

# HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING

Date: Tuesday 5 June 2018  
Time: 6.30 p.m.  
Venue: Town Hall, High Street, Maidstone

Membership:

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

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

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<u>AGENDA</u>	<u>Page No.</u>
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 6 March 2018	1 - 6
9. Presentation of Petitions (if any)	
10. Question and answer session for members of the public	
11. Committee Work Programme	7
12. Key Performance Indicator Update Quarter 4 HCL	8 - 15
13. Fourth Quarter Budget Monitoring 2017/18	16 - 25

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**Issued on Friday 25 May 2018**

**Continued Over/:**

*Alison Broom*

**Alison Broom, Chief Executive**

## **PUBLIC SPEAKING AND ALTERNATIVE FORMATS**

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In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting. 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.

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## **MAIDSTONE BOROUGH COUNCIL**

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

#### **MINUTES OF THE MEETING HELD ON TUESDAY 6 MARCH 2018**

**Present:** Councillor Pickett (Chairman) and Councillors Mrs Blackmore, Boughton, Ells, Hastie, Mrs Hinder, Lewins and Mrs Wilson

112. APOLOGIES FOR ABSENCE

It was noted that apologies were received from Councillors Butler and Fort.

113. NOTIFICATION OF SUBSTITUTE MEMBERS

It was noted that Councillor Boughton was substituting for Councillor Butler.

114. URGENT ITEMS

There were no urgent items.

115. NOTIFICATION OF VISITING MEMBERS

There were no Visiting Members.

116. DISCLOSURES BY MEMBERS AND OFFICERS

Councillor Mrs Wilson disclosed membership of the Museum Strategic Board but confirmed that this would not affect her ability to take part in the Committee and vote.

117. DISCLOSURES OF LOBBYING

There were no disclosures of lobbying.

118. EXEMPT ITEMS

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

119. MINUTES OF THE MEETING HELD ON 30 JANUARY 2018

**RESOLVED:** That the minutes of the meeting held on 30 January 2018 be approved as a correct record and signed.

120. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

121. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

122. COMMITTEE WORK PROGRAMME

The Committee was informed that there were no items scheduled for the April meeting of the Committee.

123. THIRD QUARTER BUDGET MONITORING REPORT

Miss Ellie Dunnet, the Head of Finance, presented the Third Quarter Budget Monitoring Report to the Committee.

It was highlighted to the Committee that as of 31 December 2017, this Committee was showing an overall positive variance of £183,035 and the year-end position would decrease to an under spend of £48,000.

In response to questions from the Committee Ms Hudd, the Head of Regeneration and Economic Development replied that:

- The issue with the solar panels at the Leisure Centre, which did not appear to be working properly, was being dealt with by the Property Services team and there was an ongoing programme of works to address the problem.
- There had been a national decline in the performance of markets. The Lockmeadow Tuesday Market had suffered and therefore the income target would be adjusted in the 2018/19 budget setting process.

**RESOLVED:**

1. That the revenue position at the end of the third quarter and the actions being taken or proposed to improve the position where significant variances have been identified be noted.
2. That the capital position at the end of the third quarter is noted.

124. HERITAGE, CULTURE & LEISURE QUARTER 3 PERFORMANCE REPORT

Ms Anna Collier, the Policy and Information Manager, presented the Quarter Three Performance Report to the Committee.

It was highlighted to the Committee that:

- Four out of the five Key Performance Indicators (KPIs) within this Committee's remit were outperforming their target.
- The number of contacts to the Visitor Information Centre (VIC) had not met the target this quarter. Changes would be made to this

KPI's target and methodology for 2018/19 using the baseline from this year and to reflect seasonality.

**RESOLVED:**

1. That the summary of performance for Quarter 3 of 2017/18 for Key Performance Indicators (KPIs) be noted.

125. TOURISM DESTINATION MANAGEMENT PLAN UPDATE

Mrs Laura Dickson, the Visitor Economy Development Manager, updated the Committee on the Tourism Destination Management Plan (DMP).

It was highlighted to the Committee that:

- A successful stakeholder engagement event 'Maidstone is Great' was held on 20 November 2017.
- There was no additional budget for the DMP in 2017/18 or 2018/19. The annual tourism service marketing budget would be used to support work relating to the DMP.

In response to questions from the Committee, Mrs Dickson replied that:

- Without the DMP quite a number of the projects would not have gone ahead. Collaboration between partners had never happened in the same way as it had done through the DMP.
- The three year DMP Action Plan would be reviewed in September 2018. The DMP itself was a live document that would continue when the Action Plan was completed.

The Committee requested that the interface between Officers and Stakeholders was reviewed in order to ensure that the Plan was robust so that past considerations were not revisited if the membership of the DMP changed. The Committee also requested that the varying success rates of the four areas of the action plan be reviewed to see how performance could be improved and to look at who was involved in each area.

**RESOLVED:**

1. That the interface be reviewed to ensure that the DMP was robust.
2. That the varying success rates of the four areas of the Action Plan be reviewed.

Voting: Unanimous

126. MUSEUM FUTURE GOVERNANCE OPTIONS

Ms Victoria Barlow, the Museums Director, presented Museum Future Governance Options to the Committee.

It was highlighted to the Committee that:

- In April 2017 a consultant was commissioned to carry out an options appraisal of governance models for Maidstone Museum and Maidstone Carriage Museum. There were two parts to the work; an assessment of the options and then the development of the business case for the preferred option which could incorporate a minimum 20% revenue savings for the Council.
- This work had been carried out in parallel with the development of the Museums 20 Year Plan which was overseen by the Museums Strategic Board.
- The current budget for Maidstone Museums (not including depreciation) was £1,076,930 and this included £229,710 of recharges.
- The Council had recently lodged an appeal against national non-domestic rates (NNDR) return. The Museums' combined NNDR charge was circa £120,000.
- From projections it was noted that there were no opportunities to make immediate significant savings from the transfer to a charitable trust apart from an NNDR discount. In fact, for the first two years of the process there would be additional costs associated with the work of setting up, recruiting to and creating operational procedures for the trust.
- The trusts which existed in connection with the Museum were the Bently, Brenchley, Queens Own Royal West Kent Regiment and Maidstone Museums Foundation and these were the subject of a second review which would be brought to this Committee in quarter two of 2018/19.
- Figure three considered the two most suitable options (status quo and create a new charitable trust and transfer full management and operational responsibility) against the objectives within the Museums 20 Year Plan.
- The report recommended that the Museums' governance options were revisited at a time when any uncertainties had been clarified.

In response to questions from the Committee, Ms Hudd, the Head of Regeneration and Economic Development replied that:

- The consultant had been employed over an 18 month period.
- In order to make the Museums attractive to the highest calibre of trustees it would be best to transfer the Museums to a trust in the future and not now.

- The option of charging entry to the Museum had been considered many times. It was thought that the Museum did not currently have the offering to charge for entry. However, visitors were charged for certain temporary exhibitions.

In response to questions from the Committee, Ms Barlow replied that the three year timeline until the next review of the Museums' governance options was required as Officers could review how similar Museums which had transferred to charitable trusts had performed. It would allow the national picture to become clearer and also allow for the initial phases of the Museums 20 Year Plan to commence without disruption.

The Committee requested that they receive an annual report on the Museums 20 Year Plan and an annual report on the Museum governance arrangements each year, which would alternate with each other on a six monthly cycle. This would enable the Committee to review the continuous work that was going on.

**RESOLVED:**

1. That the current governance arrangements for the Museum be retained.

Voting: For – 6      Against – 2      Abstentions - 0

2. That every year this Committee will receive an annual report on the Museums 20 Year Plan and an annual report on the Museum governance arrangements, which will alternate with each other on a six monthly cycle.

Voting: Unanimous

127. **BANNING OF CHINESE LANTERNS FROM COUNCIL OWNED LAND**

Ms Dawn Hudd, the Head of Regeneration and Economic Development, presented a report proposing the Banning of Chinese Lanterns at any event or activity held on Council owned land to the Committee.

It was noted that:

- Farmers' groups and animal charities had long pushed for the lanterns to be withdrawn from sale as the burnt out remains could endanger the lives of animals who find them.
- A blanket ban of Chinese lanterns would be unenforceable and would require a change in byelaws.

**RESOLVED:**

1. That the use and release of sky lanterns is banned from land and property owned or managed by Maidstone Borough Council at all

activities and events organised, supported, funded by (fully or partially) and/or licensed by this authority.

2. That an information campaign is launched to discourage the use of Sky Lanterns by residents and visitors.
3. That Parish Councils within the Borough are contacted to encourage them to produce similar ban on their own land and property.

Voting: Unanimous

128. DURATION OF MEETING

6.30 p.m. to 8.27 p.m.

## 2018/19 WORK PROGRAMME

Report Title	Committee	Month	Lead	Report Author
Sports Pitches Booking Process	HCL	Jul-18	Dawn Hudd	
Franklin Drive Land Disposal	HCL	Jul-18	Jennifer Shepherd	Andrew Williams
Outside Bodies - Nominations	HCL	Jul-18	Angela Woodhouse	Caroline Matthews
Play Area Grant Scheme Update	HCL	Sep-18	Jennifer Shepherd	Andrew Williams
Cemetery Improvements	HCL	Sep-18	Jennifer Shepherd	Sharon Smith
Q1 Budget Monitoring 2018/19	HCL	Sep-18	Ellie Dunnet	Paul Holland
Q1 Performance Report 2018/19	HCL	Sep-18	Angela Woodhouse	Anna Collier
Museums 20 Year Plan Update	HCL	Sep-18	Dawn Hudd	Victoria Barlow
Tourism Destination Management Plan Progress Update	HCL	Nov-18	Dawn Hudd	Laura Dickson
Q2 Budget Monitoring 2018/19	HCL	Nov-18	Ellie Dunnet	Paul Holland
Q2 Performance Report 2018/19	HCL	Nov-18	Angela Woodhouse	Anna Collier
Festivals and Events Update	HCL	Nov-18	Dawn Hudd	Laura Dickson
Fees & Charges 2019/20	HCL	Jan-19	Mark Green	Ellie Dunnet
Draft Strategic Plan	HCL	Jan-19	Mark Green	Angela Woodhouse
Medium Term Financial Strategy & Budget Proposals 2019/20	HCL	Jan-19	Mark Green	Ellie Dunnet
Q3 Budget Monitoring 2018/19	HCL	Feb-19	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	HCL	Feb-19	Angela Woodhouse	Anna Collier
Museums Future Governance Options Update	HCL	Mar-19	Dawn Hudd	Victoria Barlow
Biodiversity Action Plan	HCL	Mar-19	Jennifer Shepherd	Andrew Williams
New Market on Jubilee Square	HCL	TBC	Dawn Hudd	Fran Wallis
Sport Position Statement	HCL	TBC	Dawn Hudd	

# Agenda Item 12

## Heritage, Culture & Leisure Committee

**5 June 2018**

### Key Performance Indicator Update Quarter 4 2017/18

<b>Final Decision-Maker</b>	Heritage, Culture & Leisure Committee
<b>Lead Head of Service</b>	Angela Woodhouse, Head of Policy, Communications, and Governance
<b>Lead Officer and Report Author</b>	Anna Collier, Policy and Information Manager and Ashley Sabo, Performance and Business Information Officer
<b>Classification</b>	Public
<b>Wards affected</b>	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 4 of 2017/18 for Key Performance Indicators (KPIs) be noted.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Heritage, Culture & Leisure Committee	5 June 2018

# Key Performance Indicator Update Quarter 4 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.

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## 2. Quarter 4 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, 60% (3) of targeted KPIs reported this quarter achieved their target for quarter 4. For 40% of indicators, performance improved compared to the same quarter last year, where previous data is available for comparison.

RAG Rating	Green	Amber	Red	N/A	Total
KPIs	3	0	2	0	5
Direction	Up	No Change	Down	N/A	Total
Last Year	2	0	2	1	5
Last Quarter	5	0	0	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 69.6% of all available tickets during quarter 4, against a target of 50%. The team at the Hazlitt continue to explore and attract new performances and shows to keep customers interested. A lot of focus has also been placed on marketing activities to attract a wide range of customers and as a result the site has kept the percentage of seats sold well above target for the year 2017/18.
- 3.2 The number of students benefitting from the museum's educational service was 2,924 against a target of 2,085. The workshops associated with the new Ancient lives gallery have been successful in attracting schools studying Egyptian and Classical societies. In addition, staff have been promoting outreach sessions to take place in school instead of the museum. This helps schools overcome the barriers around the cost of transport for a museum visit. The Museum Learning Service is currently part funded by the Arts Council and Department for Education through its Museum and Schools programme. This programme was highlighted as a case study in last year's Mendoza report into the future of publically-funded museums and for the first time, we have been awarded funding for two years instead of the usual annual award.
- 3.3 Footfall at the Museum and Visitor Information Centre was 14,063 against a target of 18,000. Although not having met the quarterly target, footfall at the museum has increased quarter on quarter since the opening of the Ancient Lives Gallery in October. The performance is comparable to footfall in quarter 4 in 2016/17, we may therefore have been too ambitious in setting such a high target compared with previous performance. Visitor figures were reduced during the snow which would have had an impact on performance to some degree. We are now working on delivery of the Museums 20 Year plan which is designed to increase footfall in the future and are considering the profiling for next year to ensure it is realistic.
- 3.4 The number of contacts to the Visitor Information Centre (VIC) was 811 during this period. We now have a year's worth of figures as a baseline for future target setting. It is clear that the targets set last year were somewhat optimistic and this will be adjusted accordingly for 2018/19. The Visitor Information Centre is fully staffed and supplied from the museum subsidy. Further savings to be found by the museum will necessarily impact on the Visitor Information Centre. Currently no volunteers are used in Visitor Information but it is likely this will happen as they are used elsewhere in the museum.
- 3.5 There were 200,794 users at the leisure centre during quarter 4. This has exceeded the target of 181,094 by 19,700 users. The Leisure Centre has continued to introduce and promote a wide range of activities to attract more users to the centre. A good example is the half term activities which have proven very popular with families. The team have been successful in exploring and utilising multiple marketing channels to attract more people.

#### 4. RISK

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

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

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

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#### 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.

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#### 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.	Head of Policy, Communications & Governance
<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.	Head of Policy, Communications & Governance

<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.	Senior Finance Manager (Client)
<b>Staffing</b>	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place	Head of Policy, Communications & Governance
<b>Legal</b>	There is no statutory duty to report regularly on the Council's performance. However, under Section 3 of the Local Government Act 1999 (as amended) a best value authority has a statutory duty to secure continuous improvement in the way in which its functions are exercised having regard to a combination of economy, efficiency and effectiveness. One of the purposes of the Key Performance Indicators is to facilitate the improvement of the economy, efficiency and effectiveness of Council Services. Regular reports on the Council's performance assist in demonstrating best value and compliance with the statutory duty.	Keith Trowell, Interim Team Leader (Corporate Governance)
<b>Privacy and Data Protection</b>	We will hold data in line with the Data Quality Policy, which sets out the requirement for ensuring data quality.  There is a program for undertaking data quality audits of performance indicators.	Keith Trowell, Interim Team Leader (Corporate Governance)
<b>Equalities</b>	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in	Equalities & Corporate Policy Officer

	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.	
<b>Crime and Disorder</b>	None Identified	Policy & Information Manager
<b>Procurement</b>	Performance Indicators and Strategic Milestones monitor any procurement needed to achieve the outcomes of the Strategic Plan.	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 4 17/18

## **9. BACKGROUND PAPERS**

**None**

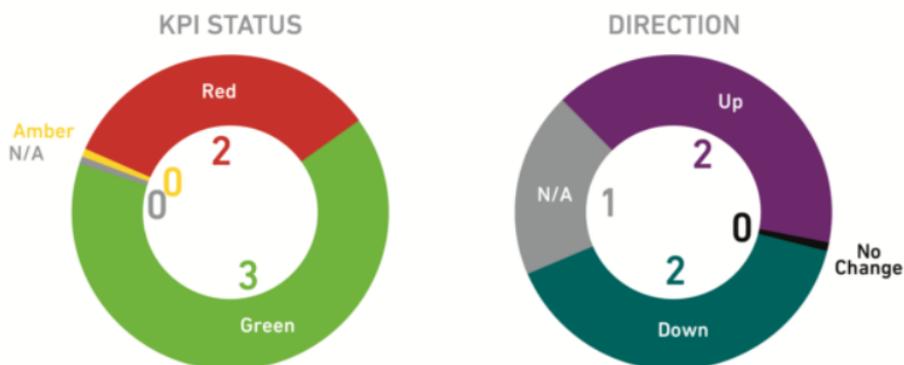
## Performance Summary

This is the quarter 4 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	3	0	2	0	5
Direction	Up	No Change	Down	N/A	Total
Last Year	2	0	2	1	5
Last Quarter	5	0	0	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	Last Year	Last Quarter
Percentage of all available tickets sold at the Hazlitt	69.55%	50%			
Number of students benefiting from the museums educational service	2,924	2,085			
Footfall at the museum and Visitor Information Centre	14,063	18,000			
Contacts to the Visitor Information Centre	811	1500		N/A	
Number of users at the leisure centre	200,794	181,094			

# Agenda Item 13

## Heritage, Culture & Leisure Committee

5 June 2018

### 4<sup>th</sup> Quarter Budget Monitoring 2017/18

<b>Final Decision-Maker</b>	Heritage, Culture & Leisure Committee
<b>Lead Head of Service/Lead Director</b>	Mark Green, Director of Finance & Business Improvement
<b>Lead Officer and Report Author</b>	Ellie Dunnet, Head of Finance
<b>Classification</b>	Public
<b>Wards affected</b>	All

#### Executive Summary

This report sets out the financial position for this Committee at the end of 2017/18 against the revenue and capital budgets. The figures included within the report are still subject to external audit so should be considered provisional at this stage.

This Committee has ended 2017/18 with an overall positive variance of £0.1m. The individual variances which make up this total are detailed by service area in **Appendix 1**.

The position for the Council as a whole at the end of 2017/18 was an underspend of £0.2m, after deducting resources to be carried forward.

This Committee spent £1.7m against the planned capital programme during 2017/18, against the estimate of £2.4m. Unspent resources required in subsequent years will be carried forward.

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

1. That the Committee notes the financial performance of the services within its remit for 2017/18.
2. That the Committee notes the revenue resources to be carried forward into the current financial year, detailed at **Appendix 2**.
3. That the Committee notes the slippage within the capital programme in 2018/19, detailed in **Appendix 3**.

#### Timetable

<b>Meeting</b>	<b>Date</b>
Heritage, Culture and Leisure Committee	5 June 2018

### 1. INTRODUCTION AND BACKGROUND

- 1.1 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 how each service has performed in regards to revenue and capital expenditure against the approved budgets within its remit.
- 1.2 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.

#### Revenue Budget

- 1.3 Attached at **Appendix 1** is a table detailing the budget and expenditure position for this Committee's services in relation to 2017/18. The appendix details the net budget per cost centre for this Committee. Actual expenditure is shown to the end of March 2018 and includes accruals for goods and services received but not yet paid for.
- 1.4 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) Amounts to be carried forward from 2017/18 to 2018/19;
  - d) Adjusted budget for the year (original budget less amounts carried forward);
  - e) Actual expenditure and income for the year; and
  - f) The variance between the total spend and the adjusted budget
- 1.5 **Appendix 1** shows that of a net annual expenditure budget of £5,602,420, £5,477,022 has been spent, representing an under spend of £125,398, after deducting resources to be carried forward. Please note that these totals include internal recharges. The budget has also been adjusted for technical accounting entries such as depreciation and pension related items. The Council is required to account for these items in this way, although they do not impact upon the general fund or spending power of the Council.
- 1.6 **Appendix 2** details the resources which have not been utilised during 2017/18, but which are required to fund expenditure in subsequent years and are therefore being carried forward into 2018/19. This includes grants and a small number of specific carry forwards which have been agreed by the Director of Finance and Business Improvement in line with the Council's Financial Procedure Rules.
- 1.7 Explanations for variances within individual cost centres which exceed £30,000 have been provided in accordance with the Council's constitution.

<b>Heritage, Culture &amp; Leisure Committee</b>	<b>Positive Variance Q4 £000</b>	<b>Adverse Variance Q4 £000</b>
<b>Museum</b> – This variance relates to staff vacancies and associated recharges.	43	
<b>Leisure Centre</b> – The budget includes cost savings from installation of solar panels that were over-estimated. Monitoring of the installation is taking place to identify any reasons for under-performance. Utilities charges amounting to £14,000 are also reflected in this area, although this is currently under query with the contractor.		-53
<b>Parks &amp; Open Spaces</b> - The variance is a combination of staff vacancies, an underspend on running costs and additional income above the budget for grounds maintenance. There was also an underspend on the budget for trees, as a consequence of vacancies during the year.	59	
<b>Playground Maintenance &amp; Improvements</b> - This variance is a consequence of reduced maintenance costs following the recent programme of play area capital works.	74	
<b>Mote Park</b> – The variance has arisen from a combination of factors including higher than budgeted costs for water due to a leak which occurred during August, underachievement of income and the need to undertake a tree survey during the year.		-55
<b>Mote Park Café</b> – The variance arose from the transfer of the contract to new management taking longer than anticipated. These arrangements have now been finalised.		-36
<b>Cemetery</b> – The variance reflects higher than budgeted income, and a vacant post in this area.	74	
<b>Market</b> - 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		-39

<p>indicates this to be a declining sector. This has been incorporated into the budget for 2018/19 which reflects a reduced income target. Officers are looking at alternative revenue generating opportunities. The other contributor to the increased adverse variance is the service charge for 2017-18 which has increased by 25%.</p>		
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### **Capital Budget**

- 1.8 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 capital resources come from New Homes Bonus along with a small grants budget.
- 1.9 The 2017/18 capital programme for this Committee is set out in **Appendix 3**. The revised estimated includes resources brought forward from 2016/17, and adjustments for slippage against the 2017/18 budget agreed earlier in the year.
- 1.10 During the year, spending against the budgets for Play Area Improvements and the Museum Development Plan have been higher than forecast due to work being completed earlier than originally planned. Budgets were therefore brought forward from 2018/19. In overall terms, the projects remain within budget.
- 1.11 The Mote Park Play Area and Improvement schemes are both being progressed. Unfortunately work has been delayed following leakage from a sewage pipe, but completion is expected in 2018/19. The budget for these projects has therefore been carried forward into 2018/19.

## **2. AVAILABLE OPTIONS**

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

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

- 3.1 In considering the current position on the revenue budget and the capital programme at the end of 2017/18 the committee can choose to note those actions or it could choose to take further action.
- 3.2 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.

#### **4. RISK**

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

- 5.1 No consultation has been undertaken in relation to this report.
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#### **6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION**

- 6.1 The fourth quarter budget monitoring reports are being considered by the relevant Service Committees throughout June, including a full report to Policy & Resources Committee on 27 June 2018.
- 6.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.
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#### **7. CROSS-CUTTING ISSUES AND IMPLICATIONS**

<b>Issue</b>	<b>Implications</b>	<b>Sign-off</b>
<b>Impact on Corporate Priorities</b>	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
<b>Risk Management</b>	This has been addressed in section 4 of the report.	Director of Finance & Business Improvement

<b>Financial</b>	Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.	Director of Finance & Business Improvement
<b>Staffing</b>	The budget for staffing represents a significant proportion of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	Director of Finance & Business Improvement
<b>Legal</b>	The Council has a statutory obligation to maintain a balanced budget and this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.	Mid Kent Legal
<b>Privacy and Data Protection</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Equalities</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>Crime and Disorder</b>	No specific issues arise.	Director of Finance & Business Improvement
<b>Procurement</b>	No specific issues arise.	Director of Finance &

		Business Improvement
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## **8. REPORT APPENDICES**

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

- Appendix 1: Fourth Quarter 2017/18 Revenue Monitoring – Heritage, Culture & Leisure
  - Appendix 2: Carry Forward of Revenue Resources 2017/18 – Heritage, Culture & Leisure
  - Appendix 3: Capital Programme 2017/18 – Heritage, Culture & Leisure
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## **9. BACKGROUND PAPERS**

None

HERITAGE, CULTURE & LEISURE COMMITTEE  
REVENUE OUTTURN FOR 2017/18

Appendix 1

Cost Centre/Service	2017/18 Estimate	Budgets Carried Forward	Final Adjusted Estimate	Actual Outturn for Year			Variance (See note below)
				Expenditure	Income	Net	
				A	B	A-B	
	£	£	£	£	£	£	£
Cultural Development Arts	20,740		20,740	18,759		18,759	1,981
Museum	1,510,110		1,510,110	1,551,320	-84,203	1,467,118	42,992
Carriage Museum	81,120		81,120	73,881	-1,255	72,626	8,494
Museum-Grant Funded Activities	104,370	-49,920	54,450	246,361	-194,186	52,175	2,275
Museum Cafe	4,290		4,290	47,843	-32,553	15,290	-11,000
Hazlitt Arts Centre	485,920		485,920	478,611		478,611	7,309
Festivals and Events	34,150		34,150	73,169	-33,000	40,169	-6,019
<b>Culture &amp; Heritage</b>	<b>2,240,700</b>	<b>-49,920</b>	<b>2,190,780</b>	<b>2,489,944</b>	<b>-345,197</b>	<b>2,144,747</b>	<b>46,033</b>
Lettable Halls	26,460		26,460	30,986	-10,350	20,636	5,824
Community Halls	376,670		376,670	403,450	-21,440	382,010	-5,340
Cultural Development Sports	120		120	121		121	-1
Leisure Centre	439,520		439,520	1,328,770	-836,409	492,361	-52,841
Cobtree Golf Course	-24,940		-24,940	78,319	-99,219	-20,900	-4,040
<b>Recreation &amp; Sport</b>	<b>817,830</b>	<b>0</b>	<b>817,830</b>	<b>1,841,647</b>	<b>-967,418</b>	<b>874,229</b>	<b>-56,399</b>
Parks & Open Spaces	1,518,540	-25,000	1,493,540	1,572,755	-137,885	1,434,870	58,670
Playground Maintenance & Improvements	460,620		460,620	386,226	0	386,226	74,394
Parks Pavilions	62,190		62,190	54,790	-655	54,135	8,055
Mote Park	274,490		274,490	482,577	-153,291	329,286	-54,796
Mote Park Cafe	99,220		99,220	449,503	-314,343	135,160	-35,940
Allotments	13,370		13,370	23,762	-21,622	2,140	11,230
<b>Open Spaces</b>	<b>2,428,430</b>	<b>-25,000</b>	<b>2,403,430</b>	<b>2,969,614</b>	<b>-627,796</b>	<b>2,341,818</b>	<b>61,612</b>
Tourism	143,710		143,710	164,302	-23,928	140,375	3,335
Museum Shop	64,670		64,670	99,171	-38,181	60,990	3,680
Leisure Services Other Activities	36,810		36,810	26,251		26,251	10,559
<b>Tourism</b>	<b>245,190</b>	<b>0</b>	<b>245,190</b>	<b>289,724</b>	<b>-62,109</b>	<b>227,615</b>	<b>17,575</b>
Cemetery	215,430		215,430	310,691	-169,552	141,139	74,291
National Assistance Act	1,070		1,070	6,519	-6,009	510	560
Crematorium	-333,010		-333,010	934,724	-1,287,034	-352,311	19,301
Maintenance of Closed Churchyards	4,160		4,160	8,637	-4,822	3,815	345
<b>Bereavement Services</b>	<b>-112,350</b>	<b>0</b>	<b>-112,350</b>	<b>1,260,571</b>	<b>-1,467,417</b>	<b>-206,846</b>	<b>94,496</b>
Market	56,080		56,080	382,734	-287,311	95,422	-39,342
<b>Economic Development</b>	<b>56,080</b>	<b>0</b>	<b>56,080</b>	<b>382,734</b>	<b>-287,311</b>	<b>95,422</b>	<b>-39,342</b>
Leisure Services Section	-30		-30	122,361	-122,325	36	-66
Cultural Services Section	30		30	638,539	-638,539	-0	30
Visitor Economy Section	50		50	141,757	-141,756	1	49
Bereavement Services Section	1,430		1,430	212,221	-212,221	0	1,430
Market Section	-20		-20	103,229	-103,230	-1	-19
<b>Corporate Support Services</b>	<b>1,460</b>	<b>0</b>	<b>1,460</b>	<b>1,218,107</b>	<b>-1,218,071</b>	<b>36</b>	<b>1,424</b>
<b>Committee Total</b>	<b>5,677,340</b>	<b>-74,920</b>	<b>5,602,420</b>	<b>10,452,341</b>	<b>-4,975,319</b>	<b>5,477,022</b>	<b>125,398</b>

Note: A positive number represents a favourable variance, a negative number is an unfavourable variance.

### Carry Forward of Revenue Resources 2017/18 to 2018/19 Heritage, Culture & Leisure Committee

Revised Estimate 2017/18	Actual Spend 2017/18	Carry Forward Requested	Nature of request	Justification
£	£	£		
25,000	0	25,000	Biodiversity Action Plan Refresh	This committee approved the proposal to refresh the Biodiversity Action Plan which has been due an update since 2014. This work was also an action of the Green and Blue Infrastructure Action Plan and is needed to support the Local Plan. This work will cost in the region of £25k and it requested that it be funded from the underspend of the Parks and Open Spaces budget as the work could not be completed in 2017/18.

### Carry Forward of Grants 2017/18 to 2018/19 Heritage, Culture & Leisure Committee

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Revised Estimate 2017/18	Actual Spend 2017/18	Carry Forward Requested	Grant Details	Justification
£	£	£		
1,530	0	1,530	Ancient Lives	Needed to replace an activity station in the gallery
1,810	1,300	510	Café Culture funding from Golding Homes	Golding Homes grant to be used for the promotion of and running of 'Café Culture' (the legacy to 'Museums on Prescription' project) Being used for fliers, banners, general promotion and resourcing for sessions.
13,530	0	13,530	ACE (Arts Council England)	ACE Museums and Schools transition money. Budget to be ring-fenced to sustain Learning Team to the end of July to ensure the schools programme can be offered to schools to the end of the summer term 2018. This will now be used alongside the additional grant given by ACE for Museums and Schools programme to continue through to 2018/19.
1,000	0	1,000	Roman Project	Project still in progress
2,000	0	2,000	Study of Japanese Arts & Culture	Japanese Arts and Culture - project still in progress.
31,350	0	31,350	Green Spaces	Project still in progress.

**HERITAGE, CULTURE & LEISURE COMMITTEE  
CAPITAL OUTTURN FOR 2017/18**

**Appendix 3**

<b>HERITAGE, CULTURE &amp; LEISURE COMMITTEE CAPITAL PROGRAMME 2017/18</b>	<b>Original Estimate 2017/18 £</b>	<b>Revised Estimate 2017/18 £</b>	<b>Outturn 2017/18 £</b>	<b>Budget carried forward to 2018/19 £</b>
Continued Improvements to Play Areas	590,000	468,800	650,625	-292,030
Commercial Projects - Mote Park Parking		31,080		31,080
Commercial Projects - Crematorium Projects		264,000	230,831	33,170
Commercial Projects - Mote Park Adventure Zone		850,760	482,602	368,160
Mote Park Play Area		300,000		300,000
Mote Park Improvements	150,000	285,760	115,775	169,990
Other Parks Improvements	225,000			
Mote Park Visitor Centre	500,000	74,470	53,505	20,970
Museum Development Plan	110,000	145,370	166,195	-20,830
<b>TOTALS</b>	<b>1,575,000</b>	<b>2,420,240</b>	<b>1,699,533</b>	<b>610,510</b>