

HERITAGE, CULTURE AND LEISURE COMMITTEE MEETING

Date: Tuesday 30 October 2018
Time: 6.30 pm
Venue: Town Hall, High Street, Maidstone

Membership:

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

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

AGENDA

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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 | |
| 6. Disclosures of Lobbying | |
| 7. To consider whether any items should be taken in private because of the possible disclosure of exempt information | |
| 8. Minutes of the meeting held on 2 October 2018 | 1 - 10 |
| 9. Presentation of Petitions (if any) | |
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Issued on Monday 22 October 2018

Continued Over/:

Alison Broom

Alison Broom, Chief Executive

PUBLIC SPEAKING AND ALTERNATIVE FORMATS

If you require this information in an alternative format please contact us, call **01622 602899** or email committee@maidstone.gov.uk.

In order to speak at this meeting, please contact Democratic Services using the contact details above, by 5 p.m. one clear working day before the meeting, i.e. by 5 p.m. on Friday, 26th October. 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.

To find out more about the work of the Committee, please visit www.maidstone.gov.uk.

Should you wish to refer any decisions contained in these minutes to the **Policy and Resources Committee**, please submit a Decision Referral Form, signed by **three** Councillors, to the **Head of Policy and Communications** by: **19 October 2018**

MAIDSTONE BOROUGH COUNCIL

HERITAGE, CULTURE AND LEISURE COMMITTEE

MINUTES OF THE MEETING HELD ON TUESDAY 2 OCTOBER 2018

Present: Councillors Cox, Cuming, Fermor, Harper (Chairman),
Hastie, Hinder, Mrs Hinder and Mrs Wilson

55. **APOLOGIES FOR ABSENCE**

It was noted that apologies for absence had been received from Councillors Fort and Lewins.

56. **NOTIFICATION OF SUBSTITUTE MEMBERS**

It was noted that Councillor Cox was substituting for Councillor Lewins.

57. **URGENT ITEMS**

There were no urgent items.

58. **NOTIFICATION OF VISITING MEMBERS**

There were no Visiting Members.

59. **DISCLOSURES BY MEMBERS AND OFFICERS**

There were no disclosures by Members or Officers.

60. **DISCLOSURES OF LOBBYING**

Councillors Fermor, Harper, Hastie and Mrs Wilson stated that they had been lobbied on Agenda Item 14 – Play Area Provision.

61. **EXEMPT ITEMS**

RESOLVED: That the items on the agenda be taken in public as proposed.

62. **MINUTES OF THE MEETING HELD ON 4 SEPTEMBER 2018**

RESOLVED: That the Minutes of the meeting held on 4 September 2018 be signed as a correct record subject to the following insertion:-

Committee Work Programme

Details of Significant Anniversaries – this would be incorporate into the Festivals and Events report due **on 30th** October.

63. PRESENTATION OF PETITIONS

There were no petitions.

64. QUESTIONS AND ANSWER SESSION FOR MEMBERS OF THE PUBLIC

There were no questions from members of the public.

65. COMMITTEE WORK PROGRAMME 2018/19

The Committee considered the Committee Work Programme for 2018/19.

The Chairman requested that a report be presented to the November meeting providing an update on the booking of sports pitches following concerns raised by a Member which related to Shepway Green.

66. REFERENCE FROM PLANNING COMMITTEE - PROVISION OF A FOOTWAY FROM THE LEISURE CENTRE CAR PARK TO THE SPORTS PITCHES TO THE REAR OF THE CENTRE

The Committee considered a Reference from Planning Committee which related to a request for the provision of a footway from the Leisure Centre car park to the sports pitches to the rear of the centre.

Mrs Jennifer Shepherd, the Head of Environment and Public Realm advised that she had spoken to the Project Manager who confirmed that the footway could be incorporated within existing budgets.

RESOLVED: That the Committee approve the provision of a footway to create an access for the public by the side of the Park Maintenance building to the sports pitches to be paid for within existing budgets.

Voting: Unanimous

67. CHANGE TO THE ORDER OF BUSINESS

The Chairman advised that he intended to take Agenda Item 13 – Development of the New Strategic Plan at the end as this was likely to stimulate more debate due to its content.

68. PLAY AREA PROVISION

Mrs Shepherd introduced her report which provided an update following the adoption of Maidstone's Play Area Policy by the Committee in October 2017.

The Committee noted that £200,000 had been allocated to the Parish Grant Scheme to support improvements at Strategically Important Play Areas owned or operated by Parish Councils. Out of the 29 Parishes that were eligible for funding, 9 applications were received and had been successful for funding. The total amount requested was £86,500 and with

match funding of £143,000 the scheme had generated £230,000 of improvements to Strategically Important Play Areas.

Due to there being a surplus in the budget, it was proposed that a second round of funding be undertaken to give those Parishes who did not submit an application previously to put in a bid for funding.

Mrs Shepherd advised that there were 20 MBC play areas which had been identified as non-strategically important and would be considered for decommissioning when the equipment comes to the end of its usable life. However, the Committee was advised that Officers would be contacting Ward Members and Parish Councils of those play areas to have an early discussion to consider alternative management arrangements for the site or request the Committee consider the future of their Non-Strategically Important Play Areas (NSIPAs).

It was noted that none of those on the list of NSIPAs would be closed for the next five years.

In response to questions from Members, Mrs Shepherd advised that:-

- She would check with the Property Team to see how the transfer of the ownership of Franklin Drive play area to Boxley Parish Council was progressing.
- If the Parish Council was to purchase a piece of play equipment, the Council would carry out safety inspections and minor repairs but if there were major repairs required then it would not carry these out.

In the proceeding discussion Members made the following comments:-

- That one of the criterion for strategically important play areas of being within a 12 minute walk to residents should be revisited.
- That there are a number of densely populated areas and areas of deprivation that do not have a play area and this should be further investigated.
- That if there was a strength of feeling from residents for a play area in their area, a residents association or similar organisation could take several years to form by which time it could be too late.
- That any surplus from the underspend on the Parish Grant Scheme should be ringfenced and used towards those non-strategically important play areas.

RESOLVED:

- 1) That the outcome of the Strategically Important Play Area (SIPA) Parish Grant Scheme be noted.

- 2) That a second round of funding, based on the previous criteria, for the remaining budget be approved.
- 3) That a pro-active approach to contacting Ward Members and Parish Councils for areas with non-strategically important play areas (NSPAs) is supported, in order to seek opportunities for further investment, third party management of the sites or consideration of their decommissioning.

Voting: Unanimous

69. MUSEUM TRANSFORMATION PLAN 6 MONTH REVIEW

Ms Victoria Barlow, the Museum's Director gave a presentation on the progress made during the last six months to the Museum Transformation Plan.

The Committee was informed that the action plan for 2018/19 focussed on two main areas of delivery, the transformation of the museum and the development of a new café at the eastern end of the building.

It was noted that the Museum currently reached about a third of the residents of the borough but wanted to engage with more communities and one of the ways it was achieving this was to run a series of Memory Days to enable people to tell their stories in order that the public could gain more insight into the past employment of the town, such as Trebor Bassett and the Paper industry.

A recent consultation on what visitors would like to see more of featured answers such as more dinosaurs, more disabled friendly activities, improved lighting upstairs, things that they could touch and pet horses.

In the ensuing discussion Members made the following comments:-

- That the Museum should not just be limited to the history of Maidstone.
- That having a more tactile approach should be encouraged.
- That the plans for the relocation of the Café were very exciting.
- That governance arrangements need to be realigned, especially in regard to the Museum's Strategic Board. It was felt that this should be reconstituted as an Advisory Board to advise on best practice.
- That work should be undertaken to launch a fundraising campaign to raise £5 million for the Museum.

In response to questions from Members, Ms Barlow advised:-

- That discussions were being held with the various Trusts at the Museum and it was progressing well.
- Some of the fossils were billions of years old, and some of the oldest exhibits donated to the Museum had come from the 1830's.

RESOLVED:

- 1) That the review of progress towards the completion of the 2018/19 Action Plan of the Museum's 20 Year Plan be noted.
- 2) That the terms of reference of the Museum's Strategic Board be reviewed with a view to it becoming an Advisory Board.
- 3) That a Fundraising Campaign be commenced for the Museum.

Voting: Unanimous

70. DEVELOPMENT OF THE NEW STRATEGIC PLAN

Mrs Alison Broom, the Chief Executive and Mrs Angela Woodhouse, the Head of Policy, Communications and Governance presented a report on the development of the new Strategic Plan.

The Committee was asked to consider the draft vision, objectives and outcomes as set out in the report which would also be presented to the other Service Committees during October.

The Committee made the following comments:-

Draft Vision/Objectives	Suggested Changes/Actions	Comments/Clarity of Language
Draft Vision – "A borough of opportunity that works for everyone that residents are proud to be part of"	"A borough of opportunity that works for everyone and that residents are proud to be part of"	Something that embraces all of our communities e.g. diversity, visitors, workforces
Objective 1 – Great Environmental Quality		
The borough's bio-diversity and green corridors are improved	"The borough's bio-diversity is improved"	The term 'green corridors' does not make provision for the waterways. Therefore this should be incorporated into the sub-text as the green and blue.
More residents participate in taking care of the	No change	

environment		
The carbon footprint of the borough is reduced	No change	Officers to feature trees more prominently in the sub-text The provision of more trees came out of the Member workshop and should be in the sub-text
Everyone has access to high quality and attractive parks and green spaces	No change	
More waste is treated locally and used as valuable resource	"More waste is treated locally and used as a valuable resource	Textual change
A borough which is recognised as being clean and well cared for	No change	
Objective 2 – Well Connected Safe and Empowered Communities		
A borough where more people feel safe	Officers to change the wording	Members felt that the wording as it stood suggested that people did not feel safe already. Officers to find a better form of words to reflect intention.
The harm caused by crime and anti-social behaviour is reduced	No change	
More investment in community infrastructure	No change	Members felt that the Council needed to be creative in the use of funding activities not just infrastructure
A diverse range of community activity enabled by the Council	No change	
A borough with more neighbourhood plans	No change	
Community creativity is encouraged and enabled	No change	Inclusion of use of S106 money as a how under outcomes.
		Community based outcomes could be simplified to one or two outcomes

Objective 3 – Embracing Growth		
New places are created that are well designed and connected	No change	That this means the development of infrastructure first should be created first should be more explicit
The Council leads the master planning and invests in the creation of new places	No change	
All new homes are built to a high quality of environmental and renewable building standards	No change	
The housing need is met for all	No change	Officers to be more explicit about the difference between this and a decent home.
Communities are engaged in planning growth of their place	No change	
Objective 4 – Renowned for Heritage and Culture (should be changed to “Renowned for our Heritage and Culture)		
The value of tourism is increased		That this should be under the objective for a thriving economy And/or use of heritage culture and arts to regenerate the economy
Well established and promoted cultural quarter	No change	Make a judgement on whether we mention the Museum and others
A destination that hosts high quality festivals and events and celebrates diversity	“A destination that promotes quality festivals and events and celebrates diversity, or put ‘a borough that celebrates its diversity’ into one of its own	This incorporates the smaller events and takes focus off us having to start
Increased resident participation in cultural and heritage activities	“Increased participation in arts, leisure and sports and cultural heritage activities across all age groups	Need to incorporate all activities

		Inclusion of new outcome ' A borough which celebrates its diversity' to reflect all of Maidstone's communities
Everyone knows we are the County town of Kent	Officers to reword to incorporate Maidstone's cultural offer across the borough	Officers to speak to Head of Economic Development and Regeneration for a suitable change of words
		It was noted that the museum wasn't included in here but other sites were included elsewhere. Officers will review and decide that either all sites are included or no sites at all.
		On the whole the Objective does not have enough emphasis on getting the people in the borough to have a pride and sense of place
Objective 5 – A Decent Home for Everyone (needs to change to “A Good Home for Everyone”)		
Homelessness and rough sleeping is prevented	No change	
Residents have a decent home		Officers to change the wording, homes need to be built fit for purpose – pick up the spirit of a 'good' home Members felt that a decent home did not illustrate this point well enough
The borough has a range of housing type and tenure to meet residents needs	No change	
The accommodation needs of the Gypsy and	No change	

Traveller community are met		
We have enabled and delivered affordable housing	No change	
Objective 6 – Better Transport Systems		
The transport system supports the growth in homes and jobs	“The growth in homes and jobs are supported by an integrated transport system”	Members felt that this needed to be more clearly defined
Sustainable travel options are invested in and improved	“Sustainable travel options are improved”	Take out the word invested as it could be construed by the public that the Council would be providing the investment. Investment should be included in the how.
Greater joined up decision making for transport	“More productive joined up decision making for transport, working with partners ”	To give greater clarity that the Council works with partners to achieve this. Cycling to be included in the how.
The air quality impacts of transport are reduced	No change	
Objective 7 – People Fulfil their Potential		
Deprivation is reduced	No change	
Skills levels and earning potential of our residents are raised		Officers to specify adults and children to give more emphasise to education. Overall education is missing.
Health and well-being inequalities are reduced	No change	
Social mobility is improved	No change	
Objective 8 – A Thriving Economy		
Business start ups and survival rates are improved and we are the best in Kent		Officers to reword the outcome to change the phrase ‘survival rate’ Quality apprenticeships

		should be reflected in the how. Volunteering to be reflected in the how.
A revitalised town centre	"A revitalised county town and villages "	
Improved high speed broadband	"Improved high speed broadband and future technology embraced digital infrastructure"	
The Kent Medical Campus is delivered	For further consideration	Members were not clear why this should be specifically mentioned and wanted this to be revisited in the round

RESOLVED: That the comments on the draft vision, objectives and outcomes from this Committee be presented to Policy and Resources Committee as part of the development of the new Strategic Plan.

Voting: Unanimous

71. DURATION OF MEETING

6.30 p.m. to 8.45 p.m.

2018/19 WORK PROGRAMME - HCL COMMITTEE

	Committee	Month	Lead	Report Author
Festivals and Events Update (incorporating details of significant anniversaries)	HCL	30/10/2018	Dawn Hudd	Laura Dickson
Local Nature Reserves	HCL	30/10/2018	William Cornall	Deanne Cunningham
Q2 Budget Monitoring 2018/19	HCL	30/10/2018	Ellie Dunnet	Paul Holland
Draft Medium Term Financial Strategy 2019/20 - 2023/24	HCL	30/10/2018	Mark Green	Ellie Dunnet
Review of Sports Facilities Update	HCL	27/11/2018	Dawn Hudd	Mike Evans
Tourism Destination Management Plan Progress Update	HCL	27/11/2018	Dawn Hudd	Laura Dickson
Q2 Performance Report 2018/19	HCL	27/11/2018	Angela Woodhouse	Anna Collier
Parks and Open Spaces 10 Year Plan Update	HCL	27/11/2018	Jennifer Shepherd	Andrew Williams
Fees & Charges 2019/20	HCL	29/01/2019	Mark Green	Ellie Dunnet
Strategic Plan 2019/20 - 2023/24 - Final	HCL	29/01/2019	Alison Broom	Angela Woodhouse
Medium Term Financial Strategy - Budget Proposals 2019/20	HCL	29/01/2019	Mark Green	Ellie Dunnet
Q3 Budget Monitoring 2018/19	HCL	05/03/2019	Ellie Dunnet	Paul Holland
Q3 Performance Report 2018/19	HCL	05/03/2019	Angela Woodhouse	Anna Collier
Museums Future Governance Options Update	HCL	05/03/2019	William Cornall	Victoria Barlow
Biodiversity Action Plan	HCL	05/03/2019	Jennifer Shepherd	Andrew Williams
Leisure Services - Scoping Report	HCL	01/02/2019	William Cornall	
Joint Heritage Bid - All Saints Church (requested by Cllr Joy)	HCL	TBC	William Cornall	Victoria Barlow
New Market on Jubilee Square	HCL	TBC	John Foster	Fran Wallis
400th Anniversary of the Charter of the Swans to Maidstone Borough Council	HCL	TBC	TBC	(at the request of Cllr Harper)
Long Term Maintenance of Assets	HCL	TBC	TBC	TBC (at the request of HCL Committee)
Sport Position Statement	HCL	TBC	TBC	Mike Evans

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Agenda Item 12

HERITAGE, CULTURE AND LEISURE COMMITTEE

30 October 2018

Local Nature Reserves

Final Decision-Maker	Heritage, Culture and Leisure Committee
Lead Head of Service/Lead Director	Rob Jarman, Head of Planning and Development
Lead Officer and Report Author	Deanne Cunningham, Team Leader (Heritage, Landscape and Design)
Classification	Public
Wards affected	All

Executive Summary

This report scopes the requirements for the making of Local Nature reserves (LNRs) and sets out the list of sites identified in the recent Member survey.

This report makes the following recommendations to this Committee:

1. That Members note this report and consider the scope for creating new Local Nature Reserves and extending existing sites
2. Agree that a more detailed evaluation and feasibility assessment of sites be carried out if resources are identified

Timetable

Meeting	Date
HCL Committee	30 October 2018

Local Nature Reserves

1. INTRODUCTION AND BACKGROUND

- 1.1 LNRs are a statutory designation made under Section 21 of the National Parks and Access to the Countryside Act 1949 by principal local authorities. They are places with wildlife or geological features that are of special interest locally and are a natural resource which makes an important contribution to England's biodiversity.
- 1.2 There are currently three formally adopted Local Nature Reserves (LNRs) in the borough: Vinters Valley Park (declared 1 April 1993), Boxley Warren (declared 27 April 2005), and River Len (declared 29 October 2014).
- 1.3 The Maidstone Borough Council Annual Monitoring Report (AMR) 2017, in paragraph 2.3, states that additional Reserves are being considered for Fant Wildlife Area and Cross Keys, Bearsted. Sandling Park and Cuckoo Wood are also considered to offer further potential for designation. The AMR 31 March 2012 to 1 April 2013 included a more extensive list of potential sites but little progress has been made in bringing these forward.
- 1.4 In order to scope the current situation, a survey was recently sent to Ward Councillors asking for suggestions of possible new LNR sites or existing sites which could be extended. The results of the survey are summarised in a table attached at **Appendix 1** to this report and the survey questions are attached at **Appendix 2**.

Considerations for the declaration of an LNR

- 1.5 There are a number of criteria that must be met before a LNR can be declared:
 - The council must control the land or, in the case of Parish Council ownership, give authority to the Parish
 - The land must be accessible for any visitors
 - At least part of the land must be publicly accessible
 - The site should be locally important for wildlife, geology, education and enjoyment.
 - There must be an approved management plan which details:
 - that the site will remain a protected LNR for at least 21 years
 - that the council controls the land
 - why the LNR site was chosen
 - the aims and objectives
 - biodiversity management and environmental education
 - community participation, access and visitor management
 - costs and funding arrangements.

1.6 The process for making a LNR is:

- a) Secure a legal agreement relating to the land, if not already in place, or authorise a Parish council to make LNR
- b) Draft new, or review existing, management plan for site
- c) Seek Council approval of management plan and authorise declaration of LNR
- d) Submit draft declaration document with map and management plan to Natural England (NE)
- e) Consult as required
- f) Consider any consultation responses and seek Council approval of final declaration of LNR
- g) Send final declaration to NE, publish announcement in local paper and place copy available for public inspection. The Council can then officially open the LNR and NE will add the site to its website
- h) Set up management committee and formulate legal administration
- i) Formalise funding arrangements- seek grants etc.
- j) Provide administrative support for management committee
- k) Friends Group or Trust to be set up to manage site
- l) Byelaws may be required

1.7 There are financial, staffing and legal considerations in carrying out this process. The resources required depend on the status and complexity of the site in question.

1.8 The costs and resource implications will need to be considered for each case individually but it is estimated that initially, should management plans be required, this specialist work will need to be carried out by a consultant and is likely to cost in the region of £6000- £12 000 per site, depending on size.

Survey results

1.9 The table attached at **Appendix 1** includes 18 sites which were included in the 2012/2013 AMR together with 15 new sites which were identified as a result of the recent survey. A further site has been identified as a result of consultation with the Parks and Open Spaces Manager: Yalding Fen. The information provided is currently incomplete but there are at least 13 sites which could potentially be considered as LNRs in the longer term.

2. AVAILABLE OPTIONS

2.1 The Annual Monitoring Report (AMR) is for information purposes and monitors issues in relation to Local Plan policies. Whilst a number of LNR sites are listed in the AMR there is no target for bringing them forward. As such, there are no Local Plan implications by not declaring new LNR sites.

2.2 If Members want to move forward with a programme for creating new LNRs and strengthen policy, a robust evidence base will be needed, with a

framework for assessment. The current list of sites has not been assessed in this light and therefore resources would need to be identified to enable a programme to be realised.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

3.1 In order to fully consider which are the most appropriate sites for bringing forward as new, or extended, LNRs and the associated financial and legal implications it is recommended that a consultant be appointed to carry out this work.

4. RISK

4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council’s Risk Management Framework. We are satisfied that the risks associated are within the Council’s risk appetite and will be managed as per the Policy.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 This report summarises the results of a survey sent to all Ward Members on 10 September 2018. Detailed consultation results are detailed in **Appendix 2**.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 If this Committee agrees the recommendations of this report, and funding is identified, a consultant can be appointed who will be required to liaise with interested parties to establish the feasibility for each site.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	<ul style="list-style-type: none"> The recommendations will not materially affect achievement of corporate priorities. However, they will support the Council’s overall achievement of its aims of: <ul style="list-style-type: none"> Keeping Maidstone an attractive place 	Head of Planning and Development

	<ul style="list-style-type: none"> for all; and Respecting the character and heritage of the Borough. 	
Risk Management	<ul style="list-style-type: none"> No direct risk management implications arise from this report Impact on the Local Plan should be very minimal so long as proposed sites do not conflict with allocated sites. 	Head of Planning and Development
Financial	<ul style="list-style-type: none"> Accepting the recommendations will demand new spending of approximately £8000 to appoint a consultant as identified in paragraph 3.1 above. There is no budget specifically identified for this work, so funding will need to be sought to proceed further. 	Paul Holland, Senior Finance Manager (Client)
Staffing	<ul style="list-style-type: none"> We will need access to extra expertise to deliver the recommendations, as set out in section 3. 	Head of Planning and Development
Legal	<ul style="list-style-type: none"> No direct legal implications arise from the report at this stage. 	Principal Solicitor Corporate Governance
Privacy and Data Protection	<ul style="list-style-type: none"> No implications have been identified. 	Legal Team
Equalities	<ul style="list-style-type: none"> The recommendations do not propose a change in service and therefore will not require an equalities 	Policy & Information Manager

	impact assessment.	
Crime and Disorder	<ul style="list-style-type: none"> No direct implications have been identified. 	Head of Planning and Development
Procurement	<ul style="list-style-type: none"> On considering the options, if funding is confirmed for the appointment of a consultant, the Council will then follow procurement exercises in line with financial procedure rules. 	Head of Service & Section 151 Officer

8. REPORT APPENDICES

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

- Appendix 1: Status of Local Nature Reserve (LNR) sites
- Appendix 2: LNR survey

9. BACKGROUND PAPERS

None.

Appendix 1
Status of Local Nature Reserve (LNR) Sites:

Site	2017 Annual Monitoring Report	2012/13 Annual Monitoring Report	Identified as new site in survey	Legal status	Management Plan?	Management Group?	Potential for LNR	Comments
Existing LNR Sites:								
Boxley Warren	Yes	Yes	N/a	Landowner agreement	Yes	Yes		Friends of Boxley Warren
Len Valley	Yes	Yes	N/a	MBC	Yes	Yes		Volunteer group
Vinters Valley Park	Yes	Yes	N/a	MBC- leased to Vinters Valley Nature Reserve	Yes	Yes		Vinters Valley Nature Reserve
Proposed LNR Sites:								
Admiral and Gorham Wood, Bicknor	No	Yes	No	Owned by Cromarty Trust for Bicknor Parish	?	?		
Allington Millenium Green	No	No	Yes	?				
Bell Lane Nature Area, Staplehurst	No	Yes	No	MBC	Yes	Yes	Yes	Small site
Bluebell Wood, Barming	No	No	Yes	Croudace			Yes	Ancient woodland site to be transferred to MBC
Boxley Warren LNR extension (Westfield Wood and HS1 compound)	No	No	Yes	?				
Bredhurst Wood, Bredhurst	No	Yes	No	Part private, part Bredhurst Wood Action Group	Yes?	Bredhurst Wood A	In long term	Numerous landowners
Bridge Nursery, Maidstone	No	No	Yes	Development site				
Buckland Hill and High Level Bridge, Maidstone	No	No	Yes	?			yes	Small site with potential public support
Cross Keys, Bearsted	Yes	No	No	Development site				
Cuckoo Wood, Sandling	Yes	Yes	No	Private	No?	?	Yes	
Dove Hill Wood, Boxley	No	Yes	No	MBC	No	N/a	Yes	Area of coppiced woodland with public access
Fant Wildlife Area, Maidstone	Yes	Yes	No	MBC- managed by Fant Wildlife Group	Yes	Yes	Yes	Lease in progress - Volunteer support good
Four Oaks Wood, Sutton Valence	No	Yes	No	MBC?	No	?	?	
Grove Green, Boxley:		Five Acre Wood	No	Yes	No	MBC		Sweet chestnut coppice
		Grove Green Wood	No	No	Yes	MBC		
		Weaving Heath	No	Yes	No	MBC		
		Wents Wood	No	Yes	No	MBC		Sweet chestnut coppice
Hayle Place Stud Farm, Maidstone	No	Yes	No	MBC/Tovil PC/Valley Conservation Society	Yes?	Trust	In part	Good community support/involvement
Hermitage Lane	No	No	Yes	?				
Hollingbourne Meadows	No	No	Yes	Hollingbourne Meadows Trust	Yes	Yes	Possible	
Horish Wood, Boxley/Detling	No	Yes	No	Private (Parish Council?)	?	?	?	
Lime Trees Open Space Ponds, Staplehurst	No	Yes	No	MBC	No	No	No	Small amenity area with balancing pond & couple of small natural ponds
Mote Park	No	No	Yes	MBC				
Palace Wood, Maidstone	No	Yes	No	MBC	No	No?	Possible	High access. Habitat surveys available
Poyntell Ponds, Staplehurst	No	Yes	No	MBC	No	No	No	Highly maintained verge with small pond
Ringlestone/Pepper Fen, Maidstone	No	No	Yes	Privately owned - GE medical ??				
River Len Reserve, Downswood	No	Yes	No	MBC	Yes	No?	Possible	
River Len Reserve, Maidstone	No	No	Yes	?				
River Medway Towpath (land from Bower Lane to East Farleigh Lock)	No	No	Yes	?				
Sandling Park, Maidstone: The Chestnuts	Yes	Yes	No	MBC (s.106)	No	No	Unlikely	Small OS adj. flats
Senacre Wood, Maidstone	No	Yes	No	MBC	Yes	No?	Possible	Developing community interest with MVCP
Tongs Meadow, Harrietsham	No	No	Yes	Development site				
Walderslade Woodlands	No	No	Yes	KCC (Parish Council to enter S.106 agreement)	Yes	Yes	Possible	Good community support
Wimpey Field (rear of The Bartons), Staplehurst	No	No	Yes	Staplehurst Parish Council	Yes	Yes		
Yalding Fen	No	No	No	Private?			Yes?	Identified by Parks & Open Spaces Manager

Appendix 2

Local Nature Reserve Survey

Email sent to Ward Members on 10 September 2018:

'I have been asked to produce a report for Heritage, Culture and Leisure Committee on Local Nature Reserves (LNRs) in the Borough. The aim of the report is to explore the potential for creating new LNRs and extending existing sites.

LNRs are a statutory designation made under Section 21 of the National Parks and Access to the Countryside Act 1949 by principal local authorities. They are places with wildlife or geological features that are of special interest locally and are a natural resource which makes an important contribution to England's biodiversity.

The main requirements for the making of a LNR are that the Council must control the land (or have an agreed legal interest in the site) and that at least part of the land must be publicly accessible for visitors. There must also be an approved management plan which details that the site will remain a protected LNR for at least 21 years

Could you please complete the attached survey to indicate any local sites that you are aware of which could potentially meet the criteria for a new or extended LNR. The results are due to be reported to Committee on 30 October 2018.'

The survey questions were:

Q1. Site name?

Q2. Site location or location description?

Q3. Do you know who owns the land?

Q4. If known, please provide details of the landowner?

Q5. Is there a management plan for this site?

Q6. Is there an existing management/friends/interest group for this site?

Q7. If known, please provide details of the interest group for this site?

Agenda Item 13

Heritage, Culture & Leisure Committee

30 October 2018

2nd Quarter Budget Monitoring 2018/19

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

Executive Summary

This report sets out the financial position for this Committee at the end of Quarter 2 2018/19 against the revenue and capital budgets.

For this Committee, there is an underspend against the revenue budget of £106,000, but this is expected to change to an overspend of £16,000 by the end of this financial year.

Capital expenditure totalling £1.335m has been incurred between 1 April and 30 September, for the projects which sit within this Committee's remit. This represents slippage of £3.192m.

This report makes the following recommendations to this Committee:

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

Timetable

Meeting	Date
Heritage, Culture and Leisure Committee	30 October 2018

2nd Quarter Budget Monitoring 2018/19

1. INTRODUCTION AND BACKGROUND

- 1.1 The Medium Term Financial Strategy for 2018/19 onwards was agreed by full Council on 7 March 2018. This report advises and updates the Committee on how each service has performed in regards to revenue and capital expenditure against the approved budgets within its remit.
 - 1.2 The Director of Finance & Business Improvement is the Responsible Financial Officer, and has overall responsibility for budgetary control and financial management. However in practice, day to day budgetary control is delegated to service managers, with assistance and advice from their director and the finance section.
 - 1.3 Attached at **Appendix 1** is a report detailing the position for the revenue and capital budgets at the end of the September 2018. This is a new format from that used in previous years, designed to bring together all the relevant information in a single report that can also be used as a stand-alone document. It includes all the information that Members have previously seen in budget monitoring reports.
-

2. AVAILABLE OPTIONS

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

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 In considering the current position on the revenue budget and the capital programme at the end of September 2018 the committee can choose to note this information or it could choose to take further action.
 - 3.2 The committee is requested to note the content of the report and agree on any necessary action to be taken in relation to the budget position.
-

4. RISK

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

such risks.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 No consultation has been undertaken in relation to this report.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The second quarter budget monitoring reports are being considered by the relevant Service Committees between October and December, including a full report to Policy & Resources Committee on 21 November 2018.

6.2 Details of the discussions which take place at service committees regarding budget management will be reported to Policy and Resources Committee where appropriate.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	This report monitors actual activity against the revenue budget and other financial matters set by Council for the financial year. The budget is set in accordance with the Council's Medium Term Financial Strategy which is linked to the strategic plan and corporate priorities.	Director of Finance & Business Improvement
Risk Management	This has been addressed in section 4 of the report.	Director of Finance & Business Improvement
Financial	Financial implications are the focus of this report through high level budget monitoring. The process of budget monitoring ensures that services can react quickly to potential resource problems. The process ensures that the Council is not faced by corporate financial problems that may prejudice the delivery of strategic priorities.	Director of Finance & Business Improvement

Staffing	The budget for staffing represents a significant proportion of the direct spend of the council and is carefully monitored. Any issues in relation to employee costs will be raised in this and future monitoring reports.	Director of Finance & Business Improvement
Legal	The Council has a statutory obligation to maintain a balanced budget and this monitoring process enables the committee to remain aware of issues and the process to be taken to maintain a balanced budget for the year.	Mid Kent Legal
Privacy and Data Protection	No specific issues arise.	Director of Finance & Business Improvement
Equalities	The budget ensures the focus of resources into areas of need as identified in the Council's strategic priorities. This monitoring report ensures that the budget is delivering services to meet those needs.	Director of Finance & Business Improvement
Crime and Disorder	No specific issues arise.	Director of Finance & Business Improvement
Procurement	No specific issues arise.	Director of Finance & Business Improvement

8. REPORT APPENDICES

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

- Appendix 1: Second Quarter 2017/18 Revenue and Capital Monitoring – Heritage, Culture & Leisure

9. BACKGROUND PAPERS

None

Second Quarter Budget Monitoring 2018/19

Heritage, Culture and Leisure Committee
30 October 2018
Lead Officer: Mark Green
Report Author: Ellie Dunnet / Paul Holland

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Executive Summary

This report is intended to provide Members with an overview of performance against revenue and capital budgets and outturn during the second quarter of 2018/19 for the services within this Committee's remit.

Robust budget monitoring is a key part of effective internal financial control, and therefore is one of the elements underpinning good corporate governance.

The aim of reporting financial information to service committees at quarterly intervals is to ensure that underlying trends can be identified at an early stage, and that action is taken to combat adverse developments or seize opportunities.

It is advisable for these reports to be considered in conjunction with quarterly performance monitoring reports, as this may provide the context for variances identified with the budget and general progress towards delivery of the Council's strategic priorities.

Headline messages for this quarter are as follows:

- For this Committee, there is an underspend against the revenue budget of £106,000, but this is expected to change to an overspend of £16,000 by the end of this financial year.
- The position for the Council as a whole at the end of the second quarter is an underspend against the revenue budgets of £1.6m. However this figure includes a number of large grants received that will be carried forward into 2019/20 and at this stage we expect to remain within budget for the year.
- Capital expenditure totaling £1.335m has been incurred between 1 April and 30 September, for the projects which sit within this Committee's remit. This represents slippage of £3.192m.
- Overall capital expenditure totaling £5.914m has been incurred during the first two quarters, against a budget of £28.754m.

Revenue Budget

2nd Quarter

2018/19

Revenue Spending

At the end of the second quarter, there is an overall positive variance of £106,000 against the revenue budget for this Committee. Based on current information, we are forecasting that this will decrease to an overspend of £16,000 by the end of the year.

As illustrated by the chart below, all committees have kept expenditure within the agreed budget, however both this Committee and Communities, Housing & Environment Committee are showing a shortfall against their income budgets. The specific issues for this Committee are discussed later in this report.

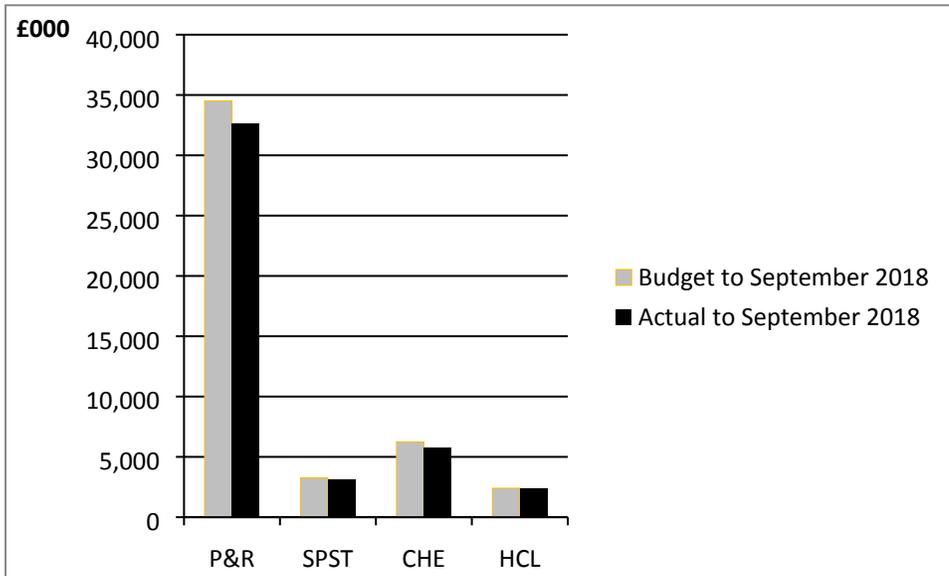


Chart 1 Performance against budget analysed by service committee (Expenditure)

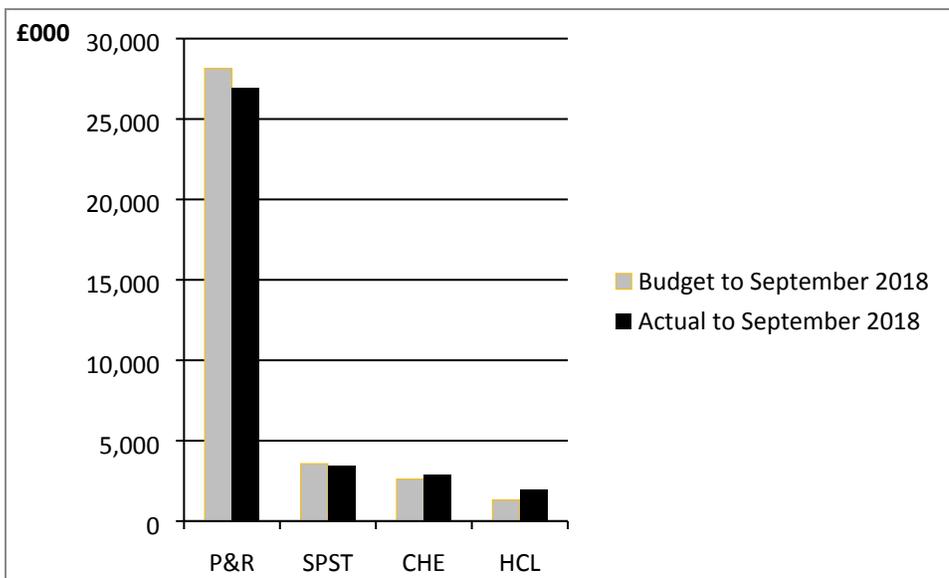


Chart 2 Performance against budget analysed by service committee (Income)

The table on the following page details the budget and expenditure position for this Committee's services during the second quarter. These figures represent the net budget for each cost centre. The actual position includes expenditure for goods and services which we have received but not yet paid for.

The columns of the table show the following detail:

- a) The cost centre description;
- b) The value of the total budget for the year;
- c) The amount of the budget expected to be spent by the end of September 2018;
- d) The actual spend to that date;
- e) The variance between expected and actual spend;
- f) The forecast spend to year end; and
- g) The expected significant variances at 31 March 2019.

The table shows that of a net annual expenditure budget of £4.882m it was expected that £1.947m would be spent up until the end of September. At this point in time the budget is reporting an underspend of £106,000, but the current forecast indicates that the year-end position for this committee will decrease to an over spend of £16,000.

Revenue Budget Summary Q2 2018/19

(a)	(b)	(c)	(d)	(e)	(f)	(g)
Cost Centre(T)	Budget for Year £000	Budget to 30 September 2018 £000	Actual £000	Variance £000	Forecast 31 March 2019 £000	Forecast Variance 31 March 2019 £000
Cultural Development Arts	18	9	9	0	18	0
Museum	1,577	528	528	1	1,577	0
Carriage Museum	83	34	37	-3	83	0
Museum-Grant Funded Activities	58	23	14	9	58	0
Museum Cafe	-2	-3	1	-4	-2	0
Hazlitt Arts Centre	388	158	158	0	388	0
Festivals and Events	12	-0	2	-2	12	0
Lettable Halls	15	3	0	3	15	0
Community Halls	229	46	47	-1	229	0
Leisure Centre	334	231	177	54	289	45
Mote Park Adventure Zone	-57	0	0	0	0	-57
Cobtree Golf Course	-35	-69	-8	-62	-35	0
Parks & Open Spaces	1,412	637	606	31	1,400	12
Playground Maintenance & Improvements	402	83	68	15	402	0
Parks Pavilions	54	20	16	4	54	0
Mote Park	344	161	182	-21	344	0
Mote Park Cafe	-31	-15	7	-23	-31	0
Allotments	13	8	6	2	13	0
Tourism	130	69	68	1	130	0
Museum Shop	58	29	26	3	58	0
Leisure Services Other Activities	37	1	1	-0	37	0
Cemetery	167	103	103	0	167	0
National Assistance Act	1	0	1	-0	1	0
Crematorium	-460	-165	-248	83	-486	26
Maintenance of Closed Churchyards	9	4	5	-0	9	0
Market	69	26	53	-27	111	-42
Leisure Services Section	4	3	-17	19	4	0
Cultural Services Section	1	-2	-13	11	1	0
Visitor Economy Section	25	12	7	5	25	0
Bereavement Services Section	26	13	7	6	26	0
Market Section	0	-0	-1	1	0	0
	4,882	1,947	1,841	106	4,898	-16

Table 1 Revenue Budget Position, Q2 2018/19 – Heritage, Culture & Leisure Committee (Including recharges)

Significant Variances

Within these headline figures, there are a number of adverse and favourable variances for individual service areas. This report draws attention to the most significant variances, i.e. those exceeding £30,000 or expected to do so by the end of the year. The table below provides further detail regarding these variances, and the actions being taken to address them.

It is important that the potential implications of variances are considered at this stage, so that contingency plans can be put in place and if necessary, this can be used to inform future financial planning.

	Positive Variance Q2	Adverse Variance Q2	Year End Forecast Variance
Heritage, Culture & Leisure Committee	£000		
Leisure Centre – Serco have made a payment in respect of the profit share arrangement for 2016 and 2017. £5,000 has been committed for works at the Leisure Centre, but the balance will need to be carried forward pending a decision on the future of leisure provision across the borough.	53		45
Mote Park Adventure Zone - This was due to open in Summer 2018, however due to the flooding incident that occurred earlier this year the project has been substantially delayed and will not now open until Spring 2019. This means that the estimated income of £57,000 will not now be realised this year.			-57
Parks & Open Spaces – This area has benefited from additional income from works undertaken internally by the Grounds Maintenance team, but with the ongoing level of expenditure this will reduce by the end of the year.	31		12
Crematorium – Income received has been in excess of the budget so far this year, but the forecast is for this to reduce. Funding is also required for a temporary member of staff to cover sickness absence, and these two factors will reduce the positive variance by year end.	82		26
Market – Income is down against the budget, and there are increased costs in respect of service charge payments due and internal trade refuse collection charges, so the negative variance is forecast to increase by the end of the year.		-27	-42

Table 2 Significant Variances – Heritage, Culture & Leisure Committee

Capital Budget

2nd Quarter

2018/19

Capital Spending

The five year capital programme for 2018/19 onwards was approved by Council on 7 March 2018. Funding for the programme remains consistent with previous decisions of Council in that the majority of capital resources come from New Homes Bonus along with a small grants budget.

Progress made towards delivery of planned projects for 2018/19 is set out in the table below. The budget figure includes resources which have been brought forward from 2017/18, and these have been added to the agreed budget for the current year.

To date, expenditure totaling £1.335m has been incurred against a budget of £4.527m. At this stage, it is anticipated that there will be slippage of £1.851m, although this position will be reviewed at the end of the year when the Committee will be asked to approve/note the carry forward of resources into the next financial year.

Capital Budget Summary Q2 2018/19

Capital Programme Heading	Adjusted Estimate 2018/19 £000	Actual to September 2018 £000	Budget Remaining £000	Q3 Profile £000	Q4 Profile £000	Projected Total Expenditure £000	Projected Slippage to 2019/20 £000	Budget Not Required £000
Heritage, Culture & Leisure								
Mote Park Dam Works	1,230	58	1,172	15	15	88	1,142	
Mote Park Visitor Centre	583	55	528	25	368	448	135	
Mote Park Adventure Zone and Other Improvements	1,455	921	534	225	195	1,341	114	
Continued Improvements to Play Areas	589	30	559	50	200	280	309	
Museum Development Plan	154	6	148	75	73	154	0	
Crematorium Development Plan	416	265	151			265	151	
Other Parks Improvements	100		100		100	100	0	
Total	4,527	1,335	3,192	390	951	2,676	1,851	0

Table 3 Capital Expenditure, Q2 2018/19

- At this stage it is not anticipated that there will not be any significant spend on the Mote Park Dam Works project during 2018/19. The project is still going through the process of obtaining planning permission.
- As referenced in the revenue section of this report there has been a delay in completing the Adventure Zone project. The costs above do not include an estimated £0.4m of costs that have been incurred to date as a result of the flooding incident that are currently the subject of an insurance claim. The Council's insurers have agreed to make a payment of £20,000 for part of the claim, but any settlement of the remaining amount is still to be determined, and an update will be included in the next budget monitoring report.

- The play area improvements scheme is now substantially complete, but the budget does include funding for ongoing maintenance and replacements which is unlikely to be needed this year so this will be slipped into 2019/20.
- The Crematorium Development Plan included improvement works to the Car Park which are now substantially complete. As described in the quarter 1 monitoring report, the final cost of this project exceeded the original estimates. The final account remains subject to agreement with the contractor. The remaining budget for the Crematorium Development Plan has been earmarked for future projects as per the Bereavement Services report to the last meeting of this Committee.

**HERITAGE, CULTURE AND
LEISURE COMMITTEE**

30 October 2018

Medium Term Financial Strategy 2019/20 – 2023/24

Final Decision-Maker	Council
Lead Head of Service/Lead Director	Director of Finance and Business Improvement
Lead Officer and Report Author	Director of Finance and Business Improvement
Classification	Public
Wards affected	All

Executive Summary

This report provides an update on development of the Medium Term Financial Strategy 2019/20 -2023/24 and invites Members to comment on the draft MTFS document.

This report makes the following recommendations to this Committee:

1. Consider and comment on the draft Medium Term Financial Strategy 2019/20 – 2023/24.

Timetable

Meeting	Date
Heritage, Culture & Leisure Committee	30 October 2018
Strategic Planning, Sustainability & Transportation Committee	6 November 2018
Communities, Housing & Environment Committee	13 November 2018
Policy and Resources Committee	28 November 2018
Council	12 December 2018

Medium Term Financial Strategy 2019/20 – 2023/24

1. INTRODUCTION AND BACKGROUND

- 1.1 The Medium Term Financial Strategy (MTFS) sets out in financial terms how the Council will deliver its Strategic Plan over the next five years. As Members will be aware, the Council is currently developing a new Strategic Plan, intended to take the place of the existing 2015-2020 Strategic Plan. Accordingly, development of a new MTFS is taking place in parallel with development of the new Strategic Plan.
- 1.2 The purpose of the MTFS is to describe how the outcomes associated with strategic objectives can be delivered, given the financial resources available to the Council, and bearing in mind the prioritisation of objectives. 'Financial resources' include both revenue resources, for day-to-day expenditure, and capital resources, for one-off investment that will deliver benefits over more than a year.
- 1.3 Financial resources are described in section 4 of the draft MTFS, attached to this report as Appendix A. It will be seen that there are constraints on the funding available and there are service pressures which must be accommodated. This implies a process of matching resources against the objectives in the Strategic Plan.
- 1.4 There is also considerable uncertainty over the Council's funding position after 2020. Accordingly, financial projections have been prepared covering the five year MTFS period, based on three different scenarios – favourable, neutral and adverse. Section 5 of the draft MTFS summarises these and shows that in both the neutral and adverse scenarios there is a significant budget gap from 2020/21 onwards, as shown below.

	19/20	20/21	21/22	22/23	23/24
	£m	£m	£m	£m	£m

Scenario 1 – Favourable					
Budget surplus	-0.8	-0.9	-1.6	-3.3	-4.8

Scenario 2 – Neutral					
Budget gap	0.1	1.1	1.7	1.5	1.7

Scenario 3 – Adverse					
Budget gap	0.7	2.4	3.9	4.7	6.1

- 1.5 These figures assume that all existing agreed savings are delivered. The MTFS highlights risks with delivering some of these savings, which mean that alternative budget proposals may need to be developed to compensate.

- 1.6 In order to inform the process of matching available resources to strategic objectives, the draft MTFS sets out current spending plans in section 6. It then goes on in section 7 to set out principles for developing budget savings and growth plans. It is proposed that spending to deliver strategic priorities is considered in relation to existing discretionary spend and the Council's statutory responsibilities.
 - 1.7 Policy and Resources Committee agreed the approach to development of the Medium Term Financial Strategy for 2019/20 - 2023/24 at its meeting on 27 June 2018. Members noted that existing projections assumed annual Council Tax increases up to the level of the referendum limit, but a request was also made for the impact of a Council Tax freeze to be modelled. The draft MTFS addresses this point in section 5.
 - 1.8 Members of this Committee are invited to comment on the contents of the draft MTFS.
-

2. AVAILABLE OPTIONS

- 2.1 The Committee is asked to consider and comment on the draft MTFS attached at Appendix A. Any changes and comments will be considered by the Policy and Resources Committee in November.
 - 2.2 The Committee could choose not to comment on Appendix A.
-

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATION

- 3.1 The Committee is asked to consider and comment on the draft MTFS attached at Appendix A. This will ensure that its views are taken into account as part of developing the MTFS.
-

4. RISK

- 4.1 In order to address the risks associated with the MTFS, the Council has developed a budget risk register. This seeks to capture all known budget risks and to present them in a readily comprehensible way. The budget risk register is updated regularly and is reviewed by the Audit, Governance and Standards Committee at each meeting.
-

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

- 5.1 Consultation with all relevant stakeholders is an important part of the process of developing the MTFS. Specifically, the consultation that is taking place as part of Strategic Plan development will elicit views on budget priorities.
-

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 The timetable for developing the Medium Term Financial Strategy and budget for 2019/20 is set out below.

Date	Meeting	Action
27 June 2018	Policy and Resources Committee	Agree approach to development of MTFS and key assumptions
November 2018	All Service Committees	Service Committee consultation on MTFS
November 2018	-	Develop detailed budget proposals for 2019/20
28 November 2018	Policy and Resources Committee	Agree MTFS for submission to Council
12 December 2018	Council	Approve MTFS
January 2019	All Service Committees	Consider 19/20 budget proposals
13 February 2019	Policy and Resources Committee	Agree 19/20 budget proposals for recommendation to Council
27 February 2019	Council	Approve 19/20 budget

7. 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. They reflect the Council's decisions on the allocation of resources to all objectives of the strategic plan.	Section 151 Officer & Finance Team
Risk Management	This has been addressed in section 4 of the report.	Section 151 Officer & Finance Team
Financial	The budget strategy and the MTFS impact upon all activities of the Council. The future availability of resources to	Section 151 Officer & Finance

	address specific issues is planned through this process. It is important that the committee gives consideration to the strategic financial consequences of the recommendations in this report.	Team
Staffing	The process of developing the budget strategy will identify the level of resources available for staffing over the medium term.	Section 151 Officer & Finance Team
Legal	The Council has a statutory obligation to set a balanced budget and development of the MTFS and the strategic revenue projection in the ways set out in this report supports achievement of a balanced budget.	Legal Team
Equalities	The overall approach to the MTFS is to direct resources into areas of need as identified in the Council's strategic priorities. The equalities impact of individual budget decisions will be determined when setting the budget.	Section 151 Officer & Finance Team
Crime and Disorder	The resources to achieve the Council's objectives are allocated through the development of the Medium term Financial Strategy.	Section 151 Officer & Finance Team
Procurement	The resources to achieve the Council's objectives are allocated through the development of the Medium Term Financial Strategy.	Section 151 Officer & Finance Team

8. REPORT APPENDICES

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

- Appendix A: Draft Medium Term Financial Strategy 2019/20 – 2023/24
- Appendix B: Agreed Budget Savings 2018/19 – 2022/23
- Appendix C: Strategic Revenue Projections 2019/20 – 2023/24 – under different scenarios

9. BACKGROUND PAPERS

None.

MAIDSTONE BOROUGH COUNCIL
MEDIUM TERM FINANCIAL STRATEGY
2019/20 – 2023/24

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DRAFT

1. OVERVIEW AND SUMMARY OF MEDIUM TERM FINANCIAL STRATEGY

Background

- 1.1 The Medium Term Financial Strategy (MTFS) sets out in financial terms how the Council will deliver its Strategic Plan over the next five years. The Council is developing a new Strategic Plan, intended to take the place of the existing 2015-2020 Strategic Plan, which will describe and prioritise our corporate objectives. The MTFS sets out how these objectives will be delivered, given the resources available.
- 1.2 Resources depend first of all on the broad economic environment. The combination of relatively slow economic growth and pressure on government expenditure from other areas of the public sector means that the Council cannot rely on government support to increase spending, and in the worst case may have to cut back. To the extent that it wishes to increase spending, it is likely to have to rely on self-generated resources.
- 1.3 Most of the Council's income already comes from Council Tax and other local sources, including parking, planning fees and property income. This relative self-sufficiency provides a level of reassurance, but there is considerable uncertainty about the position for 2020/21 onwards. The Government offered a four year funding settlement to local authorities in 2016, covering the years 2016/17 to 2019/20, but after this the position is very uncertain.
- 1.4 Capital investment faces a different set of constraints. As set out in section 4 below, funds have been set aside for capital investment and further funding is available, in principle, through prudential borrowing. The challenge is to ensure that capital investment delivers against the Council's priorities, providing the required return on investment for the community.

Financial Projections

- 1.5 The strategic revenue projections underlying the current MTFS suggested that a small budget gap, having taken account of savings already planned, would arise in 2019/20, increasing to £1.5 million by the end of the five year period, as follows. The projections were based on a 'neutral' scenario.

Table 1: Current MTFS Revenue Projections 2018/19 – 2022/23

	18/19	19/20	20/21	21/22	22/23
	£m	£m	£m	£m	£m
Total Funding Available	38.8	38.6	38.1	38.2	39.1
Predicted Expenditure	40.3	39.8	40.1	39.6	39.6
Budget Gap	1.5	1.2	2.0	1.4	0.5
Required Savings –	1.5	2.7	4.7	6.1	6.6

Cumulative					
Savings identified - Cumulative	1.6	2.6	3.6	4.5	5.1
Still to be identified	-0.1	0.1	1.1	1.6	1.5

- 1.6 It is important to note that projections like these can only represent a best estimate of what will happen. In updating the projections, various potential scenarios have been modelled – adverse, neutral and favourable.
- 1.7 In accordance with legislative requirements the Council must set a balanced budget. Under the 'neutral' scenario there will be a material budget gap from 2020/21 onwards, and in the 'adverse' scenario from 2019/20 onwards. The MTFS sets out a proposed approach that seeks to address this.

DRAFT

2. NEW STRATEGIC PLAN

- 2.1 The Council is developing a new Strategic Plan, intended to take the place of the existing 2015-2020 Strategic Plan. The development of a new Strategic Plan has been brought forward in order to inform the refresh of the Local Plan, which sets out the framework for development in the borough and is due to be completed by April 2022. The new Strategic Plan will likewise inform the whole range of other Council strategies and policies.
- 2.2 The proposed new Strategic Plan has gone through a thorough process of discussion and refinement over the period June – October 2018 and is due to be approved by Council on 12 December 2018. The current draft sets out eight objectives, as follows:
- Great Environmental Quality
 - Well Connected Safe and Empowered Communities
 - Embracing Growth
 - Renowned for Heritage and Culture
 - A decent home for everyone
 - Better Transport Systems
 - People Fulfil their Potential
 - A Thriving Economy.

The purpose of the MTFS is to describe the how the outcomes associated with these objectives can be delivered, given the financial resources available to the Council, and bearing in mind the prioritisation of objectives. 'Financial resources' include both revenue resources, for day-to-day expenditure, and capital resources, for one-off investment that will deliver benefits over more than a year.

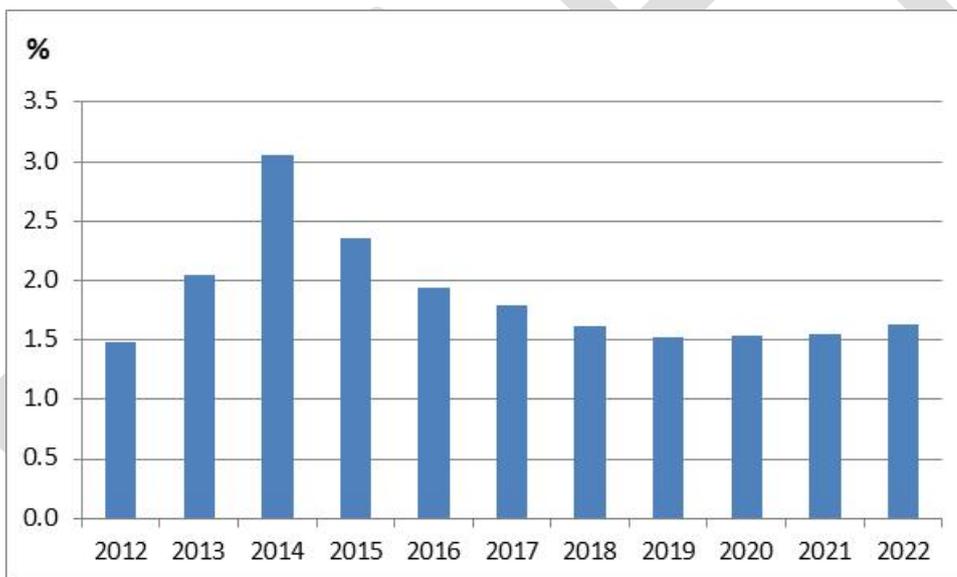
- 2.3 Resources are described below in section 4 of the MTFS. It will be seen that there are constraints on the funding available for the revenue budget, and there are in any case service pressures which must be accommodated. This implies a process of matching resources against the objectives in the Strategic Plan.
- 2.4 Capital investment is funded from the New Homes Bonus, borrowing and third party contributions such as Section 106 payments on new developments. The constraints in this case are different from those facing revenue expenditure, because the current local authority funding regime does not set cash limits for borrowing. However, borrowing must be sustainable in terms of the Council's ability to fund interest payments and ultimately repayment of capital. Capital investment plans also depend on having the capacity, in terms of internal resources, to develop projects, work effectively with partners, and secure third party funding.

3. NATIONAL CONTEXT

Economic Outlook 2019 – 2024

- 3.1 The national economy continues to grow, although at a modest rate by historical standards. There was a temporary slowdown in quarter 1 of 2018, but this has now been reversed. The Bank of England expects growth to continue at a rate of between 1.5% - 2% in the medium term.
- 3.2 The Bank expects that growth will be significantly influenced by the reaction of consumers and businesses to EU withdrawal in 2019. This is important, because consumer spending in particular is an important driver of economic growth. Consumer spending continued to grow after the EU referendum in 2016, thus averting the gloomiest predictions about its effects. Whilst this pattern may continue if there is an orderly exit from the EU, there is a risk that the shock from a 'no-deal' exit could impact consumer spending and lead to a downturn in growth.

Figure 1: Real UK gross domestic product (GDP) growth rate

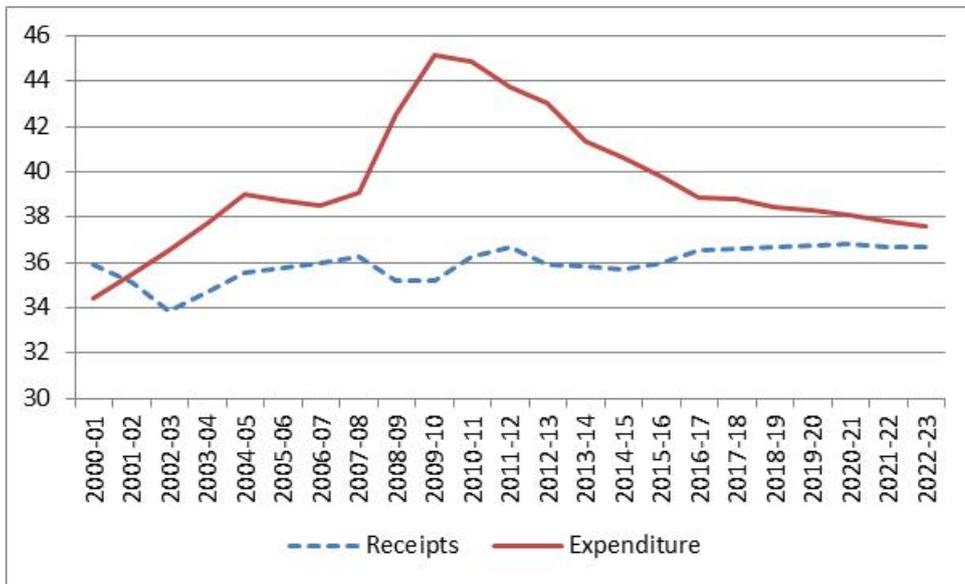


- 3.3 Consumer Price Inflation (CPI) is currently 2.4%, for the year to September 2018, above the Bank of England's target rate of 2%. The Bank increased interest rates by 0.25% in August, believing that a modest tightening of monetary policy was needed to return inflation to its target.

Public Finances

- 3.4 Following the financial crisis of 2008 and the demands that it placed on public finances, successive governments have reduced the public sector deficit through an explicit policy of austerity. This has brought public expenditure down to a similar level as a proportion of national income to that in 2007/08, immediately before the financial crisis.

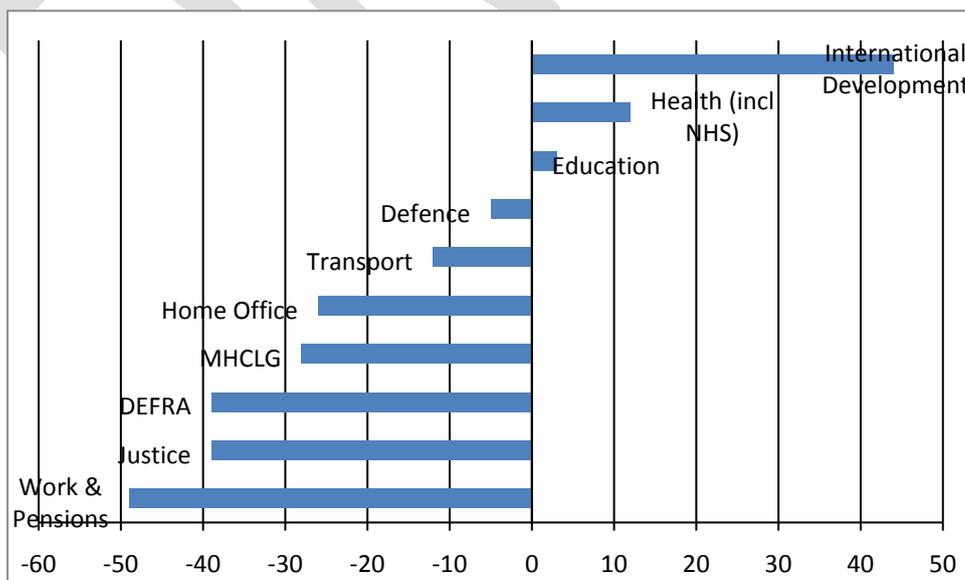
Figure 2: Tax and Spend as a percentage share of national income



The pressure to increase spending, particularly on the NHS and social care, has grown over the past few years. This has led to an overwhelming demand for an end to austerity. It is hard to see how central government can address this pressure without either increasing taxes or borrowing to fund a renewed growth in the deficit.

- 3.5 Within the overall reduction in public expenditure, there has been a widely disparate pattern between different government departments.

Figure 3: Planned real change to Departmental Expenditure Limits 2010-11 – 2019-20 (per cent)



- 3.6 MHCLG, which provides central government funding for local authorities, has seen some of the biggest cuts. Even if the policy of austerity is reversed, it is unlikely that local government will see significant benefits

given the pressures elsewhere on the public purse, in particular from the NHS.

- 3.7 The effects of austerity in local government have not been spread evenly between authorities. The LGA, in its Autumn Budget 2018 submission to the government, states that the increasing costs of adult social care and children's social care – services delivered by the upper tier of local government - contribute by far the majority of the funding gap faced by the sector. It is likely that any rebalancing of public spending priorities by central government to reflect an 'end to austerity' will focus on these services, and benefit the upper tier authorities that deliver them, rather than lower tier authorities like Maidstone.

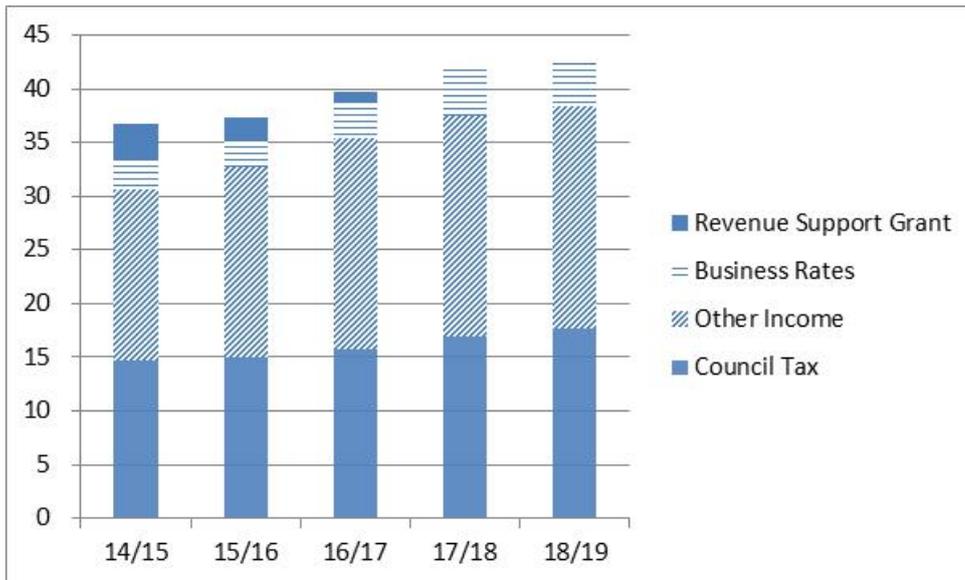
Conclusion

- 3.8 The combination of relatively slow economic growth and pressure on government expenditure from other areas of the public sector means that the Council cannot rely on government support to increase spending, and in the worst case may have to cut back. To the extent that it wishes to increase spending, it will depend on self-generated resources.

4. FINANCIAL RESOURCES

- 4.1 The Council's main sources of income are Council Tax and self-generated income from a range of other sources, including parking, planning fees and property investments. It no longer receives direct government support in the form of Revenue Support Grant; although it collects around £60 million of business rates annually, it retains only a small proportion of this.

Figure 4: Sources of Income



Council Tax

- 4.2 Council Tax is a product of the tax base and the level of tax set by Council. The tax base is a value derived from the number of chargeable residential properties within the borough and their band, which is based on valuation ranges, adjusted by all discounts and exemptions.
- 4.3 The tax base has increased steadily in recent years, reflecting the number of new housing developments in the borough. See table below.

Table 2: Number of Dwellings in Maidstone

	2014	2015	2016	2017	2018
Number of dwellings	67,178	67,721	68,519	69,633	70,843
% increase compared with previous year		0.38%	1.18%	1.63%	1.74%

Note: Number of dwellings is reported each year based on the position shown on the valuation list in September.

- 4.4 The level of council tax increase for 2019/20 is a decision that will be made by Council based on a recommendation made by Policy and Resources Committee. The Council's ability to increase the level of council tax is limited by the requirement to hold a referendum for increases over a government set limit. The referendum limit for 2018/19 was the greater of

3% or £5.00 for Band D tax payers. Council Tax was increased by the maximum possible, ie £7.29 (3%).

- 4.5 In the Medium Term Financial Strategy 2018/19 – 2022/23, it was assumed that the Council Tax base would increase by 1.5% per annum for the MTFS period, and Band D Council Tax increases would revert to 2% per annum after 2018/19. In fact, the Government announced in August 2018 that it was minded to set a referendum limit for Council Tax increases in 2019/20 of 3%. This gives the Council the opportunity to generate a higher level of income than projected if it chooses to increase Council Tax by the maximum permissible amount.

Other income

- 4.6 Other income is an increasingly important source of funding for the Council. It includes the following sources of income:

- Parking
- Shared services
- Commercial property
- Planning fees
- Cremations
- Garden waste collection
- Income generating activity in parks

Where fees and charges are not set by statute, we apply a policy that guides officers and councillors in setting the appropriate level based on demand, affordability and external factors. Charges should be maximised within the limits of the policy, but customer price sensitivity must be taken into account, given that in those areas where we have discretion to set fees and charges, customers are not necessarily obliged to use our services.

- 4.7 In developing the strategic revenue projection for 2018/19 a broad assumption of a 1% increase in future fees and charges was used for the development of the MTFS, in line with overall inflation assumptions.

Business Rates

- 4.8 Under current funding arrangements, local government retains 50% of the business rates it collects. The aggregate amount collected by local government is redistributed between individual authorities on the basis of perceived need, so that in practice Maidstone Borough Council receives only around 7% of the business rates that it collects.

- 4.9 Prior to the 2017 General Election, the Government was preparing to move to 100% business rates retention with effect from 2020. The additional income would have been accompanied by devolution of further responsibilities to local government. However, the need to accommodate Brexit legislation means that there has been no time to legislate for this. Government therefore intends to increase the level of business rates retention to the extent that it is able to do within existing legislation, and plans to introduce 75% business rates retention with effect from 2020/21.

- 4.10 As with 50% business rates retention, the new 75% business rates retention regime will be linked to a mechanism for rates equalisation to reflect local authorities' needs. These will be assessed based on a 'Fair Funding Review' which is currently under way. The overall amounts to be allocated as part of the Fair Funding Review are also subject to a planned Spending Review covering all government departments in 2019. It is therefore difficult to predict with any degree of accuracy whether the proportion of business rates retained by Maidstone will remain the same, increase or decrease.
- 4.11 The current local government funding regime gives authorities the opportunity to pool their business rates income and retain a higher share of growth as compared with a notional baseline set in 2013/14. Maidstone has been a member of the Kent Business Rates pool since 2014/15. Its 30% share of the growth arising from membership of the pool is allocated to a reserve which is used for specific projects that form part of the Council's economic development strategy. A further 30% represents a Growth Fund, spent in consultation with Kent County Council. This has been used to support the Maidstone East development.
- 4.12 It should be noted that in 2020, the baseline will be reset, so all growth accumulated to that point will be reallocated between local authorities as described in paragraph 4.10 above.
- 4.13 A further element of growth has been retained locally for one year only in 2018/19 as a result of Maidstone's participation in the Kent & Medway 100% Business Rates Retention pilot. Kent & Medway local authorities were successful in bidding for pilot status, which means that 100% of business rates growth, rather than 50%, is retained locally. The additional growth is split between a Financial Sustainability Fund (70%) and a Housing and Commercial Growth Fund (30%).
- 4.14 The Financial Sustainability Fund (FSF) is designed to support local authorities in managing the pressures associated with growth and is distributed according to a formula which provides each authority with a guaranteed minimum amount and then links growth in funding with population increase and business rates increase (as a proxy for commercial growth) over the past five years. Our share of the FSF was estimated to amount to £640,000.
- 4.15 The Housing and Commercial Growth Fund (HCGF) is designed to pool a sufficiently large level of resources to make a significant difference to support future delivery, where outcomes can be better achieved by local authorities working together across a wider area. The HCGF funds have been pooled in three 'clusters', for North Kent, East Kent and West Kent, with the distribution based on each area's share of total business rate receipts. Allocation of the funds is determined by the relevant Council Leaders in each Cluster.
- 4.16 A bid has been submitted to form a pilot again in 2019/20 and the outcome is expected to be announced in December 2018.

- 4.17 Total projected business rates income for 2018/19 and the uses to which it will be put are summarised in the table below.

Table 3: Projected Business Rates Income 2018/19

	£000	
Business Rates baseline income	3,136	Included in base budget
Growth in excess of the baseline	1,237	Included in base budget
Pooling gain (MBC share)	297	Funds Economic Development projects
Pooling gain (Growth Fund)	297	Spent in consultation with KCC, eg on Maidstone East
Financial Sustainability Fund (initial estimate)	640	Allocated to 13 projects as agreed by Policy & Resources Committee
Housing & Commercial Growth Fund	-	Pooled and allocated by North Kent Leaders
Total	5,607	

- 4.18 Whilst the proportion of total business rates income retained by the Council is relatively small, the amounts retained have grown significantly since the introduction of 50% business rates retention. However, pressure on the government to reduce the burden of business rates and the unpredictability of future arrangements for equalising business rates income between Councils place future income growth from this source at risk.

Revenue Support Grant

- 4.19 Maidstone no longer benefits directly from central government support in the form of Revenue Support Grant. Indeed, the existing four year funding settlement contains a mechanism for government to levy a 'tariff / top-up adjustment' – effectively negative Revenue Support Grant – on local councils that are considered to have a high level of resources and low needs. Maidstone was due to pay a tariff / top-up adjustment of £1.589 million in 2019/20. However, the government faced considerable pressure to waive negative RSG and now proposes to remove it in the 2019/20 Local Government Finance Settlement.
- 4.20 The negative RSG of £1.589 million was built into the current MTFS and savings plans developed to offset its impact. Rather than reverse these savings, it is proposed in the new MTFS to hold the £1.589 million as a contingency for future funding pressures, which will be applied to cushion the impact of likely reductions in resources in 2020/21.

Balances and Earmarked Reserves

- 4.21 The Council maintains reserves as a safety net to allow for unforeseen circumstances. There is no statutory definition of the minimum level of reserves: the amount required is a matter of judgement. However, the

Council has agreed to set £2 million as the minimum General Fund balance.

- 4.22 Within the General Fund balance, amounts have been allocated for specific purposes. These amounts do not represent formal commitments. Instead, they represent the level of reserves considered to be required for specific purposes, including asset replacement, commercialisation and Invest to Save projects.
- 4.23 In addition to uncommitted General Fund balances, the Council holds reserves that are earmarked for specific purposes. Full details of reserves held are set out below.

Table 4: General Fund balances

	31.3.17	31.3.18
	£000	£000
General Fund		
Commercialisation – contingency	500	500
Invest to Save projects	547	500
Amounts carried forward from 2016/17	456	416
Amounts carried forward from 2017/18	-	1,044
Unallocated balance	5,855	7,041
General	9,329	9,502
Earmarked Reserves		
New Homes Bonus funding for capital projects	7,214	1,404
Local Plan Review	336	200
Neighbourhood Plans	64	70
Accumulated Surplus on Trading Accounts	243	51
Business Rates Growth Fund	158	692
Sub-total	8,014	2,418
Total General Fund balances	17,343	11,920

- 4.24 General Fund balances have fallen from £17.3 million at 31 March 2017 to £11.9 million at 31 March 2018. This arises from deployment of the New Homes Bonus for capital expenditure, including the acquisition of temporary accommodation for homeless people and investment property. This is in line with the Council's explicit strategy of using New Homes Bonus for capital investment.
- 4.25 The unallocated balance comfortably exceeds the £2 million minimum. It represents 37% of the net revenue budget, which is well in excess of the 10% benchmark that is sometimes cited as a reasonable level. It can therefore be seen that the level of reserves is adequate without being excessive.

Capital Funding

- 4.26 Typically, local authorities fund capital expenditure by borrowing from the Public Works Loan Board, which offers rates that are usually more competitive than those available in the commercial sector. Maidstone Borough Council has to date not borrowed to fund its capital programme, instead relying primarily on New Homes Bonus to fund the capital programme. Borrowing has not been required so far in 2018/19, but is likely to be in subsequent years. The cost of any borrowing is factored into the MTFS financial projections.
- 4.27 There has been a reduction in the period for which New Homes Bonus would be paid from six years to five in 2017/18 and then to four in 2018/19. An allowance is also now made in calculating New Homes Bonus for the natural growth in housing from 'normal' levels of development. Given other pressures on local government funding, and given the progressive reduction in the level of New Homes Bonus, it is not clear whether New Homes Bonus will continue to exist, at least in its current form. under the new Local Government funding regime to be implemented from 2020.
- 4.28 Many of the external grants that were available to the council for funding capital projects in the past no longer exist. However, external funding is sought wherever possible and the Council has been successful in obtaining Government Land Release Funding for its housing developments and is seeking ERDF funding for the Kent Medical Campus Innovation Centre.
- 4.29 Funding is also available through developer contributions (S 106) and the Community Infrastructure Levy (CIL). The Community Infrastructure Levy was introduced in Maidstone in October 2018.
- 4.30 The current funding assumptions used in the programme are set out in the table below.

Table 5: Capital Programme Funding

Funding Source	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	TOTAL £000
New Homes Bonus	3,200	3,400	0	0	0	6,600
Disabled Facilities Grants	800	800	800	800	800	4,000
Internal Borrowing	18,401	0	0	0	0	18,401
Prudential Borrowing	4,132	17,983	8,086	7,225	7,225	44,651
Total Resources	26,533	22,183	8,886	8,025	8,025	73,652

A review of the schemes in the capital programme will take place during the course of Autumn 2018. Proposals will also be considered for new schemes to be added to the capital programme. The affordability of the capital programme will be considered as part of this review, as it is essential that any borrowing to fund the capital programme is sustainable and affordable in terms of its revenue costs.

- 4.31 Under CIPFA's updated Prudential Code, the Council is now required to produce a Capital Strategy, which is intended to give an overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of local public services, along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 4.32 The outcome of the capital programme review and a proposed Capital Strategy will be considered by Policy and Resources Committee in January 2019 and an updated capital programme recommended to Council for approval.

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5. FUTURE SCENARIOS

- 5.1 Owing to uncertainty arising from the economic environment, and from the lack of clarity about the government's plans for local government funding, financial projections have been prepared for three different scenarios, as follows.

1. Favourable

The UK achieves an orderly exit from the EU on favourable terms. The economy continues to grow, allowing the government to increase public expenditure. Local authorities achieve a positive outcome from the Spending Review and Maidstone shares in the benefits through the Fair Funding Review. Government gives local authorities greater flexibility in setting local taxes.

2. Neutral

The UK negotiates an agreed exit from the EU, but continued slow growth in the national economy compels the government to prioritise public spending in areas of high demand such as the NHS. As a result, local government sees no growth in real terms. Business rates income is distributed to areas of the country and of the local government sector that are perceived as having the greatest need, to Maidstone's detriment. Council Tax increases continue to be capped in line with price inflation.

3. Adverse

Failure to achieve an agreed Brexit deal damages international trade and consumer confidence, leading to a sharp slowdown in the economy. Options for the government to meet spending pressures are severely limited, compelling it to divert business rates income away from local government, leading to a significant budget gap for Maidstone. The amount that local authorities can raise by way of Council Tax is limited in order to limit overall public spending.

Details of key assumptions underlying each of these scenarios are set out below.

Council Tax

- 5.2 It is assumed in the adverse and neutral scenarios that the Council will take advantage of the flexibility offered by Government and will increase Council Tax by 3% in 2019/20, reverting to 2% in 2020/21. In the 'favourable' scenario outlined above the Council would increase Council Tax by 3% per annum for the whole five year period.
- 5.3 The other key assumption regarding Council Tax is the number of new properties. The number of new properties has been increasing in recent years, from a low of 0.38% in 2014 to 1.74% in 2018. The rate of increase nevertheless remains lower than that implied by Local Plan new homes targets. Assumptions are as follows:

Favourable – 3%
Neutral – 2%
Adverse – 1%

Business Rates

- 5.4 As described above, the Council receives only a small proportion of the business rates that it actually collects. After 2020, this proportion will be adjusted to reflect the findings of the Fair Funding Review and the Spending Review. It is very difficult to predict what this will mean in practice. However, for the purposes of revenue projections, a number of assumptions have been made.
- 5.5 Assuming that the starting point in the government's calculations will be Maidstone's perceived level of need, it should be noted that the current four year funding settlement, which is likewise based on perceived local authority needs, incorporated a negative revenue support grant payment of £1.6 million in 2019/20. The starting point for future business rates income is therefore assumed to be the current baseline share of business rates income, £3.2 million, less £1.6 million. It is not accepted that this would be a fair allocation of business rates income but it is prudent to make this assumption for forecasting purposes.
- 5.6 A further factor to be considered is the resetting of the government's business rates baseline in 2020/21. This represents the level above which the Council benefits from a share in business rates growth. It is likely that the government will reset the baseline in order to redistribute resources from those areas that have benefitted most from business rates growth in the years since the current system was introduced in 2013, to those areas that have had lower business rates growth. Accordingly, cumulative business rates growth has been removed from the projections for 2020/21, then is gradually reinstated from 2021/22.
- 5.7 In addition, as provided for in the current MTFs, it is appropriate to include a provision, currently £1.3 million, to allow for additional burdens placed on the Council following the end of the current four year settlement. Originally it was expected that the Council might face additional responsibilities under 100% business rates retention from 2020/21 and a provision of £1.3 million was made in the MTFs to allow for this. Even if 100% business rates retention is not now introduced as originally intended, the pressures on UK-wide public finances mean that the Council risks corresponding burdens, whether in the form of additional responsibilities or an increased tariff / top-up adjustment. This provision is included in 2021/22, rather than in 2020/21, as it is likely that the government will dampen the impact of any adverse changes arising from the new post-2020 financial settlement, and spread them over at least two years.
- 5.8 Given these assumptions, the specific assumptions for business rates growth in each scenario are as follows:

Favourable –3% increase in multiplier plus 2% growth in base

Neutral – 2% increase in multiplier plus 1% growth in base
 Adverse – 1% increase in multiplier plus 0% growth in base

Fees and Charges

5.9 The projections imply that fees and charges will increase in line with overall inflation assumptions. For the Council, the main component of inflation is pay inflation. In practice, it is not possible to increase all fees and charges by this amount as they are set by statute. Accordingly, the actual increase in income shown in the projections is somewhat lower than the inflation assumptions.

5.10 Details of inflation assumptions are as follows:

Favourable – 3%
 Neutral – 2%
 Adverse – 1%

Inflation

5.11 The annual rate of increase in Consumer Price Index inflation (CPI) for the year to September 2018 was 2.4%. Although wage inflation in the public sector has been below this level, there is increasing political pressure to relax the limits on public sector pay increases.

5.12 The following table sets out the assumptions made for the purposes of preparing the initial set of Strategic Revenue Projections.

Table 6: Inflation Assumptions

	Favourable	Neutral	Adverse	Comments
Employee Costs	1.00%	2.00%	3.00%	Neutral assumption is in line with the most recent pay settlement and government inflation targets
	0.50%	0.50%	0.50%	The annual cost of performance related incremental increases for staff
Electricity	8.00%	11.00%	14.00%	Based on guidance from supplier
Gas	8.00%	10.00%	12.00%	Based on guidance from supplier
Water	-2.00%	0.00%	0.00%	Decrease in prices expected from deregulation of the water supply market
Fuel	1.00%	2.00%	3.00%	A predicted average increase based on previous trends as no forward looking information is available.
Insurance	2.00%	3.00%	4.00%	A predicted average increase based on previous trends as no forward looking information is available.
General	1.00%	2.00%	3.00%	2% is the government's target inflation rate but the current level of CPI inflation is 2.4%

Service Spend

- 5.13 Strategic Revenue Projections currently assume that service spend will remain as set out in the existing MTFS, so savings previously agreed by Council will be delivered and no further growth arising from the new Strategic Plan is incorporated.
- 5.14 The projections include provision for the revenue cost of the capital programme, comprising interest costs (3%) and provision for repayment of borrowing (2%).

Summary of Projections

- 5.15 A summary of the projected budget gaps under each of the scenarios is set out below.

Table 7: Projected Budget Gap 2019/20 – 2023/24

	19/20	20/21	21/22	22/23	23/24
	£m	£m	£m	£m	£m

Scenario 1 – Favourable					
Budget Gap ¹	0.2	0.9	0.2	-1.1	-1.5
Required Savings – Cumulative	0.2	1.1	1.3	0.2	-1.3
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Budget surplus	-0.8	-0.9	-1.6	-3.3	-4.8

Scenario 2 – Neutral					
Budget Gap ¹	1.1	2.0	1.5	0.4	0.2
Required Savings – Cumulative	1.1	3.1	4.6	5.0	5.2
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Savings to be identified	0.1	1.1	1.7	1.5	1.7

Scenario 3 – Adverse					
Budget Gap ¹	1.7	2.7	2.4	1.4	1.4
Required Savings – Cumulative	1.7	4.4	6.8	8.2	9.6
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Savings to be identified	0.7	2.4	3.9	4.7	6.1

¹ A positive figure here indicates a budget gap; a negative figure (-) indicates a surplus

² Savings included in existing 2018/19 – 2022/23 MTFS / Efficiency Plan – see Appendix B

³ See Appendix C for detailed projections

For illustrative purposes, the following table shows the equivalent neutral scenario if Council Tax were frozen at 2018/19 levels (£252.90 for Band D):

Table 8: Projected Budget Gap – Council Tax freeze

	19/20	20/21	21/22	22/23	23/24
	£m	£m	£m	£m	£m
Scenario 2 – Neutral but freeze Council Tax					
Budget Gap	1.6	2.3	1.9	0.8	0.6
Required Savings – Cumulative	1.6	3.9	5.8	6.6	7.2
Savings identified to date ²	-1.0	-2.0	-2.9	-3.5	-3.5
Savings to be identified	0.6	1.9	2.9	3.1	3.7

The effect of freezing Council Tax is cumulative, and would lead by the end of the five year MTFs period to a budget gap £2 million greater than in the base case projections.

Conclusion

- 5.16 Under the neutral and adverse scenarios, there is a significant budget gap from 2020/21 onwards. This reflects the assumptions made about the likely outcome for the Council from the new local government funding arrangements that are due to come into effect in that year. Whilst this does not affect the budget position for next year, 2019/20, the Council needs to have credible plans to address projected future budget deficits.

6. CURRENT SPENDING PLANS

- 6.1 This section sets out current budgeted expenditure by strategic objective, and describes planned savings and known budget pressures. The purpose is to allow an assessment of whether current spending plans reflect strategic objectives.
- 6.2 Total spend by strategic objective is summarised below. Note that objectives have been allocated to Committees according to each Committee's primary focus. However, the individual services that support delivery of a particular objective may fall within the remit of more than one Committee. Corporate expenditure that supports all strategic objectives has been omitted from this analysis, rather than allocated to services using the CIPFA 'full costing' approach set out in its Service Reporting Code of Practice, as this practice tends to obscure the direct cost of service delivery.

Table 9: 2018/19 Revenue and Capital Budgets

C'tee	Objective	2018/19 Revenue Budget		
		Expenditure	Income	Net
		£000	£000	£000
CHE	Great Environmental Quality	6,393	-1,873	4,519
	A Decent Home for Everyone	2,501	-955	1,547
	Well Connected Safe and Empowered Communities	1,907	-386	1,521
	People Fulfil their Potential	441	-152	289
HCL	Renowned for Heritage & Culture	4,351	-2,958	1,393
SPS & T	Embracing Growth	3,625	-2,750	876
	Better Transport Systems	2,226	-4,377	-2,151
P & R	A Thriving Economy	875	-482	393

C'tee	Objective	2018/19 Capital Programme		
		Expenditure	External Cont'n	Net
		£000	£000	£000
CHE	Great Environmental Quality	830	-0	830
	A Decent Home for Everyone	13,566	-0	13,566
	Well Connected Safe and Empowered Communities	0	-0	0
	People Fulfil their Potential	1,192	-1,192	0
HCL	Renowned for Heritage & Culture	3,886	-0	3,886
SPS & T	Embracing Growth	760	-160	600
	Better Transport Systems	150	-0	150
P & R	A Thriving Economy	5,239	-0	5,239

Table 10: Great Environmental Quality

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	Savings
	£000	£000	£000	£000
Household Waste Collection	3,343	-1,377	1,967	-44
Street Cleansing & Depot	2,423	-208	2,214	0
Environmental Enforcement	241	0	241	-125
Floods, Drainage and Medway Levy	141	0	141	0
Grounds Maintenance - Commercial Income	127	-100	27	-50
Commercial Waste Collection	117	-188	-71	0
Total Revenue Budget	6,393	-1,873	4,519	-219

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Flood Action Plan	500	0	500	563
Public Realm Capital Improvements	150	0	150	50
Commercial Waste	180	0	180	0
Total Capital Programme	830	0	830	613

- 6.3 The core services that deliver this objective are street cleansing and waste collection. Not only are these key statutory services, but they have also been successful in developing income streams to offset costs, including commercial waste collection, household green waste collections and grounds maintenance for third parties. Savings are projected for 2019/20 from growing grounds maintenance and garden waste income. A saving of £125,000 proposed in the existing MTFS from consolidating enforcement across the Council (environment, planning and parking) is not now expected to be delivered and alternative savings will have to be sought.
- 6.4 Future expenditure pressures can be expected to arise from the impact of inflation indexation on the waste collection contract. In the longer term, commissioning a new contract when the current one expires in 2022 will involve one-off costs. The current contract offers very good value and it may not be possible to replicate this with a new contract.
- 6.5 Projected capital expenditure includes £1.1 million for flood alleviation measures, £180,000 in 2018/19 for a new Commercial Waste vehicle and £200,000 in total for a range of public realm capital schemes. Although no external contributions are shown for the Flood Action Plan in 2018/19, it is likely that in practice schemes will be delivered in partnership with the

Environment Agency and/or Kent County Council, thus achieving greater impact from the investment.

Table 11: A Decent Home for Everyone

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Homelessness	2,146	-606	1,540	-100
Other Housing Services	321	-133	188	0
Housing Development & Regeneration	35	-217	-182	-1,540
Total Revenue Budget	2,501	-955	1,547	-1,640

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Housing Development & Regeneration	9,066	0	9,066	25,117
Temporary Accommodation	4,500	0	4,500	2,400
Total Capital Programme	13,566	0	13,566	27,517

- 6.6 The Council's statutory responsibilities under homelessness legislation have led to significant growth in this budget over the past few years. Numbers in temporary accommodation have grown still further with implementation of the Homelessness Reduction Act. The costs of providing temporary accommodation are offset by housing benefit but this cannot always be recovered. One-off grant funding has been provided by central government to help the Council fulfil its obligations. However, this funding is only temporary.
- 6.7 The capital programme includes £4.5 million for the purchase of units for temporary accommodation in the current financial year. £600,000 per annum is currently included in the capital programme for future years at this stage.
- 6.8 £34 million is included in the capital programme for housing and regeneration schemes. Three schemes – Union Street, Brunswick Street and Lenworth House - are currently under way. Future schemes remain to be identified. Although no external contribution is shown in 2018/19, the overall scheme costs for Union Street and Brunswick Street will be offset by sales of units on the open market and transfer of the social housing component to MHS Homes, and by a Government Land Release Funding grant of £658,000.

Table 12: Well Connected Safe and Empowered Communities

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Community Partnerships & Resilience	523	-32	491	0
Regulatory Services	796	-333	463	0
Voluntary Sector Grants	246	0	246	-80
Parish Services Scheme	127	0	127	0
CCTV	214	-21	193	-100
Total Revenue Budget	1,907	-386	1,521	-180

- 6.9 The Council has a number of regulatory duties in this area which are met through shared licensing and environmental health services. Other than these services, expenditure is mainly discretionary in nature; currently a significant portion of the budget is devoted to delivering the CCTV service. Savings are projected in this service, predicated on the recommissioning project which is currently under way.

Table 13: People Fulfil their Potential

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	Savings
	£000	£000	£000	£000
Public Health	441	-152	289	0
Total Revenue Budget	441	-152	289	0

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	Years
	£000	£000	£000	£000
Disabled Facilities Grants	1,192	1,192	0	3,200
Total Capital Programme	1,192	1,192	0	3,200

- 6.10 The Council's responsibilities in this area are generally exercised on behalf of other authorities, although there is an element of residual discretionary spend within Public Health.

Table 14: Renowned for Heritage & Culture

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Museums & Culture	1,257	-182	1,075	-169
Parks & Open Spaces	1,867	-966	900	-97
Tourism, Festivals & Events	196	-68	128	-50
Sport & Leisure	229	-381	-151	0
Bereavement Services	802	-1,361	-559	0
Total Revenue Budget	4,351	-2,958	1,393	-316

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Mote Park Dam Works	1,300	0	1,300	600
Mote Park Visitor Centre	562	0	562	1,073
Mote Park Adventure Zone and Other Improvements	515	0	515	375
Museum Development Plan	175	0	175	260
Continued improvements to Play Areas	881	0	881	0
Crematorium Development Plan	353	0	353	0
Other Parks Improvements	100	0	100	0
Total Capital Programme	3,886	0	3,886	2,308

- 6.11 Services in this area are principally discretionary and include the museum, leisure services and bereavement services.
- 6.12 The area is planning £50,000 of operating savings at the Museum and projects £119,000 from a potential saving on business rates. Further income generation is projected from Mote Park, including £57,000 (£114,000 in a full year) from the Adventure Zone and £50,000 from the new Visitor Centre café. Festivals and Events are projected to reduce expenditure, on the basis that events should be self-funding.
- 6.13 Significant capital investment continues to be planned in Mote Park, including the Visitor Centre and works required to ensure flood safety. Capital investment at the Museum is relatively modest and it is hoped that these will unlock matched funding from other sources.

Table 15: Embracing Growth

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Development Management	1,464	-1,674	-210	0
Planning Policy	606	-21	585	-50
Planning Support (Shared Service)	843	-675	168	0
Planning Enforcement	335	0	335	-40
Building Control	376	-379	-2	0
Total Revenue Budget	3,625	-2,750	876	-90

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Infrastructure Delivery	600	0	600	2,400
Section 106 Contributions	160	-160	0	1,332
Total Capital Programme	760	-160	600	3,732

- 6.14 This objective is delivered primarily through the planning service, which is a statutory service generating fees which cover some, but not all of its costs.
- 6.15 Additional expenditure of £200,000 per annum has been built into the MTFs for work on the Local Plan refresh up to 2021/22, when it is expected to drop out of the budget.

Table 16: Better Transport Systems

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Parking Services	1,612	-3,985	-2,373	-300
Park & Ride	580	-392	188	-75
Network & Traffic Management	34	0	34	0
Total Revenue Budget	2,226	-4,377	-2,151	-375

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Bridges Gyrotory Scheme (residual budget)	150	0	150	0
Total Capital Programme	150	0	150	0

6.16 The services in this area are primarily discretionary, but thanks to the Council's parking service deliver a strong positive contribution. £150,000 of further income in future years is built into the MTFS arising from expected future growth above and beyond inflation.

6.17 Some of Parking income is currently re-invested in the Park and Ride service. This contribution to Park and Ride is planned to reduce by £75,000 next year.

Table 17: A Thriving Economy

	2018/19 Revenue Budget			Future
	Expenditure	Income	Net	savings
	£000	£000	£000	£000
Economic Development	382	-4	378	-7
Market	253	-312	-59	0
Business Terrace	240	-166	74	0
Total Revenue Budget	875	-482	393	-7

	2018/19 Capital Programme			Future
	Expenditure	External contribution	Net	years
	£000	£000	£000	£000
Town Centre Regeneration	2,540	0	2,540	0
Property Investment	2,403	0	2,403	10,000
Maidstone East	296	0	296	0
KMC Innovation Centre	TBA	TBA	TBA	TBA
Total Capital Programme	5,239	0	5,239	10,000

6.18 Expenditure in this area is primarily discretionary. In addition to the revenue budgets shown above, the Business Rates Pool is used to support Economic Development. The Business Rates Pool has been subsumed into the Business Rates Retention Pilot in 2018/19 but a contribution continues to be payable to Economic Development. It remains to be seen whether a

similar funding structure will be available under the new local government funding arrangements due to be implemented in 2020/21.

- 6.19 The capital programme promotes a thriving local economy, both through providing infrastructure and through the council's commercial property investment, which is focused entirely on Maidstone borough, such that it achieves the two-fold purpose both of generating investment returns and supporting the local economy.

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7. MATCHING RESOURCES TO STRATEGIC OBJECTIVES

- 7.1 It is inherent in the Medium Term Financial Strategy that the Council matches available resources to strategic objectives, such that income and expenditure are balanced and any budget gap is eliminated. In addition to the legal requirement to set a balanced budget for 2019/20, the Council needs to have credible plans in place to address any budget gap in subsequent years. In the interests of prudence, these plans need to address not only a neutral set of projections but also the potential adverse scenario outlined above.
- 7.2 Current spending plans, as set out in the previous section, will be reviewed both in the light of the overall budget gap and the proposed new strategic objectives. Current plans reflect service requirements and existing strategic priorities. In many cases, service requirements flow from the Council's statutory responsibilities, but there may be scope for saving where it is felt that the statutory outcomes can be delivered at lower cost, or demand can be managed such that expenditure is reduced.
- 7.3 The distinction between 'statutory' and 'discretionary' services is not always clear-cut. There is usually a discretionary element in the way in which a statutory service is delivered and many discretionary services have developed from a core statutory obligation.
- 7.4 Existing discretionary spending reflects previous strategic decisions, and in these areas, where the Council has no specific statutory responsibilities, there is a measure of flexibility which would allow the Council to re-prioritise spending based on its latest strategic objectives. Areas of spending that fall within this category include CCTV, Park and Ride and Voluntary Sector Grants.
- 7.5 Note that the focus of re-prioritisation here is on the revenue budgets. However, to be effective, it is likely that it would need to be accompanied by significant one-off spending, both in exiting service areas that are no longer supported, and in investing for the future in new priority areas.
- 7.6 There may also be the opportunity to generate additional income to offset expenditure, either by growing existing sources of income or by developing new sources of income. Particularly in the latter case, one-off investment in staff resources or cash is likely to be required, so a clear business case for the investment will be necessary.
- 7.7 Based on the above discussion about strategic priorities and the flexibility afforded offered by a review of discretionary areas of spend, it is proposed that budget proposals are developed according to the following principles.

Revenue savings will be sought in:

- Discretionary services which are not strategic priorities.
- Statutory services which are not strategic priorities, where there is scope for reconfiguring services to reduce costs.

- Improved efficiency in delivering strategic priorities.
- New income generation and identification of external funding.

These principles will be applied both to service expenditure as detailed in section 6 and to corporate overheads.

Revenue growth will be built into the budget where strategic priorities cannot be delivered within existing revenue budgets, provided this can be accommodated by making savings elsewhere.

Capital schemes will be reviewed and developed so that investment is focused on strategic priorities.

- 7.8 It was acknowledged in preparing the MTFS for the five years 2018/19 – 2022/23 that the size of the potential revenue budget shortfall meant that no single initiative could be expected to close the gap. Accordingly, a blend of different generic approaches were taken, each of which have contributed to the £3.5 million of savings in the current projections. It is likely that budget savings will continue to come from a range of different sources. If an individual saving is not delivered, the wide spread of approaches and savings ideas means that overall risk is minimised.
- 7.9 To the extent that additional resources are required to deliver strategic objectives, budget proposals will transfer funding from low priority objectives to higher priority objectives. Budget proposals will be developed during November 2018, prior to consideration by Service Committees and the wider stakeholder group in December 2018 – January 2019. Contingency plans will address the adverse scenario, in order that the Council is suitably prepared for this eventuality. It is currently planned to recommend budget proposals to Council based on the neutral scenario, but this may change depending on developments in the overall economy and local government funding environment.

8. RISK MANAGEMENT

- 8.1 As indicated in the previous sections, the Council's MTFS is subject to a high degree of risk and certainty. In order to address this in a structured way and to ensure that appropriate mitigations are developed, the Council has developed a budget risk register. This seeks to capture all known budget risks and to present them in a readily comprehensible way. The budget risk register is updated regularly and is reviewed by the Audit, Governance and Standards Committee at each meeting.
- 8.2 The major risk areas that have been identified as potentially threatening the Medium Term Financial Strategy are as follows.
- Failure to contain expenditure within agreed budgets
 - Fees & Charges fail to deliver sufficient income
 - Commercialisation fails to deliver additional income
 - Planned savings are not delivered
 - Shared services fail to perform within budgeted levels.
 - Council holds insufficient balances
 - Inflation rate predications underlying MTFS are inaccurate
 - Adverse impact from changes in local government funding
 - Constraints on council tax increases
 - Capital programme cannot be funded
 - Increased complexity of government regulation
 - Collection targets for Business Rates & Council Tax collection missed
 - Business Rates pool / pilot fails to generate sufficient growth.
- 8.3 It is recognised that this is not an exhaustive list. By reviewing risks on a regular basis, it is expected that any major new risks will be identified and appropriate mitigations developed.
- 8.4 An assessment of the relative impact and likelihood of the risks identified is set out below.

Table 18: Budget Risk Matrix

Likelihood	5					
	4			L		
	3		B	G, M		
	2		E	C, F	A, D, H	J
	1		I, K			
		1	2	3	4	5
		Impact				

Black – Top risk

Red – High risk

Amber – Medium risk

Green – Low risk

Blue – Minimal risk



Key

- A. Failure to contain expenditure within agreed budgets
- B. Fees and Charges fail to deliver sufficient income
- C. Commercialisation fails to deliver additional income
- D. Planned savings are not delivered
- E. Shared services fail to meet budget
- F. Council holds insufficient balances
- G. Inflation rate predictions underlying MTFS are inaccurate
- H. Adverse impact from changes in local government funding
- I. Constraints on council tax increases
- J. Capital programme cannot be funded
- K. Increased complexity of government regulation
- L. Collection targets for Council Tax and Business Rates missed
- M. Business Rates pool / pilot fails to generate sufficient growth

8.5 For all risks shown on the Budget Risk Register, appropriate controls have been identified and their effectiveness is monitored on a regular basis.

9. CONSULTATION

- 9.1 Each year the Council carries out consultation as part of the development of the MTF5. This year the Council is combining the Residents' Survey on the proposed new Strategic Plan with questions about the Council's budget priorities. The results of this consultation will be used to inform the preparation of detailed budget proposals.
- 9.2 As a second step, consultation will be carried out in January 2019 on the detailed budget proposals. Individual Service Committees will consider the budget proposals relating to the services within their areas of responsibility. Full details of the proposals will be published and residents' and businesses' views are welcomed.

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Document History

Date	Description	Details of changes
30.10.18	First draft to Service Committees	

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Service	Proposal	18/19	19/20	20/21	21/22	22/23	Total
Street Cleansing	Bring large mechanical sweeper in-house	40					40
Commercial Waste Services	Increase income generation	5					5
Recycling Collection	Reduce general publicity and focus on increased garden waste income generation		44	22			66
Grounds Maintenance	Increase income generation	50					50
Fleet Workshop & Management	Alternative delivery model for fleet and relevant maintenance along with a reduction in fleet	50					50
Homeless Temporary Accommodation	New temporary accommodation strategy **		100				100
C C T V	Commissioning review **		75	25			100
Environmental Enforcement	Commissioning review of enforcement		125				125
Voluntary Sector Grants	Phase out direct grants over MTFS period	11	11	11	11		44
Grants to outside bodies	Uncommitted project budgets	11					11
Regeneration & Economic Development	Housing & Regeneration strategy *			542	598	400	1,540
Housing & Community Services	Savings to offset Heather House growth *	25					25
Communities, Housing & Environment Total		192	355	600	609	400	2,156
Museum	Review operating and governance model **		50				50
Parks & Open Spaces	New operational model to be incorporated within Parks and Open Spaces 10 Year Plan	100	50				150
Festivals & Events	Cease direct delivery of festivals and events **	10	10	10			30
Festivals & Events	Withdrawal of Christmas lights provision		30				30
Mote Park Adventure Zone	Mote Park Adventure Zone *	57	57				114
Mote Park Centre	Income from new Café *			40			40
Museum	Potential Saving on NNDR at the museum*		119				119
Heritage, Culture & Leisure Total		167	316	50	0	0	533
Corporate Management	External audit contract		10				10
New commercial investments	Additional income from new commercial acquisitions	100					100
Customer Services Section	Reduce staff costs following shift from face to face to digital contacts.	20	20				40
ICT Non-pooled	Retire redundant ICT systems	10					10
Office Cleaning Contract	Review office cleaning contract	10					10
Council Tax Collection	Various savings	50					50
Fraud Partnership	Fraud partnership		10				10
New commercial investments	Investments to promote economic development (additional amount delivered)	144					144
New commercial investments	Investments to promote economic development	143	143	143	143	143	715
Regeneration & Economic Development	Offset staff costs with EZ income	7	7				14
Elections	Spread elections cost over 4 years*				28		28
Finance	Charge for administering Kent BR Pilot *	10					10
HR	Expansion of payroll service to DBC*	19					19
All	Increase vacancy factor (staff costs) *	200					200
ICT	ICT restructure *	100					100
Policy & Resources Total		813	190	143	171	143	1,460
Development Control Applications	Savings arising from Planning Review including income generation	120					120
Development Control Appeals	Reduction following adoption of local plan **			40			40
Pay & Display Car Parks	5% increase in income (Fees & Charges)			100			100
Park & Ride	Re-specify service and deliver at reduced cost		75				75
Grants to outside bodies	Remove grants as part of voluntary sector grants reduction strategy	16	16	16	15		63
Parking Services	Increase Pay & Display income budget (Fees & Charges) *	200	50	50	50	50	400
Planning Policy	Offset staff costs with CIL *		5	15	15	15	50
Mid Kent Planning Support	Increase in Local Land Charges fee income (Fees & Charges) *	50					50
Strategic Planning, Sustainability and Transportation		386	146	221	80	65	898
GRAND TOTAL		1,558	1,007	1,014	860	608	5,047

* = New budget proposal

** = Reprofiled / amended budget proposal

REVENUE ESTIMATE 2019/20 TO 2023/24
STRATEGIC REVENUE PROJECTION (Neutral)

2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
AVAILABLE FINANCE						
15,407	COUNCIL TAX	16,246	16,902	17,585	18,295	19,035
3,136	RETAINED BUSINESS RATES	3,205	1,681	446	513	581
1,237	BR GROWTH	1,250	0	177	357	717
-418	COLLECTION FUND ADJUSTMENT					
19,362	BUDGET REQUIREMENT	20,701	18,583	18,208	19,165	20,332
20,669	OTHER INCOME	20,867	21,068	21,274	21,484	21,698
40,031	TOTAL RESOURCES AVAILABLE	41,567	39,651	39,481	40,649	42,031
EXPECTED SERVICE SPEND						
37,870	CURRENT SPEND	40,031	41,567	39,651	39,481	40,649
INFLATION & CONTRACT INCREASES						
960	PAY, NI & INFLATION INCREASES	947	980	1,014	1,049	1,087
40	MAIDSTONE HOUSE RENT INCREASE	40				
NATIONAL INITIATIVES						
100	LOSS OF ADMINISTRATION GRANT					
34	PENSION DEFICIT FUNDING	36	150	150	150	
70	PLANNING SERVICE					
LOCAL PRIORITIES						
36	HOMELESSNESS PREVENTION					
100	TEMPORARY ACCOMMODATION					
25	HEATHER HOUSE					
0	LOCAL PLAN REVIEW			-200		
400	PLANNING APPEALS	-400				
100	PLANNING ENFORCEMENT	-100				
-56	MOTE PARK CAFÉ - NEW CONTRACT					
120	LOSS OF INTEREST INCOME					
40	MARKET - LOSS OF INCOME					
123	REVENUE COSTS OF CAPITAL PROGRAMME	487	470	350	315	
50	GROWTH PROVISION	50	50	50	50	
20	ENVIRONMENTAL ENFORCEMENT	-20				
	PROVISION FOR MAJOR CONTRACTS					500
	CONTINGENCY FOR FUTURE FUNDING PRESS	1,589	-1,589			
40,031	TOTAL PREDICTED REQUIREMENT	42,660	41,628	41,015	41,046	42,235
	SAVINGS REQUIRED	-1,092	-1,977	-1,533	-397	-205
	SAVINGS IDENTIFIED	1,007	1,014	860	608	
PROJECTED EARLY DELIVERY OF SAVINGS						
	SURPLUS / (DEFICIT)	-85	-963	-673	211	-205

**REVENUE ESTIMATE 2019/20 TO 2023/24
STRATEGIC REVENUE PROJECTION (Adverse)**

2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
AVAILABLE FINANCE						
15,407	COUNCIL TAX	16,087	16,572	17,073	17,588	18,120
3,136	RETAINED BUSINESS RATES	3,205	1,649	381	414	447
1,237	BR GROWTH	1,250	0	0	0	0
-418	COLLECTION FUND ADJUSTMENT					
19,362	BUDGET REQUIREMENT	20,541	18,221	17,454	18,002	18,566
20,669	OTHER INCOME	20,808	20,950	21,094	21,242	21,393
40,031	TOTAL RESOURCES AVAILABLE	41,349	39,171	38,548	39,244	39,959
EXPECTED SERVICE SPEND						
37,870	CURRENT SPEND	40,031	41,349	39,171	38,548	39,244
INFLATION & CONTRACT INCREASES						
960	PAY, NI & INFLATION INCREASES	1,348	1,413	1,482	1,555	1,633
40	MAIDSTONE HOUSE RENT INCREASE	40				
NATIONAL INITIATIVES						
100	LOSS OF ADMINISTRATION GRANT					
34	PENSION DEFICIT FUNDING	36	150	150	150	
70	PLANNING SERVICE					
LOCAL PRIORITIES						
36	HOMELESSNESS PREVENTION					
100	TEMPORARY ACCOMMODATION					
25	HEATHER HOUSE					
0	LOCAL PLAN REVIEW			-200		
400	PLANNING APPEALS	-400				
100	PLANNING ENFORCEMENT	-100				
-56	MOTE PARK CAFÉ - NEW CONTRACT					
120	LOSS OF INTEREST INCOME					
40	MARKET - LOSS OF INCOME					
123	REVENUE COSTS OF CAPITAL PROGRAMME	487	470	350	315	
50	GROWTH PROVISION	50	50	50	50	
20	ENVIRONMENTAL ENFORCEMENT	-20				
	PROVISION FOR MAJOR CONTRACTS					500
	CONTINGENCY FOR FUTURE FUNDING PRESS	1,589	-1,589			
40,031	TOTAL PREDICTED REQUIREMENT	43,060	41,844	41,002	40,618	41,377
	SAVINGS REQUIRED	-1,711	-2,673	-2,454	-1,374	-1,418
	SAVINGS IDENTIFIED	1,007	1,014	860	608	
PROJECTED EARLY DELIVERY OF SAVINGS						
	SURPLUS / (DEFICIT)	-704	-1,659	-1,594	-766	-1,418

REVENUE ESTIMATE 2019/20 TO 2023/24
STRATEGIC REVENUE PROJECTION (Favourable)

2018/19 £000		2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
AVAILABLE FINANCE						
15,407	COUNCIL TAX	16,405	17,404	18,464	19,589	20,781
3,136	RETAINED BUSINESS RATES	3,205	1,713	512	614	719
1,237	BR GROWTH	1,250	0	360	731	1,473
-418	COLLECTION FUND ADJUSTMENT					
19,362	BUDGET REQUIREMENT	20,860	19,117	19,336	20,933	22,973
20,669	OTHER INCOME	21,181	21,708	22,249	22,806	23,379
40,031	TOTAL RESOURCES AVAILABLE	42,041	40,824	41,585	43,739	46,352
EXPECTED SERVICE SPEND						
37,870	CURRENT SPEND	40,031	42,041	40,824	41,585	43,739
INFLATION & CONTRACT INCREASES						
960	PAY, NI & INFLATION INCREASES	546	558	571	583	596
40	MAIDSTONE HOUSE RENT INCREASE	40				
NATIONAL INITIATIVES						
100	LOSS OF ADMINISTRATION GRANT					
34	PENSION DEFICIT FUNDING	36	150	150	150	
70	PLANNING SERVICE					
LOCAL PRIORITIES						
36	HOMELESSNESS PREVENTION					
100	TEMPORARY ACCOMMODATION					
25	HEATHER HOUSE					
0	LOCAL PLAN REVIEW			-200		
400	PLANNING APPEALS	-400				
100	PLANNING ENFORCEMENT	-100				
-56	MOTE PARK CAFÉ - NEW CONTRACT					
120	LOSS OF INTEREST INCOME					
40	MARKET - LOSS OF INCOME					
123	REVENUE COSTS OF CAPITAL PROGRAMME	487	470	350	315	
50	GROWTH PROVISION	50	50	50	50	
20	ENVIRONMENTAL ENFORCEMENT	-20				
	PROVISION FOR MAJOR CONTRACTS					500
	CONTINGENCY FOR FUTURE FUNDING PRESS	1,589	-1,589			
40,031	TOTAL PREDICTED REQUIREMENT	42,259	41,680	41,745	42,683	44,836
	SAVINGS REQUIRED	-218	-856	-160	1,056	1,516
	SAVINGS IDENTIFIED	1,007	1,014	860	608	
PROJECTED EARLY DELIVERY OF SAVINGS						
	SURPLUS / (DEFICIT)	789	158	700	1,664	1,516

HERITAGE, CULTURE AND LEISURE COMMITTEE

30 October 2018

Festivals and Events Update

Final Decision-Maker	Heritage, Culture and Leisure Committee
Lead Head of Service/Lead Director	Head of Regeneration and Economic Development – Dawn Hudd
Lead Officer and Report Author	Visitor Economy Development Manager - Laura Dickson
Classification	Public
Wards affected	All

Executive Summary

A reduction in council funding for the two Maidstone Borough council (MBC) run events of £30k was agreed in 2016-17 as a budget saving over three years. The new commissioned Shemomedjamo has a three year plan for the event to become self-financing. In 2017 Committee agreed to the introduction of paid ticketing for Proms in Park as an alternative funding model for the 2018 event. The report sets out recommendations for the future of Proms in the Park and provides a review of both council run events. The report also provides a review of other large events held on council land for information only.

This report makes the following recommendations to this Committee:

1. To note the updates in the report.
2. To discontinue Proms in the Park and use the remaining £5,000 budget for 2019 to pump prime new events in consultation with the Chair and Vice Chair of the Committee.

Timetable

Meeting	Date
Heritage, Culture & Leisure Committee	30 October 2018

Festivals and Events Update 2018

1. INTRODUCTION AND BACKGROUND

- 1.1 MBC currently supports two events per year both financially and with officer time: Proms in the Park and the multi-cultural Food and Drink Festival, Shemomedjamo. Core funding for events is being reduced by £10,000 per year for 3 years from 2018-19. By 2020-21 MBC funding for these events will be zero.
- 1.2 Following consultation on the Council's support for the Mela Heritage, Culture and Leisure Committee agreed, on 29 October 2016, to commission a new 2-3 day multicultural food and drink festival from an external provider with a reducing subsidy over 3 years so it becomes self-financing. The contract was awarded to Event Umbrella and the new event is branded as Shemomedjamo, it has just enjoyed its second successful year.
- 1.3 Also, on 29 November 2016 Heritage, Culture and Leisure Committee agreed to continue supporting Proms in the Park but to look for alternative funding to reduce the Council's contribution and to delay the decision on the introduction of ticketing for 12 months.
- 1.4 On 18 December 2017 Heritage, Culture and Leisure Committee agreed to introduce ticket sales for Proms in the Park to support the £5,000 funding gap in 2018, with adult tickets capped at £7 and under 16s tickets to be free of charge.
- 1.5 This report also provides an overview of other large events in the council run parks.

Council Funded Events Proms in the Park

- 1.6 Proms in the Park is funded by MBC with additional tickets sales revenue introduced in 2018 to cover the £5,000 reduction in budget. Parkwood Leisure who run the Hazlitt Theatre, provide the event management as part of their contract. In previous years MBC have provided Parkwood Leisure with £14,000 for the delivery of the event as well as MBC staff resource in the planning and marketing of the event. In 2018 the MBC funding for the event was reduced to £,000, although £11,502 was paid to Parkwood, with an advance payment of £4000 made during the 2017-18 financial year for event costs that required payment in advance of the event.

Year	2016	2017	2018	2019	2020
Event cost	£14000	£14000	£16000 *	17,000*	18,000*
Payment to Parkwood Leisure	£14000	£14000	£11502**	£5000	£0
Ticket Sales			£2630	£2630*	£2630*
No .of tickets sold			587	587	587
Shortfall			£1868	£8370	£14370
Estimated Total Attendees	1800	1500	900	900	900

- *Costs estimated by Parkwood Leisure
- ** included additional payment from the 2017-18 budget

- 1.7 Despite early bird offers and promotion, early tickets sales were slow. This is normal with outdoor events, especially considering the bad weather during the winter and early spring.
 5 weeks to go – 145 tickets sold
 3 weeks to go – 187 tickets sold
 1 week to go – 263 tickets sold
- 1.8 In the end a total of 587 adult tickets were sold providing a revenue of £3,156. 55% of tickets were sold during the last week, mainly 'on the door' as a result of the good weather. It is estimated that in addition over 300 children attended. Other attendees included the performers and staff Overall around 900 attended.
- 1.9 In previous years the audience has been estimated between 1,200–2,000. The variation each year is a result of a variety of factors including weather at the time, changes to the programme including no longer including fireworks at the finale.
- 1.10 Parkwood Leisure have covered some of their own staffing cost to meet the event budget.
- 1.11 Parkwood Leisure have estimated that it will cost more than £14,000 to run the event in 2019. All costs look set to increase, in particular the performer's artists fees and costs. It is estimated that it will require at least £17,000 to deliver the event next year. This does not include the costs of marketing and MBC staff time.

Shemomedjamo - Multi-Cultural Food and Music Festival

- 1.12 This is the second year of our multi-cultural food and drink festival held in Mote Park. Event Umbrella is the appointed event management company for the 3 year contract. They have considerable knowledge in event delivery that includes the management of multiple traders and food fairs, delivering events on behalf of local government and delivering large scale events across the South East. The festival included a quality programme of music and entertainment from across the globe, both traditional and current.
- 1.13 The event was moved to the August Bank Holiday weekend to avoid conflict with other events such as the Faversham Hop and Beer Festival. Many of the traders and performers take holidays around this time and as a result there were less stalls than the previous year, but there was no impact on the event as there was still a good choice of food and drink on offer. Those traders that did come had a successful event with many running out of stock by the end of day one.
- 1.14 Over the weekend, it is estimated that around 9,000 people visited. It was very unfortunate that the rain on Sunday was so bad that the event was unable to run.
- 1.15 Improvements were made to the layout this year, with a larger seating area facing the stage with more tables and chairs. The tables and chairs were full during the event with visitors also bringing their own chairs and blankets to

sit on. This year the fencing around the event was removed to allow free flowing of visitors in and through the event.

1.16 Additional improvements could be made to programming and signage and dressing of the event area. However the budget reduction in year 2 for the event did mean that choices made to be made on spend.

1.17 Year Two has been successful and the funding model is anticipated to be achieved by the end of year three.

Non- Council Funded Events in MBC Venues

1.18 Festivals and events directly support tourism and the economic impact of events benefits the borough as outlined in the council's Economic Development Strategy and the Festival and Events Policy. The Tourism Destination Management Plan identifies events as one of the key growth areas that will drive more visitors to the borough.

1.19 Over 700 events of all sizes and nature have or are due to take place in the borough in 2018. These are listed on the What's On section of the Visit Maidstone website and in the quarterly leaflets. A summary of the large events is included in Appendix I.

1.20 A request to look at future significant anniversaries and events was made by committee. A list of these anniversaries and events is in Appendix II.

1.21 On 5 June it was proposed at that committee that we investigate the potential to have a Gay Pride event in Maidstone. As council does not have any budget to support events our role would be to encourage others to bring this event to the borough. However we have not been approached by any organisation and currently we do not have any connections within the LGBT community locally. Therefore we seek assistance from committee with connections to take this forward.

Ramblin Man Fair

1.22 Ramblin Man Fair was held from 30th June to 1st July. This was the 3rd year for this promoter to run the event since taking over the brand.

1.23 Ticket sales were down this year but enjoyed a surge on the days before and during the event. 6850 people attended the event over the weekend.

1.24 The value of the event to the local economy has been calculated using the eventIMPACTS model and inputting the data on attendees from the event organiser. The value to the local economy in 2018 is estimated at over £1.1m

1.25 The council received two noise complaints compared to 26 in 2017. One complaint was received and investigated by the noise monitoring team at the event. Some sound could be heard at times but it was not clearly audible. The second complainant said she could hear it from Allington and was complaining on behalf of the residents living around the park. There

were no complaints from residents around the park but there was a complaint made about the way the noise management was controlled.

- 1.26 The event organisers worked hard on the sound management, including making changes to all of the stages, reducing the size of the main stage and removing one stage.

Oktoberfest

- 1.27 This was the second year for German beer festival in Mote Park on 12th & 13th October. There were 5000 attendees and there were no complaints.

Community Mela

- 1.28 The Community Mela was organised for the second year by Cohesion Plus following the committee's decision to cease funding this event and to commission a new multi-cultural food and drink festival.
- 1.29 Although invited to tender for the multi-cultural event and subsequently invited to take part by the Event Umbrella, the previous Mela committee, through Cohesion Plus, continued to organise an independent event. MBC accepted and supported their decision through a free let of Whatman Park and substantial marketing. Many of the community groups are loyal to the Mela organiser although it is hoped that they will participate in more than one event in future and engage with Shemomedjamo.
- 1.30 MBC have been approached by Cohesion Plus who have stated that the event is under severe financial pressure and is at risk next year. They are seeking a contribution to the estimated costs from MBC in 2019

2. AVAILABLE OPTIONS

- 2.1 Increase ticket prices for Proms in the Park.

Based on the predicted cost of running the event in 2019 with the £5,000 remaining MBC funding, based on the number of tickets sold in 2018, the tickets would have to be set at £20 per adult. The 2016 survey results showed that a fee of £5-£10 was an acceptable price. It would require the same amount of tickets sales to break even and it is highly unlikely to achieve the sales at this ticket price. To increase the ticket prices would require the event to have added value and any added value would have a cost implication.

Future years would require an additional increase as the last of the budget is removed, and to be entirely self-funding the cost of marketing and MBC staff costs would also have to be included. This option is **NOT RECOMMENDED** as there would be significant risk of overspend on the budget and attendance numbers would be likely to be extremely low.

- 2.2 No longer support Proms in the Park.

Events have a life cycle and it could be an appropriate time to discontinue Proms in the Park. Attendee numbers are falling, costs are rising, Whatman Park is a challenging venue due to lack of access for temporary toilets and lack of parking. The remaining £5,000 budget in 2019 could be used to pump prime a new event or events such as a programme of music on the bandstand in Brenchley Gardens or events in Jubilee Square. The contractual obligation from Parkwood Leisure to support an event would be also be reallocated to another event/s. **RECOMMENDED.**

- 2.3 Seek alternative funding to support Proms in 2019 whilst a long term solution is sought.

The Council is currently developing its new Strategic Plan and this could result in a reallocation of budgets. However, as stated at 2.2 the current format for Proms in the Park is not sustainable. Sponsors have previously been sought but have not been forthcoming due to the nature of the event and the attendee numbers. This option is **NOT RECOMMENDED** as it is unlikely to be viable.

- 2.4 No longer support Proms but instead provide £2500 sponsorship to the Community Mela for 2019 and £2500 to pump prime a new event .

Funding for one year would assist the Community Mela in the short term and provide one event in Whatman Park. This option is **NOT RECOMMENDED** as the budget already supports the multi-cultural event created to replace the Mela. The Community Mela were invited to tender for the multi-cultural event and subsequently invited to take part by The Event Umbrella but decided to run an independent event. The Community Mela could work with the Event Umbrella by integrating into one event and sharing costs.

3. PREFERRED OPTION AND REASONS FOR RECOMMENDATIONS

- 3.1 Option 2.2 above is recommended for the reasons stated.

4. RISK

- 4.1 The risks associated with this proposal, including the risks if the Council does not act as recommended, have been considered in line with the Council's Risk Management Framework. We are satisfied that the risks associated are within the Council's risk appetite and will be managed as per the Policy.
- 4.2 The risks associated with the recommended option are primarily associated with reputational damage of the Council cancelling a long standing event. A communications strategy will be put in place to limit the impact which will include liaising with past performers and the public.

5. CONSULTATION RESULTS AND PREVIOUS COMMITTEE FEEDBACK

5.1 Committee Decision on 18 December 2017:

That Proms in the Park becomes a paid for event through tickets sales and other commercial activities;

That the idea of free entry for children up to the age of 16 and an entry fee for adults of no greater than £7 be supported;

That a steering group be organised to include the Chairman and Vice-Chairman.

5.2 Committee Decision on 29 November 2016:

To continue to support Proms in the Park but look for alternative funding to reduce the Council's contribution and delay the decision on the introduction of ticketing for the next 12 months;

To develop a new 2-3 days multi-cultural event and food festival [to replace the Mela] and outsource it to an external provider with a reducing subsidy over 3 years so it becomes self-financing and potentially profitable to the Council.

6. NEXT STEPS: COMMUNICATION AND IMPLEMENTATION OF THE DECISION

6.1 A communications strategy will be put in place to manage the impact of cancelling the Proms in the Park.

6.2 We will identify potential events to receive pump prime funding for 2020 from the remaining £5k budget.

7. CROSS-CUTTING ISSUES AND IMPLICATIONS

Issue	Implications	Sign-off
Impact on Corporate Priorities	We do not expect the recommendations will by themselves materially affect achievement of corporate priorities.	Head of Regeneration and Economic Development
Risk Management	Already covered in the risk section/	Head of Regeneration and Economic Development
Financial	As described in this report, the Council has agreed that core	Section 151 Officer &

	<p>funding for Festivals and Events be reduced by £10,000 per year over the 3 years from 2018-19 in order that the events become self-funding. Any underspend of in the events budget in 2018 will be offset against a shortfall in income. By the end of the financial year it is predicted that the budget will balance.</p> <p>The report describes how this policy will be implemented, thus ensuring that the service delivers against agreed budgets.</p>	Finance Team
Staffing	We will deliver the recommendations with our current staffing.	Head of Regeneration and Economic Development
Legal	None	[Legal Team]
Privacy and Data Protection	N/A	[Legal Team]
Equalities	The recommendations do not propose a change in service therefore will not require an equalities impact assessment	[Policy & Information Manager]
Crime and Disorder	N/A	Head of Regeneration and Economic Development
Procurement	N/A	Head of Regeneration and Economic Development

8. REPORT APPENDICES

- Appendix 1: Summary of Large Events 2018
- Appendix 2: Significant Anniversaries and Events – 2019-2023

9. BACKGROUND PAPERS

None.

Summary of Large Events 2018

Appendix I

Month 2018	Event name	Location
April	Heritage Transport Show	Kent County Showground
May	Maidstone Fringe Festival	Various venues across town
	Prosecco Festival	Kent Showground
	Motors by the Moat	Leeds Castle
	Kent Garden Show	Kent County Showground
	Proms in the Park	Whatman Park
	The Grand Medieval Joust	Leeds Castle
June	Big 7 Scooter Rally	Hop Farm
	Food Festival	Mote Park
	Junior Aquathlon	Leeds Castle
	Prosecco Festival	Mote Park
	Leeds Castle Triathlon	Leeds Castle
	Battle Of Britain Air Show	Headcorn
	KM Dragon Boats	Mote Park
July	Ramblin Man Fair 2018	Mote Park
	Shakespeare's The Tempest	Leeds Castle
	Kent County Show	Detling Showground
	Race for Life and Pretty Muddy	Mote Park
	Leeds Castle Classical Concert	Leeds Castle
	Community Mela	Whatman Park
	Opera in the Castle	Leeds Castle
	The Vicar's Picnic	The Lees, Yalding
	Little Mix - Summer Hits Tour	Kent County Showground
	The War & Peace Revival	The Hop Farm

Summary of Large Events 2018

Appendix I

August	Grandslam 2018: Simple Minds, The Pretenders and KT Tunstall	Kent County Showground
	Vintage Motorcycle Rally	The Friars
	Spirit of the Horse	Kent Event Centre
	Military Odyssey	Kent Event Centre
	Shemomedjamo: Maidstone's Multicultural Food Festival	Mote Park
	Ice Cream Festival	Kent Life
	Small World Festival	Headcorn
	Combined Ops	Headcorn
	Craig David with special guest Rita Ora	Kent County Showground
September	Great Big BBQ Fest	The Hop Farm
	Hops 'n' Harvest Beer Festival featuring The Sooty Show	Kent Life
	Festival of Flowers	Leeds Castle
	Grill 'n' Chill	The Hop Farm
	Paws in the Park	The Kent Showground, Detling
	Aero Legends	Headcorn
	Family Fun Run	Leeds Castle
	The Leeds Castle 10K Run	Leeds Castle
October	Rum Festival	Kent County Showground
	Apple and Cider Fayre	Kent Life
	Oktoberfest Maidstone	Mote Park
November	Fireworks	Leeds Castle
	Fireworks	Kent Life
December	Christmas market	Leeds Castle

Anniversaries and Events 2019-2023

	Kent Based	
2019	Kent County Show	90 years
	Biddenden Vineyards	50 years
	Leeds Castle	900 years
	Kent Messenger	160 years
	Betteshangar closed- last Colliery in Kent (1989)	30 years
	IRA Bomb Marine School of Music Deal (1989)	30 years
	World	
	Bentley founded	100 years
	Landing on the moon	50 years
	Woman's Engineering Society	100 years
	D-Day	75 years
	Tesco First Stall	100 years
	Concorde first flight 1969	50 years
	Tiananmen Square Protests	30 years
	Berlin Wall Comes Down (1989)	30 years
	Treaty of Versailles	100 years
	The Beatles Last public performance (1969)	50 years
	Jacobite Uprising ; Battles of Glen Shiel	300 years
	Wall Street Crash	90 years
	Salvador Dali's first one man show	90 years
	Spanish Civil War ends	80 years
	Wizard of Oz film released	80 years
	Britain declares war on Germany	80 years
	1 st German air strike on Britain	
	Lady Astor elected as an MP, first woman in House of Commons	100 years
	Prince Rainier II becomes Monarch of Monaco	70 years
	Boer War starts	120years
	St. Valentines Day massacre Chicago	90 years
	Kent Based	
2020	Kent County Association for the Blind created	100 years
	British Open Golf at Royal St. Georges, Sandwich	149th
	World	
	Olympics Tokyo	125th
	Imperial War Museum opened by King George V	100 years
	First movie ever released filmed in	130 years

Anniversaries and Events 2019-2023

	Hyde Park 1890	
	Treasure Island/ Long John Film silver release	50 years
	Kent Based	
2021	Henry VIII and Anne Boleyn visit Mote Park 1531	490 YEARS
	Maidstone Carriage Museum	75 years
	World	
	Queen Elizabeth Birthday 21st April	95th
	Breakfast at Tiffany's	60 years
	Laurel and Hardy first movie, The lucky dog	100 years
	British Legions Poppy Appeal	100 years
	World	
2022	First Gay Pride, London	50 years
	World Cup Qatar	July
	Bloody Friday Belfast	50 years
	Kent Based	
2023	2023	
	Kent County Show Ground	100 years
	Goachers Brewery	30 years
	Shepherd Neame Brewery	90 years
	Mote Park Green flag Award	10 years
	Rugby World Cup France	200 years
	World	
	Queen Elizabeth Coronation 1953	70 years