

## TRANSFORMING OUR COUNTRY PARKS - INVESTMENT PLAN

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	Total
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>RVCP</b>	-	100	700	1,400	700	700	<b>3,600</b>
<b>Lepe</b>	-	200	1,750	600			<b>2,550</b>
<b>MFCP</b>	-	80	500	500	410	200	<b>1,690</b>
<b>Staunton</b>	-	20	400	400	400	100	<b>1,320</b>
<b>QECF</b>	-	100	800	300			<b>1,200</b>
<b>Titchfield</b>	-	-	100	500			<b>600</b>
<b>Project Management</b>	20	170	120	70	40	20	<b>440</b>
<b>Heritage Building Works</b>	-	-	400	400	400	300	<b>1,500</b>
<b>Total Costs</b>	<b>20</b>	<b>670</b>	<b>4,770</b>	<b>4,170</b>	<b>1,950</b>	<b>1,320</b>	<b>12,900</b>
External Funding		500	2,000	1,100	300	300	<b>4,200</b>
Capital Receipts		2,000	500	500			<b>3,000</b>
<b>Total Funding</b>	<b>-</b>	<b>2,500</b>	<b>2,500</b>	<b>1,600</b>	<b>300</b>	<b>300</b>	<b>7,200</b>
<b>Net Gap</b>	<b>20 -</b>	<b>1,830</b>	<b>2,270</b>	<b>2,570</b>	<b>1,650</b>	<b>1,020</b>	<b>5,700</b>

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Gross Running Costs	1,956	1,956	1,956	1,956	1,956	1,956	1,956	1,956
<b>Additional Running Costs</b>								
Maintenance Costs	0	0	0	0	50	50	50	50
General Running Costs	70	119	119	127	157	157	157	157
Running Costs of Facilities	11	11	11	13	16	16	16	16
Consultation/Marketing/Promotion	100	100	100	150	200	50	50	50
Reduction in contributions*	-40	-80	-80	-120	-160	-192	-192	-192
<b>Total Costs</b>	<b>1,956</b>	<b>2,137</b>	<b>2,187</b>	<b>2,246</b>	<b>2,379</b>	<b>2,229</b>	<b>2,229</b>	<b>2,229</b>
Current income	-1,336	-1,336	-1,336	-1,336	-1,336	-1,336	-1,336	-1,336
Current catering income	-114	-114	-114	-114	-114	-114	-114	-114
<b>Income generation additional</b>								
Car parking	-48	-117	-117	-431	-639	-689	-689	-689
Season tickets/membership/Cultural All	-21	-38	-38	-56	-87	-91	-92	-83
Entrance Charges	-45	-52	-52	-66	-88	-96	-104	-112
Shop Sales	-29	-31	-31	-41	-60	-63	-65	-69
Hire of Facilities (inc. bbq, camping, leases, room hire)	-35	-53	-53	-88	-108	-177	-200	-211
Concessions	-9	-12	-12	-22	-52	-62	-62	-62
Other - Events	-20	-28	-28	-40	-52	-72	-73	-73
Catering Income net	1	1	1	-7	-23	-23	-23	-23
<b>Total Income</b>	<b>-1,450</b>	<b>-1,657</b>	<b>-1,782</b>	<b>-2,200</b>	<b>-2,559</b>	<b>-2,722</b>	<b>-2,758</b>	<b>-2,771</b>
<b>Net Revenue Position</b>	<b>506</b>	<b>480</b>	<b>405</b>	<b>47</b>	<b>-180</b>	<b>-493</b>	<b>-530</b>	<b>-543</b>
* HCC revenue contribution to Staunton Country Park								

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Gross Running Costs	328	328	328	328	328	328	328	328
<b>Additional Running Costs</b>								
Maintenance Costs		0	0	0	8	8	8	8
General Running Costs		1	49	50	51	51	51	51
Running Costs of Facilities		2	2	3	3	3	3	3
Catering								
Consultation/Marketing/Promotion								
<b>Total Costs</b>	328	332	379	380	390	390	390	390
Current Income	-240	-240	-240	-240	-240	-240	-240	-240
Current catering income	-28	-28	-28	-28	-28	-28	-28	-28
<b>Income generation</b>								
Car parking		-33	-33	-132	-196	-229	-229	-229
Season tickets/membership/Cultural All		5	-0	-2	-6	-10	-10	-10
Entrance Charges		-5	-10	-15	-20	-25	-30	-35
Shop Sales		-1	-1	-2	-2	-2	-2	-2
Hire of Facilities (inc. bbq, camping, leases, room		-7	-14	-24	-30	-65	-71	-73
Concessions		-0	-0	-1	-8	-8	-8	-8
Other - Events		-7	-10	-14	-17	-27	-27	-27
<b>Total Income</b>	-268	-316	-336	-457	-547	-633	-645	-652
<b>Net Revenue Position</b>	<b>60</b>	<b>15</b>	<b>43</b>	<b>-77</b>	<b>-157</b>	<b>-243</b>	<b>-255</b>	<b>-262</b>

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

<b>Lepe</b>	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Gross Running Costs	240	240	240	240	240	240	240	240
<b>Additional Running Costs</b>								
Maintenance Costs		0	0	0	8	8	8	8
General Running Costs		26	27	31	35	35	35	35
Running Costs of Facilities		3	3	3	3	3	3	3
Consultation/Marketing/Promotion								
<b>Total Costs</b>	240	268	269	274	287	287	287	287
Current Income	-166	-166	-166	-166	-166	-166	-166	-166
Current catering income	-50	-50	-50	-50	-50	-50	-50	-50
<b>Income generation</b>								
Car parking		-25	-43	-54	-79	-79	-79	-79
Season tickets/membership/Cultural All		2	2	1	-3	-3	-3	-3
Entrance Charges		-0	-0	-1	-1	-1	-1	-2
Shop Sales		-3	-3	-4	-5	-6	-6	-7
Hire of Facilities (inc. bbq, camping, leases, room		-1	-0	-1	-2	-5	-5	-5
Concessions		0	0	0	0	0	0	0
Other - Events		0	0	0	0	-2	-3	-3
<b>Total Income</b>	-216	-243	-260	-274	-307	-311	-312	-313
<b>Net Revenue Position</b>	<b>24</b>	<b>25</b>	<b>9</b>	<b>-0</b>	<b>-20</b>	<b>-24</b>	<b>-26</b>	<b>-26</b>

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Manor Farm</b>								
Current Gross Running Costs	519	519	519	519	519	519	519	519
<b>Additional Running Costs</b>								
Maintenance Costs		0	0	0	8	8	8	8
General Running Costs		40	40	40	41	41	41	41
Running Costs of Facilities		2	2	2	3	3	3	3
Catering								
Consultation/Marketing/Promotion								
<b>Total Costs</b>	519	561	561	562	572	572	572	572
Current Income	-414	-414	-414	-414	-414	-414	-414	-414
Current catering income	-8	-8	-8	-8	-8	-8	-8	-8
<b>Income generation</b>								
Car parking		-13	-13	-29	-94	-111	-111	-111
Season tickets/membership/Cultural All		-9	-22	-32	-50	-53	-55	-55
Entrance Charges		-39	-86	-106	-220	-220	-220	-220
Shop Sales		-14	-15	-18	-25	-26	-28	-29
Hire of Facilities (inc. bbq, camping, leases, room		-16	-25	-31	-40	-55	-67	-73
Concessions		-0	-0	-1	-17	-17	-17	-17
Other - Events		-8	-10	-15	-20	-20	-20	-20
<b>Total Income</b>	-422	-520	-592	-654	-888	-924	-939	-946
<b>Net Revenue Position</b>	<b>98</b>	<b>41</b>	<b>-31</b>	<b>-92</b>	<b>-316</b>	<b>-352</b>	<b>-367</b>	<b>-374</b>

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Gross Running Costs	950	950	950	950	950	950	950	950
<b>Additional Running Costs</b>								
Maintenance Costs	0	0	0	0	8	8	8	8
General Running Costs	1	1	1	2	3	3	3	3
Running Costs of Facilities	2	2	2	2	2	2	2	2
Catering								
Consultation/Marketing/Promotion								
<b>Total Costs</b>	950	953	953	954	964	964	964	964
Current Income	-791	-791	-791	-791	-791	-791	-791	-791
HCC contribution	-192	-192	-192	-192	-192	-192	-192	-192
Reduction in HCC contribution		40	80	120	160	192	192	192
Current catering income	-2	-2	-2	-2	-2	-2	-2	-2
<b>Income generation</b>								
Car parking								
Season tickets/membership/Cultural All								
Entrance Charges								
Shop Sales								
Hire of Facilities (inc. bbq, camping, leases, room hire)								
Concessions								
Other - Events								
Catering								
<b>Total Income</b>	-985	-945	-905	-865	-825	-793	-793	-793
<b>Net Revenue Position</b>	<b>-34</b>	<b>8</b>	<b>48</b>	<b>89</b>	<b>139</b>	<b>171</b>	<b>171</b>	<b>171</b>

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

<b>Queen Elizabeth Country Park</b>	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Current Gross Running Costs	414	414	414	414	414	414	414	414
<b>Additional Running Costs</b>								
Maintenance Costs		0	0	0	8	8	8	8
General Running Costs		1	1	2	23	23	23	23
Running Costs of Facilities		2	2	2	3	3	3	3
Catering								
Consultation/Marketing/Promotion								
<b>Total Costs</b>	414	417	417	418	448	448	448	448
Current Income	-355	-355	-355	-355	-355	-355	-355	-355
Current catering income	-10	-10	-10	-10	-10	-10	-10	-10
<b>Income generation</b>								
Car parking		22	-29	-216	-269	-269	-269	-269
Season tickets/membership/Cultural All		-9	-12	-14	-17	-18	-18	-18
Entrance Charges		-21	-22	-26	-32	-34	-35	-37
Shop Sales		-6	-6	-8	-12	-12	-12	-12
Hire of Facilities (inc. bbq, camping, leases, room		-11	-13	-31	-33	-51	-54	-57
Concessions		-3	-3	-7	-18	-18	-18	-18
Other - Events		-6	-9	-11	-16	-24	-24	-24
<b>Total Income</b>	-365	-398	-458	-677	-762	-790	-794	-799
<b>Net Revenue Position</b>	<b>49</b>	<b>19</b>	<b>-42</b>	<b>-259</b>	<b>-314</b>	<b>-342</b>	<b>-346</b>	<b>-351</b>

**TRANSFORMING OUR COUNTRY PARKS - REVENUE IMPLICATIONS**

	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7
	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b><u>Titchfield Haven</u></b>								
Current Gross Running Costs	264	264	264	264	264	264	264	264
<b>Additional Running Costs</b>								
Maintenance Costs		0	0	0	8	8	8	8
General Running Costs		1	1	2	3	3	3	3
Running Costs of Facilities		1	1	1	2	2	2	2
Catering								
Consultation/Marketing/Promotion								
<b>Total Costs</b>	264	266	266	267	277	277	277	277
Current Income	-162	-162	-162	-162	-162	-162	-162	-162
Current catering income	-18	-18	-18	-18	-18	-18	-18	-18
<b>Income generation</b>								
Car parking								
Season tickets/membership/Cultural All		-4	-4	-5	-8	-8	-8	-8
Entrance Charges		-5	-5	-7	-10	-10	-10	-10
Shop Sales		-5	-6	-9	-15	-16	-18	-19
Hire of Facilities (inc. bbq, camping, leases, room		-0	-1	-1	-2	-2	-3	-4
Concessions		0	0	0	0	0	0	0
Other - Events		0	0	0	0	0	0	0
<b>Total Income</b>	-180	-195	-196	-202	-215	-216	-218	-220
<b>Net Revenue Position</b>	<b>84</b>	<b>71</b>	<b>70</b>	<b>65</b>	<b>62</b>	<b>61</b>	<b>59</b>	<b>57</b>

Notes/issues/assumptions	
*	Would look to reduce running costs of buildings, energy efficient buildings are part of the proposal. Therefore assume no increase in utilities
*	Increase in s&s for items like toilet rolls, cleaning, contract cleaning
*	Car parking income - increase in number of spaces and small increase in charges
*	Season tickets/Cultural All/Membership - based on % of visits purchasing season ticket/Cultural All/membership and projected increase
*	Entrance charges - number of visits to payzone and average charges increased in line with visitor numbers and small increase in charges
*	Shop sales - % of visitors purchasing shop stock increase in line with visitor numbers
*	Catering - based on average income 13/14 pre visit and increase visitor numbers. Cautious projection using 8% surplus with 70% return to pak.
*	Hire of facilities - more facilities available for hire and increased occupancy rates. Small increase in charges.
*	Concessions - minimal income of £5k per agreement. Greater impact on visitor numbers.
*	Other - income not related directly to visitor growth e.g. grants
*	Increase in QE rent for land we lease from 2017/18 onwards Assume no increase for the 2 leases and licence at Lepe
*	Proposal for more outdoor play equipment, but this will be lower maintenance than current equipment. Maintenance of equipment currently managed on site by Countryside Service staff
*	New 'activities' will be provided and managed by external organisations. Therefore no increase to HCC staffing required.
*	Increase in staff at Manor Farm for animal handling and in park. 2 * mid point C grade fte
*	Increase in staff at Royal Vic - Chapel Manager and education post 1 *mid point grade F and 0.5*mid point grade C
*	Increase of staff at Lepe to allow for increase in visitor numbers 1 * mid point C grade fte
*	Additional general running costs includes: general equipment, dog bin collection, credit card fee, staffing (see above)

*	Additional facilities costs includes: cleaning (contract cleaning & windows), security, refuse collection
*	No additional costs or income included in this version, but an increase in catering income would be expected
*	Additional income based on overall service estimate and apportioned across site. Further work to be done to look at this in more detail across income streams at sites
*	Nothing included for potential IT increase (for greater WIFI access), car parking machine upgrade, improved/extended campsite facilities as decisions/information on these not yet available
*	Increase in facilities/buildings likely to be maximum 10%
*	Consultation/marketing/promotion figures not changed from original version
*	Maintenance costs total £50k (as per original version) and have been split equally across sites
*	Year 0 2013/14 is based on the original 2013/14 budget as at April 2013. Additional income generation based on revised budget figures