manager
Financial	<p>The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.</p>	Section 151 Officer & Finance Team
Staffing	<p>We will deliver the recommendations with our current staffing.</p>	Angela Woodhouse
Legal	<p>Acting on the recommendations is within the Council's powers there is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best</p>	Legal Team

	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 Legal Team effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.	
Privacy and Data Protection	The recommendations do not propose a change in service therefore will not require a data protection impact assessment.	Anna Collier Policy and Information Manager
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.	Anna Collier Policy and Information Manager
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Public Health Officer
Crime and Disorder	No impact	Anna Collier Policy and Information Manager
Procurement	No impact	Anna Collier Policy and Information Manager

2. INTRODUCTION AND BACKGROUND

2.1 The Council approved a new Strategic Plan in 2019-45 and agreed four new priorities:

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

2.2 Indicators are reviewed at the start of each year and as there has been no changes to priorities, the set of new Key Performance Indicators for 2020-21 is predominantly the same.

- 2.3 Some minor changes have been made where issues have been identified during the course of 2019-20. Consideration has also been given to the Coronavirus pandemic, its impact on services and monitoring performance.
- 2.4 The following indicators have been removed from last year as Performance Indicators as they are financial targets and assessed as part of quarterly budget monitoring:
- Number of people attending paid for exhibitions
 - Attendance at events in the museum
 - Number of attendees to informal events
- 2.5 In addition, the following indicator has been removed as it is burdensome to calculate as the visitor information centre and museum are one space.
- Contacts to the Visitor Information centre (visits, calls, and emails)
- 2.6 Members will also note that for a number of indicators, targets have not been included. Key spaces are still closed due to Covid-19 and officers are not yet aware when the spaces can reopen, when they do they will need to plan for visitors to be socially distanced. This will impact on numbers, and officers need more information in order to intelligently calculate targets. Alternatively, as the year progresses the indicators themselves may need to change to reflect diversifying business needs.
- 2.7 The Draft indicator set can be reviewed at Appendix 1, set out by priority.

Reporting

- 2.8 Committee can also request at any point in the year that other performance information is provided on a one-off basis or as part of regular performance monitoring.
- 2.9 The Policy and Information team are working on developing performance dashboards over this year which will enable Members to view data outside of the reports. This is likely to be around quarter two or three, once these are progressed Officers will be in touch to trial these.

3. AVAILABLE OPTIONS

Make a recommendation to Policy and Resources Committee to stop performance monitoring

- 3.1 Though it is considered best practice, some authorities have chosen to drop performance management or produce performance data which they publish on their website.
- 3.2 This is not recommended as monitoring performance ensures oversight and challenge to the delivery of the Council's priority action areas and mitigates the risk of the Council not delivering its priorities and key services.

To keep the current set of indicators as reported in 2019-20

- 3.3 A set of indicators is currently in place and is being reported to Committees. This is not recommended, as minor amendments reflect changes over the course of the year.

To agree the draft set of indicators at appendix 1

- 3.4 Appendix 1 shows the list of proposed Key Performance indicators for 2020-21 set out by the new priorities in the Strategic Plan 2019-45. Members could also choose to increase, reduce or change any targets or amend suggest new indicators.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 To agree the draft set of indicators at appendix 1. Monitoring performance is best practice to ensure the delivery of the Council's priorities and is particularly important at this time.

5. RISK

- 5.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

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

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Once the indicators are agreed Heads of Service, Managers will be informed, and the reports set up in time for first reporting. The Performance and Budget report will be added to each Committee's work programme for 2020-21.

8. REPORT APPENDICES

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

Appendix 1: New Performance Indicators 2020-21

Appendix 1

Key Performance Indicators 2020-21

Status	Head of service	Performance Measures	Frequency	Good Performance	2019/20 Target	2019/20 Outturn	2020/21 target
A Thriving Place							
existing	John Foster	Number of students benefitting from the museums educational service	Quarterly	Aim to Maximise	8,378	8,884	TBC
existing	John Foster	Footfall at the Museum and Visitor Information Centre	Quarterly	Aim to Maximise	65,000	98,314	TBC
existing	John Foster	Number of users at the Leisure Centre	Quarterly	Aim to Maximise	805,257	758,290	TBC
new	John Foster	User Satisfaction with the Hazlitt	Quarterly	Aim to Maximise	N/A	N/A	75%
existing	John Foster	Percentage of vacant retail units in the town centre	Annual	Aim to Minimise	11%	N/A	TBC

Status	Head of service	Performance Measures	Frequency	Good Performance	2019/20 Target	2019/20 Outturn	2020/21 target
existing	John Foster	Footfall in the Town Centre	Quarterly	Aim to Maximise	11,836,415	10,994,050	TBC
existing	Sheila Coburn	Business Rates income from the Town Centre	Annual	Aim to Maximise	Information only PI	£21,720,949.25	Information only PI
existing	Mark Green	Total value of business rateable properties	Annual	Aim to Maximise	Information only PI	£147,123,115.00	Information only PI
existing	John Foster	Number of visits per month to Visit-Maidstone.com	Quarterly	Aim to Maximise	367,535	334,556	TBC