

# ECONOMIC REGENERATION AND LEISURE COMMITTEE MEETING

Date: Tuesday 4 June 2019  
Time: 6.30 pm  
Venue: Town Hall, High Street, Maidstone

Membership:

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

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

---

<u>AGENDA</u>	<u>Page No.</u>
1. Apologies for Absence	
2. Notification of Substitute Members	
3. Urgent Items	
4. Notification of Visiting Members	
5. Disclosures by Members and Officers	
6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information.	
8. Minutes of the Meeting Held on 21 May 2019	1
9. Presentation of Petitions	
10. Question and Answer Session for Members of the Public	
11. Committee Work Programme	2
12. Reports of Outside Bodies	
13. Reference from Policy and Resources Committee - Economic Development Strategy	3 - 4
14. Key Performance Indicators 2018/19 - Q4 Update	5 - 11
15. Fourth Quarter Budget Monitoring 2018/19	12 - 25

---

**Issued on Friday 24 May 2019**

**Continued Over/:**

*Alison Broom*

**Alison Broom, Chief Executive**

## **PUBLIC SPEAKING AND ALTERNATIVE FORMATS**

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

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting (i.e. Friday 31 May 2019). If asking a question, you will need to provide the full text in writing. If making a statement, you will need to tell us which agenda item you wish to speak on. Please note that slots will be allocated on a first come, first served basis.

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: 29 May 2019

## **MAIDSTONE BOROUGH COUNCIL**

### **ECONOMIC REGENERATION AND LEISURE COMMITTEE**

#### **MINUTES OF THE MEETING HELD ON TUESDAY 21 MAY 2019**

**Present:** Councillors Cox, Cuming, Fort, Mrs Gooch, Harper, B Hinder, Lewins, Perry and Webb

1. **APOLOGIES FOR ABSENCE**

Apologies were received from Councillor Mrs Blackmore.

2. **NOTIFICATION OF SUBSTITUTE MEMBERS**

Councillor Perry was present as a Substitute for Councillor Mrs Blackmore.

3. **ELECTION OF CHAIRMAN**

**RESOLVED:** That Councillor Harper be elected as Chairman of the Committee for the Municipal Year 2019/20.

4. **APPOINTMENT OF VICE-CHAIRMAN**

**RESOLVED:** That Councillor Mrs Blackmore be appointed as Vice Chairman of the Committee for the Municipal Year 2019/20.

5. **DURATION OF MEETING**

6.55 p.m. to 6.57 p.m.

## 2019/20 WORK PROGRAMME

	Committee	Month	Lead	Report Author
Museums - Agreeing the 'Story of Maidstone'	ERL	Jul-19	John Foster	Victoria Barlow
Outside Bodies 2019/20	ERL	Jul-19	Ryan O'Connell	Caroline Matthews/ Mike Nash
Economic Development Strategy Review (incl reference from Council -27/02/19)	ERL	2020/21	John Foster	

## **MAIDSTONE BOROUGH COUNCIL**

### **ECONOMIC REGENERATION AND LEISURE COMMITTEE**

**4 JUNE 2019**

### **REFERENCE FROM POLICY AND RESOURCES COMMITTEE**

#### **MOTION – ECONOMIC DEVELOPMENT STRATEGY**

At the meeting of the Council held on 27 February 2019, the following motion was moved by Councillor Harper, seconded by Councillor McKay:

*This Council notes the considerable progress made in economic development over the last 5 years including:*

- *Maidstone East*
- *Brunswick Street*
- *Union Street*
- *The Business Terrace*
- *Kent Medical Campus Innovation Centre*

*Looking forward to the update of the Economic Development Strategy in the future, the Council should promote a positive role in Economic Development which can be achieved through encouraging and directly investing in:*

- *The arts*
- *Parks and open spaces improvements*
- *The destination management plan*
- *The visitor and leisure economy*
- *Promoting low or carbon neutral growth*
- *and also building on our current rich assets*

*We additionally need to safeguard all current employment land especially when the impact of permitted development rights is considered.*

*This Council therefore resolves to ensure that the Economic Development Strategy, when next reviewed and updated, takes into account the above areas.*

During the discussion, with the agreement of the mover and the seconder, paragraph 3 of the motion was amended as follows:

We additionally need to safeguard all current employment land especially when the impact of permitted development rights is considered.

A number of other amendments to the motion were suggested as follows:

- Amend paragraph 2 of the motion to read:  
Looking forward to the update of the Economic Development Strategy in the future, the Council should promote a positive role in Economic Development which can be achieved through encouraging and ~~directly investing~~ enabling direct investment in:
- Amend paragraph 4 of the motion to read:  
This Council therefore resolves to ensure that the Economic Development Strategy, when next reviewed and updated, ~~takes into account~~ considers the above areas.
- Amend the list included in paragraph 2 of the motion to include reference to office space.

In accordance with Council Procedure Rule 17.5, the motion, as amended, and the other suggested amendments were referred to the Policy and Resources Committee for consideration.

Subsequently, at its meeting on 27 March 2019, the Policy and Resources Committee resolved:

That the consideration of the reference from Council – Motion – Economic Development Strategy, be moved to the second meeting of the relevant committee after the annual meeting.

**RECOMMENDED:** That the Committee consider the motion, as amended, relating to the Economic Development Strategy and the other amendments suggested by Members at the Council meeting.

## ECONOMIC REGENERATION & LEISURE COMMITTEE

**04 June 2019**

### Key Performance Indicators Quarter 4 Update – 2018/19

<b>Final Decision-Maker</b>	Policy & Resources Committee
<b>Lead Head of Service</b>	Angela Woodhouse, Head of Policy, Communications, and Governance
<b>Lead Officer and Report Author</b>	Anna Collier, Policy & Information Manager and Clare Harvey Data Intelligence Officer
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### **Executive Summary**

Economic Regeneration & Leisure Committee is asked to review the progress of Key Performance Indicators that relate to the delivery of the Strategic Plan 2015-2020. The Committee is also asked to consider the comments and actions against performance to ensure they are robust.

#### **This report makes the following recommendations to Wider Leadership Team:**

1. That the summary of performance for Quarter 4 of 2018/19 for Key Performance Indicators (KPIs) be noted.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Corporate Leadership Team	21/05/2019
Economic Regeneration & Leisure Committee	04/06/2019
Strategic, Planning & Infrastructure Committee	11/06/2019
Policy & Resources Committee	26/06/2019
Communities, Housing and the Environment	18/06/2019

# Key Performance Indicators Quarter 4 Update – 2018/19

## 1. INTRODUCTION AND BACKGROUND

- 1.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
- 1.2 Performance indicators are judged in two ways. Firstly, on whether performance has improved, sustained or declined, compared to the same period in the previous year. This is known as direction. Where there is no previous data, no assessment of direction can be made.
- 1.3 The second way is to look at whether an indicator has achieved the target set and is known as PI status. If an indicator has achieved or exceeded the annual target, they are rated green. If the target has been missed but is within 10% of the target it will be rated amber, and if the target has been missed by more than 10% it will be rated red.
- 1.4 Some indicators will show an asterisk (\*) after the figure. These are provisional values that are awaiting confirmation. Data for some of the indicators were not available at the time of reporting. In these cases, a date has been provided for when the information is expected.
- 1.5 Contextual indicators are not targeted but are given a direction. Indicators that are not due for reporting or where there is delay in data collection are not rated against targets or given a direction.

---

## 2. Quarter 4 Performance Summary

- 2.1 There are 18 key performance indicators (KPIs) which were developed with Heads of Service and unit managers and agreed by the four Service Committees for 2018/19. 6 are reported to the Committee for this quarter.
- 2.2 Overall, 83% (5) of targeted KPIs reported this quarter achieved their target. Compared to quarter 3, 67% (4) of out-turns have improved compared to the same quarter last year 50% (3) of out-turns have improved.

2.3

<b>RAG Rating</b>	<b>Green</b>	<b>Red</b>	<b>Total</b>
KPIs	5	1	6
<b>Direction</b>	<b>Up</b>	<b>Down</b>	<b>Total</b>
Last Year	3	3	6
Last Quarter	4	2	6



### **3. Performance by priority**

#### **Priority 1: Keeping Maidstone borough an attractive place for all, & Priority 2: Securing a successful economy for Maidstone Borough**

- 3.1 Footfall on the High Street had a value of 2,556,547 against a target of 3,000,000. Quarter 4 footfall continues to follow the trend of previous years. There has been a drop of 249,465 from the same quarter last year however the team are uncertain if the data collector was impacted by construction on the High Street.
- 3.2 The percentage of tickets sold at the Hazlitt has achieved the quarterly target with 66% of all available tickets sold. This is a reduction on last quarter as it is accepted that quarter 3 is the best performing across the year due to seasonal shows and during 2018/19 the team have been continuing to focus on introducing acts that cater to a wide range to customers.
- 3.3 There has been strong performance from the Museum and Visitor Information Centre (ViC) in quarter 4 with all targets being achieved. Both footfall at the Museum and ViC have improved out-turns compared to quarter 3 and when compared to quarter 4 last year. This is positive as the team had expected in person visits to ViC to decline as the proportion of the population with digital literacy increases. For general footfall at the museum and ViC, this year a new recording mechanism was trialled that proved to increase the accuracy of the data collected for this indicator this coupled with a busy half-term have resulted in the highest quarter 4 out-turn for this PI in three years.
- 3.4 The number of users at the Leisure centre also performed strongly in quarter 4 with the greatest out-turn for this PI in three years with 205,282 users. It is generally accepted that quarter 4 performs strongly with the new year an incentive for many to make a lifestyle change. This quarters out-turn is an increase on 2.2% compared to quarter 4 last year.

### **4. RISK**

- 4.1 This report is presented for information only, committees, managers and heads of service can use performance data to identify service performance and this data can contribute to risk management.
- 

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

- 5.1 The Key Performance Indicator Update is reported quarterly to the Service Committees: Communities Housing and Environment Committee, Strategic Planning, Sustainability and Transportation Committee, and Heritage Culture and Leisure Committee. Each Committee will receive a report on the relevant priority action areas. The report is also presented to Policy & Resources Committee, reporting only on the priority areas of: A Clean and Safe Environment, Regenerating the Town Centre, and a Home for Everyone.
-

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

- 6.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as frequency of reporting. This is not recommended as it could lead to action not being taken against performance during the year, and the Council failing to deliver its priorities.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	The key performance indicators and strategic actions were part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Policy & Information Manager
<b>Risk Management</b>	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Policy & Information Manager
<b>Financial</b>	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed changes are also identified and taken into account in the Council's Medium Term Financial Plan and associated annual budget setting process. Performance issues are highlighted as part of the budget monitoring reporting process.	Director of Finance and Business Improvement
<b>Staffing</b>	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place	Policy & Information Manager
<b>Legal</b>	There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the	Team Leader (Corporate Governance), MKLS

	economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.	
<b>Privacy and Data Protection</b>	The data will be held and processed in accordance with the data protection principles contained in the Data Protection Act 2018 and in line with the Data Quality Policy, which sets out the requirement for ensuring data quality. There is a program for undertaking data quality audits of performance indicators.	Team Leader (Corporate Governance), MKLS
<b>Equalities</b>	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to identify the impact on individuals with a protected characteristic and where required, put in place mitigations	Equalities & Corporate Policy Officer
<b>Crime and Disorder</b>	None Identified	Policy & Information Manager
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Director of Finance and Business Improvement

## 8. REPORT APPENDICES

- Appendix 1: Key Performance Indicator Update Quarter 4 – 2018/19





## 9. BACKGROUND PAPERS




None

## Performance Summary

This is the quarter 4 performance update on indicators set against Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against Key Performance Indicators that directly contribute to the achievement of those priorities. Performance indicators are judged in two ways; firstly, whether an indicator has achieved the target set, known as PI status. Secondly, we assess whether performance has improved, been sustained or declined, compared to the same period in the previous year, known as direction.

### Key to performance ratings




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
















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

RAG Rating	Green	Red	Total
KPIs	5	1	6
Direction	Up	Down	Total
Last Year	3	3	6
Last Quarter	4	2	6

**Priority 2: Securing a successful economy for Maidstone Borough**

**Regenerating the Town Centre**

Performance Indicator	Q4 2018/19				
	Value	Target	Status	Last Year	Last Quarter
Footfall on the High Street	2,556,547	3,000,000			

Performance Indicator	Q4 2018/19				
	Value	Target	Status	Last Year	Last Quarter
Percentage of all available tickets sold at the Hazlitt	65.88%	50%			
Number of students benefiting from the museums educational service	2,433	2,074			
Footfall at the museum and Visitors Information Centre	17,351	16,250			
Contacts to the Visitor Information Centre	883	782			
Number of users at the leisure centre	205,282	186,079			

# Agenda Item 15

## Economic Regeneration & Leisure Committee

4 June 2019

### 4<sup>th</sup> Quarter Budget Monitoring 2018/19

<b>Final Decision-Maker</b>	Economic Regeneration & Leisure Committee
<b>Lead Head of Service/Lead Director</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Chris Hartgrove, Interim Head of Finance
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

This report sets out the financial position for the Heritage, Culture and Leisure (HCL) Committee at the end of Quarter 4 2018/19 against the revenue and capital budgets. The HCL Committee has been formally decommissioned and as this committee is now responsible for most of the services it is appropriate for it to review the position.

For the HCL Committee, there is an underspend against the revenue budget of £22,000, after deducting resources to be carried forward.

Capital expenditure totalling £3.203m has been incurred during 2018/19 for the projects which sat within the HCL Committee's remit. This represents slippage of £0.611m.

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

1. That the Committee notes the financial performance of the services that were previously within the remit of the HCL Committee for 2018/19.
2. That the Committee notes the slippage within the capital programme in 2018/19.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Economic Regeneration & Leisure Committee	4 June 2019

## 4<sup>th</sup> Quarter Budget Monitoring 2018/19

### 1. INTRODUCTION AND BACKGROUND

- 1.1 The Medium Term Financial Strategy for 2018/19 onwards was agreed by full Council on 7 March 2018. This report advises and updates the Committee on how each service has performed in regards to revenue and capital expenditure against the approved budgets within its remit.
  - 1.2 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
  - 1.3 Attached at **Appendix 1** is a report detailing the position for the revenue and capital budgets at the end of the 2018/19 financial year.
- 

### 2. AVAILABLE OPTIONS

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

### 3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 In considering the current position on the revenue budget and the capital programme at the end of 2018/19 the committee can choose to note this information or it could choose to take further action.
  - 3.2 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.
- 

### 4. RISK

- 4.1 This report is presented for information only and has no risk management implications.
  - 4.2 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2018/19. This budget is set against a backdrop of limited resources and a difficult economic climate. Regular and comprehensive monitoring of the type included in this report ensures early warning of significant issues that may place the Council at financial risk. This gives this committee the best opportunity to take actions to mitigate such risks.
-

## 5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 No consultation has been undertaken in relation to this report.

---

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

6.1 The fourth quarter budget monitoring reports are being considered by the relevant Service Committees in June, including a full report to Policy & Resources Committee on 26 June 2019.

6.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.

---

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
<b>Risk Management</b>	This has been addressed in section 4 of the report.	Director of Finance & Business Improvement
<b>Financial</b>	Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.	Director of Finance & Business Improvement
<b>Staffing</b>	The budget for staffing represents a significant proportion of the direct spend of the council and is carefully	Director of Finance & Business Improvement



	monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	
<b>Legal</b>	The Council has a statutory obligation to maintain a balanced budget and this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.	Principal Solicitor Corporate Governance
<b>Privacy and Data Protection</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Equalities</b>	There are no equalities implications as a result of this update report.	Equalities and Corporate Policy Officer
<b>Crime and Disorder</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Procurement</b>	No specific issues arise.	Director of Finance & Business Improvement

## **8. REPORT APPENDICES**

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

- Appendix 1: Fourth Quarter 2018/19 Revenue and Capital Monitoring – Heritage, Culture & Leisure

---

## **9. BACKGROUND PAPERS**

None

# Fourth Quarter Budget Monitoring 2018/19

Economic Regeneration & Leisure Committee  
4 June 2019  
Lead Officer: Mark Green  
Report Author: Chris Hartgrove / Paul Holland

## Contents

Executive Summary.....	2
Revenue Spending.....	3
Significant Variances.....	7
Capital Spending.....	9



## Executive Summary

This report is intended to provide Members with an overview of performance against revenue and capital budgets and outturn for the 2018/19 financial year for the services that fell within the remit of the Heritage, Culture and Leisure (HCL) Committee.

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

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

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

Headline messages for this year are as follows:

- For this Committee, there is an underspend against the revenue budget of £22,000.
- Capital expenditure totalling £3.203m has been incurred during 2018/19 for the projects which sat within the remit of the HCL Committee. This represents slippage of £0.611m.

# Revenue Budget 2018/19

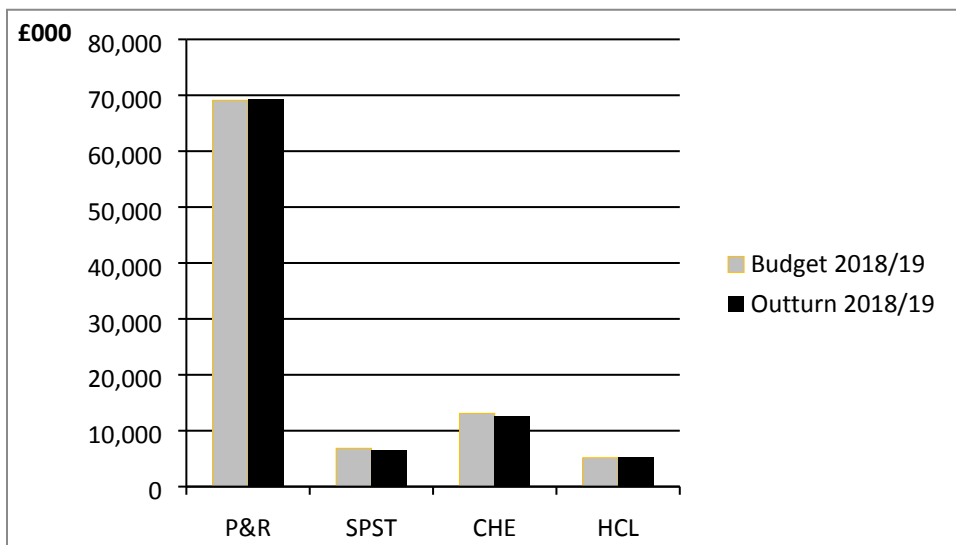


## Revenue Spending

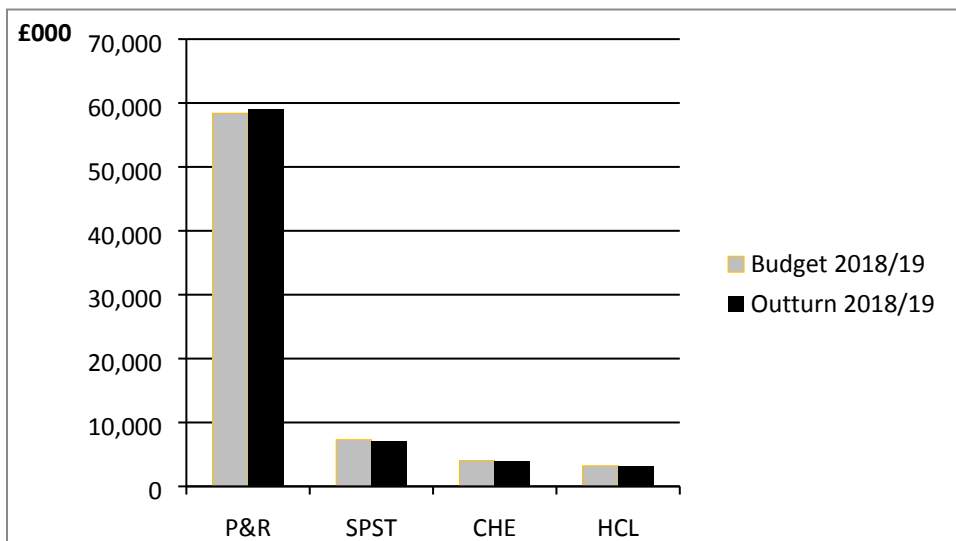
At the end of the year, there is an overall positive variance of £22,000 against the revenue budget for the HCL Committee.

The budgets for each service committee now include a figure for assumed salary slippage to reflect the forecast level of vacant posts across the year. This was previously shown as a figure for the whole Council as part of the budget monitoring report for this Committee.

As illustrated by the chart below all committees stayed within their expenditure budgets with the exception of Policy & Resources Committee, although this is offset by income in excess of the budget figure. The remaining committees have all underachieved on their income budgets.



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



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

The table on the following page details the budget and expenditure position for the HCL Committee's services at the end of 2018/19. These figures represent the net budget for each cost centre. The actual position includes expenditure for goods and services which we have received but not yet paid for.

The columns of the table show the following detail:

- a) The cost centre description;
- b) The value of the total budget for the year;
- c) The actual spend to that date;
- d) The variance between expected and actual spend;

The table shows that £2.016m was spent against a net annual expenditure budget of £2.038m, representing an underspend of £22,000.

## Revenue Budget Summary Q4 2018/19

Cost Centre (a)	Budget for Year (b)	Outturn (c)	Variance (d)
	£000	£000	£000
Cultural Development Arts	13	10	3
Museum	326	284	41
Carriage Museum	29	29	-1
Museum-Grant Funded Activities	61	59	2
Museum Cafe	0	4	-4
Hazlitt Arts Centre	268	268	-0
Festivals and Events	-21	-14	-7
Lettable Halls	-3	-7	4
Community Halls	83	59	24
Leisure Centre	-222	-235	13
Mote Park Adventure Zone	-57	0	-57
Cobtree Golf Course	-53	-48	-6
Parks & Open Spaces	1,017	1,074	-57
Playground Maintenance & Improvements	128	85	43
Parks Pavilions	24	20	4
Mote Park	232	283	-51
Mote Park Cafe	-43	-25	-18
Allotments	13	11	2
Tourism	31	29	3
Museum Shop	-19	-4	-14
Leisure Services Other Activities	34	22	13
Cemetery	61	51	10
National Assistance Act	-0	-0	-0
Crematorium	-754	-855	101
Maintenance of Closed Churchyards	6	2	3
Community Environmental Engagement	9	9	0
Market	-132	-93	-39
Leisure Services Section	55	37	18
Cultural Services Section	579	537	43
Visitor Economy Section	128	121	7
Bereavement Services Section	208	218	-9
Market Section	87	85	2
Salary Slippage	-50	0	-50
	<b>2,038</b>	<b>2,016</b>	<b>22</b>

Table 1 Revenue Budget Position 2018/19 – Heritage, Culture & Leisure Committee



## Significant Variances

Within these headline figures, there are a number of adverse and favourable variances for individual service areas. This report draws attention to the most significant variances, i.e. those exceeding £30,000, and the table below provides further detail regarding these variances.

	Positive Variance Q4	Adverse Variance Q4	Year End Variance
<b>Heritage, Culture &amp; Leisure Committee</b>	<b>£000</b>		
<b>Museum</b> – This variance has arisen from an underspend on running costs, with the most significant element being repair and maintenance costs. These costs fluctuate between years and it is expected that they will even out over time.	41		
<b>Mote Park Adventure Zone</b> – The facility did not open during 2018/19 as planned, however it has now opened.		-57	
<b>Parks &amp; Open Spaces</b> – A budget saving was planned in this area which is being achieved through increased income from the Grounds Maintenance service. This income is accounted for within the remit of the Communities, Housing & Environment Committee but the saving is accounted for here and therefore appears as an overspend.		-57	
<b>Playground Maintenance &amp; Improvements</b> – Funding had been set aside for spare/replacement equipment. However resources were available in the capital budget for this expenditure.	43		
<b>Mote Park</b> – This variance covers several areas, the most significant of which were insurance claim excesses, additional sewage costs following the leak in the park and a shortfall in income from fairs and circuses.		-51	
<b>Crematorium</b> – There was significant additional income achieved, particularly from memorial subscriptions and renewals and cremation fees.	101		
<b>Market</b> – This variance is a combination of additional running costs from increased trade refuse collection charges and additional service charge costs, and a shortfall in income from the markets.		-39	
<b>Cultural Services Section</b> - This variance is mainly due to staff vacancies. Underspends of this nature were anticipated when setting the budget and are reflected in the line 'salary slippage' (see below)	43		
<b>Salary Slippage</b> - Assumed saving from normal level of turnover in staff. The actual savings are reflected in individual cost centres.		-50	

**Table 2 Significant Variances – Heritage, Culture & Leisure Committee**

# Capital Budget 2018/19



## Capital Spending

The five year capital programme for 2018/19 onwards was approved by Council on 7 March 2018. Funding for the programme remains consistent with previous decisions of Council in that the majority of capital resources come from New Homes Bonus along with a small grants budget.

The outturn position for 2018/19 is set out in the table below. For the year expenditure totaling £3.203m has been incurred against a budget of £3.814m, which represents slippage of £0.611m.

### Capital Budget Summary 2018/19

Capital Programme Heading	Revised Estimate 2018/19 £000	Outturn 2018/19 £000	Budget Remaining £000	Budget Not Required £000
Continued Improvements to Play Areas	574	152	422	
Commercial Projects - Crematorium Projects	416	536	-120	
Commercial Projects - Mote Park Adventure Zone	1,957	2,233	-276	
Mote Park Improvements	391	17	374	
Mote Park Visitor Centre	150	118	32	
Mote Park Lake - Dam Works	200	133	67	
Other Parks Improvements	100		100	
Museum Development Plan	25	14	11	
<b>Total</b>	<b>3,814</b>	<b>3,203</b>	<b>611</b>	

**Table 3 Capital Expenditure 2018/19**

- The overspend at the Crematorium has arisen due to greater than forecast costs for the new car park element of the project. The background to this and the future funding of the project was the subject of a report to the HCL Committee on 2 April 2019.
- Members will be aware from previous reports to the HCL Committee that substantial additional costs were incurred as a result of the sewage leak that occurred in the park. These costs are included above but it is hoped that some or all of them may be recovered via a claim that the Council has made against Southern Water.