



# Budget Scrutiny

## Culture & Leisure

10 January 2023



# Agenda

- Overview of the Portfolio
- Portfolio priorities
- Revenue Budget 2022/23
- Revenue forecast Q2 Cabinet
- Revenue budget savings since April 2020
- Proposed changes to the Revenue budget
- Overall Proposed Revenue Budget
- Challenges, risks and opportunities
- Top 5 contracts
- Fees & Charges
- Capital Budget and forecast 2022/23
- Proposed Capital Programme
- Questions

# Overview of the Portfolio

## Cabinet Members: Cllr Clive Harriss (Portfolio Holder)

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** – operates 4 Country Parks which were visited by over 1.3 million people during 2021/22 with a new Country Park in Stoke Poges being developed and to open in 2023; the service also delivers improvement projects for local parks and play areas and works with the planning service to make sure green spaces are provided alongside housing growth
- **Leisure** including sports and leisure centres, sports development, South Buckinghamshire Golf Course and Farnham Park Playing Fields – the Council has 10 main leisure facilities which are operated by a number of leisure providers under different contracts; other facilities include the South Buckinghamshire Golf course and Farnham Park Playing Fields and the service also undertakes partnership work and outreach to support people to be physically active
- **Culture**, including museums and libraries – supports delivery of the Cultural Strategy as part of the Buckinghamshire Cultural Partnership to maximise investment and harness culture; Buckinghamshire Film Office established to maximise the economic and social benefits of filming across the county
- **Archives** – 3.5 miles of Buckinghamshire Archives' shelving hold collections of local and national importance such as Stoke Mandeville's role in developing the Paralympic Games; staff support volunteers, run outreach projects and work on digital preservation amongst other things
- **Libraries** – comprehensive and efficient library service provision in 29 locations through a network of county, community supported and volunteer-led Community Libraries, contributing to a range of council priorities such as Council Access points, early years outcomes and supporting people to live independently.

# Portfolio priorities

- Delivery of new visitor facilities at Black Park Country Park
- Opening a new Country Park at Stoke Poges
- Continued investment in local parks and play areas through the capital programme
- Leisure Facilities Strategy delivery and implementing the capital programme to strategically invest in our leisure facilities
- Maximising walking and cycling tourist loops to make the most of our expanding cycle network
- Supporting delivery of the Buckinghamshire Cultural Strategy action plan and coordination of culture events
- Securing future accommodation for Buckinghamshire Archives, in collaboration with partners
- Developing a refreshed Libraries Strategy and continuing to roll out self-service technology

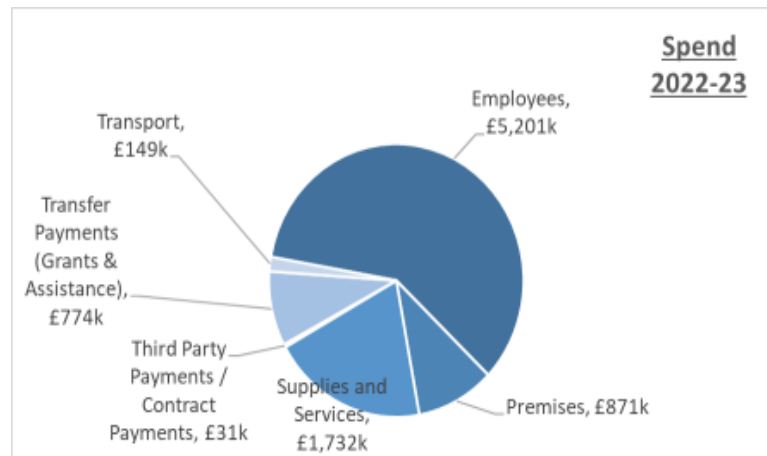
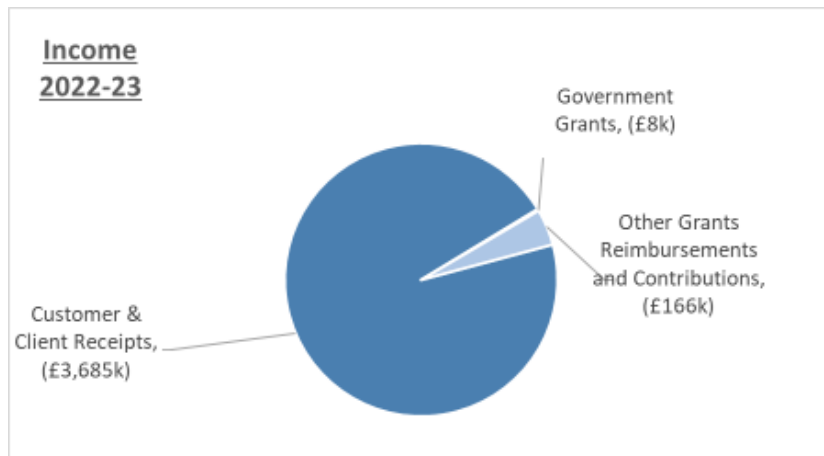
# Our Service Users



# Revenue Budget 2022-23

The charts and tables below show the base revenue budget (excluding temporary virements) for Culture & Leisure income and expenditure.

		2022-23		
		Income £000	Expense £000	Net Budget
Culture & Leisure	Arts & Culture	(345)	1,689	1,344
	Country Parks, Parks & Play Areas	(1,603)	1,439	(164)
	Leisure Centres	(1,337)	1,033	(304)
	Libraries	(575)	4,059	3,485
	Museums & Heritage		565	565
<b>Culture &amp; Leisure Total</b>		<b>(3,859)</b>	<b>8,786</b>	<b>4,927</b>
<b>Grand Total</b>		<b>(3,859)</b>	<b>8,786</b>	<b>4,927</b>



# Revenue forecast at Q2

	Budget	Y/E Outturn	Variance	Change in Variance (from Q1 Cab)
	£000	£000	£000	£000
Expenditure	8,880	8,750	(130)	
Income	(3,860)	(3,740)	120	
Culture & Leisure	5,020	5,010	(10)	(40) ↓
Culture & Leisure	5,020	5,010	(10)	(40) ↓

## Culture and Leisure Revenue: Budget £5.0m, Var Minor

- a) Arts & Culture - Budget £1.4m, Var Adverse Minor  
Underspends within Archives and Film Office of salaries and theatre management fees offset by overspends on theatre maintenance and grants, insurance and Community Development underachieved income.
- b) Museums & Heritage - Budget £0.6m, Var Favourable Minor  
Agreed grant and management fees have been forecast leaving a small underspend.
- c) Country Parks, Parks & Play Areas - Budget £-0.1m, Var Adverse Minor  
The previous adverse forecast due to an unachievable historical income budget carried forward from legacy council is to be covered by income from elsewhere within the service.
- d) Leisure Centres – Budget £-0.3m, Var Favourable Minor  
An in-depth analysis of each cost centre has resulted in an overall minor favourable variance. Operator income is still being forecast in line with MTFP predictions last year. There is a focus on the ongoing energy price increase and conversations with operators are ongoing.

# Revenue budget savings from April 2020

The following savings have been made since the Unitary vesting day in April 2020:

	2020/21 £'000	2021/22 £'000	2022/23 £'000	Total £'000
<b>Contract Harmonisation</b>				<b>0</b>
<b>Better Buckinghamshire</b>				
Culture, Sport & Leisure:				
Libraries Efficiencies from staffing and new technologies		-30	-180	-210
Efficiency savings following service reviews			-42	-42
Archives additional income		-15	-23	-38
		<b>-45</b>	<b>-245</b>	<b>-290</b>
Libraries Book Fund	-40			-40
Libraries service review	-212			-212
	<b>-252</b>			<b>-252</b>
<b>TOTAL SAVINGS</b>	<b>-252</b>	<b>-45</b>	<b>-245</b>	<b>-542</b>



# Proposed changes to the Revenue Budget

<b>Culture &amp; Leisure</b>		<b>Change 2023-24 £000's</b>
<b>Culture &amp; Leisure</b>		
Growth	Increase in operating costs for South Bucks Country Park	50
Income	Increase in Leisure services management fee income	(466)
	Increase in Country Parks fees and charges	(3)
	Increased income from room lettings in Libraries	(10)
Savings	Efficiency savings In Culture and Leisure (Better Buckinghamshire programme)	(61)
	Efficiency savings in Libraries (Better Buckinghamshire programme)	(75)
	Reduced expenditure on Paralympic Flamelighting event	(25)
	Reduction in the management fee paid to Museums	(9)
Special Items	Reduction in income for soil disposal at new Country Park	325

- South Bucks Country Park has a growth item of £50k due to a forecast shortfall in net operating costs of the new country park following opening in Autumn 2023 whilst the special item of £325k is an adjustment to income forecast as no further income will be realised once the park build begins. This reverses the short-term income target resulting from soil importation from the grounds of the country park.
- Leisure management fee income is expected to increase next financial year by a net £466k with changes in the various leisure contracts held by the Council.
- Fees and charges at Black Park are for parking, filming and new visitor facilities turnover rent. Initial year income is £3k and is expected to increase in future years to £80k.
- Libraries are expected to deliver £75k service efficiencies from new technology with use of self-service technology. Optimised use of library space through increased room lettings should deliver £10k in lettings income.
- Culture expect to deliver £61k of identified efficiencies from service review whilst reduced spending on Paralympic Flame lighting will save £25k
- Museums were looking to deliver savings through management fee reductions of £9k however this is unlikely to be achieved due to inflation on contracts so will create a pressure that will need to be absorbed elsewhere in the service. County Museum management fee is due to be renegotiated in 24/25.

# Overall Revenue Budget 2023-24

		2023-24		
		Income £000	Expense £000	Net Budget
Culture & Leisure	Arts & Culture	(345)	1,628	1,283
	Country Parks, Parks & Play Areas	(1,281)	1,489	208
	Leisure Centres	(1,925)	1,156	(770)
	Libraries	(585)	3,984	3,400
	Museums & Heritage		531	531
<b>Culture &amp; Leisure Total</b>		<b>(4,136)</b>	<b>8,789</b>	<b>4,653</b>
<b>Grand Total</b>		<b>(4,136)</b>	<b>8,789</b>	<b>4,653</b>

Change Type	Total £000
Growth	50
Income	(479)
Savings	(170)
Special Items	325
<b>Grand Total</b>	<b>(274)</b>

# Challenges, Risks & Opportunities

- The service continues to work closely with its leisure operators to support the ongoing recovery of the leisure sector post-COVID.
- The development of a new Leisure Strategy for Buckinghamshire will both address future needs and support financial sustainability.
- This portfolio is responsible for the management and liabilities from the Farnham Park and Higginson Park Trusts. These arrangements are being closely monitored and annual accounts are produced for each Trust.
- Numbers of visitors to green spaces across Buckinghamshire, and particularly to the Country Parks, have remained significantly higher than pre-pandemic. This increased demand creates a pressure for the service in managing those visitor numbers and maintaining the green spaces and is being closely monitored.
- Given the wider pressures on council budgets and from inflation (including energy inflation), sustaining levels of investment in non-statutory services remains a challenge.
- The service will continue to explore opportunities for devolution to Town and Parish councils e.g. for Aylesbury Town parks and play areas.

# Top 5 Contracts

Vendor	Annual Contract Value £k	Description (inc. Contract End Date)
Sports & Leisure Management	-1,200	Chiltern area - Leisure Centre Operating contract (income generating); start date 1 <sup>st</sup> April 2020; end date 31 <sup>st</sup> March 2035; no extension option used; extension length – 5 years review by 31 <sup>st</sup> Mar 2034 to be agreed.
Places for People Leisure Management	-600	Wycombe area - Leisure Centre Operating contract (income generating); start date 1 <sup>st</sup> July 2014; end date 30 <sup>th</sup> June 2029; no extension option used.
Buckinghamshire County Museum Trust	411	Provision of Museum Services; start date 1 <sup>st</sup> Aug 2014; end date 31 <sup>st</sup> July 2034.
Askews & Holts Library Services	275	Framework Agreement for the provision of library books, audio and visual materials; start date 1 <sup>st</sup> April 2020; end date 1 <sup>st</sup> April 2022, with extension option to April 2024; extension option used (2 years)
Ambassador Theatre Group	100	Waterside Theatre operating contract; start date 1 <sup>st</sup> Oct2010; end date 30 <sup>th</sup> Sept 2025; extension option of 5 years

# Fees & Charges

- Each year, as part of the MTFP, the Fees and Charges schedule is reviewed in detail as part of the MTFP project timeline.
- Fees and charges are applied to Leisure (events, activities, filming), Country parks (timber sales, car parking, fishing permits, annual passes, room hire, events), Libraries (reservations, notifications for reservations or overdue items, loans of audiobooks, overdue items, printing, scanning, meeting rooms, schools library service) Archives (photocopying, microfilm print-outs, pdf copies by email, postage and packaging, camera permits, digital copies, research service, consultations, conservation, licensing of images, marriage and baptism certificates, outreach tours and bespoke lectures/ presentations, and items for sale such as pencils, USB pens and tea or coffee).
- The Higginson Park and Farnham Park trusts charge for leisure activities at the parks. For Farnham Park Trust this includes green fees, golf buggy hire, grass football pitch bookings and grass softball fields bookings.
- The majority of Fees and Charges are proposed to be amended by a 9% RPI increase.
- Exceptions to this include the following:
  - The Schools Library Service is a traded service and the financial pressures on schools means that the service is already experiencing the cancellation of subscriptions. It is therefore not feasible to increase charges under the current circumstances
  - Overdue charges for children's books not recommended to increase so as not to deny children access to books at a time when families cannot afford to buy books
  - Reading groups annual subscription not recommended to increase due to limited quality of service over last two years despite paying for service in full
  - Some new charges have been introduced e.g. Colour Image for Tithe Maps and maps from the Archives collection as well as filming administration fees for the Film office
  - Additional Services e.g. Conservation (basic treatment, complex treatment) have increased by greater than 9% as they have not been increased in the last 5 years and current pricing does not reflect the expertise required to deliver the service
  - Certificate charges are either set by the UK Government (marriage certificates) or the Church of England (baptism certificates)
  - Car parking at Black Park, Denham & Langley Park proposed to increase by 10p, which is an average of 2% increase depending on the hours parked; season tickets increased by 10%

# Capital Budget and Forecast Q2

Service / Project	Actuals to Date £000	Released Budget £000's	Unreleased Budget £000's	Total Budget £000's	Forecast Outturn Released £000's	Forecast Unreleased £000's	Forecast Outturn £000's	Forecast Variance £000's
Country Parks Visitors Centre	0	0	100	100	0	100	100	0
South Bucks Country Pk Leisure Facility	0	500	0	500	500	0	500	0
<b>Country Parks Total</b>	<b>0</b>	<b>500</b>	<b>100</b>	<b>600</b>	<b>500</b>	<b>100</b>	<b>600</b>	<b>0</b>
Leisure Centres Maintenance	102	605	0	605	605	0	605	0
Chalfont & Chesham Leisure Centres	55	-65	0	-65	-65	0	-65	0
Chilterns Lifestyle Centre	766	1,453	0	1,453	1,453	0	1,453	0
<b>Leisure Centres Total</b>	<b>924</b>	<b>1,992</b>	<b>0</b>	<b>1,992</b>	<b>1,992</b>	<b>0</b>	<b>1,992</b>	<b>0</b>
Libraries Self-Service Replacement	8	124	0	124	124	0	124	0
Libraries Enhanced Technology	0	0	100	100	0	100	100	0
<b>Libraries Total</b>	<b>8</b>	<b>124</b>	<b>100</b>	<b>224</b>	<b>124</b>	<b>100</b>	<b>224</b>	<b>0</b>
Parks & Play Areas	245	1,339	0	1,339	836	0	836	-503
<b>Parks &amp; Play Areas Total</b>	<b>245</b>	<b>1,339</b>	<b>0</b>	<b>1,339</b>	<b>836</b>	<b>0</b>	<b>836</b>	<b>-503</b>
S106 Funded Projects	691	1,299	3,608	4,907	2,055	0	2,055	-2,852
<b>Sport and Leisure Projects Total</b>	<b>691</b>	<b>1,299</b>	<b>3,608</b>	<b>4,907</b>	<b>2,055</b>	<b>0</b>	<b>2,055</b>	<b>-2,852</b>
<b>Grand Total</b>	<b>1,867</b>	<b>5,254</b>	<b>3,808</b>	<b>9,062</b>	<b>5,507</b>	<b>200</b>	<b>5,707</b>	<b>-3,355</b>

## Culture and Leisure Capital: Budget £9.1m, Var £3.4m

- Most projects are forecast to be mostly fully spent with risks being monitored closely through the Service Project Boards.
- Slippage of £2.9m within S106 Funded projects relates to unreleased budgets for which forecasts will be updated once budgets are released; and slippage of £0.5m within Parks and Play area due to delays caused by staff absences.

# Proposed Capital Programme 2023-24 to 2025-26

## Culture & Leisure Portfolio Capital Programme 2023/24 to 2026/27

### Expenditure

Service Area	Project Group / Project	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	MTFP Total £000's
Culture Sport & Leisure	Country Parks					
	Country Parks Visitors Centre	550	-	-	-	550
	South Bucks Country Pk Leisure Facility	1,199	-	-	-	1,199
	Leisure Centres					
	Leisure Centres Maintenance	500	500	500	-	1,500
	Libraries					
	Libraries Enhanced Technology	200	-	-	-	200
Sport and Leisure Projects						
S106 Funded Projects	4,072	10	-	-	4,082	
<b>Culture Sport &amp; Leisure Total</b>		<b>6,520</b>	<b>510</b>	<b>500</b>	<b>-</b>	<b>7,531</b>
<b>Total Expenditure</b>		<b>6,520</b>	<b>510</b>	<b>500</b>	<b>-</b>	<b>7,531</b>

### Funding

Funding - MTFP Table	Dummy <sup>11</sup>	2023/24 £000's	2024/25 £000's	2025/26 £000's	2026/27 £000's	MTFP Total £000's
s106		(4,072)	(10)	-	-	(4,082)
Community Infrastructure Levy		-	-	-	-	-
Ringfenced Grants		-	-	-	-	-
Revenue Contributions (Service)		(1,749)	-	-	-	(1,749)
<b>Total Funding</b>		<b>(5,820)</b>	<b>(10)</b>	<b>-</b>	<b>-</b>	<b>(5,831)</b>
<b>Net Portfolio Totals</b>		<b>700</b>	<b>500</b>	<b>500</b>	<b>-</b>	<b>1,700</b>
<b>Funded From Corporate Resources</b>		<b>(700)</b>	<b>(500)</b>	<b>(500)</b>	<b>-</b>	<b>(1,700)</b>
<b>Total</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

# Proposed Capital Programme 2023-24 to 2025-26

- No new capital bids proposed however existing programme is proposed to continue with some reprofiling of costs.
- Inflationary pressures remain a risk for all projects however where possible, such as in Country Parks, reserve funding may be considered for use at a Country Park project.
- South Bucks Country Park soil importation is likely to continue into early 2023 to meet the soil requirements of the scheme. It is hoped that the construction of the final scheme will be able to commence alongside the final few months of the soil importation meaning that the site should be completed and ready for opening by the Autumn of 2023.
- S106 funded projects are mostly for Aylesbury sport and leisure projects which parish councils deliver.
- Leisure Centre Maintenance across the leisure sites is part of the contractual responsibility that remains with the Council. Allocated capital will be used to meet “end of life” on equipment or building-related issues as well as any priority issues that have been identified in the recently updated Leisure Building Condition Surveys, Fire Safety Surveys (Court Garden Leisure Centre - non leisure areas also) and specialist site surveys (Athletics Track surface and field event equipment) This will assist in maintaining the sites’ integrity and meeting the Council’s contractual obligations.
- The Country Parks Visitors Centre at Black Park is expected to be delivered with property staff now allocated to the project and the LHC framework provider expected to confirm deliverability based on initial costs – indications in the industry are that costs may begin to stabilise in the Summer of 2023. Current commercial success in the Country Parks should, subject to corporate endorsement, be able to add further funds into the development reserve to cover any additional costs.
- Libraries Enhanced Technology is expected to be delivered with testing of enhanced technology at the new Amersham Library.





# Questions

