

ECONOMIC REGENERATION AND LEISURE COMMITTEE MEETING

Date: Tuesday 3 September 2019
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

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.

AGENDA

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| 3. Urgent Items | |
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| 6. Disclosures of Lobbying | |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information. | |
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Issued on Friday 23 August 2019

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

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

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. Friday 30 August 2019). If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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MAIDSTONE BOROUGH COUNCIL

ECONOMIC REGENERATION AND LEISURE COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 2 JULY 2019

Present: Councillors Mrs Blackmore, Brindle, Mrs Gooch, Harper (Chairman), Harvey, Lewins and Webb

Also Present: Councillor M Rose

22. APOLOGIES FOR ABSENCE

Apologies for absence were received from:

- Councillor Cox
- Councillor Cuming
- Councillor B Hinder

23. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that the following Substitute Members were present:

- Councillor Harvey for Councillor Cox
- Councillor Brindle for Councillor B Hinder

24. URGENT ITEMS

The Chairman informed the Committee that he had agreed to take an urgent update to Item 13. Outside Body Report 2019/20. The reason for urgency was that a nomination for a vacant position had been received after the publication of the agenda, and appointments to Outside Bodies were to be made as soon as possible.

25. NOTIFICATION OF VISITING MEMBERS

It was noted that Councillor M Rose was present as a Visiting Member, and indicated that she wished to speak on Item 13. Outside Body Report 2019/20.

26. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

27. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

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

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

29. MINUTES OF THE MEETING HELD ON 4 JUNE 2019

RESOLVED: That the minutes of the meeting held on 4 June 2019 be approved as a correct record and signed.

30. PRESENTATION OF PETITIONS

There were no petitions.

31. QUESTION AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

32. COMMITTEE WORK PROGRAMME

The Head of Regeneration and Economic Development informed the Committee that amendments to the Work Programme were required:

- "Museums - Agreeing the 'Story of Maidstone'" was to be removed as the topic was included within the "Options Report for the Gallery Transformation Project at the Museum".
- "Sports Provision Review - Project Timeline Approval" was to be removed, as this was encompassed within the "Delivery Programme for the Sports/Leisure Review".
- "Festival and Events Strategy" was to be scheduled for 26 November 2019.

Furthermore, the Head of Regeneration and Economic Development explained that work associated with the Sports/Leisure Review was to be rebranded as "Making Maidstone More Active", in order to better reflect the desired outcome of the work.

RESOLVED: That the Committee Work Programme be noted, as amended.

33. REPORTS OF OUTSIDE BODIES

The Committee thanked the report authors for their reports.

RESOLVED: That the Reports of Outside Bodies be noted.

34. OUTSIDE BODY REPORT 2019/20

The Democratic Services Officer outlined that the report summarised Outside Bodies that were within the remit of the Economic Regeneration and Leisure Committee. It was stated that some Councillors had time remaining on their terms of office, having previously been appointed as Council Representatives, while other Councillors had been automatically appointed for the 2019/20 municipal year. The following nominations had been received for vacant positions:

- Councillor English for the Collis Millennium Green Trust.
- Councillors W Hinder and Khadka for the Maidstone Twinning Association.
- Councillor M Rose for the Maidstone Area Arts Partnership.

Councillor M Rose addressed the Committee as a Visiting Member.

The Committee noted that there were outstanding vacancies on the Brenchley Charity and Maidstone Area Arts Partnership. Following an explanation of the remit of the Brenchley Charity, Councillor Brindle stated that she wished to be considered for the role of Council Representative on the organisation. The Committee commented that the vacancy on the Maidstone Area Arts Partnership was closely linked to the "Draft Arts and Cultural Plan for the Borough" item that was to be considered in September 2019. Therefore, the Committee would consider options for filling this vacancy over the Summer.

RESOLVED: That:

1. The current Council Representatives be noted.
2. Councillor English be appointed as a Council Representative on the Collis Millennium Green Trust.
3. Councillor W Hinder be appointed as a Council Representative on the Maidstone Twinning Association.
4. Councillor Khadka be appointed as a Council Representative on the Maidstone Twinning Association.
5. Councillor M Rose be appointed as a Council Representative on the Maidstone Area Arts Partnership.
6. Councillor Brindle be appointed as a Council Representative on the Brenchley Charity.

Voting: Unanimous

35. ECONOMIC DEVELOPMENT STRATEGY - REDRAFTED MOTION

The Head of Regeneration and Economic Development explained that following the resolution of the Economic Regeneration and Leisure

Committee on 4 June 2019, the motion had been redrafted in consultation with the Chairman and Vice-Chairman of the Committee.

The Committee noted that although the motion raised key topics for consideration, it did not represent the full extent of the brief that would be used to conduct a tendering exercise.

In response to a question from the Committee, the Head of Regeneration and Economic Development said that stakeholder engagement and consultation exercises would be undertaken during the tendering process. This presented an opportunity for the Committee to provide feedback.

RESOLVED: That the redrafted Economic Development motion be agreed for consideration during the review of the Economic Development Strategy.

Voting: Unanimous

36. DURATION OF MEETING

6.31 p.m. to 6.56 p.m.

2019/20 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Maidstone East (incl. recommendation to P&R)	ERL	Oct-19	William Cornall	John Foster
Draft Arts and Cultural Plan for the Borough	ERL	Oct-19	John Foster	Ann Marie Langley
Draft Medium Term Financial Strategy 2020/21 - 2024/25	ERL	Oct-19	Mark Green	Mark Green
Q2 Performance and Budget Monitoring Report	ERL	Nov-19	Mark Green	Chris Hartgrove/ Anna Collier
Festival and Events Strategy	ERL	Nov-19	John Foster	Laura Dickson
Town Centre Opportunity Sites Delivery Strategies	ERL	Dec-19	William Cornall	John Foster
Economic Development Strategy Review	ERL	Dec-19	John Foster	John Foster
Draft Budget Proposals 2020/21	ERL	Jan-20	Mark Green	Chris Hartgrove
Q3 Performance and Budget Monitoring Report	ERL	Mar-20	Mark Green	Chris Hartgrove/ Anna Collier
Annual Reports of Outside Bodies and Consideration of Outside Bodies for the Next Municipal Year	ERL	Mar-20	Angela Woodhouse	Mike Nash
Mote Park Visitor Centre and Estates Service Building	ERL	TBC	William Cornall	John Foster

Agenda Item 12

Economic Regeneration and Leisure Committee

3 September 2019

Maidstone Museum Development Options

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

Executive Summary

Following the adoption of the 20 Year Plan by members, officers have been working with Innes Associates (architects) and DesignMap (exhibition designers) to produce options for a refurbished museum focussing on the layout and visitor path within redeveloped galleries.

The final report is available as Appendix 1. It lays out several possible options for members to consider. Each option has its pros and cons but are of different scales of magnitude.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

That:

1. A Heritage Lottery Bid (Development Phase) be submitted in November 2019 for Option 2 (Large Minus) at a maximum of £4.9m.
2. Delegated authority be granted to the Head of Regeneration and Economic Development to finalise Option 2 following further work as set out in paragraph 3.
3. Maidstone Museum Friends be tasked with raising match funding for the Heritage Lottery Bid, in partnership with Officers of £140,000, as set out in Option 2.

4. Should the Heritage Lottery Bid (Option 2) be unsuccessful, a further report will be presented to the Economic Regeneration and Leisure Committee, seeking approval to deliver Option 3 (Medium).
5. Option 1 (Large) be endorsed as the longer-term vision for the museum.
6. Maidstone Museum Friends be requested to raise a further amount of £1.7m, over a 5-year period, to enable the long term vision (Option 1) to be delivered.
7. The significant risks associated with the successful delivery of Option 1 and 2 be noted.

Timetable	
Meeting	Date
Economic Regeneration and Leisure Committee	3 September 2019

Maidstone Museum Development Options

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<p>The four Strategic Plan objectives are:</p> <ul style="list-style-type: none"> • Embracing Growth and Enabling Infrastructure • Safe, Clean and Green • Homes and Communities • A Thriving Place <p>Accepting the recommendations will materially improve the Council's ability to achieve A Thriving Place through the provision of an attractive and popular visitor attraction in the heart of the town centre.</p>	Head of Regeneration and Economic Development
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 is Reduced and Social Mobility is Improved • Biodiversity and Environmental Sustainability is respected <p>The report recommendations support the achievements of the Heritage is Respected cross-cutting objectives by improving and protecting our heritage through the better display, interpretation and access to the material culture held in the collections of Maidstone Museum. These collections represent the heritage of Maidstone's residents since the earliest inhabitation of the area in the pre-historic era right up to the modern period.</p> <p>The report recommendations support the Biodiversity and Environmental Sustainability is respected cross-cutting objectives by the provision of a specific gallery focusing on the natural history of</p>	Head of Regeneration and Economic Development

	the borough, bio-diversity and the challenges faced by differing habitat types across the whole borough.	
Risk Management	Refer to paragraph 4.3 for possible risks and mitigation for each option.	Head of Regeneration and Economic Development
Financial	Accepting the recommendations will demand new spending of up to £6.6m. We plan to fund that spending as set out paragraphs 3.2.10 and 3.2.11, and 4.3 bullet point 2.	Senior Finance Manager
Staffing	We will deliver the immediate recommendations with our current staffing.	Head of Regeneration and Economic Development
Legal	Acting on the recommendations is within the Council's powers as set out at in local authority legislation (including the general power of competence under the Localism Act 2011) and the Council's Constitution.	Team Leader, Contracts and Commissioning
Privacy and Data Protection	Accepting the recommendations will increase the volume of data held by the Council. We will hold that data in line with our retention schedules.	Head of Regeneration and Economic Development
Equalities	We recognise the recommendations may have varying impacts on different communities within Maidstone. Therefore, we have completed a separate equalities impact assessment at Appendix 2	Equalities Officer
Public Health	We recognise that the recommendations will not negatively impact on population health or that of individuals.	Senior Public Health Officer
Crime and Disorder	The recommendations of this report have no impact on Crime and Disorder	Head of Regeneration and Economic Development
Procurement	On accepting the recommendations, the Council will then follow procurement exercises for recruitment of consultants, designers etc. and procurement of materials and services. We will complete those exercises in line with financial procedure rules.	Head of Regeneration and Economic Development

2. INTRODUCTION AND BACKGROUND

- 2.1 The Maidstone Museum 20-year Plan was considered by Heritage, Culture and Leisure Committee (HCL) in July 2017 which resolved that the Plan be adopted. A key finding of the Museum Plan was that a **"complete reordering and renewal of the museum is necessary** if we are to provide residents with a "vibrant and active service... regularly used by many members of the local community and visitors from further afield, which engenders a feeling of ownership and pride". An Economic Impact Assessment for the museum and Carriage Museum shows that these two venues generated £1.6m spend by visitors to Maidstone in 201/19 (see Appendix 3) and increased footfall at the museum brought about by the refurbishment of the museum would increase this amount proportionately. In October 2018 the HCL Committee received an update report which set out actions for 2018/19. One of these actions was to "Review existing galleries and displays and determine the priority order for improvements and interpretation."
- 2.2 In the last three months, following Member approval of the outline stories for the new galleries, the Council has commissioned Innes Architects and DesignMap exhibition designers to develop four options for the reconfiguration and redevelopment of museum spaces including galleries, events and activity space and storage. These are set out in Appendix 1 Stage 2 Report Feasibility Study at Maidstone Museum.

3. AVAILABLE OPTIONS

It should be noted that each of these options will require further partnership and negotiation with major stakeholders such as Maidstone Borough Council Planning Services, The Bentrif Wing Trust (which may require, by mutual consent, an amendment to the Deed of Variation to the 1889 Trust Deed relating to the Bentrif Wing), Kent Archaeological Society and Maidstone Museums Foundation.

3.1 Option 1: Large

- 3.1.1 The first option is a large-scale scheme which would see a wholesale refurbishment and redisplay of the museum.
- 3.1.2 New visitor routes would lead visitors upstairs to galleries telling the story of Maidstone Through Time (local history) and Maidstone in the World (world collections) before returning them to the ground floor for the story of our military connections and the palaeontological significance of Maidstone and the story of the Mantellodon (Iguanodon). This is a change to the layout previously suggested to Members and has been proposed because detailed work on layouts showed that there was insufficient gallery space on the ground floor to tell a coherent main story. Thus the ground floor has been retained for public area activities, the two sub-stories mentioned above and an exhibition about the history of the museum from Tudor Manor House onwards.
- 3.1.3 A large temporary gallery and events space would also be created in the former café and costume gallery for events and activities which help

bring income to the museum. Items from the costume gallery will be on show as part of the Maidstone Through Time galleries.

- 3.1.4 The front courtyard will be sealed off from the street both to clarify the entrance to the museum, create a secondary security barrier which will allow us to continue borrowing objects from other museums without the expense of additional insurance under the Government Indemnity Scheme and enhance its use as a fine weather activity space or outdoor display area for suitable artworks and other objects.
- 3.1.5 This option would result in some changes to the reception area, the museum shop and Visitor Information Centre which would all be contained in a reconfigured entrance/shop and canoe gallery.
- 3.1.6 The report by Innes Associates also makes some suggestions for an Extra Large option which would see the removal of the car park to rear of the Museum and the creation of a garden. This may be of interest at a much later date but officers are not recommending it as an option at this time due to the works suggested being beyond what is actually necessary to fulfil our objectives as laid out in the 20 Year Plan.
- 3.1.7 The projected cost of Option 1 would be £6.6m. This is a significant sum. It would require a major fundraising campaign aimed at external funding agencies, charities and other grant-giving bodies.
- 3.1.8 The first choice of funder for such a project would be the National Lottery Heritage Fund (NLHF - previously Heritage Lottery Fund). NLHF will fund up to 90% of a project. Since 2018, changes to the National Lottery Heritage Fund mean that large grants (over £250,000) are grouped into two categories: Heritage Awards for a maximum of £5m and Horizon Heritage Awards for projects over £5m.
- 3.1.9 Whilst previously, a bid of circa £7m would not have been exceptional, there are now only 10-12 awards of over £5m each year for projects focused on natural heritage and landscapes or heritage at risk. It's highly unlikely that the Maidstone Museum project would satisfy this awards bidding criteria.

3.2 Option 2: Large Minus

- 3.2.1 The second option would be for a smaller scheme incorporating most of the changes described in Option 1 which could be carried out in isolation without rendering future works impossible.
- 3.2.2 Option 2 would see the transformation of seven out of nine galleries on the first floor, the Temporary Exhibition gallery moved to the ground floor (former café) space and an event room created in the current Costume Gallery. A reconfigured reception, shop, canoe gallery and Visitor Information Centre would allow for the creation of the 'WOW' point on entry and the sealing off of the front courtyard from the street would ensure a suitable level of security and create an external activity, display space.

- 3.2.3 The difference between this and Option 1 is that under this scheme, the current Dinosaur and Natural History Galleries would remain unchanged, climate control measures for sensitive collections are scaled back and allowances for improving physical access and upgrades to windows etc. have been reduced.
- 3.2.4 This project provides a realistic level of improvement that would be beneficial in bringing in new visitors, delivering excellent temporary exhibition and event spaces and improving access to most of the museum. Importantly, this option would not preclude further works being carried out later if funds were to become available.
- 3.2.5 This option would cost £4,916,00. NHLF grants up to £5m are decided by regional committees, rather than the UK Board which make decisions on UK-wide strategic interventions and major awards over £5 million. Tactically it is therefore prudent that the Museum seek to scale the proposed building works and gallery fit out expenditure to below £5m.
- 3.2.6 Projects funded by NLHF follow timescales set out by them. Other funders are aware of this and are used to this process so will usually offer grants to be paid at set stages of the Lottery process.
- 3.2.7 Timescales for a project which is successful at all stages:

September 2019 Expression of Interest (EOI)

This information is used to decide whether or not to invite the applicant to submit a development phase application. NHLF aim to respond to a submitted EOI within 20 working days of receipt.

November 2019 Development round bid submitted

This is the earliest a bid could be submitted and no dates have yet been published for 2020.

March 2020 Decision on Development round submission

If the project was unsuccessful at this stage, we would return to members for permission to proceed with the Medium scale option (see paragraph 3.3) costing £1.3m. This would allow a realistic fundraising target, critical improvements to the museum and allows for future improvements should funding become available.

April 2020 Development round begins

Typically this phase lasts up to two years and is used to develop the project from broad ideas to detailed designs, carry out partnership development, set up community and advisory panels, do in depth research and, importantly, secure partner funding. Throughout this phase, the museum would be assigned a project officer and mentor by the NLHF. The role of these is to ensure that the project is viable and that the bid is in a state of readiness to go forward to application at Delivery round. However, it must be stressed that the Delivery round bid is treated entirely independently of the Development bid. Success at the first stage does not guarantee success at the second as this depends on both the

quality of submission but also which other projects are competing for the same funding.

April 2022 (estimated) Submission of Delivery round bid

Submission windows have not yet been published beyond 2019. At this stage the project should be developed to RIBA Stage 3 which means that work on site can start as soon as permission is given. The Delivery bid will also include an Activity Plan which will show how the project itself will meet NLHF objectives to 'achieve positive outcomes for those involved' including participants, visitors, volunteers and other stakeholders. These activities might include learning projects with schools, opportunities to get involved with the work of the museum, community-based events, training posts or other events and activities

August 2022 (estimated) Decision on Delivery Round

September 2022 Delivery round begins

The Delivery Round can take up to 5 years. It is important to note that this 5 year includes all capital works and fit out on site, delivery of the Action Plan, project evaluation and post work administration of finalising accounts etc.

Information required about	2020 Development Phase Application	2020 Delivery Phase Application
Activities	Outline <ul style="list-style-type: none"> Who is this project likely to involve? The nature and range of activities that will engage people with heritage 	Detail <ul style="list-style-type: none"> Detailed action plan, showing all activities in your project This will be included in your Activity Plan
Capital Work	<ul style="list-style-type: none"> Draft or outline conservation plan Details of ownership Initial breakdown of capital works Plans for architectural elements to RIBA stage 1 Plans for non-architectural elements such as interpretation or digital outputs at the equivalent of RIBA stage 1 	<ul style="list-style-type: none"> Conservation Plan Ownership details confirmed and meeting NLHF requirements Plans for architectural elements to RIBA stage 3 Plans for non-architectural elements such as interpretation or digital outputs at the equivalent of RIBA stage 3
Project Outcomes	<ul style="list-style-type: none"> Information about which outcomes 	<ul style="list-style-type: none"> Detailed information about which outcomes

	your project might achieve	your project will achieve
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- 3.2.8 The bid would be written by the Museum Director with input from MBC officers, Innes Associates and partners such as Maidstone Museums Foundation. This work can be completed by the November deadline.
- 3.2.9 Similar sized museum projects approved by the NLHF include St Albans Museum (opened 2019) who received £2.8m towards a £7.75m project with St Albans Borough Council providing £3m and the rest secured from Trusts and other fundraising. Pitzhanger Museum received £5m between 2016 and 2019 for a project estimated to cost between £8.2 and £10m
- 3.2.10 Maximum grant funding from NLHF would require match funding of 5% of the Development Phase and 10% of the Delivery Phase. £350,000 is already allocated in the Council's capital programme towards the Museum. If the full 10% match funding is to be achieved (£490,000) further funds will need to be found.
- 3.2.11 It is not possible for the Council to contribute further capital funding to the project. The Council's capital program now relies on prudential borrowing which means additional capital expenditure must be able to demonstrate how borrowing will be repaid. It is challenging to identify a reliable source of additional expenditure in the Museum on which to make a case for this additional capital contributions. Similarly, if savings could be found these might fund borrowing too. However this would require the museum activities to be reduced or for the Museum to close on more days. It would be difficult to defend such action at the same time as trying to convince external funding organisations to invest in the Museum. Consequently, it is proposed that The Maidstone Museum Foundation, operating as an independent charity, will be tasked with raising the sum of £140,000 needed to match fund a £4.9m bid from external trusts and charities according to an agreed fundraising strategy, with the support of Council officers.
- 3.2.12 Potential funders include but are not limited to Arts Council England, Garfield Weston, The Art Fund, Esme Fairbairn, The John Ellerman Foundation, Clore Duffield, The Foyle Foundation, Association of Independent Museums, the Kent Community Foundation, The Cooperative Trust, The Bernard Sunley Foundation, The Charles Hayward Foundation, The Wallace Foundation and Golding Homes Community Chest. These represent charities mostly supporting museum capital projects but others will fund specific parts of the project relating to, for example, young people, health and wellbeing or encouraging minority participation. Also included in the fundraising strategy will be targets for individual giving, sponsorship and gallery naming rights.

3.3 Option 3: Medium

- 3.3.1 This option takes the elements of Option 2 and removes the gallery refurbishments so that the focus is on the effective use of public space in the building. An improved experience on entering the museum will be backed up with new temporary exhibition gallery and events spaces with

toilets in the West Wing for the first time and refurbishment of the front courtyard.

- 3.3.2 This option would cost £1,332,000. This level of funding would require external funding and again Maidstone Museum Foundation would be asked to partner with officers on a fundraising campaign.

3.4 Option 4: Small

- 3.4.1 The possibility of using only Maidstone Borough Council's capital reserves already assigned to the museum has been investigated. However, the sum, approximately £350,000, would not be sufficient to do more than refurbish one existing gallery. This would fail to deliver the ambition set out in the 20 Year Plan and would not support the long-term option set out in the Museums Governance Review approved by HLC in March 2018. This review concluded that long term, Members should consider the possibility of transferring the Museums to an independent charitable trust. It was felt however, that the museum would not currently provide an attractive proposition to potential Trustees and that more work was necessary to improve the Museums' sustainability before this was a realistic option. Option 4 is therefore rejected as it would not significantly raise visitor numbers or ensure that enough of this historic building is refurbished. Option 4 would also cause difficulties in carrying out a larger option later, should the opportunity arise.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Members are asked to approve the vision of change embodied in Option 1: Large as a longer-term ambition but for Option 2: Large Minus to be adopted as the preferred option.
- 4.2 Officers feel this has the following benefits:
- Option 2 fulfills 80% of the goals of Option 1 but with significantly more chance of a successful funding bid.
 - Newly improved museum displays which would better reflect the local history and population of Maidstone in both its urban and rural wards leading to greater visitation
 - Better physical access to the museum for those with disabilities and impaired mobility or parents with pushchairs.
 - Improved facilities through work carried out as part of refurbishment would mean reduced maintenance costs in future
 - Co-production and human centred design would bring members of the public together to work on the project which assists with the building of social cohesion and a sense of ownership again leading to increased use of the building.
 - The economic benefits to the town could be significant if visitor numbers are improved. Using the Association of Independent Museums' Economic Impact Assessment, it is calculated that visits to the museum from local (i.e. borough residents) and day trippers contribute £1.6m to the economy of Maidstone. (See Appendix 3)

4.3 However Option 2 still brings with it significant risks.

- The project heavily relies on NLHF funding and a bid for £4.9m is still towards the top end of the funding available. Lottery funding has reduced in recent years and many major capital improvements have already been carried out over the last 20 years, especially in museums and so the NLHF may prefer to fund more, smaller projects than fewer, large ones.
- The amount bid for at Development Phase will depend on the costs likely to be incurred during this phase and cannot be assumed to be a percentage of the overall project. However, the following sums have been paid to museums over the past 5 years:

	Development Phase	Project total
Sheerness Docks	£500,000	£8.4m
Gairloch	£32,000	£2m
Oxford City	£142,000	£1.6m

The project applicant has to find 10% of the Development Phase costs which are at risk as there is no guarantee that the project will receive Delivery Phase approval.

- Additional match funding needs to be raised requiring the support of the Maidstone Museum Foundation for a sum of £140,000 during the two year Development Phase stage. A further £1.7m would need to be raised to complete the longer term vision set out in Option 1. This is scale of fund raising, outside of the HLF, not previously attempted.
- Risk of failure at the Delivery Bid point is somewhat mitigated by the two stage application process. The Development Phase of the project ensures that a project is ready and, in theory, suitable for Lottery funding. It lessens the risk that a large bid will fail through insufficient understanding or planning, although it may still not gain final funding for the reasons mentioned elsewhere. In addition Officers propose to return immediately to Committee should a bid for Development phase funding fail.
- The size of the work involved does mean that operations will be disturbed at some point while work goes on. Closure or partial closure of the museum will affect KPIs and income generation.
- Museum staff will have to carry out developmental work during their normal working hours and so some activities will have to be deprioritised or stopped. These include answering public enquiries, project-based activities and work on new temporary exhibitions.
- However, there is also a significant risk that if the project does not go ahead, Maidstone will have lost the opportunity to create the change necessary to make the museum more sustainable in the future. The current problems with the museum and its galleries, if unaddressed will

lead to falling footfall and income, an underused and expensive building and, eventually, obsolescence.

- 4.4 However, the overall potential benefit in relation to the effort and work required, in conjunction with the likelihood of funding, staff resources and relationships with partners formed as part of the work on Ancient Lives means that Option 2, if it is successful, provides the best use of time and resources in ensuring the future sustainability of the museum.
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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 in paragraph 4.3. 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 Members of the Heritage, Culture and Leisure have previously approved the outline concept, stories and the appointment of specialist consultants to carry out this latest piece of work attached as Appendix 1
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7 NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The next steps would be for officers to contact NLHF and discuss eligibility and the work needed for a first stage bid. At this point specialist museum designers would need to be appointed to drive the project.
- 7.2 A fundraising strategy would be prepared in partnership with Maidstone Museum Foundation
- 7.3 A programme to take the project up to the stage one bid (next opportunity April 2020) would be drawn up.
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8 REPORT APPENDICES

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

- Appendix 1: Stage 2 Report Feasibility Study at Maidstone Museum
 - Appendix 2: Equality Impact Assessment
 - Appendix 3: Economic Impact Assessment
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Stage 2 Report
Feasibility Study at Maidstone Museum
August 2019
Revision A

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Introduction

This is the Stage 2 Report for the Feasibility Study at Maidstone Museum and provides the outcomes required in Stage 2 of the MBC Specification of Services as interpreted in our bid submission. It is the culmination of a 4-month programme to develop the brief and draft options for changes to take the Museum forward in its 20-Year Plan. It is the second Report of the Study and further detail on earlier stages can be found in the previous two interim reports Stage 0 Report [Maidstone Feasibility] [Innes Associates, May 2019] and the document Small, Medium Large [Innes Associates, June 2019]. It has been an enjoyable process working with the MBC team and museum design consultants Design Map. We trust the contents are clear but please do ask if you have any questions.

Innes Associates
190821

Revision A

August 2019
Large Minus added, other updates



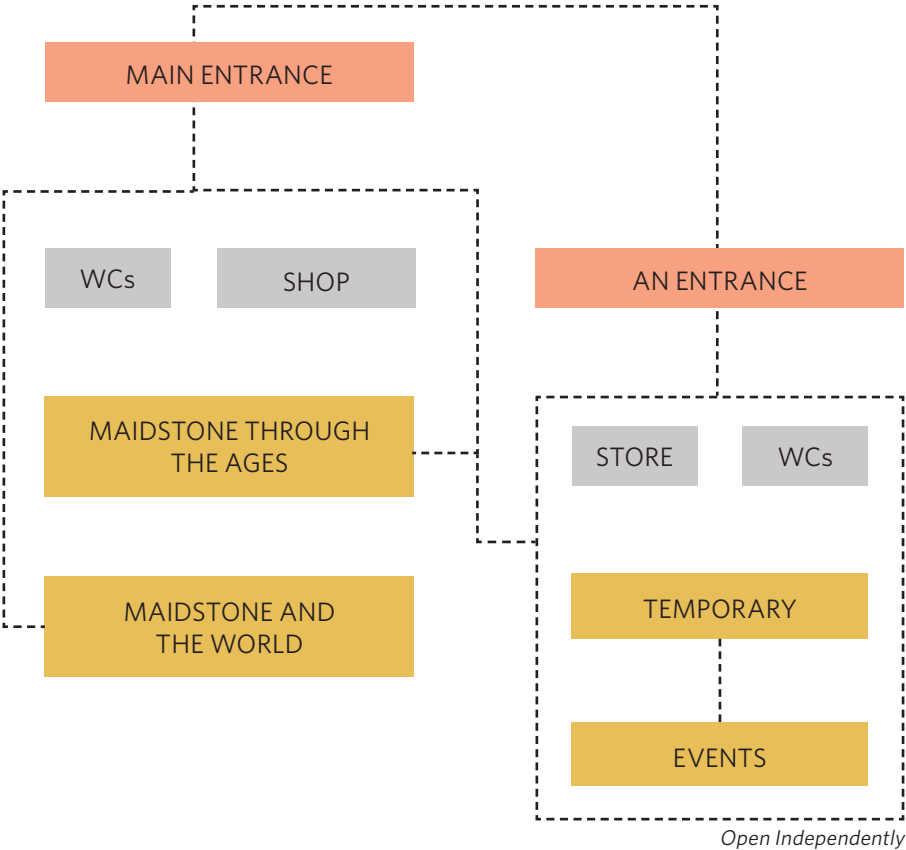
(Right) Aerial image showing Maidstone Museum and Brenchley Gardens

Commentary on the “Next Steps” Items in 20-Year Plan			
Short Term 1-5 years		Medium Term 6-10 years	
Gallery redisplay framework created and phase 1	This Feasibility Study will inform this exercise.	Gallery redisplay phase 2	This Feasibility Study will inform this exercise.
Museum café brought in-house	Under reconsideration. MBC have concerns about doing this as a result of unprofitable recent months.	Museum café move	Refer to comment in left-hand column.
Storage improvement plan completed	Audit has been carried out, some further work anticipated as part of this Feasibility Study	Japanese gallery move	MBC have a strong preference to re-work this content because not considered a successful display at the moment.
Capital programme completed	Completed – repositioning of reception desk and introduction of information desk.	Storage improvement plan implemented	Refer to comment in left-hand column.
Programme of in-house exhibitions only launched	Exhibitions have been programmed to 2022.	Address parking issues	Refer to commentary below on section “Connections to External Spaces”
<p><i>Commentary on the following actions from other items is not considered necessary [not because they are not important, but because their impacts are either not on the physical fabric of the Faith Street Museum, or because their impacts will become manifest through the actions that are already being actively considered]:</i></p> <ul style="list-style-type: none"><i>[Short Term] Governance review, New governance model introduced, Carriage Museum options appraisal, Learning Service</i><i>[Medium Term] Carriage Museum options appraisal, Advisory panels formed and Operating, Community Action Plan, National Awards</i><i>[Long Term] Resilient governance and funding achieved, Review success of advisory panels, Gallery reviews</i> <p>Reference: Table from Section 5, p.17, Maidstone Museum 20 Year Plan, June 2017</p>			

The brief for the Feasibility Study asks the design team to consider the Short Term capital programme described in the 20-Year Plan, but a forward-looking study also needs to consider the Medium and Long Term aims. This is in order that, at least, Short-Term projects do not have to be undone to achieve the later aims and, more positively, some of the next investments may contribute to those longer term aims. One of the Short-Term aims – bringing the café in-house – has also, since the publication of the 20-Year Plan, being re-evaluated as a result of the changing economic conditions and closure of the current operation. From our discussions during Stage 0 we set out below a commentary on relevant extracts from the Next Steps of the 20-Year Plan. This commentary does not include items from the Long Term column because the implications of these items is already clear.

The launch of in-house exhibitions, listed as the last item in the Short-Term column, suggests a different organisation of internal space and routes, illustrated in the adjacency diagram on this page. The Museum already has two spaces for temporary exhibitions, the Bentlif Gallery no.2 and the Baxter Room, but the position of these clashes with the flow for visitors through the non-paying permanent displays. The Museum needs to have an arrangement that will allow, as far as possible, space[s] for temporary exhibitions and events that:

- > is apart from the permanent displays so the Museum can control, and charge for, access to the temporary exhibitions
- > has [have] access to washrooms, so this area can be open when the rest of the Museum is closed
- > for the events space to have capacity of up to 50 people standing as a maximum, and accommodate typically groups of 30 for various activities



Analysis of Building and Commentary on Themes

Analysis of Building

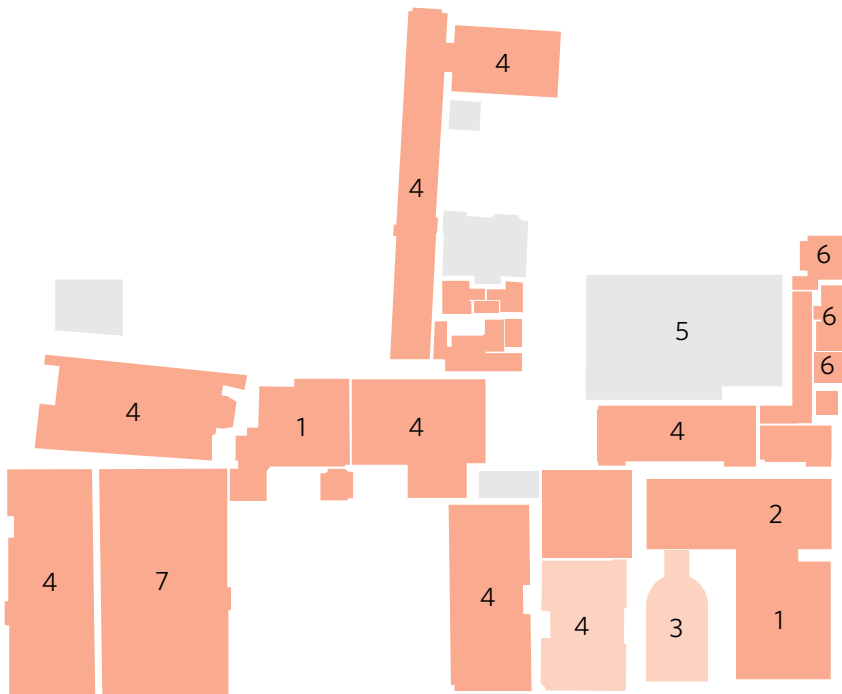
Meeting the aspirations of the 20 Year plan requires a response to several challenges of physical form and layout inherent in the current plan. During Stages 0 and 1 we compiled a series of analysis plans illustrating the following points about the building:

- > many different levels existing as a result of the incremental responses to the falling contours across the site and these present a particular challenge to making the building accessible. Several staircases in the building, each with a different character, do not easily guide visitors around the Museum and it is common for people to become disorientated and leave without having seen all the exhibits. Changes to circulation that simplify wayfinding and encourage discovery. Previously hidden spaces will be revealed and galleries grouped into suites to make the displays and the stories they tell more compelling and easier to navigate. Improvements to windows and window blinds will introduce in selected positions more daylight and views into the building, taking care always to protect the collections, and this will help to guide and entice visitors through the spaces.
- > some internal rooms currently not providing maximum value for the Museum. CCTV room is used as a store following change in CCTV arrangements, Upper Charles Gallery [Mediaeval Gallery] is currently used as a store, but not in an efficient way.
- > With attractive new lighting and the introduction of new, object-rich displays, the staircase in the current Godiva Hallway will be designated and designed as the main route between the ground and first floors. Other staircases will be refurbished and, where possible, altered to make the circulation more accessible.
- > disposition of gallery spaces does not easily allow for extended narrative sequence: rooms for display are often separated from other rooms by non-display spaces [or temporary exhibition rooms]
- > windows, window blinds and doors often hinder a visitor's navigation and perception of the Museum buildings and external spaces because it is [in the case of windows] rare that one can see through them, or [in the case of doors] a mixture of wearing-out and clutter fail to make an inviting route. Of course protection of exhibits from the harmful effects of UV is essential, but there is still place for daylight and views. Several areas of single glazing make climate control difficult and therefore limit the type of displays that can be achieved.

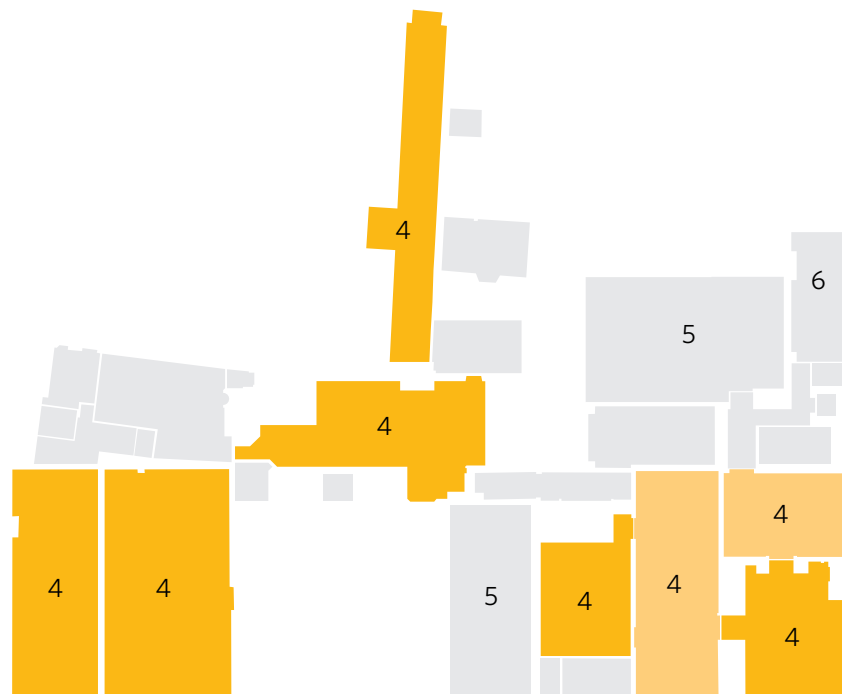
The three sets of plans on this spread provide a colour-coded illustration of these points. Taken together these characteristics make it very difficult for the Museum to exercise successfully its central aim of telling stories.



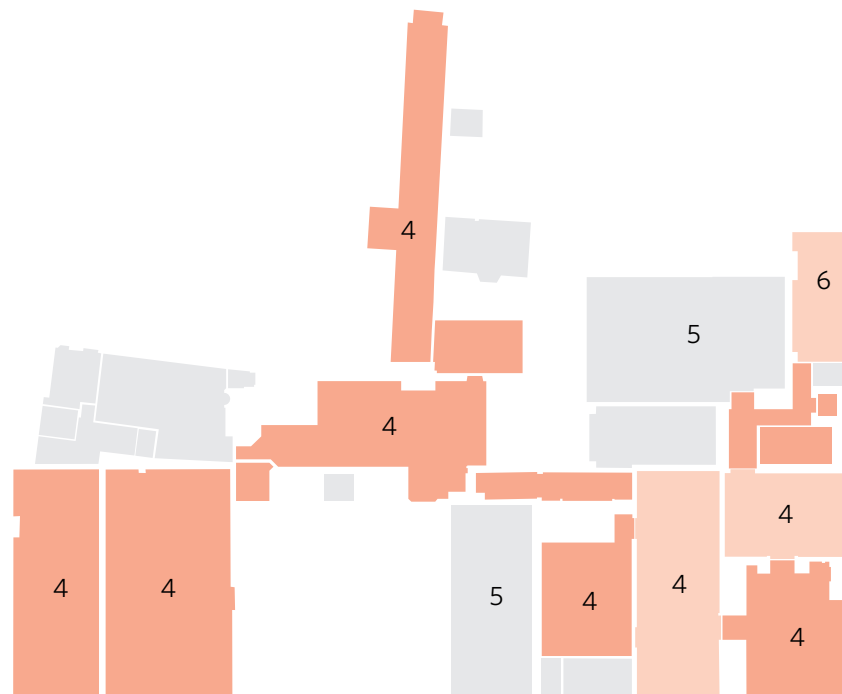
Ground Floor - Gallery Spaces



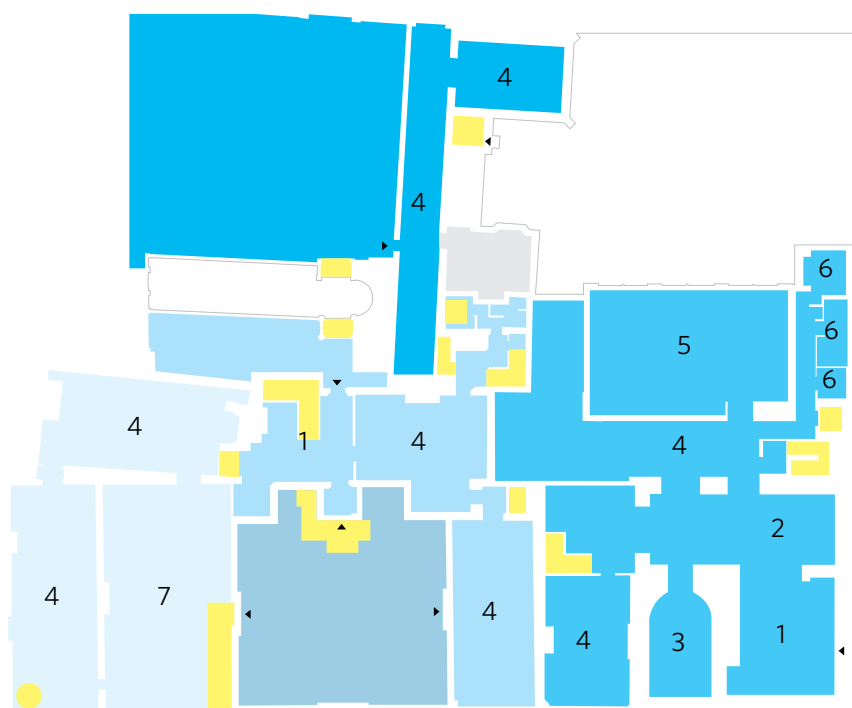
Ground Floor - Publically Accessible



First Floor - Gallery Spaces

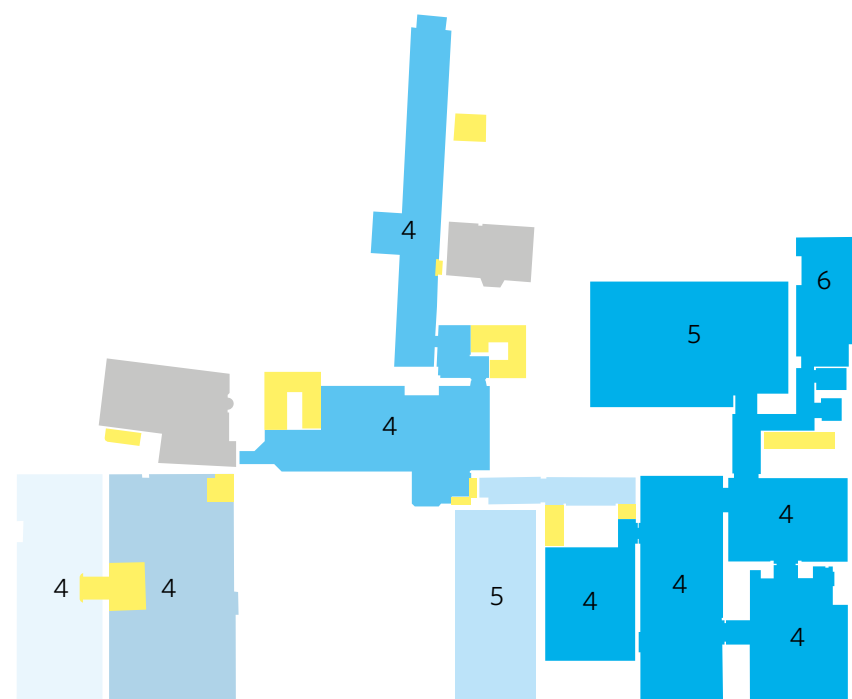


First Floor - Publically Accessible



- 1. Entrance
- 2. Shop
- 3. Education
- 4. Gallery
- 5. Store
- 6. WC
- 7. Cafe
- 8. External

Ground Floor - Levels



- Gallery spaces
- Spaces open to the public
- Different levels in the Museum
- External spaces and internal connections

First Floor - Levels

Commentary on Themes and Storytelling [Museum Design Consultants]

The Maidstone Museum 20 Year Plan (June 2017) sets out two long-term organising principles – ‘Why are these things here?’ and ‘Why does this matter to Maidstone?’. These are an excellent basis for making a much more coherent museum. Unfortunately, they are not truly supported by the three proposed themes of ‘Maidstone through the Ages’, ‘Maidstone and the World’ and ‘How do we affect our World?’. These three themes are more a means of making some sense of the diversity of the collections. The story of ‘Maidstone and the World’, for example, is not adequately told by random, albeit important, collections assembled by people who happened to have been born in Maidstone. The costume collection, which would be the envy of some other museums and which would have more direct relevance to local visitors than, say, Oceanic artefacts. The Anglo-Saxon collection and the story of the building also seem to be relatively side-lined in the 20 year plan.

The Museum’s ‘problem’ is of course an abundance of riches. It is a local museum which is well equipped to tell the borough’s story but it is also endowed with collections of national and international importance. The quantity of material on display is only a small percentage of what is actually held and the Museum will never be able to show a significantly larger amount.

As a local museum, it is incumbent upon the Museum to tell the borough’s story from earliest times onward. However, beyond this, other themes could be treated almost as if they were special exhibitions, perhaps even rotating them rather than having, say, permanent ethnography and Japanese galleries. Again, it has been suggested that the town’s military connections should be extended beyond the QORWKR to include the Gurkas and the Royal Engineers. As both these regiments already have museums of their own (with relatively low attendances to the former at least), this is not an appropriate use of scarce space.

The challenge for the Museum is not to be dictated to by the collections and simply re-order the galleries and displays: it must undertake a thorough reassessment of what themes a museum in 2020s and 2030s Maidstone will be attractive to local and holidaying visitors, school groups, special interest groups and other stakeholders.

Ultimately there will be some difficult choices to make: does a single Solomon Islands canoe really justify display space when there may be no room for a 20th century costume collection? But decisions about themes must be a balance between collection strengths, public interest and national curriculum demands. The team is well aware of the collections strengths and the National Curriculum, but there is a need for in-depth audience (and non-audience) research (particularly if a National Lottery Heritage Fund grant is to be sought) to demonstrate that a regenerated museum will deliver in terms of both increased visitor numbers and quality of experience and satisfying local needs as well as safeguarding these important collections.



- 1. Entrance
- 2. Shop
- 3. Education
- 4. Gallery
- 5. Store
- 6. WC
- 7. Cafe
- 8. External

External Spaces, Wayfinding and 6 Key Questions



Of particular significance to our analysis were the two external spaces, the front and rear courtyards. The front courtyard has been used as an overspill space for the café, though its character rarely appears lively or inviting. It was also the threshold space leading to the original front door of Chillington Manor. The rear courtyard is currently a car park containing 9 spaces for the Museum staff, though was part of the garden for Chillington Manor. Each of these spaces appear to us capable of making a bigger contribution to the visitor experience.

Their role could be made more significant with careful introduction of views and transparency through windows and doors into these two external spaces. By regaining these views visitors will be able to orientate themselves in the plan and help them find their way around and discover more.

The analytical exercises described above raised 6 key questions any proposal must answer if it is to be successful in the terms of the Brief. The questions are:

How can...

1. ... more internal spaces be made open to the public?
2. ... we make navigation and wayfinding better for visitors?
3. ... different levels of the building be dealt with and more spaces be made accessible?
4. ... we tell better the story of the buildings?
5. ... external spaces be used to maximise the potential of the Museum?
6. ... we make a building look busy and inviting?

3 Stories

The proposed visitor experience at the Museum is generated by the telling of 3 stories through the imaginative display of the exceptional collections. We learnt about these stories during Stage 0 from the Museums' Director and her team. Their working titles are: "Maidstone through the Ages", "Maidstone and the World" and "How we Affect our World".

3 Key Points for the Museum Design

We also recognised that proposals for the building must support and enhance the experience for visitors to the Museum. Museum Design Consultants Design Map were brought into the team and made, amongst others, three key points about the design of the displays themselves, which have an impact on the building proposals:

1. Museums are changing and proposals should create spaces that will be used in different and flexible ways
2. Museum Director's approach to the story-telling is sound: the questions "Why are these things here?" and "Why does this matter to Maidstone" are the right ones to be asking
3. The Museum should evaluate collections on the basis of popularity and National Curriculum appeal

The analysis made and conclusions drawn can be seen in more detail in the Stage 0 Report: Strategic Briefing Document, Feasibility Study for Maidstone Museum, Innes Associates, May 2019.

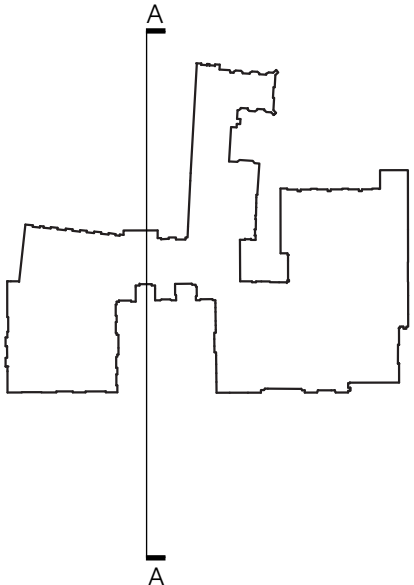
(Top Left) Front Courtyard
(Bottom Left) Rear Courtyard

Concept Proposal

FIRST FLOOR for large, permanent galleries



GROUND FLOOR for flexible, changing attractions, revenue-generating and education spaces



(Above) Proposed Section AA



The central concept is not a single major change, but rather a sequence of smaller-scale changes designed to make the Museum is easier to navigate, the galleries better organised for story-telling and the routes through the building more inviting. Key to this concept is the organisation of the ground floor to provide spaces that a modern Museum needs: flexible spaces that give a changing, always-relevant attraction, spaces that can generate revenue and spaces that can extend the educational offer beyond primary into secondary attractors.

For the larger versions the changes to the physical fabric designed to improve navigation and way-finding are as follows:

- > changes to windows and window blinds to give more daylight and more external views to assist wayfinding and navigation
- > improvements to door openings and doors to create “portals” rather than barriers
- > opening up of under-used spaces and grouping of gallery spaces to facilitate presentation of collections and coherent story-telling. New openings between some galleries can make a large difference to good “flows” between spaces
- > refurbishment of the front courtyard and use of banners and lighting to communicate activity and give the Museum a larger presence in the town

Taken together these measures make concrete a “horseshoe concept” for a change in identity and purpose to the spaces around the front courtyard. The rear courtyard is capable of a similar transformation, about which more is said in the section below on the “Extra Large [XL]” option. This transformation of the front courtyard will change the appearance of the museum but also the experience for visitors internally, creating a navigation device, a point of balance, for those on a journey through its intricate spaces.

While it is not a central part of our brief, we also noticed that the Museum’s identity and presence in publicity material aimed at tourists, families and other groups might be capable of improvement. The last part of this Report makes some suggestions for actions on this topic.



Ground Floor Plan Key

- 1. Main Entrance
- 2. Wow Space
- 3. Shop
- 4. External Play
- 5. Invitation Installation
- 6. Project/Banners [Events Courtyard]
- 7. Temporary Exhibitions + Events
- 8. Gallery
- 9. Education Space
- 10. Store
- 11. WC
- 12. Lift
- 13. Staff Work
- 14. Meeting Room
- 15. Car Park

Proposed Masterplan: Key Elements



Indicative illustration of proposed banners

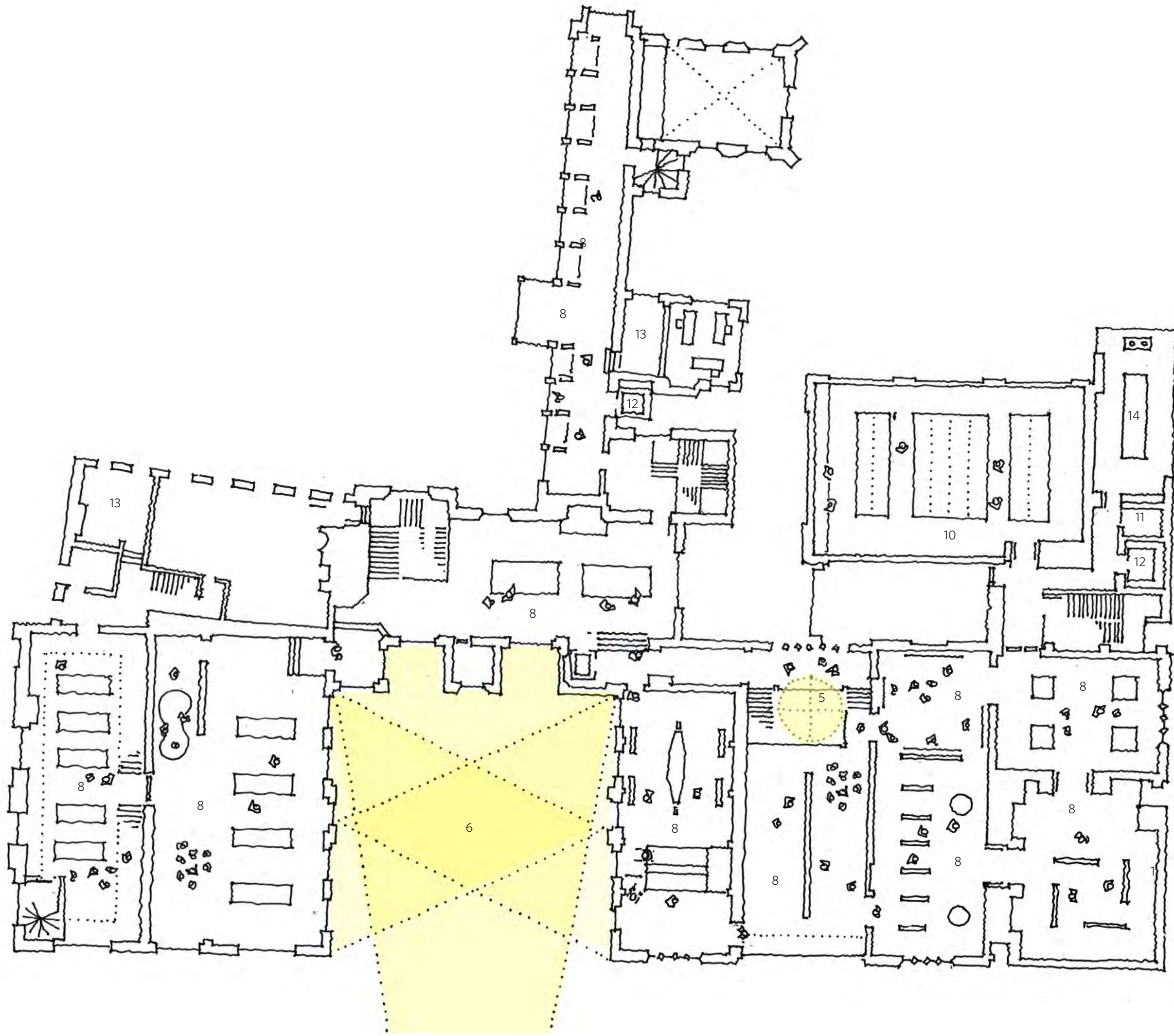


Indicative illustration of light projection

The proposals are a series of small-scale changes to the building that taken together will improve the experience of visitors to the Museum and provide spaces in which a high standard of story-telling can be made. These changes are as follows;

- > A new entrance “wow” space that excites visitors and directs them towards the Museum’s best collections. This space is immediately to the right of the Reception and contains an imaginative installation that will make people feel they have made the right choice to come to the Museum, has a connection to the town and points visitors towards the rest of the collections. The space is where the shop is now, and to accommodate the new installation the shop will be moved a short distance to the north where the canoe gallery is now: close enough to be visible and attract the trade of people leaving the Museum.
- > Changes to circulation that simplify wayfinding and encourage discovery. Previously hidden spaces will be revealed and galleries grouped into suites to make the displays and the stories they tell more compelling and easier to navigate. Improvements to windows and window blinds will introduce in selected positions more daylight and views into the building, taking care always to protect the collections, and this will help to guide and entice visitors through the spaces.
- > Large new spaces for Temporary Exhibitions and Events will be created on the ground floor adjacent the Front Courtyard. This will allow the Museum to host these without interrupting the flow of visitors around the permanent collections – something that is difficult to achieve in the current arrangement. With toilets added and access from the Adult Education centre courtyard possible, this portion of the Museum can function as a stand-alone unit within the larger building - allowing for easy after hours use.
- > With attractive new lighting and the introduction of new, object-rich displays, the staircase in the current Godiva Hallway will be designated and designed as the main route between the ground and first floors. Other staircases will be refurbished and, where possible, altered to make the circulation more accessible.
- > A refurbished landscape to the Front Courtyard will improve the appearance and accessibility of the space.
- > New lighting displays and banners on the building façade will give information about the events and collections and help the public understand it is a building where there is a lot going on.

The extent of changes depends on the funding available, and not all these ideas have to be implemented at the same time. While the Ground Floor provides spaces to give the Museum current appeal, revenue-generation and future flexibility, the First Floor lays out a coherent set of galleries in which the largest stories can be told. The next section explains the Masterplan approach to the First Floor.



First Floor Plan Key

1. Main Entrance
2. Wow Space
3. Shop
4. External Play
5. Invitation Installation
6. Project/Banners [Events
Courtyard]
7. Temporary Exhibitions +
Events
8. Gallery
9. Education Space
10. Store
11. WC
12. Lift
13. Staff Work
14. Meeting Room
15. Car Park

Proposed Masterplan: Story-Telling on the First Floor



Horniman Museum



Horniman Museum



Horniman Museum



Shropshire Gallery at Shrewsbury Museum



Museum of the Albemarle



Museum of the Albemarle

The Masterplan extends the quantity of space available on the First Floor for the large permanent galleries and uses it to tell the two largest of the three stories in the Museum:

- > "Maidstone Through the Ages" is given the larger suite of spaces to allow the full story to be told in chronological order, and the visitor passes through each of the spaces in turn before returning to the Main Staircase.
- > "Maidstone and the World" presents artefacts that have been brought back to Maidstone by travellers. It allows visitors to explore the displays one-by-one, depending on their interest and preference.

In each case it is the intention that these spaces and their services can accommodate new ways of displaying artefacts and re-telling these stories in different ways in the future.

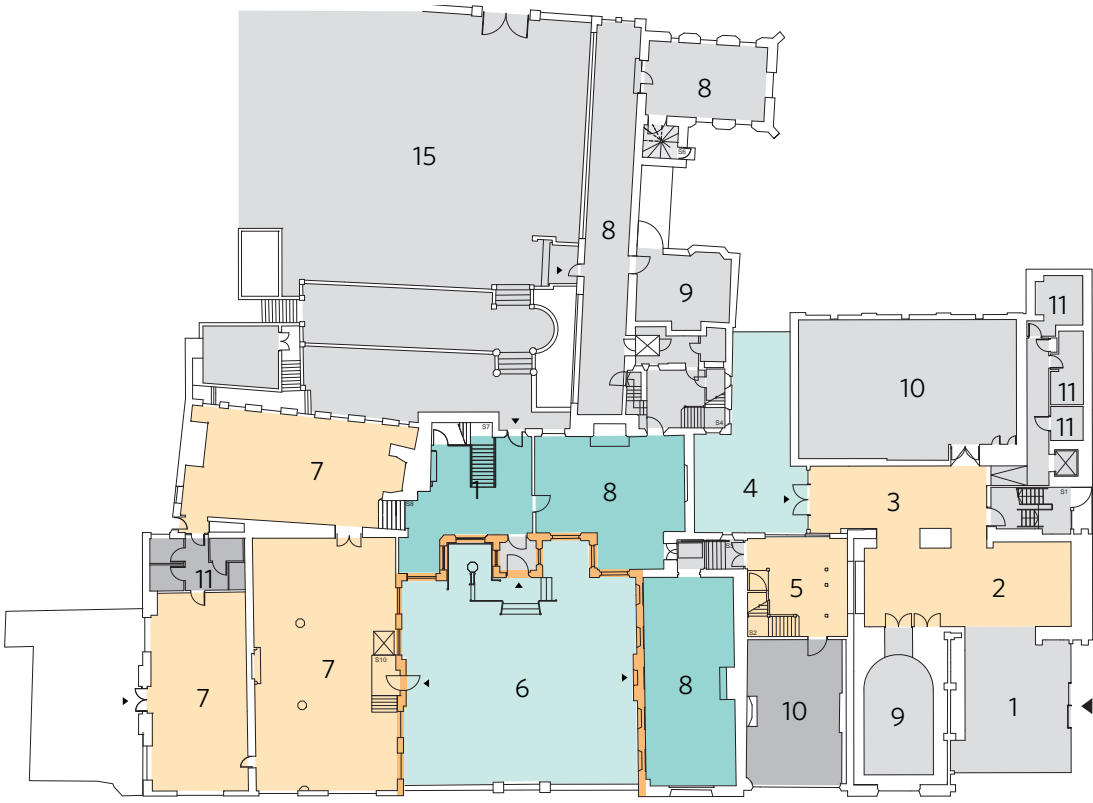
(Left) Examples of exhibiting and story telling with object heavy displays in the context of a historic building

Summarised Scope of Works: Medium, Large Minus and Large

31



Ground floor plan
MEDIUM



Ground floor plan
LARGE MINUS



First floor plan



First floor plan

Summarised Scope of Works: Medium, Large Minus and Large



Ground floor plan
LARGE



First floor plan

Key

- 1. Main Entrance
- 2. Wow Space
- 3. Shop
- 4. External Play
- 5. Invitation Installation
- 6. Project/Banners [Events Courtyard]
- 7. Temporary Exhibitions + Events
- 8. Gallery
- 9. Education Space
- 10. Store
- 11. WC
- 12. Lift
- 13. Staff Work
- 14. Meeting Room
- 15. Car Park

- Maidstone through the Ages
- Maidstone and the World
- Temporary Exhibition + Events
- Other Gallery Spaces
- No Works

Overall Scope of Works

5 levels of intervention have been considered by the team ranging from Small to Extra Large. Exploring all levels was necessary to test the full range of benefits and costs. This section provides a description of the “middle three”: Large, Large Minus and Medium, because it is these three that were judged to best meet the brief. The remaining two options, Small and Extra Large, are illustrated on the following pages.

Medium

The medium version achieves the following changes:

- > new “wow” space and shop adjacent the Reception
- > new Temporary Exhibitions and Events spaces at ground floor
- > “light touch” new galleries at first floor in the place of the previous Temporary Exhibitions spaces at first floor
- > Improvements to Front Courtyard, banners and lighting to façades

With these changes the visitor will be given a different first impression, and the Museum will gain a facility to improve the offer on Temporary Exhibitions and Events, and improve the coherence and display of the permanent collection. The lighting and banners to the façades will change the way the buildings are seen in the immediate town context and communicate the activities and attractions to the public.

Large Minus

This plan creates the core elements of the Masterplan and aims to do it with a budget below £5 million, the threshold for a more competitive NLHF bid. Not every gallery space is renewed and several building fabric improvements have been omitted. It does include the following:

- > 7 out of 9 of the new permanent collection galleries on the first floor
- > new temporary exhibits and event spaces on ground floor
- > Wow space and new shop
- > refurbished front courtyard [though with reduce allocation]

The following elements have been amended to achieve the budget limit:

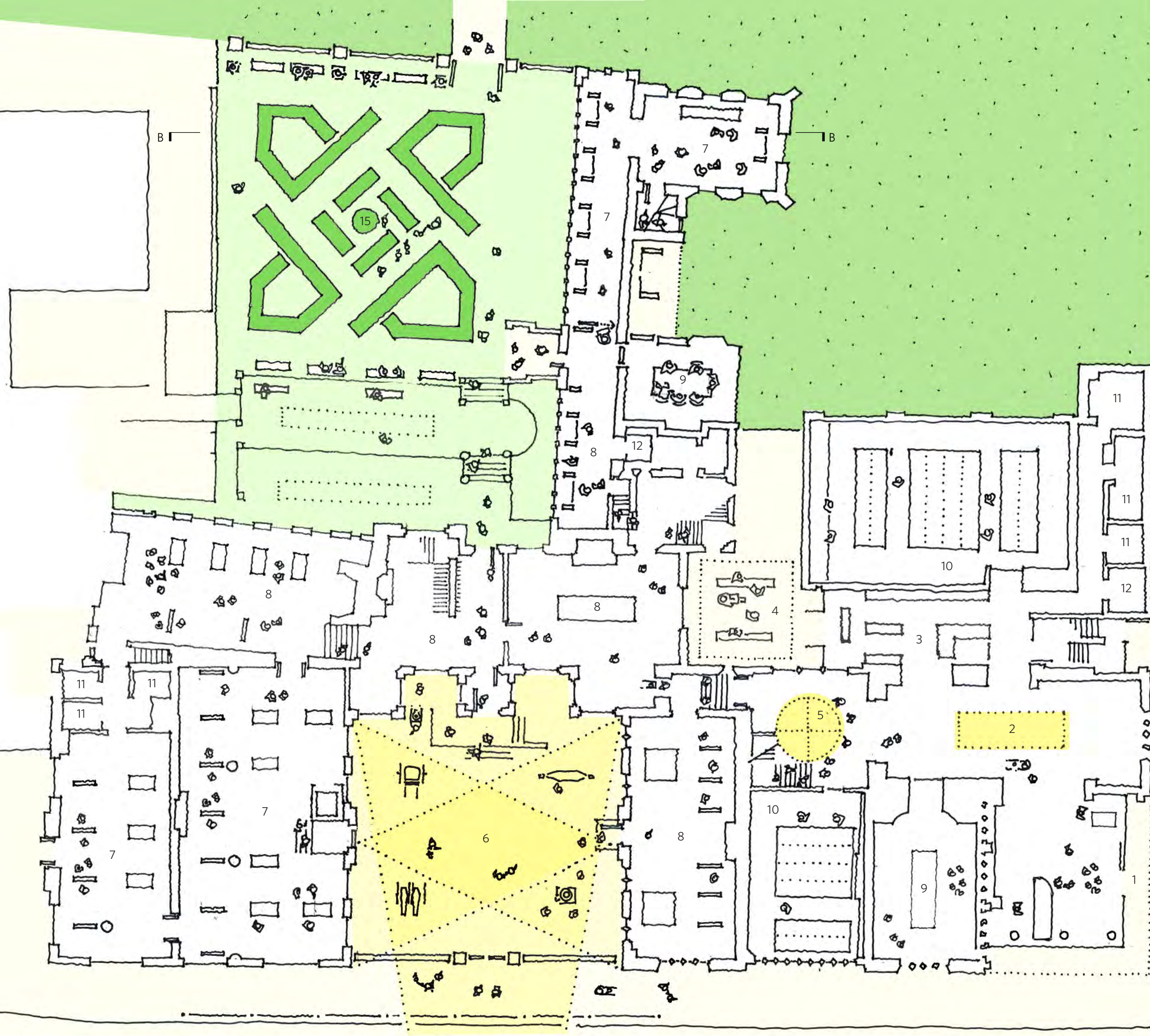
- > Dinosaur and Biodiversity galleries remain in their current position
- > Climate control measures are scaled back to a significantly lower level
- > Allowances for improving accessibility, upgrading windows and climate control have been reduced

Large

In this version the full range of internal changes is provided. This includes all the changes of the Medium version and also:

- > Improved wayfinding, navigation and [subject to detailed discussions with the MBC Heritage team] accessibility at ground and first floor
- > Full new displays at ground and first floors telling the 3 key stories: “Maidstone through the Ages”, “Maidstone and the World” and “How we Affect our World”.

(Left and Opposite) Larger plans with room names on drawings available in appendix



Ground Floor Plan Key
EXTRA LARGE

- 1. Main Entrance
- 2. Wow Space
- 3. Shop
- 4. External Play
- 5. Invitation Installation
- 6. Project/Banners [Events
Courtyard]
- 7. Temporary Exhibitions +
Events
- 8. Gallery
- 9. Education Space
- 10. Store
- 11. WC
- 12. Lift
- 13. Staff Work
- 14. Meeting Room
- 15. Knot Garden

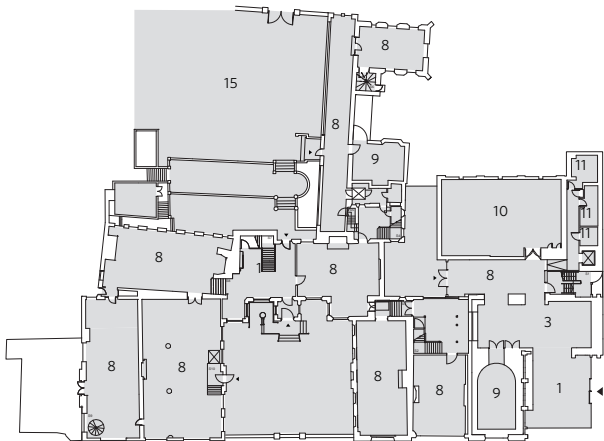
Summarised Scope of Works: Small and Extra Large



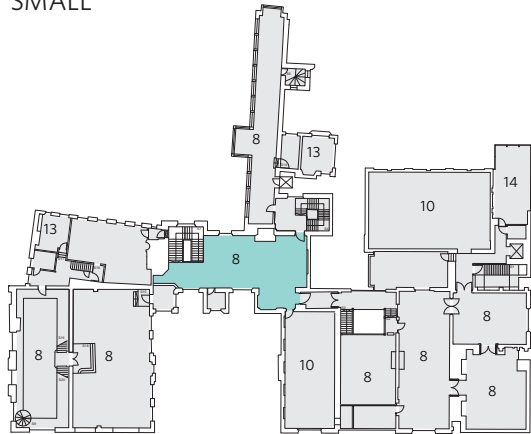
Terice Tudor Knot Garden



The Chapel. cafe/restaurant. Bruton. Somerset



Ground floor plan
SMALL



First floor plan

Small

Within the funding of approximately £0.3 million held by MBC for changes to the Museum it would be possible to create a new display of the collection in the Withdrawal Room 103 at First Floor Level. The funding would allow [subject to survey] the renewal of the floor and installation of new cases and objects in this central space to the Museum.

While capable of making an attractive new display our team are concerned that the change to the visitor experience is insufficiently large to deliver the vision of transformation described in the 20-Year Plan and would quickly date. It does not work well as the first phase in a larger development plan and therefore does not seem a good use of money.

Extra Large

We have included in our plans an additional idea that furthers the longer-term aim of the 20-Year Plan to reveal the rare Tudor buildings and re-connect the Museum to Brenchley Gardens. As part of this extended concept:

- > parking to the rear courtyard is re-located [for example adjacent the 2012 wing and in Fremlin Walk] and a Tudor garden re-created in the space released
- > windows to the Tudor Long Gallery at ground floor are unblocked entrance from Brenchley Gardens is refurbished, secure gates re-hung and new events and attractions programmed for the Tudor garden

When the visitor numbers to the Museum have shown a sustained increase we think this arrangement could host an attractive and special café offer. The servery could be in the chapel and tables laid out in the Long Gallery and ground floor level.

(Left) Precedent images for a future Knot Garden and potential café



(Above) Proposed Section BB

Design of Museum Displays

This page provides a commentary on each of the three scales of intervention from the point of view of our Museum Design Consultants. It provides additional detail on the topic of the Museum’s collections

Small Option

Of all the Museum’s collections the British Archaeology is one of the most important but the current display is unappealing and falls short of modern display and interpretation standards. It is very much an artefact display that does not bring out the context, not least that the visitor is in the heart of one of the earliest kingdoms of England. If finances are limited and seeking additional funds is deemed too risky we would agree that the redisplay of this collection should be a priority for the Museum. However, expectations of the impact of this redisplay must be realistic: even with a major campaign to promote the Anglo-Saxon collection (and the gallery) as both a local and a national asset, a display of only 128 square metres will never be a major attraction in its own right and visitor numbers will not increase significantly.

We appreciate that the point of the Small Option is to leave the other galleries untouched. However, because the gallery is in the centre of the first floor undertaking this Small Option would preclude creating a chronological narrative through several linked galleries (where the Anglo-Saxon story would be in the first or second gallery).

A budget of £300,000 has been mentioned. This amounts to £2,662 per square metre and it would be possible to fit out a modern gallery for this figure. It is however not a generous sum, given the number of new showcases that will be needed (especially as these will need to be climate controlled) as well as high spec lighting.

Medium Option

The core of this option is to create a new temporary exhibition and events space on the ground floor. The benefits would be numerous, not least the creation of a semi-self contained area which will make charging simpler to enforce. Integrating the Courtyard with the temporary exhibition will make much better use of this space.

We believe that museums will come under the same pressures as libraries to expand their services and become much more supportive of local communities. The creation of this temporary exhibition suite, which can be opened up out of ‘normal’ opening times, is a logical step down this route. As the new special exhibitions suite will be easily accessible (as will the new galleries on the first floor) it may be attractive to funders.

As the Brick City exhibition demonstrated, a temporary exhibition can attract an additional audience of 10,000 to 15,000. However, exhibitions based around the unseen parts of the collections will not achieve these figures. Rather than Museum team curating three special exhibitions a year, the Museum could usefully explore the potential of bringing in at least one travelling exhibition a year, preferably popular subjects for the summer season.

The cost of fitting out the temporary exhibition and events space would be relatively modest in comparison to a full gallery fit-out, but there are still 155 square metres of space on the first floor to fit out. The organisation of themes will be critical here, or the Japanese gallery could become even more stranded.



(Above) Wow Space



(Above) Invitation to Upper Floors

Large Option
We think the option proposed by IA (07b) would deliver a transformed Maidstone Museum. It delivers the benefits of the Medium Option but also creates a much more coherent journey for the visitor around the Museum. A more exciting welcome area is created; the story of Maidstone is concentrated in a group of interconnected galleries; the Dinosaur Gallery is liberated from the restricted space in which it currently sits; space is created for the story of the building; and the relationship between the building and its context at the edge of the park is exploited to the full. The closure of the old entrance and the co-location of the tourist information centre with the reception; the creation of a self-contained temporary exhibition and events area along with a dedicated community space are all prudent measures for future proofing the Museum.

It may seem regrettable that under this scheme the relatively new Ancient Lives gallery would be lost, but the Large Option is an ambitious scheme that will take several years to complete, by which time the Ancient Lives gallery may need refreshing anyway.

Of course, to transform Maidstone Museum in this manner will be very costly -- the fit-out work alone required to renew all the galleries is likely to be in the order of £2 million or more. This, combined with the building works required put the project beyond the ability of a local authority to fund without a major fundraising campaign.

Conclusion
Much as we would like to see the British Archaeology collection redisplayed, the Small Option will achieve little for the Museum, and indeed by creating a new gallery for this theme in the centre of the building will constrain the future development of the Museum. This is not to say that minor improvements, even simply new labels, would not lift this area. The Large Option is the only one that will truly deliver a transformed and regenerated museum for Maidstone, and is the option with the best chance of attracting the number of visitors the collections and the building deserve. Please refer to section below Funding and Next Steps for more commentary on the topic of NLHF application.

Design of Museum Displays

Design of Galleries

The Museum's galleries currently meet the Curator's preference for relatively dense displays of artefacts. Given the quantity and quality of the collections, we agree that it is appropriate to display as much as practical, within the organising framework of 'Why are these objects here?' and 'What do they have to do with Maidstone?'.

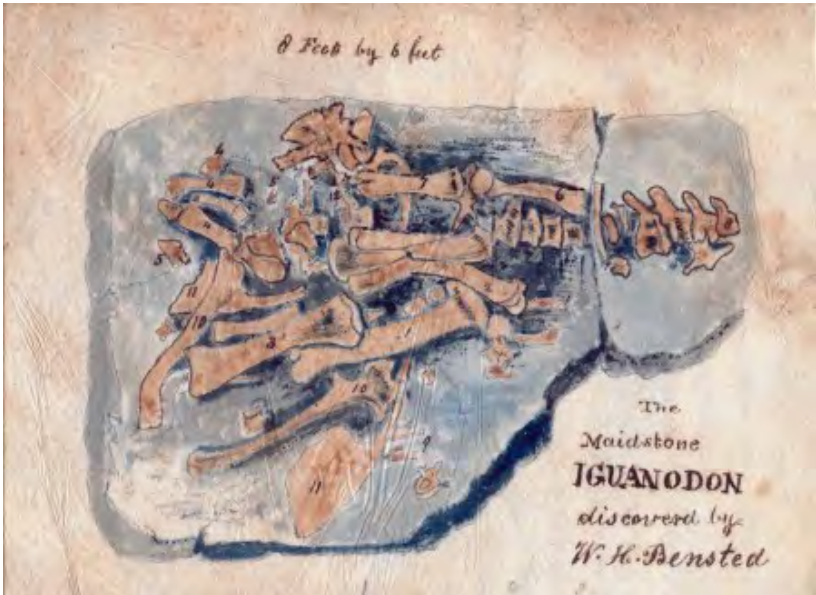
Many of the galleries appear old-fashioned and are not sufficiently engaging. To modernise them does not necessarily require numerous computer-based interactives or high-resolution films, but many need stronger storylines, and, particularly where there are large numbers of objects on display, visitors need to be helped with clear indications of which artefacts the curatorial team consider the most worthy of attention, and why. An Anglo-Saxon Gallery, for example, would aim to show as many as possible of the 2,000 artefacts in the collection, but pick say half a dozen on which to focus, as gateways to the rest of the collection. Why this matters to Maidstone might be brought out by drawing heavily on a theme of the Kingdom of Kent.

The design of the galleries should respect and not obscure the historic building in which they are located. While every gallery should share some common design features with the others (including typefaces reflecting and reinforcing the identity of the Museum), there should be some variety design styles between galleries. Restful, contemplative galleries should exist alongside more immersive spaces to create a variety of experiences and to re-engage visitors as they wander through the building.

In order to establish this variety, the Museum's narrative journey would be clearly defined, setting out not only the themes to be addressed and the collections which support them, but also the order in which they will ideally be encountered by the visitor. This allows the visitor experience to be mapped, identifying which galleries should be more immersive, which more didactic, which more passive, and which more hands-on. This planning will also ensure that the themes likely to attract the largest audiences (for example, Dinosaurs) have the appropriate spaces, not only to display the collections but also to allow in-gallery learning and talks.



(Above) The Impression of New Gallery

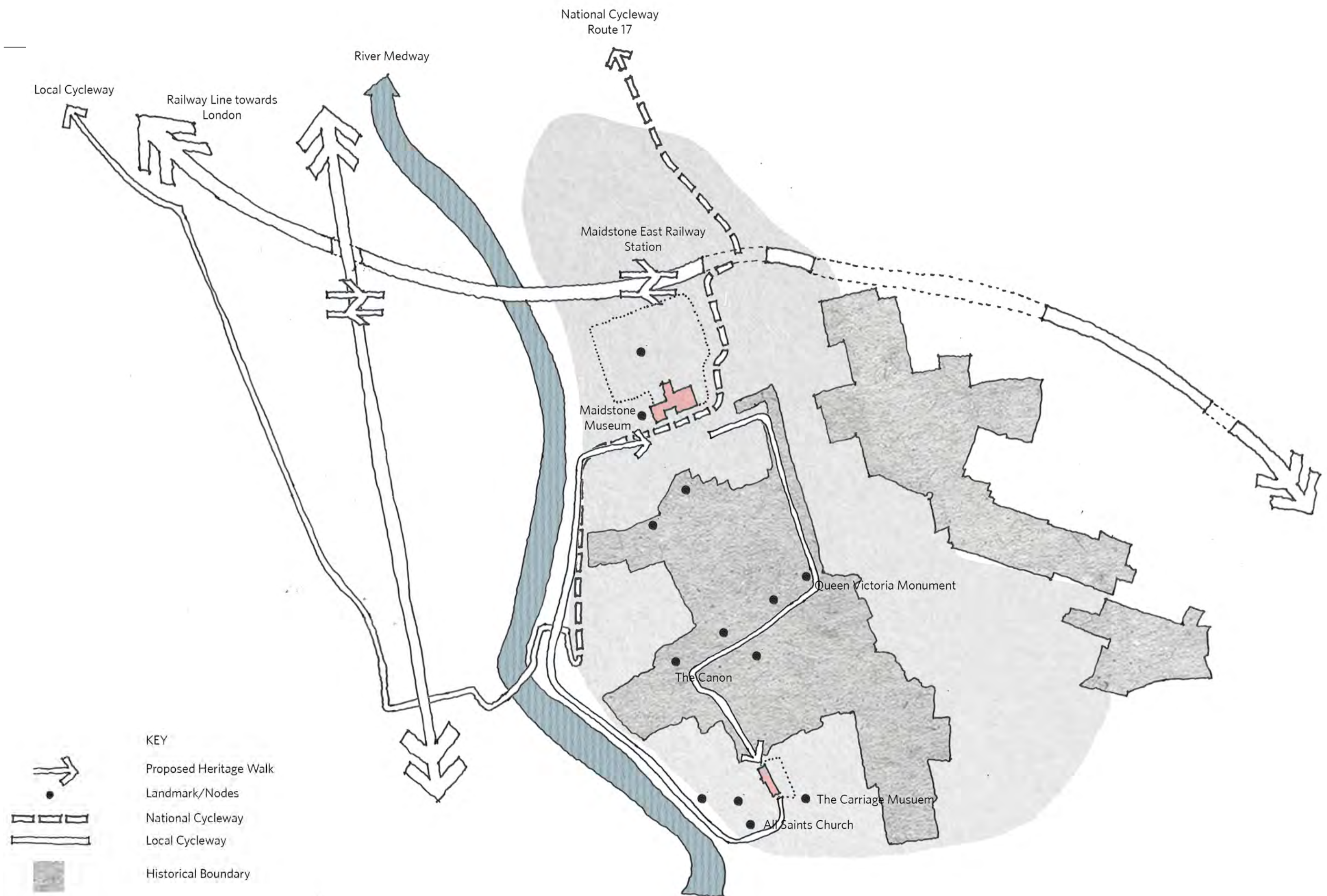


(Above) The Museum will choose its best pieces

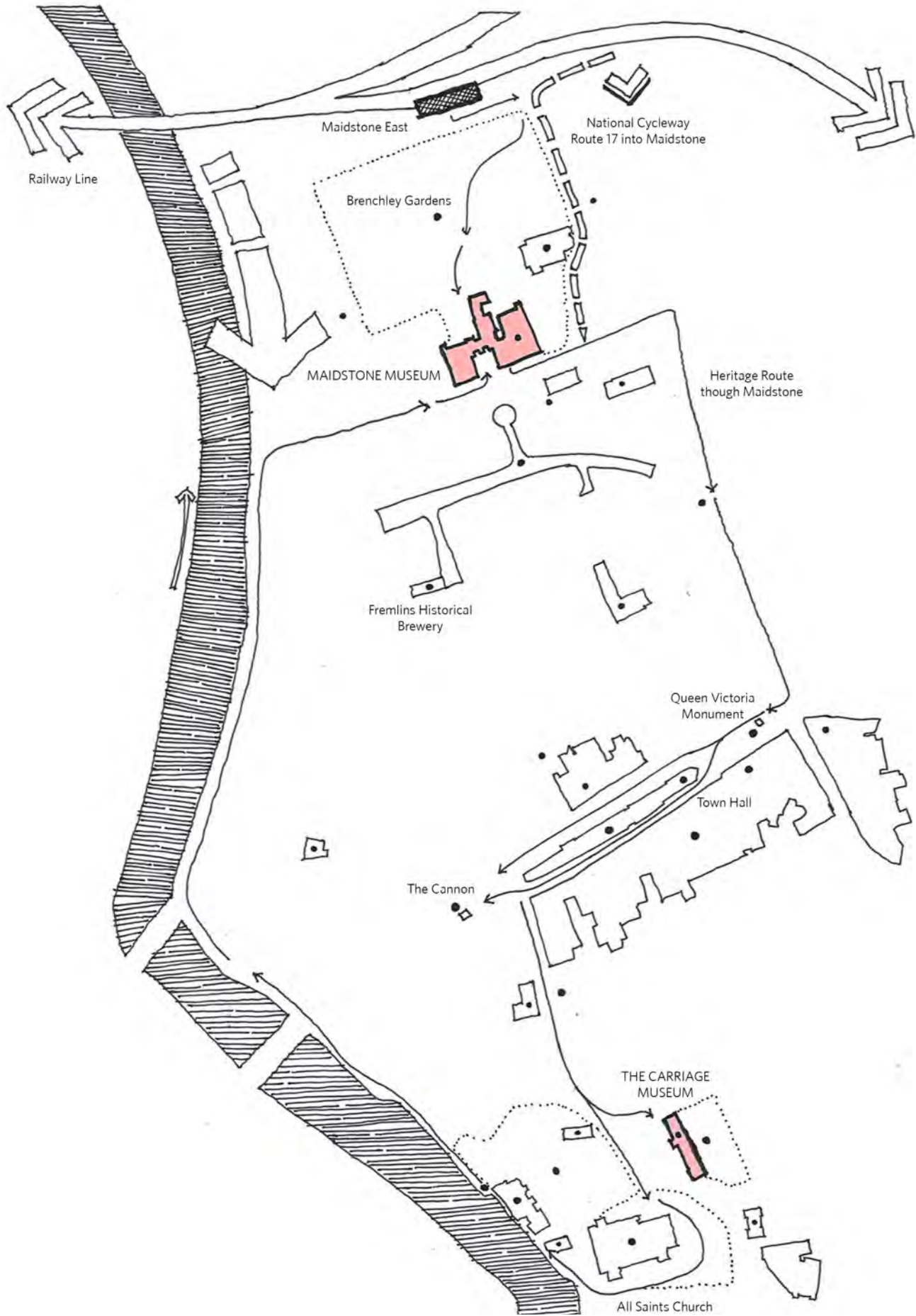
Design of Museum Experience
Two moments in the visitor experience need particularly careful planning – how the visit begins and how it ends. The former should seek to reassure visitors that they have made a good decision to come and to excite visitor about the journey they have ahead; the latter must ensure that visitors leave with a positive impression of the Museum: their journey should not just peter out into the gift shop.

The space that is currently partially occupied by the shop presents a perfect place to create a powerful first impression. A suitable theme would be a summary of the history of Maidstone. Its objectives would be to entice the visitor to come into the galleries to find out more, but also to establish from the outset the importance of the borough and the town as the administrative centre of Kent: text around the wall might state simply and boldly 'Maidstone – capital of Kent'. On the floor might be a huge map of Maidstone Borough which is layered so visitors can see the first ordnance survey map as well as a present-day map. Around the sides of the space video monitors show historic images of the borough, images of Maidstone-related artefacts from the collection and photographs from archaeological digs, etc. The appearance of each image on the monitors might trigger part of the map to be illuminated, identifying the location in the borough to which the image relates.

From this introductory exhibit, visitors will gravitate towards the stairwell where they would be encouraged to ascend and explore the first floor galleries before working their way downwards. The stairwell itself presents an opportunity to excite visitors about the range and quantity of the collections, including and beyond the story of Maidstone. One approach would be to create an enormous double helix stretching from floor to ceiling, like a giant DNA model. But instead of nucleotides, there is a spiral of display boxes, each densely packed. One box might be full of fossils, another of military models, another of African sculptures, another of stuffed birds. As visitors ascend the stairs and follow the display boxes, they understand the tremendous variety of the collections, about which they will learn more on their journey through the Museum. This would indeed be a display of the DNA of the Museum – its artefacts.



Identity of the Museum in the Wider Context



The Museum's prominent position on the desire line from Maidstone East Station to the Town Centre has always seemed an opportunity for an enhanced visual presence. To this we would add the following:

- > National Cycle Route 17 passes along St. Faith's Street in front of the Museum's Front Door
- > accessible position adjacent the historic core of the Town

An initial appraisal of the Museum's presence in publicity material produced for tourists, families and other visitors suggests enhancement is possible. While it is not central to the core brief, we would suggest a modest investment could raise significantly the Museum's profile in this regard.

Recommended Surveys

At this stage of the project there remain a number of unknowns to do with the building fabric and the services. Information available on the existing buildings and external areas is fragmented. There are good drawing records for areas covered by the 2012 project but less complete records for the other areas of the Museum. This is true for both architectural and engineering [including M&E engineering] aspects of the buildings.

We recommend that in the next stage of work surveys are undertaken where necessary to fill the gaps. The table on this page sets out the areas we think are in most need of further information.

Recommended Surveys / Maidstone Museum Feasibility		
	Survey	Commentary on Scope
1	Measured Building Survey	Plans, Sections and Elevations in CAD format. Level of detail should include internal elevations, services features, fixed FF&E
2	Topographic Survey	Front, rear courtyards and neighbouring pavement and road levels, also courtyard adjacent entrance to adult education. Area of park approximately 20m out from building line. All to include surface services features.
3	Below-ground services and drainage survey	CCTV and layout-tracing: internal and external runs of drainage, including foul and surface water and invert levels.
4	Existing Services and Systems Survey	Survey and report of position, distribution and plant for all major services systems across the Museum, including heating, cooling, ventilating, lighting, security, CCTV and fire alarm systems.
5	R&D Asbestos Survey	Investigation of areas in which works will, or may, be required. Likely to include internal partitions in break-through areas, ceilings where lighting is to be changed and intrusive works for services generally.
6	Selected intrusive investigations for structural and building construction information and	Areas where fabric changes proposed, and will include: all upper floors [because floor loadings will change], ceiling and roof area above CCTV and adjacent wall between Bentlif II and Mediaeval Room [Current Store].
7	Building Condition Survey [including roof and Rainwater Goods Condition Survey]	Building Condition Survey to include as a minimum roof, rainwater goods, external windows and doors, damp-proof systems. Recommended to extend to external fabric generally, internal inspection of floors, walls and indicators of damp or rot.
8	Fire Strategy and Management Plan	Not a survey but the fire strategy for the building should be investigated and the proposals assessed against the requirements for that.
Notes: <div>a) Some survey information may already be available, notably through the Health and Safety File from the 2012 project, though we recommend checking its source and date of survey in case existing conditions have changed.</div> <div>b) Before commissioning surveys we recommend a draft scope is prepared by a suitably qualified professional.</div>		

Project Risks and CDM Regulations 2015

Ref	Element / Topic	Hazards	Risk				Residual Risk (Y/N)?	Status (Open/closed)
			L	S	R	Designer Comments		
Health & Safety								
1	Harm caused by occupancy during construction	Occupants wandering into construction site	8	9	72	Construction areas are to be separated from the Museum Visitors for the entirety of the educational day. At no time should access by a visitor or staff member be possible. External working areas are to be fenced off hoarded off.	Yes	Active
2	Asbestos	Exposure to occupants and operatives to asbestos fibres	4	10	40	Commission surveys, Asbestos Management Plan to be shared	Y	Open
3	Floor Loadings	Risk of instability of older flooring when taking the load of larger artefacts	5	8	40	Structural Assessment required before moving exhibitions	Y	Open
4	Damage to the external of the building	Damage from moving heavy objects in the construction of the stair	5	4	20	When constructing the external stair, care must be given to causing as little damage to the external structure as possible so as to maintain the building in it's current state.	Yes	Active
5	Lead paint	Victorian paint is likely to be lead based.	4	7	28	Leave lead paint in place if it is in good condition and/or over-painted. Follow HSE guidance if it does need to be removed, eg if clipped, flaking, and therefore a hazard. Ensure that programme allows for sequencing of works around any sealed areas.	Y	Open
6	Horsehair plaster	Victorian plaster can contain horsehair. There is a low risk that this is infected with Anthrax.	2	10	20	Follow HSE guidance regarding testing and use of Respiratory Protective Equipment (RPE). Ensure that programme allows for sequencing of works around any sealed areas.	Y	Open
7	Manual handling of elements	Movement of potentially large artefacts could cause personal Injury	5	5	25	Where possible, all elements specified to be in manageable sizes. Prepare method statements for manual handling, and train operatives. provide suitable mechanical plant for manual handling and lifting operations.	Y	Open
8	Damage to Artefacts	Artefacts become damaged from dust and debris	8	4	32	Ensure all Artefacts are safely stored away from the works	Y	Open
9	Fire Risk During Construction	Standard Fire Risk. However, those who need to know Fire Strategy do not know.				Maidstone Borough Council look in their Records for a Strategy drawing or commission one.		
10	Fire Management Plan	Unsure on what the buildings plan is. Required by law.						

(Above) Risks to Health and Safety

Preliminary List of Project Risks / Maidstone Museum Feasibility

	Commercial and Programme Risks	Actions to Eliminate or Mitigate
1	Services systems [including drainage] may require significant refurbishment and/or replacement	Client to commission appropriate surveys early in next stage [see above], IA to discuss any known requirements with MBC, QS to allocate contingency in cost plan
2	Fire strategy may need additional protected staircase or routes, and/or enhanced detection and alarm systems	Design team to consider alternative options in next stage, report to Client and seek commentary from Building Control
3	Proposed location of Store has to be re-assessed because of accessibility for exhibits and position relative to fire route [refer also to 2 above]	Design team to consider alternative options in next stage, Museum to consider their storage requirements in greater detail
4	Display Design may require additional climate control in sensitive areas of building	Client to progress strategic work on display design, QS to allocate contingency in cost plan
5	Alterations may not find approval with the Local Authority Planning and Heritage team	Continue to engage with Conservation Officer over proposals
6	There may be “hidden problems” in building fabric	Client to commission appropriate surveys early in next stage [see above], QS to allocate contingency in cost plan
7	Asbestos may be found in the building where changes are needed	Client to commission appropriate surveys early in next stage [see above], QS to allocate contingency in cost plan

(Above) Risks to Cost and Programme

Risks to Health and Safety

Projects to historic buildings, potentially occupied and on a constrained site will bring risks to the health and safety of construction workers, potentially to staff and visitors to the Museum, and members of the Public. Each team-member, including the Client, Principal Designer and design team consultants, and the future Principal Contractor, are duty-holders under the CDM Regulations 2015. This section provides the Principal Designer input appropriate to this design stage of the project.

Risks to Budget and Programme

As the appropriate budget and programme are currently under discussion these remarks are of necessity preliminary. Risks to the project will include:

- > costs and programme risks associated with unknown building construction. Further survey and building condition work may uncover the need for further spend on the building, structure and services.
- > choice over whether to adopt a single-phase or multiple-phase project will have significant impact on both cost and programme
- > detailed development of the display and the building design: it is strongly advised these aspects are developed closely together to minimise the risks of later problems with co-ordination

The table on this page provides a summary of the key risks identified and the actions necessary to eliminate, reduce or manage each one.

Key Project Information

Key project information is provided below:

Client	Maidstone Borough Council
Site Address	St Faith's St, Maidstone ME14 1LH
Principal Designer	Innes Associates [Feasibility Stage], contact Simon Innes
Design Team Members	Innes Associates [Architects] Appleyard and Trew [Quantity Surveyors] Design Map [Museum Design Consultants]
Programme [but subject to change]	Anticipated earliest start on site Spring 2021

Cost Plan, Funding and Next Steps

Indicative*Programme to Submission of NHLF Development Bid in May 2020 / Maidstone Museum Feasibility																																										
		2019															2020																									
		September					October				November				December				January				February				March					April				May						
	Activity / week beginning	2	9	16	23	30	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27	3	10	17	24	2	9	16	23	30	6	13	20	27	4	11	18	25		
	MBC																																									
1	Resolution to Support OBC Stage	●									●																															
2	Resolution to Support Development Bid										●																															
3	Resolution to Support Development Phase																																									After result of bid
	Outline Business Case [MBC Team]																																									
4	Resource and Programme Plan																																									
5	Appoint Advisers + Allocate Resources		●																																							
6	Background Work to Business Case																																									
7	Cost Benefit Analysis of Options																																									
8	Submission to Committee							●																																		
	Preparation of Development Bid [MBC Team]																																									
9	Support work [to be advised] – Task 1																																									
10	Support work [to be advised] – Task 2																																									
11	Support work [to be advised] – Task 3 &c...																																									
12	Further tasks to be developed]**																																									
	Preparation of Bid [with Consultant Team]																																									
13	Surveys and Appraisals																																									
14	Consult Heritage on Stage 2																																									
15	Revise Stage 2 Proposals [Architectural]																																									
16	Engineering Input [M&E] + Cost Plan																																									
17	Consult Heritage and Building Control																																									
18	Submit EOI											●																														
19	Prepare Content to Bid [with MBC] [Architectural]																																									
20	Engineering Input																																									
21	Submission to MBC for Commentary																																									
22	Revise Following Commentary																																									
23	Submit Bid																																									Date tba by NHLF
	Subsequent Stages																																									
	Subsequent stages will depend on the success of the NLHF application, outcome of which is likely to be known in Autumn 2020.	Initial Estimate for Development Phase is 18 months, based on a Large Scheme, and this would lead to the following dates: Approval of Bid Autumn 2020 Development Phase 18 months to Spring 2021 Implementation Phase from Spring 2021. [With a 12-month construction programme this would lead to opening of new Museum Spring 2022]																																								
*Indicative Programme. It is important to note this programme is indicative only and is subject to change. Significant factors will be the chosen route for funding, actual NHLF bid submission dates and assessment periods, MBC resource allocation and chosen scheme. ** Support Work. NLHF bids require significant back-up work and much of this will be by the Museum and/or its consultants. Content may include reports such as Activity Plan, Conservation Plan &c.. but these are subject to further discussion.																																										

Cost Plan, Funding and Next Steps

Cost Plan

A cost plan has been prepared for the three most favoured options: Large, Larger Minus and Medium. It provides an early indication of costs for the buildings works and display [exhibition design]. Our methodology for the buildings works has been to set out an estimate Scope of Works, together with notional risk items, for each option. For the exhibition design and installation we have applied a square metre rate based on relevant precedent examples. The level of preliminaries at 20% allows for a small degree of phasing, but not a gallery-by-gallery approach.

- > outcome of surveys and design development
- > multiple-phase construction could increase costs, though some phasing allowed for
- > market factors that could create changes in an uncertain market

Funding

Much as we would like to see the British Archaeology collection redisplayed, the Small Option will achieve little for the Museum, and indeed by creating a new gallery for this theme in the centre of the building will constrain the future development of the Museum. This is not to say that minor improvements, even simply new labels, would not lift this area.

The Large Option is the only one that will truly deliver a transformed and regenerated museum for Maidstone, and is the option with the best chance of attracting the number of visitors the collections and the building deserve. However, funding the project will almost certainly require an application to the National Lottery Heritage Fund. It should not be underestimated how much work, and expense is involved in such an application. Extensive audience research and consultation will be needed, as well as business planning, and it is often the experience of successful applicants that the cost of the project increases in order to satisfy the Fund's requirements. With the decline in sales of lottery tickets, the competition for funds, particularly for large projects, is intense and even projects that are deemed worthy are being turned down.

Nevertheless, if it is clearly understood that the chances of success are far from certain but that the Large Option is a blueprint for the Maidstone Museum of the future, an application to the NLHF should be pursued.

However, there is a choice of whether to apply for support for the whole scheme, which would be high risk, or to make an application for funding a modified Medium Option, as a first phase of the Large Option. This would not preclude an application for a second or third phase. The risk of a large bid must be carefully weighed against the length of disruption that would be caused by a phased project.

Next Steps

An outline cost benefit analysis of all three options and a 'do nothing' option, including the impact on internal resources, would enable the Museum and its stakeholders to make an informed choice of the risks and challenges ahead.

As the project programme is dependent on MBC's preferred route for funding it is not possible to be definitive for the medium-to-long term stages. However, we can provide an indicative programme set out to illustrate the version in which a May 2020 application for NLHF funding is pursued. This is provided on the opposite page.



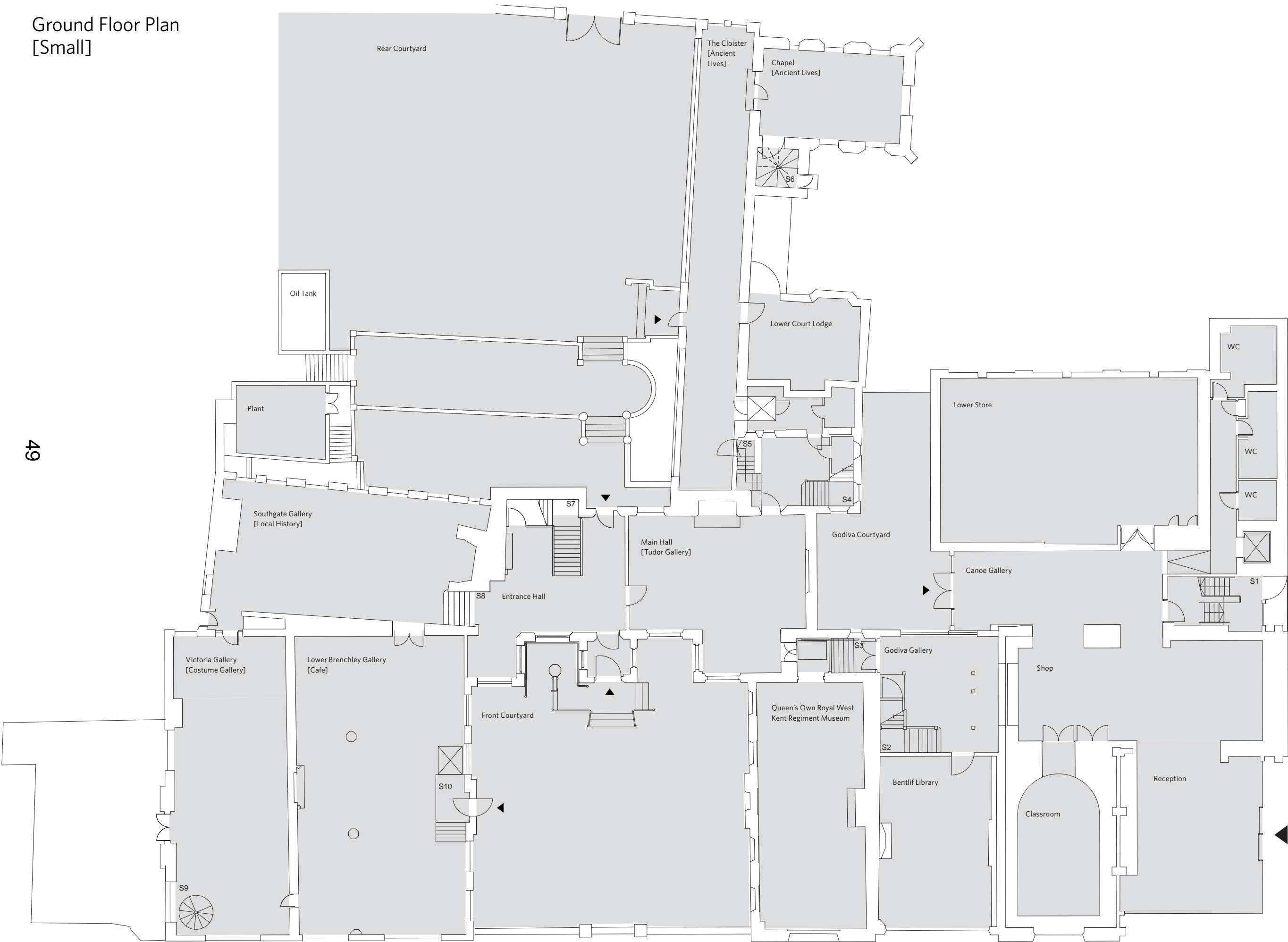
			Large Option		Large Minus Option		Medium Option	
1	External Envelope Generally & External Works							
1.1	Roof Structure	Strengthening for suspension of exhibits - allow 4Nr Risk Item - Any structural work required following survey	8,000		8,000			
			10,000	18,000		8,000		
1.2	Roof Coverings & Insulation	Repair leadwork on North Tower inc access Risk Item - Any minor repair work to coverings following survey	0					
			20,000	20,000	10,000	10,000		
1.3	Roof Drainage	Risk Item - Any repair work to gutters and downpipes following survey	5,000	5,000	5,000	5,000		
1.4	External Walls	Fixings for large display banners Building floodlighting in courtyard Projector installation to South Façade	4,000 12,000		4,000 12,000		5,000 12,000	
			90,000		90,000		90,000	
		Remove existing white lettering on St Faith Street Façade cleaning, inc access, to all south, east and courtyard elevations, boundary walls, statues etc	2,000		2,000		3,000	
			60,000	168,000		108,000		110,000
1.5	Windows	New windows to ground and first floors of east & west facades of courtyard (Ground floor to west façade only for Medium and Large Minus Option)						
			131,000	131,000	41,000	41,000	41,000	41,000
1.6	External Doors	Included in Room by Room section						
1.7	Foundations & Upper Foor	Strengthening to First Floor Gallery 103 Strengthening for suspension of exhibits - allow 4Nr	0 8,000		8,000	8,000		
1.8	External Works	Remove and install new paving and drainage in courtyard, trenching for floodlighting Ramps, architectural metalwork, landscape lighting - note floodlighting included in 1.4 above Redecoration of architectural metalwork in courtyard, new locks to gate	45,000 30,000 5,000		45,000 30,000 5,000		45,000 30,000 5,000	80,000
1.9	Drainage	Risk Item - Investigate and repair or replace any defective drainage	25,000	25,000	25,000	25,000		
		Sub-Total Section 1		455,000		285,000		231,000
2	Internal Works Generally							
2.1	Demolition	Removal of existing fit out to galleries except Ancient Lives 012 and 013, capping off and removal of services, removal of some fixed joinery and finishes. Sundry minor alterations	175,000	175,000	150,000	150,000	40,000	40,000
2.2	Staircases	Staicaase S2 - Refurbishment, new coverings to treads and new handrail Staircase S3 - New joinery treads and risers, new wheelchair platform lift, new handrails Staicaase S4 - Refurbishment, new coverings to treads and new handrail Staicaase S7 - Refurbishment, new coverings to treads Staircase S8 - New joinery treads and risers, new wheelchair platform lift, new handrails Staircase S9 - Various options to provide fire escape from Rooms 101 and 001. Upgrade existing only to Large Minus Option where 101 retained as existing Staicaases S11 & 12 - Remove steps, new platform lift and associated steps/landing Staircase S15 - Replacement of steps with ramp Staircase/Ramp S18 - Remove and install new level floor	7,000 20,000 7,000 6,000 20,000 30,000 20,000 6,000 3,000		7,000 20,000 20,000 20,000 10,000		77,000	
2.3	Internal Partitions	Included in Room by Room section						
2.4	Windows & Blinds	Manually operated UV Blinds Electronic control UV Blinds in Rooms 001a & 003	20,000 12,000	32,000	20,000 12,000	32,000	12,000	12,000
2.5	Internal Doors	Included in Room by Room section						
2.6	Ceilings	Included in Room by Room section						
2.7	Floor Finishes	Included in Room by Room section						
2.8	Wall Finishes	Redecoration of walls throughout except to rooms stated.	110,000	110,000	98,000	98,000	20,000	20,000
2.9	Sanitaryware	Included in Room by Room section						
2.10	Fire Stopping	Included in Room by Room section						
2.11	Ironmogery	Included in Room by Room section						
2.12	Joinery	Included in Room by Room section						
2.13	Signage	New statutory and wayfinding signage throughout	25,000	25,000	20,000	20,000	3,000	3,000
		Sub-Total Section 2		461,000		377,000		75,000

			Large Option		Large Minus Option		Medium Option
3	Mechanical & Electrical System						
3.1 to 3.3	Climate Control (including 3.1 Heating, 3.2 Cooling and 3.3 Ventilation)	High level Climate Control - Rooms 001a, 003, 102, 103a, 111 and possibly 007 (Large Minus Option excludes 102, Medium Option 001a and 003 only) Medium level Climate Control - other galleries without climate control in place - Rooms 002 ,004, 005, 006, 008, 101, 104 and 105 (Large Minus Option excludes 101) Risk Item - Builders work in providing space for and access to plant, routes for ducting, waste pipework for condensate etc	200,000 210,000 <u>80,000</u>		140,000 120,000 <u>70,000</u>		80,000 <u>35,000</u>
3.4	Security Alarm System	Scope of works to be determined - alterations to existing systems rather than new systems	<u>30,000</u>	490,000	<u>26,000</u>	330,000	<u>5,000</u>
3.5	Fire Alarm System	Scope of works to be determined - alterations to existing systems rather than new systems	<u>30,000</u>	30,000	<u>26,000</u>	26,000	<u>5,000</u>
3.6	CCTV System	Scope of works to be determined - alterations to existing systems rather than new systems	<u>20,000</u>	20,000	<u>16,000</u>	16,000	<u>3,000</u>
3.7	Lighting System	New space lighting to all areas except those stated on Scope of Works (Large Minus Option excludes 101 & 102) Minor changes to 2012 areas Alterations and Amendments to Temporary Exhibition/Event spaces 001 & 003 and WowSpace/Shop 010b & 009	160,000 10,000 <u></u>		140,000 <u></u>		
3.8	Small Power & Data	Alterations to suit displays (Large Minus Option excludes 101 & 102)	<u>138,000</u>	170,000	<u>126,000</u>	140,000	<u>40,000</u>
			<u>138,000</u>	<u>138,000</u>	<u>126,000</u>	<u>126,000</u>	<u>24,000</u>
		Sub-Total Section 3		878,000		664,000	192,000
4	Room by Room (Note - Some elements applying to multiple rooms are in Sections 2 & 3						
	Ground Floor						
001	Events/Temporary	WCs, Tea Point and Store complete	30,000		30,000		30,000
		New entrance door Adult Education courtyard	5,000		5,000		5,000
		Increased width opening and new doors through to 003	8,000		8,000		8,000
		Open up boarding to windows at high level	2,000		2,000		2,000
		New timber strip floor finish	15,000		15,000		15,000
		Remove current display units - inc in 2.1 above	<u></u>	60,000	<u></u>	60,000	<u>6,000</u>

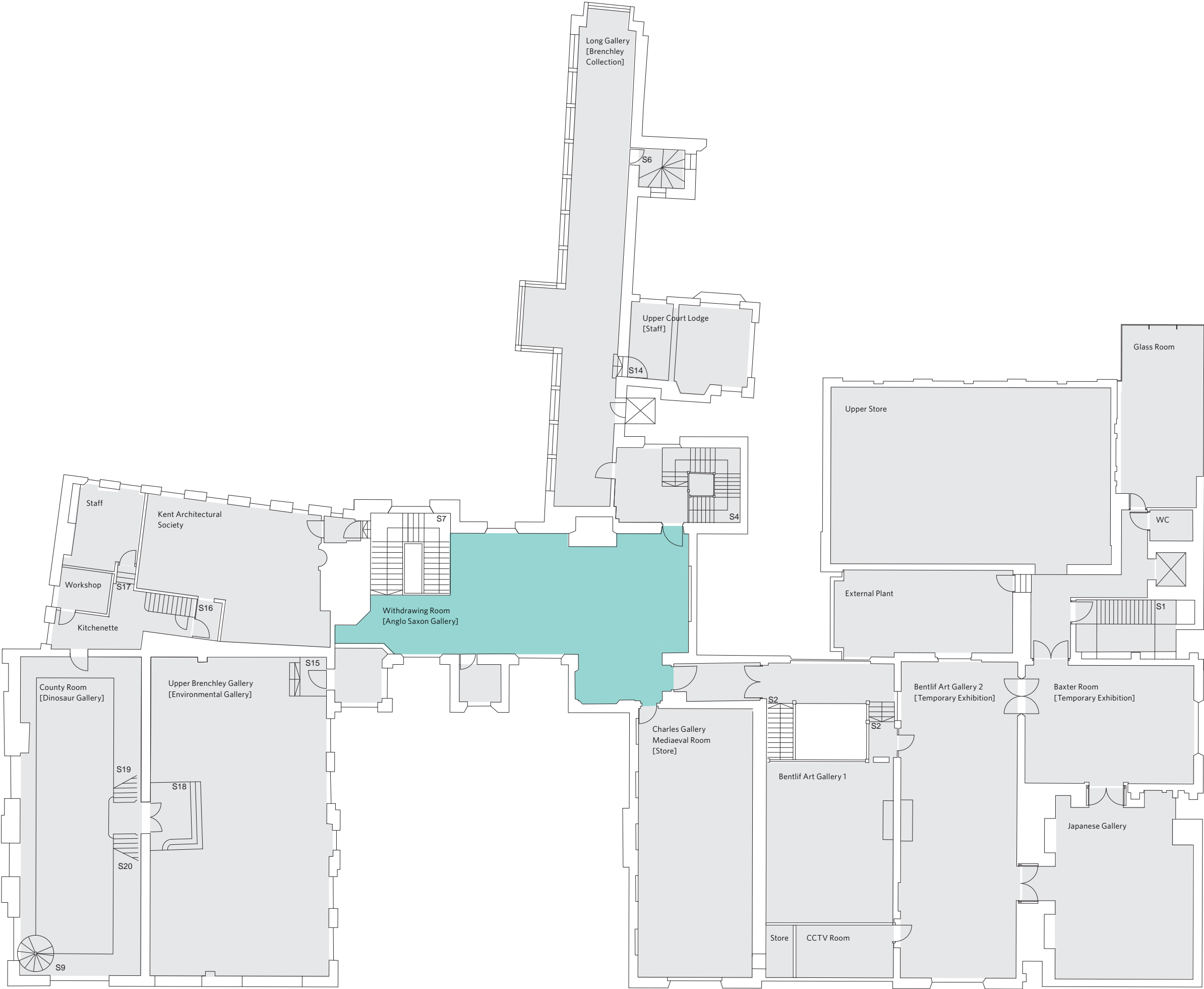
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APPENDIX

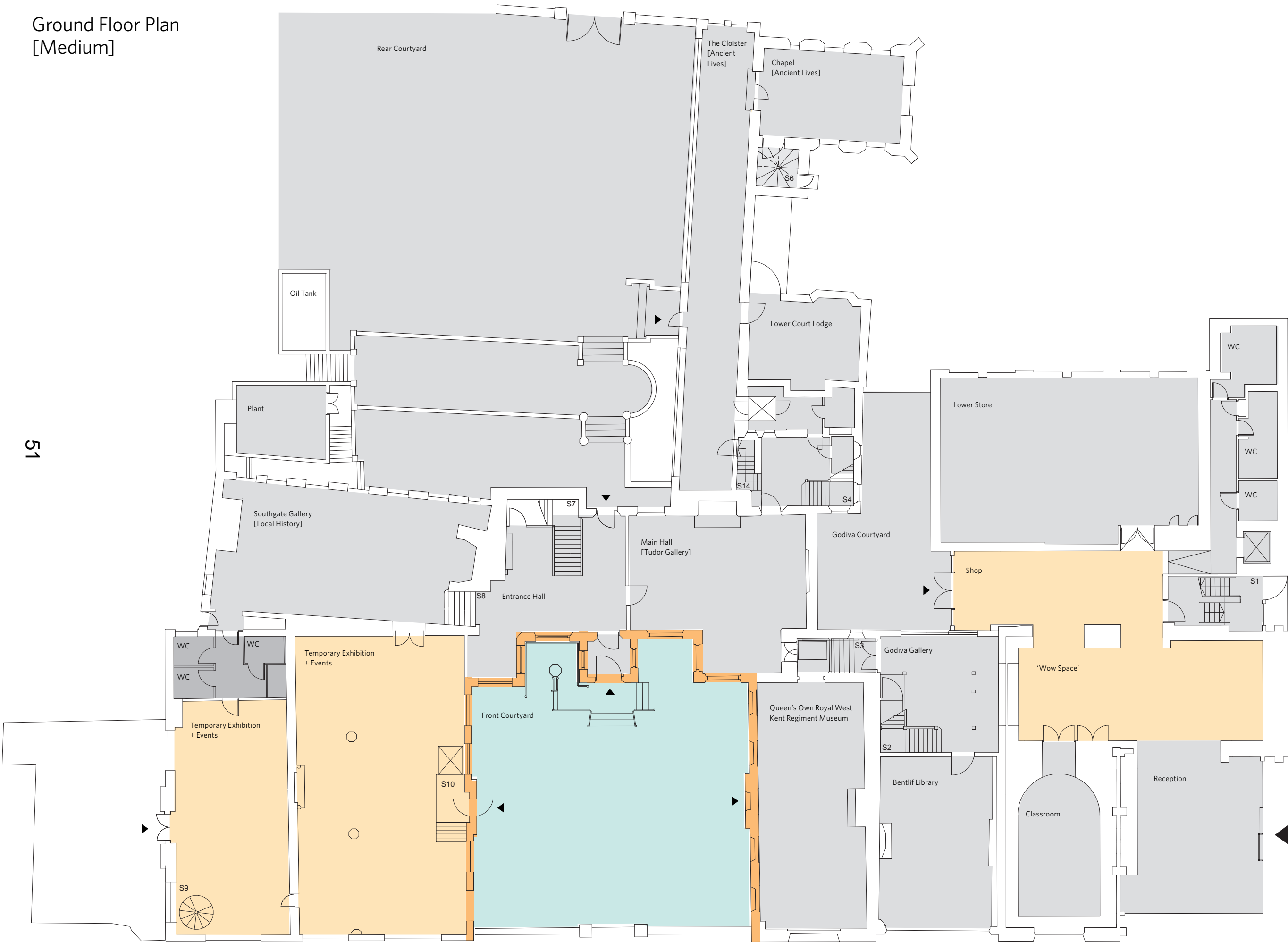
Ground Floor Plan
[Small]



First Floor Plan
[Small]

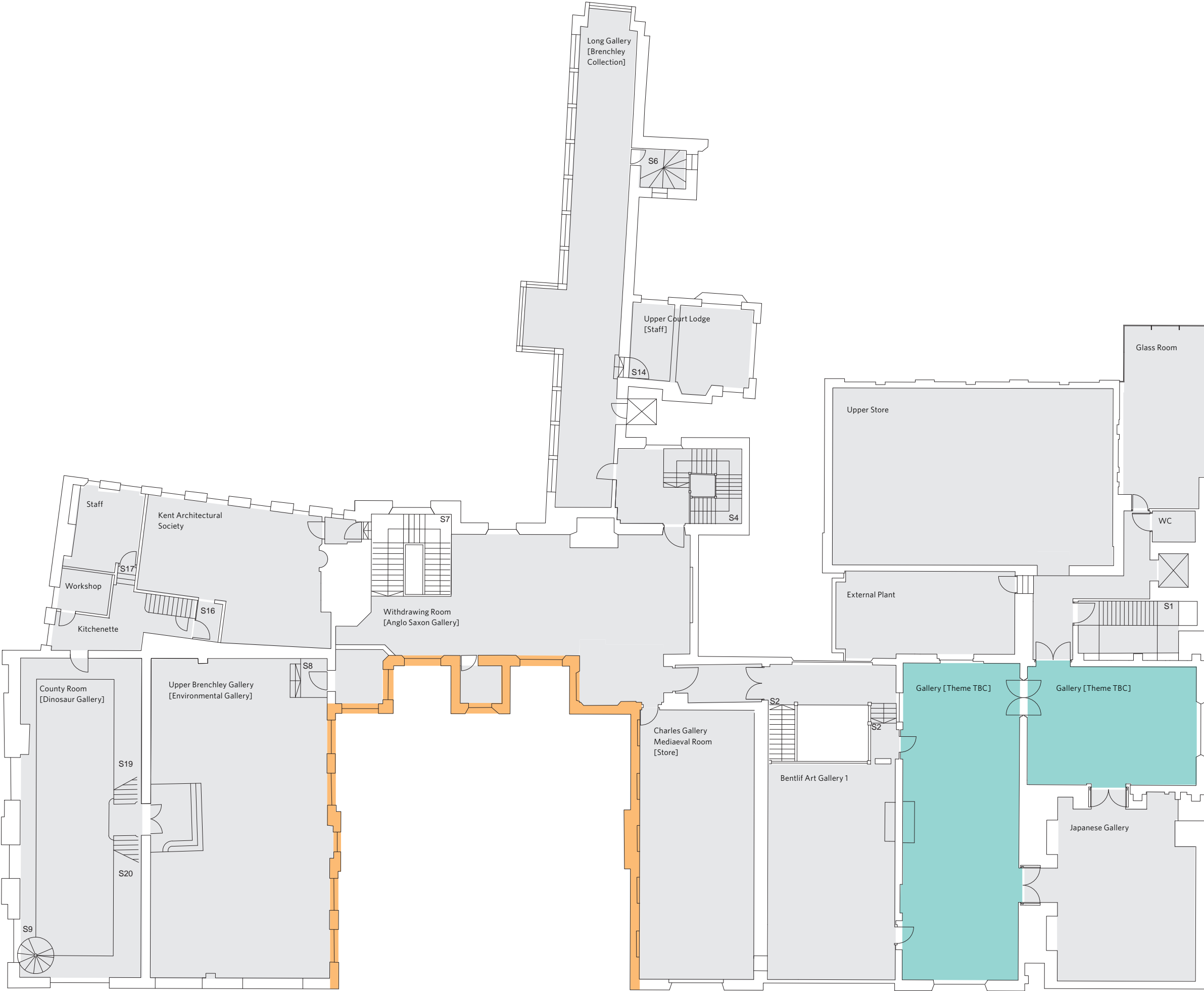


Ground Floor Plan
[Medium]



First Floor Plan
[Medium]

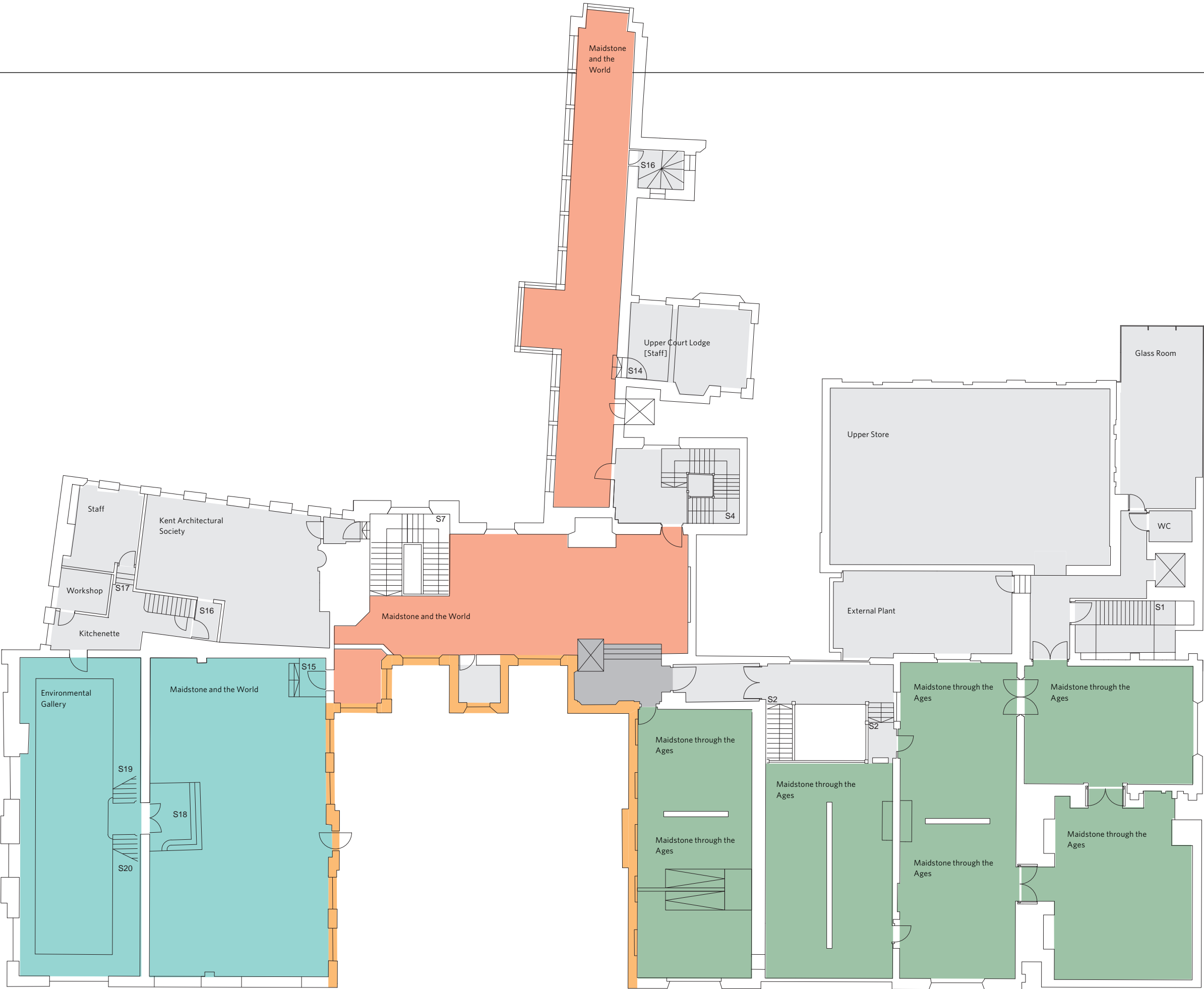
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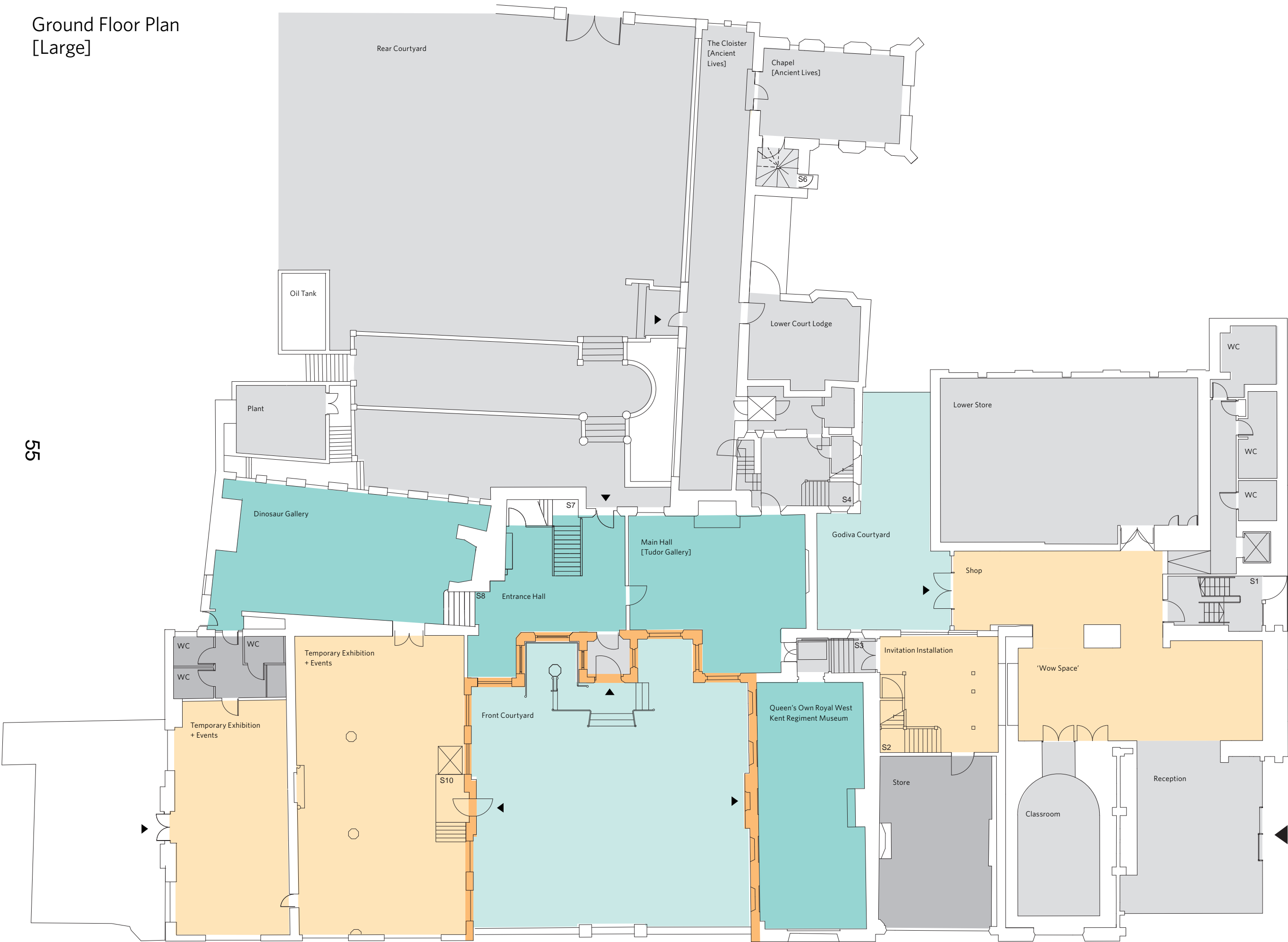
Ground Floor Plan
[Large Minus]

53





Ground Floor Plan
[Large]



First Floor Plan
[Large]





- Key
- Demolition
 - New
 - Facade Clearing
 - New Flooring
 - Banner Location
 - Blind Location

0 1 2 3 4 5
Scale in Metres



INNES ASSOCIATES

ARCHITECTURE & URBAN DESIGN

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TITLE
Ground Floor Plan [Existing]

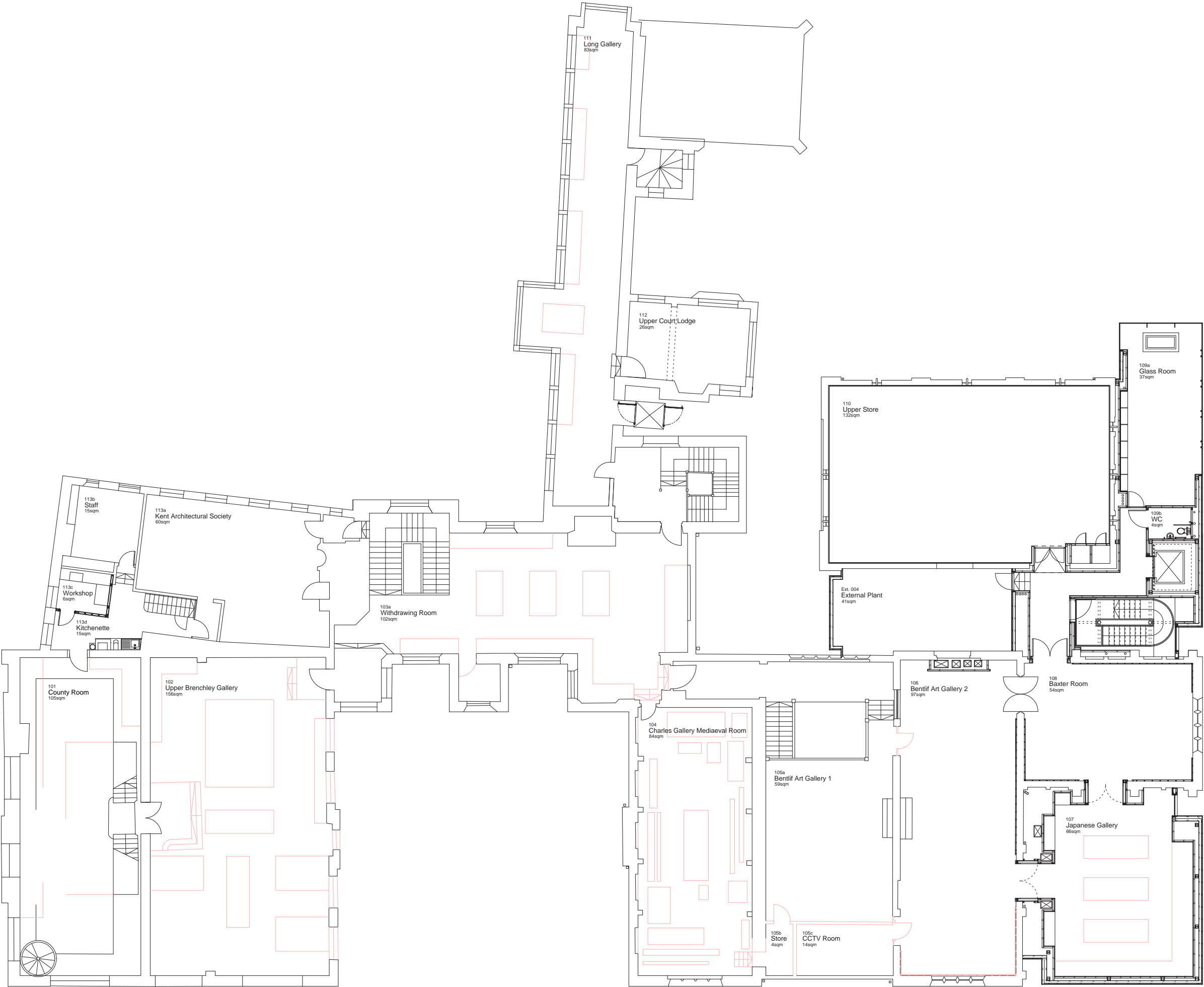
PROJECT NO	DRAWING NO	REVISION
130	02 00 EX	-

PROJECT
Maidstone Museum

CLIENT
Maidstone Museum

SCALE	SIZE	STAGE
1:100	A1	2

DATE	DRAWN BY	CHECKED BY
August 2019	CR	SI



Key

- Demolition
- New
- Facade Clearing
- New Flooring
- Banner Location
- Blind Location

0 1 2 3 4 5

Scale in Metres

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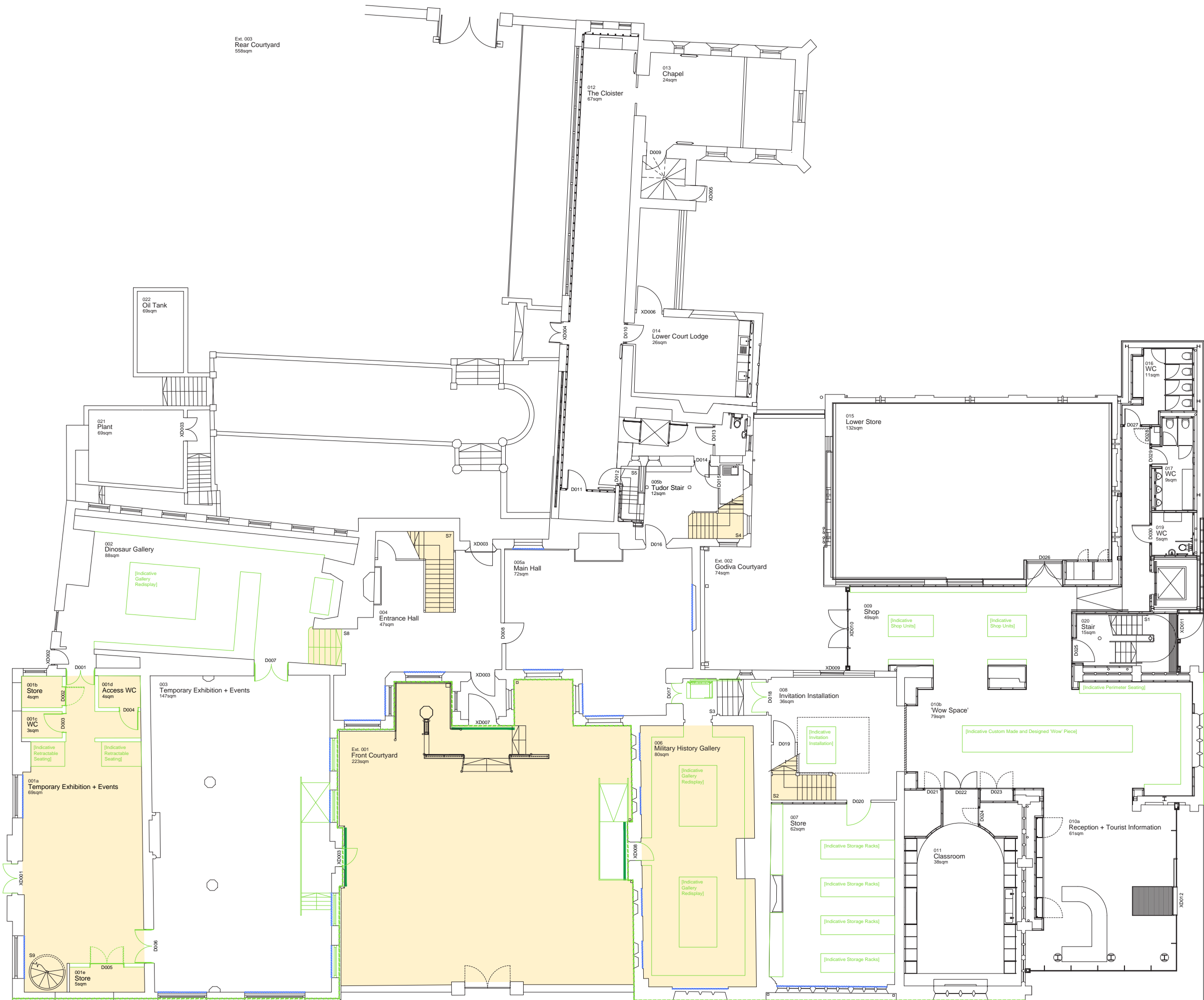
TITLE

First Floor Plan [Existing]

PROJECT NO	DRAWING NO	REVISION
130	02 01 EX	-

PROJECT	Maidstone Museum	
CLIENT	Maidstone Museum	

SCALE	SIZE	STAGE
1:100	A1	2
DATE	DRAWN BY	CHECKED BY
August 2019	CR	SI



Key

- Demolition
- New
- Facade Clearing
- New Flooring
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- Blind Location

0 1 2 3 4 5

Scale in Metres

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TITLE

Ground Floor Plan [Proposed]

PROJECT NO	DRAWING NO	REVISION
130	02 00	-

PROJECT	SIZE	STAGE
Maidstone Museum	A1	2

CLIENT	DRAWN BY	CHECKED BY
Maidstone Museum	CR	SI

SCALE	DATE
1:100	August 2019



Key

- Demolition
- New
- /// Facade Clearing
- New Flooring
- Banner Location
- /// Blind Location

0 1 2 3 4 5

Scale in Metres

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TITLE

First Floor Plan [Proposed]

PROJECT NO	DRAWING NO	REVISION
130	02 01	-

PROJECT	Maidstone Museum	
CLIENT	Maidstone Museum	

SCALE	SIZE	STAGE
1:100	A1	2

DATE	DRAWN BY	CHECKED BY
August 2019	CR	SI

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 organization?

We intend to transform the current museum service through the redevelopment and redisplay of the museum building in St Faith's Street. This will be done by:

- Redesigning the layout of galleries in the museum to improve the coherence of exhibition areas and wayfinding for visitors
- Improving physical access throughout the museum
- Telling stories related to previously under-represented communities and individuals
- Co-producing stories and exhibitions with groups and residents in the borough

This work fulfils the Strategic Objective "A Thriving Place" and its subsection "A vibrant leisure and culture offer enjoyed by residents and attractive to visitors". In addition it meets the cross-cutting theme, "Respect the Heritage of the Borough."

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 allow members of previously under-represented communities and those sharing a protected characteristic to share their stories, opinions and experiences through the stories told in the new displays. We will actively seek out unheard voices to take part in our project alongside residents who do not share these characteristics and whose voices are currently in a

majority in the museum displays.

Our work to improve accessibility will, so far as we are able within the confines of a listed building, allow visitors with physical disabilities, visual and hearing impairments and other disabilities, to make their way around the building independently.

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

Featuring the stories of an explicitly more diverse selection of people will increase awareness of people sharing protected characteristics among those who do not and help to lessen a sense of 'otherness'.

Co-production activities will also bring people together in the same physical space and solving problems in common.

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

There is a risk that, if the project is carried out in a half-hearted way, that a tokenistic or unrepresentative result may be enshrined in the galleries, that people will feel alienated that they are not properly represented and that promises have not been kept.

There is a risk that financial constraints will not allow for the full adaptations necessary to allow physical access to all parts of the building.

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?

There are a number of academic papers which show that lack of representation in museum displays leads to exclusion of people sharing protected characteristics. In short, people do not want to be where they do not see people like themselves because they do not feel welcomed. Increasing representation in displays, exhibitions and events leads to increased use by these under-represented groups.

Simple steps such as making explicit mention of policies, procedures or facilities can help to remove this barrier e.g. Allowing breast feeding in the museum meets current legal requirements but identifying areas with suitable furniture etc is an explicit statement of welcome. The redevelopment team will actively look for opportunities to include these features.

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

Name of Policy/Service/Function
Transformation of Maidstone Museum
Purpose
To create a high quality museum service, a sustainable and resilient organisation which cares for and creates access to our collections for present and future generations. We will do this in an environment that inspires, educates and challenges visitors and users. We will ensure that the museum is accessible to everyone and has the power to transform lives through the use of collections. Our workforce will be forward thinking and innovative and work to national standards.
Who defines and manages it?
The Museum Director has final responsibility for defining and managing the project but it will be carried out in partnership with members, stakeholders such as Maidstone Museum Foundation, community and interest groups and individual residents.
Who do you intend to benefit from it and how?

<p>We intend residents of Maidstone and visitors to the area to benefit. We will ensure this by offering a variety of opportunities for members of the public to get involved in planning and co-production whilst we will specifically target inclusion in the project of individuals and groups sharing protected characteristics.</p> <p>We have previously worked with the following groups and will do so again whilst working with new partners we will recruit for this project:</p> <ul style="list-style-type: none"> • Kent Association for the Blind • KCC LGBTQI Youth Hub • The Maidstone Nepalese Women's Group • Involve • Maidstone Interfaith Network
<p>What could prevent people from getting the most out of the policy / service / function?</p>
<p>Lack of opportunity to take part</p> <p>Participants' input ignored</p> <p>Lack of clarity for participants causing false expectations</p>
<p>How will you get your customers involved in the analysis and how will you tell people about it?</p>
<p>We have already carried out 7 public consultation sessions around the borough and online. A feedback wall in the museum which allows visitors to share their opinions on what we are planning.</p> <p>We will carry out further consultation at different stages of the project including the use of advisory panels, focus groups and feedback opportunities.</p> <p>We have agreed the use of an empty shop in Fremlin's Walk where we will offer fun ways to contribute people's own stories and ideas to the project. We will also use it as a base for work with community groups.</p> <p>We have applied for a grant to fit out the shop and are seeking £600 to promote and share the work going on. We use social media and traditional marketing techniques currently.</p>

Evidence
<p>We will be preparing a bid for the National Lottery Heritage Fund. At its most basic level, evidence that we have been successful would be to receive funding for the wider project.</p> <p>As part of our development period, we will recruit a professional museum evaluation consultant to carry out qualitative and quantitative evaluation of people's experience in working on the period.</p> <p>The success of our recruitment to advisory panels, voluntary roles and engagement in shop will also show how successful we are.</p>
<ul style="list-style-type: none"> • 500 non-staff people engaged with the development of the project • Participants report a positive experience • Participants representing all of the protected characteristics will be involved in co-production • Diversity of representation in the museum will increase • Support for a transformed museum will be visible in local media and among residents
How satisfied are your customers and how do you know?
<p>Current visitors are somewhat satisfied with the service but not as satisfied as they could be. Visitor figures are currently growing after dropping off but this is likely to be because of increased numbers of activities and events. Minority groups and those with protected characteristics are under-represented in terms of visitors, volunteers and staff at the museum.</p> <p>We gather evidence from customer surveys, comments books and online reviews such as Trip Advisor.</p>
What existing data do you have on the people that use the service

and the wider population?
We have demographic information from customer feedback forms. This is limited in terms of numbers. We compare it to the council's own data from censuses.
What other information would it be useful to have? How could you get this?
Information on the number of non-visible ethnic minorities, EU immigrant community members.
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)?
Yes
Are you using partners, stakeholders, and councillors to get information and feedback?
Yes
Impact
Are some people benefiting more – or less - than others? If so, why might this be?
So far much of our work has been with self-selecting audiences and so these

have perpetuated existing inequalities.

Our targeted work will help to correct this.

Actions

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?

N/A

Is it discriminatory in any way?

No. There will be a variety of ways to get involved and we will take specific steps to recruit those under-represented at the moment

Is there a possible impact in relationships or perceptions between different parts of the community?

We anticipate that working with different groups will increase understanding across groups and among staff and volunteers.

What measures can you put in place to reduce disadvantages?

Grant funding means we will not charge for activities and we will bid for money to allow personal access requirements such as transport or adaptive equipment.

We will seek to advertise opportunities in a variety of places where a diverse audience are more likely to see it and respond.

Do you need to consult further?

Yes. There will be an on-going consultation during the whole project. Our human centred design approach requires us to test ideas and gain feedback to iterate the next stage of development.
Have you identified any potential improvements to customer service?
We will provide improvements by the reconfiguring of elements within the building, training and developing staff and reacting to customer feedback.
Who should you tell about the outcomes of this analysis?
<i>Members of ERL committee</i>
Have you built the actions into your Service Plan or Policy Implementation Plan with a clear timescale?
<i>The development of our Transformation plan and bid for funding is the basis of our Service Plan.</i>
When will this assessment need to be repeated?
<i>It will need to be repeated if we receive Stage 1(development) funding and then when we bid for Stage 2 (construction) funding</i>

Maidstone Museum

Economic Impact Assessment

This work is based on the Economic Impact Model produced by Association of Independent Museums to measure the amount of funding an organisation brings to its location through spend at the venue as well as parking, eating in restaurants etc. It covers the financial year 2018/19.

Assumptions:

- Spend is determined by a national standard set by county.
- Total visits for 2018/19 was 63,770
- Adults and children have been assumed to make up 50% of visits each
- 50% of visits are local (with a 60 minute drive time) and 50% are day visitors to the town. We have assumed that no overnight visits are driven by the museum.

Spend in Maidstone

Due to local visitors $31,885 \times £16.94 = £540,013$

Due to day visitors $31,885 \times £33.88 = £1,080,263$

TOTAL= £1,620,277

Economic Regeneration & Leisure Committee

3 September 2019

1st Quarter Performance & Budget Monitoring

Final Decision-Maker	Economic Regeneration & Leisure Committee
Lead Head of Service	Mark Green, Director of Business Improvement
Lead Officer and Report Authors	Chris Hartgrove, Interim Head of Finance Paul Holland, Senior Finance Manager (Client) Claire Harvey, Data Intelligence Officer
Classification	Public
Wards affected	All

Executive Summary

This report sets out the financial position for the Committee at the end of Quarter 1 2019/20 against the revenue and capital budgets. The report also asks the Committee to review the progress of Key Performance Indicators that relate to the delivery of the Strategic Plan 2019-2045, and to consider the comments and actions against performance to ensure they are robust.

At the Quarter 1 stage, there is an under spend against the revenue budget of £61,000, but this is expected to change to an over spend of £54,000 by the end of the financial year.

Capital expenditure totalling £0.40m has been incurred in Quarter 1 for the projects within this Committee's remit. At this stage, it is anticipated that there will be slippage of £2.28m into 2020/21, which relates to projects being undertaken in Mote Park.

For the strategic priority "A Thriving Place", 90% (9 out of 10) of Key Performance Indicators, reportable to the Committee, achieved their Quarter 1 targets. For the strategic priority "Embracing Growth and Enabling Infrastructure", 75% (3 out of 4) of Key Performance Indicators, reportable to the Committee, achieved their Quarter 1 targets.

Purpose of Report

The report enables the Committee to consider the financial position and any performance issues at the end of June 2019.

This report makes the following recommendations to this Committee:

1. That the Revenue position at the end of the Quarter 1 and 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 1 be noted.
3. That the Summary of Performance for Quarter 1 for Key Performance Indicators is noted.

Timetable	
<i>Meeting</i>	<i>Date</i>
Economic Regeneration & Leisure Committee	3 September 2019

1st Quarter Performance & Budget Monitoring

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<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>	[Head of Service or Manager]
Cross Cutting Objectives	This report enables any links between performance and financial issues to be identified and addressed at an early stage.	[Head of Service or Manager]
Risk Management	This is addressed in Section 5 of this report.	[Head of Service or Manager]
Financial	<p>Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly 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 Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.</p>	Paul Holland, Senior Finance Manager (Client)
Staffing	The budget for staffing represents a significant proportion of the direct spend of the council and is carefully	[Head of Service]

	<p>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>	
Legal	<p>The Council has a statutory obligation to maintain a balanced budget and this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.</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
Privacy and Data Protection	The performance data will be 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	No impact 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	We recognise that the performance recommendations will not negatively impact on population health or that of individuals.	[Public Health Officer]
Crime and Disorder	No specific issues arise.	[Head of Service or

		Manager]
Procurement	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	[Head of Service & Section 151 Officer]

2. INTRODUCTION AND BACKGROUND

- 2.1 The Medium Term Financial Strategy for 2019/20 onwards was agreed by full Council on 27 February 2019. This report advises and updates the Committee on how each service has performed in regard to revenue and capital expenditure against the approved budgets within its remit.
- 2.2 The Director of Finance & Business Improvement is the Responsible Financial Officer and has overall responsibility for budgetary control and financial management. However, in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
- 2.3 This report now also includes a section on the Key Performance Indicators (KPIs) for this Committee. This was previously covered in a separate report but it was felt that it would be more helpful for Members to see this alongside the financial reports as there are sometimes common issues that link the two sets of data.
- 2.4 Attached at **Appendix 1** is a report detailing the position for the revenue and capital budgets at the end of June 2019. Attached at **Appendix 2** is a report setting out the position for the KPIs at the end of June 2019.

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 take further action depending on the matters reported here.

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 June 2019 the committee can choose to note this information or it could choose to take further action.
- 4.2 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 or the KPIs report.

5. RISK

- 5.1 This report is presented for information only and has no risk management implications.
- 5.2 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2019/20. This 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 this committee the best opportunity to take actions to mitigate such risks.
-

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 The KPIs Update is reported quarterly to the service committees; Communities Housing and Environment Committee, Strategic Planning & Infrastructure Committee and Economic Regeneration & Leisure 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".
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 The Quarter 1 performance and budget monitoring reports are being considered by the relevant Service Committees during September, including a full report to Policy & Resources Committee on 18th September 2019.
- 7.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.
- 7.3 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.
-

8. REPORT APPENDICES

- Appendix 1: First Quarter Revenue and Capital Budget Monitoring 2019/20
 - Appendix 2: First Quarter Key Performance Indicators Update 2019/20
-

9. BACKGROUND PAPERS

None.

First Quarter Budget Monitoring 2019/20

Economic Regeneration & Leisure Committee
3rd September 2019
Lead Officer: Mark Green
Report Authors: Chris Hartgrove/Paul Holland

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Executive Summary

This report is intended to provide Members with an overview of performance against revenue and capital budgets and forecast outturn during quarter 1 of 2019/20 for the services within this Committee's remit.

Robust budget monitoring is a key part of effective internal financial control, and therefore is one of the elements underpinning good corporate governance.

The aim of reporting financial information to service committees at quarterly intervals is to ensure that underlying trends can be identified at an early stage, and that action is taken to combat adverse developments or seize opportunities.

It is advisable for these reports to be considered in conjunction with quarterly performance monitoring reports, as this may provide the context for variances identified with the budget and general progress towards delivery of the Council's strategic priorities.

Headline messages for Quarter 1 are as follows:

- For this Committee, there is an under spend against the Revenue budget of £61,000 at the Quarter 1 stage, although this is expected to change to an over spend of £54,000 by the end of the financial year.
- The position for the Council as a whole at the end of Quarter 1 is an under spend against Revenue budgets of £0.346m, and at this stage we expect to remain within budget for the year.
- Capital expenditure of £0.40m has been incurred in Quarter 1 for the projects within this Committee's remit. Total budget for the year is £2.89m.
- For the Council as a whole, Capital expenditure of £1.424m has been incurred during Quarter 1. Total budget for the year is £51.754m.

Revenue Budget

1st Quarter 2019/20

Revenue Spending

At the end of the first quarter, there is an overall positive variance of £61,000 against the revenue budget for this Committee. Based on current information, we are forecasting that this will decrease to an overspend of £54,000 by the end of the year.

The charts below show the income and expenditure position for each of the service committees.

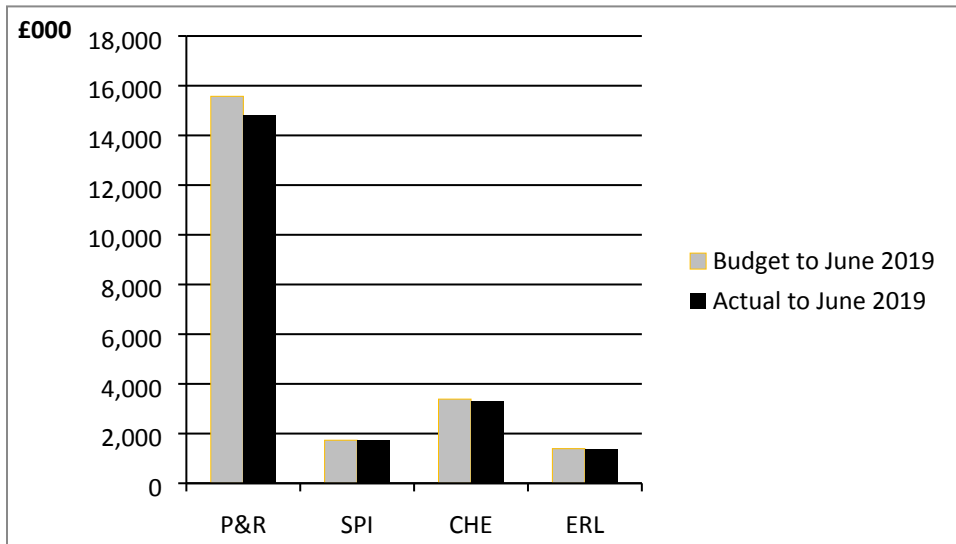


Chart 1 Performance against budget analysed by service committee (Expenditure)

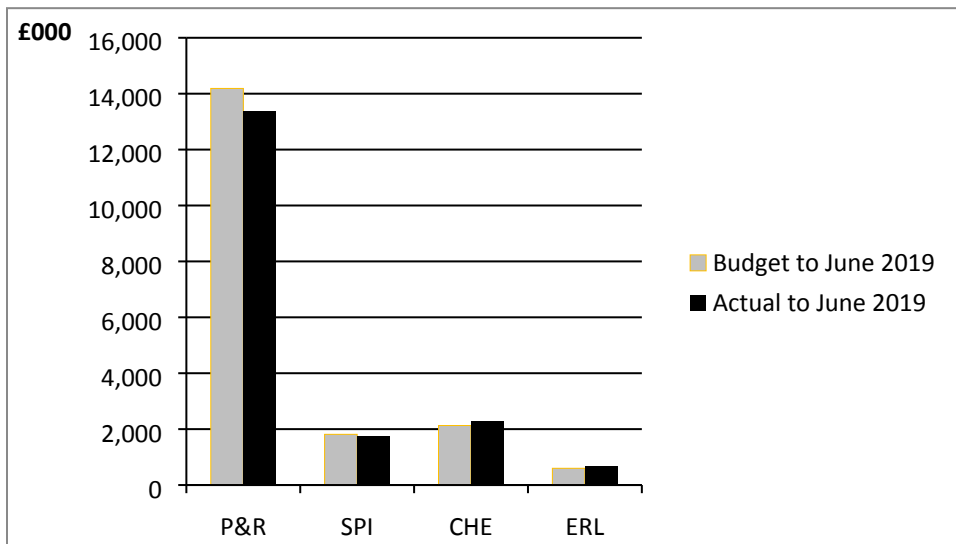


Chart 2 Performance against budget analysed by service committee (Income)

The table on the following page details the budget and expenditure position for this Committee's services during the first quarter. These figures represent the net budget for each cost centre. The actual position includes expenditure for goods and services which we have received but not yet paid for.

The columns of the table show the following detail:

- a) The cost centre description;
- b) The value of the total budget for the year;
- c) The amount of the budget expected to be spent by the end of June 2019;
- d) The actual spend to that date;
- e) The variance between expected and actual spend;
- f) The forecast spend to year end; and
- g) The expected significant variances at 31 March 2020.

The table shows that of a net annual expenditure budget of £1.26m for Quarter 1, it was expected that £0.35m would be spent up until the end of June 2019. At this point in time the budget is reporting an under spend of £61,000, although the current forecast indicates that the year-end position for the Committee will change to an over spend of £54,000.

Revenue Budget Summary Q1 2019/20

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre	Budget for Year £000	Budget to 30 June 2019 £000	Actual £000	Variance £000	Forecast 31 March 2020 £000	Forecast Variance 31 March 2020 £000
Cultural Development Arts	14	3	2	1	14	0
Museum	14	5	-12	17	14	0
Carriage Museum	4	1	1	0	4	0
Museum-Grant Funded Activities	2	-3	-27	24	2	0
Museum Cafe	-3	-3	2	-5	-3	0
Hazlitt Arts Centre	279	82	84	-2	279	0
Festivals and Events	-21	-37	-47	10	-21	0
Lettable Halls	-3	-1	-3	2	-3	0
Community Halls	76	24	15	9	76	0
Leisure Centre	-180	-45	-58	13	-180	0
Mote Park Adventure Zone	-113	-28	0	-28	-59	-54
Mote Park Cafe	-50	-13	-13	0	-50	0
Parks & Open Spaces Leisure Activities	-14	-2	-0	-1	-14	0
Mote Park Leisure Activities	-46	-10	-12	3	-46	0
Tourism	26	7	3	4	26	0
Museum Shop	-19	-5	-4	-1	-19	0
Maintenance of Closed Churchyards	6	1	0	1	6	0
Sandling Road Site	183	18	4	13	183	0
Business Support & Enterprise	2	2	1	1	2	0
Business Terrace	75	51	46	4	75	0
Business Terrace Expansion (Phase 3)	27	7	-16	22	27	0
Market	-68	8	25	-17	-68	0
Economic Dev - Promotion & Marketing	35	19	19	-0	35	0
Leisure Services Section	31	9	13	-4	31	0
Cultural Services Section	502	126	126	-0	502	0
Visitor Economy Section	111	28	28	0	111	0
Economic Development Section	279	74	64	10	279	0
Market Section	79	20	20	0	79	0
Head of Economic and Commercial Development	80	20	21	-1	80	0
Salary Slippage 4HCL.	-54	-14	0	-14	0	0
	1,256	347	285	61	1,364	-54

Table 1 Revenue Budget Position, Q1 2019/20 – Economic Regeneration & Leisure Committee

Significant Variances

Within these headline figures, there are a number of adverse and favourable variances for individual service areas. This report draws attention to the most significant variances, i.e. those exceeding £30,000 or expected to do so by the end of the year. The table below provides further detail regarding these variances, and the actions being taken to address them.

It is important that the potential implications of variances are considered at this stage, so that contingency plans can be put in place and if necessary, this can be used to inform future financial planning.

	Positive Variance Q1	Adverse Variance Q1	Year End Forecast Variance
Economic Regeneration & Leisure Committee	£000		
Mote Park Adventure Zone- This facility is now open. However the contract awarded allows for an initial rent free period for the first three months and the final contract value was less than originally forecast. The income expectation consists of fixed regular payments and a profit share element.		-28	-54

Table 2 Significant Variances – Economic Regeneration & Leisure Committee

Capital Budget

1st Quarter 2019/20

Capital Spending

The five-year Capital Programme for 2019/20 onwards was approved by Council on 27th February 2019. Funding for the Programme remains consistent with previous Council decisions in that the majority of capital resources will now come from prudential borrowing as other sources of funding are not sufficient to cover the costs of the programme, although funding does continue to be available from New Homes Bonus. At the time of writing this report there has been no need to borrow, but it is anticipated that borrowing will be needed during 2019/20.

Progress made towards the delivery of planned projects for 2019/20 is set out in the table below. The budget figure is the approved estimate for 2019/20 and includes resources which have been brought forward from 2018/19, which have been added to the agreed budget for the current year.

To date, expenditure of £0.40m has been incurred against a budget of £2.88m. At this stage, it is anticipated that there will be slippage of £2.28m, although this position will be reviewed at the end of the year when the Committee will be asked to approve/note the carry forward of resources into the next financial year.

Capital Budget Summary Q1 2019/20

Capital Programme Heading	Estimate 2019/20. £000	Actual to June 2019 £000	Budget Remaining £000	Q2 Profile £000	Q3 Profile £000	Q4 Profile £000	Projected Total Expenditure £000	Projected Slippage to 2020/21 £000
Commercial Projects - Cemetery Chapel Repairs	100		100		25	75	100	
Commercial Projects - Mote Park Adventure Zone		378	-378				378	
Mote Park Centre & Estate Services Building	2,496	15	2,482	25	75	100	215	2,282
Mote Park Lake - Dam Works	267		267		167	100	267	0
Museum Development Plan	11	4	7	4	3		11	0
Total	2,875	396	2,478	29	270	275	970	2,282

Table 3 Capital Expenditure, Q1 2019/20

- The overspend on the Mote Park Adventure Zone relates to the additional costs incurred as a result of the sewage leak in the park that significantly delayed the completion of the project. These costs are the subject of a legal claim that is currently ongoing, so the overspend will be funded temporarily until the outcome of the claim is known.
- The budgets for the Mote Park Centre and the Estates Services Building have now been combined as the construction of this facility will be let as one contract. At this stage the timing of the building works has not been determined, and this forecast assumes they will not begin until April 2020.

First Quarter Key Performance Indicators 2019/20

Economic Regeneration & Leisure Committee

3 September 2019

Lead Officer: Mark Green

Report Author: Clare Harvey

Performance Summary

RAG Rating	Green	Amber	Red	N/A ¹	Total
KPIs	9	1	0	2	12
Direction	Up	No Change	Down	N/A	Total
Last Year	4	0	5	3	12
Last Quarter	8	0	1	3	12

- 90% (9) of targetable quarterly key performance indicators (KPIs), reportable to the Economic Regeneration & Leisure Committee achieved the quarter 1 target.
- For 44% (4) KPIs performance has improved compared to quarter 1 last year.
- 88% (8) of KPIs are showing an improvement in performance compared to quarter 4.

1. A Thriving Place

Overall, the performance indicators (PIs) relating to 'A Thriving Place' have performed well against target for quarter 1, with six of the seven targeted PIs (86%) achieving target and 50% of the reportable set show improvement in performance compared to quarter 1 in 2018/19.

The number of visits to visit-maidstone.com has marginally missed target. The targets for this indicator are profiled based on the previous three years' performance. In January the website was re-engineered. The hangover from this is that it takes up to six months for search engine optimisation to be completed, although re-directs are in place, which is thought to have resulted in the lower out-turns for quarter 4 2018/19 and quarter 1 2019/20.

The Museum has exceeded its target for footfall and performance has improved compared to quarter 1 in 2018/19. The Museum's Manager credits this to a successful Easter holiday period in which children's 'make it sessions' were very popular. The number of students using the Museum's educational service also achieved target, although performance is showing as declining compared to quarter 1 in 2018/19 it should be noted that in June 2018 the Green Spaces, Natural Faces Project created a spike in people using this service. There was no such comparable project run this year. Attendance at paid exhibitions at the museum has improved compared to last year as has contacts to the Visitor Information Centre.

The withdrawal of the museum cafe has prompted a few comments from visitors asking when it might be re-opened but there have been no formal complaints and no identifiable impact on attendance.

Ticket sales at the Hazlitt have achieved target for quarter 1, historically quarter 2 is the worst performing in terms of ticket sales and quarter 3 is the best performing.

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

Footfall in the town centre has achieved target. This quarter's out-turn is a 6.6% decrease when compared to quarter 1 in 2018/19. Benchmarking data suggests there is a national trend of declining footfall in town centres. This indicator shows that performance has improved when compared to the previous quarter (quarter 4, 2018/19) however during this period there were issues with the data collection due to works taking place on Week Street therefore this trend should not be relied on.





2. Embracing growth and enabling infrastructure




Overall, three out of the four indicators that are targeted under this objective have achieved their quarterly target.

Recording of data for the new key performance indicators for planning enforcement started mid-year 2018/19 so as yet no trends can be identified. However, both have met the quarterly targets which are based on service standards.

























During quarter 1, 72 affordable homes have been delivered against a target of 45. This is an increase in performance from quarter 4 last year and a slight decrease compared to quarter 1. At present we are on track to deliver a minimum of 180 affordable homes in 2019.

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

1. A thriving place

Performance Indicator	Q1 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Percentage of all available tickets sold at the Hazlitt	60.63%	50%			
Percentage of vacant retail units in town centre	Annual PI				
Number of visits per month to Visit-Maidstone.com	98,888	106,585			
Footfall in the Town Centre	2,777,072	2,722,375			
Number of students benefiting from the museums educational service	2,773	2,268			
Footfall at the museum and Visitors Information Centre	20,649	16,000			
Number of people attending paid for exhibitions	219	N/A			
Contacts to the Visitor Information Centre	956	829			
Number of users at the leisure centre	213,590	209,367			

Business Rates income from the Town Centre	Annual PI
Total value of business rateable properties	Annual PI

2. Embracing growth and enabling infrastructure

Performance Indicator	Q1 2019/20				
	Value	Target	Status	Long Trend	Short Trend
Percentage of priority 1 enforcement cases dealt with in time	100%	100%		N/A	N/A
Percentage of priority 2 enforcement cases dealt with in time	95.21%	90%		N/A	N/A
Total number of enforcement complaints received within period	188			N/A	N/A
Number of affordable homes delivered (gross)	72	45			
Number of planning appeals in period	Bi-annual PI				
Success rate for planning appeals	Bi-annual PI				
Percentage of new homes provided that are affordable	Annual PI				
Total new homes (Net additional homes provided (NI 154))	Annual PI				

Agenda Item 14

Economic Regeneration and Leisure Committee

3 September 2019

Delivery Programme for the Sports/Leisure Review

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

Executive Summary

This report details the approach that has been taken on the Making Maidstone More Active Review and outlines the proposed delivery timeline up to April 2021.

Purpose of Report

Approval of the Making Maidstone More Active project delivery approach and timeline is sought

This report makes the following recommendations to this Committee:

That:

1. The proposed delivery approach and timeline be agreed.
2. An all-member workshop briefing, to inform all councillors of the review, be held by the end of January 2020.
3. A report be submitted to the ERL Committee by end of January 2020 outlining the outcome of the residents survey.

Timetable

Meeting	Date
Economic Regeneration and Leisure Committee	3 September 2019

Delivery Programme for the Sports/Leisure Review

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Accepting the recommendations will materially improve the Council's ability to achieve a "vibrant leisure and culture offer, enjoyed by residents and attractive to visitors" and "a diverse range of community activities is encouraged."	John Foster, Head of Regeneration and Economic Development
Cross Cutting Objectives	The report recommendations support the achievement of addressing and reducing health inequalities by ensuring views from all residents are considered.	John Foster, Head of Regeneration and Economic Development
Risk Management	The risks are covered in the risk section of the report.	John Foster, Head of Regeneration and 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.	Paul Holland, Senior Finance Manager
Staffing	We will deliver the recommendations with our current staffing.	John Foster, Head of Regeneration and Economic Development
Legal	The recommendations in the report and the Making Maidstone More Active Review align with the Council's general duty, under section 3 of the Local Government Act 1999 as a best value authority, to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.	Keith Trowell, Team Leader Corporate Governance, MKLS

Privacy and Data Protection	The recommendation will increase the amount of personal information the council holds. This will be held in line with our retention schedules. A separate data privacy impact assessment has been completed.	Policy & Information Manager
Equalities	The initial Equalities Impact Assessment has identified the possible need to take a targeted approach with regards to engaging all sectors of the community in the Sport/Leisure Review. The review process will help provide a granular knowledge of Maidstone's communities, inclusive of groups with protected characteristics and those without. The EqIA will be revisited during the course of the review to inform decision-making.	Equalities and Corporate Policy Officer
Public Health	In accepting the recommendations the Council would be fulfilling the requirements of the Health Inequalities Plan and contributing to ensuring health inequalities are addressed and reduced	Public Health Officer
Crime and Disorder	The recommendation will not impact on crime and disorder.	John Foster, Head of Regeneration and Economic Development
Procurement	On accepting the recommendations, the Council will be in a more-informed position for future commissioning work and future procurement exercises.	John Foster, Head of Regeneration and Economic Development

2. INTRODUCTION AND BACKGROUND

- 2.1 The leisure review is a product of the Heritage, Culture and Leisure Committee agenda item *Future of Leisure Provision in Maidstone* from the 5 March 2019 meeting. The meeting outlined the use of a new project officer to conduct stakeholder engagement that jointly addresses options for future leisure provision and future options for Maidstone Leisure Centre. Approval is now sought for the proposed delivery approach and timeline.
- 2.2 Maidstone Borough Council wants to encourage all residents to be physically active, wants to create a borough where this is an aspiration and wants to provide services that make this achievable.
- 2.3 So that we explore all opportunities and don't overlook any solutions we will ensure the review encompasses a multi-level approach that enables people to participate in as little or as much detail as they choose. The review will

be open to all Maidstone residents and also to visitors who wish to respond. A multi-level approach will enable everyone to take part and will also provide opportunities to hear in more depth from key respondents, key demographic groups and representatives of key market segments.

- 2.4 The contract for the Maidstone Leisure Centre is due to be renewed in 2024. The Making Maidstone More Active review gives Maidstone Borough Council the opportunity to understand exactly what residents want from their local leisure service and to incorporate those elements into the next leisure contract.
- 2.5 Maidstone has 60.7% of people active (defined as 150 minutes per week). This compares to 62.5% in Kent, 65.2% in the south east and 62.3% nationally. 24.0% of Maidstone adults are reported as being inactive (less than 30 minutes per week) compared to 22.9% in Kent, 22.3% in the south east and 24.9% nationally.
- 2.6 Excess weight (combining overweight and obesity) in Maidstone's adult population is similar to the local and national averages. Obesity in children aged 10-11 is similar to the local and national averages. Maidstone Borough Council aspires to be a place where adult and child obesity is better than average and the Making Maidstone More Active review will lead to a service design that enables that to be the case.

Making Maidstone More Active

- 2.7 This name ensures the review is outcome-focused and serves as a useful reminder that the work is about more than just the contract end date of Maidstone Leisure Centre. By giving the review a recognisable name, momentum can be maintained for the duration of the review and the component parts of the multi-level delivery approach can be linked together.

Survey – September 2019 onwards

- 2.8 The review will comprise a public survey and a series of forums, to enable a mix of quantitative and qualitative data to be collected.
- 2.9 The residents survey will be the first step of the review. This aims to collect information on current physical activity behaviours, attitudes towards physical activity and opinions on how the services offered locally can better support residents' abilities to be physically active. The Leisure team is working with the Policy and Information team to design the survey and ensure that it meets MBC standards.
- 2.10 The survey will be available to complete online, enabling completion on smart devices at any time. It will be tailored to:
- individuals who consider themselves active
 - individuals who do not consider themselves active
 - adults responding on behalf of their children
 - people responding on behalf of an organisation or group

2.11 To drive responses to the survey, the leisure team will attend public venues and locations, community events and local networking events. These attendances will be used to collect data in the field, promote the review as a whole and engage with the public to get a sense of their thoughts and opinions on leisure provision in the borough. The venues and occasions where attendances will be planned, include:

- Maidstone Leisure Centre
- The Mall shopping centre
- Fremlin Walk
- Mote Park
- Cobtree Manor Park
- Kent Life
- Libraries
- Village centres
- Park run events
- Sports events
- Community events
- Involve groups forums and
- School events

A number of community attendances are already booked in the calendar. The Leisure Manager can update committee on these at the meeting.

2.12 Data will be collected in person using tablets. This ensures the data goes straight into the database and data security is more easily managed. For respondents who cannot access the form online we can fill it in with them over the telephone. Respondents who prefer a written version of the survey can be sent one, although we will aim to keep this method to a minimum.

Maidstone in Segments

2.13 Sport England has 19 market segments which represent society in terms of people's sporting behaviours. The segments are based upon propensity modelling, a statistical technique which matches the probability of displaying a particular behaviour to the market segments. The full list of segments is outlined in appendix 2. These segments will be used to identify which segment each adult respondent falls into and which sports and physical activity behaviours they are likely to exhibit. The table below shows the three most common and the three least common segments in Maidstone.

The Larger Segments				
Segment Name and Number	Percentage of Maidstone population	Segment Title	Age Range	About them
Segment 6 – Tim	13% - This segment makes up the largest proportion of the Maidstone population with 14,714 in total in the borough.	Settling Down Males	26-45	<p>Sporty male professionals, buying a house and settling down with a partner.</p> <p>Tim doesn't do as much sport as he used to because of work but still finds time each week to be active. Tim does more cycling than other physical activity and would like to do more of it. We also know that Tim is likely to be a member of a club to play sport and likely to take part in competition.</p>
Segment 11 - Phillip	10% - The second largest proportion of the segments. There is a total of 11,374 Phillips in the borough.	Comfortable Mid-Life Males	46-55	<p>Mid-life professional, sporty males with older children and more time for themselves.</p> <p>Phillips sporting activity is above the national average levels and participation in cycling is above the average for all adults. This segment would like to do mostly more swimming, closely followed by more cycling. The main motivations for Philip are enjoyment, keeping fit and socialising, all to a greater extent than other segments.</p>
Segment 13 - Roger and Joy	8.1% - The third largest proportion of segments with 9,162 in the borough.	Early Retirement Couples	56-65	<p>Free-time couples nearing the end of their careers.</p> <p>These residents are slightly less active than the average adult population with 66% of this segment having done no sport in the last 4 weeks compared to 60% of all adults. These residents do mostly keep fit/ go to the gym as their physical activity and swimming. Roger and Joy would like to do more swimming and the greatest barrier reported for this segment is 'health, injury or disability'.</p>

The Smaller Segments				
Segment Name and Number	Percentage of Maidstone population	Segment Title	Age Range	About them
Segment 15 - Terry	2.1% - The Second smallest proportion of the population with 2,318 people in Maidstone.	Local Old boys	56-65	Generally inactive older men, low income and little provision for retirement. Terry participates in Keep fit/gym the most, but less than the average adult does. Angling and Golf are the only two sports which Terry participates more than the average adult amount. Terry would like to do more swimming.
Segment 16 - Norma	1.1%- The lowest proportion of the population with 1,209 in Maidstone.	Later Life Ladies	56-65	Older ladies, recently retired, with a basic income to enjoy their lifestyles. When Norma does sport it is more likely to be Keep fit/gym or Swimming, however these levels are much lower than all adults. Norma would like to do more swimming.

2.14 When reviewing the segments data we will be mindful of Maidstone's ageing population and seek to obtain a greater number of responses from the older segments as these will make up a greater proportion of our future population.

Obtaining views from everyone

2.15 Respondents' data will also be cross referenced with Acorn data which will also enable additional statistical conclusions to be drawn.

2.16 The equalities impact assessment for the review identifies the need to obtain responses from respondents who identify as displaying a key demographic. We will ensure we have a representative sample of the community with focus on all key demographics and work with local organisations and groups to achieve this. Where we see under-representation of key groups we will obtain more responses to address this.

2.17 In addition to the protected characteristics we will include deprivation as a characteristic to be monitored. We will ensure respondents from the borough's more deprived communities are statistically represented in the survey responses so that the review encapsulates their views and experiences. We will do this by targeting community attendances in those wards.

Forums – January 2020 Onwards

- 2.18 The data collected from the survey will allow us to pick out themes that residents have highlighted. These will create a basis for discussion points during our forums.
 - 2.19 There will be a minimum of one forum in every ward and the halfway point of 13 forums will trigger a report to ERL committee.
 - 2.20 Forum groups will be assembled through open invitation and selected invitation to achieve a blend of people and views at each one.
 - 2.21 Additionally, forums will be held for identified target groups, including LGBT, BAME, disability, age, to ensure that if views from these demographics are not collected in other forums they can be collected here.
 - 2.22 ERL meetings can be used, where possible, to discuss thoughts and issues with representative bodies from the local area.
-

3. AVAILABLE OPTIONS

Do nothing.

- 3.1 Maidstone Borough Council does not have to carry out the methods of leisure review outlined previously. There could be no new information to come out of this review that we don't already have in our own databases or could gain from national governing bodies' databases.
- 3.2 We could take less time completing the stages of the review and continue to devise some options for the future of leisure with information we already have.
- 3.3 This option will go against the resolved action of the 5 March 2019 Heritage, Culture and Leisure committee meeting. **This option is not recommended.**

Complete the survey and forums independently of each other

- 3.4 The survey and forums could be completed separately and spend the whole review period doing both and combine the data at the end of the review period.
- 3.5 This would prevent the survey data being used in the forum design phase and would prevent lessons learnt in one area being used to inform another area.
- 3.6 There is also an option not to complete a public survey but this would remove the open involvement that the survey gives to all residents and individuals with an interest. It would also be less transparent. **This option is not recommended.**

Carry out the review as proposed by the timeline at appendix 1

- 3.7 The leisure team has worked with colleagues and devised the proposed structure and timeline as the best way to gather data, responses and views from respondents.
 - 3.8 The timeline includes a survey launching in September 2019, and a series of forums beginning in January 2020. It also includes an all-member briefing workshop in January 2020.
 - 3.9 This review timeline fully utilises the staffing resource of the two-year fixed term leisure project officer appointed in July 2019 and will help build relationships between the leisure team, community groups and residents.
This is the preferred option.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Appendix 1 shows the proposed delivery timeline for the Making Maidstone More Active review. It is based on a resident-centred approach whereby everyone is able to take part and submit views, leading to an exploration of those views in greater detail via a series of forum workshops. The timeline also includes the flexibility for additional survey periods should they be needed.

Community engagement

- 4.2 The leisure project officer is already contacting community groups and organisations to publicise the review and build relationships which can be used to support forum development at a later date. The success of the review is dependent upon successful stakeholder engagement. A large proportion of the stakeholder engagement strategy includes social media engagement.

Marketing plan

- 4.3 Our marketing plan identifies the key methods for driving awareness of, and responses to, the Making Maidstone More Active review. These include social media channels, Borough Insight articles and local press and radio in addition to the community attendances mentioned in paragraph 2.10.
- 4.4 We will work with Maidstone Borough Council's communications team to generate content for social media posts and update articles during the review period.

Encouraging and attracting responses

- 4.5 The survey will be hosted on the Maidstone Borough Council website where FAQ information and response statistics will also be found. By providing statistics on the number of responses so far on a ward by ward basis we will encourage stakeholders to ensure others in their communities respond to the review survey. We will also use anonymised highlight testimonies and

comments from respondents as thought-provoking statements to encourage other people to respond and have their say as well.

- 4.6 Tangible incentives and prizes can also be used to increase survey responses. These can be tailored to certain demographics and used as tools for encouraging responses from demographics whose representation in the response rates is lower than desired.
 - 4.7 The moreactive@Maidstone.gov.uk email address, which relates directly to the Making Maidstone More Active review project, is already in operation.
-

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 3.1, 3.2, 3.3, and 3.6. However, we are satisfied that the further responses to those risks shown at 3.7, 3.8, 3.9 and 4.1 are sufficient to bring their impact and likelihood within acceptable levels. We will continue to monitor these risks as per the Policy.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Following approval for a sports and leisure review from Heritage, Culture and Leisure Committee on 5 March 2019 the leisure project officer has been initiated the engagement with stakeholders.
 - 6.2 The leisure team has engaged with Sport England to learn more about its Local Delivery Pilot project which comprises similar projects carried out in other local authority areas in the UK. These pilots have provided insight into the best ways to build relationships with stakeholders. In addition, they have learnt the best ways to get good data and understand problems in depth.
 - 6.3 National, and regional partners and organisations will continue to be consulted and engaged with during the review period.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 At the time of writing the Making Maidstone More Active survey is still in development with the policy and information team.
- 7.2 Following agreement from ERL Committee the finalised survey will be launched on the Maidstone Borough Council website and its launch can be publicised. Community attendances to promote the review and gather responses can commence.
- 7.3 Operational oversight of the project is by the Making Maidstone More Active Project Board, which comprises the relevant council heads of service.

8. REPORT APPENDICES

- Appendix 1: Making Maidstone More Active Review Delivery Timeline
- Appendix 2: Table of Sport England Market Segments

9. BACKGROUND PAPERS

The following background papers are to be made available with this report:

- Background Paper 1: Future of Leisure Provision in Maidstone report from Mike Evans to Heritage, Culture and Leisure Committee on 5 March 2019.

Appendix 1: Making Maidstone More Active Review Delivery Timeline

[illegible]

Appendix 2: Table of Sport England Market Segments

Name	Segment	Description	Age range	% of England population	% of Maidstone adult population
Ben	Competitive Male Urbanites	Male, recent graduate, with a 'work-hard, play hard' attitude	18-25	5% of all adults 10% of adult men	5.9%
Jamie	Sports Team Lads	Young blokes enjoying Football, Pints and Pool	18-25	5% of all adults 11% of adult men	3.3%
Chloe	Fitness class friends	Young image-conscious females keeping fit and trim	18-25	5% of all adults 9% of adult women	6.3%
Leanne	Supportive Singles	Young busy mums and their supportive college mates	18-25	4% of all adults 8% of adult women	2.6%
Helena	Career-Focussed Females	Single professional women, enjoying life in the fast lane	26-45	5% of all adults 9% of all adults	5.1%
Tim	Settling Down Males	Sports male professionals, buying a house and settling down with a partner	26-45	9% of all adults 18% of adult men	13.0%
Alison	Stay at Home Mums	Mums with a comfortable, but busy, lifestyle	36-45	4% of all adults 9% of all women	7.5%

Jackie	Middle England Mums	Mums juggling work, family and finance	36-45	5% of all adults 10% of all women	4.5%
Kev	Pub league Team Mates	Blokes who enjoy pub league games and watching live sport	36-45	6% of all adults 12% of adult men	3.2%
Paula	Stretched Single Mums	Single mums with financial pressures, childcare issues and little time for pleasure	26-45	4% of all adults 7% of adult women	2.7%
Phillip	Comfortable Mid-Life Males	Mid-life professional, sports males with older children and more time for themselves	46-55	9% of all adults 18% of adult men	10.1%
Elaine	Empty Nest Career Ladies	Mid-life professionals who have more time for themselves since their children left home	46-55	6% of adults 12% of adult women	7.1%
Roger and Joy	Early Retirement Couples	Free-Time couples nearing the end of their careers	56-65	7% of all adults 6% of adult women 8% of adult men	8.1%
Brenda	Older Working Women	Middle ages ladies, working to make ends meet	46-65	5% of all adults 10% of adult women	2.3%
Terry	Local Old Boys	Generally inactive older men, low income and little provision for retirement	56-65	4% of all adults 8% of adult men	2.1%
Norma	Later Life Ladies	Older ladies, recently retired, with a basic income to enjoy their lifestyles	56-65	2% of all adults 4% of adult women	1.1%

Ralph and Phyllis	Comfortable Retired Couples	Retired couples, enjoying active and comfortable lifestyles	66+	4% of all adults 5% of adult men 4% of adult women	5.9%
Frank	Twilight Year Gents	Retired men with some pension provision and limited sporting opportunities	66+	4% of adults 8% of adult men	3.0%
Elsie & Arnold	Retirement Home Singles	Retired singles or widowers, predominantly female, living in sheltered accommodation	66+	8% of all adults 2% of all adult men 14% of adult women	6.3%

Agenda Item 15

ECONOMIC REGENERATION AND LEISURE COMMITTEE

**3 SEPTEMBER
2019**

NOMINATIONS TO OUTSIDE BODIES

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	Mike Nash, Democratic Services Officer
Classification	Public
Wards affected	All

Executive Summary

A nomination has been received for a Council Representative position on the Maidstone Area Arts Partnership. This nomination is to be considered by the Economic Regeneration and Leisure (ERL) Committee.

Purpose of Report

Decision

This report makes the following recommendations to this Committee:

That the Committee consider the nomination received for the position on the Maidstone Area Arts Partnership and makes an appointment if appropriate.

Timetable

Meeting	Date
Economic Regeneration and Leisure Committee	3 September 2019

NOMINATIONS TO OUTSIDE BODIES

1. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities.	Democratic Services Officer
Cross Cutting Objectives	Each organisation has a different remit and will contribute to the cross-cutting objectives in various ways.	Democratic Services Officer
Risk Management	There are no significant risks associated with the appointment of Council Representatives.	Democratic Services Officer
Financial	The proposals set out in the recommendation are all within already approved budgetary headings and so need no new funding for implementation.	Finance Officer
Staffing	We will deliver the recommendations with our current staffing.	Democratic Services Officer
Legal	Under the Council's Constitution it is a function of the Economic Regeneration and Leisure Committee to appoint Members to the outside bodies assigned to the Committee. The outside body identified in the report are so assigned.	Team Leader (Corporate Governance), MKLS
Privacy and Data Protection	There are no specific privacy or data protection issues to address.	Team Leader (Corporate Governance), MKLS
Equalities	The recommendations do not propose a change in service and therefore will not require an equalities impact assessment.	Equalities and Corporate Policy Officer
Public Health	No implications.	Senior Public Health Officer
Crime and Disorder	No implications.	Democratic Services Officer
Procurement	No implications.	Democratic Services Officer

2. INTRODUCTION AND BACKGROUND

- 2.1 Following the advertisement of Council Representative vacancies, a nomination has been received for a position on the Maidstone Area Arts Partnership. The nomination has been attached as an appendix to this report.
 - 2.2 If an appointment is made by the Economic Regeneration and Leisure Committee at its meeting on 3 September 2019, the term of office for this position will be from 4 September 2019 to 3 September 2020.
-

3. AVAILABLE OPTIONS

- 3.1 The Committee could do nothing. This is not recommended as it would mean that no additional Council Representatives are appointed to Outside Bodies. This could damage the relationships that the Council fosters with these organisations.
 - 3.2 The Committee could make an appointment if deemed appropriate.
-

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 Option 3.2 is recommended as there is a need to ensure that these vacancies are filled as soon as possible.
-

5. RISK

- 5.1 There are no significant risks associated with the appointment of Council Representatives.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 All Committees responsible for appointing Council Representatives to Outside Bodies considered a report in July 2019. These reports summarised the current status of Outside Bodies including appointments, nominations and outstanding vacancies.
 - 6.2 All Councillors have been emailed to advertise the vacancies on Outside Bodies.
-

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 7.1 Relevant Outside Bodies will be contacted to inform them of any appointments made by the Committee.

8. REPORT APPENDICES

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

- Appendix 1: Nomination Form – Cllr Harvey – Maidstone Area Arts Partnership

9. BACKGROUND PAPERS

None.

NOMINATION FORM TO OUTSIDE BODY

Date 16th August 2019

NAME:	Georgia Harvey
ADDRESS:	3 St Andrews Park Tarragon Road Maidstone Kent ME16 0ED
TELEPHONE NO:	07717448878
NAME OF ORGANISATION APPLYING FOR:	Maidstone Area Arts Partnership
ROLE APPLYING FOR:	Committee Member
REASON FOR APPLYING:	I am keen to ensure that the Maidstone Area Arts Partnership has full representation from Maidstone Borough given the vital connection and link it has to the ERL Committee.
WHAT SKILLS AND EXPERIENCE COULD YOU BRING TO THE ORGANISATION?:	I have an interest in creative arts and art and design events. I would also like to ensure that the views of young people are represented.