

AGENDA

HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING



Date: Tuesday 6 June 2017
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

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

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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 Friday 26 May 2017

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

6. Disclosures of Lobbying	
7. To consider whether any items should be taken in private because of the possible disclosure of exempt information	
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PUBLIC SPEAKING

In order to book a slot to speak at this meeting of the Heritage, Culture & Leisure Committee, please contact Democratic Services by email on democraticservices@maidstone.gov.uk, or by phone on 01622602272 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 4 APRIL 2017

Present: Councillors Ells, Fort, Mrs Hinder, Lewins, Naghi, Pickett (Chairman) and Mrs Wilson

Also Present: Councillors Clark, D Mortimer and Wilby

132. APOLOGIES FOR ABSENCE

There were no apologies.

133. NOTIFICATION OF SUBSTITUTE MEMBERS

There were no substitute members.

134. URGENT ITEMS

There were no urgent items.

135. NOTIFICATION OF VISITING MEMBERS

Councillors Clark, D Mortimer and Wilby indicated that they wished to speak on item 13 – Report of the Head of Regeneration and Economic Development – Disposal of Land at Richmond Way, South Ward.

136. DISCLOSURES BY MEMBERS AND OFFICERS

Councillor Naghi disclosed that he had an interest in item 14 – Report of the Head of Regeneration and Economic Development – Disposal of Land Adjacent to the Gallagher Stadium, North Ward, due to his role as a part time steward at Maidstone United.

Councillors Pickett and Mrs Wilson disclosed that they had an interest in item 12 – Report of the Head of Regeneration and Economic Development – Maidstone Museum Development – Progress Update, due to their roles as members of the Museum Strategic Board.

137. DISCLOSURES OF LOBBYING

Councillors Naghi, Pickett and Wilson disclosed that they had been lobbied on item 13 – Report of the Head of Regeneration and Economic Development – Disposal of Land at Richmond Way, South Ward and item 14 – Report of the Head of Regeneration and Economic Development – Disposal of Land Adjacent to the Gallagher Stadium, North Ward.

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

RESOLVED: That the information contained in the exempt Appendix III to the Report of the Head of Regeneration and Economic Development Relating to the Sustainable Future to Mote Park Update be taken in private.

139. MINUTES OF THE MEETING HELD ON 7 MARCH 2017

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

140. PRESENTATION OF PETITIONS (IF ANY)

There were no petitions.

141. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

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

142. REPORT OF THE HEAD OF POLICY AND COMMUNICATIONS - HERITAGE, CULTURE AND LEISURE COMMITTEE - KEY PERFORMANCE INDICATORS 2017-18

The Head of Policy and Communications and the Policy and Information Manager presented a report on the Heritage, Culture and Leisure Committee – Key Performance Indicators for 2017-18.

The suggested indicators were made following workshops with members and suggestions from officers. The Head of Policy and Communications proposed that the methodology and suggested targets would be brought back to the Committee once the indicators had been agreed.

In response to a question, the Head of Policy and Communications also agreed to circulate the Parish Survey results to all Members of the Committee following the meeting.

During the discussion of this item it was suggested that a report be submitted to this Committee providing contextual information about Heritage issues, including Tree Preservation Order applications, at the time that the Annual Monitoring Report is submitted to Strategic Planning, Sustainability and Transportation Committee.

RESOLVED:

- 1) That the following Strategic Plan Key Performance Indicators be agreed for the Heritage, Culture and Leisure Committee for 2017-18.

Respecting the Character and Heritage of our Borough

Percentage of Parishes that are satisfied with the level of communication and engagement they have with MBC

Performance against our Parish Charter commitment

Ensuring there are Good Leisure and Cultural Attractions

Number of children taking part in formal education activities on and off site at the Museum

Footfall at the Museum

Usage at the Leisure Centre

Usage at the Hazlitt Theatre

Festival, event and parks income target

Use of parks and open spaces – annual assessment

Contacts (footfall, calls and emails) to the VIC

2) That an annual report is brought to this Committee, at the same time as the Annual Monitoring Report is brought to the Strategic Planning, Sustainability and Transportation Committee, regarding the:

- Number of neighbourhood plans
- Conservation area appraisals
- Conservation management plans adopted
- Together with the register of our listed buildings and how many of them are currently at risk.

Voting: For - 7 Against - 0 Abstentions - 0

143. REPORT OF THE HEAD OF REGENERATION AND ECONOMIC DEVELOPMENT - MAIDSTONE MUSEUMS DEVELOPMENT - PROGRESS UPDATE

The Museum Director presented a report on Maidstone Museums Development – Progress Update. The report outlined the progress made towards the 20 Year Strategic Plan that had previously been agreed by the Committee.

In response to a question the Museum Director confirmed that she would produce a summary of the 20 Year Strategic Plan for the public.

RESOLVED: That the report be noted.

144. REPORT OF THE HEAD OF REGENERATION AND ECONOMIC DEVELOPMENT - DISPOSAL OF LAND AT RICHMOND WAY, SOUTH WARD

Sean Carter, representing the North Loose Residents' Association, spoke in support of the disposal of the land.

Councillors Clark, D Mortimer and Wilby spoke in support of the disposal of the land.

The Parks and Leisure Manager presented a report on the Disposal of Land at Richmond Way. The site was 2043m² and land immediately south west to the site had been granted planning permission, with access running alongside the site. The reason for the six metre buffer strip was to enable the borough council to retain flexibility to act in case there were any future access issues to the new development that had not been foreseen when planning permission was granted.

The Committee debated the proposal and suggested that a 3 metre buffer strip would be sufficient, rather than a six metre buffer strip.

RESOLVED:

- 1) That the Committee considers that the open space on Richmond Way, outlined in blue and red on the attached plan in Appendix I, as surplus to requirements subject to a 3 metre buffer strip being retained.
- 2) That the Committee authorises the placing of a Public Notice pursuant of Section 123 of the Local Government Act 1972.

Voting: For – 7 Against – 0 Abstentions – 0

145. REPORT OF THE HEAD OF REGENERATION AND ECONOMIC DEVELOPMENT - DISPOSAL OF LAND ADJACENT TO THE GALLAGHER STADIUM, NORTH WARD

The Parks and Leisure Manager presented a report on the Disposal of Land adjacent to the Gallagher Stadium which covered the following:

- Maidstone Borough Council had been approached by Maidstone United Football Club to take over ownership of a strip of land to allow access to the North Stand.
- The club would then take responsibility for the maintenance of the land, which included installing low level lighting to help guide fans from the land when there were evening games.
- An alternative to permanent disposal was to provide a license for the use of the land, which would allow the club to use the land at certain times.
- If MBC granted the club a formal license then it would retain flexibility of disposing the land and gave the council control over access and usage of the land.

- If MBC were to dispose of the land as freehold or leasehold then the council would no longer control access or conditions of use.
- For these reasons Officers recommended that the Committee did not declare the land surplus but instead further explore granting a license to the club for use of the land.

RESOLVED:

That the committee does not declare the open space adjacent to the Gallagher Stadium, as outlined in red on the attached plan as Appendix 1, as surplus to operational requirements but asks officers to further investigate the possibility of a licence with the club.

Voting: For – 6 Against – 1 Abstentions – 0

Cllr Hinder left the meeting at 20:28, after the voting of this item.

146. REPORT OF THE HEAD OF REGENERATION AND ECONOMIC DEVELOPMENT - PHASE 3 PUBLIC REALM

The Local Economy Project Officer presented a report on Phase 3 Public Realm. The report detailed the option to include the southern end of Week Street as well as the already proposed north end of Week Street and Gabriel’s Hill. This proposal ensured coherence and generated a cost saving due to economies of scale.

The Committee noted that the design created a sense of arrival at Maidstone East Station and ensured that visitors would appreciate the history of Maidstone through the timeline placed on the floor.

In response to a question, the Local Economy Project Officer explained that designs had previously been shown to the Chairs and Vice-Chairs of the Communities, Housing and Environment Committee, the Heritage, Culture and Leisure Committee and the Policy and Resources Committee and that a full consultation would be carried out on the final designs.

RESOLVED:

That Policy and Resources Committee be recommended to:

- 1) Approve the change in scope from the original proposed project, to now include the southern end of Week Street.
- 2) Approve the outline designs for all of Week Street and Gabriel’s Hill/Lower Stone Street with the exception of the suggested palette of tree species which do not comply with document HAP12; Urban Green Space. In addition the 4 Ginkgo Biloba at the bottom of Gabriel’s Hill which should be removed and replaced with trees native to South East England as per HAP 12: Urban Green Space.
- 3) Approve the proposed materials for hard landscaping only for Week Street and Gabriel’s Hill/Lower Stone Street.
- 4) Approve the additional capital budget of £900k to cover the increased costs for the southern section of Week Street.

5) Approve the proposed consultation materials and methodology.

Voting: For - 6 Against - 0 Abstention - 0

147. REPORT OF THE HEAD OF REGENERATION AND ECONOMIC DEVELOPMENT - A SUSTAINABLE FUTURE FOR MOTE PARK UPDATE

The Programme and Projects Manager presented a report on A Sustainable Future for Mote Park Update.

The Programme and Projects Manager relayed to the committee that SERCO had offered to run the Adventure Zone as an extension of the contract for running the Leisure Centre. He also stated that the new Mote Park Centre would be built at a reduced cost of £1,750,000 and, from 1st October 2017, a new private operator would be running the Mote Park Café, along with the Museum Café, and then would be involved in the design of the new Mote Park Centre.

The Committee discussed the proposed increase in car parking charge from £1 to £2. The purpose of this charge was to ensure the income target was achieved and to balance supply with demand on busy days. The Committee suggested that a sign be placed in the car park to show the overall vision for Mote Park and the reasons for the increase in car parking charges, and the officer stated that this will be covered in the communications plan. The Committee also requested that the usage of the car park was monitored from the very beginning of the new plans, in order that no problems occurred.

RESOLVED:

- 1) Car Park Charging:
 - a) That the Committee approve that the Parking Services Manager amend the Off-Street Parking Places Order to vary the car park tariff for parking for up to 6 hours from £1 to £2, to meet the budget and in response to peak demand, and to invest £250,000 in additional parking provision.

- 2) Adventure Zone:
 - a) That the Committee approve a revised total cost of £1,150,000 for the Adventure Zone.
 - b) That the Committee invest of a further £300k in non-income producing improvements to the park (from the existing Capital Programme) within an existing contract as detailed in the report.
 - c) That the Committee delegate authority to the Head of Regeneration and Economic Development to undertake a procurement process for a contractor for the Adventure Zone and other improvements in line with the Contract Procedure Rules.
 - d) That the Committee delegate authority to the Director of Finance and Business Improvement to award the contract to the successful bidders for the construction of Adventure Zone in line with the Contract procedure Rules, following a briefing with the chair of the

Heritage Culture and Leisure Committee on the procurement process and outcome.

- e) That the Committee delegate authority to the Head of Mid Kent Legal Services to enter into contracts and any other necessary agreements for the construction of the Adventure Zone.

3) Mote Park Centre:

- a) That the Committee approve a revised total scheme cost of £1.75m for the Visitor Centre.
- b) That the Committee invest of a further £625k in non-income producing improvements to the park (from the existing Capital Programme) as detailed in the report under the same contract.
- c) That the Committee delegate authority to the Head of Regeneration and Economic Development to undertake a procurement process for an architect and other professional services and appoint to these contracts in line with the Contract Procedure Rules.
- d) That the Committee delegate authority to the Director of Finance and Business to award the contract to the successful bidders for the construction of the Mote Park Centre in line with the Contract Procedure Rules, following a briefing with the chair of the Heritage Culture and Leisure Committee on the procurement process and outcome.
- e) That the Committee delegate authority to the Head of Mid Kent Legal Services to enter into contracts and any other necessary agreements for the construction of the Mote Park Centre.

Voting: For - 6 Against - 0 Abstention - 0

148. COMMITTEE WORK PROGRAMME

The Committee requested that a future report be brought to them to agree a framework for land disposals, in order to aid the Committee in their deliberations as to whether land was considered surplus to requirements or not. The framework was requested before another report on land disposals was considered by the Committee.

The Committee also requested that reports relating to land disposal give all of the information needed in order to make a rational decision.

RESOLVED:

That the Committee Work Programme be noted.

149. DURATION OF MEETING

6.34 p.m. to 9.34 p.m.

Agenda Item 9

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 23 MAY 2017

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

1. APOLOGIES FOR ABSENCE

It was noted that apologies for absence had been received from Councillor Butler.

2. NOTIFICATION OF SUBSTITUTE MEMBERS

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

3. ELECTION OF CHAIRMAN

RESOLVED: That Councillor Pickett be elected as Chairman of the Committee for the Municipal Year 2017/18.

4. ELECTION OF VICE CHAIRMAN

RESOLVED: That Councillor Ells be elected as Vice-Chairman of the Committee for the Municipal Year 2017/18.

5. DURATION OF MEETING

6.50 p.m. to 6.52 p.m.

2017/18 WORK PROGRAMME SORTED BY COMMITTEE

Report Title	Workstream	Committee	Month	Lead	Report Author
Bereavement Services - Service Development	Changes to Services & Commissioning	HCL	Jun-17	Jennifer Shepherd	Jennifer Shepherd
Q4 Performance Report 2016/17	Updates, Monitoring Reports and Reviews	HCL	Jun-17	Angela Woodhouse	Anna Collier
Fourth Quarter Budget Monitoring	Corporate Finance and Budgets	HCL	Jun-17	Mark Green	
Parks and Open Spaces 10 Year Plan	New/Updates to Strategies & Policies	HCL	Jul-17	Dawn Hudd	Jason Taylor
Presentation from Headcorn Aerodrome	Updates, Monitoring Reports and Reviews	HCL	Jul-17	External	Victoria Barlow
Museum Future Governance Options & 20 Year Plan	Updates, Monitoring Reports and Reviews	HCL	Jul-17	Dawn Hudd	Victoria Barlow
Plaques and People Protocol	New/Updates to Strategies & Policies	HCL	Jul-17	David Pickett	Dawn Hudd
Tourism Destination Management Plan - Progress Update	Updates, Monitoring Reports and Reviews	HCL	Jul-17	Dawn Hudd	Laura Dickson
Café operations appointment of contractor	Changes to Services & Commissioning	HCL	Sep-17	Dawn Hudd	Dawn Hudd
First Quarter Budget Monitoring	Corporate Finance and Budgets	HCL	Sep-17	Ellie Dunnet	Paul Holland
Biodiversity Action Plan	New/Updates to Strategies & Policies	HCL	Sep-17	Jennifer Shepherd	Philip Newcombe
Play Area Strategy	New/Updates to Strategies & Policies	HCL	Sep-17	Dawn Hudd	Jason Taylor
Q1 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	HCL	Sep-17	Angela Woodhouse	Anna Collier
Second Quarter Budget Monitoring	Corporate Finance and Budgets	HCL	Nov-17	Ellie Dunnet	Paul Holland
Q2 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	HCL	Nov-17	Angela Woodhouse	Anna Collier
Festival and Events Update	Updates, Monitoring Reports and Reviews	HCL	Dec-17	Dawn Hudd	Laura Dickson
Tourism Destination Management Plan - Progress Update	Updates, Monitoring Reports and Reviews	HCL	Dec-17	Dawn Hudd	Laura Dickson
Fees & Charges	Corporate Finance and Budgets	HCL	Jan-18	Mark Green	Ellie Dunnet
Medium Term Financial Strategy & Budget Proposals 2018/19	Corporate Finance and Budgets	HCL	Jan-18	Mark Green	Ellie Dunnet
Strategic Plan Action Plan 2018/19	Corporate Planning	HCL	Jan-18	Angela Woodhouse	Angela Woodhouse
Setting new Key Performance Indicators (please note that there will be workshops with each committee prior to the report in January/February)	Corporate Planning	HCL	Feb-18	Angela Woodhouse	Anna Collier
Q3 Performance Report 2017/18	Updates, Monitoring Reports and Reviews	HCL	Feb-18	Angela Woodhouse	Anna Collier
Disposal of Land at Hayle Place	Changes to Services & Commissioning	HCL	TBC	Dawn Hudd	Jason Taylor

Agenda Item 13

Heritage, Culture and Leisure Committee

6 June 2017

Bereavement Services – Developing Services

Final Decision-Maker	Heritage, Culture and Leisure Committee
Lead Head of Service	Head of Environment and Public Realm
Lead Officer and Report Author	Head of Environment and Public Realm
Classification	Public
Wards affected	All, specifically Boxley Ward

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

That the Heritage, Culture and Leisure Committee agree:

1. That the Pet Crematorium project is suspended and reviewed in 2020/21, or sooner if markets dictate or partnership opportunities can be identified, and to consider alternative commercial options on site; and
2. That Bereavement Services will focus on the delivery and improvement of its core business; and
3. £220,000 set aside in the Capital Programme for the Pet Crematorium is invested in the expansion of the Vinter's Park Crematorium car park and improvements to disabled access; and
4. £30,000 from the Capital Programme is used for heat recovery from the cremators and fire proofing the paper records held at the Crematorium; and
5. Whether further work should be undertaken regarding the two proposals for longer term improvements at the Cemetery.

This report relates to the following corporate priorities:

- Securing a successful economy for Maidstone Borough – promoting a range of employment opportunities and skills across the Borough
- Keeping the Borough an attractive place for all – respecting the character of the Borough and ensuring new development is in keeping with the surrounding environment

Timetable

Meeting	Date
Corporate Leadership Team	Tuesday 2 May 2017
Heritage, Culture and Leisure Committee	Tuesday 6 June 2017

Bereavement Services – Developing Services

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 In July 2016, the Heritage, Culture and Leisure Committee agreed the submission of a planning application for a pet crematorium and car park expansion at Vinters Park Crematorium. However, along with the Corporate Leadership Team, they requested that the business case be updated and presented to the Committee for final approval of the project.
 - 1.2 Over the past 6 months a number of work streams have been progressed including amendment of plans, submission of the planning application, development of the business case and review of costs. In addition, alternative options have also been explored in order to balance risk.
 - 1.3 The purpose of this report is to present the Heritage, Culture and Leisure Committee with a summary of the work undertaken and a number of recommendations regarding the next steps for Bereavement Services.
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2. INTRODUCTION AND BACKGROUND

- 2.1 Over the past couple of years, the Bereavement Services Team have identified a number of improvements to the Crematorium and Cemetery to ensure that they remain competitive and maintain a good market share as well as exploring opportunities to diversify where appropriate.
- 2.2 Through this a variety of service developments were identified including improving disabled access, increased car parking, the use of technology as well as the provision of a pet cremation service. A number of these developments are already underway including the introduction of new technology to enable visual tributes and webcasting as well as increasing seating capacity within the Chapel. These will help ensure that Vinters Park Crematorium continues to appeal to local families and can offer a competitive service compared with neighbouring crematoria.
- 2.3 The establishment of a separate pet crematorium within the site was also identified as a commercial opportunity and originally agreed by Cabinet in February 2015.
- 2.4 In July 2016, the Heritage, Culture and Leisure Committee approved the submission of a planning application for a Pet Crematorium within the grounds of the existing Vinters Park Crematorium.
- 2.5 Planning permission was granted in January 2017 for the site as shown in Appendix A. This included a new building sited behind the existing offices, replacement of the current disabled access ramp with new disabled and staff car park and extension of the existing overflow car park.

- 2.6 The Council now needs to take the decision about what, if any, development is carried out at the Crematorium or Cemetery, based on up to date information regarding the services' performance, potential growth of the business and investment requirements.

Pet Crematorium

- 2.7 Prior to the original agreement by Cabinet in February 2015, a business case was prepared based on data from an existing business and research from the industry. This indicated a potential income of over £1million in the first 5 years.
- 2.8 A revised estimate for delivery of the project, including construction of the pet crematorium, improvements to parking and disabled access, is £596,186. This has been prepared by a quantity surveyor and includes a 10% contingency.
- 2.9 Whilst the Committee supported the project, it was deemed necessary to revisit the business case and update it according to current market conditions. A different approach was taken to this, which included understanding the local market, the potential direct business from veterinary practices and the views of potential customers.
- 2.10 Rise Communications were engaged to carry out the market research and spoke to 7 veterinary practices in Maidstone and 5 outside, as well as surveying local residents. The summary report is included as a background document.
- 2.11 The discussions with the veterinary practices identified that there are vast differences between their expenditure on clinical waste and animal cremation services and that most use one of two existing providers. It was also evident that cost is their key driver and they are responsible for arranging the majority of pet cremations, with only 10-15% of animals dying at home.
- 2.12 The public surveys obtained a total of 327 responses and identified that 86% (of those who responded to the question) had pets, the majority of which were dogs. In addition 62% of respondents had a pet that had passed away in the previous 5 years. The full results are included as a background document.
- 2.13 The information obtained also indicated that 60% of respondents had cremated their pet, either through an individual or mass cremation, and proximity was the primary influence on their decision. An overwhelming 73% of respondents stated that they would consider a private pet cremation if available in Maidstone. The results also indicated interest in having a location to scatter ashes, memorials and a contemplation area.
- 2.14 A number of conclusions can be drawn from the information obtained through the two surveys; most notably that it does not support that used in the original business case. That does not mean that the original data was incorrect or inaccurate, however it shows that growth of the business is likely to be far slower, with more significant risks.

- 2.15 Using the data to produce a conservative business case, it is projected that the Capital pay back would be between 7½ and 12 years depending on the level of direct sales achieved.

The table below shows the projected running costs and income from veterinary business only:

	Year 1	Year 3	Year 5
	20% market share	40% market share	60% market share
Direct Costs	£47,500	£78,500	£115,000
Overheads	£20,000	£20,000	£20,000
Total Costs	£67,500	£98,500	£135,000
Cremation Sales	£86,040	£133,380	£183,315
Other Sales	£1,500	£3,000	£6,000
Total Income	£87,540	£136,380	£189,315
Surplus	£20,040	£37,880	£54,315
Cumulative surplus	£20,040	£86,880	£187,293

The income could be increased by approximately £35,000 per year from direct sales.

- 2.16 Whilst overall the feedback from individuals was very positive, it is important to recognise and consider some of the negative thoughts as part of the business case:

“It must make a stand alone profit and not be a burden to council tax payers”

“Another pet crematorium in Kent is not an essential service and should only be provided if it is not funded by council tax and will be self-funded on operation.”

“There are very good pet cremation services already available in the local area. I do not think this is an area that MBC should be getting involved with.”

- 2.17 Although wider evidence, including information from other authorities and service providers, indicates that there is demand for this service and it is a growing industry, the data captured locally reflects the risk associated with the project.
- 2.18 With planning permission secured, the Council will identify whether there is an opportunity to market the proposal to a third party provider, as a partnership approach. This could reduce the risk to the Council by utilising the skills of a company already experienced in this service delivery.
- 2.19 Given the Council’s current commercialisation strategy focused on the investment in property and the significant risk this project presents, it is recommended that establishment of a Pet Crematorium is suspended. With planning permission due to expire after 5 years, it is recommended that the proposal or alternative uses for the building are considered in 2020/21 or earlier if the market dictates or if partnership opportunities are identified. This will enable the Council to take advantage of the existing planning consent, should

the evidence support further development of services at Vinters Park. This would be brought back to the Committee for approval.

Vinters Park Crematorium Improvements

- 2.20 With the proposal to cease development of a pet crematorium at Vinters Park Crematorium, it is recommended that Bereavement Service focus on their core business, specifically maximising market share of the Crematorium.
- 2.21 Vinters Park Crematorium is already a very successful commercial service for the Council, generating a profit of over £400,000 per year whilst operating at 74% capacity.
- 2.22 The team have already taken a number of steps to increase capacity of the site and ensure it offers the highest level of service to bereaved families. This has included the recent installation of audio visual equipment to enable tributes and webcasting.
- 2.23 However the primary challenge for the service is the car parking capacity (Appendix B), which regularly results in visitors and mourners having to park elsewhere, particularly at Newnham Court. The layout of the existing parking also does not support disabled visitors. A previous survey of Funeral Directors highlighted unanimous support for improvements to the car park.
- 2.24 Whilst expansion of the car park is not likely to directly generate an income for the Council, it will help future-proof the existing service, ensuring market share can be maintained and increased.
- 2.25 An initial quotation has indicated that the cost to expand the overflow car park and replace the existing disabled access ramp with disabled parking will be £220,000 including 10% contingency.
- 2.26 It is proposed that the Heritage, Culture and Leisure Committee support the recommendation to Policy and Resources Committee for this to be funded from budget set aside for the Pet Crematorium in the Capital Programme.
- 2.27 At a previous committee meeting, it was proposed that the Service considers heat recovery from the Crematorium. Over the past couple of months, the maintenance of the cremators has been retendered and the new provider is now in place. They have provided a quote of £8,000 to recover the heat from the cremator and connect to the heating supply. This will enable the heat generated from cremations to be utilised to heat the buildings, improving the environmental sustainability of the Service.
- 2.28 Heat recovery requires a new energy recover unit and heat exchanger which will enable the energy to be used to heat a hot water tank rather than being lost through the chimney. This would then be used to heat the Chapel, reducing fuel usage for the building. The technical specification for the process is included as a background document for information.

- 2.29 In addition to this work, the current storage of paper records at the Crematorium poses a risk to the Council should they be destroyed in a fire. The Council has a legal responsibility to protect and maintain these records and therefore it would be advisable to consider installing fire-proof storage at the Crematorium for them. It is estimated that this will cost £22,000.
- 2.30 It is recommended that the cost for both heat recovery and fire-proofing is included in the recommendation to Policy and Resources Committee for capital investment.

Additional Improvements

- 2.31 A large amount of scoping work has been undertaken over the past three years to identify opportunities for growth across Bereavement Services. As part of this work a number of options have been considered and many dismissed in light of other priorities, particularly the establishment of a pet crematorium.
- 2.32 The two most significant of these involved proposals at Maidstone Cemetery; demolishing the old groundsman's house and extending the cremated remains section, and repairing and reopening of the Chapel.
- 2.33 The groundsman's house is derelict and has been sealed up due to containing high quantities of asbestos. As this continues to degrade further, at some stage it will become necessary to dismantle the building. In addition, staff facilities on site are currently at an unacceptable standard and do not provide those digging graves and carrying out duties during funerals with showers or changing facilities. Previous estimates have suggested that dismantling the building, extending the cremated remains section and providing staff welfare facilities would be £85,000. The current cremated remains section will reach capacity in 2023 and the expansion of this section is estimated to generate a total additional income of £280,000 for the Council. However this may take many years to achieve.
- 2.34 The Cemetery Chapel is currently closed due to damage to the spire and is at risk of collapse. This means that all burials at Maidstone Cemetery currently have their funeral services elsewhere. This obviously results in a loss of income for the Council.
- 2.35 It has been estimated that the cost to repair the Spire and bring the building back into use would be in the region of £180,000. It is estimated that this would generate approximately £25,000 per year income, equating to a 7½ year return on investment.
- 2.36 It is recommended that the Committee consider these two projects and agree as to whether any further work should be undertaken with the objective of requesting approval from Policy and Resources Committee for the required Capital investment as part of the longer term development strategy for the service.

3. AVAILABLE OPTIONS

- 3.1 Based on the information above, the Committee could agree that the proposal to establish a pet crematorium should be suspended and focus should be on maximising the income for the core bereavement services. This would primarily be the expansion of the overflow car park, improved disability access and heat recovery.
 - 3.2 Alternatively the Committee could decide to continue to support the Pet Crematorium project despite the likely period of return on investment.
 - 3.3 The Bereavement Services Team has previously explored a number of other options which could be considered as an alternative to the recommendations included in this report.
 - 3.4 As planning permission has been secured for a building to be constructed behind the existing offices, there is an opportunity for this to be repurposed. The building could be used for a number of purposes related to the existing business, including as a florist, Café or showroom for memorials or stonemason.
 - 3.5 The cost of construction for the building, localised parking and access alone is projected to be £601,348. Initial estimates would suggest that the return on any of the alternative business models would have a similar pay-back period as the Pet Crematorium and would have similar, and in some cases, higher chance of success.
 - 3.6 However the Committee could decide that this option should be explored further and a business case for introducing a new service provision on site prepared for consideration by the Committee.
-

4. PREFERRED OPTION AND REASON FOR RECOMMENDATION

- 4.1 The recommended option is to suspend work on the Pet Crematorium until 2020/21 when the market could be reviewed and future options explored. In the meantime, future work should be focused on the existing service, with the recommendation to expand the overflow car park and disabled access.
 - 4.2 It is recommended that the Committee agrees that capital investment is sought from Policy and Resources Committee for this work. This will help future-proof the service which is already struggling with car parking capacity and enable it to maximise its market share in the future.
 - 4.3 Without these improvements, the facility will continue to struggle to accommodate larger funerals, which is likely to affect customer satisfaction. There are also future risks that development of junction 7 of the M20 may result in less parking being available at other sites, which is currently being used to meet demand at the Crematorium.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 There has been substantial consultation and engagement with the Heritage, Culture and Leisure Committee and Members since February 2015 when the original decision to establish a pet crematorium was taken.
- 5.2 Whilst it is noted that the Committee was supportive of the original proposal, it had requested that the business case was updated and final approval sought before the project was progressed. This report is the result of this work.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

- 6.1 If the Committee approve the recommendations set out in this report, a report will be made to the Policy and Resources Committee for funding to carry out the improvement works at the Crematorium.
- 6.2 At this stage it is proposed that the work could be carried out in the Autumn.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	Securing a successful economy for Maidstone Borough – promoting a range of employment opportunities and skills across the Borough Keeping the Borough an attractive place for all – respecting the character of the Borough and ensuring the new development is in keeping with the surrounding environment	Head of Environment and Public Realm
Risk Management	The recommendation not to pursue the establishment of a pet crematorium at Vinters Park at the present time reflects the level of risk associated with the project. The business case has not been able to provide reassurance that risks have can be sufficiently mitigated. The proposal to make improvements to the existing business are intended to mitigate the risk that the service will not be able to retain market share should investment not be made into the car parking and disabled access.	Head of Environment and Public Realm

Financial	<p>There is currently £645,000 allocated in the Capital Programme for the Pet Crematorium project. It is proposed that a proportion of this is allocated to the improvements to the existing business, specifically £220,000 for the extension to the car park.</p> <p>These capital improvements are intended to maintain market share and the success of the core business as opposed to generating additional commercial income. In light of the risks associated with the Pet Crematorium project, this investment offers a more appropriate balance of risk and reward.</p> <p>The balance of the £645,000 allocation will be carried forward for future investment, subject to development of a suitable business case.</p>	Section 151 Officer and Finance Team
Staffing		
Legal		
Equality Impact Needs Assessment		
Environmental/Sustainable Development	<p>Planning permission has been approved for the site, taking into account the impact on the landscape and ensuring there is no detrimental impact on the environment.</p>	Head of Environment and Public Realm
Community Safety		
Human Rights Act		
Procurement	<p>Procurement support would be sought should the decision be taken to carry out the construction of an extension to the car park.</p>	Head of Environment and Public Realm
Asset Management		

8. REPORT APPENDICES

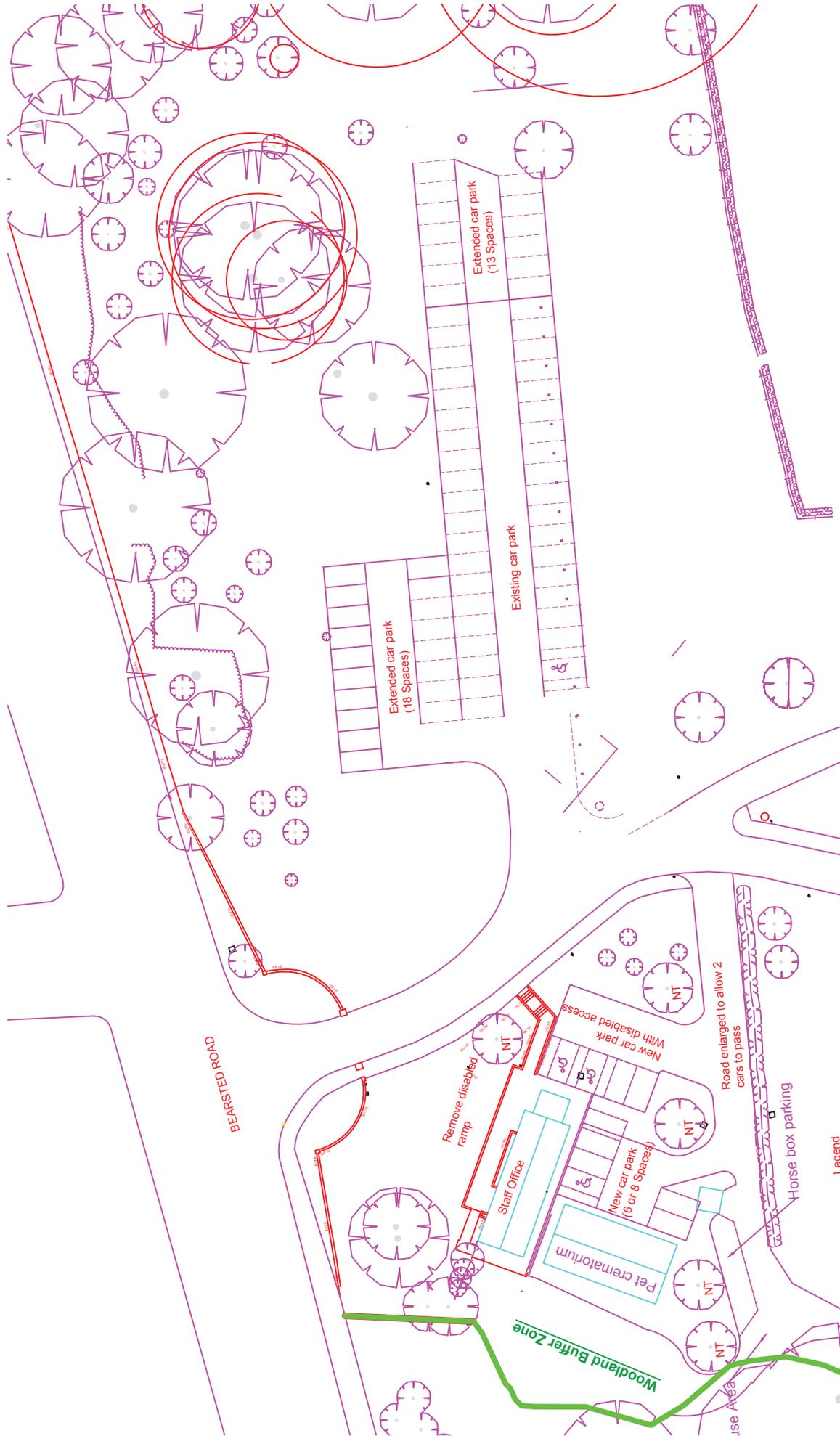
The following documents are to be published with this report and form part of the report:

- Appendix A: Planning Permission Outline

- Appendix B: Car Park Capacity Issues
-

9. BACKGROUND PAPERS

Veterinary Survey Results
Public Survey Results
Technical Specification for



Appendix B – Examples of Car Parking Issues





Heritage, Culture and Leisure Committee

6 June 2017

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

No

Strategic Plan Performance Update Quarter 4 2016/17

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

This report makes the following recommendations to this Committee:

1. Note the summary of performance for Quarter 4 of 2016/17 for Key Performance Indicators (KPIs) and corporate strategies and plans.
2. Identify any action that needs to be taken or amendments to the Quarter 4 report.
3. Note the updates of strategic objectives due between 1 November 2016 and 31 March 2017 at Appendix II.

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

Meeting	Date
Wider Leadership Team	9 May 2017
Heritage Culture & Leisure Committee	6 June 2017
Strategic Planning, Sustainability & Transport Committee	13 June 2017
Communities, Housing & Environment	20 June 2017
Policy & Resources Committee	28 June 2017

Strategic Plan Performance Update Quarter 4 2016/17

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 Heritage Culture and Leisure Committee is asked to review 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 In 2016/17 The Strategic Plan had 32 Key Performance Indicators that were agreed by Policy & Resources Committee in April 2016. This was 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 for 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 4 Performance Summary

- 3.1 There are 32 key performance indicators (KPIs) which were developed with Heads of Service and unit managers, and agreed by Policy & Resources Committee for 2016/17. Five of these relate to the Heritage, Culture & Leisure Committee.

3.2 Overall, 60% (3) of KPIs reported this quarter achieved their target for quarter 4. For 100% of indicators, performance improved compared to the same quarter last year, where data could be compared.

4. RAG Rating	Green	Amber	Red	N/A	Total
KPIs	3	0	1	1	5
Strategic Actions	4	0	0		4
Direction	Up	Across	Down	N/A	Total
KPIs	3	0	0	2	5

5. Performance by Priority

Priority 1: Keeping Maidstone Borough an attractive place for all

- 5.1 User satisfaction with the Leisure Centre achieved the quarterly target for the first time in 2016/17, with satisfaction at 87.36% against a target of 82%. This is a significant improvement on satisfaction in quarter 4 2015/16, increasing by 11.3%. Satisfaction for quarter 4 was measured using paper surveys, as the new feedback machines were on trial in quarter 3. These machines will be reinstalled for 2017/18 and should increase the number of responses received.
- 5.2 The number of older isolated people helped to achieve reduced social isolation was 64 for the quarter. Café Culture continues to be popular and is now limited by the number of staff needed to run it, and the space for participants. We are currently undertaking a recruitment drive for volunteers across the museum. Three of the attendees also applied to join a new cohort of museum volunteers.

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

- 5.3 Footfall at the Museum and Visitor Information Centre was 14,409 against a target of 19,625. The Graham Clarke exhibition in quarter 4 was very popular, but there was a reduction in casual visits. These are visits which are not booked in, or attending a specific event or meeting. This highlights the importance of events and temporary exhibitions to attract repeat visits. Nationally, there is a declining trend in people visiting museums. We are working with Marketing and Communications to increase footfall next year.
- 5.4 The number of children taking part in formal educational activities at the museum was 3,775. This is more than double the attendance we had in quarter 3. A contributing factor to this was 'Arts Award in a Day'. This is a recognised qualification that encourages young people to take part in art challenges, activities, events, and be inspired by artists to share their art skills with others.
- 5.5 Footfall in the High Street has exceeded its quarter 4 target by 950,555 for quarter 4, with a footfall figure of 2,956,816. Footfall has increased by 17.8% in comparison to quarter 4 last year.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

6.1 The Strategic Plan Performance Update will be reported quarterly to the service committees: Communities Housing and Environment Committee, Strategic Planning, Sustainability and Transport Committee, and Heritage, Culture, and Leisure Committee. The report will then go to Policy & Resources committee following these meetings, with any feedback from the Committees.

7. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

7.1 The Council could choose not to monitor the Strategic Plan and/or make alternative performance management arrangements, such as the 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.

8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The key performance indicators and strategic actions are part of the Council's overarching Strategic Plan 2015-20 and play an important role in the achievement of corporate objectives. They also cover a wide range of services and priority areas, for example waste and recycling.	Angela Woodhouse, Head of Policy & Communications
Risk Management	The production of robust performance reports ensures that the view of the Council's approach to the management of risk and use of resources is not undermined and allows early action to be taken in order to mitigate the risk of not achieving targets and outcomes.	Angela Woodhouse, Head of Policy & Communications
Financial	Performance indicators and targets are closely linked to the allocation of resources and determining good value for money. The financial implications of any proposed	Section 151 Officer

	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.	
Staffing	Having a clear set of targets enables staff outcomes/objectives to be set and effective action plans to be put in place.	Angela Woodhouse, Head of Policy & Communications
Legal	None identified.	Legal Team
Equality Impact Needs Assessment	The Performance Indicators reported on in this quarterly update measure the ongoing performance of the strategies in place. If there has been a change to the way in which a service delivers a strategy, i.e. a policy change, an Equalities Impact Assessment is undertaken to ensure that there is no detrimental impact on individuals with a protected characteristic.	Equalities and Corporate Policy Officer
Environmental/Sustainable Development	A number of performance indicators relate to our performance in environmental services. This has a significant effect on our ability to monitor the Environment in Maidstone. This is also important as one of our key priorities is to provide a clean and safe environment.	Policy and Information Manager
Community Safety	We have Key Performance Indicators that relate to important areas of community safety. These ensure that the work being done by the Community Safety Unit is relevant, and that key areas such as safeguarding are being developed.	Policy and Information Manager

Human Rights Act	None identified.	Policy and Information Manager
Procurement	Performance Indicators and Strategic Milestones monitor the any procurement needed to achieve the outcomes of the Strategic Plan.	Policy and Information Manager
Asset Management	Performance Indicators that measure our commercial activities monitor our use of our assets. Good performance shows good management of our assets, or can highlight where assets can be utilised more efficiently.	Policy and Information Manager

9. REPORT APPENDICES

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

- Appendix I: Strategic Plan Performance Update Q4 2016/17
- Appendix II: Strategic Plan Action Plan Update Q4 2016/17

10. BACKGROUND PAPERS

2016/17

Quarter 4 Performance Update



For further information about Performance Management at Maidstone Council, please contact Alex Munden, Performance and Business Information 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 quarter four 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 annual results.

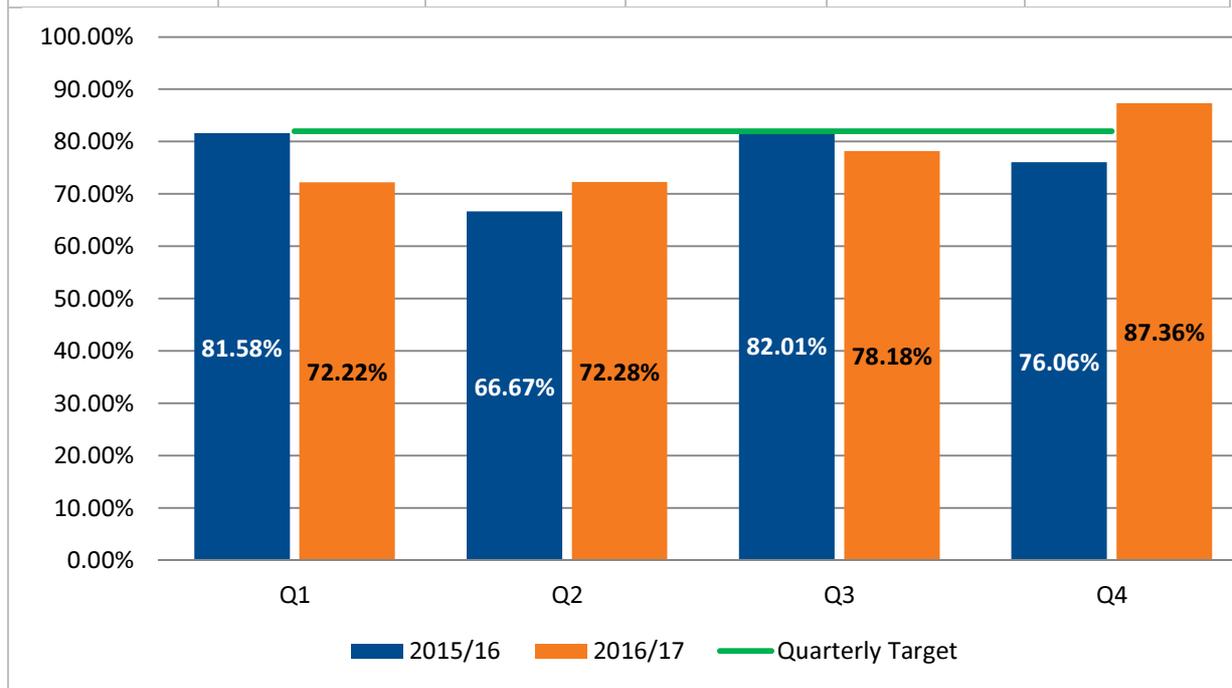
RAG Rating	Green	Amber	Red	N/A	Total
KPIs	3	0	1	1	5
Strategic Actions	4	0	0		4
Direction	Up	Across	Down	N/A	Total
KPIs	3	0	0	2	5

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 in making somewhere a good place to live. This indicator measures customer satisfaction with the Leisure Centre.					
Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
87.36%	82.00%	+5.36%	↑	✓	Target has been achieved

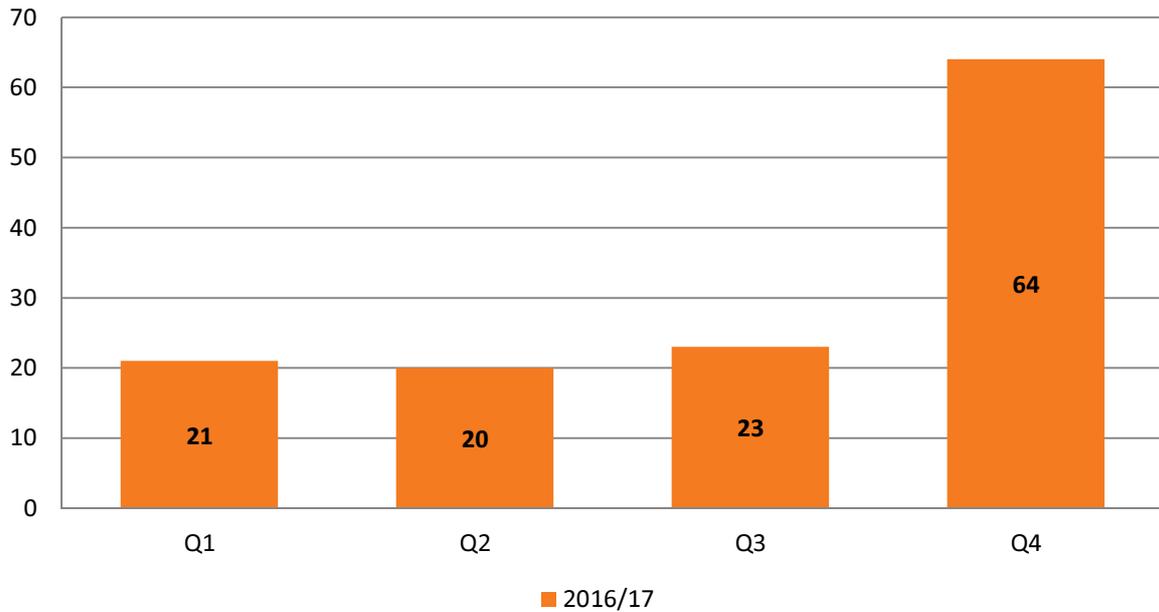


Performance Comment: The electronic satisfaction system was initially on trial for the 3rd quarter of the year and once the trial ended the machines were taken away, so a paper system was used for the last quarter. Of the 87 responses received for quarter 4, 76 were satisfied. This has exceeded the target of 82% for quarter 4, and has shown a significant increase in satisfaction in comparison to the same quarter last year. The system has now been procured so is expected to be reinstalled imminently.

Number of older isolated people prevented from social isolation through museum projects

This is a unique sector leading project, which is currently funded. In the longer term, it will look to continue without funding. It seeks to engage older people in learning in a community group to prevent social isolation.

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
64					



Performance Comment: We helped 64 people reduce social isolation through Museum projects in quarter 4. This is almost three times the amount of attendees in any other quarter this year. We increased marketing of the project, with leaflets being distributed to local surgeries, which had a positive effect on attendance. Cafe Culture continues to be popular and is now limited by the number of staff needed to run it and the size of the room for participants. We are currently undertaking a recruitment drive for more volunteers across the museum, including to help with the delivery of the Café Culture project. As the purpose of the activity is to reduce social isolation among those at risk, we were delighted when three of our attendees also applied to join a new cohort of museum volunteers.

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

Quarter 4 (January to March) is a quiet time for festivals and events with most activity going into planning for the forthcoming season.

Proms in the Park, delivered in partnership with the Hazlitt Theatre, will take place in Whatman Millennium River Park on Saturday 27 May 2017 from 2pm to 8pm.

The new three day multicultural food and drink festival contract was awarded to Event Umbrella and this will take place from 1-3 September 2017 in Mote Park.

A new Maidstone International Arts Festival organised by Maidstone Area Arts Partnership and Baltic Art Forum will run from 24 June to 16 July across various venues.

Destination Management Plan Update

The Destination Management Plan Board met in January and received an update on the four themes:

Countryside:

Tourism Week – ‘Tourist in my Village’. 12 hours in a village – walk, shop, pub, restaurant, stay.

Videos and links have been added to Visit Maidstone website and in social media posts.

Town:

The North end of Week Street and Gabriel’s Hill public realm design has gone to three committees. It is hoped the scheme will be expanded to include the whole of Week Street. The Thames Link service starts in summer 2018.

River:

The Lockmeadow refurbishment is underway.

Fairmeadow path: removing old trees to replace with more suitable trees that will not cause damage to path and road.

Community clearances have taken place at McDonalds and the Rowing Club.

Long Boat café is currently in planning stage.

Kentish Lady Kiosk, Nick Kennedy will provide an information portal.

As there is an underspend on the gyratory scheme there will be improvements to planting and public art.

Cultural Strategy Update ✔

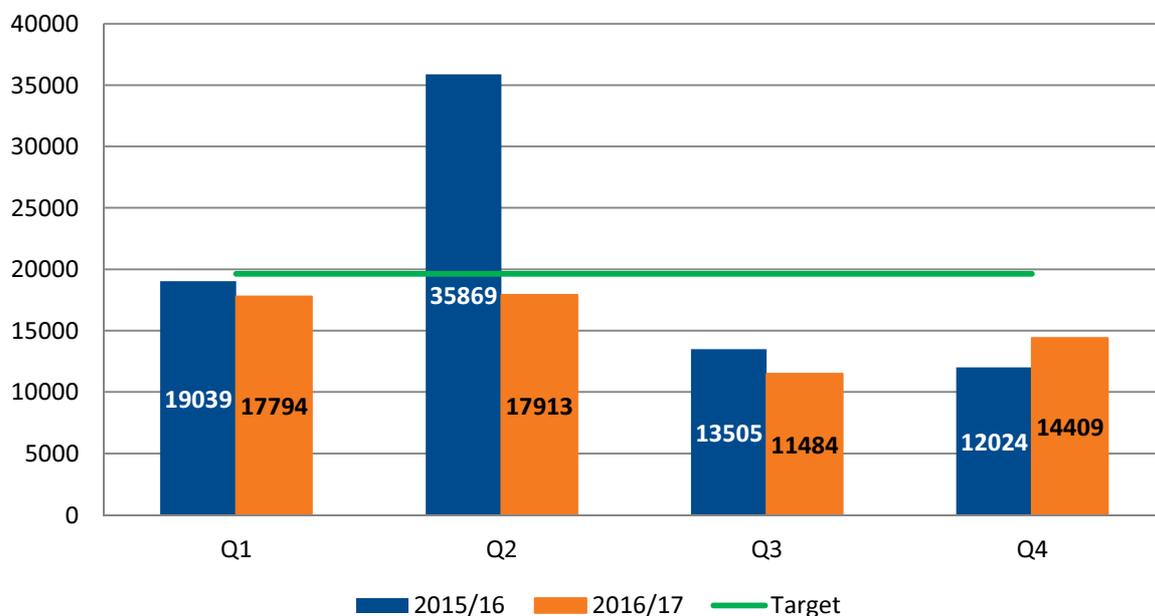
The Public Art Policy will be taken to Strategic Planning Sustainability & Transportation Committee to consider its adoption as a material consideration for planning purposes, which will encourage developers to incorporate public art into their schemes.

Unfortunately our bid to Heritage Lottery Fund Town Scape Initiative fund was unsuccessful. The feedback from our bid was that there was no private investment and there was also concern about the proportion of public realm investment in the scheme. Although public realm improvements can certainly be included in a Townscape Heritage scheme, they are a lower priority relative to investment in the buildings which characterise the scheme area, therefore it was felt that the balance of costs in our application was too skewed towards public realm. The panel was broadly supportive, so we could consider reapplying if we were able to address the relative weaknesses.

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	Q4 Target	Value Vs Target	Direction	Status	Outcome
14409	19,625	-5216	↑	●	Target has not been achieved



Performance Comment: This figure is 2,400 up on the same quarter last year due to the popularity of the Graham Clarke exhibition in quarter 4. Casual visits were reduced, as is always the case in quarter 4, which highlights the importance of events and temporary exhibitions in attracting repeat visits. Casual visits are those which are not booked in, or

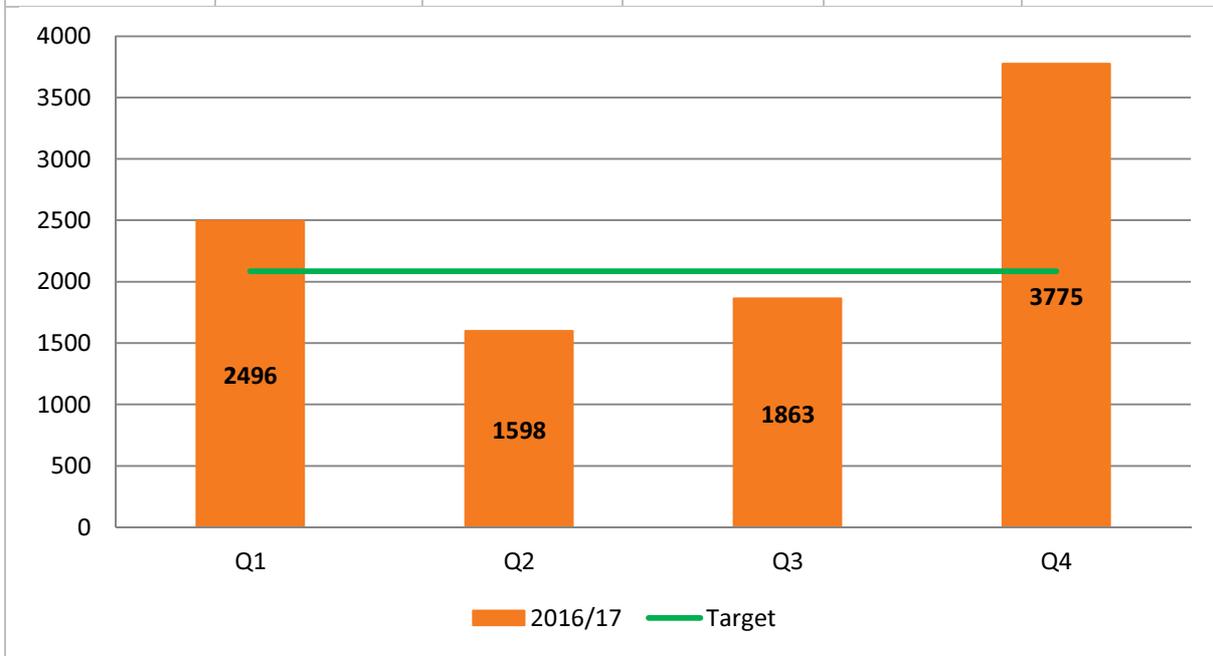
attending a specific event or meeting.

Nationally there is a declining trend in the number of people visiting museums. However, we are working with the Marketing and Communications Team on a marketing plan to increase footfall over the next year.

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	Q4 Target	Value Vs Target	Direction	Status	Expected Outcome
3775	2,085	+1690	?	✓	Target has been achieved



Performance Comment: We have had an extremely strong fourth quarter. A contributing factor to this has been the museum's work on 'Arts Award in a Day'. Arts Award is a recognised qualification where children and young people take part in challenges in an art form, participate in arts activities, experience arts events, get inspired by artists and share their arts skills with others. Maidstone Museum offer schools the chance to do day's work at the museum and a day's follow up back at school. Artist Graham Clarke was both the focus and guest leader of one day and animals were the main theme of another.

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.

Town Centre Vision Update

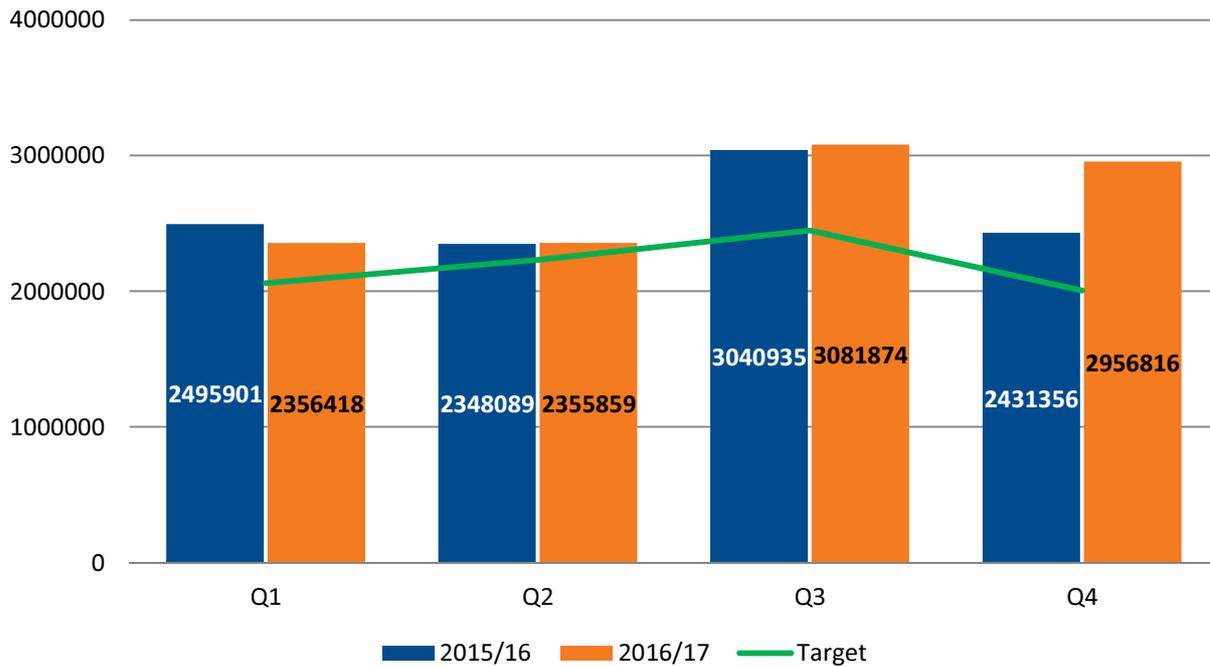
The update report to Policy and Resources Committee has been deferred to 2017/18. The Town Centre Strategic Advisory Board continues to meet and has recently received updates on community safety in the town centre, the proposed Public Space Protection Order, CCTV and the development of a business case for Maidstone Business Improvement District.

A workshop took place at the end of May to consider joint working with stakeholders on a marketing strategy for the town centre to attract inward investment and to promote the town as a retail destination.

Footfall in the High Street

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

Current Performance	Q4 Target	Value Vs Target	Direction	Status	Outcome
2,956,816	2,006,261	+950,555	↑	✓	Target has been achieved



Performance Comment:

Footfall in the High Street has significantly exceeded the target for quarter 4. There has been a 17.8% increase in footfall in comparison to the same quarter last year. We have undertaken analysis to establish why and compared this with Dartford and Guildford who we share our data with, who have remained consistent with their 2015/16 figures. Footfall in The Mall has not displayed the same increase as the town centre.

2016/17

Quarter 4 Strategic Plan Action Plan Update



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

Priority 1: Keeping Maidstone an attractive place for all

Crematorium Development Project

Commence implementation of Phase One

A refocussing of Bereavement Services development plans is envisaged and will be reported to Heritage, Culture, and Leisure Committee in June 2017.

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.

Culture and Heritage

Public realm/public art guidelines produced for Maidstone Town Centre

Public Realm Design Guide for Maidstone Town Centre and Public Art Policy for the Borough both developed and adopted by Heritage, Culture and Leisure Committee in November 2016.

The Public Art Policy will be taken to Strategic Planning Sustainability and Transport Committee before the summer to consider its adoption as a material consideration for planning purposes.

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.

A sustainable future for Mote Park

Construction of Adventure Zone complete

A second procurement process has had to be undertaken. This has now taken place and a framework agreement has now been entered into.

Parks and Open Spaces 10 Year Development Plan

Consider the future operational models for parks and open spaces

New operational models will emerge from the 10 Year Plan for Parks and Open Spaces.

Museum Development Plan

Capital programme board established to oversee further capital projects

The Capital Programme Board continues to monitor progress on individual capital projects. Damp works in the cloisters gallery and old chapel started in March as anticipated, and have now been completed. The 6-week drying out period has nearly completed. After advice from MBC Planners, a revised scheme to provide a two storey, self-supporting glass lift shaft was submitted for planning approval and Listed Building Consent. This was considered by Planning Committee in May and approved. It is anticipated that the refurbished gallery and new lift will open to the public in September.

Work to the Visitor Information point has taken longer than expected, partly due to contractor work schedules. It has now been held back by a few additional weeks to allow for decorative works to be combined with those necessary for the gallery works, thus benefitting from economies of scale and staff capacity to oversee the work. The point will be open by the end of June and school summer holidays. In the meantime we continue to offer the complete service from the old desk.

Consult with key stakeholders on the draft Museums 20 year development

Members were given an update report on Museum Development at the April meeting of the Heritage Leisure and Culture Committee. The museums governance report is underway and the appointed consultant has met with Corporate Leadership Team and members of the Bently and Queens Own Royal West Kent Trusts. A meeting with the Brenchley Trust and MMF is planned for the start of May.

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.

Town Centre Development Plan

Plan, design, and implement phase 1 redevelopment of Maidstone East Station

Demolition of the Victoria pub has been delayed by Network Rail. The demolition will now be added to the main tender for the Station building works which has been issued to NR's framework contractors. The tender period will be up to 8 weeks and once a Principal Contractor is appointed NR will share with partners a programme for the demolition works and main works.

Agree 5 year programme of public and private investment

The Holding Strategy will be implemented in phases. The building refurbishment work has been delayed by 4 weeks. Caxtons has been appointed as facilities management and lettings agents. Occupier interest exists for the office block. A sifting exercise has been carried out through the HCA Property Panel to identify a short list of lead consultants for a mini competition to take forward redevelopment plans for the site.

Deliver bridge gyratory widening scheme

Since the completion of the new highways configuration, work has continued to the pedestrian areas in the lower High Street. Paving work outside Seekers has been completed, but has been delayed outside Allianz due to theft of granite materials. Work on this section is anticipated to be completed mid-July owing to lead in times.

Crowning of the trees on the tow path from High Level Bridge to Medway Street subway was completed in advance of the nesting season, with paving works to this stretch now underway. The cost of the tow path work has come in higher than anticipated, meaning that at present the resurfacing of Earl Street will not be completed. However, conversations are ongoing with KCC Resurfacing team to assess whether it can be undertaken as part of their programme given that coring and other surveys have been completed. Resurfacing of Old Fairmeadow will be completed as anticipated.

MBC grounds maintenance will be completing the soft landscaping works associated with the project, paid for through the scheme budget.

Drainage design for the Broadway subway is ongoing, with work delivery anticipated in July/August. Ward Members have been consulted on aesthetic design for the subway – this work will commence in September.

KCC's ITS team have assessed and altered the traffic light timings through the gyratory and in the junctions leading into the system w/c 24 April.

**HERITAGE, CULTURE AND
LEISURE COMMITTEE**

6 June 2017

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

Yes

Fourth Quarter Budget Monitoring 2016/17

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

This report makes the following recommendations to this Committee:

1. That the Committee notes the financial position for services within its remit at the end of the fourth quarter.

This report relates to the following corporate priorities:

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

Financial resources are allocated in accordance with the Council’s strategic priorities. This report shows how the resources have been spent and identifies any areas where there have been variances from the budgeted allocation of resources.

Timetable

Meeting	Date
Heritage, Culture & Leisure Committee	6 June 2017

Fourth Quarter Budget Monitoring 2016/17

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report sets out the revenue budget and outturn for services within the Committee's remit at the end of the fourth quarter of 2016/17. It highlights significant variances from budget and any other matters which are likely to have a material financial impact.
 - 1.2 As at the end of the fourth quarter there was an overall underspend for services within the Committee's remit of £69,199. The individual variances for each cost centre are shown at Appendix 1. The totals include internal recharges.
 - 1.3 The Council as a whole will also be reporting an underspend at the end of the fourth quarter. This is a significant improvement from the end of the third quarter, when an overspend of £288,000 was projected. It follows the introduction of additional controls over spending, designed to ensure that the Council remained within budget for the year. The Council will need to continue maintaining tight controls in 2017/18 given likely spending pressures.
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2. INTRODUCTION AND BACKGROUND

- 2.1 The Director of Finance & Business Improvement is the Council's Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. Day to day budgetary control is delegated to service managers, with assistance and advice from their Director and the Finance section.
- 2.2 The budget for 2016/17 was agreed by full Council on 2 March 2016. This report sets out the position as at the end of the fourth quarter in relation to the revenue budget. The fourth quarter figures will be incorporated within the Council's draft Statement of Accounts for the year ending 31st March 2017, which will be considered by the Audit, Governance and Standards Committee at its meeting on 26th June 2017.
- 2.3 Attached at Appendix I is a table detailing the current budget and actual position in relation to the fourth quarter of 2016/17, to March 2017, by cost centre.
- 2.4 The Appendix shows:
 - a) The cost centre description;
 - b) The value of the net expenditure budget for the year;
 - c) Actual expenditure;
 - d) Actual income;
 - e) Actual net expenditure (gross expenditure less income)
 - f) The variance between expected and actual net expenditure.

- 2.5 Appendix 1 shows net expenditure of £5,062,301 compared with a budget of £5,131,500.
- 2.6 Explanations are shown below for all variances within individual cost centres which exceed £30,000:

Cost Centre	Positive Variance £000	Adverse Variance £000
<p>Museum</p> <p>This variance is a combination of an underspend of £60,000 on staff and running expenses, partially off-set by a shortfall in income of £26,000.</p>	35	
<p>Museum – Grant Funded Activities</p> <p>This is unused grant funding that will be carried forward to be used in 2017/18.</p>	56	
<p>Cultural Development – Sports</p> <p>There have been no major initiatives in this service area this year. Given expenditure pressures elsewhere it would have been inappropriate to spend discretionary budgets of this nature.</p>	39	
<p>Leisure Centre</p> <p>This is an unrealised budget strategy saving relating to the installation of solar panels at the Leisure Centre. Whilst the panels have been installed, there have been delays in capturing the benefit in terms of the cash return to the Council.</p>		30
<p>Cobtree Golf Course</p> <p>The contract for the operation of the course expired in September 2016, and in order for the course to remain open for the winter months a one-off payment was agreed with the contractor. This was in addition to a reduction in the contract fee that had already been agreed. The total net cost represents the Council's 2/9^{ths} interest in the course.</p>		37
<p>Parks & Open Spaces</p> <p>There is an underspend on arboricultural works which is offset by additional running costs and a shortfall in income.</p>	37	

Cost Centre	Positive Variance	Adverse Variance
<p>Mote Park Café</p> <p>This variance has arisen due to higher than budgeted staff costs and lower than expected income, as had already been projected in earlier monitoring reports. The Chairman and Vice-Chairman of the Committee are now receiving monthly updates on the position following the meeting of the Committee in March.</p>		170
<p>Crematorium</p> <p>This service has generated income above budget due to in part to increased memorial sales.</p>	88	

3. AVAILABLE OPTIONS

- 3.1 There are no matters for decision in this report. The Committee may choose to take further action depending on the matters reported here.

4. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 4.1 The Committee is requested to note the contents of this report. It may choose to take further action, bearing in mind the implications of the financial outturn for future budget management and financial strategy development.

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 Fourth quarter budget monitoring reports are being considered by the Service Committees in June 2017. The overall outturn for the year ended 31st March 2017 will be reported as part of the Council's Statement of Accounts, which will be considered in draft form by the Audit, Governance and Standards Committee at its meeting on 26th June 2017. The Statement of Accounts will be audited and is due to be approved, in its final form, by the Audit, Governance and Standard Committee at its meeting on 18th September 2017.
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7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The Council's budget reflects its corporate priorities. This report compares actual performance with the budget, and so provides a measure of whether the Council has fulfilled its priorities in financial terms.	Director of Finance and Business Improvement (Section 151 Officer)
Risk Management	Regular and comprehensive monitoring of financial performance as summarised in this report ensures early warning of significant issues that may place the Council at significant risk and gives the Committee the best opportunity to take actions to mitigate such risks.	Director of Finance and Business Improvement (Section 151 Officer)
Financial	Financial implications are the focus of this report. Budget monitoring, as summarised in this report, ensures that services can react quickly to potential operational and resourcing problems. The process helps to ensure that the Council delivers against its strategic priorities.	Director of Finance and Business Improvement (Section 151 Officer)
Staffing	Employee costs represent approximately 50% of the direct spend of the Council. Any consideration of resource allocation and monitoring therefore pays attention to employee costs and relevant issues will be raised in monitoring reports such as this.	Director of Finance and Business Improvement (Section 151 Officer)
Legal	The Council has a statutory obligation to maintain a balanced budget. The monitoring process enables the Committee to ensure that it meets this requirement for the services within its remit.	[Legal Team]
Equality Impact Needs Assessment	No specific implications.	Director of Finance and Business Improvement

		(Section 151 Officer)
Environmental/Sustainable Development	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
Community Safety	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
Human Rights Act	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
Procurement	No specific implications.	Director of Finance and Business Improvement (Section 151 Officer)
Asset Management	The budget allocates resources for asset management. There are no specific issues arising from service performance as reported here for asset management.	Director of Finance and Business Improvement (Section 151 Officer)

8. REPORT APPENDICES

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

- Appendix I: Fourth Quarter 2016/17 Budget Monitoring – Heritage, Culture & Leisure

9. BACKGROUND PAPERS

None.

**HERITAGE, CULTURE & LEISURE COMMITTEE
FINAL OUTTURN FOR 2016/17**

APPENDIX 1

Cost Centre/Service	Final Adjusted Estimate	Actual Outturn for Year			Variance
		Expenditure	Income	Net	
	A			B	A-B
	£	£	£	£	£
Cultural Development Arts	34,900	15,825		15,825	19,075
Museum	1,555,170	1,609,831	-89,479	1,520,352	34,818
Carriage Museum	75,580	66,302	-1,856	64,446	11,134
Museum-Grant Funded Activities	59,000	138,575	-135,757	2,818	56,182
Museum Cafe	110	1,187	-2,905	-1,719	1,829
Hazlitt Arts Centre	356,540	351,751		351,751	4,789
Whatman 's Arena	6,300	5,964		5,964	336
Heritage Millennium Amphitheatre	2,560	2,243		2,243	317
Festivals and Events	97,710	132,770	-23,653	109,117	-11,407
Culture & Heritage	2,187,870	2,324,448	-253,651	2,070,797	117,073
Lettable Halls	14,530	19,844	-9,298	10,545	3,985
Community Halls	203,180	221,626	-31,666	189,960	13,220
Cultural Development Sports	46,260	6,988		6,988	39,272
Leisure Centre	470,340	1,330,051	-830,000	500,051	-29,711
Cobtree Golf Course	-34,180	134,981	-132,244	2,737	-36,917
Recreation & Sport	700,130	1,713,489	-1,003,209	710,280	-10,150
Parks & Open Spaces	1,035,270	1,139,938	-142,141	997,796	37,474
River Park	490,970	469,457	-142	469,316	21,654
Playground Improvements	41,700	278,376	-248,389	29,987	11,713
Parks Pavilions	62,180	53,428	-10	53,418	8,762
Mote Park	443,770	536,196	-92,467	443,729	41
Mote Park Cafe	-19,010	440,356	-289,609	150,747	-169,757
Allotments	14,010	2,990		2,990	11,020
Open Spaces	2,068,890	2,920,742	-772,758	2,147,984	-79,094
Tourism	135,680	165,001	-25,378	139,622	-3,942
Museum Shop	59,580	103,589	-38,520	65,070	-5,490
Leisure Services Other Activities	33,660	26,375		26,375	7,285
Tourism	228,920	294,965	-63,898	231,067	-2,147
Cemetery	187,860	331,070	-116,859	214,211	-26,351
National Assistance Act	1,330	3,257	-3,574	-317	1,647
Crematorium	-297,150	877,633	-1,263,657	-386,025	88,875
Maintenance of Closed Churchyards	28,040	29,313		29,313	-1,273
Bereavement Services	-79,920	1,241,273	-1,384,090	-142,817	62,897
Market	32,170	365,832	-320,843	44,989	-12,819
Economic Development	32,170	365,832	-320,843	44,989	-12,819
Parks & Leisure Services Section	-580	319,898	-319,900	-2	-578
Cultural Services Section	-4,300	628,943	-628,940	3	-4,303
Maidstone Culture & Leisure Section	-770	250,510	-250,510	-0	-770
Bereavement Services Section	-670	261,071	-261,070	1	-671
Market Section	-240	99,989	-99,990	-1	-239
Corporate Support Services	-6,560	1,560,410	-1,560,410	-0	-6,560
Committee Total	5,131,500	10,421,158	-5,358,858	5,062,301	69,199