

HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING

Date: Tuesday 28 November 2017
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

Councillors Mrs Blackmore, Butler, Ells (Vice-Chairman), Fort, Hastie,
Mrs Hinder, Lewins, Pickett (Chairman) and Mrs Wilson

<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 31 October 2017	1 - 5
9. Presentation of Petitions	
10. Questions and answer session for members of the public	
11. Committee Work Programme	6
12. Reference from Policy and Resources Committee - Budget Monitoring - Parks and Open Spaces	7
13. Second Quarter Budget Monitoring 2017/18	8 - 15
14. Key Performance Indicator Update Quarter 2 HCL	16 - 23

PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Heritage, Culture and Leisure Committee, please contact on 01622 602272 or by email on committeeservices@maidstone.gov.uk by 5 p.m. 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

Issued on Friday 19 November 2017

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

that slots will be allocated on a first come, first served basis.

ALTERNATIVE FORMATS

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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, Communications and Governance by: 13 November 2017

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 31 OCTOBER 2017

Present: Councillor Pickett (Chairman) and Councillors Boughton, Butler, Fort, Harvey, Hastie, Mrs Hinder, Lewins and Newton

Also Present: Councillors D Burton, D Mortimer, Naghi and Round

53. APOLOGIES FOR ABSENCE

It was noted that apologies had been received from Councillors Mrs Blackmore, Ells and Mrs Wilson.

54. NOTIFICATION OF SUBSTITUTE MEMBERS

The following Substitute Members were noted:

- Councillor Boughton for Councillor Mrs Blackmore
- Councillor Newton for Councillor Ells
- Councillor Harvey for Councillor Mrs Wilson

55. URGENT ITEMS

It was noted that an updated map had been circulated to the Committee for Agenda Item 12 – Maidstone Play Area Policy. The reason for urgency was because the map was not available at the time the agenda was published.

56. NOTIFICATION OF VISITING MEMBERS

Councillors D Burton and D Mortimer indicated their wish to speak on Agenda Item 12 – Maidstone Play Area Policy.

Councillor Naghi indicated his wish to speak on Agenda Item 12 – Maidstone Play Area Policy and Agenda Item 13 – Disposal of Land Adjacent to Gallagher Stadium.

Councillor Round was present as a Visiting Member but did not wish to speak on any of the items on the agenda.

57. DISCLOSURES BY MEMBERS AND OFFICERS

There were no disclosures by Members or Officers.

58. DISCLOSURES OF LOBBYING

Councillors Hastie and Pickett stated that they had been lobbied on Agenda Item 13 – Disposal of Land Adjacent to Gallagher Stadium.

Councillor Butler stated that he was lobbied on Agenda Item 12 – Maidstone Play Area Policy and Agenda Item 13 – Disposal of Land Adjacent to Gallagher Stadium.

59. MINUTES OF THE MEETING HELD ON 5 SEPTEMBER 2017

RESOLVED: That the minutes of the meeting held on 5 September 2017 be approved as a correct record and signed.

60. PRESENTATION OF PETITIONS

There were no petitions.

61. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

62. EXEMPT INFORMATION

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

63. COMMITTEE WORK PROGRAMME

The Committee considered the work programme for 2017/18.

RESOLVED: That the Committee Work Programme be noted.

64. MAIDSTONE PLAY AREA POLICY

The Committee considered the Maidstone Play Area Policy and the updated map, which had been circulated to Members prior to the meeting.

Councillors D Burton, Naghi and D Mortimer addressed the Committee on this item.

It was noted that the Leisure Manager made the following amendments to the report:

- In the table at Paragraph 2.7.4, South Park Play Area should come under High Street and South Ward.
- The Harbour play area in Sutton Valence should be added to the list of Strategically Important Play Areas (SIPAs) in the table at Paragraph 2.7.4.

The Leisure Manager highlighted the following points to the Committee:

- The Maidstone Play Area Policy was a supporting document to the Maidstone Parks and Open Spaces 10 Year Strategic Plan 2017 – 2027, which was adopted by this Committee on 4 July 2017.
- Over the last two years £1.8 million from the Capital Programme had been invested on play area improvements in the Borough; 32 play areas had been replaced or improved in line with the 12 minute standard.
- The 33 Parish Council owned play areas formed an important part of the SIPA network as they provided play opportunities to residents in rural areas not covered by Council provision. To support these play areas, £200,000 had been made available for a Parish Play Area Grants Scheme over a two year period, with each Parish Council able to claim up to £10,000 each if they met the criteria.
- Non-Strategic Play Areas (NSPAs) would not be maintained in the future using the Council’s resources. The NSPAs would be offered to Parish Councils, Housing Trusts and other Community Groups to take over. If no interested parties came forward, the play equipment would be removed when it was no longer serviceable and retained as green space.

In response to a question from the Committee, the Leisure Manager advised that the methodology used to determine the 12 minute standard was formed by walking the routes to play areas and taking into account obstacles such as rivers and motorways. The Officer affirmed that most residents would live considerably closer than 12 minutes to a play area.

The Committee was concerned that the closure of NSPAs would mean that children of different age groups would be penalised and have no area suitable that they could play at.

The Committee requested that NSPAs be evaluated and reviewed on an individual basis and that more information regarding usage and funding sources (specifically Section 106 contributions) be presented before any decisions regarding the decommissioning of play areas were made. It was noted that the Committee were keen that consultation with relevant stakeholders take place before decisions on individual play areas were made.

In response to a question, Officers informed the Committee that the Parish Play Grants Scheme provided a way of supporting the SIPAs and that without the scheme being in place the SIPAs could be jeopardised.

RESOLVED:

1. That the implementation of a £200,000 Parish Play Grants Scheme over a two year period, which will support Parish Councils in

improving strategically important play areas that they own, be agreed.

Voting: For: 7 Against: 2 Abstentions: 0

2. That decisions to decommission Non-Strategic Play Areas be taken on an individual basis prior to closure.

Voting: For: 8 Against: 0 Abstentions: 1

Note: The Chairman confirmed that the second recommendation on the committee report was replaced by the Committee's second decision.

65. DISPOSAL OF LAND ADJACENT TO GALLAGHER STADIUM

The Director of Finance and Business Improvement presented the report relating to the disposal of land adjacent to the Gallagher Stadium.

Councillor Naghi addressed the Committee on this item.

It was noted that:

- This Committee had previously considered the matter on 4 April 2017, at which time it was decided not to declare the land as surplus to requirements and that the possibility of granting a licence to Maidstone United Football Club be considered.
- A licence had been considered and was not deemed an appropriate method of disposal because it allowed shared use of the land. The Club wished to fence the land and to have sole use of the land for their spectators; therefore, the options were a freehold or a leasehold disposal.
- The Council's Policy on Disposal of Property required that the land be disposed on a leasehold basis where there was a strategic benefit to the Council in retaining the freehold. This would allow the asset to remain within the Council's ownership but would provide significant benefits to the Club and the wider community by accommodating the Club's growth.
- Discussions with the Club had taken place and their preferred option was that the land be disposed via a freehold agreement. The Club was aware that a freehold disposal would be contrary to the Council's policy.

In response to a question from the Committee, the Director of Finance and Business Improvement stated that adding conditions into a freehold agreement would cause unnecessary complications. It was also noted that a freehold disposal would leave the Council with no ability to influence any future development on the site.

The Committee acknowledged that the Club was a huge asset to the town and wanted to support the Club as much as possible.

RESOLVED:

1. That the open space adjacent to Gallagher Stadium, as outlined in red on the attached plan in Appendix I, be declared as surplus to operational requirements.

Voting: For – 9 Against – 0 Abstentions – 0

2. That the placing of a public notice pursuant of Section 123 of the Local Government Act 1972 advertising the proposed disposal of land be agreed.

Voting: For – 9 Against – 0 Abstentions – 0

3. That the land should be disposed on a leasehold basis to the Football Club for a term of 99 years at a peppercorn rent.

Voting: For – 7 Against – 0 Abstentions – 2

4. That the Director of Finance and Business Improvement uses delegated powers to conclude the lease negotiations.

Voting: For – 9 Against – 0 Abstentions – 0

66. DURATION OF MEETING

6.30 p.m. to 8.07 p.m.

Heritage, Culture and Leisure Committee Work Programme 2017/18

Report Title	Work Stream	Committee	Month	Lead	Report Author
Biodiversity Action Plan	New/Updates to Strategies & Policies	HCL	18/12/17	Jennifer Shepherd	
Plaques and People Protocol	New/Updates to Strategies & Policies	HCL	18/12/17	David Pickett	Orla Sweeney
Museum Future Governance Options	Changes to Services & Commissioning	HCL	18/12/17	External	Victoria Barlow
Festival and Events Update	Updates, Monitoring Reports and Reviews	HCL	18/12/17	Dawn Hudd	Laura Dickson
Fees & Charges	Corporate Finance and Budgets	HCL	30/01/18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy & Budget Proposals 2018/19	Corporate Finance and Budgets	HCL	30/01/18	Mark Green	Ellie Dunnet
Strategic Plan Action Plan 2018/19	Corporate Planning	HCL	30/01/18	Angela Woodhouse	Angela Woodhouse
Tourism Destination Management Plan - Progress Update	Updates, Monitoring Reports and Reviews	HCL	06/03/18	Dawn Hudd	Laura Dickson
Setting new Key Performance Indicators (please note that there will be workshops with each committee prior to the report in January/February)	Corporate Planning	HCL	06/03/18	Angela Woodhouse	Anna Collier
Q3 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	HCL	06/03/18	Angela Woodhouse	Anna Collier

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

28 NOVEMBER 2017

REFERENCE FROM POLICY AND RESOURCES COMMITTEE

BUDGET MONITORING – PARKS AND OPEN SPACES

At its meeting on 20 September 2017 the Policy and Resources Committee considered the report of the Director of Finance and Business Improvement relating to First Quarter Budget Monitoring 2017/18. This report detailed the current budget position for the Council.

At that meeting the Committee requested that the Heritage, Culture and Leisure Committee pay close attention to the Capital Slippage for Parks and Open Spaces in relation to Mote Park and Other Parks.

RECOMMENDED:

That the Heritage Culture and Leisure Committee pay close attention to the Capital Slippage for Parks and Open Spaces in relation to Mote Park and Other Parks.

Agenda Item 13

HERITAGE, CULTURE AND LEISURE COMMITTEE

28 November 2017

Second Quarter Budget Monitoring 2017/18

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

Executive Summary

This report provides the committee with an overview of the revenue and capital budgets and outturn for the second quarter of 2017/18, and highlights financial matters which may have a material impact on the Medium Term Financial Strategy or the Balance Sheet. It also now includes an update on the capital programme for this committee.

As at the 30 September 2017, this Committee was showing an overall positive variance of £237,447. The individual variances for each service area are detailed within **Appendix 1**.

The position for the Council as a whole at the end of the second quarter shows that there is a significant underspend but that the forecast for the end of the year shows this figure reducing. However there are still a number of underlying pressures across all the Committees that need to be addressed to ensure that this position is sustained to the end of the year.

This report makes the following recommendations to this Committee:

1. That the revenue position at the end of the second 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 second quarter is noted.

Timetable

Meeting	Date
Policy and Resources Committee	22 November 2017
Heritage, Culture and Leisure Committee	28 November 2017

Second Quarter Budget Monitoring 2017/18

1. INTRODUCTION AND BACKGROUND

- 1.1 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.
 - 1.2 The Medium Term Financial Strategy for 2017/18 onwards was agreed by full Council on 1 March 2017. This report advises and updates the Committee on the current position with regards to revenue and capital expenditure against the approved budgets within its remit.
 - 1.3 Policy and Resources Committee is responsible for co-ordinating financial management and performance across the Council. After slippage on Parks and Open Spaces capital schemes in the first quarter of the year was reported to the Policy and Resources Committee at its meeting on 20th September, this Committee was asked to consider the slippage in relation to Mote Park and other parks.
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2. REVENUE BUDGET

- 2.1 Attached at **Appendix 1** is a table detailing the current budget and expenditure position for this Committee's services in relation to the second quarter of 2017/18, to September 2017. The appendix details the net budget per cost centre for this Committee. Actual expenditure is shown to the end of September 2017 and includes accruals for goods and services received but not yet paid for.
- 2.2 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 September 2017;
 - 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 2018.
- 2.3 **Appendix 1** shows that of a net annual expenditure budget of £4,778,650 it was expected that £1,772,317 would be spent up until the end of September. These totals include internal recharges. At this point in time the budget is reporting an under spend of £237,447, and the current forecast indicates that the year-end position for this committee will decrease to an under spend of £143,000.

- 2.4 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.

Heritage, Culture & Leisure Committee	Positive Variance Q2 £000	Adverse Variance Q2 £000	Year End Forecast Variance £000
Parks & Open Spaces – Following a restructure this budget area now includes the grounds maintenance team. The variance is a combination of staff vacancies, an under spend on running costs and additional income above the budget. As part of the Medium Term Financial Strategy, this service area is due to make savings of £150,000 over the next two years so this variance shows that it is well placed to deliver this.	74		143
Mote Park Café – The café benefited from a good summer of trading and a reduction in the salaries budget. The operation will be taken over by a private contractor at the end of October.	41		40
Bereavement Services – Income is currently ahead of budget, but the current surplus income is earmarked to fund the refurbishment of the toilets at the crematorium and to undertake some other minor works, so it is anticipated that the service will be on budget by the end of the financial year.	52		0
Market - The adverse variance has arisen from unachieved income in this area, with the most notable shortfall arising from the Tuesday market. This is a continuation of the trend observed in previous years and nationally, which indicate this to be a declining sector. Officers are looking at alternative revenue generating opportunities.		-21	-40

3. CAPITAL PROGRAMME

- 3.1 Service committees will now receive an update on their capital programme schemes. Policy and Resources Committee will continue to receive an overarching report for the whole programme.

- 3.2 The capital programme was approved by Council on 1 March 2017. Funding for the programme remains consistent with previous decisions of Council in that the majority of resources come from New Homes Bonus along with a small grants budget.
- 3.3 The current programme for this Committee is set out in **Appendix 2** and shows the current budget and actual expenditure to the end of September. The current budget includes the approved budget plus any unused resources brought forward from 2016/17, as well as reflecting any slippage identified at the end of the first quarter. The Appendix details the profile of expenditure that is forecast for the remainder of the year and identifies £100,000 that will require to be carried forward into 2018/19.
- 3.4 The slippage relates to the Other Parks Essential Improvements budget. This budget for this scheme along with the three major schemes at Mote Park (Adventure Zone/Play Area, Essential Improvements and the Visitor Centre) has been re-profiled now that the contract for the construction of the Adventure Zone has been let and the timescales confirmed.
- 3.5 To clarify a question that was raised at September's Policy & Resources Committee the use of the term 'Essential' in the programme for the Committee does not imply that the works in question are necessarily urgent. The intention is to carry them out as soon as possible, but at this stage given available resources to manage major capital works the initial focus has been on the Adventure Zone/Play Area and Visitor Centre projects. The intention is for all the parks projects to be completed by the end of the 2019/20 financial year. The description of this scheme in the programme has been adjusted to remove the word 'Essential'.
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4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 In considering the current position on the revenue budget and the capital programme at the end of September 2017 the committee can choose to note those actions or it could choose to take further action.
- 4.2 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.
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5. RISK

- 5.1 This report is presented for information only and has no risk management implications.
- 5.2 The Council has produced a balanced budget for both capital and revenue expenditure and income for 2017/18. 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.
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6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 This report is not expected to lead to any consultation.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 The second quarter budget monitoring reports were considered by the relevant Service Committees in November 2017, culminating in a full report to Policy and Resources committee on 22 November.

7.2 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.

8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	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
Risk Management	This has been addressed in section 5 of the report.	Director of Finance & Business Improvement
Financial	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

Staffing	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.	Director of Finance & Business Improvement
Legal	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.	Interim Deputy Head of Legal Partnership
Privacy and Data Protection	No specific issues arise.	Director of Finance & Business Improvement
Equalities	The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that the budget is delivering services to meet those needs.	Director of Finance & Business Improvement
Crime and Disorder	No specific issues arise.	Director of Finance & Business Improvement
Procurement	No specific issues arise.	Director of Finance & Business Improvement

9. REPORT APPENDICES

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

- Appendix 1: Second Quarter 2017/18 Revenue Monitoring – Heritage, Culture & Leisure
- Appendix 2: Capital Programme – Heritage, Culture & Leisure

10. BACKGROUND PAPERS

None

Heritage, Culture & Leisure Committee
APPENDIX 1 - Second Quarter Budget Monitoring - Full Summary to September 2017

Cost Centre	Budget for Year	Budget to September	Actual	Variance	Forecast	Year End Variance	Explanation
Cultural Development Arts	£32,110	£16,055	£12,720	£3,335	£32,110		
Museum	£1,619,130	£541,005	£534,653	£6,352	£1,619,130		
Carriage Museum	£77,260	£30,680	£36,020	-£5,340	£77,260		
Museum-Grant Funded Activities	£64,350	£47,630	£27,179	£20,451	£64,350		
Museum Cafe	-£3,500	£2,748	£5,748	-£3,000	-£3,500		
Hazlitt Arts Centre	£362,050	£145,400	£144,294	£1,106	£362,050		
Whatman's Arena	£1,610	£805	£705	£100	£1,610		
Heritage Millennium Amphitheatre	£1,390	£695	£695	-£0	£1,390		
Festivals and Events	£76,880	£57,310	£50,988	£6,322	£76,880		
Lettable Halls	£13,940	£2,845	£1,796	£1,049	£13,940		
Community Halls	£214,790	£38,826	£33,409	£5,417	£214,790		
Cultural Development Sports	£3,060	£1,530	£1,530	-£0	£3,060		
Leisure Centre	£476,540	£232,400	£251,925	-£19,525	£476,540		
Cobtree Golf Course	-£40,880	-£97,190	-£96,199	-£991	-£40,880		
Parks & Open Spaces	£1,076,000	£547,137	£472,736	£74,401	£933,000	£143,000	Following a restructure this budget area now includes the grounds maintenance team. The variance is a combination of staff vacancies, an under spend on running costs and additional income above the budget. As part of the Medium Term Financial Strategy, this service area is due to make savings of £150,000 over the next two years so this variance shows that it is well placed to deliver this.
River Park	£200,150	£14,640	£14,640	£0	£200,150		
Playground Improvements	£470,190	£68,160	£40,197	£27,963	£470,190		
Parks Pavilions	£56,890	£21,315	£20,792	£523	£56,890		
Mote Park	£268,750	£128,600	£123,841	£4,759	£268,750		
Mote Park Cafe	£55,190	£24,291	-£16,572	£40,863	£21,190	£40,000	The café benefited from a good summer of trading and a reduction in the salaries budget. The operation will be taken over by a private contractor at the end of October.
Allotments	£13,420	£12,230	£1,190	£11,040	£13,420		
Tourism	£106,710	£57,755	£42,618	£15,137	£106,710		
Museum Shop	£60,750	£30,245	£33,811	-£3,566	£60,750		
Leisure Services Other Activities	£33,710	£150	-£1,210	£1,360	£33,710		
Cemetery	£125,970	£83,528	£62,552	£20,976	£125,970	£0	Bereavement Services - Income is currently ahead of budget, but the current surplus income is earmarked to fund the refurbishment of the toilets at the crematorium and to undertake some other minor works, so it is anticipated that the service will be on budget by the end of the financial year.
National Assistance Act	£950	£475	-£100	£575	£950	£0	
Crematorium	-£432,500	-£153,597	-£184,138	£30,541	-£432,500	£0	
Maintenance of Closed Churchyards	£15,150	£7,575	£1,325	£6,250	£15,150		
Market	£23,740	£2,797	£24,198	-£21,400	£23,740	-£40,000	The adverse variance has arisen from unachieved income in this area, with the most notable shortfall arising from the Tuesday market. This is a continuation of the trend observed in previous years and nationally, which indicate this to be a declining sector. Officers are looking at alternative revenue generating opportunities.
Leisure Services	-£103,530	-£51,215	-£42,086	-£9,129	-£103,530		
Cultural Services Section	-£20,400	-£12,200	-£29,693	£17,493	-£20,400		
Visitor Economy	-£48,260	-£24,130	-£22,934	-£1,196	-£48,260		
Bereavement Services Section	-£12,960	-£5,980	-£9,863	£3,883	-£12,960		
Market Section	£0	-£200	-£1,898	£1,698	£0		
	£4,788,650	£1,772,317	£1,534,870	£237,447	£4,611,650	£143,000	

**MAIDSTONE BOROUGH COUNCIL
HERITAGE, CULTURE & LEISURE COMMITTEE
BUDGET MONITORING - 2ND QUARTER 2017/18**

Capital Programme Heading	Adjusted Estimate 2017/18 £	Actual to September 2017 £	Budget remaining before slippage £	Q3 Profile £	Q4 Profile £	Projected Total Expenditure £	Slippage agreed end of Q1 £	Further slippage to end of Q2 £	Total Slippage £
HERITAGE, CULTURE & LEISURE									
Continued Improvements to Play Areas	1,349,970	171,414	1,178,556	150,000	147,386	468,800	881,172	-2	881,170
Commercial Projects - Mote Park Parking	31,080		31,080		31,080	31,080	0	0	0
Commercial Projects - Crematorium Projects	616,990	34,000	582,990	10,000	220,000	264,000	352,990	0	352,990
Commercial Projects - Mote Park Adventure Zone/Play Area	1,150,000	28,143	1,121,857	221,000	900,857	1,150,000	-759	759	0
Mote Park Improvements	682,550	9,648	672,902	135,000	140,352	285,000	396,790	760	397,550
Other Parks Improvements	225,000		225,000			0	125,000	100,000	225,000
Mote Park Visitor Centre	100,000	26,964	73,036	25,000	25,036	77,000	25,529	-2,529	23,000
Museum Development Plan	144,640	79,999	64,641	32,000	32,641	144,640	-728	728	0
Total	4,300,230	350,168	3,950,062	573,000	1,497,352	2,420,520	1,779,994	99,716	1,879,710

Agenda Item 14

Heritage, Culture & Leisure Committee

28 November 2017

Key Performance Indicator Update Quarter 2 17/18

Final Decision-Maker	Heritage, Culture & Leisure Committee
Lead Head of Service	Angela Woodhouse, Head of Policy, Communications, and Governance
Lead Officer and Report Author	Alex Munden, Information & Corporate Policy Officer
Classification	Public
Wards affected	All

Executive Summary

Heritage, Culture & 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 Heritage, Culture & Leisure Committee:

1. That the summary of performance for Quarter 2 of 2017/18 for Key Performance Indicators (KPIs) be noted.

Timetable

Meeting	Date
Heritage, Culture & Leisure Committee	28 November 2017

Key Performance Indicator Update Quarter 2 17/18

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 Following the refresh of the Strategic Plan for 2017/18 the Committees agreed 28 Key Performance Indicators in April 2017.
- 1.3 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.
- 1.4 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.
- 1.5 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.
- 1.6 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 2 Performance Summary

- 2.1 There are 28 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by the four Service Committees for 2017/18. 5 are reported to the Committee for this quarter.
- 2.2 Overall, 20% (1) of targeted KPIs reported this quarter achieved their target for quarter 2. For 50% of indicators where previous data is available for comparison, performance improved compared to the same quarter last year.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	1	1	3	0	5
Direction	Up	No Change	Down	N/A	Total
Long trend	2	0	2	1	5
Short Trend	1	0	4	0	5

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 The Hazlitt Theatre sold 65.14% of all available tickets during quarter 2, against a target of 50%. We sold a total of 10,179 tickets, out of a possible 15,626.
- 3.2 The number of students benefitting from the museums educational service was 1,515 against a target of 2,085. This is down 8.84% from the previous quarter. Quarter 2 is generally quieter than most, covering the school summer holidays, and has been greatly affected by the refurbishment of the Ancient Lives Gallery and the removal of the mummy from display in mid-June. The two Egyptian sessions are, by far, the most popular schools session we offer and many schools chose to delay visiting until the new gallery had opened, despite the offer of amended sessions. In contrast, sessions for October and November are largely booked up, and we are expecting performance to increase.
- 3.3 Footfall at the Museum and Visitor Information Centre was 14,864 against a target of 23,000. This is approximately 1,700 visitors down on the same quarter last year. Reasons for this include a warmer than average summer and the closure of two major galleries as the installation of the new lift and Ancient Lives Gallery took place. The opening of the Ancient Lives gallery will provide a focus for marketing which will publicise the gallery and improved physical access but also the museum in general. We have also ordered a new visitor counter system to be installed in the autumn. This will provide a more accurate record of footfall as it will be installed at all 3 external entrances, counts individuals in groups and will not miss people at busier times.
- 3.4 The number of contacts to the Visitor Information Centre (VIC) was 502 during the period. The system which records the number of calls received by the VIC has been out of order since July. The figures reported here must be considered provisional, as the missing data may be able to be retrieved once the system is repaired.
- 3.5 There were 176,332 users at the Leisure Centre during quarter 2. This is just under 5,000 below the target of 181,094. However, it is comparable to the previous year's performance, with an increase of around 250 users. Not achieving the target is largely down to the increase in the number of other gyms in Maidstone Town Centre. There is an increase in competition through new gyms, and improvements to existing gyms, and since then we have seen a decline in fitness memberships and visits. We have attempted to increase usage of other areas with activities such as SWIMTAG and Hydroride. Our focus on swim lessons has also paid dividends, but not enough to meet the quarterly targets.

4. RISK

- 4.1 This report is presented for information only. 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 will be 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 will also go 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
Impact on Corporate Priorities	The key performance indicators and strategic actions are 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.	Head of Policy, Communications & Governance
Risk Management	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	Head of Policy, Communications & Governance

	order to mitigate the risk of not achieving targets and outcomes.	
Financial	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.	Senior Finance Officer (Client)
Staffing	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place	Head of Policy, Communications & Governance
Legal	None identified	Interim Deputy Head of Legal Partnership
Privacy and Data Protection	<p>We will hold data in line with the Data Quality Policy, which sets out the requirement for ensuring data quality.</p> <p>There is a program for undertaking data quality audits of performance indicators.</p>	Interim Deputy Head of Legal Partnership
Equalities	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 ensure that there is no detrimental impact on individuals with a protected characteristic.	Equalities & Corporate Policy Officer

Crime and Disorder	None Identified	Policy & Information Manager
Procurement	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	Head of Policy, Communications & Governance, & Section 151 Officer

8. REPORT APPENDICES

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

- Appendix 1: Key Performance Indicator Update Quarter 2 17/18

9. BACKGROUND PAPERS

None

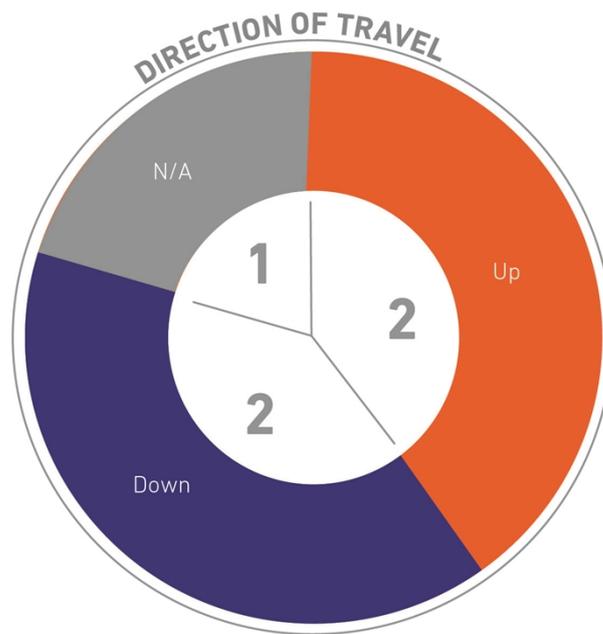
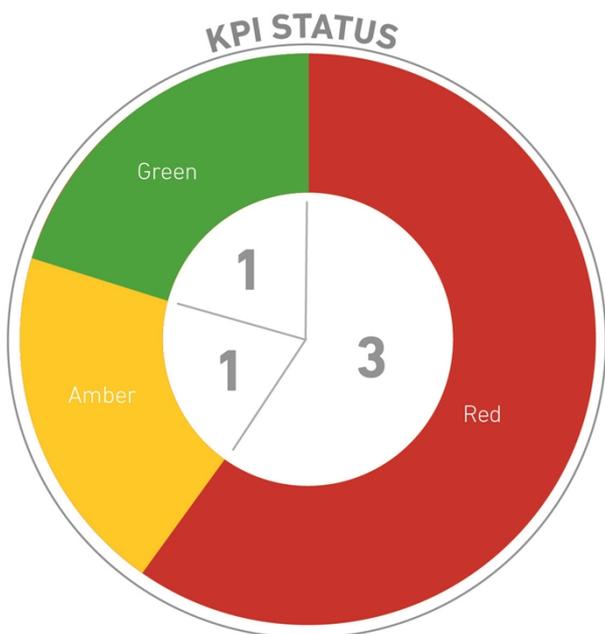
Performance Summary

This is the quarter 2 performance update on 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 our 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	Amber	Red	N/A	Total
KPIs	1	1	3	0	5
Direction	Up	No Change	Down	N/A	Total
Long Trend	2	0	2	1	5
Short Trend	1	0	4	0	5

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

Ensuring there are good leisure and culture attractions

Performance Indicator	Value	Target	Status	Long Trend	Short Trend
Percentage of all available tickets sold at the Hazlitt	65.14%	50%			
Number of students benefiting from the museums educational service	1,515	2,085			
Footfall at the museum and Visitors Information Centre	14,864	23,000			
Contacts to the Visitor Information Centre	502	1500		N/A	
Number of users at the Leisure Centre	176,332	181,094			