

# AGENDA

## HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING



Date: Tuesday 6 September 2016

Time: 6.30 pm

Venue: Town Hall, High Street,  
Maidstone

Membership:

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

---

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/:**

---

**Issued on Thursday 25 August 2016**

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 Poppy Collier on 01622 602242**. 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 5 July 2016   | 1 - 5   |
| 8. Presentation of Petitions (if any)   |         |
| 9. Questions or statements from members of the public   |         |
| 10. To consider whether any items should be taken in private because of the possible disclosure of exempt information                           |         |
| 11. Report of the Head of Finance and Resources - Heritage, Culture and Leisure Committee work programme  | 6 - 11  |
| 12. Report of the Head of Commercial and Economic Development - Surrenden Field, Staplehurst  | 12 - 17 |
| 13. Report of the Head of Policy and Communications - Strategic Plan Performance Update Quarter One for Heritage, Culture and Leisure Committee | 18 - 31 |
| 14. Report of the Director of Finance and Business Improvement - First Quarter Budget Monitoring 2016/17  | 32 - 37 |
| 15. Report of the Head of Commercial and Economic Development - Mote Park Car Park Charging Review  | 38 - 43 |

### **PUBLIC SPEAKING**

In order to book a slot to speak at this meeting of the Heritage, Culture & Leisure Committee, please contact Poppy Collier on 01622 602242 or by email on [poppycollier@maidstone.gov.uk](mailto:poppycollier@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 5 JULY 2016**

**Present:** Councillor Pickett (Chairman), and  
Councillors Cox, Fort, Mrs Hinder, Lewins, Naghi,  
Newton, Perry, Pickett and Mrs Stockell

**Also Present:** Councillor Ells

23. APOLOGIES FOR ABSENCE

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

24. SUBSTITUTE MEMBERS

The following Substitute Members were noted:

- Councillor Perry for Councillor Revell
- Councillor Cox for Councillor Wilson

25. URGENT ITEMS

The Chairman, in his opinion, agreed to take the report of the Head of Commercial and Economic Development – Update on Public Realm Design Guide and Public Art Policy as an urgent item as it was required to tie in with the Phase 3 Public Realm project.

26. NOTIFICATION OF VISITING MEMBERS

It was noted that Councillor Ells was in attendance as an observer.

27. DISCLOSURES BY MEMBERS AND OFFICERS

Councillor Newton disclosed that he had an interest in item 12 – Plaques and People Protocol due to his work as a stonemason.

28. DISCLOSURES OF LOBBYING

Councillor Pickett disclosed that he had been lobbied with regard to item 12 – Plaques and People Protocol.

29. MINUTES OF THE MEETING HELD ON 7 JUNE 2016

**RESOLVED:** That the minutes of the meeting held on 7 June 2016 be approved as a correct record and signed.

30. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

31. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions or statements from members of the public.

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

**RESOLVED:** That the item on part II of the agenda be taken in private as proposed.

33. HERITAGE, CULTURE AND LEISURE COMMITTEE WORK PROGRAMME

**RESOLVED:** That the Heritage, Culture and Leisure Committee work programme be noted.

34. UPDATE ON PUBLIC REALM DESIGN GUIDE AND PUBLIC ART POLICY

Fran Wallis, Local Economy Project Officer, introduced Laura Knight and Louise Francis of FrancisKnight who had been commissioned to produce a public Realm Design Guide for Maidstone Town Centre and a Public Art Policy for the Borough.

Ms Francis and Ms Knight gave a presentation on their findings to date, and explained that key documents had informed the review including the council's Local Plan, Strategic Plan and Destination Management Plan.

During discussion it was expressed that:

- During Phases One and Two of the Maidstone Town Centre Public Realm project, street furniture has been implemented in the corporate colours of blue and gold. During Phase Three Members would consider whether to continue using this colour scheme.
- Stakeholders would be consulted including One Maidstone and Maidstone Area Arts Partnership (MAAP). Consultation with traders would be undertaken at phase three of the Public Realm work.
- The Public Realm Design Guide would inform the future phases of the development and would be utilised by contractors working on those later stages.
- Detailed consultation on design and material would come at a later stage.

- A public art policy would standardise the process, provide a basis for enabling developer contributions and include a policy on decommissioning to remove outdated items.

At Members request Dawn Hudd, the Head of Commercial and Economic Development, agreed to arrange a workshop to further engage Members in the development of the documents discussed.

A Member nominated herself to be the champion for the Public Realm Design Guide and Public Art Policy. This was seconded.

**RESOLVED:**

1. That the report be noted.

2. That the presentation be noted.

For – 9          Against – 0          Abstain - 0

3. That Councillor Stockell be appointed as the Committee’s champion for the Public Realm Design Guide and Public Art Policy

For – 9          Against – 0          Abstain – 0

35. REPORT OF THE HEAD OF FINANCE AND RESOURCES - PLAQUES AND PEOPLE PROTOCOL

Councillor Newton, having disclosed a pecuniary interest in the item, indicated that he would not take part in the discussion or vote and left the room.

The Chairman introduced the report proposing a draft Plaques and People Protocol, and gave a presentation outlining the plaques that are currently situated around the borough.

It was stated that:

- The design of plaques situated in the borough had been ad hoc to date;
- A standard plaque design was recommended, which consisted of a set size, in slate, with the name of the person or event in gold and other text in white;
- There was no record of the process by which names had been selected to be painted in the town hall chamber. There were nine spaces left, and so the draft protocol recommended the same process be used to select names for this purpose.

During discussion it was clarified that a protocol would only apply to plaques erected on council owned buildings.

**RESOLVED:**

1. That the report be noted;
2. That the matter of a Plaques and People Protocol be taken further and an officer's report on the item be presented to a future meeting of the Committee.

For – 8      Against – 0      Abstain – 0

36. **REPORT OF THE HEAD OF COMMERCIAL AND ECONOMIC DEVELOPMENT - MCL SPONSORSHIP AND ADVERTISING POLICY**

Laura Dickson, MCL Marketing and Sales Manager, presented the report and clarified that the policy related to sponsorship and advertising, which were business exchanges. This was in contrast to fundraising, which did not usually require something in exchange.

It was explained that:

- The policy set out guidelines that advertising and sponsorship must fall within.
- The policy relates to assets within the Maidstone Culture and Leisure (MCL) area, such as the museum, events, parks and advertising on buses.
- Income derived from the advertising or sponsorship would go to meeting existing income targets within the service or directly into supporting other activity such as exhibitions at the museum, which would not otherwise happen.

As per a Member's suggestion Ms Dickson agreed to amend a sentence on page 23, adding the word 'significant' to read:

'Organisations that will not be considered or approved for sponsorship opportunities include, but are not limited to, those which represent a **significant** conflict of interest or are connected directly or indirectly with the following...'

**RESOLVED:** That the Sponsorship and Advertising Policy be adopted for all Maidstone Culture and Leisure (MCL) sponsorship and advertising propositions.

For – 9      Against – 0      Abstain – 0

37. **EXCLUSION OF THE PUBLIC FROM THE MEETING**

**RESOLVED:** That the public be excluded from the meeting for the following items of business because of the likely disclosure of exempt information for the reason specified, having applied the public interest test:-

**Head of Schedule 12 A and  
Brief Description**

Minutes (Part II) of the  
Meeting held on 7 June 2016

Para 3 – info re financial/ business  
affairs

38. MINUTES (PART II) OF THE MEETING HELD ON 7 JUNE 2016

**RESOLVED:** That the Minutes (Part II) of the meeting held on 7 June 2016 be approved as a correct record and signed.

39. DURATION OF MEETING

6.31 p.m. to 8.10 p.m.

**Committee Work Programme**



9

# **Heritage, Culture and Leisure Committee Work Programme**

## **INTRODUCTION**

This document sets out the decisions to be taken by the various Committees of Maidstone Borough Council on a rolling basis. This document will be published as updated with new decisions required to be made.

## **DECISIONS WHICH COMMITTEES INTEND TO MAKE IN PRIVATE**

Committees hereby give notice that they intend to meet in private after its public meeting to consider reports and/or appendices which contain exempt information under Part 1 of Schedule 12A to the Local Government Act 1972 (as amended). The private meeting of any Committee is open only to Councillors and Council officers.

Reports and/or appendices to decisions which Committees will take at their private meetings are indicated in the list below, with the reasons for the decision being made in private.

## **ACCESS TO COMMITTEE REPORTS**

Reports to be considered at any of the Committees' public meeting will be available on the Council's website ([www.maidstone.gov.uk](http://www.maidstone.gov.uk)) a minimum of 5 working days before the meeting.

## **HOW CAN I CONTRIBUTE TO THE DECISION-MAKING PROCESS?**

You can submit a question to the relevant Committee, details are on our website ([www.maidstone.gov.uk](http://www.maidstone.gov.uk)).

<b>Decision Maker and Date of When Decision is Due to be Made:</b>	<b>Title of Report and Brief Summary:</b>	<b>Contact Officer:</b>	<b>Public or Private (if Private the reason why)</b>	<b>Documents to be submitted (other relevant documents may be submitted)</b>
<b>Heritage, Culture and Leisure Committee</b>  Due Date: Tuesday 6 Sep 2016	Strategic Plan Performance Update Q1 for HCL  A Quarter 1 performance update for Heritage Culture and Leisure Committee and it's related Indicators/Actions	Anna Collier <a href="mailto:annacollier@maidstone.gov.uk">annacollier@maidstone.gov.uk</a>	Public	Strategic Plan Performance Update Q1 for HCL
<b>Heritage, Culture and Leisure Committee</b>  Due Date: Tuesday 6 Sep 2016	Surrenden Field, Staplehurst  A report regarding the future management of this playing field in Staplehurst	Jason Taylor, Parks and Leisure Manager <a href="mailto:jason.taylor@maidstone.gov.uk">jason.taylor@maidstone.gov.uk</a>	Public	Surrenden Field, Staplehurst
<b>Heritage, Culture and Leisure Committee</b>  Due Date: Tuesday 6 Sep 2016	Mote Park Car Park Charging Review  Review of pay and display car park charges in Mote Park	Dawn Hudd <a href="mailto:dawn.hudd@maidstone.gov.uk">dawn.hudd@maidstone.gov.uk</a>	Public	HCL Committee Report 13 07 2015 Mote Park Car Park Charging Review

<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 6 Sep 2016</p>	<p>First Quarter Budget Monitoring 2016/17</p> <p>First Quarter Budget Monitoring 2016/17 - Heritage, Culture &amp; Leisure</p>	<p>Mark Green  <a href="mailto:markgreen@maidstone.gov.uk">markgreen@maidstone.gov.uk</a></p>	<p>Public</p>	<p>First Quarter Budget Monitoring 2016/17</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 4 Oct 2016</p> <p>©</p>	<p>Parks 10 Year Plan</p> <p>A report stating the current situation with Maidstones Parks, setting out issues and giving options going forward.</p>	<p>Jason Taylor, Parks and Leisure Manager  <a href="mailto:jason.taylor@maidstone.gov.uk">jason.taylor@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Parks 10 Year Plan</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 4 Oct 2016</p>	<p>Mote Park Adventure Zone</p> <p>Procurement and Planning update</p>	<p>Dawn Hudd  <a href="mailto:dawn.hudd@maidstone.gov.uk">dawn.hudd@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Mote Park Adventure Zone  Mote Park Adventure Zone</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 4 Oct 2016</p>	<p>Tourism Destination Management Pla - Progress Update</p> <p>Six monthly progress report on the Tourism Destination Management Plan</p>	<p>Dawn Hudd  <a href="mailto:dawn.hudd@maidstone.gov.uk">dawn.hudd@maidstone.gov.uk</a></p>		<p>Tourism Destination Management Pla - Progress Update</p>

<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 4 Oct 2016</p>	<p>Public Realm Design Guide and Public Art Policy</p> <p>To produce final draft report for town centre design guide and borough-wide art policy</p>	<p>Fran Wallis  <a href="mailto:franwallis@maidstone.gov.uk">franwallis@maidstone.gov.uk</a></p>	<p>public</p>	<p>Public Realm Design Guide and Public Art Policy</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 1 Nov 2016</p> <p>10</p>	<p>Strategic Plan Performance Update Q2 for HCL</p> <p>A quarter 2 performance update for the Heritage, Culture, and Leisure Committee and related indicators/Actions</p>	<p>Anna Collier  <a href="mailto:annacollier@maidstone.gov.uk">annacollier@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Strategic Plan Performance Update Q2 for HCL</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 29 Nov 2016</p>	<p>Review of MCL Festivals and Events 2016</p> <p>A review of Proms in the Park and the Mela following consultation into the future shape and delivery of these events, and an overview of other events that have taken place in our venues during the year.</p>	<p>Dawn Hudd  <a href="mailto:dawnhudd@maidstone.gov.uk">dawnhudd@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Review of MCL Festivals and Events 2016</p>

<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 3 Jan 2017</p>	<p>Maidstone Museums Sustainability Options Paper</p> <p>Paper setting out future governance and management arrangements for Maidstone Museums.</p>	<p>Dawn Hudd  <a href="mailto:dawnhudd@maidstone.gov.uk">dawnhudd@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Maidstone Museums Sustainability Options Paper</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 3 Jan 2017</p> <p>→ →</p>	<p>Mote Park - A New Cafe/Visitor Centre</p> <p>Business case for a new café and visitor centre for Mote Park relating to £2.5m capital funding identified in capital programme.</p>	<p>Dawn Hudd  <a href="mailto:dawnhudd@maidstone.gov.uk">dawnhudd@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Mote Park - A New Cafe/Visitor Centre</p>
<p><b>Heritage, Culture and Leisure Committee</b></p> <p>Due Date: Tuesday 31 Jan 2017</p>	<p>Plaques and People Protocol</p> <p>New protocol for the erection of commemorative plaques and the inclusion of names in the Council Chamber</p>	<p>Dawn Hudd  <a href="mailto:dawnhudd@maidstone.gov.uk">dawnhudd@maidstone.gov.uk</a></p>	<p>Public</p>	<p>Plaques and People Protocol</p>
<p><b>Decision Maker and Date of When Decision is Due to be Made:</b></p>	<p><b>Title of Report and Brief Summary:</b></p>	<p><b>Contact Officer:</b></p>	<p><b>Public or Private (if Private the reason why)</b></p>	<p><b>Documents to be submitted (other relevant documents may be submitted)</b></p>

# Agenda Item 12

## HERITAGE, CULTURE AND LEISURE COMMITTEE

6 September 2016

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

**No**

### Surrenden Field, Staplehurst

<b>Final Decision-Maker</b>	Heritage, Culture and Leisure Committee.
<b>Lead Head of Service</b>	Head of Commercial and Economic Development
<b>Lead Officer and Report Author</b>	Jason Taylor. Parks and Leisure Manager
<b>Classification</b>	Public
<b>Wards affected</b>	Staplehurst

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

1. That the Committee consider the proposal to grant a 125 year lease of Surrenden Field to Staplehurst Parish Council.
2. That the Committee agree to declare the land as surplus to operational requirements and authorise the placing of a Public Notice pursuant to Section 123 of the Local Government Act 1972 in respect of the disposal of open space.
3. That the response to the public notice be considered by the Heritage, Culture and Leisure Committee before a final recommendation to dispose of the land is made to Policy and Resources Committee.
4. That if, having considered the response to the public notice, the Heritage, Culture and Leisure Committee still deems it appropriate, the matter be referred to Policy and Resources Committee for a final decision concerning the disposal of the parcel of land.

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

- Keeping Maidstone Borough an attractive place for all – This playing field is important to Staplehurst and helps make the area attractive. The issue of a lease to Staplehurst Parish Council would enable them to make improvements to the site.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Heritage Culture and Leisure Committee	6 September 2016
Policy & Resources Committee	TBA following results from public notice

# Surrenden Field, Staplehurst

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 The purpose of this report is for the Heritage Culture & Leisure Committee to consider Staplehurst Parish Council's (SPC) request for the land at Surrenden Field, which is currently leased to them, to be extended on a longer term arrangement.
  - 1.2 This would require the land to formally be declared as surplus by Heritage, Culture & Leisure Committee, and a recommendation made to Policy and Resources Committee for a final decision.
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 The freehold to Surrenden Field in Staplehurst, as shown in APPENDIX 1, is held by Maidstone Borough Council (MBC).
- 2.2 Currently the site is leased to SPC. This lease is for a term of 21 years and expires on 1<sup>st</sup> April 2019. SPC currently pay MBC a rent of £75 per annum.
- 2.3 The land is protected by a restrictive covenant to be used only as an open space.
- 2.4 The current lease is protected under the Landlord and Tenant Act 1954 and this means the Parish Council have a right to a further lease on the same terms.
- 2.5 SPC have approached officers to express that they would like to invest in the site to improve the drainage and the play facilities, but before they can do this they would require long tenure of the site and ideally would like the transfer of the freehold of the site to them.
- 2.6 Surrenden Field is highlighted in the Staplehurst Neighbourhood Plan 2015-2031 as being part of the 'Village Heart Policy'.
- 2.7 SPC would like control of this site as it is important to the town and feel that by having the freehold it would secure the site as green space for the future. If the freehold is not available then the Parish have asked for a minimum of 125 year lease.
- 2.8 A more appropriate option may be to issue a lease to the SPC which will give them security of tenure, enable them to invest in the site and give them added security that the site will remain as green space in the future.
- 2.9 It has been determined that an independent valuation under Section 123 of the Local Government Act 1972 is not required as there is no alternative non-community use for this site. The proposed disposal would only be at an 'undervalue' if it was realistic to think that the Council could sell or lease the land for a capital receipt or a higher rent. Given the land is protected by a

restrictive covenant to be only used as open space it is considered that an independent valuation is not required.

- 2.10 The current lease will expire at the end of the existing term unless it is surrendered by either of the two parties, subject to the ability of both parties to renew the lease pursuant to the provisions of the Landlord and Tenant Act 1954.

---

### **3. AVAILABLE OPTIONS**

- 3.1 MBC could issue a further 21 year lease to the Parish Council on the same terms as the current lease, as is their right under the Landlord and Tenant Act 1954. This would be on exactly the same terms as the current agreement. SPC have indicated that this lease would not be long enough to allow them to carry out the proposed improvement works to the site.
- 3.2 MBC could issue a 125 year lease to SPC. This is the recommended option with the reasons shown below in section 4.
- 3.3 The freehold for Surrenden Field could be handed over to the Parish Council. Passing the freehold of the site to the SPC is not considered appropriate as this would transfer control of the site. Whilst MBC has no long term plans for the site it is not felt that it would be prudent to pass control of a council asset to a third party.
- 3.4 MBC could take the site back when the current lease ends and manage it in the future.  
This is not considered appropriate as the maintenance of the site would be passed to MBC. It would also take away the ability for SPC to invest in improvement of the site.
- 3.5 The current lease could be left in place until it runs out on 1<sup>st</sup> April 2019, and then a new lease on the same terms would have to be granted to the Parish Council, unless MBC had specific grounds under the Landlord and Tenant Act 1954 to deny such a request.  
This is not recommended as SPC require a longer lease of the site to enable them to carry out improvement works. SPC may not be in a position to carry out these works in the future.

---

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

- 4.1 The preferred option is option 3.2, shown above, that 'MBC could issue a 125 year lease to SPC'.
- 4.2 This would give SPC long term security of tenure, which would enable them to invest in the site with the security of knowing that the site will remain as green space in the future.
- 4.3 If a new lease is to be issued to SPC then Heritage, Culture & Leisure Committee would need to declare the land as surplus and authorise the

placing of a Public Notice pursuant of Section 123 of the Local Government Act 1972 in respect of the open space.

- 4.4 Objections and representations which might be received in response to the advertisement should be considered by the Heritage, Culture and Leisure Committee before making a recommendation to dispose of the land to the Policy and Resources Committee
- 4.5 Should no objections or representations be received in response to the advertisement, the matter would be referred to Policy and Resources Committee for a final decision concerning the disposal of the parcel of land and for the Heads of Terms of the lease to be agreed.

---

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

- 5.1 This subject has not been consulted on with the public and this is the first time that this has been brought to Heritage, Culture & Leisure Committee.

---

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

- 6.1 If Heritage, Culture & Leisure Committee recommends the issue of a long lease of Surrenden Field to SPC then the disposal of the land will be advertised pursuant of Section 123 of the Local Government Act 1972.

---

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

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	Keeping Maidstone Borough an attractive place for all – This playing field is important to Staplehurst and makes the area attractive	Parks & Leisure Manager
<b>Risk Management</b>	No impact	
<b>Financial</b>	It is proposed that a pepper corn rent be charged to SPC for the lease of this land.	Section 151 Officer & Finance Team
<b>Staffing</b>	No impact	
<b>Legal</b>	Protection of the Council's ability to regain control of the Premises with the necessary provisions in the lease.	Legal Team

	The requirement for the Council to obtain best consideration for the disposal pursuant to s123 LGA.	
<b>Equality Impact Needs Assessment</b>	No Impact	
<b>Environmental/Sustainable Development</b>	The land is already protected by covenants.	Parks & Leisure Manager
<b>Community Safety</b>	No impact	
<b>Human Rights Act</b>	No impact	
<b>Procurement</b>	No impact	
<b>Asset Management</b>	There will effectively be no asset management considerations as the land will be managed by SPC for the long term, but it does remove obligations from MBC for any active asset management.	Head of Service & Manager

## 8. REPORT APPENDICES

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

- Appendix I: Surrenden Field Staplehurst with boundary shown in red

---

## 9. BACKGROUND PAPERS

None

## Appendix I

Surrenden Field, Surrenden Road, Staplehurst with boundary shown in red.



# Agenda Item 13

## Heritage Culture & Leisure Committee

6 September 2016

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

**No**

### Strategic Plan Performance Update Quarter 1 2016/17

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

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

1. Note the summary of performance for Quarter 1 of 2016/17 for Key Performance Indicators (KPIs) and corporate strategies and plans.
2. Note where complete data is currently not available

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

- Keeping Maidstone Borough an attractive place for all
- Securing a successful economy for Maidstone Borough

Key Performance Indicators monitor the delivery of the Council's Corporate Priorities as set out in the Strategic Plan 2015-20. The Performance Plan provides progress against the Council's key strategies which deliver the Council's corporate priorities.

#### **Timetable**

<b>Meeting</b>	<b>Date</b>
Wider/Corporate Leadership Team	19 July 2016
Policy & Resources Committee	27 July 2016
Heritage, Culture & Leisure Committee	6 September 2016

# Strategic Plan Performance Update Q1 2016/17

## 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Heritage, Culture & Leisure Committee is asked to note the progress of key strategies, plans, and performance indicators that support the delivery of the Strategic Plan 2015-2020
- 

## 2. INTRODUCTION AND BACKGROUND

- 2.1 Having a comprehensive set of actions and performance indicators ensures that the Council delivers against the priorities and actions set in the Strategic Plan.
  - 2.2 The Strategic Plan now has 33 Key Performance Indicators that were agreed by Committee in April 2016. This is in addition to the existing 14 plan and strategy updates.
  - 2.3 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.
  - 2.4 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.
  - 2.5 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 of when the information is expected.
  - 2.6 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.
- 

## 3. Quarter 1 Performance Summary

- 3.1 Overall, there are 33 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by Policy & Resources Committee for 2016/17. Four of these relate to the Heritage, Culture & Leisure Committee.
- 3.2 Of these four, 50% (2) achieved their target for quarter 1. Three have shown lower performance when compared with the same quarter last year. One indicator does not have data to compare against.

4. RAG Rating	Green	Amber	Red	N/A	Total
KPIs	2	0	2	0	4
Strategic Actions	3	0	0		3
Direction	Up	Across	Down	N/A	Total
KPIs	0		3	1	4

---

## 5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 5.1 Describe the option being recommended in detail, clarifying what will be involved and what outcomes are expected. This section should also explain why this is the best of the options considered in the previous section.
- 5.2 That Heritage, Culture and Leisure Committee review the performance data presented and request further information to understand previous, current and future performance where relevant.

---

## 6. Performance by Priority

### ***Priority 1: Keeping Maidstone Borough an attractive place for all***

- 6.1 User satisfaction at the Leisure Centre has shown a decrease in comparison to the same period in 2015/16. The main negative aspects from survey responses relate to a period when the boiler failed at the Leisure Centre, and the pool temperature dropped. Comments also mention poor service in the café area, particular the slow service during peak times, and tables not being clear. The Leisure Centre management team are confident that they can address these issues and improve satisfaction. The situation will be closely monitored by the Maidstone Culture and Leisure Monitoring Officer.

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

- 6.2 Footfall at the Museum and Visitor Information Centre has not achieved the quarterly target. It is possible that this was caused by a very early Easter with a number of schools having holidays in March. Footfall was 16,764 in quarter 1 compared to 19,039 for the same period in 2015/16. In June, Dino Day was particularly popular and attracted nearly 2000 visits in a single day. However, this was not enough to make up for the shortfall observed in April and May.
- 6.3 In quarter 1, 2,496 children took part in educational activities supported by the Museum. As well as events that are held at the museum, the Learning Team also carry out sessions and schools using objects from the museum's collection. These sessions cover a number of topics including history, art, and natural science. This indicator will includes children who are directly involved in activities relating to the objects that are loaned to the school.

6.4 Footfall on the High Street for Quarter 1 is around 300,000 above the quarterly target, but numbers are lower than observed in quarter 1 2015/16. Despite this, weekly data is showing an upward trend, similar to that which occurred last year. It is expected that the annual target will be met.

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	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.	Angela Woodhouse, Head of Policy & Information
<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.	Angela Woodhouse, Head of Policy & Communications
<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.	Section 151 Officer
<b>Staffing</b>	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans	Angela Woodhouse, Head of Policy and

	to be put in place.	Communications
<b>Legal</b>	None identified.	Legal Team
<b>Equality Impact Needs Assessment</b>	None identified.	Policy & Information Officer
<b>Environmental/Sustainable Development</b>	None identified.	Policy and Information Manager
<b>Community Safety</b>	None identified.	Policy and Information Manager
<b>Human Rights Act</b>	None identified.	Policy and Information Manager
<b>Procurement</b>	None identified.	Policy and Information Manager
<b>Asset Management</b>	None identified.	Policy and Information Manager

**8. REPORT APPENDICES**

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

- Appendix I: Strategic Plan Performance Update Q1 for HCL

2016/17

# Quarter 1 Performance Update



For further information about Performance Management at Maidstone Council, please contact Alex Munden, Performance Officer.

**OUR VISION**

That our residents live in decent homes, enjoy good health and a pleasant environment, with a successful economy that is supported by reliable transport networks.

**OUR MISSION**

Putting People First.

**OUR PRIORITIES**

Keeping Maidstone Borough an attractive place for all

Securing a successful economy for Maidstone Borough



**ACTION AREAS**

Providing a clean and safe environment

Encouraging good health and wellbeing

Respecting the character and heritage of our Borough

Ensuring there are good leisure and cultural attractions

Enhancing the appeal of the town centre for everyone

Securing improvements to the transport infrastructure of our Borough

Promoting a range of employment opportunities and skills required across our Borough

Planning for sufficient homes to meet our Borough's needs

**OUR VALUES**

**Service**



Everything we do impacts on our customers, both internal and external. We will listen to and understand their needs, then take action to provide the right service in a positive and professional manner.

**Teamwork**



Working together to achieve our objectives and goals in a way that utilises the talents and creativity of everyone in our organisation.

**Responsibility**



We work in an environment that encourages us to take ownership for our actions. Making the right choices and decisions that lead to a satisfactory outcome for all.

**Integrity**



We have the courage to act on our convictions to build trust and honesty. We work with our partners and customers to create a feeling of openness and transparency in everything we do.

**Value**



Taking care and weighing up our options, aiming to get the maximum effect for every penny of public money we spend.

**Equality**



Valuing our differences and understanding how they can contribute to a better working environment and services that are fair and easy to access.

# Understanding Performance

## Key to performance ratings

Performance indicators are judged in two ways; firstly on whether performance has improved, been sustained or declined, compared to the same period in the previous year. For example, 2016/17 annual performance will be compared against 2015/16 annual performance. This is known as direction. Where there is no previous data, no assessment of direction can be made.

The second way in which performance is assessed looks at whether an indicator has achieved the target set and is known as PI status. Some indicators may show an asterisk (\*) after the figure, these are provisional figures that are awaiting confirmation.

Data Only indicators are not targeted but are given a direction. Indicators that are not due to be reported or where there is a delay in data collection are not rated against targets or given a direction.

RAG Rating	
	Target not achieved
	Target missed (within 10%)
	Target met
	No target to measure performance against
	Data Only

Direction	
	Performance has improved
	Performance has not changed / been sustained
	Performance has declined
	No previous performance to judge against

Strategic Actions have also been rated using the RAG Status (Red, Amber or Green). The ratings are there to provide an assessment of how well the strategy or plan is progressing.

## Performance Summary

This is the quarterly update on Maidstone Borough Council’s Strategic Plan 2015-20. It sets out how we are performing against the Key Performance Indicators and Strategic actions that directly contribute to the achievement of our priorities: Keeping Maidstone an attractive place for all and securing a successful economy for Maidstone Borough.

Outlined below is a summary of the ratings and direction that have been given for the quarterly results.

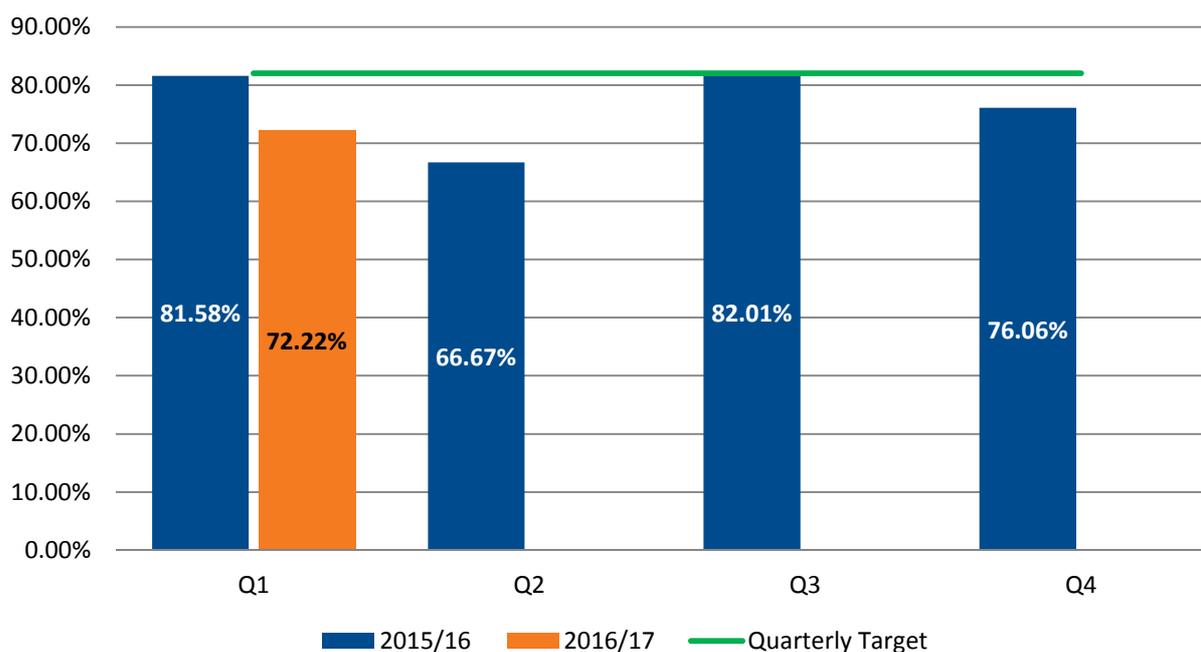
RAG Rating	Green	Amber	Red	N/A	Total
KPIs	2	0	2	0	4
Strategic Actions	3	0	0		3
Direction	Up	Across	Down	N/A	Total
KPIs	0	0	3	1	4

## Priority 1: Keeping Maidstone an attractive place for all

### Encouraging Good Health and Wellbeing

Deprivation in the borough is lower than average, however 15% (4,300) of children (under 16 years old) in Maidstone live in poverty. There is a larger difference in life expectancy of men and women; 7 years lower for men and 4 years lower for women in the most deprived areas of Maidstone than in the least deprived.

User Satisfaction with the Leisure Centre					
The Council recognises that access to leisure services plays an important role making somewhere a good place to live. This indicator measures customer satisfaction with the Leisure Centre.					
Current Performance	Q1 Target	Value Vs Target	Direction	Status	Expected Outcome
72.22%	82.00%	-9.78%	↓	●	Target will be slightly missed



**Performance Comment:** The management at the Leisure Centre have been unable to pinpoint a specific reason for the drop in satisfaction at the centre. Out of all the responses received there were only a handful that had written responses regarding their experience at the centre, which were a mix of both positive and negative. The main negative aspects appeared to point to a period where the pool temperature had dropped due to boiler failure and poor service in the cafe area. Service was slow during peak times and tables were not being cleared.

As another point of reference for customers experience, looking at reviews on Trip Advisor the Leisure Centre averaged 3.7 out of 5 from 18 reviews during the quarter. These tend to

### User Satisfaction with the Leisure Centre

give a better indicator of what people found right and wrong. Poor satisfaction within trip advisor reviews seemed to point towards issues with the car park (receiving fines) and issues with swimming lessons and communication. In all instances of reviews on Trip Advisor, the management at Maidstone Leisure Centre (MLC) are quick to respond to customers in order to address any issues quickly.

The management at MLC are confident that they are able to improve on these figures going forward and we will be monitoring the situation closely.

### Respecting the Character of our Borough

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 live in a parished area. We are focused on achieving economic prosperity, whilst at the same time balancing protecting the environment and landscape that makes the borough of Maidstone a great place to live, work in and visit.

This priority action area has no quarterly performance indicators.

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

### Ensuring there are good Leisure and Cultural Attractions

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.

#### Festivals & Events Strategy Update

The programme of festivals and events across the borough is growing with new events this year including the Big Day Out in Mote Park in June, and an open air cinema in Whatman Park in September.

A report will be taken to Heritage, Culture and Leisure Committee in November with a review of the Council's own events - The Mela and Proms in the Park with recommendations for the future following consultation with stakeholders and attendees at this year's events. The report will also include a summary of all the events that have taken place at Maidstone Borough Council venues.

#### Destination Management Plan Update

Good progress is being made against the Action Plan. A Destination Management Plan event is being planned for September 2016 to share progress on the 3 year plan with all stakeholders. Achievements include:

- The creation of Friends of the River group.
- A new tool for venues to link to the Visit Maidstone website to feed on information on accommodation, things to do and what's on.
- A New Historic Interpretation Panel installed, as well as map and information points being replaced through Maidstone.
- Data has been collected from rural areas in order to develop and promote this offer.

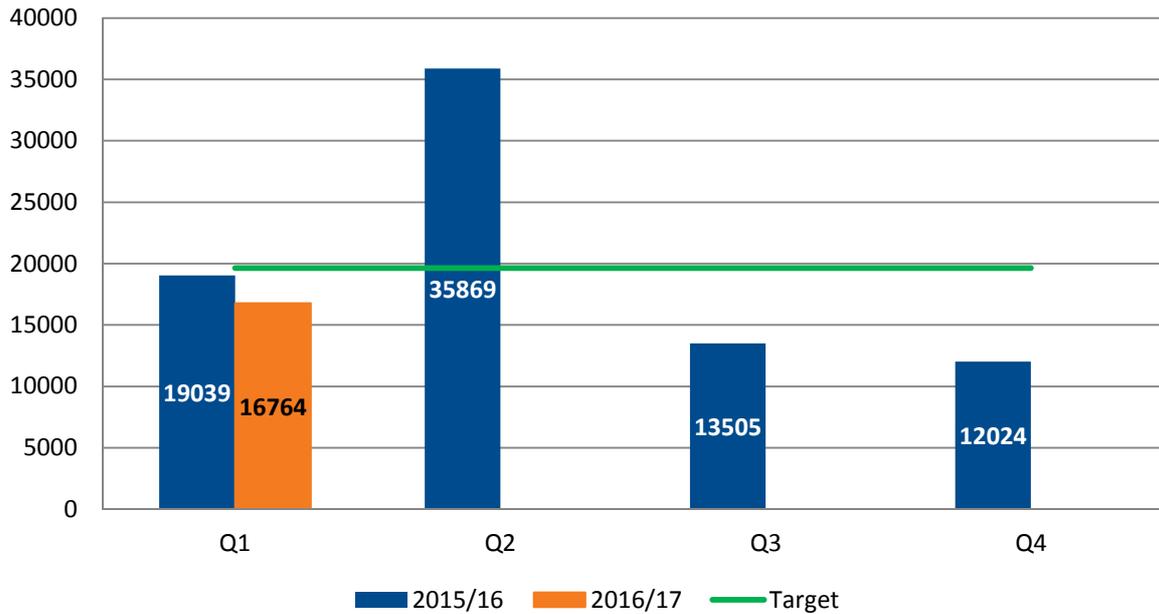
#### Cultural Strategy Update

Work is continuing on a new Public Realm Design Guide for the Town Centre and a Public Art Policy for the Borough. Consultation is being undertaken on this work with stakeholders in July and August. A bid is being submitted to Heritage Lottery Townscape Initiative Fund for Gabriel's Hill for £2m. This will focus on the built environment, public realm and intangible heritage assets of one of Maidstone's historic former principal streets, now dilapidated and degraded, and will enhance the Council's own public realm for this area. The Council has also been shortlisted for an Urban Panel visit on September 16.

### Footfall at the Museum and Visitor Information Centre

This indicator reflects the investment the Council has made to ensure that an important cultural provision and a major draw to the Town Centre is maintained.

Current Performance	Q1 Target	Value Vs Target	Direction	Status	Expected Outcome
16,764	19,625	-2,861	↓	●	Target will be slightly missed

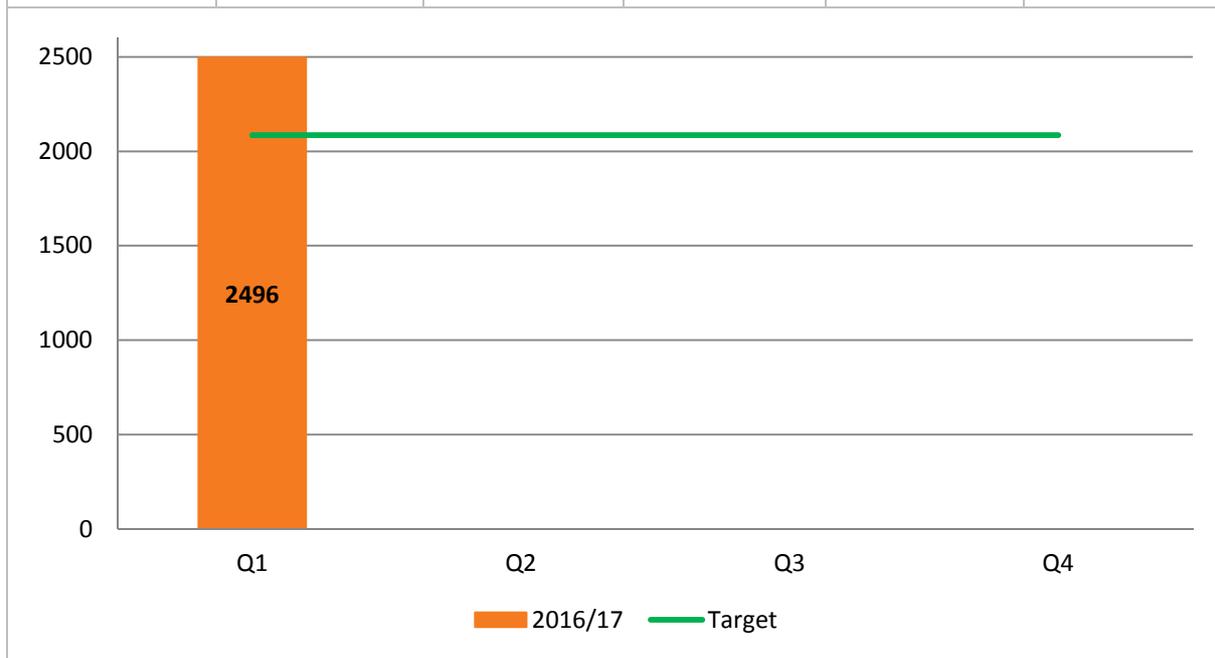


**Performance Comment:** The 2016/17 target is reflective of the closure on Monday and staff structure changes. Footfall in April and May fell in comparison with both 2014/15 and 2015/16. June had approximately 1,000 more visits than the year before. The quarter as a whole was only 16,764 compared to 19,039 in 2015/16 and 20,320 in 2014/15. It is possible that this was the effect of having a very early Easter, where holidays mostly fell in March. The temporary exhibition at this stage was TIME, a contemporary art exhibition by local artists. The increased figures in June are likely to relate to the museum's annual Dino Day, which attracted nearly 2000 visits in a single day. Dino Day in particular had a positive effect on footfall this quarter and is likely to be a key factor in increasing footfall. Overall, footfall is likely to have been affected due to adverse weather in May and June.

**Number of children taking part in formal educational activities on and off site.**

This indicator reflects the investment the Council has made to ensuring that an important cultural provision and a major draw to the Town Centre is maintained.

Current Performance	Q1 Target	Value Vs Target	Direction	Status	Expected Outcome
2,496	2,085	+411			Target will be achieved



**Performance Comment:** The Museums Schools and Arts Award continues to be popular with schools. In addition to these sessions that take place at the museum, the Learning Team also carry out sessions at schools and lend objects from the museums' handling collection. These loan boxes are available on a number of topics covering history, the arts and natural science. Usage of these boxes is measured by the number of children engaged in activities directly related to the loan of the box to the school. Information on all our schools offer is available to staff and parents through the museum website.

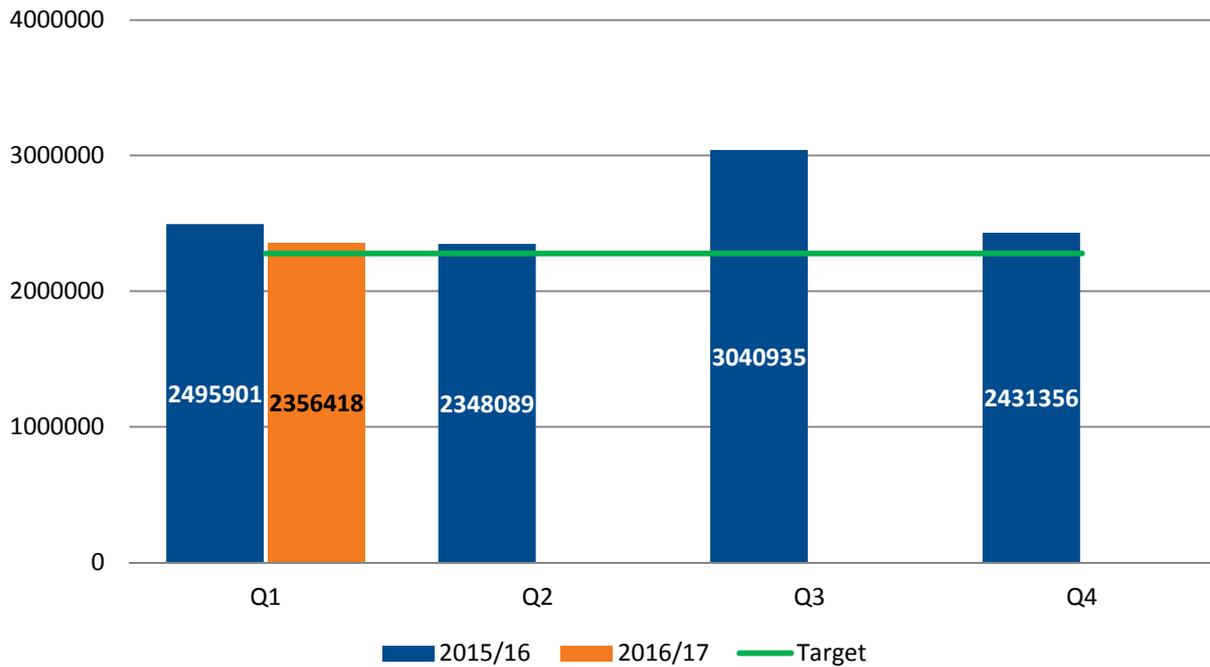
### Enhancing the Appeal of the Town Centre

Maidstone has had a historically thriving town centre however, we need to ensure that we keep pace with the changing economic environment and continue to meet the demands of businesses and consumers. Investment in Maidstone town centre is needed if it is to continue to be a popular place for leisure, to live, shop and work.

### Footfall in the High Street

This indicator provides a good balance between Town Centre vitality and satisfaction with the High Street.

Current Performance	Q1 Target	Value Vs Target	Direction	Status	Expected Outcome
2,356,418	2,058,735	+297683	↓	✅	Target will be achieved



**Performance Comment:** Footfall in quarter 1 is somewhat lower than was observed in the same period last year. Footfall was still above target, and weekly data that is collected is showing an upward trend. This is consistent with the trend that was observed over the same period in 2015/16.

# Agenda Item 14

## HERITAGE, CULTURE AND LEISURE COMMITTEE

6 SEPTEMBER 2016

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

**Yes**

### First 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>	Ellie Dunnet Chief Accountant
<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 first 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	6 September 2016

# First 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 first 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 30 June 2016, this committee was showing a positive variance of £97,365. The individual variances for each service area are detailed within **Appendix I**.
- 

## 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 first quarter of 2016/17, to June 2016. The appendix details net budget per cost centre for this Committee. Actual expenditure is shown to the end of June 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 June 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 an annual budget of £2,214,950 there was an expectation that £542,185 would be spent in the first quarter of the year. At this point in time the budget is reporting an under spend of £97,365, although the current forecast indicates that there will be no net overspend or underspend for the year as a whole.

- 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.
- 2.7 A separate report will detail the income shortfall for the Mote Park car par. This shortfall is not included within the figures reported here, as parking income is accounted for in the services reported to the Strategic Planning, Sustainability and Transportation Committee.

### **3 AVAILABLE OPTIONS**

- 3.1 In considering the current position on the revenue budget at the end of June 2016 the committee can choose to note those actions and reconsider the outcomes at the end of the second quarter or it could choose to take further action.

### **4 PREFERRED OPTION**

- 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.

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

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

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

- 6.1 The second quarter's budget monitoring report will be considered by the service committees in November 2016, culminating in a full report to The Policy and Resources Committee.
- 6.2 There are no significant issues arising from this report that require action from this committee. The success of actions by the other service committees to manage the pressures in their budgets will be regularly reported to this committee through later versions of this report.

### **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	Director of Finance & Business Improvement

	<p>financial year. The budget is set in accordance with the Council's medium term financial strategy which is linked to the strategic plan and corporate priorities.</p>	
<b>Risk Management</b>	<p>The Council has produced a balanced budget for both capital and revenue 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>	Director of Finance & Business 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</p>	Team Leader Corporate

	balanced budget and this monitoring process ensures that the committee remains aware of issues and the process to be taken to maintain a balanced budget for the year.	Governance
<b>Equality Impact Needs Assessment</b>	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
<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: First Quarter 2016/17 Revenue Monitoring – Heritage, Culture & Leisure

## 9 BACKGROUND PAPERS

None

**Heritage, Culture and Leisure Committee**  
**First Quarter Budget Monitoring - Full Summary to June 2016**

Cost Centre	Budget for Year	To June	Actual	Variance	Forecast	Year end Variance	Explanation
Cultural Development Arts	£32,260	£8,065	£3,570	£4,495	£32,260	£0	
Museum	£517,330	£116,333	£118,001	£-1,667	£517,330	£0	
Carriage Museum	£35,140	£11,976	£10,805	£1,170	£35,140	£0	
Museum-Grant Funded Activities	£18,200	£3,410	£-10,216	£13,626	£18,200	£0	
Hazlitt Arts Centre	£347,860	£76,323	£70,141	£6,181	£347,860	£0	
Whatman's Arena	£0	£0	£185	£-185	£0	£0	
Festivals and Events	£-3,260	£14,720	£-4,588	£19,308	£-3,260	£0	
Lettable Halls	£7,310	£-235	£-771	£536	£7,310	£0	
Community Halls	£192,190	£17,261	£17,565	£-304	£192,190	£0	
Cultural Development Sports	£43,000	£16,350	£1,250	£15,100	£43,000	£0	
Leisure Centre	£394,130	£102,733	£111,982	£-9,250	£394,130	£0	
Cobtree Golf Course	£-65,310	£-59,712	£-55,398	£-4,314	£-65,310	£0	
Parks & Open Spaces	£96,500	£35,738	£28,684	£7,054	£96,500	£0	
River Park	£206,580	£8,486	£19	£8,467	£206,580	£0	
Playground Improvements	£244,480	£4,925	£3,231	£1,694	£244,480	£0	
Parks Pavilions	£34,860	£5,145	£6,356	£-1,211	£34,860	£0	
Mote Park	£51,900	£10,718	£-221	£10,939	£51,900	£0	
Mote Park Cafe	£-88,950	£-23,775	£12,014	£-35,789	£-88,950	£0	This variance has arisen due to higher than budgeted agency costs and lower than expected income. The staffing structure has now been finalised, which will see reduced reliance on agency staff for the remainder of the year. Finance staff are working closely with the budget holders to monitor income and expenditure for the remaining part of the year.
Cobtree Manor Park	£-147,760	£-3,751	£-7,937	£4,186	£-147,760	£0	
Kent Life	£0	£-11,900	£-9,312	£-2,588	£0	£0	
Cobtree Manor Park Visitor Centre	£-300	£-565	£7,536	£-8,101	£-300	£0	
Allotments	£11,040	£0	£0	£0	£11,040	£0	
Tourism	£56,100	£40,975	£11,876	£29,100	£56,100	£0	
Conference Bureau	£0	£0	£0	£0	£0	£0	
Museum Shop	£-18,770	£-4,770	£-5,418	£648	£-18,770	£0	
Leisure Services Other Activities	£33,450	£25	£0	£25	£33,450	£0	
Cemetery	£-80,550	£4,015	£20,299	£-16,284	£-80,550	£0	
National Assistance Act	£-490	£-123	£-65	£-58	£-490	£0	
Crematorium	£-630,190	£-60,424	£-123,079	£62,655	£-630,190	£0	This service saw income above budget in the first quarter of 2016/17. However, due to maintenance works taking place over the summer, income for the second quarter is expected to be lower than budgeted.
Maintenance of Closed Churchyards	£5,000	£1,250	£0	£1,250	£5,000	£0	
Market	£-144,350	£-38,372	£-20,170	£-18,202	£-144,350	£0	
Parks & Leisure Services Section	£238,350	£60,413	£53,991	£6,422	£238,350	£0	
Cultural Services Section	£453,840	£112,460	£103,165	£9,295	£453,840	£0	
Maidstone Culture & Leisure Section	£131,930	£32,983	£43,530	£-10,548	£131,930	£0	
Bereavement Services Section	£165,470	£42,118	£39,533	£2,585	£165,470	£0	
Market Section	£77,960	£19,390	£18,260	£1,130	£77,960	£0	
	<b>£2,214,950</b>	<b>£542,185</b>	<b>£444,820</b>	<b>£97,365</b>	<b>£2,214,950</b>	<b>£0</b>	

# Agenda Item 15

**Heritage Culture & Leisure  
Committee**

**6 September 2016**

## **Mote Park Car Park Charges Review**

<b>Final Decision-Maker</b>	Heritage, Culture & Leisure Committee
<b>Lead Head of Service</b>	Head of Commercial and Economic Development
<b>Lead Officer and Report Author</b>	Acting Parks and Leisure Manager, Joanna Joyce
<b>Classification</b>	Public
<b>Wards affected</b>	All

### **This report makes the following recommendations to the final decision-maker:**

1. That the steps already taken to reduce the car parking income deficit are noted.
2. That the free parking period before 10am be removed and that charges are applied from the time the park opens.
3. That a further review of the charging structure is carried out before the new financial year with a further report coming to the Committee.

### **This report relates to the following corporate priorities:** *(please explain how your report relates to either or both of these, delete as appropriate)*

- 1) Keeping Maidstone Borough an attractive place for all –  
Ensuring there are good leisure and culture attractions

### **Timetable**

<b>Meeting</b>	<b>Date</b>
Corporate Leadership Team	19 <sup>th</sup> July 2016
Heritage, Culture and Leisure Committee	6 <sup>th</sup> September 2016

### 1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report provides an update on the income generation for the first quarter to June 2016 for the car parking in Mote Park. It looks at the reasons behind the projected shortfall in income for the car park charges compared to the targets set in the original reports for the first year of operation.
- 1.2 This report sets out the actions already taken and makes a number of recommendations to improve income for the car park and café.

---

### 2. INTRODUCTION AND BACKGROUND

- 2.1 The Sustainable Future for Mote Park programme is a series of projects designed to generate income, improve the offer to residents and make the parks service more sustainable. At a time of increasing budget pressures these projects are being implemented to reduce the financial pressure to the council from the parks service, a highly valued but non-statutory service.

The Sustainable Future for Mote Park business case recommended that revenue is generated to enable all of the Borough's parks and open spaces to be maintained to the standard our residents and visitors deserve, through:

- The introduction of a nominal car park charge at Mote Park, which was approved and commenced in Feb 2016.
  - The establishment of a pay to use leisure facility, or Adventure Zone which is approved and will be operational in 2017.
  - The existing café operation in Mote Park being brought back in house, which has been completed.
  - Investment in a new café/visitor centre with a detailed report due in late 2016.
  - Investment in the park infrastructure (benches; toilets; etc.)
  - Facilitating well managed quality festivals and events in accordance with the adopted Festivals and Events Strategy.
- 2.2 Car parking charges were introduced in February 2016 following a decision taken by Heritage, Culture and Leisure Committee (HCL) on 13 July 2015. The charge begins at 10am and is £1 for the first 6 hours and £12 for stays longer than 6 hours. An annual season ticket of £40 is available to Maidstone Residents. Special interest groups are also able to apply for concessions. Parking enforcement is managed by the Parking Services team.
  - 2.3 The business case for the introduction of charges presented to HCL Committee set out the following options:

<b>Parking Charge Income</b>	<b>OPTION 1 No free period</b>	<b>OPTION 2 1 hour free period (Est. 58,000 visits)</b>
Maximum income (based on current car trips with no uptake of season tickets or concessions) with VAT deducted.	£320,000	£271,000
<b>Costs</b>		
Parking services (CEOs etc.) (Option 2: Additional enforcement visits required, increasing deployed hour costs)	£24,000	£36,000
Cash collection	£5,000	£5,000
Repairs and maintenance	£6,000	£6,000
Pay unit vandalism	£8,000	£8,000
<b>Total operating costs</b>	<b>£43,000</b>	<b>£55,000</b>
<b>Maximum net contribution</b>	<b>£277,000</b>	<b>£216,000</b>
Adjustment for: Season tickets; changing use patterns; and concession discount (assumed 128,000 visits)	-£105,600	-£105,600
<b>Estimated Net Annual Income</b>	<b>£171,400</b>	<b>£110,400</b>

These figures were based on 385,000 cars using the park in 2013/14 with a generous reduction for change in patterns following the introduction of charges.

2.4 Actual income for the car park has been much lower than predicted. There are a number of reasons for this shortfall;

2.4.1 The pay and display income budget for this financial year for Mote Park is £211,430. £5,000 of this is allocated to season tickets, leaving a target income of £206,430, this equates to 247,716 cars a year once concessions are accounted for, or 680 paying customers every day of the year. There are 374 spaces (including the overflow), which means that every space must be filled twice every day to meet the target income. In sunny weather this may be achievable, however over the winter months and in poor weather this is unsustainable, particularly as in wet summer weather and over the winter the overflow cannot be used.

2.4.2 Current data to week 14 shows an average of 450 paying customers per day, this is likely to increase in school holidays and reduce in winter. This equates to an average of 163,800 customers or an income of £136,500 for the year.

2.4.3 On investigation it has become clear that there are significant number of vehicles entering the park through the secondary entrances to access other destinations such as Mote House, adjustments were not made for this in the original calculations.

2.4.4 There is a loss of income from the free to park before 10am concession. This concession was introduced at the committee meeting and hadn't been factored into the financial projections for option 1. Experience now shows that there is a major loss of income before 10am with many cars leaving at 10am or very shortly after from early morning dog walkers and joggers. It is calculated that 2,682 cars used the park before 10am in May alone, after subtracting 30% for concessions and service vehicles this results in a potential lost income of £1,840 for one month; over the course of a year this would be a significant loss

of income. The actual income profile is closely aligned to that predicted with one free hour. A full analysis has been undertaken of the free period to ascertain whether the benefits it brings outweigh the costs with an option for Committee to consider the removal of the free period.

- 2.4.5 Parking tickets for the pay and display machines cannot be bought before 9.45am in the main car park Monday to Friday. This is to prevent commuters from using the park as historically, according to Parking Services, this has been a problem. The nearby leisure centre has also introduced parking controls to combat commuter parking within their car park. Unfortunately this has the effect of discouraging people to stay longer than the free period when they may then use other services such as the café. It is also causing a high number of complaints from visitors to the staff on the ground. However, Parking Services consider that allowing advance ticket purchases during the free period allows for non-visitor long stay parking, which is significantly cheaper than season ticket parking in other Council car parks significantly increasing the risk of commuter parking. This may reduce parking availability for park visitors at peak times and have a detrimental impact on the wider pay and display income as a result of migration from long stay pay and display car parks.
- 2.4.6 Advance pay and display tickets can be purchased any time before 10am in School Lane car park and the Burning Ground car park as commuter parking is not a problem in these areas. Advance pay and display tickets can also be purchased at any time in the main car park during the weekend.
- 2.4.7 An assessment for the car counter for the main car park shows that figures there approximate to the numbers using the car park, taking into account the movement of service vehicles and concession tickets. The figures for the Burning ground car park at Willington Street however have been over estimated as a large amount of traffic using that entrance is construction traffic and private vehicles for Audley Mote House. The figures at School Lane car park have also over estimated use as much of the traffic recorded there is travelling to Cobtree Hall. These errors in the original report resulted in an overestimation of vehicles that would pay to park.
- 2.4.8 The in year budget for 2016/17 is as follows:

	Budget	Predicted	Difference
Meeting existing income target	30,000	30,000	0
Funding Mote Park Officer Post	32,880	32,880	0
Maintenance of existing tree stock	25,000	5,000	20,000
Car park running costs	25,500	25,500	0
TOTAL	113,380	93,380	20,000
<b>Contribution to MTFS</b>	<b>98,000</b>	<b>68,000</b>	<b>30,000</b>
	211,380	161,430	49,950
Number of car parking acts	264,225	180,500	83,725

- 2.4.9 The outturn for car park income is estimated to be £141,380, which is £70,000 below the income target. Reducing the tree stock maintenance by £20,000, revises the estimate to £161,430 reducing the variance to £50,000.

---

### **3. AVAILABLE OPTIONS**

3.1 There are some measures which have already been taken to improve car parking income and reduce costs.

3.1.1 Allowing tickets to be purchased from the pay and display machines during the free period in the main car park as soon as the park opens Monday to Friday, and accept the risks associated with commuter parking and the wider impact on parking income.

3.2 There are a number of further options that the Committee could decide to introduce.

3.2.1 The parking charge for the first six hours could be increased from £1.00 to £1.50 this would equate to an additional annual income of around £72,200. This fee would still be less than other similar parks such as KCC country parks where the charge is increased at the weekends.

3.2.2 The free parking period before 10am could be removed. This could equate to an estimated additional annual income of £22,080 (calculated on traffic leaving the main entrance before 10am minus 30% for service vehicles and those who no longer come). The free period was introduced to give regular users a way of using the park without paying however it only benefits groups such as dog walkers who tend to use it early in the morning and it could be argued this is unfair to other users such as families who come to the park later in the day.

3.2.3 The budget could be adjusted to a more realistic level to meet the anticipated shortfall. This would require a saving to be made elsewhere in the Committee's budgets to compensate for the adjustment.

---

### **4. OPTIONS AND RECOMMENDATIONS**

4.1 To improve car parking income it is recommended that:

4.1.1 The period of free parking before 10am is removed following a change to the off-street parking places order.

---

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

5.1 The proposals have not been consulted on as they relate to the operation and management of a commercial operation.

5.2 Any changes to the pricing structure would be consulted on before new charges were introduced.

---

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

6.1 Once finalised the decisions will be communicated to relevant staff and implemented.

- 6.2 An information campaign will be implemented to ensure that any change to the free parking period is advertised as widely as possible before implementation.

---

## 7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
<b>Impact on Corporate Priorities</b>	Failure to improve income will have a serious impact on other budgets across the service and the contribution to the MTFS.	Head of Commercial and Economic Development.
<b>Risk Management</b>	No implications.	
<b>Financial</b>	Failure to improve income will result in an overspend of £50,000. The implementation of the free parking period before 10am would reduce this overspend to £39,000 (£28,000 for full year)	[Section 151 Officer & Finance Team]
<b>Staffing</b>	None.	Parks and Leisure Manager
<b>Legal</b>	No implications.	Deputy Head of Legal Partnership
<b>Equality Impact Needs Assessment</b>	No implications	
<b>Environmental/Sustainable Development</b>	No implications	
<b>Community Safety</b>	No implications	
<b>Human Rights Act</b>	No implications	
<b>Procurement</b>	No implications	Head of Commercial & Economic Development.
<b>Asset Management</b>	No implications	

## 8. REPORT APPENDICES

None.

---

## 9. BACKGROUND PAPERS

*A Sustainable Future for Mote Park, report of January 2015.*