

## HAMPSHIRE COUNTY COUNCIL

### Decision Report

|                        |  |
|------------------------|--|
| <b>Decision Maker:</b> | Executive Member for Policy and Resources              |
| <b>Date:</b>           | 9 November 2016  |
| <b>Title:</b>          | Country Parks Transformation Project Approvals         |
| <b>Reference:</b>      | 7726   |
| <b>Report From:</b>    | Director of Culture, Communities and Business Services |

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#### 1. Executive Summary

- 1.1. This report presents the next stage of the Country Parks Transformation Programme (CPT). It outlines specific proposals for Staunton and Queen Elizabeth Country Parks.
- 1.2. The Country Parks Transformation programme is a once in a generation opportunity to transform the County Council's country parks in order for them to remain relevant to current and future visitors; deliver significant improvements; maximise investment and partnership funding; and collectively become, at least, operationally cost neutral. The programme will build upon the County Council's strong tradition and track record of strategic asset management, ensuring that the benefits the parks bring to Hampshire residents are protected and enhanced for future generations, whilst also maximising income generating opportunities.
- 1.3. The Executive Member Policy and Resources approved the programme in December 2013 and a capital investment from Hampshire County Council of £5.7m; to match a £3m capital target from the sale of countryside assets and a contribution of £4.2m from partner and grant funding. The £4.2m target for external funding has been exceeded to £7.6m. The spend profile can be seen in appendix 1.

#### Staunton Country Park

- 1.4. The Staunton parkland project received a first round development grant from the Heritage Lottery Fund (HLF) to develop a proposal for the Country Park. The development phase is now underway and an application for £2.85m to deliver the project which would include parkland, café and car parking improvements will be ready to be submitted in early 2017. This project requires match funding of £910,000 from the approved Policy and

Resources capital provision. Every £1 of match funding from the County Council generates £3.75 of grant funding from HLF/BIG Lottery.

#### Queen Elizabeth County Park

- 1.5. The project to transform Queen Elizabeth Country Park now requires an allocation of £1.75m from the approved Policy and Resources capital provision (including £850,000 released from the approved £2.7m allocated to Lepe). This will deliver a transformed visitor centre, developing space for tourism based businesses, play area and car parking improvements . Every £1 of County Council capital generates an additional 70p in grant funding.
- 1.6. This report will:
  - provide an update on the Country Parks Transformation programme progress and delivery;
  - provide detail on the projects at Staunton and Queen Elizabeth Country Parks.
- 1.7. This paper seeks approval to commit £910,000 in match funding for Staunton Country Park and £1.75m towards the transformation of Queen Elizabeth Country Park.
- 1.8. The Executive Member Culture, Recreation and Communities has indicated his support for the recommendation in this paper.

## **2. Programme Context and Update**

- 2.1. The Country Parks Transformation (CPT) programme is a once in a generation opportunity to create a suite of modern 21st Century parks that are, at a minimum, operationally self financing. The parks will attract more people from Hampshire, and beyond, to visit more often, stay longer, spend more and return. By achieving this, the parks aim to become operationally and financially sustainable in the long term.
- 2.2. Based on research from those who do not visit the country parks, participants were asked what facilities would encourage them to visit. Answers included a good cafe (57%), gardens (48%), an opportunity to engage with nature (45%), a range of cycling trails (31%), themed trails (30%), adventure play for children (26%) and being able to stay overnight in a yurt or tent (24%). Similarly participants were also asked what type of activities would encourage them to visit. A number of activities would help to attract people such as courses, (e.g. bush craft and nature conservation) (46%), music events (46%), craft fayre (41%) and guided nature walks (37%).
- 2.3. In order to continue the trend of increasing income, and meet the operational costs of the parks, an improved offer to the public is required. Since their inception around 30 years ago visitor expectations have changed, competition has increased and capital investment in the parks has been low. This transformation programme provides an opportunity to invest in the facilities and activities which meet people's needs and which

compare favourably with alternative ways people choose to spend their leisure time.

- 2.4. Following market research and customer feedback a list of potential income generating opportunities have been identified and evaluated. Imaginative solutions are required that provide the opportunity for commercial enterprise, but that do not deter existing customers from visiting. Enquires have been received from third party operators and open days are planned to find out what types of activities would be both popular and bring in the required level of additional revenue.
- 2.5. The Country Parks collectively cost £2.8m per annum to run, £2.3m is generated from income, with the remaining £0.5m from the Cash Limited Revenue Budget. In 2015/16 early programme improvements had a positive impact on the cash limit, a trend which is set to continue in 2016/17 with a further reduction of £145,000. This is mainly due to an increase in car parking charges as already agreed. At the end of five years an overall net surplus of at least £350,000 is predicted.
- 2.6. The initial programme budget was £12.9m, which included a £4.2m target from external grant funding. The programme team have worked exceptionally hard to achieve and exceed this. Currently the target from grant funding is £7.6m upon completion of secondary applications for HLF/BIG lottery funding for Staunton and Enterprise M3 funding for Queen Elizabeth.
- 2.7. A joint M3 Local Growth Fund application has been submitted for the South Downs and New Forest National Parks, which covers the projects at Lepe and Queen Elizabeth Country Parks. This has been successful, but at present only 50% of the funding is guaranteed, which equates to £850,000. The rest of the funding has been secured in principle but will not be confirmed until after the Autumn Statement. To receive the additional amount the project at Queen Elizabeth needs to be underway with £850,000 spent within the 2017-2018 financial year. The design work must start imminently in order to meet the delivery timescale. To mitigate against a low risk of not receiving the additional funding, the team continues to investigate alternative sources of funding.
- 2.8. £830,000 remains within the budget for Manor Farm (£30,000 has already been spent). Smaller grants under £500,000 have been submitted and been unsuccessful for this park. The programme team have currently put forward a bid for funding via the Solent Recreation Mitigation Partnership and preparing for future Coastal Community Funding; together with continually researching other opportunities. The programme is holding back on committing the remaining £800,000 at Manor Farm until all grant funding opportunities have been explored. Appendix 1 gives a breakdown of the current investment at each park.
- 2.9. Analysis undertaken by external consultants in 2015 highlighted a poor honesty rating from car parking payments. Further work identified that on average the collective honesty rating is only 52%. A technical analysis of fifteen options was undertaken, ranging from manual enforcement via an

attendant through to automated systems. The assessment determined an automatic number plate recognition (ANPR) system as the most effective. The capital cost of installing an ANPR system at the 5 sites is in the region of £750,000 with an estimated net income of £900,000 in the year following installation based on 2015/16 visitor numbers and tariff increases.

- 2.10. The programme successfully secured £38k of funding from the Playbuilder fund to develop the natural play offer at the parks, one of the top requirements from the visitor survey. The money has funded a part-time project officer for 18 months, who is in post and making good progress. Audits are underway at Staunton and Manor Farm for suitable development space and finding out who is currently playing in the parks. Consultation with external organisations such as Forestry Commission, National Trust and New Forest National Park Authority is also in progress.

### **3. Wider Programme Benefits**

- The programme will result in a significant growth in income once completed.
- The parks will offer visitors more play features and activities to enjoy and participate in the outdoors and gain the physical and mental benefits this brings.
- A more attractive offer all year round, increasing visits in off-peak and out of season periods.
- Improved signage, interpretation and trails within the parks to enable greater self exploration and increase dwell time.
- Better cafes with more indoor activities for children, improving the parks resilience to inclement weather.
- Improved infrastructure and facilities to build on a popular events programme collectively across all the parks.
- The parks will remain at the heart of the local community, increasing core volunteers who are recognised for their skills and achievements.
- Improved learning facilities to provide a safe environment in which to learn about the countryside.
- Protecting the heritage and improving the assets to reduce the maintenance liability, improve function and enhance the visitor experience.
- Increased environmental benefits by reducing the amount of waste going to landfill, reducing energy use, meeting and exceeding standards set by monitoring authorities.
- Office and operational spaces effectively meet the needs of those who work and volunteer as well as those renting workspace at the parks.
- The parks will be in a stronger position in the long term when faced with further reductions to local authority budgets.
- Contribute to the local economy as visitor attractions that encourage tourists from outside the County to visit, stay and spend.

#### 4. Staunton Country Park

- 4.1. Staunton country park is located on the northern edge of Leigh Park, home to 27,000 residents. Three of the local wards are in the 10% most deprived in the country, with the remaining wards in the 20% most deprived. The park is a wonderful resource for residents and for many is a quiet oasis on their doorstep. The added bonus for the community, and perhaps quite uniquely, is the ability for so many to access the park on foot.
- 4.2. The park is divided in two by Middle Park Way, the area to the south is the paid farm attraction, which is currently the main focus of a visit. The area to the north of the road is the free to access parkland, where much of the Regency heritage is found including the pleasure grounds, lake, follies and 100 hectare park.
- 4.3. A consultant's report completed in March 2015 commented that 'the free to enter zone almost feels hidden', and 'the rich history of the site and its founder is not readily accessible to the visitor'. Visitors surveyed in July 2015 also showed that most were unaware of the parkland's heritage, although some knew about the follies. The survey highlighted there was an appetite to learn more about the heritage as well as become more involved in the park.
- 4.4. The 2015 Condition Report states that many of the buildings and built features, particularly the follies, are in need of restoration. Landscape restoration works are urgently needed and conservation of the park's key historic features. This work will prevent further deterioration as well as allow them to be understood and enjoyed. The hidden and underappreciated heritage of the park will be revealed during the project.
- 4.5. Car parking often reaches capacity quickly on peak days resulting in parking on the verge of Middle Park Way, which is not the safest option and reduces the flow of traffic, resulting in congestion. Visitors paying to enter the farm currently receive a refund for parking and the overall honesty rating for those paying is 40%, demonstrating the need for an improved payment system.
- 4.6. Highbury College use some of the existing buildings to run courses out of the park. The site is also a valued location by the Beacon Community Partnership, who have a temporary building within part of the parkland.
- 4.7. The parkland project at Staunton is to be developed in two phases. The development phase is underway to determine requirements. The delivery phase will implement the project. The costs and funding are broken down as follows:

|                                 |                  |                   |
|---------------------------------|------------------|-------------------|
| Development Phase<br>(underway) | HLF              | £122,700          |
|                                 | HCC              | £40,000           |
|                                 | Phase Sub Total  | <b>£162,700</b>   |
| Delivery Phase                  | HLF              | £2,850,000        |
|                                 | Highbury College | £350,000          |
|                                 | HCC              | £910,000          |
|                                 | Phase Sub Total  | <b>£4,110,000</b> |
| <b>Total Project Cost</b>       |                  | <b>£4,272,700</b> |

Every £1 of match funding from the County Council generates £3.75 of grant funding from HLF/BIG Lottery.

4.8. The capital costs of the delivery phase are broken down as follows:

|                                       |                   |
|---------------------------------------|-------------------|
| Restoration of follies & terrace      | £332,000          |
| Conversion of Victorian Coach House   | £145,000          |
| Conversion of stable block to toilets | £212,000          |
| Demolition of old toilets             | £10,000           |
| Landscape restoration                 | £645,000          |
| Sawmill yard & Storey Gardens         | £15,000           |
| New teaching building                 | £550,000          |
| Cafe and services                     | £142,000          |
| New car park                          | £710,000          |
| Contingency                           | £287,300          |
| Inflation                             | £390,000          |
| <b>TOTAL</b>                          | <b>£3,438,300</b> |

Note that these costs include property fees

4.9. The revenue costs of the delivery phase associated with the project are:

|                                       |                 |
|---------------------------------------|-----------------|
| Interpretation                        | £180,000        |
| Equipment and materials               | £37,000         |
| Professional fees                     | £179,200        |
| New staff                             | £198,000        |
| Staff & volunteer training and travel | £26,500         |
| Activities and events programme       | £51,000         |
| <b>TOTAL</b>                          | <b>£671,700</b> |

4.10. It is anticipated that there will be an increase in revenue costs associated with running the new visitor hub, which will be covered by the increased income expected from car parking.

4.11. As a separate project £300,000 has been invested at the farm attraction to improve the paths and play equipment. £150,000 has also been allocated to improve the café. This will contribute to the overall improvement of the park giving a total investment of £4.723m.

4.12. The benefits the project will bring are as follows:

- A new visitor centre with facilities, information and interpretation to significantly increase the number of people experiencing the parkland' both as visitors and volunteers encouraging them to explore, enjoy, understand and become involved with the park.
- Connect local residents from the surrounding housing estate with their shared heritage of the Estate, placing the park at the centre of their community and providing a range of new activities and opportunities for them to become engaged and involved; creating a park that will be as vibrant in the future as it was in the past.

- Greater free to access opportunities for play.
- Relocating and enlarging the car park to increase dwell time and create a full day visit by broadening the offer to include the farm and the parkland.
- Installation of an Automatic Number Plate Recognition (ANPR) system to manage car parking payments, giving visitors the opportunity to more accurately pay for the time they have spent on site.
- Expansion of catering outlets within the parkland and farm. The café will be improved within the farm to make it more attractive and meet the needs of those visiting.
- Meet at estimated £275,000 of the existing condition liability, which if left unaddressed could result in further deterioration and increase in cost to repair.
- The project will also work in partnership with Highbury College to provide a more suitable venue for on-site vocational training with practical tuition and work on the landscape of the parkland.

#### Consultation

- 4.13. We are working closely with our user groups, the Access Group (including cyclists, dog walkers and local residents), Anglers, Education Members, Young Ambassadors and a Chinese heritage interest group. Representatives of each of these groups have been invited to join the newly formed Friends of Staunton and will play a significant role in the development and delivery of the project.
- 4.14. Throughout the planning of this project we have worked closely with many of our partners/ stakeholders including the Beacon Community Partnership, Highbury College, Portsmouth Water and engaged with the Staunton Panel.

#### Risk

- 4.15. That the planning consent for car park relocation at Staunton is not granted and possible additional costs for on-road improvements. The architect is in communication with highways and appointment of a Transport Engineer will allow costs to be accurately estimated.

### **5. Queen Elizabeth Country Park**

- 5.1. Queen Elizabeth Country Park is a key gateway to the South Downs National Park and a major recreation site serving the A3 corridor and beyond. With three hills over 600ft and 766 hectares of open access land the park dominates the surrounding landscape. The eastern part of site has a strong mountain biking focus and the park sits directly on the South Downs Way National Trail. Butser Hill National Nature Reserve sits in the western half and is an iconic local landmark. As the highest point on the South Downs (270m) it also provides exceptional panoramic views of the surrounding area.
- 5.2. There is mixed ownership across the site with a working partnership between HCC and the Forestry Commission. The county council owns approximately 300 hectares of land (west of the A3), with the main visitor

facilities and car park (east of the A3) leased from the FC on a 50 year lease. The remainder of this land is managed jointly with the FC managing the woodland, while HCC provides visitor facilities within it. Head Down is used for mountain biking and other events including off-road motorcycles, and is an important part of the recreation offer. Butser Hill has minimal visitor infrastructure with only a car park and catering kiosk (toilets are currently closed).

- 5.3. There are a range of different users on site including families with children, cyclists (mountain bikers in particular) and those wanting to keep fit (park run group and triathletes). The park is also popular with the armed forces that often use the site for training. The site is well connected to the public rights of way network, providing a welcome stop off on long distance trails, and will soon have a dedicated cycle route from Petersfield.
- 5.4. The visitor centre is poorly laid out and uninspiring, with a distinct lack of welcome and information about the park and what's on offer. A new more structured and coherent approach to interpretation is required that helps visitors to understand the importance of QECP in terms of its heritage and nature conservation value and as a gateway to the South Downs National Park. This is also important to highlight the different trails and opportunities across the park, which visitors are not always aware.
- 5.5. The education programme and pre-school activities are successful, however the existing education room is inadequate and is beyond the end of its design life. As it is a temporary building it is not a priority for maintenance and a result may become unusable in the future.
- 5.6. Play equipment is well used however it is now tired and in need of replacement. There is high demand for adventure and natural play and the potential for play to become the primary reason why people visit.
- 5.7. For the Forestry Commission investment in the park is a key part of the lease renewal and the County Council has committed to invest at least £1m into the park within the first 5 years of the lease period. The South Downs National Park Authority are eager to work with HCC to transform QECP as a hub and a gateway into the National Park, as well as provide them with an important base to work from. If this cannot be delivered it is possible that the team would relocate to the central office in Midhurst reducing park's rental income.
- 5.8. Car parking adjacent to the visitor centre often reaches capacity quickly on peak days. There is space for overflow parking, but this is not marked with no visible information on how to pay. The overall honesty rating for those paying is 46%, demonstrating the need for an improved payment system.
- 5.9. The funding envelope for the park is made up of confirmed funding of £1.7m from HCC and £163,000 Army Covenant Grant, together with anticipated contribution of, £250,000 from SDNPA and £850,000 from M3 Local Growth Fund. This gives a total project budget of just over £3m. Every £1 of County Council capital generates an additional 70p in grant funding.

5.10. The capital investment is broken down as follows:

|   |                   |
|---|-------------------|
| Visitor Centre refurbishment – welcome space, café, area for commercial let and toilets | £1,230,000        |
| New office space  | £900,000          |
| New play area, fitness/ assault course and dog agility trail                            | £330,000          |
| Car park improvements   | £190,000          |
| Interpretation and signage  | £113,000          |
| Drainage upgrade (septic tank)  | £110,000          |
| Education space (including removal of old one)  | £140,000          |
| <b>TOTAL</b>  | <b>£3,013,000</b> |

Note that these costs are exclusive of VAT and include fees

5.11. The benefits the project will bring are as follows:

- A transformed visitor centre including improving the welcome entrance, relocating and increasing the size of the café to create a more enjoyable experience and higher usage (including an outdoor sheltered area) and developing space for tourism based businesses; that will all contribute to the park's income generation.
- Encourage new visitors as well as help the park to cope with the existing number of visitors it can presently manage.
- Encourage greater self exploration and increase dwell time to create an all day visit from both the local community and those that travel from further afield.
- The play features of this project will be delivered via the Forts and Fleets project currently underway. This will create a new fitness/ assault course, a dog agility trail and community space. This particular project will be completed working alongside partners from the armed forces and is part funded by a £163,000 Army Covenant fund grant.
- Installation of an Automatic Number Plate Recognition (ANPR) system to manage car parking payments, giving visitors the opportunity to more accurately pay for the time they have spent on site.
- Increased revenue from car parking with a compliance rate of around 99%.
- Meet an estimated £420,000 of the existing condition liability, which if left unaddressed could result in further deterioration and increase in cost to repair.
- The investment made at Queen Elizabeth would result in this park becoming cost neutral, with a forecasted surplus of £97,000 by the end of 2018/19, which increases to £158,000 by 2020/21, as demonstrated in Appendix 2.
- The project will enable the park to become a major flagship visitor attraction for the south east and local area, helping to ensure it thrives as a self-financing tourist business.
- Multi-use learning space for formal and informal groups as well as private hire and functions in order to maximize use of the space and generate income.

- The project will also improve working relationships with important partners.

### Consultation

- 5.12. Over 650 visitors and stakeholders responded to surveys undertaken to assist in understanding the needs of visitors, stakeholders and the local community. The consultation process was completed through web based surveys and face to face discussions at the park.
- 5.13. There has been more detailed consultation with key strategic partners including the Forestry Commission (landowner, with a team based at the park) and South Downs National Park Authority (funding partner, with a team based at the park). The latter was closely involved in the development of the funding application to the EM3 as well as a key funder in the overall development of the park.
- 5.14. Throughout the development of the Forts and Fleets project there was significant consultation with representatives from the armed forces. This will continue as the project progresses working closely with experts from these groups, e.g. physical training instructors. Armed forces families as well as park visitors will be involved in developing the play aspect of the project. Groups that use the park for fitness and training will also be consulted as well as dog groups that will also benefit from the new facilities.

### Risk

- 5.15. At Queen Elizabeth the land within the Park leased from the freeholders (Forestry Commission) is presently out of lease. Negotiations to renew this agreement are ongoing and should be completed by the end of 2016.

## **6. Recommendations**

That the Executive Member for Policy and Resources:

- 6.1 Recognises the progress made with the Country Park Transformation programme and endorses the programme to continue with the development of each park project.
- 6.2 Approves from the Policy and Resources Country Parks Transformation capital programme allocation:
- i) A contribution of £910,000 to deliver the transformation of Staunton country park, with a total scheme of £4.1m.
  - ii) A contribution of £1.75m to deliver the transformation of Queen Elizabeth country park, with a total scheme of £3m.
- 6.3 Approval is given to procure and enter into the necessary contractual arrangements to implement the two schemes set out in this report.

**CORPORATE OR LEGAL INFORMATION:****Links to the Corporate Strategy**

|   |     |
|---|-----|
| <b>Hampshire safer and more secure for all:</b> | no  |
| <b>Maximising well-being:</b>                   | yes |
| <b>Enhancing our quality of place:</b>          | yes |

**Other Significant Links**

| <b>Links to previous Member decisions:</b>                  |                  |             |
|---|------------------|-------------|
| <u>Title</u>  | <u>Reference</u> | <u>Date</u> |
| Transforming our Country Parks – Case for Future Investment | 5362             | 12/12/13    |
| Royal Victoria Country Park Chapel                          | 6424             | 12/03/15    |
| Project approval for Lepe and Royal Victoria wider park     |                  | 20/10/15    |

**Section 100 D - Local Government Act 1972 - background documents**

**The following documents discuss facts or matters on which this report, or an important part of it, is based and have been relied upon to a material extent in the preparation of this report. (NB: the list excludes published works and any documents which disclose exempt or confidential information as defined in the Act.)**

DocumentLocation

None

## **IMPACT ASSESSMENTS:**

### **1. Equality Duty**

1.1. The County Council has a duty under Section 149 of the Equality Act 2010 ('the Act') to have due regard in the exercise of its functions to the need to:

Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act;

Advance equality of opportunity between persons who share a relevant protected characteristic (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, gender and sexual orientation) and those who do not share it;

Foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

#### **Due regard in this context involves having due regard in particular to:**

The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;

Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;

Encourage persons sharing a relevant protected characteristic to participate in public life or in any other activity which participation by such persons is disproportionately low.

### **1.2. Equalities Impact Assessment:**

An Equalities Impact Assessment for the Transformation Programme has been completed and can be viewed via the attached link.

<http://www3.hants.gov.uk/rh-equalities>

Detailed Equality Impact Assessments will be completed as part of each project start-up.

### **2. Impact on Crime and Disorder:**

2.1. No significant impact has been identified in the development of this report.

### **3. Climate Change:**

3.1. This will be considered as part of each park project.

**CPT Programme Spend Profile**

| <b>Programme Spend Profile</b>                |         |         |         |         |         |         |        |
|---|---------|---------|---------|---------|---------|---------|--------|
|   | 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>Expenditure</b>                            |         |         |         |         |         |         |        |
| <b>RVCP</b>                                   | 0       | 142     | 0       | 1,000   | 2,135   | 0       | 3,277  |
| <b>Lepe</b>                                   | 0       | 0       | 68      | 850     | 1,850   | 0       | 2,768  |
| <b>QECP</b>                                   | 0       | 0       | 0       | 0       | 3,013   | 0       | 3,013  |
| <b>Titchfield</b>                             | 0       | 0       | 0       | 5       | 0       | 45      | 50     |
| <b>MFCP</b>                                   | 0       | 30      | 0       | 0       | 0       | 800     | 830    |
| <b>Staunton</b>                               | 0       | 0       | 93      | 370     | 150     | 4,110   | 4,723  |
| <b>Programme team</b>                         | 0       | 44      | 202     | 270     | 245     | 173     | 934    |
| <b>Other programme costs</b>                  | 0       | 136     | 151     | 65      | 35      |         | 387    |
| <b>Car parking system</b>                     |         |         |         |         | 500     |         | 500    |
| <b>Total Costs</b>                            | 0       | 352     | 514     | 2,560   | 7,928   | 5,128   | 16,482 |
| <b>Funding</b>                                |         |         |         |         |         |         |        |
| <b>External Funding</b>                       | 0       | 182     | 2,143   | 2,000   | 0       | 3,323   | 7,648  |
| <b>Capital Receipts</b>                       | 395     | 349     | 1,105   | 0       | 1,285   | 0       | 3,134  |
| <b>HCC Capital</b>                            | 0       | 0       | 0       | 3,543   | 1,268   | 889     | 5,700  |
| <b>Total Funding</b>                          | 395     | 531     | 3,248   | 5,543   | 2,553   | 4,212   | 16,482 |
| <b>In year (surplus)/deficit resources</b>    | (395)   | (179)   | (2,734) | (2,983) | 5,375   | 916     | 0      |
| <b>Cumulative (surplus)/deficit resources</b> | (395)   | (574)   | (3,308) | (6,291) | (916)   | 0       | 0      |

Revenue projections

| <b>ALL PARKS - REVENUE IMPLICATIONS</b>           | <b>Year 0<br/>2015/16<br/>£'000</b> | <b>Year 1<br/>2016/17<br/>£'000</b> | <b>Year 2<br/>2017/18<br/>£'000</b> | <b>Year 3<br/>2018/19<br/>£'000</b> | <b>Year 4<br/>2019/20<br/>£'000</b> | <b>Year 5<br/>2020/21<br/>£'000</b> |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|
| <b>Current Gross Running Costs</b>                | <b>2808</b>                         | <b>2808</b>                         | <b>2808</b>                         | <b>2808</b>                         | <b>2808</b>                         | <b>2808</b>                         |
| <b>Additional Running Costs</b>                   |                                     |                                     |                                     |                                     |                                     |                                     |
| Employee costs                                    |                                     | 6                                   | 48                                  | 156                                 | 228                                 | 228                                 |
| Premises expenditure                              |                                     | 35                                  | 175                                 | 283                                 | 295                                 | 295                                 |
| Transport costs                                   |                                     | -3                                  | -11                                 | -11                                 | -11                                 | -11                                 |
| Supplie and Services Expenditure                  |                                     | 139                                 | 353                                 | 389                                 | 236                                 | 236                                 |
| <b>Total Costs</b>                                | <b>2808</b>                         | <b>2985</b>                         | <b>3373</b>                         | <b>3625</b>                         | <b>3556</b>                         | <b>3556</b>                         |
| <b>Current Income</b>                             | <b>-2370</b>                        | <b>-2369</b>                        | <b>-2369</b>                        | <b>-2369</b>                        | <b>-2369</b>                        | <b>-2369</b>                        |
| <b>Income generation</b>                          |                                     |                                     |                                     |                                     |                                     |                                     |
| Car parking income                                |                                     | -102                                | -402                                | -919                                | -1048                               | -1048                               |
| Season tickets/Memberships                        |                                     | -29                                 | -37                                 | -46                                 | -66                                 | -66                                 |
| Entrance charges (inc. schools)                   |                                     | -61                                 | -107                                | -176                                | -176                                | -190                                |
| Education   |                                     | 0                                   | 0                                   | -3                                  | -6                                  | -6                                  |
| Catering  |                                     | -25                                 | -50                                 | -79                                 | -87                                 | -95                                 |
| Shop sales  |                                     | -7                                  | -12                                 | -14                                 | -29                                 | -29                                 |
| Hire of Facilities (inc. bbq, camping, room hire) |                                     | -1                                  | -7                                  | -11                                 | -11                                 | -14                                 |
| Commission and Concessions                        |                                     | -11                                 | -11                                 | -11                                 | -11                                 | -11                                 |
| Events and other Income (inc filming)             |                                     | -8                                  | -49                                 | -62                                 | -62                                 | -62                                 |
| Grants and unearned income                        |                                     | -105                                | -141                                | -149                                | 4                                   | 4                                   |
| Commercial Opportunities                          |                                     | 0                                   | 0                                   | -9                                  | -29                                 | -29                                 |
| <b>Total Income</b>                               | <b>-2370</b>                        | <b>-2718</b>                        | <b>-3185</b>                        | <b>-3848</b>                        | <b>-3890</b>                        | <b>-3915</b>                        |
| <b>Net Revenue Position</b>                       | <b>438</b>                          | <b>267</b>                          | <b>188</b>                          | <b>-223</b>                         | <b>-334</b>                         | <b>-359</b>                         |

| <b>STAUNTON COUNTRY PARK</b>                      | Year 0<br>2015/16<br>£'000 | Year 1<br>2016/17<br>£'000 | Year 2<br>2017/18<br>£'000 | Year 3<br>2018/19<br>£'000 | Year 4<br>2019/20<br>£'000 | Year 5<br>2020/21<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Current Gross Running Costs</b>                | 927                        | 927                        | 927                        | 927                        | 927                        | 927                        |
| <b>Additional Running Costs</b>                   |                            |                            |                            |                            |                            |                            |
| Employee costs                                    |                            | 0                          | 0                          | 45                         | 73                         | 73                         |
| Premises expenditure                              |                            | 0                          | 8                          | 48                         | 60                         | 60                         |
| Transport costs                                   |                            | 0                          | -1                         | -1                         | -1                         | -1                         |
| Supplies and Services Expenditure                 |                            | 0                          | 15                         | 18                         | 18                         | 18                         |
| <b>Total Costs</b>                                | 927                        | 927                        | 949                        | 1037                       | 1077                       | 1077                       |
| <b>Current Income</b>                             | <b>-807</b>                | <b>-806</b>                | <b>-806</b>                | <b>-806</b>                | <b>-806</b>                | <b>-806</b>                |
| <b>Income generation</b>                          |                            |                            |                            |                            |                            |                            |
| Car parking income                                |                            | 0                          | -22                        | -64                        | -74                        | -74                        |
| Membership  |                            | -25                        | -25                        | -25                        | -45                        | -45                        |
| Entrance charges                                  |                            | -72                        | -72                        | -93                        | -93                        | -107                       |
| Education   |                            | 0                          | 0                          | -3                         | -6                         | -6                         |
| Catering  |                            | 0                          | 0                          | -2                         | -10                        | -18                        |
| Shop sales  |                            | 0                          | 0                          | 0                          | -15                        | -15                        |
| Hire of Facilities (inc. bbq, camping, room hire) |                            | 0                          | 0                          | 0                          | 0                          | -3                         |
| Concessions                                       |                            | 0                          | 0                          | 0                          | 0                          | 0                          |
| Other - Events inc filming                        |                            | 0                          | 1                          | 1                          | 1                          | 1                          |
| Unearned income                                   |                            | 0                          | 13                         | 13                         | 13                         | 13                         |
| <b>Total Income</b>                               | <b>-807</b>                | <b>-903</b>                | <b>-911</b>                | <b>-979</b>                | <b>-1035</b>               | <b>-1060</b>               |
| <b>Net Revenue Position</b>                       | <b>120</b>                 | <b>24</b>                  | <b>38</b>                  | <b>58</b>                  | <b>42</b>                  | <b>17</b>                  |

| <b>QUEEN ELIZABETH COUNTY PARK</b>                | Year 0<br>2015/16<br>£'000 | Year 1<br>2016/17<br>£'000 | Year 2<br>2017/18<br>£'000 | Year 3<br>2018/19<br>£'000 | Year 4<br>2019/20<br>£'000 | Year 5<br>2020/21<br>£'000 |
|---|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| <b>Current Gross Running Costs</b>                | 436                        | 436                        | 436                        | 436                        | 436                        | 436                        |
| <b>Additional Running Costs</b>                   |                            |                            |                            |                            |                            |                            |
| Employee costs                                    |                            | -3                         | 20                         | 42                         | 42                         | 42                         |
| Premises expenditure                              |                            | 10                         | 48                         | 69                         | 69                         | 69                         |
| Transport costs                                   |                            | -4                         | -5                         | -5                         | -5                         | -5                         |
| Supplies and Services Expenditure                 |                            | 10                         | 37                         | 41                         | 41                         | 41                         |
| <b>Total Costs</b>                                | 436                        | 449                        | 536                        | 583                        | 583                        | 583                        |
| Current Income                                    | -351                       | -351                       | -351                       | -351                       | -351                       | -351                       |
| <b>Income generation</b>                          |                            |                            |                            |                            |                            |                            |
| Car parking income                                |                            | -39                        | -84                        | -284                       | -325                       | -325                       |
| Membership  |                            | 2                          | 2                          | 2                          | 2                          | 2                          |
| Entrance charges                                  |                            | 0                          | 0                          | 0                          | 0                          | 0                          |
| Education   |                            | 0                          | 0                          | 0                          | 0                          | 0                          |
| Catering  |                            | -16                        | -20                        | -23                        | -23                        | -23                        |
| Shop sales  |                            | 0                          | 0                          | 0                          | 0                          | 0                          |
| Hire of Facilities (inc. bbq, camping, room hire) |                            | -12                        | -12                        | -12                        | -12                        | -12                        |
| Concessions                                       |                            | -4                         | -4                         | -4                         | -4                         | -4                         |
| Other - Events inc filming                        |                            | -14                        | -21                        | -28                        | -28                        | -28                        |
| Unearned income                                   |                            | 18                         | 20                         | 20                         | 20                         | 20                         |
| Commercial opportunities                          |                            |                            |                            | 0                          | -20                        | -20                        |
| <b>Total Income</b>                               | -351                       | -416                       | -470                       | -680                       | -741                       | -741                       |
| <b>Net Revenue Position</b>                       | 85                         | 33                         | 66                         | -97                        | -158                       | -158                       |