

# HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING

Date: Tuesday 2 October 2018  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Cuming, Fermor, Fort, Harper (Chairman), Hastie, Hinder,  
Mrs Hinder, Lewins and Mrs Wilson (Vice-Chairman)

*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.*

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<u>AGENDA</u>	<u>Page No.</u>
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2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information	
8. Minutes of the meeting held on 4 September 2018	1 - 7
9. Presentation of Petitions (if any)	
10. Questions and answer session for members of the public	
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**Issued on Monday 24 September 2018**

**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. by 5 p.m. on Friday, 28 September 2018. 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.

To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk).

Should you wish to refer any decisions contained in these minutes to the **Policy and Resources Committee**, please submit a Decision Referral Form, signed by **three** Councillors, to the **Head of Policy and Communications** by: 18 September 2018

## **MAIDSTONE BOROUGH COUNCIL**

### **HERITAGE, CULTURE AND LEISURE COMMITTEE**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 4 SEPTEMBER 2018**

**Present:** Councillors Fort, Harper (Chairman), Hastie, Joy, Lewins, Perry, Mrs Ring, Spooner and Mrs Wilson

37. **APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Councillors Cuming, Hinder, Mrs Hinder and Fermor.

38. **NOTIFICATION OF SUBSTITUTE MEMBERS**

It was noted that the following were present as Substitute Members:-

Councillor Mrs Ring for Councillor Cuming  
Councillor Mrs Joy for Councillor Fermor  
Councillor Spooner for Councillor Hinder  
Councillor Perry for Councillor Mrs Hinder

39. **URGENT ITEMS**

There were no urgent items.

40. **NOTIFICATION OF VISITING MEMBERS**

There were no Visiting Members.

41. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

42. **DISCLOSURES OF LOBBYING**

Councillors Harper, Hastie, Lewins and Mrs Wilson stated that they had been lobbied on Agenda Item 17 – Draft Sports Facilities and Playing Pitch Strategies.

43. **EXEMPT ITEMS**

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

44. **MINUTES OF THE MEETING HELD ON 3 JULY 2018**

**RESOLVED**: That the minutes of the meeting held on 3 July 2018 be approved as a correct record and signed.

45. PRESENTATION OF PETITIONS

There were no petitions.

46. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

47. COMMITTEE WORK PROGRAMME

The Committee considered the Committee Work Programme for 2018/19.

The following changes were made to the Work Programme:-

Joint Heritage Bid – dependent on the progress of the All Saints Church Heritage Bid for a new roof, a report would come to the Committee at a future date to be confirmed.

Details of Significant Anniversaries – this would be incorporated into the Festivals and Events report due in October.

**RESOLVED**: That the Committee Work Programme be noted subject to the changes made by the Committee.

48. NOMINATIONS TO OUTSIDE BODIES

The Committee considered the nomination received from Cllr Kimmance to be appointed as the Council's representative on the Maidstone/Beauvais Twinning Association.

**RESOLVED**: That Councillor Kimmance be appointed as the Council's representative on the Maidstone/Beauvais Twinning Association.

Voting: For: unanimous

49. REPORTS OF OUTSIDE BODIES

The Committee considered the updates from Members on the Maidstone Twinning Association and Maidstone Sea Cadets outside bodies.

**RESOLVED**: That the updates be noted.

50. FIRST QUARTER BUDGET MONITORING REPORT

Miss Ellie Dunnet, the Head of Finance presented a report on the First Quarter Budget Monitoring 2018/19.

The Committee noted:-

- That there was an underspend against the revenue budget during the first quarter but this was expected to change to an overspend of £37,000 by the end of the year. However, this would be partially offset by the underspend at the Crematorium.
- Capital expenditure was £0.848m as at the end of June against a total budget of £4.527m. It was anticipated that there would be a slippage of £1.953m at the end of the year.

In response to a question from Members, Officers responded as follows:-

- Miss Dunnet advised that the Council does have a contingency budget but the issues relating to the flooding incident at the Mote Park Adventure Zone were subject to a ongoing insurance claim. The Officer undertook to advise the Committee by email once the insurance claim had been sorted out.
- Ms Hudd advised that the Chairman and Vice-Chairman receive fortnightly updates on the Mote Park Adventure Zone.
- Ms Hudd also advised that the budget for festivals and events had not been profiled to reflect the higher volume of events during the Summer months and this would be rectified for 2019/20.

The Committee expressed concern that savings had already been put forward for the Adventure Zone but there was no guarantee that works would be completed on time.

Councillor Fort arrived at 6.45 p.m. as this item was being discussed.

**RESOLVED:**

- 1) That the revenue position at the end of the first quarter 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 the first quarter be noted.

51. **KEY PERFORMANCE INDICATOR UPDATE QUARTER 1 HCL**

The Committee considered the report of Ms Anna Collier, Policy and Information Manager which set out the progress of Key Performance Indicators for Quarter 1 that relate to the delivery of the Strategic Plan 2015-2020.

It was noted that there had been a very positive start, all five targeted KPIs achieved their target, compared to 60% (3) in Quarter 4 and 20% (1) in the same Quarter as last year.

Ms Collier advised that:-

- The Hazlitt Theatre had sold 71.2% of all available tickets during the quarter.
- Footfall at the Museum and Visitor Information Centre had increased and users of the leisure centre has increased.

In response to questions from Members, Officers advised that:-

- They would contact the operator of the Leisure Centre to ascertain if the activity data could be broken down in types of activities.
- That although the Market did not have a performance indicator, it was monitored closely through the budget monitoring process and any significant changes in its financial position would be reported to the Committee.

**RESOLVED:** That the summary of performance for Quarter 1 of 2018/19 for Key Performance Indicators (KPIs) be noted.

## 52. BEREAVEMENT SERVICES DEVELOPMENT PLAN

Mrs Jennifer Shepherd, the Head of Environment and Public Realm presented a report on the Bereavement Services Future Development Plan along with Miss Sharon Smith, the Bereavement Services Manager and Mrs Lesley O'Reilly, the Senior Bereavement Services Assistant.

The Committee were reminded that in 2013 Bereavement Services produced its first five year business plan. The plan included the development of the existing service and the introduction of new services such as a pet crematorium at the Crematorium. However, in 2017 the plan was realigned and although the provision of a pet crematorium was deferred there had been a number of other improvements made at the Crematorium. These had included the expansion of the car park, refurbishment of the public toilets and energy recovery for heating the offices and Chapel.

Miss Smith advised the Committee that following a full review of the Cemetery a number of opportunities for improvement had been identified which included the refurbishment of the Chapel to bring it into use again, the demolition of the Gate Keeper's House which would provide additional space for cremated remains and the provision of new welfare facilities for the Cemetery staff.

The Committee noted that the proposals set out in the recommendation could be partly funded from Capital expenditure already set aside from the pet crematorium project but further capital funds would need to be sought from Policy and Resources Committee for the Phase 2 improvements.

Mrs O'Reilly informed the Committee that she had undertaken a survey with customers and funeral directors on what they would like to see at the Cemetery. The survey results demonstrated that there was demand for services at the Cemetery Chapel. Re-opening the Chapel would also give

the benefits of freeing up the Crematorium for more services and reducing traffic crossing town from the Crematorium to the Cemetery.

In the ensuing discussion the Committee declared its support for re-opening the Cemetery Chapel. The Committee also commented that a new welfare facility was long overdue and requested that Officers be thanked for providing such a good report.

**RESOLVED:**

- 1) That the Cemetery business case, including the two phased approach, be agreed;
- 2) That the capital budget previously set aside for a pet crematorium be used to fund Phase 1 of the cemetery business plan instead.
- 3) That delegated authority be granted to the Director of Regeneration and Place, in consultation with the Chairman and Vice-Chairman, to determine the most appropriate and cost effective method to deliver the staff welfare facility within the existing capital budget;
- 4) That a review be carried out to explore in detail charging at Maidstone Cemetery in comparison with other similar Cemeteries in Kent and South London to inform the Committee on a future charging strategy;
- 5) That the Officers be thanked for bringing this report forward and recognising the concerns of the Committee regarding the staff welfare facilities and the need to improve the Cemetery.
- 6) That further funding be requested from the Policy and Resources Committee for the Phase 2 improvements outlined in the cemetery business plan.

Voting: For: Unanimous

53. DRAFT SPORTS FACILITIES AND PLAYING PITCH STRATEGIES

Mr Mark Egerton, the Strategic Planning Manager and Mr Tony Ploszajski, the Consultant who produced the draft strategies, presented a report on the draft Sports Facilities and Playing Pitch Strategies. It was noted that the Strategies would form part of the Council's evidence base for the review of the Maidstone Borough Local Plan.

The strategies assessed the quantity, quality, accessibility and availability of the Borough's indoor and outdoor sports facilities and playing pitches.

In response to questions from Members, Mr Egerton and Mr Ploszajski advised that:-

- **Travel Times** - Catchment times were assessed for different facilities, for example sports halls and swimming pools were 20 minutes driving time which is the nationally recognised catchment but for other facilities the driving time could be longer.
- There should be a comparison for walking (distance from home to the sports facility) as not everyone has a car.
- **Football Pitches** - Adult football was in decline but youth and mini soccer was in high demand. This was complicated by the fact that the Council's football pitches were maintained to an appropriate quality for recreational football but there were more well maintained pitches by Parish Councils outside of the town which some clubs preferred to use. This was the reason why the use of Council pitches were falling.
- It was noted that the FA had stated that by next year they would like half of all youth and mini soccer matches to be played on 3G pitches which were better quality surfaces.

A 3G pitch would cost in the region of £0.75m and that re-surfacing needed to be undertaken on a 10 year basis which would cost around £200k. However, a good return could be made on the hiring out of these pitches.

- **Sports Facilities** - There were many School sites that had the appropriate facilities and opportunities to utilise these facilities where possible should be explored instead of building new facilities nearby.

There was a demand for an additional hockey pitch in the South Park area but not for a full pitch but the supply was elsewhere.

Should a sports facility be privately owned then the Council would not be liable for any expenditure.

- Facilities for running and cycling were not featured as these activities did not necessarily require dedicated facilities.
- **Moving Forward** - Consultation would be carried out with Councillors on facilities within their own Ward.

The Council needed to establish what its role was, a facilitator and/or a provider.

The Committee would be provided with a copy of the final report prior to its presentation to Strategic Planning, Sustainability & Transportation Committee on 8<sup>th</sup> January 2018.

**RESOLVED:**

- 1) That the strategies that form part of the Council's evidence base be noted and the comments on the documents be referred to Strategic Planning, Sustainability and Transportation Committee for consideration prior to re-engagement with key stakeholders and all Ward Councillors;
- 2) That the Committee conduct an in-depth review of Sports Provision in the Borough once the new Leisure Officer has been appointed and the draft Sports Facilities and Playing Pitch Strategies have been finalised;
- 3) That the Strategic Planning, Sustainability and Transportation Committee are recommended to expedite the consultation with Ward Councillors on the draft Sports Facilities and Playing Pitch Strategies;
- 4) That the Strategic Planning, Sustainability and Transportation Committee are recommended to consider the accessibility and affordability of facilities in the borough.

Voting: For: Unanimous

54. DURATION OF MEETING

6.30 p.m. to 8:55 p.m.

Report Title	Committee	Month	Lead	Report Author
Strategic Plan 2019/20 - 2023/24 - Draft Strategic Plan Themes	HCL	02/10/2018	Alison Broom	Angela Woodhouse
Play Area Grant Scheme Update	HCL	02/10/2018	Jennifer Shepherd	Andrew Williams
Museums 20 Year Plan Update	HCL	02/10/2018	Dawn Hudd	Victoria Barlow
Festivals and Events Update (incorporating details of significant anniversaries)	HCL	30/10/2018	Dawn Hudd	Laura Dickson
Expansion of and Addition to Maidstone Local Nature Reserves	HCL	30/10/2018	William Cornall	Deanne Cunningham
Tourism Destination Management Plan Progress Update	HCL	27/11/2018	Dawn Hudd	Laura Dickson
Q2 Budget Monitoring 2018/19	HCL	27/11/2018	Ellie Dunnet	Paul Holland
Q2 Performance Report 2018/19	HCL	27/11/2018	Angela Woodhouse	Anna Collier
Draft Medium Term Financial Strategy 2019/20 - 2023/24	HCL	27/11/2018	Mark Green	Ellie Dunnet
Mote Park Programme - Key Projects Update	HCL	29/01/2019		
Fees & Charges 2019/20	HCL	29/01/2019	Mark Green	Ellie Dunnet
Strategic Plan 2019/20 - 2023/24 - Final	HCL	29/01/2019	Alison Broom	Angela Woodhouse
Medium Term Financial Strategy - Budget Proposals 2019/20	HCL	29/01/2019	Mark Green	Ellie Dunnet
Q3 Budget Monitoring 2018/19	HCL	05/03/2019	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	HCL	05/03/2019	Angela Woodhouse	Anna Collier
Museums Future Governance Options Update	HCL	05/03/2019	Dawn Hudd	Victoria Barlow
Biodiversity Action Plan	HCL	05/03/2019	Jennifer Shepherd	Andrew Williams
Joint Heritage Bid - All Saints Church (requested by Cllr Joy)	HCL	TBC	William Cornall	Victoria Barlow
New Market on Jubilee Square	HCL	TBC	Dawn Hudd	Fran Wallis
400th Anniversary of the Charter of the Swans to Maidstone Borough Council	HCL	TBC	Dawn Hudd	(at the request of Cllr Harper)
Long Term Maintenance of Assets	HCL	TBC	TBC	TBC (at the request of HCL Committee)
Sports Provision in the Borough Review	HCL	TBC	Dawn Hudd	

## **MAIDSTONE BOROUGH COUNCIL**

### **HERITAGE, CULTURE AND LEISURE COMMITTEE**

**2 OCTOBER 2018**

#### **REFERENCE FROM PLANNING COMMITTEE**

#### **PROVISION OF A FOOTWAY FROM THE LEISURE CENTRE CAR PARK TO THE SPORTS PITCHES TO THE REAR OF THE CENTRE**

The Planning Committee, at its meeting held on 16 August adjourned to 23 August 2018, approved application 18/502656 for the erection of storage, mess and welfare facilities for the Park Maintenance Team at Mote Park subject to conditions.

Arising from its consideration of the application, the Committee agreed that the Heritage, Culture and Leisure Committee be asked to consider the provision of a footway from the Leisure Centre car park to the sports pitches to the rear of the Centre.

**RECOMMENDED:** That the Heritage, Culture and Leisure Committee consider the provision of a footway from the Leisure Centre car park to the sports pitches to the rear of the Centre.

Background Documents – Minutes of the meeting of the Planning Committee held on 16 August adjourned to 23 August 2018.

# Agenda Item 13

## Heritage, Culture AND Leisure Committee

2 October 2018

### Development of the New Strategic Plan

<b>Final Decision-Maker</b>	Council
<b>Lead Director</b>	Alison Broom, Chief Executive
<b>Lead Officer and Report Author</b>	Alison Broom, Chief Executive and Angela Woodhouse, Head of Policy, Communications and Governance
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

This report sets out the draft vision, objectives and outcomes for committee consideration following the workshops and events with Councillors and the Leadership Team.

#### **This report makes the following recommendation to this Committee:**

Give feedback on the draft vision, objectives and outcomes to Policy and Resources Committee as part of the development of the new Strategic Plan.

#### Timetable

<b>Meeting</b>	<b>Date</b>
HCLC	2 October 2018
Strategic Planning Sustainability and Transportation	9 October 2018
Communities, Housing and Environment	16 October 2018
Policy and Resources	24 October 2018
Policy and Resources	28 November 2018
Council	12 December 2018

# Development of the New Strategic Plan

## 1. INTRODUCTION AND BACKGROUND

- 1.1 Policy and Resources Committee agreed in July 2018 to a corporate planning timetable for the creation of a new Strategic Plan to run concurrently with the Medium Term Financial Strategy from 2019-2024.
- 1.2 The timetable included councillor workshops to develop the Strategic Plan prior to consultation with stakeholders and service committee review in October. The timetable as agreed is set out in **Appendix A**.
- 1.3 This report provides an update on the work undertaken so far to develop the plan, the draft vision, objectives and outcomes for committee review and consideration.

## 2. ACTION TAKEN SO FAR

- 2.1 Four workshops were held covering the four emerging themes of the Council's future strategic plan. The numbers in brackets represent the number of Councillor attendees at each workshop:
  - Creating a great place for living and visiting (17)
  - Great communities by design (16)
  - People are healthy and safe (10)
  - Prosperity – Working in the Borough (13)
- 2.2 The purpose of the workshops was for Councillors to consider the objectives and outcomes the Council should aspire to in the new Strategic Plan, considering what the Council could do to achieve these objectives alone and working with others. All presentations and information shared and gathered at each workshop has been circulated to all Councillors.
- 2.3 In terms of the vision for the Strategic Plan, it has been identified from conversations with Members that our vision needed to go beyond the 5 years of the strategic plan to ensure it leads all policies and strategies of the Council and really sets out where we want to be in the future. As such it is proposed that the Vision covers the period to 2045. The draft vision is set out in **Appendix B**.
- 2.4 Wider Leadership Team considered the outputs from the workshops and as a result it is recommended that the number of objectives is reduced from the figure of 12 originally discussed with Members to 8, and the categorisation of objectives into four 'pillars' is removed. This recommendation is made to reduce duplication and complexity, based on Member consideration of how future outcomes could be achieved, because there was a degree of repetition and overlap across the original twelve draft objectives. A table mapping the bullet points from the workshops onto the draft outcomes can be found at **Appendix C**.

- 2.5 Policy and Resources Committee agreed the draft vision, objectives and outcomes attached at **Appendix B** should go out to consultation at its meeting on 19 September 2018.
- 

### **3. AVAILABLE OPTIONS**

- 3.1 The Committee is asked to consider and review the draft vision, objectives and outcomes attached at **Appendix B**. Any changes and comments will be considered by the Policy and Resources Committee in November alongside all other consultation results.
- 3.2 The Committee is asked to consider **Appendix B** in its entirety rather than through the lens of its terms of reference. The review by the Committee is part of the consultation timetable agreed by Policy and Resources Committee.
- 3.3 The Committee could choose not to comment on **Appendix B**. However, in doing so they would miss an opportunity to influence the Strategic Plan's development.
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### **4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS**

- 4.1 The Committee is asked to consider and review Appendix B and submit its feedback to the Policy and Resources Committee for consideration at their meeting in November 2018.
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### **5. RISK**

- 5.1 Risks associated with the delivery of the Strategic Plan will be set out in the Risk Management Framework and operationally through the service planning process.
- 

### **6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 6.1 The draft vision, objectives and outcomes will be used to consult the public on the Council's priorities. This consultation will be linked to the statutory consultation on priorities for the annual budget. The timetable for consultation is set out in **Appendix A**.
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### **7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 7.1 Following the approval of the vision, objectives and outcomes, consultation will be carried out as outlined in the report.

7.2 Results of the consultation will be reported to Policy and Resources Committee in November 2018, with the Medium Term Financial Strategy and Strategic Plan going to Council on 12 December 2018.

## 8. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	The Strategic Plan sets the Corporate Priorities	Head of Policy, Communications and Governance
<b>Risk Management</b>	Already covered in the risk section	Head of Policy, Communications and Governance
<b>Financial</b>	Financial implications of the Strategic Plan will be addressed by developing an updated Medium Term Financial Strategy in parallel with the Strategic Plan.	Section 151 Officer & Finance Team
<b>Staffing</b>	Creating a new strategic plan will have staffing implications for the Policy and Information Team and Leadership Team.	Head of Policy, Communications and Governance
<b>Legal</b>	There are no legal implications	
<b>Privacy and Data Protection</b>	All data collected as part of the Strategic Plan process will be processed in accordance with the Data Protection Act	Head of Policy, Communications and Governance
<b>Equalities</b>	Equalities will need to be taken into account when we plan the consultation and any service changes resulting from the budget	Head of Policy, Communications and Governance
<b>Crime and Disorder</b>	Crime and Disorder will be considered during the strategic plan process	Head of Policy, Communications and Governance
<b>Procurement</b>	N/A	Head of Policy, Communications and Governance

## 9. REPORT APPENDICES

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

- Appendix A: Corporate Planning Timetable

- Appendix B: Draft Vision, Objectives and Outcomes
  - Appendix C: Map of workshop notes to Objectives and Outcomes
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## **10. BACKGROUND PAPERS**

None



**Corporate Planning Timetable**

<b>Date</b>	<b>Action</b>
12 June 2018	All Member Workshop on the Strategic Plan
22 June 2018	Leaders' Forum to look at results of the workshop and consider the themes for the follow up member workshops
W/c 25 June 2018	Summary of workshop outcomes issued to all Members.
W/c 6 August	Workshops held on themes involving Councillors, Officers, External Support as appropriate
June – September	Data Collection to inform the Strategic Plan including key stakeholder priorities, resident survey data and performance information. This will be reported to Committee with Strategic Plan themes
13 September	Leaders' Forum to consider the themes, actions, analysis and stakeholder engagement
19 September	Draft Vision, Objectives and Outcomes agreed by Policy and Resources Committee for wider consideration and consultation.
September – October	Resident and Stakeholder Consultation to inform the Strategic Plan and Medium Term Financial Strategy. Where the engagement is primarily carried out digitally, provision will be made for including those who cannot access consultation in this way. We will involve the Communications Member Sounding Board.  Service Planning – Heads of Service and Unit Managers
October 2018	Draft Strategic Plan Themes to Service Committees
November 2018	Medium term Financial Strategy to Service Committees
28 November 2018	Strategic Plan to Policy and Resources Committee
12 December 2018	Medium Term Financial Strategy and Strategic Plan to Council

**Draft Vision**

"A borough of opportunity that works for everyone that residents are proud to be part of."

**Draft Objectives and Outcomes**

**1. Objective: Great Environmental Quality**

Outcomes:

1. The borough's biodiversity and green corridors are improved
2. More residents participate in taking care of the environment
3. The carbon footprint of the borough is reduced
4. Everyone has access to high quality and attractive parks and green spaces
5. More waste is treated locally and used as valuable resource
6. A borough which is recognised as being clean and well cared for

**2. Objective: Well Connected Safe and Empowered Communities**

Outcomes:

1. A borough where more people feel safe
2. The harm caused by crime and anti-social behaviour is reduced
3. More investment in community infrastructure
4. A diverse range of community activity enabled by the Council
5. A borough with more neighbourhood plans
6. Community creativity is encouraged and enabled

**3. Objective: Embracing Growth**

Outcomes:

1. New places are created that are well designed and connected
2. The council leads the master planning and invests in the creation of new places
3. All new homes are built to a high quality of environmental and renewable building standards
4. The housing need is met for all
5. Communities are engaged in planning growth of their place.

#### **4. Objective: Renowned for Heritage and Culture**

Outcomes:

1. The value of tourism is increased
2. Well established and promoted cultural quarter
3. A destination that hosts high quality festivals and events and celebrates diversity
4. Increased resident participation in cultural and heritage activities
5. Everyone knows we are the County town of Kent

#### **5. Objective: A Decent Home for Everyone**

Outcomes:

1. Homelessness and rough sleeping is prevented
2. Residents have a decent home
3. The borough has a range of housing type and tenure to meet residents needs
4. The accommodation needs of the Gypsy and Traveller community are met
5. We have enabled and delivered affordable housing

#### **6. Objective: Better Transport Systems**

Outcomes:

1. The transport system supports the growth in homes and jobs
2. Sustainable travel options are invested in and improved
3. Greater joined up decision making for transport
4. The air quality impacts of transport are reduced

#### **7. Objective: People Fulfil their Potential**

Outcomes:

1. Deprivation is reduced
2. Skills levels and earning potential of our residents are raised
3. Health and well-being inequalities are reduced
4. Social mobility is improved

#### **8. Objective: A Thriving Economy**

Outcomes:

1. Business start-ups and survival rates are improved and we are the best in Kent
2. A revitalised town centre
3. Inward investment is increased from the South East and beyond
4. Improved high speed broadband
5. The Kent Medical Campus is delivered

**Workshop feedback mapped to Outcomes**

Outcome	June Workshop	August Workshop
<b>Objective: Great Environmental Quality</b>		
<p><b>The borough's biodiversity and green corridors are improved</b></p>	<p>Also conserve natural environment            Need more conservation areas, green land and AONB            Make space to plant trees            There is green space but lots of poor green space – mixture of wild and managed.            Have a green land ridge AONB            When trees are planted make sure developers look after them.            Look at stewardship to look after the green spaces.            Plant more trees work with landowners e.g. Golding Homes.            Council need to do more to preserve green.            Failed to keep green space and trees            Open space should be managed for the environment, at least a part should be wildlife.            Work with other organisations to apply for grants.            Parishes can do more and purchase land to keep it green, the borough should do the same.            Better management of green spaces, including more green spaces, hubs and also qualitative.            Put money in a pot for council for a larger, better open space that is strategically planned.            Don't do token gestures – do a large, well run, properly managed green space.            More and better green space, some wild, some managed.            Need to do more to conserve the best bits of the built and natural environment            We will Conserve the best bits of the natural and built</p>	<p>More trees and looked after            Right tree for right place            Ownership of trees and verges – standardisation (cost saving) of maintenance KCC and MBC            New homes 1 tree per room            Green corridors connecting communities            Accessible open space            Reduce housing density in residential developments to allow for wider roads, more communal space (and trees). (Downside: more land will be required to reach housing demand).</p>

Outcome	June Workshop	August Workshop
<b>Objective: Great Environmental Quality</b>		
	<p>environment            We will Facilitate the management of green spaces including for wildlife.            Green – what is greening for developments? Land bank, more strategic planning for green spaces. How do we maintain it?            Littering - fly tip. Future planning – give % land to PO/MBC, eg allocate S106 to one project.</p>	
<b>More residents participate in taking care of the environment</b>	<p>Recycling mascot – equivalent for being active to primary schools in Mote Park area.            Sacks of clothes in alleyway – need to educate people of all backgrounds.            Biodiversity has to be up the agenda – engage the schools – educate</p>	<p>People taking responsibility            More school involvement in clean and green agenda            Co-operative model – residents taking equal responsibility for their communities/environment</p>
<b>The carbon footprint of the footprint of the borough is reduced</b>	<p>Air quality pollution monitoring            Air quality issues.            Air quality.            Pollution – especially in Maidstone – keep the town clean and the villages.            Air pollution            Pollution – location of jobs and proximity to new homes.</p>	<p>Trees linked to Air Quality</p>
<b>Everyone has access to high quality and attractive parks and green spaces</b>	<p>We Will commit to delivering our Parks and Open spaces 10 year strategic plan            Losing green areas.            Access to parks (without charges) Green and blue spaces.            More facilities in parks and quiet places.            More environmentally friendly places.            Efficient green places            Green spaces            Better transport links to park areas.</p>	<p>A park for everyone            How do people get to Mote Park            Creating spaces for people to mix            Better space standards</p>
<b>More waste is treated locally and used as</b>	<p>Recycling is now very good, won't improve much more.            Waste.</p>	<p>Invest in food waste recycling to power etc            Free bins</p>

Outcome	June Workshop	August Workshop
<b>Objective: Great Environmental Quality</b>		
<b>valuable resource</b>	<p>Energy.            Need more waste facilities and open tips.            Fly tipping – needs charges reduced and facilities to be accessible.            Not enough provision for waste – creates fly tipping, especially need facilities in the north.            Fly Tipping – protect the countryside, more facilities needed.</p>	
<b>A borough which is recognised as being clean and well cared for</b>	<p>Attractiveness of Maidstone as a place to visit / live.            Clean the gullies in the villages.            Need to do better cleaning streets because of the pollution.            Fly tipping an issue – needs moving.            Cleanliness is a big issue in the villages.            Dog fouling is a key issue that is consistently reported. I am yet to see an enforcement officer in my village (3.5 yrs).The town looks very clean on Saturday mornings.</p>	<p>More enforcement – dog fouling etc            Less noisy borough            Move away from strimmer's? less noise pollution etc</p>

Outcome	June Workshop	August Workshop
<b>Objective: Well Connected Safe and Empowered Communities</b>		
<b>A borough where more people feel safe</b>	Clean safe environment (less crime.)	
<b>The harm caused by crime and anti-social behaviour is reduced</b>		
<b>More investment in community infrastructure</b>	<p>Community opportunities through improvement projects and local schemes that can be delivered on a voluntary basis and help promote cohesion.</p> <p>Development can help save local community facilities in rural areas.</p> <p>Better use of technology to connect people – apps/geolocation.</p> <p>More S106 funds for community infrastructure halls/ groups.</p>	
<b>A diverse range of community activity enabled by the Council</b>	<p>Focus on the town centre – social hub should be evolving.</p> <p>Enabling/Supporting Community Development Groups</p> <p>Councillors championing issues and change.</p> <p>More community groups particularly in areas of deprivation.</p> <p>Breaking down into smaller communities not wards – working in neighbourhoods.</p> <p>More publicity for community groups etc</p> <p>Increase Residents Associations etc.</p> <p>We have a key role as influences and enablers</p> <p>More support and involvement for community groups e.g. rural café bus, coffee club in the museum.</p> <p>Trial small community groups built by communities with ward councillors</p> <p>Trialling small neighbourhood/community groups working with Councillors to address local needs and issues.</p> <p>Promoting greater resilience amongst local communities to assist people within their areas.</p>	

Outcome	June Workshop	August Workshop
<b>Objective: Well Connected Safe and Empowered Communities</b>		
	<p>Community involvement to promote better inclusion.            Children have a strong identity with the Borough – their impact on friends/family, working with this group.            Communication promoting what is already out there.            Recognise and deal with those smaller communities.            Connecting to the right places.            Make the most of the ward councillors and their local knowledge.            Operating as the signposting body.</p>	
<b>A borough with more neighbourhood plans</b>		
<b>Community creativity is encouraged and enabled</b>		

Outcome	June Workshop	August Workshop
<b>Objective: Embracing Growth</b>		
<p><b>New places are created that are well designed and connected</b></p>	<p>New town (jobs) Linking in with development within the borough.            When we build include transport            Respect our rural communities by not over-developing and we will create a new garden village            Giving people an area to go to get together.            Give each community heart.            Develop new hamlets not expand the towns.            Hub and spokes of hamlets through Maidstone            Garden village, single settlement with new school and doctors etc. Active forward.            Build housing with people's wellbeing in mind, space between buildings, giving people space between each other.            Influence planning process for GP clinics.            Build a new settlement east of Lenham            Need to work with infrastructure providers' e.g. KCC we can be naive on how we deal with them.            Delivery of services as villages/towns expand.            Create a new garden village and stop growing current villages beyond their boundaries.            Schools/nursery provision – are they in the right place and connected to communities.            Development, like growth, has negative perception – we need to show the positives it brings.            Garden settlements – ring-fence green spaces/new spaces.            Densities of housing – still need quality and need space for green space.            We Will Develop homes and neighbourhoods that enable our residents to live healthier lifestyles and community by design.            We Will Ensure regeneration is designed with well-being in mind</p>	<p>New housing developed – accessible for bin lorries            Reduce housing density in residential developments to allow for wider roads, more communal space (and trees). (Downside: more land will be required to reach housing demand).            Stop retrospective planning permission for gypsy/travellers and have more designated and suitable sites            London Best use of land            Residential environments to reflect our aspirations for higher quality jobs            Integration and sense of communities and transport &amp; amenities in a new place</p>

Outcome	June Workshop	August Workshop
<b>Objective: Embracing Growth</b>		
	<p>We Will Invest in open space (not just green) development and shaping</p> <p>We Will Align our policies on housing, economic development and open spaces</p> <p>We Will work with our developers and residents to enable communities to shape their own areas</p>	
<p><b>The council leads the master planning and invests in the creation of new places</b></p>	<p>Political appetite to change parameters – planning.</p> <p>Building flexibility into plans and policies</p> <p>Good planning standards, members very engaged.</p> <p>Use health developer’s money to bring forward these houses.</p> <p>Try to be holistic with developer contributions to help local communities</p> <p>Get ahead of the game &amp; plan sustainable communities now</p> <p>Look to other societies who do manage housing and town centres are optimal – esp. good for transport inc. trains.</p> <p>Lobby the government to relax AONB rules.</p> <p>Create garden villages.</p> <p>We Will Work with developers in a meaningful way. Including:</p> <p>Set specific and clear terms for engaging with local community</p> <p>we will encouraging them to fill the education &amp; skills deficit</p> <p>we will work with developers to secure infrastructure first</p> <p>we will start planning now for post 2031 to ensure the requisite infrastructure to deliver:</p> <ul style="list-style-type: none"> <li>○ A new town</li> <li>○ New village hamlets across the borough.</li> <li>○ we will Work with developers to bring forward</li> <li>○ A variety of housing</li> <li>○ A larger settlement with infrastructure</li> </ul>	<p>Be the master planner</p> <p>Develop our Members more to recognise good design and improvement/design audits to development policy</p> <p>Gain greater control over land to be developed and break up land into smaller plots or smaller developers and faster delivery</p> <p>Buying land for development – enable control</p> <ul style="list-style-type: none"> <li>○ From other large landowners (MOD)</li> </ul> <p>Future “new towns”/communities</p> <ul style="list-style-type: none"> <li>○ Compulsory purchase</li> </ul>
<p><b>All new homes are</b></p>	<p>Redevelopment of Park Wood?</p>	<p>Quality built and maintainable homes</p>

Outcome	June Workshop	August Workshop
<b>Objective: Embracing Growth</b>		
<b>built to a high quality of environmental and renewable building standards</b>	<p>Lobby Government on infrastructure required to deliver Urban areas – not letting them decline.</p> <p>Need to do better at conservation of buildings and maintenance.</p> <p>Sutton Road – Old Sutton School parking issues, roads narrow too high density.</p>	<p>Life-long homes/living – modifiable to meet changing needs of the individual</p> <p>Better quality built houses to environmental standards</p> <p>Eco standards</p> <p>Run efficiently</p> <p>Integrated CHP on new housing developments</p> <p>Greater distinctiveness in design of houses – less blah</p> <p>Higher quality of housing – more distinctive housing reflecting local building styles and building for future with new designers</p> <p>Higher quality of Environmental and Renewable building standard built in the borough</p>
<b>The housing need is met for all</b>	<p>Diminishing our stock of bungalows – encourage developers??</p> <p>Build more.</p> <p>Homes for life long living – encouraging independent living.</p> <p>Affordable elderly accommodation</p> <p>Working with developers around access to advice and support around buying your own home.</p> <p>Create lifetime living properties – whole lifetime houses.</p> <p>Work with developers to get a diversity of dwellings built</p> <p>Too many people in too small developments Needs open space and decent gardens.</p> <p>Too cramped in town.</p> <p>More bungalows for the elderly.</p> <p>Create mixed communities not just 3 bed houses.</p> <p>Use empty garage spaces to build new homes.</p> <p>Provide smaller homes that the elderly would want to help them downsize.</p> <p>Bedsits also want a car.</p> <p>Need to reduce housing density.</p> <p>Develop all 3 at same time – housing, economic development and open space – the latter has been left behind.</p>	<p>Address better elderly, disabled and mental health issues – particularly for those in owner occupational</p>

Outcome	June Workshop	August Workshop
<b>Objective: Embracing Growth</b>		
	<p>Look at building Hamlets outside our villages. Mini towns being built in the villages.</p>	
<p><b>Communities are engaged in planning growth of their place.</b></p>	<p>Work with developers to get better community engagement by design. Issue for older generation who are capital rich but cash poor and an issue for rural areas. Do we actually understand what an older person may want? How do we get developers to understand? Towns change over time but people remember it as it used to be – show how it has already changed.</p>	<p>Create a sense of community in new places</p> <ul style="list-style-type: none"> <li>• What does this mean</li> <li>• Does it include infrastructure</li> <li>• Learn from Langley Park</li> </ul> <p>i.e. know what the components are Critical mass that enables new community Integration of new and existing community Social mix Creating community &amp; resilience</p>

Outcome	June	August
<b>Objective: Renowned for Heritage and Culture</b>		
<b>The value of tourism is increased</b>	Profit into H & Culture.	
<b>Well established and promoted cultural quarter</b>	Making a Town Centre Cultural Hub. Redevelop ourselves and create a hub. Town Centre is the cultural centre Art in Town Centre, diversity, draw. Create a cultural hub in the town centre and run events that make the most out of the heritage. Create a cultural hub in the town centre. Cultural Ambition for Maidstone a Hub – be brave + ambitions.	
<b>A destination that hosts high quality festivals and events and celebrates diversity</b>	Increased promotion of events/assets – not just council owned.	
<b>Increased resident participation in cultural and heritage activities</b>	Create heritage events – based on industries – paper, brewery, flagstone, legal, public sector. Install artwork linked to the place. The Old Archbishops Stables used to store carriages – more carriages to use it as a venue into the old building. Making the most of what we have – heritage /cultural assets? Make more of Archbishop’s Palace area – look at it as an area the town investing as a package and priority. These every square on one of our industries – celebrate heritage i.e. flagstone, brewery etc. Make most of our river – more opportunities on being active around river.	
<b>Everyone knows we are the County town</b>	Make use of county town. Does it matter that we have disparate communities?	

Outcome	June	August
<b>Objective: Renowned for Heritage and Culture</b>		
<b>of Kent</b>	Urban/Rural – Maidstone Identity Promoting the county town of Kent. Promoting a positive identity for Maidstone. 365 campaign – build on that.	

Outcome	June	August
<b>Objective: A Decent Home for Everyone</b>		
<b>Homelessness and rough sleeping is prevented</b>	Hostel – option to open.	
<b>Residents have a decent home</b>	No decent home affects jobs	Everyone to be in a decent home, in the tenure they would like
<b>The borough has a range of housing type and tenure to meet residents needs</b>	<p>Encouraging greater community inclusion through promoting more use of co-operative housing.</p> <p>Loss of key worker schemes more shared ownership.</p> <p>Give a housing mix. Cost of an area where it is possible to meet – this comes with a cost.</p> <p>Providing a range of housing in urban areas where constraints make it more difficult to provide affordable housing but that is where the need is most.</p> <p>Accessibility to housing.</p> <p>Removing the stigma of social housing.</p> <p>Housing waiting list.</p>	<p>Different models of housing schemes/energy purchasing schemes</p> <p>Tenure mix</p> <p>Mix of tenure to improve social integration and the number of social interactions between social classes</p>
<b>The accommodation needs of Gypsy and Traveller community are met</b>	<p>Working with neighbour authorities on G &amp; T.</p> <p>GTAA has been met and over-supplied (normal G&amp;T sites).</p> <p>a few tweaks to Local Plan, e.g. G&amp;T site size</p>	
<b>We have enabled and delivered affordable housing</b>	<p>Wider role for property company as an enabler</p> <p>Sitting on a time bomb. w/renters around affordability.</p> <p>Buying into housing provision.</p> <p>Affordability gap, rent – buying.</p> <p>Build affordable houses</p> <p>Build affordable houses</p> <p>Town lets are the way forward.</p> <p>Property company focussed on our top priorities – homelessness</p> <p>we will Expand the delivery programme of Council’s property company (inc. borrowing)</p>	<p>Greater amount of affordable homes that are buy/rent – MBC being shared equity partner</p> <p>Investing in housing</p>

Outcome	June	August
<b>Objective: Better Transport Systems</b>		
<b>The transport system supports the growth in homes and jobs</b>	<p>Congestion.            Availability of transport between homes and jobs e.g. town centre bus routes.            Ban cars in town centre            Restrict use of private cars in town centre            Town centre congestion charge.            Reduce cars in our town centre            It's better in school holidays.            Maidstone congestion needs fixing – all times of day, puts people off coming to the town.            Ring road around the Town Centre.            Congestion very poor            Issues of congestion including Willington Street.            we will Restrict use of private cars in the town centre            Bigger roads – build developments with ability to accommodate more links rather than doing it later.            Congestion charge for TC – ban cars in the town centre.            we will Build the Leeds/Langley Bypass            Impact of transport – community transport, transport around Maidstone.            Integrated transport – i.e. from rural areas into the urban for schools.            Parking should be under developments.            New schools, especially secondary school – but not causing congestion.            we will New Bridge over the River Medway            We will Encourage more parking provision            we will Encourage the allocation of land at J8 to be developed            we will Enable larger, more flexible development at Junction 8</p>	<p>Parking            Leeds Langley Relief Road</p>

Outcome	June	August
<b>Objective: Better Transport Systems</b>		
<b>Sustainable travel options are invested in and improved</b>	<p>Investment in public transport.  Improvements to bus routes / modernising public transport.  Availability of transport between homes and jobs e.g. town centre bus routes.  Public transport cost can be prohibitive.  Improve park and ride and increase the number of sites.  Council Bus Service  Optimise river – park and sail.  Reduce the parking in the town centre to encourage use of the park and ride.  Improve cycling opportunities – realistic transport assessments.  Rapid transit – would cost too much.  Need alternatives to car.  Bus services need to be improved.  Transport facilities for elderly poor.  Transport for disabled also poor.  Make more cycle routes – regeneration?? Time??  Smaller, frequent buses.  We Will Take control of our own public transport to improve connectivity, accessibility and environmental impact  We Will Have a public transport network that is electric and restricted access to vehicles in the town  we will Invest in public transport provision  we will Increase the number of park &amp; ride sites  think forward – get ahead of the move to electric cars.  MBC bus service.  Not enough buses  We will Research alternative means of transport to the car especially to and from the town centre  Will there be enough energy eg electric cars.</p>	<p>Cycleways</p>

Outcome	June	August
<b>Objective: Better Transport Systems</b>		
	<p>Extend footpath network.            Free transport (bus pass) / not paying for it            Establishing more foot paths            Rapid transit – would cost too much.            Need alternatives to car.            Can we meet power demand – electric cars etc.            Deals with cars and buses in town centre.</p>	
<b>Greater joined up decision making for transport</b>	<p>Looking beyond our boundaries, working with our partners.            Greater role in regulating bus service.            Highways infrastructure.            Borough wide bus partnership.            Move S106 contributions for transport.            Closer working relationship with bus companies.            Arriva: to tell us what 5-10 year plan.            Utilities clogging up roads.            New point to point transport system – alternative to the road</p>	Critical mass in order to justify infrastructure and amenities
<b>The air quality impacts of transport are reduced</b>	<p>20mph zone will help safety but creates more pollution and has health repercussions.</p>	Less dense communities – more trees and better air quality

Outcome	June	August
<b>Objective: People fulfil their potential</b>		
<b>Deprivation is reduced</b>	<p>Child poverty – reasons why children cannot attend school and lack of sanitary products for females.            Inequality can be demonstrated as pockets in areas not normally associated within deprivation e.g. Marden.</p>	Energy efficiency – affordable to run
<b>Skills levels and earning potential are raised</b>	<p>Highly skilled, highly paid jobs            Encourage job creation in Maidstone.            Apprenticeships providing more opportunity for jobs.            Zero hours contracts.</p>	

Outcome	June	August
<b>Objective: People fulfil their potential</b>		
	<p>Encourage businesses into the borough for apprenticeships.            Low prospects, no jobs, no motivation            No motivation            Schools discouraging apprenticeships.            Unemployment.            How can developers be encouraged to provide more apprenticeship/employment opportunities on new housing developments?            School funders for children who can't afford them.            Encourage more education facilities in Kent/Maidstone.            Education schools influence.            Improved education needs to be tackled as well as economic growth.            Reducing the divide between those that go to university and those that don't.            Wealth distribution through an adequate range of employment.            University / HE campus.            We will Attract a new university            Facilitate supply of affordable business premises in exchange for work experience and apprenticeships.            Jobs that cater for local community – rural areas – agriculture.            Only provide jobs which match skillset of current population.            Range of employment opportunities within borough.            we will Encourage entrepreneurship. Promote skills &amp; career opportunities in our primary schools –ward member matched with local business to establish relationship            we will For premises which we own, offer affordable/lower rent in exchange for work experience/apprenticeships</p>	
<b>Health and well being inequalities are</b>	We Will Commit to delivering our Health and Wellbeing Action Plan	

Outcome	June	August
<b>Objective: People fulfil their potential</b>		
<b>reduced</b>	<p>We Will Have a joined up approach in working with our partners and community to improve the health and lifestyles of our residents including sports.</p> <p>More facilities for exercise (e.g. in parks.)</p> <p>Hold seminars and invite large business to improve mental health in businesses.</p> <p>Diet and lifestyle</p> <p>Inequality between areas. Some areas are a lot nicer than others.</p> <p>Greater relationship with CCG section 106-spending on things such as green spaces.</p> <p>Encourage people to be healthier.</p> <p>Joined up thinking for sport activities co-ordinating sport and leisure.</p> <p>Sports co-ordination. For health and wellbeing throughout MBC and HCL.</p> <p>New businesses that offer healthy food, incentivise businesses.</p> <p>Stop planning permission for fast food places.</p>	
<b>Social mobility is improved</b>		Mobility standards

Outcome	June	August
<b>Objective: A Thriving Economy</b>		
<b>Business start-ups and survival rates are improved and we are the best in Kent</b>	<p>Encourage support for local businesses.</p> <p>Continued support for start-ups.</p> <p>Councillors supporting farming diversification.</p> <p>Support creative industries</p> <p>Creating opportunity for business to acquire freehold – council to facilitate</p> <p>Room for businesses to grow.</p> <p>Expand business terrace into industrial sector.</p> <p>Extension of Business Terrace to support development of maturing businesses.</p> <p>we will Expand to encourage start-up businesses and support expansion.</p>	
<b>A revitalised town centre</b>	<p>Pedestrianize heart of town centre, better use of Jubilee Square – connecting town squares.</p> <p>Focus on the town centre – social hub should be evolving.</p> <p>Town Centre is the cultural centre</p> <p>Art in Town Centre, diversity, draw.</p> <p>Make Town Centre resilient</p> <p>Want a busy town centre - needs to be busy.</p> <p>Concentrate the town centre it's too spread out</p> <p>Town centre – not attractive.</p> <p>Maidstone should be a better place to shop – needs more variety.</p> <p>Maidstone East – must be good quality including design.</p> <p>we will Deliver the commercial office space element of Maidstone East ASAP</p>	
<b>Inward investment is increased from the South East and beyond</b>	<p>Attracting businesses to match the skill set of an area.</p> <p>Availability of highly paid jobs to encourage people to work in the borough not in London.</p> <p>Marketing Maidstone – smart town, smart people ‘open for business.’</p>	<p>Investments need to have a return/increase revenue</p> <p>Attract investors – long term investments in the Borough</p> <p>Diverse investments – spreading risk</p> <p>Multiple sectors</p> <p>Large scale borrowing – PWLB</p>

Outcome	June	August
<b>Objective: A Thriving Economy</b>		
	<p>Making businesses feel welcome – overcoming the past.            Actively marketing Maidstone to businesses – target the London market.            Incentives to attract businesses to rural areas.            Take opportunities on key sites eg Invicta Barracks.            Need to take opportunities for key sites eg Invicta Barracks and influence.            Planning policy? Availability of business premises competing with other areas            Early review of employment land supply and need (local plan review)            Flexibility to adapt large allocated employment sites to suit business need. (i.e. present large employers leaving).            we will Market Maidstone for inward investment            we will Acquire land/premises to create new space for the light industrial sector for rent and freehold purchase            we will Have a consistent and positive to new business applications            we will Take control by buying land for commercial development            we will Allocate additional employment land in the Local plan &amp; have clear policies            that Planning committee will adhere to.</p>	
<b>Improved high speed broadband</b>	<p>Homeworkers need broadband supply.            Homeworking – broadband supply.            Broadband supply.            Connectivity            Rural amenities – 3G/4G patches, swimming pools.</p>	
<b>The Kent Medical Campus is delivered</b>	<p>Ensuring Kent Medical Campus delivers.</p>	

# Agenda Item 14

## Heritage, Culture and Leisure Committee

2 October 2018

### Play Area Provision

<b>Final Decision-Maker</b>	Heritage, Culture and Leisure Committee
<b>Lead Head of Service/Lead Director</b>	William Cornall, Director of Regeneration and Place
<b>Lead Officer and Report Author</b>	Jennifer Shepherd, Head of Environment and Public Realm
<b>Classification</b>	Public
<b>Wards affected</b>	All Wards

#### Executive Summary

Following the adoption of Maidstone's Play Area Policy in October 2017, this report provides an update on the Parish Grant Scheme and decommissioning of non-strategically important play areas.

Nine applications were received for the £200,000 Parish Grant Scheme, leaving £113,500 of the fund remaining. It is proposed that a second round of the funding is launched to enable the remaining Parish Councils with Strategically Important Play Areas (SIPAs) further time to apply.

Given the Committee previously requested further consideration of the non-strategically important play areas (NSPAs) prior to their decommissioning, the report also outlines the process for this.

#### This report makes the following recommendations to this Committee:

1. That the outcome of the Strategically Important Play Area (SIPA) Parish Grant Scheme is noted;
2. That a second round of funding, based on the previous criteria, for the remaining budget is agreed;
3. That a proactive approach to contacting Ward Members and Parish Councils for areas with non-strategically Important Play Areas (NSPAs) is supported, in order to seek opportunities for further investment, third party management of the sites or consideration of their decommissioning.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Heritage, Culture and Leisure Committee	2 October 2018

# Play Area Provision

## 1. INTRODUCTION AND BACKGROUND

- 1.1 In October 2017, the Heritage, Culture and Leisure Committee agreed the Maidstone Play Area Policy which designated 78 of the 120 play areas in the Borough as 'Strategically Important'. (sites listed in Appendix 1). This designation was based on the 'majority of residents' being within a 12 minute walk of a destination, district or local neighbourhood play area. This calculation took into account physical barriers such as the River Medway, main roads or railways.
- 1.2 The Play Area Policy sat alongside a substantial capital investment programme of £1.8 million. This budget had already been allocated to improve or replace 32 play areas owned by Maidstone Borough Council, which were within the 12 minute standard.
- 1.3 The outcome of the new Policy was to agree a £200,000 Parish Grant Scheme to support improvements at Strategically Important Play Areas owned or operated by Parish Councils, and to determine the future of non-strategically important play areas.
- 1.4 The Committee determined that further consideration should be made, on an individual basis, to the usage and funding opportunities before any non-strategically important play areas were decommissioned. This would also enable other bodies, such as parish councils, housing trusts or community groups to consider taking them on and seek external investment.
- 1.5 This report has been produced to provide the Committee with an update on the Strategically Important Play Area (SIPA) Parish Grant Scheme and to set out the process for the decommissioning of non-Strategically Important Play Areas.

### **Strategically Important Play Area Parish Grant Scheme**

- 1.6 In May 2018, draft guidance and application form for the scheme was sent out to the 29 Parish Councils who owned or operated Strategically Important Play Areas for informal consultation. This sought their views on the four key criteria for the fund:
  - **Strategically Important Play Areas (SIPAs)** – funding was not available for play areas which had not been determined as SIPAs.
  - **Capital Investment** – funding was not available for maintenance or revenue costs to operate the play area.
  - **Match Funding** – ideally the Council sought match funding from the Parish Council or other sources to ensure maximum benefit is delivered to local residents through investment in the SIPAs.

- **Funding Amount** – it was expected that the maximum grant per Parish Council will be £10,000, however higher awards would be considered for exceptional schemes with significant match funding / 3<sup>rd</sup> party contributions, funding permitting
- 1.7 The Parishes who responded supported the draft criteria and requested a 12 week deadline for applications to fit with their meeting cycles.
  - 1.8 On 8 June 2018, the application and guidance was published and sent out to the 29 Parish Councils. The deadline for applications was 5pm on 31 August 2018.
  - 1.9 Nine applications were submitted for the funding totalling £86,500, with match funding of over £143,000. Therefore the scheme is generating over £230,000 of improvements to Strategically Important Play Areas.
  - 1.10 Applications were received from the following Parish Councils:
    - Barming
    - Bredhurst
    - Broomfield and Kingswood
    - Hunton
    - Leeds
    - Otham
    - Sutton Valence
    - Ulcombe
    - Wormshill
  - 1.11 The work proposed ranged from additional equipment to complete refurbishment and new boundary fencing. The match funding included donations, fund raising, local and county councillor contributions, parish contributions, volunteer time and in one case S106 funding. All proposals were evaluated by the Parks and Open Spaces Team following the criteria set out in the application process.
  - 1.12 Following consultation with the Chair of Heritage, Culture and Leisure, the Team have approved the funding to all nine applications. This leaves £113,500 in the capital programme for Parish SIPAs.

### **Decommissioning of Non-Strategically Important Play Areas**

- 1.13 There are 20 MBC play areas which have been identified as non-strategically important and therefore would be considered for decommissioning when the equipment comes to the end of its usable life. These NSPAs are listed in Appendix 2.
- 1.14 The Play Area Policy presented to the Committee in October 2017, proposed that NSPAs could be handed over to Parish Councils, Housing Associations or community groups to enable them to be retained for local community use. This has recently been the case with Franklin Drive, which the Committee approved its transfer to Boxley Parish Council who had secured external funding to refurbish the site.

- 1.15 At the current time, none of the 20 NSPAs are in a position where they are ready to be decommissioned. However it is understood that the Committee is concerned that opportunities to transfer or reconsider the future of any NSPAs will be missed if the sites are not reviewed before they have started to decline.
- 1.16 Therefore it is proposed that Ward Members and Parish Councils of the NSPAs are contacted to ensure they have the opportunity to consider alternative management arrangements for the site or request the Committee consider the future of their NSPA. The sites will need to be considered by the Committee in order of priority based on the life-expectancy of the site or the opportunity to transfer it to a third party.
- 1.17 The transfer of NSPAs to a third party would need to be approved by the Heritage, Culture and Leisure Committee and would standardly be a 99 year lease, with the land being retained as a public play area or green open space. Any changes to the open space would need to be approved by Maidstone Borough Council as per the lease arrangements.
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## **2. AVAILABLE OPTIONS**

- 2.1 The Committee could agree that a second round of funding should be carried out based on the existing criteria and within the remaining budget. This would enable the eligible Parish Councils who did not apply for funding additional time to submit a bid for support. As the key objective for the Council was to ensure a network of strategically important play areas across the Borough, it is important that the Council encourages investment in the Parish owned or operated SIPAs.
- 2.2 The Committee could decide that the criteria for the Parish Grant Scheme should be amended and that a second round of funding is then carried out. The criteria previously required the applications to be for capital investment in SIPAs only, with an expectation of match funding and £10,000 limit. The reason for this was to ensure the funding could be equally shared across the eligible Parish Councils and would lever in additional investment in the SIPAs. However the Committee could decide to allow the fund to cover specified maintenance on the SIPA, withdraw the need for match funding or enable funding for multiple SIPAs within a Parish.
- 2.3 Alternatively the Committee could decide that the Parish Councils should not be given another opportunity for the funding and the budget underspend for this should be reinvested elsewhere in the Council, to be decided by Policy and Resources Committee.
- 

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

- 3.1 It is recommended that the Committee agree for a second round of funding to be carried out based on the existing criteria and within the remaining budget. This will maximise the benefit of the Council's investment and support the original objective to maintain a network of SIPAs across the

Borough offering the majority of local residents a good quality play area for all age ranges within walking distance of their home.

- 3.2 By changing the criteria, it is unlikely that this would have a significant impact on the amount or value of the applications received. However there is a risk that should all eligible Parishes apply due to the time extension, it would be more difficult to evaluate and determine how the funding should be allocated.
- 3.3 There is also a risk that the funding would have less direct benefit on the quality of the SIPA without match funding or capital investment in equipment.

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#### **4. RISK**

- 4.1 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 3.2 and 3.3. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.

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#### **5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK**

- 5.1 The Heritage, Culture and Leisure Committee considered the Play Area Policy in October 2017 and supported the launch of the SIPA Parish Grant Scheme. This report provides the Committee with an update on the Parish Grant Scheme.
- 5.2 The Committee also requested that prior to the decommissioning of any non-strategically important play areas, they are consulted and the usage and other funding opportunities considered. This report also provides an update on this process.

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#### **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 If the recommendations are approved, the Parks and Open Spaces Team will launch a second round of the SIPA Parish Grant Scheme within the next 2 weeks. All remaining eligible Parish Councils will be contacted and encouraged to submit an application for funding.

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#### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

Issue	Implications	Sign-off
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<b>Impact on Corporate Priorities</b>	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council's overall achievement of its aims as set out in section 3 [preferred alternative].	Head of Environment and Public Realm
<b>Risk Management</b>	Already covered in the risk section – if your risk section is more than just a paragraph in this box then you can state 'refer to paragraph ... of the report'	Head of Environment and Public Realm
<b>Financial</b>	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 (Client)
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Head of Environment and Public Realm
<b>Legal</b>	No specific comments other than, if the Council is to dispose of play areas to parishes, there is a process to go through for disposal of public open space. This committee has responsibility for declaring open space surplus. The intention to dispose must be advertised locally for two weeks and any representations taken into account before a final decision is made, Policy and Resources Committee also agreed a policy for such disposals on 25 June 2017 – link: <a href="https://meetings.maidstone.gov.uk/ieListDocuments.aspx?CIId=577&amp;MIId=2802">https://meetings.maidstone.gov.uk/ieListDocuments.aspx?CIId=577&amp;MIId=2802</a>	Principal Solicitor, Contentious and Corporate Governance
<b>Privacy and Data Protection</b>		
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment.  A full Equality Impact Assessment will be carried out prior to the decision to decommission any non-strategically important play areas	[Policy & Information Manager]
<b>Crime and Disorder</b>		
<b>Procurement</b>		

## 8. REPORT APPENDICES

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

- Appendix 1: List of Parish owned or operated Strategically Important Play Areas
  - Appendix 2: List of non-strategically important play areas
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## **9. BACKGROUND PAPERS**

None

## **APPENDIX 1**

### **STRATEGICALLY IMPORTANT PLAY AREAS (SIPAs)**

#### **LIST OF PARISH OWNED SITES**

<b>Strategically Important Play Area</b>	<b>Maintained by</b>	<b>Ward</b>
South Street	Barming	Barming
Teston Village Green	Teston	Barming
Boughton Monchelsea Village Hall	Boughton Monchelsea	Boughton Monchelsea & Chart Sutton
Chart Sutton Play Area	Chart Sutton	Boughton Monchelsea & Chart Sutton
Bredhurst Village Hall Play Area	Bredhurst	Boxley
Cornwallis Avenue	Linton	Coxheath & Hunton
Coxheath Village Hall Play Area	Coxheath	Coxheath & Hunton
East Farleigh Play Area	East Farleigh	Coxheath & Hunton
Hunton Play Area	Hunton	Coxheath & Hunton
West Farleigh Play Area	West Farleigh	Coxheath & Hunton
Stoneacre Play Area	Otham	Downswood & Otham
Glebe Field Play Area	Harrietsham	Harrietsham & Lenham
Ham Lane Play Area	Lenham	Harrietsham & Lenham
William Pit Youth Area	Lenham	Harrietsham & Lenham
Days Green Play Area	Headcorn	Headcorn
East Sutton Play Area	East Sutton	Headcorn
Kingswood Village Play Area	Kingswood	Headcorn / Leeds
Ulcombe Play Area	Ulcombe	Headcorn
Leeds Play Area	Leeds	Leeds
King George V Play Area	Loose	Loose
Collier Street Play Area	Collier Street	Marden & Yalding
Laddingford Play Area	Laddingford	Marden & Yalding
Marden Playing Fields	Marden	Marden & Yalding
School Villas, Nettlestead	Nettlestead	Marden & Yalding
The Kintons	Yalding	Marden & Yalding
Cardwell Play Area	Hollingbourne	North Downs
Stockbury Play Area	Stockbury	North Downs
Wormshill Play Area	Wormshill	North Downs
Surrenden Road Play Area	Staplehurst	Staplehurst
Langley Play Area	Langley	Sutton Valence & Langley
Sutton Valence Village Hall Play Area	Sutton Valence	Sutton Valence & Langley
The Harbour	Sutton Valence	Sutton Valence & Langley
Jubilee Playing Field	Staplehurst	Staplehurst

## **APPENDIX 2**

### **NON-STRATEGICALLY IMPORTANT PLAY AREAS (NSPAs)**

#### **LIST OF MBC OWNED SITES**

<b>Non-strategically Important Play Area (NSPAs)</b>	<b>Ward</b>
Woolley Road	Shepway South
Westmorland Road	Shepway South
Juniper Close	Allington
Franklin Drive*	Boxley
Reinden Grove, Downswood	Downswood
Riverhead Close	Allington
Somerset Road	Shepway North
Whitebeam Drive	Coxheath and Hunton
Keswick Drive	Allington
The Cockpit	Marden and Yalding
Perverel Drive	Detling and Thurnham
Crownfields	Detling and Thurnham
Fairhurst Drive	Coxheath and Hunton
Bedgebury Close	East
Roseholme	Fant
Fountain Park	South
James Street	East
Shaw Close	East
Freshlands Road	Heath
Shepherds Gate Drive	Boxley

*\* This has already been declared as surplus and is in the process of being transferred to Boxley Parish Council*

**Heritage, Culture and Leisure  
Committee**

**2 October 2018**

**Museum Transformation Plan: 6 month review**

<b>Final Decision-Maker</b>	Heritage, Culture and Leisure
<b>Lead Head of Service/Lead Director</b>	Dawn Hudd, Head of Regeneration and Economic Development
<b>Lead Officer and Report Author</b>	Victoria Barlow, Museums Director
<b>Classification</b>	Public
<b>Wards affected</b>	All

**Executive Summary**

This report provides an update on the Museums 20 year Plan which was adopted by this Committee on 4 July 2017.

**This report makes the following recommendations to this Committee:**

1. To note the review of progress towards the completion of the 2018/19 Action Plan of the Museum 20 Year Plan.

**Timetable**

	<b><i>Date</i></b>
Heritage, Culture and Leisure	02/10/2018

### 1. INTRODUCTION AND BACKGROUND

- 1.1 The museum's 20 Year Plan was adopted by Heritage, Culture and Leisure Committee at the July 2017 meeting. Following a decision by Members at the committee meeting on 6 March 2018 that the museum should remain a Maidstone Borough Council service, members requested a regular review of progress against the action plan objectives. This report will update members on the two main projects currently in progress. A detailed update on all actions can be found at Appendix 1.
- 1.2 The Action Plan for 2018/19 focusses on two main areas of delivery; the transformation of the museum and the development of a new café at the east end of the building.
- 1.3 The 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"**. (*Maidstone Museums 20 Year Plan*). The Access Audit carried out by GDA Architects in 2016 identified a number of barriers to physical access to all galleries which must be overcome and flexible space is necessary if we are to provide opportunities for events, activities and community group use. Prior to the opening of Ancient Lives in 2017, no large scale display improvements had been completed since 2003. Most of the galleries are much older than this and have become worn and out of date. Museum practice and visitor expectations has also moved on in this time with an emphasis on residents as participants in a shared community history, new methods of telling stories through technology including Virtual and Augmented Reality and increased public expectations of a family-friendly visit.
- 1.4 The consultation carried out so far, has revealed that, while there is a high value placed on the current museum experience (Trip Advisor reviews are 88% Very Good or Excellent), there are areas of improvement visitors would like to see. These include ease of access to all parts of the building for those with mobility issues or children in pushchairs, greater interactivity and play elements, more for teenagers and older children as well as a large number of requests for more dinosaurs! Our staff will be out and about at events across the borough in the next month, gathering the views of both visitors to the museum and people who have never visited. This latter group will be asked about barriers that may have prevented them visiting and what

we could do in future to attract them. Venues confirmed so far include Headcorn Aerodrome, Yalding Farmers' Market, Lock Meadow Market and Cycle Fest in Jubilee Square. In July we also held the first in a number of Memories Days events. Based around different industries and local firms, these events invite former workers to come along and meet others, often ex-colleagues, and have their memories of working life recorded for future use. Consultation for members and other stakeholders, such as the museum strategic board, will take place over the autumn and we will continue to inform and consult various interested groups, such as The Kent Association for the Blind, throughout the transformation period.

- 1.5 As part of the discussions around the need for Transformation planning, two things became very clear. The first was that our local history is very poorly served by the current displays; the second that we need to better explain how the international collections, including those from Japan and the Pacific region, came to be in Maidstone and their importance. This we will do by completely re-ordering the museum into two parts.
- 1.6 Downstairs, the displays will look at the history and development of Maidstone and the borough from pre-history to the present, our identity as Maidstonians by birth or adoption, and experiences of life in the borough. The areas to be covered in detail will be refined in tandem with our research and object selection but is likely to cover all or many of the following:
  - Pre-historic settlers along the Medway
  - Roman Maidstone
  - Anglo-Saxon burials and the wealth of high status objects locally
  - The development of the town around the river in the mediaeval period
  - Industrialisation and urbanisation in the borough in the 18<sup>th</sup> and 19<sup>th</sup> centuries
  - The history of Chillington Manor
  - The twentieth century, wars and changing populations
  - Working life and leisure
  - Society inc law and order, health and politics
  - Who are Maidstonians?
- 1.7 Whilst retaining a focus on the Queen's Own Royal West Kent Regiment, our military displays will be enhanced to include the presence of Royal Engineer and Gurkha Units in the borough.
- 1.8 In the upstairs spaces, collections from all inhabited continents will show how Maidstonians travelled, collected and brought specimens back to the borough. We will explore what the collections tell us

about the originating communities. Linking similar activities across cultures will allow us to show how the collections brought information about the lives of different communities to the early visitors to the museum before the days of widespread travel, TV or the internet. We will also be able to better highlight artefacts of international significance. Areas of display are likely to include:

- The Grand Tour
- The opening up of far distant countries and the British Empire
- Who were the collectors
- Souvenirs and contemporary collections
- The natural world and issues affecting our world eg biodiversity, climate change, modern farming and historical collecting of insects, butterflies, eggs etc.

1.9 Alongside these major changes to layout and storylines in the museum, new flexible spaces for events, activities and community use will need to be created if the museum is to fulfil the vision of becoming a Community Hub in the town centre. This could include facilities for film screenings, retractable seating for larger audience numbers than currently possible, storage for tables and other equipment ; an investment which will also allow for an increase in room hire fees.

1.10 The second major project underway is a study into the feasibility of relocating the café from its current home to a site covering the current Canoe Gallery and Godiva Courtyard. The intention is to create a modern facility providing a service to not only museum users but also park visitors and those arriving in the town via Maidstone East railway station. In turn, it will also open up the rear of the museum which currently provides a solid barrier to entry. Innes Associates, an architectural practice in South London has been appointed to prepare a study, laying out the concepts for design and use of space. Two main concepts have been identified and these will be brought before committee at the appropriate time. In the meantime, work to refine and cost these continues. The existing café is most likely to be converted into Temporary Exhibition space.

1.11 We are actively exploring opportunities to raise funding to help with and accelerate the delivery these projects and are working with Maidstone Museums Foundation to establish a fundraising strategy with them by the end of the year. We have also submitted an expression of interest to the newly launched Cultural Development Fund and will hear in September if we are being invited to proceed to full application.

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

2.1 That members note the progress made against the plan.

### 3. RISK

Risks related to this matter were detailed in the report to committee in July 2017. Since that report the risks identified have not significantly changed.

### 4. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities. However, they will support the Council's overall achievement of its aims as set out in section 3	Head of Regeneration and Economic Development.
<b>Risk Management</b>	This report is presented for information only and no risk management implications	Head of Regeneration and Economic Development.
<b>Financial</b>	The capital programme agreed by Council on 7 March 2018 includes £435,000 for the Museum Development Plan. It is envisaged that this will be used to fund the initiatives described in this report, with the opportunity taken wherever possible to identify match funding in order to achieve a greater impact from our investment.	[Section 151 Officer & Finance Team]
<b>Staffing</b>	We will deliver the recommendations with our current staffing.	Head of Regeneration and Economic Development.
<b>Legal</b>	Under Section 3 of the Local	Team Leader

	Government Act 1999 (as amended) the Council as 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. The Maidstone Museum 20 year Plan, the Action Plan for 2018/19 and this report assist in demonstrating best value and compliance with the statutory duty.	(Corporate Governance), MKLS
<b>Privacy and Data Protection</b>	There are no Privacy or Data Protection implications in noting the contents of the report	Team Leader (Corporate Governance), MKLS
<b>Equalities</b>	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	Equalities and Corporate Policy Officer
<b>Crime and Disorder</b>	There are no Crime and Disorder implications in noting the contents of the report	Head of Regeneration and Economic Development.
<b>Procurement</b>	There are no Procurement implications in noting the contents of the report.	[Head of Service & Section 151 Officer]

## 5. REPORT APPENDICES

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

- Appendix 1: Detailed update of actions

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## 6. BACKGROUND PAPERS

Maidstone Museum 20 Year Plan

### **Maidstone Museums 20 Year Plan – Draft Project/Action Plan**

The Maidstone Museum 20 year Plan was considered at the meeting of the Borough Council's Heritage, Culture and Leisure Committee in July 2017 which resolved that the Plan be adopted, and that the Museum's Strategic Board be given approval to develop a detailed Action Plan in pursuit of fulfilling the Plan.

The Plan contains proposals for the next steps over the short medium and long term with the intention of developing these into a detailed action plan. However, since then the acute financial position of the Museum within the financial operating constraints of the Borough Council as a whole suggests that the immediate priority is to establish a stable financial basis for the continuing operation of the Museum.

For that reason, the action plan needs to concentrate on those realistic and relatively small steps required now to carry forward improvements to the Museum in order to improve its operation, attractiveness and visitor appeal. Accordingly, rather than develop an action plan for the short, medium and long terms, at this stage the priority is on those immediate actions proposed for 2018/2019. These will be reviewed towards the end of the financial year for their progress, leading to drafting of actions for 2019/2020 and beyond.

## Actions proposed for 2018/2019

Objective	Action	Timescale	Target	Progress
Ensure the 20 year Plan and MBC's adoption of it is formally communicated to a wide range of interest groups.	Send 20 Year Plan to: <ul style="list-style-type: none"> <li>• ACE</li> <li>• Mendoza Review task group</li> <li>• Culture Kent Board</li> <li>• HLF</li> <li>• KCC</li> <li>• MMF</li> <li>• QORWKR</li> <li>• Bentlif Trust</li> <li>• Brenchley Trust</li> </ul>	30/4/18	Copy of 20 Year Plan sent to senior officials at each organisation	Completed
Ensure the profile of the 20 year Plan is recognised in partners' activities, for example KCC's cultural strategy.	Arrange a meeting with Headley from ACE.  Encourage KCC to attend Museums Strategic Board at a more senior level.	31/5/18	Meeting with Headley Swain agreed  New representative appointed and attending	Meeting with Hedley Swain took place 21 <sup>st</sup> September
Establish links with the team within the DCMS preparing the action plan following the Mendoza review published in November 2017, identifying the 20 year Plan as an exemplar.	Contact the Mendoza review team and ask for a meeting.	30/4/18	Named contact identified  Meeting arranged	Mendoza review team no longer constituted and we have been referred back to sector bodies working on the action plan.
Commission MMF to substantially increase the relationship with business interests.	Exhibition schedule sent to MMF MMF to identify and arrange meeting with promising bodies. MMF representative to meet and agree approach with Museum Public Programming Manager	30/9/18	New sponsors identified for exhibitions, events or learning activities	Meeting was held to discuss this action on XX September 2018. The schedule was shared and potential sponsors identified. They are currently working with the Public Programming Manager to produce sponsorship packages which will be promoted by MMF.

Finalise the Governance Review and formally confirm a decision to retain the status quo with the Museum as a BC function.	Summary report to CLT 30 Jan 17 and HCLC 6 Mar 17 recommending retain status quo.	6 Mar 17		It was agreed at Heritage Culture and Leisure committee that the status quo be maintained at the current time but that the situation should be reviewed regularly.
Formally inform the QORWK, Brenchley and Bentlif Trusts of the decision as the basis for negotiating SLAs.	Set up joint meeting with these trusts	30/4/18		As it has not been possible to arrange a joint meeting of these Trusts, it was agreed that initial conversations would start with each individually QORWKR Museum Trust has been informed of progress and negotiations have taken place with National Army Museum who are keen to support the retention of Queen's Own collections in Maidstone. 5 separate dates have been offered to the Bentlif Trust. So far no offer has been suitable for a quorum of members. The Chair of the Trust has been informed by post and further discussions will take place when members are available. The Trust have previously indicated that they are unwilling to discuss any changes to the Trust's status without the attendance of the full committee. The Brenchley Trust will be advised at their next meeting.
Commence negotiations with the Bentlif Wing Trust about simplifying access arrangements to	Arrange meeting with the Bentlif Trust.	30/9/18	Paul Hudson and Fran Wilson to attend meeting with chair of Bentlif Trust	See above

the eastern wing of the Museum.				
Agree and implement measures to improve the interest and importance of the Chillington Manor building itself from Fremlins Walk, and the visibility of the Museum entrance on St Faith's St,	Pre app meeting with Planning to understand what can be achieved within the historical building context.	30/9/18	Pre-app advice received PR campaign in progress Building history events completed	Pre-app advice was received recommending that a flag pole inside the courtyard be used. There are currently two flag poles in use in this area. Hanging banners the length of the building were rejected as unsuitable because they would cross the string course (horizontal band of pale stone in the red brick) and compromise the view of the building. Part One of a drama based on the history of the museum building was performed in May this year and the second part will be performed in November. Proposals for revamped displays include a section on the history of the house and museum.
Review existing galleries and displays and determine the priority order for improvements and interpretation,	Programme of consultative events with: Staff and volunteers Users and non-users Stakeholders	31/12/18	Consultation programme to be brought to Strategic Board  Events scheduled Events carried out Results collated	Consultation is underway and will continue throughout the project but results are already feeding into planning for new galleries. Stakeholder and member consultation is planned for September/October this year.
Commission study from consultants to explore moving the cafe to the ground floor of the eastern wing of the Museum, with the potential to fully use the	Pre app meeting with Planning to understand what can be achieved within the historical building context.  Write a consultants brief to go out to market for a feasibility study.	31/7/18	Consultants brief completed by Mike Evans Brief issued Bids received Report delivered	Consultants Innes have been appointed to carry out the report. Concepts are being developed and a further report will be brought to committee at the appropriate time.

courtyard and open up access to Brenchley Gardens.				
Examine options for using the space made available following possible relocation of the cafe, to include for temporary exhibitions, moving the most significant elements of the Carriage Museum and relocation/expansion of other existing gallery displays.	Pre app meeting with Planning to understand what can be achieved within the historical building context.  Write a consultants brief to go out to market for a feasibility study.		Significance report on all carriages Consultants brief completed Brief issued Bids received Report delivered	Work on the Carriage Museum will follow the project to refurbishment of the ST Faith's Street site as the museum has neither financial nor staff resources to carry out both pieces of work at the same time.
Commission MMF to develop an outreach plan to maximise the contribution volunteers can make to museum operations and engaging with the community to fully understand needs and aspirations by, among other areas of involvement, cultivating more volunteers	Write a brief and action plan with timescales of what we would like MMF to do.	31/7/18	Brief and action plan completed	As yet uncompleted.