

AMENDED AGENDA

HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING



Date: Tuesday 5 January 2016
Time: 6.30 pm
Venue: Town Hall, High Street,
Maidstone

Membership:

Councillors Ash (Vice-Chairman), Ells, Fissenden,
Fort, Hemsley, Mrs Hinder, Newton
(Chairman), Paterson and Pickett

Page No.

1. Apologies for Absence
2. Notification of Substitute Members
3. Urgent Items
4. Notification of Visiting Members
5. Disclosures by Members and Officers
6. Disclosures of Lobbying

Continued Over/:

Issued on Thursday 24 December 2015

The reports included in Part I of this agenda can be made available in **alternative formats**. For further information about this service, or to arrange for special facilities to be provided at the meeting, **please contact Poppy Collier on 01622 602242**. To find out more about the work of the Committee, please visit www.maidstone.gov.uk

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

7. To consider whether any items should be taken in private because of the possible disclosure of exempt information
8. Minutes of the meeting held on 3 November 2015
9. Presentation of Petitions (if any)
10. Questions and answer session for members of the public
11. Reference from the Policy and Resources Committee - Destination Management Plan
12. Oral Report of the Head of Commercial and Economic Development - Update on Visit Maidstone Website and Destination Management Plan Actions
13. Report of the Head of Finance and Resources - Amending agreed minutes and adding omitted decision to decision notice for Parking charges in Mote Park
14. Report of the Head of Commercial and Economic Development - Maidstone Museums Development Plan
15. Report of the Head of Commercial and Economic Development - A sustainable future for Mote Park
16. Report of the Head of Policy and Communications - Strategic Plan 2015-20 refresh
17. Report of the Head of Finance and Resources - Medium Term Financial Strategy 2016-17 Onwards: Fees and Charges
18. **Report of the Head of Finance and Resources - Medium Term Financial Strategy 2016-17 Onwards - Final Update** **275 - 286**

HERITAGE CULTURE & LEISURE COMMITTEE

4 JANUARY 2016

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

No

URGENT – MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS, FINAL REVIEW

Final Decision-Maker	Council
Lead Head of Service	Head Of Finance & Resources
Lead Officer and Report Author	Head Of Finance & Resources
Classification	Urgent Public Report
Wards affected	All

This report makes the following recommendations to this Committee:

1. That the Committee agrees the additional savings and efficiencies set out in Appendix B to this report.
2. That the Committee agreed the budget proposed for 2016/17 as set out in Appendix C to this report and confirm the decision to Policy and Resources Committee.
3. That the Committee agree the capital programme 2016/17 to 2020/21, for this Committee, as set out in Appendix F to this report and submit the decision to Policy and Resources Committee for inclusion in the full programme.

This report relates to the following corporate priorities:

The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council's decisions on the allocation of resources to all objectives of the strategic plan.

Timetable	
Meeting	Date
Heritage Culture & Leisure Committee	4 th January 2016
Policy & Resources Committee	17 th February 2016
Council	2 nd March 2016

URGENT – MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS, FINAL REVIEW

1. PURPOSE OF REPORT AND EXECUTIVE SUMMARY

- 1.1 This report details the current revenue and capital budget plans of this Committee for 2016/17 incorporating the budget pressures and savings agreed by this committee in November 2015 and endorsed by Policy & Resources in December 2015.
 - 1.2 This is a final opportunity for the Committee to consider resources available to provide the services that are its responsibilities and comment to Policy and Resources Committee on any matters for their consideration before a recommendation is made to Council in March 2016.
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2. REASONS FOR URGENCY

- 2.1 The medium term financial strategy was affected by the provisional finance settlement that was published on 17th December 2015. Actions this committee will take must be reported to Policy and Resources Committee on 27th January 2016 but the work to identify actions meant that this report was not available by the normal agenda publication date.
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3. INTRODUCTION AND BACKGROUND

- 3.1 The work to date this year on the medium term financial strategy for revenue was reported to Policy and Resources Committee on 16th December 2015. At that meeting the Policy and Resources Committee confirmed the proposals put forward by this committee for growth, savings and efficiencies.
- 3.2 At the time of the meeting of the Policy and Resources Committee the provisional finance settlement had not been announced. The reported details, as endorsed by that committee, produced a balanced budget for 2016/17 based upon an earlier estimate of the revenue support grant and business rates values.
- 3.3 The provisional finance settlement was received on 17th December 2015 and provided significantly less resources than the earlier estimate. The variance between the estimated figures and the provisional settlement figures are set out in **Appendix A**.
- 3.4 The Council must agree a balanced budget at the budget settling meeting on 2nd March 2016 and it is therefore necessary for this Committee to consider additional savings and efficiencies to achieve a balanced budget. Proposed areas are set out in **Appendix B**.

- 3.5 The outcome of each service committee's consideration of the additional savings will be reported to the Policy & Resources Committee on 27th January 2016. In addition the medium term financial strategy for capital will be considered by the Policy & Resources Committee on 27th January 2016 including submissions made by this Committee arising from this report.
- 3.6 Final approval of the budget is reserved for the Council's budget setting meeting on 2nd March 2016. The Policy & Resources Committee will consider the final details and agree a set of recommendations to Council at its meeting on 17th February 2016.
- 3.7 Elsewhere on this agenda the Committee has considered the level of fees and charges it wishes to set for the services of this Committee that make a direct charge.
- 3.8 This report combines all of the information confirmed to date for this Committee's services. Contained within the appendices are the following details:
- Appendix C**, providing a summary of the revenue budget for this Committee's services. This includes all endorsed growth, savings and efficiencies; and the recommended level of fees and charges as reported on this agenda. It DOES NOT include the additional savings and efficiencies proposed in Appendix B;
- Appendix D**, providing details of growth included in Appendix A and endorsed by Policy & Resources Committee;
- Appendix E**, providing details of savings and efficiencies included in Appendix A and endorsed by Policy & Resources Committee; and
- Appendix F**, providing details of the capital programme as it reflects the actions and strategies of this Committee.
- 3.9 The Committee is requested to consider the details set out in the appendices, agree the proposals set out in Appendix B and confirm that the final details meet the previously agreed amendments to the budget.

4. AVAILABLE OPTIONS

- 4.1 **Option 1:** The Committee could chose to confirm the budget as set out in this report. This will enable the Committee's services to be funded at a level that is compatible with continued service provision while supporting the Council corporately to agree a balanced budget for 2016/17.
- 4.2 **Option 2:** The Committee could propose alternative additional savings and efficiencies. Subject to a suitable level of savings and efficiencies, this option could provide a balanced budget. However any decision made at this late stage may not allow adequate time to evaluate and action any alternative proposals in time for 1st April 2016.

4.3 **Option 3:** The Committee could reject the proposed savings or propose further growth. The proposal would be refer to Policy & Resources Committee on 17th February 2016. Given the financial pressure on the organisation it is unlikely that Policy & Resources Committee would be able to accept a request of this type and may need to choose savings options without the Committee’s consent.

5. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

5.1 Option 1 is the preferred option as it provides the committee with revised and reduced resources and supports the Council’s medium term financial strategy in a managed and controlled way.

6. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 6.1 Both this Committee and Policy & Resources Committee have previously considered and endorsed the revenue budget.
- 6.2 This is the first formal consideration of the capital programme that includes resources proposed for the actions and strategies of this committee. It is also the first formal consideration of the additional savings and efficiencies proposed to resolve the additional pressure created by the provisional finance settlement.

7. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

7.1 The decision of the Committee will be reported to Policy & Resources Committee. This will assist Policy & Resources Committee to make a final recommendation on a balanced budget to Council.

8. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	The medium term financial strategy and the budget are a re-statement in financial terms of the priorities set out in the strategic plan. It reflects the Council’s decisions on the allocation of resources to all objectives of the strategic plan.	Head of Finance & Resources
Risk Management	Matching resources to priorities in the context of the significant pressure on the Council’s resources is a major strategic	Head of Finance & Resources

	<p>risk.</p> <p>The significance of the effect of the provisional finance settlement on the medium term financial strategy requires additional savings and efficiencies when the medium term financial strategy is in the final stage of development. Late developments such as these increase the risk of non-delivery. It will be necessary for the budget and specifically these proposals to be carefully monitored in 2016/17.</p>	
Financial	<p>The MTFS impacts upon all activities of the Council. The future availability of resources to address specific issues is planned through this process.</p> <p>It is important that the committee is aware of the additional budget pressure placed upon the medium term financial strategy by the provisional finance settlement. The settlement is for the four years 2019/20</p>	Head of Finance & Resources
Staffing	The report proposes funding to ensure that the Committee has resources to fund appropriate salaries.	Head of Finance & Resources
Legal	The Council has a statutory obligation to set a balanced budget and development of the savings proposals assists this obligation.	Head of Finance & Resources
Equality Impact Needs Assessment	The objective of the MTFS is to match available resources to the priorities set out in the Strategic Plan. Delivery of those priorities should enable delivery in line with the impact assessment of the strategic plan.	Head of Finance & Resources
Environmental/Sustainable Development	None identified	Head of Finance &

		Resources
Community Safety	None identified	Head of Finance & Resources
Human Rights Act	None identified	Head of Finance & Resources
Procurement	None identified	Head of Finance & Resources
Asset Management	Resources for management and maintenance of the Committee's assets are included within the proposed budget.	Head of Finance & Resources

9. REPORT APPENDICES

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

- Appendix A: Comparison of the resources available from the estimated finance settlement and the provisional finance settlement.
- Appendix B: Additional Budget Savings and Efficiencies 2016/17 – Heritage Culture & Leisure Committee.
- Appendix C: Budget Summary 2016/17 – Heritage Culture & Leisure Committee
- Appendix D: Budget Growth 2016/17 – Heritage Culture & Leisure Committee
- Appendix E: Budget Savings & Efficiencies 2016/17 – Heritage Culture & Leisure Committee
- Appendix F: Proposed Capital Programme 2016/17 to 2020/21 – Heritage Culture & Leisure Committee

10. BACKGROUND PAPERS

None

MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

IMPACT OF PROVISIONAL FINANCE SETTLEMENT

TABLE 1: DATA FROM 16 DECEMBER 2015 REPORT TO P&R

2015/16 £,000		2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000
2,267	REVENUE SUPPORT GRANT	1,463	922	420	0	0
2,959	RETAINED BUSINESS RATES	3,018	3,078	3,140	3,203	3,267
1,176	BUSINESS RATES GROWTH & POOL INCOME	1,186	1,196	1,206	1,216	1,226
302	COLLECTION FUND ADJUSTMENT	169				
13,429	COUNCIL TAX	14,069	14,456	14,855	15,264	15,685
20,133	BUDGET REQUIREMENT	19,905	19,652	19,621	19,683	20,178
14,214	OTHER INCOME	14,214	14,214	14,214	14,214	14,214
34,347	TOTAL RESOURCES AVAILABLE	34,119	33,866	33,835	33,897	34,392

TABLE 2: DATA FROM PROVISIONAL FINANCE SETTLEMENT

2015/16 £,000		2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000
2,267	REVENUE SUPPORT GRANT	870	0	0	0	0
2,959	RETAINED BUSINESS RATES	2,983	3,042	3,132	3,232	3,297
1,176	BUSINESS RATES GROWTH & POOL INCOME	1,186	1,196	1,206	1,216	1,226
	BUSINESS RATES ADJUSTMENT		-223	-868	-1,589	-2,909
302	COLLECTION FUND ADJUSTMENT	169				
13,429	COUNCIL TAX	14,069	14,456	14,855	15,264	15,685
20,133	BUDGET REQUIREMENT	19,277	18,471	18,325	18,123	17,299
14,214	OTHER INCOME	14,214	14,214	14,214	14,214	14,214
34,347	TOTAL RESOURCES AVAILABLE	33,491	32,685	32,539	32,337	31,513

TABLE 3: REVISED TARGET FIGURES

2015/16 £,000		2016/17 £,000	2017/18 £,000	2018/19 £,000	2019/20 £,000	2020/21 £,000
	DECEMBER P&R SAVINGS TARGET	1,753	1,198	910	572	61
	SAVINGS IDENTIFIED	1,753	459	418	49	0
	BALANCE REMAINING PER P&R REPORT	0	739	492	523	61
	REVISED SAVINGS TARGET FROM PFS	2,381	1,751	1,025	836	1,380
	SAVINGS IDENTIFIED	1,753	459	418	49	0
	BALANCE REMAINING PER P&R REPORT	628	1,292	607	787	1,380
	INCREASED IMPACT	628	553	115	264	1,319

**HERITAGE CULTURE & LEISURE COMMITTEE
ADDITIONAL SAVINGS PROPOSALS**

2016/17 2017/18 2018/19 2019/20 2020/21
£,000 £,000 £,000 £,000 £,000

ADDITIONAL SAVINGS PROPOSALS

	2016/17	2017/18	2018/19	2019/20	2020/21
	£,000	£,000	£,000	£,000	£,000
PAY AND INFLATION ADJUSTMENT	-3				
	-3	0	0	0	0

BUDGET SUMMARY 2016/17

HERIATGE CULTURE AND LEISURE COMMITTEE

Cost C Cost Centre		Original Estimate 2015/16 £	Revised Estimate 2015/16 £	Original Estimate 2016/17 £
AA10	Cultural Development Arts	20,540	24,990	32,260
AA30	Museum	223,990	254,960	249,090
AA31	Carriage Museum	21,660	22,260	22,850
AA32	Museum-Grant Funded Activities	0	6,800	30
AA40	Hazlitt Arts Centre	284,770	277,770	259,460
AA42	Whatman 's Arena	19,400	0	0
AA45	Festivals and Events	15,500	-10,100	-6,100
AC10	Lettable Halls	980	-930	-940
AC11	Community Halls	63,900	49,280	50,970
AC20	Cultural Development Sports	33,740	59,890	33,520
AC30	Leisure Centre	-181,430	-181,350	-219,070
AC50	Cobtree Golf Course	-73,550	-74,120	-73,530
AE10	Parks & Open Spaces	64,860	80,780	68,200
AE11	River Park	41,830	29,280	35,720
AE12	Playground Improvements	26,420	21,700	21,700
AE13	Parks Pavilions	20,150	20,560	20,620
AE14	Mote Park	-44,720	-41,940	-1,220
AE15	Mote Park Cafe	0	750	1,950
AE20	Cobtree Manor Park	-104,450	-103,310	-77,750
AE21	Kent Life	-3,730	-3,700	-3,850
AE22	Cobtree Manor Park Visitor Centre	0	1,010	1,870
AE30	Allotments	11,040	11,040	11,040
AG10	Tourism	33,600	51,100	26,100
AG11	Conference Bureau	-42,170	-23,090	-14,770
AG12	Museum Shop	-23,430	-23,420	-23,420
AG13	Leisure Services Other Activities	33,390	33,390	33,450
CA10	Cemetery	-79,200	-84,740	-80,250
CA11	National Assistance Act	-490	-490	-490
CA20	Crematorium	-782,160	-774,980	-780,290
CA30	Maintenance of Closed Churchyards	5,000	0	5,000
EN10	Market	-163,030	-175,610	-174,600
SA13	Parks & Leisure Services Section	184,510	226,230	191,490
SA14	Cultural Services Section	584,900	454,190	482,170
SA15	Maidstone Culture & Leisure Section	0	125,570	106,590
SC12	Bereavement Services Section	152,200	158,570	161,000
SE18	Market Section	75,350	75,840	76,880
4HCL	Heritage, Culture & Leisure	419,370	488,180	435,680

**HERITAGE CULTURE & LEISURE COMMITTEE
BUDGET STRATEGY GROWTH 2016/17 ONWARDS**

2016/17 2017/18 2018/19 2019/20 2020/21
£,000 £,000 £,000 £,000 £,000

ENDORSED GROWTH PROPOSALS

PAY AND INFLATION INCREASES	42				
MUSEUM SERVICE	25	50	50		
	67	50	50	0	0

NB: Some corporate growth proposals relating to employee costs will be included if required following consideration of the proposals by the Employment Committee.

HERITAGE CULTURE LEISURE COMMITTEE
MEDIUM TERM FINANCIAL STRATEGY 2016/17 ONWARDS

SAVINGS PROPOSALS - 2016/17 ONWARDS

ENDORSED PROPOSALS

Committee	Head of Service	Proposal	Saving			2016/17 £	2017/18 £	2018/19 £	2019/20 £	2012/21 £	Setup Funding
			Priority	Category	Risk						
Various	Structure	Various structure changes	all	3	L	20,000					
Heritage, Culture and Leisure	Commercial and Economic Development	Existing Café managed in-house	1	2	L	50,000	-	-	-	-	50,000
Heritage, Culture and Leisure	Commercial and Economic Development	Car park charges	2	2	M	98,000	-	-	-	-	80,000
Heritage, Culture and Leisure	Commercial and Economic Development	Adventure Zone	1	2	M	-	75,000	100,000	39,000	-	to procure
Heritage, Culture and Leisure	Commercial and Economic Development	Leisure centre PV	1	2	M	37,000	-	-	-	-	230,000
Heritage, Culture and Leisure	Maidstone Culture & Leisure	Reimburse Museum Funding	1	1	M		25,000	50,000			
						205,000	100,000	150,000	39,000	-	360,000

¹ Corporate Priorities

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

² Savings Categories: 1 - Efficiency; 2 - Income; 3 - Service Reconfiguration

MEDIUM TERM FINANCIAL STRATEGY - CAPITAL PROGRAMME 2016/17 ONWARDS

HERITAGE CULTURE LEISURE COMMITTEE COMMITTED SCHEMES AND ADDITIONAL BIDS

Estimate 2015/16 £	COMMITTED SCHEME LIST	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2019/20 £	Estimate 2020/21 £
10,600	Crematorium Access					
6,950	Cobtree Golf Course					
100,560	Continued Improvements to Play Areas	1,309,240	590,000			
9,600	Green Space Strategy					
345,000	Commercialisation - RE Panels					
70,000	Commercialisation - Mote Park Parking					
80,000	Commercialisation - Mote Park Café					
10,000	Commercialisation - Pet Crematorium	640,000				
20,000	Commercialisation - Mote Park AZ	770,000				
652,710	TOTAL	2,719,240	590,000	0	0	0

Estimate 2015/16 £	ADDITIONAL PROPOSALS	Estimate 2016/17 £	Estimate 2017/18 £	Estimate 2018/19 £	Estimate 2019/20 £	Estimate 2020/21 £
	Mote Park Improvement Programme	510,000	300,000	250,000	369,000	
	Mote Park Café		1,000,000	1,500,000		
	Museum Development Plan	163,000	362,000	450,000	300,000	300,000
		673,000	1,662,000	2,200,000	669,000	300,000