

# AGENDA

## HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING



Date: Tuesday 7 March 2017  
Time: 7.15 pm  
Venue: Town Hall, High Street,  
Maidstone

Membership:

Councillors Ells (Vice-Chairman), Fort, Mrs Hinder,  
Lewins, Naghi, Pickett (Chairman),  
Revell, Mrs Stockell and Mrs Wilson

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Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers

**Continued Over/:**

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**Issued on Monday 27 February 2017**

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Caroline Matthews on 01622 602743**. To find out more about the work of the Committee, please visit [www.maidstone.gov.uk](http://www.maidstone.gov.uk)

**Alison Broom, Chief Executive, Maidstone Borough Council,  
Maidstone House, King Street, Maidstone Kent ME15 6JQ**

6. Disclosures of Lobbying
7. Minutes of the meeting held on 31 January 2017 1 - 7
8. Presentation of Petitions (if any)
9. Questions and answer session for members of the public
10. To consider whether any items should be taken in private because of the possible disclosure of exempt information
11. Committee Work Programme 8
12. Report of the Director of Finance and Business Improvement - Third Quarter Budget Monitoring 2016/17 9 - 15
13. Maidstone Area Arts Partnership Update

### **PUBLIC SPEAKING**

In order to book a slot to speak at this meeting of the Heritage, Culture & Leisure Committee, please contact Caroline Matthews on 01622 602743 or by email on [carolinematthews@maidstone.gov.uk](mailto:carolinematthews@maidstone.gov.uk) by 5 pm one clear working day before the meeting. 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.

## **MAIDSTONE BOROUGH COUNCIL**

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

#### **MINUTES OF THE MEETING HELD ON TUESDAY 31 JANUARY 2017**

**Present:** Councillor Pickett (Chairman), and  
Councillors M Burton, Daley, Ells, Fort, Lewins, Naghi,  
Revell and Mrs Stockell

**Also Present:** Councillor Perry

98. **APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Councillors Hinder and Wilson.

99. **NOTIFICATION OF SUBSTITUTE MEMBERS**

The following Substitute Members were noted:

Councillor M Burton for Councillor Hinder  
Councillor Daley for Councillor Wilson

100. **URGENT ITEMS**

The Chairman, in his opinion, accepted an urgent update to item 13: River Festival, as the material had not been circulated to members when originally requested by the Member for East Ward.

101. **NOTIFICATION OF VISITING MEMBERS**

It was noted that Councillor Perry was in attendance as a Visiting Member and wished to speak on item 13: River Festival.

102. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

Councillor Revell requested further clarification on other significant interests and disclosable pecuniary interests. The Legal Officer proposed to discuss this with Councillor Revell outside of the meeting.

103. **DISCLOSURES OF LOBBYING**

There were no disclosures of lobbying.

104. MINUTES OF THE MEETING HELD ON 29 NOVEMBER 2016

**RESOLVED:** That the minutes of the meeting held on 29 November 2016 be approved as a correct record and signed.

105. PRESENTATION OF PETITIONS

The Chairman advised the Committee that an expected petition had been removed from the agenda for consideration at a future meeting.

106. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

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

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

108. COMMITTEE WORK PROGRAMME

The Chairman provided an update on the work programme and advised that the Maidstone Museums Capital Programme and 20 Year Plan report would be presented to the 7 March 2017 meeting of the Committee.

109. CHANGE TO THE ORDER OF BUSINESS

The Chairman proposed that item 16: Medium Term Financial Strategy – Fees and Charges be taken in advance of the other items as two Officers were in attendance to speak to this item alone.

**RESOLVED:** That the change to the order of business be noted.

110. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT - MEDIUM TERM FINANCIAL STRATEGY: FEES AND CHARGES

The Director of Finance and Business Improvement provided an overview of the proposed fees and charges for service areas within the remit of the Committee. The Director assured the Committee that, although some increases were above inflation, they had been calculated to take account of costs and the market rate.

During discussion the following points were raised:

- An increase in the charge for school visits to the Museum was proposed. This was based on the results of a bench marking exercise with similar organisations.
- It was proposed that the charge for use of the Museum's glass room should be decreased in order to encourage short term use by smaller groups.

Members requested clarification on mooring fees and the hire of Jubilee Square from the Director of Finance and Business Improvement, who confirmed that this would be circulated to Members after the Committee meeting.

**RESOLVED:** That the proposed Medium Term Financial Strategy fees and charges for Heritage, Culture and Leisure Committee for 2017/18, as set out in detail at Appendix A to the report of the Director of Finance and Business Improvement, be approved.

For – 9      Against – 0      Abstain – 0

111. REFERENCE FROM POLICY AND RESOURCES COMMITTEE - LAND AT GORE COURT ROAD

The Director of Finance and Business Improvement presented the referral from Policy and Resources Committee that recommended the implementation of a semi-natural buffer within the Senacre Recreation Ground.

In response to questions the Director explained that the one-off costs of planting the buffer would be paid for by the developer. There would be no cost to the Council.

**RESOLVED:** That the relevant Officer be delegated to implement a semi-natural buffer within the Senacre Recreation Ground bounding the new hedgerow to increase its value for wildlife and long term protection.

112. VERBAL REPORT OF THE MEMBER FOR EAST WARD - RIVER FESTIVAL

The Chairman outlined the procedures for a Member's report to Committee and clarified that the Committee must decide whether or not to take the matter further and request an Officer report on the subject to a future meeting.

Councillor Naghi delivered a verbal report on the River Festival which covered:

- Councillor Naghi wished for the River Festival to be reinstated
- For this to happen, the River Festival Committee required the Council's support
- The support required to put on the event included officer resources, through the Safety Advisory Group and the Cleansing Department cleaning up after the event
- In 2017, the traditional date of the river festival coincided with the Ramblin' Man Festival

- However both events should be able to coexist, as those who had not bought tickets for Ramblin' Man could enjoy free entertainment at the River Festival

The Director of Finance and Business Improvement informed the Committee that the Festivals and Events Strategy required events to be self-financing, and that it was unlikely that the Council would be able to contribute to the River Festival from available resources.

**RESOLVED:** That it be agreed that the Council facilitate the River Festival Committee, including links to the Safety Advisory Group and clean up after the event.

For – 5      Against – 0      Abstain – 4

113. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - STRATEGIC PLAN PERFORMANCE UPDATE QUARTER 3

The Head of Policy and Communications introduced the report detailing the progress of key strategies, plans and key performance indicators (KPIs) within the Heritage, Culture and Leisure Committee's service areas.

The Committee was asked to note that, with regard to the KPI relating to the number of children taking part in formal educational activities on and off the museum site, the performance had improved but not reached target.

In response to questions from the Committee, the Head of Policy and Communications advised that:

- The target of 19,625 for footfall at the Museum and Visitor Information Centre was for the year. The report would be amended to show that the target would be missed.
- It had not been a full year since the Museum began to close on a Monday and so the quarterly effect could not yet be reported on.
- There were several opportunities that were soon to come on stream for the Museum including a new Ancient Civilisations gallery and projects with outside groups and partners.

**RESOLVED:** That

1. The summary of performance for Quarter 3 of 2016/17 for Key Performance Indicators (KPIs) and corporate strategies and plans be noted.
2. That it be noted where complete data was not currently available.
3. That it be noted that no further actions to be taken or amendments to the Quarter 3 report were identified.

114. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - STRATEGIC PLAN 2015-20, UPDATE 2017-18

The Head of Policy and Communications introduced the report setting out proposals for a refresh of the Strategic Plan 2015-20 for 2017/18.

The Committee debated the document and recommended further amendments.

**RESOLVED:**

That the following amendments to the draft Strategic Plan 2015-20, 2017-18 Update be recommended to Policy and Resources Committee:

<b><u>Plan Page</u></b>	<b><u>As presented</u></b>	<b><u>Committee's amendments</u></b> (additions in <b>bold</b> )
<b>Respecting the Character and Heritage of our Borough Section</b>		
5	Maidstone is the county town of Kent. In terms of its geography it is largely rural and the countryside offers high quality landscape and biodiversity. Approximately 50% of the Borough population lives in a parished area. We are focused on achieving economic prosperity, whilst as the same time protecting the environment and landscape that makes the Borough of Maidstone a great place to live, work and visit.	In terms of its geography Maidstone Borough is largely rural and the countryside currently offers high quality landscape and biodiversity. Maidstone is the county town of Kent. A focus on achieving economic prosperity recognises that protecting the environment both built and natural is essential in making this a great place to live, work and visit.
5	We mean: <ul style="list-style-type: none"> <li>• Thriving and resilient urban and rural communities</li> <li>• Listening to our communities</li> <li>• Respecting our heritage and natural environment</li> <li>• Devolving services where we can and working with Kent County Council to do the same</li> </ul>	We mean: <ul style="list-style-type: none"> <li>• Thriving and resilient urban and rural communities</li> <li>• Listening to our communities</li> <li>• Respecting our heritage, <b>history</b> and natural environment.</li> <li>• Devolving services where we can and working with Kent County Council to do the same</li> </ul>
5	We will: <ul style="list-style-type: none"> <li>• Deliver and honour our Parish Charter</li> </ul>	We will: <ul style="list-style-type: none"> <li>• Deliver and honour our Parish Charter</li> </ul>

	<ul style="list-style-type: none"> <li>• Deliver the Communication and Engagement Action Plan</li> <li>• Work with our Parishes and Communities on the design of their communities</li> </ul>	<ul style="list-style-type: none"> <li>• Deliver the Communication and Engagement Action Plan</li> <li>• Work with our Parishes and Communities on the design of their <b>neighbourhoods</b></li> <li>• <b>Deliver our Green and Blue Infrastructure Strategy</b></li> <li>• <b>Adopt and deliver our Parks and Open Spaces 10 Year Plan</b></li> </ul>
<b>Ensuring there are good Leisure and Cultural Attractions</b>		
5	There is always something to see or do in Maidstone with the river, two museums and a theatre in the town centre, four green flag parks, a well-used leisure centre, a castle, various markets and a variety of festivals and events held across the Borough and throughout the year.	There is always something to see or do in Maidstone <b>Borough with its quality parks and open spaces, rivers, museums, opportunities for sporting, leisure, musical and cultural pursuits, historic buildings and monuments</b> , markets and a variety of festivals and events held throughout the year.
5	<p>We mean:</p> <p>Maidstone has leisure and cultural offers which attract visitors and meet the needs of our residents.</p>	<p>We mean:</p> <p>Maidstone <b>offers a great range of sport, leisure and culture which meets the needs of our residents and attracts visitors.</b></p>
5	<p>We will:</p> <ul style="list-style-type: none"> <li>• Adopt and deliver the Destination Management Plan with a shared statement of intent to manage, develop and promote our Borough</li> <li>• Deliver the Festival and Events Strategy</li> <li>• Adopt and deliver the museum 20 year plan</li> <li>• Deliver the programme of projects a sustainable future for Mote Park</li> </ul>	<p>We will:</p> <ul style="list-style-type: none"> <li>• Deliver the Destination Management Plan</li> <li>• <b>Maximise the benefits of our sports, leisure and cultural assets to support and enhance Maidstone's economic performance</b></li> <li>• Deliver the Festival and Events Strategy</li> <li>• <b>Adopt and deliver the Museum 20 Year Plan</b></li> <li>• <b>Support a sustainable future for Mote Park</b></li> </ul>

For – 8

Against – 1

Abstain – 0



115. REPORT OF THE DIRECTOR OF FINANCE AND BUSINESS IMPROVEMENT -  
MEDIUM TERM FINANCIAL STRATEGY & BUDGET PROPOSALS 2017/18

The Director of Finance and Business Improvement presented the report which set out the details of revenue budget proposals for the services within the remit of the Committee. The Committee was informed that the reduction in the New Homes Bonus would have no effect on the budget, but would affect capital expenditure and may require the Council to borrow to fund capital projects.

In addition to the budget proposals included at Appendix B the Director advised that Policy and Resources Committee had requested that the Committee consider the growth allocation of £50,000 annually to the Museum for the years 2017/18 and 2018/19. In response to a question it was explained that removal of the growth projection might result in the withdrawal of the Museum educational service, an additional day of closure and staff redundancies.

**RESOLVED:** That the budget proposals for services within the remit of the Heritage, Culture and Leisure Committee, as set out in Appendices B and D to the report of the Director of Finance and Business Improvement, be agreed for submission to Policy and Resources Committee.

For – 5      Against – 0      Abstain – 4

116. DURATION OF MEETING

6.30 p.m. to 9:06 p.m.

Heritage, Culture and Leisure Committee Work Programme

Theme	Report Title	Date
Monitoring Reports	Third Quarter Budget Monitoring	07-Mar-17
Museums and Heritage	Maidstone Museum's Capital Programme and 20 Year Plan Update	07-Mar-17
Parks and Open Spaces	Mote Park - A New Café/ Visitor Centre	04-Apr-17
Museums and Heritage	Plaques and People Protocol	04-Apr-17
Parks and Open Spaces	Parks and Open Spaces 10 Year Plan	04-Apr-17
Parks and Open Spaces	Mote Park Adventure Zone and Mote Park Car Park Charging Review	04-Apr-17
Monitoring Reports	Tourism Destination Management Plan - Progress Update	Jun-17
Monitoring Reports	Fourth Quarter Budget Monitoring	TBC
Monitoring Reports	Strategic Plan Performance Update Quarter 4	TBC

## HERITAGE, CULTURE AND LEISURE COMMITTEE

**7 March 2017**

Is the final decision on the recommendations in this report to be made at this meeting?

**Yes**

### Third Quarter Budget Monitoring 2016/17

<b>Final Decision-Maker</b>	Heritage, Culture & Leisure Committee
<b>Lead Head of Service</b>	Director of Finance and Business Improvement
<b>Lead Officer and Report Author</b>	Mark Green – Director of Finance and Business Improvement (Lead Officer) Paul Holland - Senior Finance Manager Client Accountancy (Report Officer)
<b>Classification</b>	Public
<b>Wards affected</b>	All

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

That the committee:

1. Notes the revenue position at the end of the third quarter and the actions being taken or proposed to improve the position where significant variances have been identified.

**This report relates to the following corporate priorities:**

The budget is a statement, in financial terms, of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan. The issues raised in this report identify areas where financial performance is at variance with priority outcomes.

**Timetable**

<b>Meeting</b>	<b>Date</b>
Heritage, Culture and Leisure Committee	7 <sup>th</sup> March 2017

# Third Quarter Budget Monitoring 2016/17

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides the committee with an overview of the revenue budget and outturn for the third quarter of 2016/17, and highlights financial matters which may have a material impact on the medium term financial strategy or the balance sheet.
  - 1.2 As at the 31 December 2016, this committee was showing an overall adverse variance of £15,000. The individual variances for each service area are detailed within **Appendix I**.
  - 1.3 The position for the council as a whole at the end of the third quarter shows a decrease in the overspend forecast at the end of the second quarter. Additional controls over spending that were introduced to address this at the end of the second quarter are detailed at paragraph 2.7 of this report.
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## 2. INTRODUCTION AND BACKGROUND

- 2.1 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
- 2.2 The medium term financial strategy for 2016/17 onwards was agreed by full Council on 2 March 2016. This report advises and updates the committee on the current position with regards to revenue expenditure against the approved budgets.
- 2.3 Attached at **Appendix I** is a table detailing the current budget and expenditure position for this Committee's services in relation to the third quarter of 2016/17, to December 2016. The appendix details the net budget per cost centre for this Committee. Actual expenditure is shown to the end of December 2016 and includes accruals for goods and services received but not yet paid for.
- 2.4 The columns of the table in the Appendix show the following detail:
  - a) The cost centre description;
  - b) The value of the total budget for the year;
  - c) The amount of the budget expected to be spent by the end of December 2016;
  - d) The actual spend to that date;
  - e) The variance between expected and actual spend;
  - f) The forecast spend to year end; and
  - g) The expected significant variances at 31 March 2017.

- 2.5 **Appendix I** shows that of a net annual expenditure budget of £2,471,734 it was expected that £2,486,830 would be spent up until the end of December. These totals include internal recharges. At this point in time the budget is reporting an over spend of £15,096, and the current forecast indicates that the current forecast indicates that the outturn position for this committee is a net overspend of £187,000.
- 2.6 Explanations for variances within individual cost centres which exceed or are expected to exceed £30,000 have been provided in accordance with the council's constitution.

<b>Heritage, Culture &amp; Leisure Committee</b>	<b>Positive Variance Q3 £000</b>	<b>Adverse Variance Q3 £000</b>	<b>Year end Forecast Variance £000</b>
<b>Cultural Development Sports</b> – There has been very little expenditure in this service area this year.	30		40
<b>Leisure Centre</b> – There is an unrealised budget strategy saving relating to the installation of solar panels at the leisure centre.		-28	-37
<b>Parks &amp; Open Spaces</b> – There is an underspend on the arboricultural works budget which is offset by additional running costs.	40		13
<b>Mote Park Café</b> – This variance has arisen due to higher than budgeted staff costs and lower than expected income. The budget variance has highlighted an urgent need for a review of the café's operating model.		-152	-197
<b>Bereavement Services</b> – This service is currently generating income above budget due to in part to increased memorial sales.	25		16
<b>Market</b> – There is a shortfall against the income budget.		-18	-22
<b>Heritage, Culture &amp; Leisure total</b>			<b>-187</b>

- 2.7 The overall forecast for the council at the end of the third quarter shows a decrease in the overspend projected at the end of the second quarter. Increased control in the following areas of spending were introduced across the council at the end of the second in order to improve the position:

1. Recruitment;
2. Temporary staff;
3. Discretionary spending; and
4. Contractual commitments.

These have achieved a measure of success and at this stage a reduction in the previously forecast overspend is projected for the Council as a whole.

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### **3 AVAILABLE OPTIONS**

- 3.1 In considering the current position on the revenue budget at the end of December 2016 the committee can choose to note those actions or it could chose to take further action.

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

- 4.1 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.

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

- 5.1 This report is not expected to lead to any consultation.

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

- 6.1 The third quarter budget monitoring reports were considered by the service committees in January and February 2017, culminating in a full report to Policy and Resources committee on 15 February.
- 6.2 Details of the actions taken by service committees to manage the pressures in their budgets will be reported to Policy and Resources committee if appropriate.

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### **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>	The Council has produced a balanced budget for both capital and revenue	Director of Finance & Business

	<p>expenditure and income for 2016/17 This budget is set against a backdrop of limited resources and an 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.</p> <p>The issues set out in this report do not exhibit the level of potential risk identified in previous years.</p>	Improvement
<b>Financial</b>	<p>Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.</p>	Director of Finance & Business Improvement
<b>Staffing</b>	<p>The budget for staffing represents approximately 50% of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.</p>	Director of Finance & Business Improvement
<b>Legal</b>	<p>The Council has a statutory obligation to maintain a balanced budget this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.</p>	[Legal Team]
<b>Equality Impact Needs Assessment</b>	<p>The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This</p>	Director of Finance & Business Improvement

	monitoring report ensures that the budget is delivering services to meet those needs.	
<b>Environmental/Sustainable Development</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Community Safety</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Human Rights Act</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Procurement</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Asset Management</b>	Resources available for asset management are contained within both revenue and capital budgets and do not represent a significant problem at this time.	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 I: Third Quarter 2016/17 Revenue Monitoring – Heritage, Culture & Leisure

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## **9 BACKGROUND PAPERS**

None



**Heritage, Culture & Leisure Committee**  
**APPENDIX I -Third Quarter Budget Monitoring - Full Summary to December 2016**

Cost Centre	Budget for Year	Budget to December	Actual	Variance	Forecast	Year End Variance	Explanation
Allotments	£11,040	£11,040	£395	£10,645	£11,040	£0	
Bereavement Services Section	£204,940	£153,955	£142,904	£11,051	£204,940	£0	
Carriage Museum	£49,840	£21,921	£16,456	£5,465	£49,840	£0	
Cemetery	£69,330	£68,388	£93,625	-£25,237	£69,330	£0	
Cobtree Golf Course	-£67,340	-£136,028	-£88,722	-£47,305	-£67,340	£0	
Community Halls	£188,120	£35,584	£31,552	£4,032	£188,120	£0	
Crematorium	-£546,680	-£409,745	-£460,770	£51,025	-£562,680	£16,000	This service is currently generating income above budget due to in part to increased memorial sales.
Cultural Development Arts	£28,040	£21,030	£7,545	£13,485	£28,040	£0	
Cultural Development Sports	£43,000	£33,450	£3,498	£29,952	£3,000	£40,000	There has been very little expenditure in this service area this year.
Cultural Services Section	£507,190	£377,393	£373,714	£3,679	£507,190	£0	
Festivals and Events	-£3,260	£6,990	-£1,984	£8,974	-£3,260	£0	
Hazlitt Arts Centre	£347,790	£197,650	£197,170	£480	£347,790	£0	
Heritage Millennium Amphitheatre	£1,010	£788	£885	-£97	£1,010	£0	
Leisure Centre	£421,070	£306,998	£335,522	-£28,525	£458,070	-£37,000	There is an unrealised budget strategy saving relating to the installation of solar panels at the leisure centre.
Leisure Services Other Activities	£33,450	£33,425	£21,658	£11,767	£33,450	£0	
Lettable Halls	£5,760	-£1,868	-£4,255	£2,387	£5,760	£0	
Maidstone Culture & Leisure Section	£166,170	£124,628	£145,158	-£20,531	£166,170	£0	
Maintenance of Closed Churchyards	£24,840	£19,375	£22,532	-£3,156	£24,840	£0	
Market	-£93,060	-£96,752	-£78,352	-£18,399	-£71,060	-£22,000	There is a shortfall against the income budget.
Market Section	£85,420	£63,765	£64,250	-£485	£85,420	£0	
Mote Park	£391,240	£289,594	£308,566	-£18,972	£391,240	£0	
Mote Park Cafe	-£45,480	-£84,461	£68,383	-£152,844	£151,520	-£197,000	This variance has arisen due to higher than budgeted staff costs and lower than expected income. The budget variance has highlighted an urgent need for a review of the café's operating model.
Museum	£910,900	£213,637	£211,977	£1,660	£910,900	£0	
Museum Shop	-£18,770	-£14,180	-£12,273	-£1,907	-£18,770	£0	
Museum-Grant Funded Activities	£18,960	£10,404	-£39,102	£49,506	£18,960	£0	
National Assistance Act	-£490	-£368	-£1,667	£1,300	-£490	£0	
Parks & Leisure Services Section	£285,440	£214,880	£184,910	£29,970	£285,440	£0	
Parks & Open Spaces	£897,290	£706,226	£666,398	£39,828	£884,290	£13,000	There is an underspend on the arboricultural works budget which is offset by additional running costs.
Parks Pavilions	£39,040	£18,590	£17,604	£986	£39,040	£0	
Playground Improvements	£290,360	£17,655	£8,130	£9,525	£290,360	£0	
River Park	£465,880	£227,328	£211,265	£16,063	£465,880	£0	
Tourism	£56,100	£36,775	£35,727	£1,048	£56,100	£0	
Whatman's Arena	£4,710	£3,668	£4,133	-£465	£4,710	£0	
	<b>£4,771,850</b>	<b>£2,471,734</b>	<b>£2,486,830</b>	<b>-£15,096</b>	<b>£4,958,850</b>	<b>-£187,000</b>	