



Medium Term Financial Plan Budget Culture & Leisure Portfolio

Budget Scrutiny



Agenda

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Overview of the Portfolio

Cabinet Members: Cllr Clive Harriss and Cllr Paul Irwin (Deputy)

The Culture & Leisure portfolio is aligned to the Communities Directorate (Richard Barker - Corporate Director Communities), specifically Culture, Sports & Leisure Service Directorate (Sophie Payne – Service Director).

The portfolio helps to deliver all of the Corporate priorities and is principally responsible for:

- Local, community and country parks
- Leisure including sports and leisure centres, sports development, South Buckinghamshire Golf Course and Farnham Park Playing Fields
- Culture, including museums and libraries
- Archives
- Libraries

Overview of the Portfolio

- **Local, Community and Country Parks** – The service operates four Country Parks which, in 20/21, were visited by over 1.7 million people. Country Parks are self-financing; income generated from car parking and filming activities funds operations and maintenance, plus work to conserve the natural environment for future generations. A new Country Park in Stoke Poges is in development and due to open in 2023.
- The Culture, Sport and Leisure and Neighbourhood Services teams also work together to manage a number of local parks across the county. As well as capital projects to improve parks and play areas, this includes liaising with planning to make sure that alongside housing growth, we create facilities and green spaces that support the future health of our communities.
- **Leisure centres, sports facilities, and grassroots sport** – Buckinghamshire Council has 10 main leisure centre facilities, which are operated by a number of leisure providers under different contracts. Other facilities include the South Bucks Golf Course and Farnham Park Playing Fields.
- The current capital projects programme includes the completion of the new extended car park and outside play area for the recently opened Chilterns Lifestyle Centre, following the demolition of the old Chiltern Pools. Other recent investment includes a full replacement of the Chalfont Leisure Centre swimming pool plus refurbishment of the wider facilities; and significant enhancements to the Chesham Leisure Centre - all well received by our residents and users.
- The service also works in partnership on sports development and outreach to support people to become more physically active.

Overview of the Portfolio

- **Culture** – As part of the Buckinghamshire Cultural Partnership, we enable delivery of the Cultural Strategy, maximising investment and harnessing culture to support economic development, new housing and communities, health and wellbeing, education and skills; and coordinating key cultural events. The service manages relationships with the Wycombe Museum and the Discover Bucks Museum (formerly the County Museum), which are operated using trust arrangements, and with our main theatre operators.
- **Archives** – Buckinghamshire Archives provides a statutory archives service. The 3.5 miles of shelving hold collections of local and international importance (including records related to Stoke Mandeville's role in the development of the Paralympic Games). Staff support volunteers, run outreach projects, and work on digital preservation, amongst other things.
- **Libraries** – Buckinghamshire Council has a statutory duty to provide a comprehensive and efficient library service. The public library service operates in 29 locations through a network of 9 County Libraries, 8 Community Supported Libraries and 12 volunteer-led Community Libraries. We also provide online, school, home and prison library services. The activities of our Libraries teams contribute to a wide range of council priorities, from early years outcomes to supporting people to live independently in their later years. A number of libraries are also Council Access Points, providing residents with local access to council services.
- **Tourism** – Support to the visitor economy as part of Economic Growth and Regeneration strategy.

Overview of the Portfolio



Portfolio Priorities

- Development of new visitor facilities at Black Park Country Park and a new Country Park at Stoke Poges
- Improvements to our local parks and play areas through continued capital investment
- Delivering a Leisure Facilities Strategy and implementing the capital programme to strategically invest in our leisure facilities
- Maximising walking and cycling tourist loops to make the most of the county's expanding cycle network
- Supporting delivery of the Buckinghamshire Cultural Strategy action plan
- Developing a countywide Storytelling festival and continuing to coordinate a range of cultural events
- Progressing the launch of a 'Bucks Card' for residents
- Securing future accommodation for Buckinghamshire Archives, in collaboration with key partners
- Developing a refreshed Libraries Strategy and continuing to roll out self-service technology

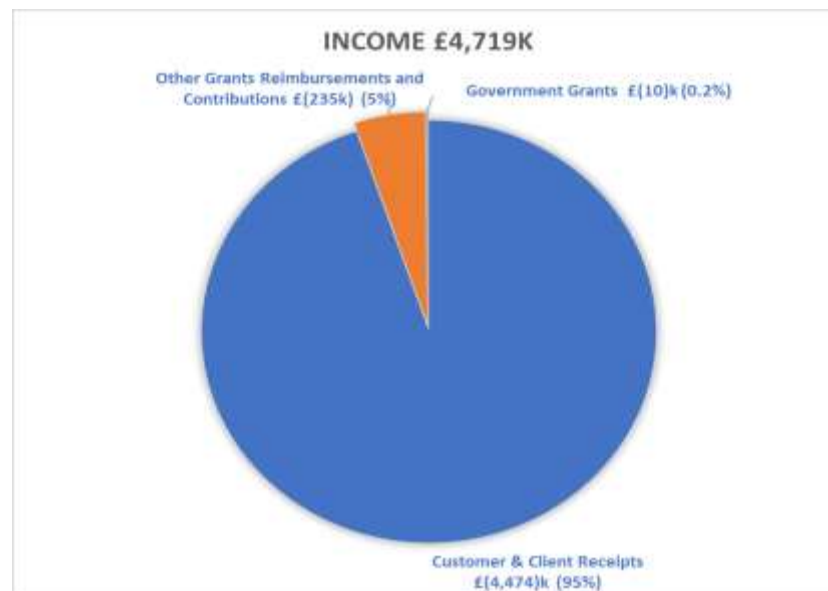
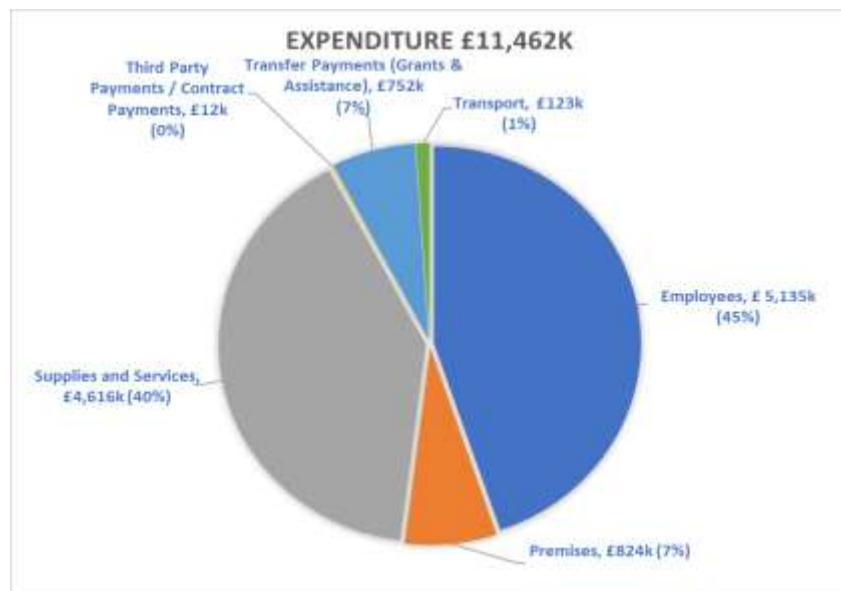
Key Elements of Portfolio Revenue & Capital Budgets

Slides 9 – 19 provide further information about the Portfolio's 2021/22 controllable Expenditure budget (Employees, Supplies & Services), Income and Capital Programme.

Key Elements of the Portfolio Revenue Budget				
Revenue Expenditure	£'000	% of Total	Slide No.	Comments
Employees	5,135	45%	9	Direct costs of Employees is £5,08m (44% of expenditure budget)
Supplies & Services	4,616	40%	9	Mainly payments to contractors, equipment, furniture, tools, project work, communications and computing, community initiatives, events expenditure, grants to external bodies and advertising.
Revenue Income	£'000	% of Total	Slide No.	Comments
Customer & Client Receipts	4,474	95%	9	52% of income is generated from Leisure Centres and 28% from Country Parks, Parks & Play Areas.
Capital 2021/22 programme	£'000	% of Total	Slide No.	Comments
Country Parks	2,521	12%		
Leisure Centres	16,174	78%		
Libraries	580	3%		
Parks & Play Areas	1,493	7%		
Total	20,768	100%		

Revenue Budget 2021-22

The charts and tables below show the current revenue budget for the portfolio, split into different service areas, income and expenditure. For a more detailed breakdown, see Appendix 1 on slide 21.



Culture & Leisure

Arts & Culture
Country Parks, Parks & Play Areas
Leisure Centres
Libraries
Museums & Heritage

Culture & Leisure Total

Grand Total

2021-22			
Income £000		Expense £000	Net Budget
(303)		1,588	1,286
(1,368)		1,345	(23)
(2,474)		3,446	972
(575)		4,517	3,942
		566	566
(4,719)		11,462	6,743
(4,719)		11,462	6,743

Revenue Forecast Quarter 2 2021/22

	Budget	Y/E Outturn	Variance	Change in Variance
	£000	£000	£000	£000
Expenditure	11,500	10,300	(1,200)	(1,000)
Income	(4,700)	(2,700)	2,000	(800)
Culture & Leisure	6,800	7,600	800	(1,800)

Budget £6.8m, Forecast £7.6m, Var +£0.8m

- **Arts & Culture - Budget £1.3m, Favourable Var £0.1m** - Reduced costs for Summer events and Theatres plus staffing vacancies within Archives.
- **Libraries - Budget £3.9m, No Variance** - The service is mitigating its Covid losses by closely controlling income & expenditure and is anticipating a breakeven position at year end.
- **Museums & Heritage - Budget £0.6m, Favourable Var £15k** - Agreed grant and management fees have been forecast with an underspend anticipated.
- **Country Parks, Parks & Play Areas - Budget £-20k, Adverse Var £3k** - Variance relates to extra cleaning costs and events income shortfall due to Covid, offset by additional income from car park and filming.
- **Leisure Centres - Budget £1m, Var Adverse £0.9m** - Variance relates to reduced income from leisure due to Covid and restrictions in operations resulting from the Government roadmap. The favourable movement from Q1 is due to improvement in the forecast arising from recent reviews of operators' financial assumptions and the funding provided to operators through the Government's Leisure Recovery Fund. A specific contingency of £2m for leisure recovery also forms part of the Council's agreed budget for 2021/22 and the £0.9m variance is therefore mitigated through the partial use of this contingency.

* Note: the net 2021/22 Revenue Budget reported for Quarter 2 monitoring is higher than the MTFP base budget on slide 9 due to the inclusion of various one-off budgets changes.

Revenue Budget: Savings since April 2020

The 2021-22 budget set out in the previous slide incorporate the following savings which have been made since the Unitary vesting day in April 2020:

	2020/21 £'000	2021/22 £'000
Contract Harmonisation		0
Better Buckinghamshire		
Culture, Sport & Leisure:		
Service efficiencies from new technology		-30
Strategic review/additional income		-15
		-45
Libraries Book Fund	-40	
Libraries service review	-212	
	-252	

TOTAL SAVINGS MADE

-252

-45

Revenue – Proposed Changes

The table below details the proposed budget changes – split into increased income, growth areas, and savings proposals. All changes are cumulative, to be compared to the 2021-22 base budget.

Culture & Leisure			Change 2022-23 £000's	Change 2023-24 £000's	Change 2024-25 £000's
	Change Type	Description of Change			
Culture & Leisure					
Arts & Culture	Change in Income	Archives additional income	(23)	(23)	(23)
	Savings	Efficiency savings following service reviews	(42)	(103)	(177)
	Special Items	Home Working	14	14	14
Country Parks, Parks & Play Areas	Change in Income	Country Parks; Review of fees and charges	(10)	(13)	(13)
	Growth	South Bucks Country Park	-	50	50
	Savings	Reduction to Farnham Park Sports Fields Trust - net on-going operational costs	-	-	(67)
	Special Items	Short term Income from Soil disposal at new Country Park	(125)	200	200
Leisure Centres	Change in Income	Changes in management fee income - Leisure	(1,298)	(1,764)	(2,333)
Libraries	Change in Income	Recovery of events, activities and Libraries income post-Covid	(80)	(80)	(80)
	Savings	Libraries Efficiencies from staffing and new technologies	(180)	(255)	(330)
Museums & Heritage	Savings	Museums: reductions in the management fee	(1)	(10)	(19)

Proposed Revenue Budget 2022-2025

The table below shows what the Revenue budget will be after the proposed budget changes.

Changes Summary	2022-23 £000	2023-24 £000	2024-25 £000
Change in Income	(1,411)	(1,880)	(2,449)
Growth	3	53	53
Savings	(223)	(368)	(593)
Special Items	(111)	214	214
Grand Total	(1,742)	(1,981)	(2,775)

		2021-22			2022-23			2023-24	2024-25
		Income £000	Expense £000	Net Budget	Income £000	Expense £000	Net Budget	Net Budget	Net Budget
Culture & Leisure	Arts & Culture	(303)	1,588	1,286	(303)	1,538	1,236	1,175	1,101
	Country Parks, Parks & Play Areas	(1,368)	1,345	(23)	(1,503)	1,347	(156)	216	149
	Leisure Centres	(2,474)	3,446	972	(3,772)	3,446	(325)	(791)	(1,361)
	Libraries	(575)	4,517	3,942	(655)	4,337	3,682	3,607	3,532
	Museums & Heritage		566	566		565	565	556	547
Culture & Leisure Total		(4,719)	11,462	6,743	(6,232)	11,233	5,001	4,762	3,968
Grand Total		(4,719)	11,462	6,743	(6,232)	11,233	5,001	4,762	3,968

Challenges, Risks and Opportunities

Risks

- Full recovery of leisure sector post-Covid, in particular leisure income over the MTFP period. Future leisure strategy and how operations will be taken forward within that strategy are dependent on recovery from Covid impact and the ability of leisure operators to modify their operations and adapt to prevailing conditions.
- Increased demand for green spaces post-Covid, creating additional maintenance costs.
- Libraries – risk around income as targets for the remainder of the year (and possibly future years) may prove unrealistic if visitor numbers and levels of sales are not restored to pre-Covid levels.

Challenges, Risks and Opportunities (contd.)

Opportunities

- The Fees and Charges have been reviewed across the service. The service will continue to explore whether there are any new or increased income opportunities, including further harmonisation where appropriate.
- Potential for more savings where other initiatives within the service are developed, however such initiatives would mean certain services currently offered to the public are scaled back.
- Activities aligned with addressing climate change/social value – Country Parks & Parks operations moving away from fossil fuels for vehicles and machinery; on-site renewable generation; waste reduction measures with on-site caterers; management of natural assets and growing/planting of trees.

Top 5 Contracts

Vendor	Description (inc. Contract End Date)
Sports & Leisure Management	Chiltern area - Leisure Centre Operating contract (income generating); start date 1 st April 2020; end date 31 st March 2035; no extension option used; extension length – 5 years review by 31 st Mar 2034 to be agreed.
Places for People Leisure Management	Wycombe area - Leisure Centre Operating contract (income generating); start date 1 st July 2014; end date 30 th June 2029; no extension option used.
Sports & Leisure Management	Aylesbury area – Leisure Centre operating contract (income generating); start date 2013; end date Mar 2023.
Buckinghamshire County Museum Trust	Provision of Museum Services; start date 1 st Aug 2014; end date 31 st July 2034.
Askews & Holts Library Services	Framework Agreement for the provision of library books, audio and visual materials; start date 1 st April 2020; end date 1 st April 2022, with extension option to April 2024.

Fees and Charges

Each year, as part of the MTFP, we review the schedule of Fees and Charges.

The majority of Fees & Charges are only amended by an RPI increase (currently at 3%).

The Fees and Charges schedule for Culture, Sports & Leisure has been reviewed in detail as part of the MTFP project timeline.

Capital Forecast Quarter 2 2021/22

Cabinet Portfolio	Actuals to Date £000	Total Budget £000's	Forecast Outturn £000's	Forecast Variance £000's	% Slippage	RAG Rating
Culture & Leisure	9,910	17,360	14,180	-3,181	18.3%	Amber

Budget £17.4m, Forecast £14.2m, Var £-3.2m

- £2.4m slippage on Country Parks: the main works on the new Country Park in Stoke Poges are only due to commence in late 2022 once the soil importation is complete, with completion of the park in 2023; the Visitors Centre for Black Park is underway, however the majority of spend will happen in the next financial year.
- £0.2m slippage in Libraries: due to competing pressures on Library staff the Libraries Self-Service will not fully complete this year.
- £0.6m slippage in Parks and Play Areas: due to staff shortages there is a delay in relation to Higginson Park and the Rye NEAP (Neighbourhood Equipped Area of Play).

**Note: any unspent capital project budgets in 21/22 ('slippage') will be reprofiled into future years as part of the annual year end process, and approved via the Corporate Capital Investment Board.*

Current Proposed Capital Programme 2022/23 to 2025/26

Expenditure

Service Area	Project Group / Project	2022/23 £000's	2023/24 £000's	2024/25 £000's	2025/26 £000's	MTFP Total £000's
Culture Sport & Leisure	Leisure Centres					
	Chilterns Lifestyle Centre	1,987	0	0	0	1,987
	Leisure Centres Maintenance	500	500	500	500	2,000
	Leisure Centres Total	2,487	500	500	500	3,987
	Libraries					
	Libraries Enhanced Technology	210	0	0	0	210
	Libraries Total	210	0	0	0	210
	Parks & Play Areas					
	Parks & Play Areas	443	0	0	0	443
	Parks & Play Areas Total	443	0	0	0	443
Culture Sport & Leisure Total		3,140	500	500	500	4,640



Questions



Appendix 1: Detailed Breakdown of Revenue Budget

The table below shows the breakdown of the 2021-22 baseline Revenue budget into types of expenditure and income.

	Expenditure							Income				Net Total	
	Employees	Premises	Supplies and Services	Third Party Payments / Contract Payments	Transfer Payments (Grants & Assistance)	Transport	Expense Total	Customer & Client Receipts	Other Grants Reimbursement s and Contributions	Government Grants	Income Total		
Arts & Culture	836	217	416		106	13	1,588	(211)	(92)		(303)		1,286
Country Parks, Parks & Play Areas	727	168	413			36	1,345	(1,356)	(2)	(10)	(1,368)		(23)
Leisure Centres	331	285	2,736	12	80	2	3,446	(2,406)	(68)		(2,474)	972	
Libraries	3,240	154	1,051			71	4,517	(501)	(74)		(575)	3,942	
Museums & Heritage				0	566		566				0	566	
Grand Total	5,135	824	4,616	12	752	123	11,462	(4,474)	(235)	(10)	(4,719)	6,743	