

# Public Document Pack



## EXECUTIVE DECISION DAY NOTICE

Executive Member for Commercial Strategy, Estates and Property Decision Day

**Date and Time** Tuesday, 14th June, 2022 at 12.00 pm (or on the rising of BLAPP, whichever is the later)

**Place** Remote Decision Day

**Enquiries to** [members.services@hants.gov.uk](mailto:members.services@hants.gov.uk)

Carolyn Williamson FCPFA  
Chief Executive  
The Castle, Winchester SO23 8UJ

## FILMING AND BROADCAST NOTIFICATION

This decision day is being held remotely and will be recorded and broadcast live via the County Council's website.

## AGENDA

### DEPUTATIONS

To receive any deputations notified under Standing Order 12.

### KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

None

### NON KEY DECISIONS (NON-EXEMPT/NON-CONFIDENTIAL)

#### 1. **MANAGING HAMPSHIRE'S BUILT ESTATE** (Pages 3 - 22)

To consider a report of the Director of Culture, Communities and Business Services setting out the County Council's repair and maintenance priorities for the corporate and schools' estates for 2022/23.

#### 2. **BUSINESS SERVICES GROUP – 2021/22 ANNUAL REPORT AND ACCOUNTS** (Pages 23 - 40)

To consider a report from the Director of Culture, Communities and Business Services which seeks approval for the 2021/22 business plans for the Business Services Group (BSG) within the Culture, Communities and Business Services (CCBS) Department.

### Exclusion of Press and Public

To resolve that the public be excluded from the meeting during the following item of business, as it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during this item there would be disclosure to them of exempt information within Paragraph 3 of Part 1 of Schedule 12A to the Local Government Act 1972, and further that in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information, for the reasons set out in the report.

### **KEY DECISIONS (EXEMPT/CONFIDENTIAL)**

None

### **NON KEY DECISIONS (EXEMPT/CONFIDENTIAL)**

#### **3. PROPERTY SERVICES ASSET DECISIONS (Pages 41 - 60)**

To consider an exempt report from the Director of Culture, Communities and Business Services regarding formal transactions relating to County Council owned or occupied assets.

### **ABOUT THIS AGENDA:**

**On request, this agenda can be provided in alternative versions (such as large print, Braille or audio) and in alternative languages.**

### **ABOUT THIS MEETING:**

**The press and public are welcome to observe the public sessions of the decision day via the webcast.**

## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Executive Member for Commercial Strategy, Estates and Property
<b>Date:</b>	14 June 2022
<b>Title:</b>	Managing Hampshire's Built Estate
<b>Report From:</b>	Director of Culture, Communities and Business Services

**Contact name:** Rebecca Thompson

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**Email:** rebecca.thompson@hants.gov.uk

#### Purpose of this Report

1. The purpose of this report is to confirm the funding allocations for the County Council's repair and maintenance priorities and the high-level 2022/23 budgets for the corporate and schools' estates.
2. The report brings forward the high-level programmes of work and named schemes for approval; with project appraisals for named capital schemes included in the 2022/23 CCBS capital programme.
3. The report provides further update on the programme of work delivered under the [Public Sector Decarbonisation Scheme](#) (PSDS) that is concluding at the end of June and largely grant funded by the Department for Business, Energy and Industrial Strategy.
4. The report also provides an update on the ongoing impacts on the construction industry in terms of material availability and price inflation.

#### Recommendations

That the Executive Member for Commercial Strategy, Estates and Property:

5. Notes the confirmed funding allocations for the 2022/23 repairs and maintenance programmes for the corporate and schools' estates and approves the revised high level budget allocations.
6. Notes that the detailed programmes of works within each budget allocation will be approved by the Director of Culture, Communities and Business Services under Chief Officer financial delegations.

7. Approves the provision of £963,500 of additional Schools Condition Allocation (SCA) funding for the planned “SCOLA” re-cladding project at Nightingale Primary School, identified in the 2022/23 CCBS capital programme, giving a revised total scheme value of £2,478,000 as set out in paragraph 28 and in the project appraisal within Appendix 3.
8. Notes that the bid for Public Sector Decarbonisation Scheme (PSDS) funding to develop the pilot heat decarbonisation project at Heatherside Junior School was unsuccessful and therefore to continue to progress the pilot, £425,000 of 2022/23 Schools Condition Allocation (SCA) funding will be approved under Chief Officer Delegation as set out in paragraph 31 and in the project appraisal within Appendix 3.
9. Notes that the programme of work delivered via the PSDS completes at the end of June.
10. Notes the update on the construction industry market conditions and associated impacts on work being delivered across the County Council’s built estate.

## **Executive Summary**

11. Following approval of the high-level repairs and maintenance budget allocations for the corporate and schools’ estates in April, Property Services has begun delivery of work to address the highest maintenance priorities across the corporate and schools’ estates to ensure that the built estate is maintained in a safe, compliant and operationally effective condition to support the delivery of the County Council’s services.
12. The Schools Condition Allocation (SCA) grant was recently confirmed at £23.084 million and the overall Service Level Agreement (SLA) pooled fund for repairs and maintenance on the schools estate set at £14.209 million. A reconciliation of carry over from the 2021/22 budgets has been completed and the final budgets for both the schools and corporate estates are confirmed in this report, with programmes of work adjusted to match the confirmed funding.
13. More than £29.4 million of PSDS grant funded investment in the County Council’s corporate and schools’ estates is nearing its completion at the end of June 2022. This programme of energy saving measures to reduce carbon emissions supports the County Council’s climate change strategy and is improving building condition and reducing the associated health and safety risks across the estate.
14. The County Council continues to progress a strategy of decarbonisation of the built estate alongside its planned work to address maintenance liabilities. The SCOLA re-cladding project at Nightingale Primary School has been refined in scope since originally presented to the Panel to improve its immediate carbon efficiency and align with government guidance on ventilation, thermal comfort

and indoor air quality in schools. This scheme also includes considerations that will facilitate further heat decarbonisation in due course, through the replacement of gas boilers with heat pumps, at such time as condition necessitates or new grant funding becomes available.

15. It was recently announced that the County Council's most recent bid for funding under the PSDS was unsuccessful, with the scheme significantly oversubscribed. The work to evaluate the benefit of ground-source heat pump technology to replace gas boilers at Heatherside Junior School (as noted to the panel in April), remains of value and a summary of the planned alternative SCA funded pilot is noted in Appendix 3.

## 2021/22 Outturn Position

### Corporate Estate

16. The table below shows the confirmed outturn position for the 2021/22 corporate estate repairs and maintenance budgets.

2021/22 outturn position for corporate estate				
Funding Allocation	Budget	Committed	Projects in development	Total Allocated
	£'000	£'000	£'000	%
Policy and Resources Cash Limited Budget	7,259	7,259	0	100
CCBS capital allocation	1,003	138	865	100
CCBS additional funding	1,130	0	1,130	100
Accumulated R&M Reserve (carry forward)	2,749	597	2,152	100
R&M Reserve 21/22 contribution	545	545	0	100
Adult Health & Care health & safety priorities	3,448	1,585	1,863	100
<b>Total Funding</b>	<b>16,134</b>	<b>10,124</b>	<b>6,010</b>	<b>100</b>

### Schools estate

17. The table below shows the confirmed outturn position for the 2021/22 schools estate repairs and maintenance budgets.

<b>2021/22 outturn position for schools' estate</b>				
<b>Funding Allocation</b>	<b>Budget</b>	<b>Committed</b>	<b>Projects in development</b>	<b>Total Allocated</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>
SLA funding contributions	13,500	13,500	0	100
SCA grant 21/22 (confirmed)	23,391	0	17,386	74
SCA grant 20/21 (original allocation) – carry forward	11,783	8,301	3,482	100
SCA grant 20/21 (additional £8m) – carry forward	7,176	7,716	0	100
<b>Total Funding</b>	<b>55,850</b>	<b>29,517</b>	<b>20,868</b>	<b>90</b>

## **2022/23 Repairs and Maintenance Programmes**

### Corporate Estate

18. The confirmed 2022/23 funding allocations for the repairs and maintenance of the corporate estate are set out below. These have increased from the provisional values noted in the April report to the Panel, following confirmation of additional carry forward of accumulated reserve.

<b>2022/23 repairs &amp; maintenance funding for the corporate estate</b>		
<b>Funding source</b>	<b>Provisional Funding Apr 2022 £'000</b>	<b>Confirmed Funding Jun 2022 £'000</b>
Policy and Resources Cash Limited Budget	8,084	8,199
CCBS capital allocation (carry forward)	750	865
CCBS capital allocation 2022/23	334	219
CCBS additional funding (carry forward)	1,130	1,130
Accumulated R&M Reserve (carry forward)	2,375	2,152
R&M Reserve 22/23 contribution	545	545
Adult Health & Care health & safety priorities (carry forward)	907	1,863
<b>Total Funding</b>	<b>14,125</b>	<b>14,973</b>

19. Programmes of work have been adjusted with revised high level budget allocations provided below.

<b>Corporate Estate – 2022/23 budget allocations</b>		
<b>Programme</b>	<b>Provisional allocations Apr 2022 £'000</b>	<b>Confirmed allocations Jun 2022 £'000</b>
Building fabric reactive maintenance	1,792	1,704
Engineering reactive maintenance	3,024	3,024
Engineering cyclical servicing	930	930
Compliance inspections and monitoring	555	555
Health and safety priorities (non AHC)	1,056	1,056
AHC health & safety priorities (inc. carry forward)	907	1,843
Planned revenue works	4,777	4,777
Planned capital works (including carry forward)	1,084	1,084

<b>Total Funding</b>	<b>14,125</b>	<b>14,973</b>
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20. Property Services has continued to implement a condition and risk-based approach to prioritising and addressing maintenance requirements and health and safety risks across the built estate within the available funding. £1.5 million of the available 2022/23 funding has been committed to date to address reactive maintenance, compliance, risk management and planned maintenance priorities.
21. Planned programmes of work have been approved by the Director for CCBS under Chief Officer Delegations and a broad range of projects are progressing including phase 2 of the sea wall remedial works at the River Hamble, stocks and sail remedial work on Burleson Windmill and repair and conservation work at Fort Nelson. A further progress update will be provided to the Buildings, Land and Procurement Panel in the autumn.

#### Schools Estate

22. The Schools Condition Allocation (SCA) grant was confirmed in April at £23.084million, slightly lower than the £23.4m assumed in the 2022/23 capital programme and therefore budgets and programmes of work have been adjusted accordingly.
23. An increase of 4.5% was applied to the schools' maintenance Service Level Agreement (SLA) contributions for the forthcoming financial year. This increase will help offset the impact of increased costs being experienced across the maintenance function, driven by inflation and external market factors.
24. The confirmed funding allocations for the 2022/23 repairs and maintenance programme for the schools' estate are provided below.

<b>2022/23 repairs &amp; maintenance funding for the schools' estate</b>		
<b>Funding source</b>	<b>Provisional Funding Mar 2022 £'000</b>	<b>Confirmed Funding Oct 2023 £'000</b>
SLA funding contributions	13,500	14,209
SCA grant 22/23	23,391	23,084
SCA grant carry forward (projects in development)	20,042	20,868
SCA grant carry forward (contingency)	4,576	6,005
<b>Total Funding</b>	<b>61,509</b>	<b>64,166</b>



25. Based on the revised budgets, the programmes of work have been adjusted accordingly as follows:

<b>Schools Estate – 2022/23 Budget Allocations</b>		
<b>Programme</b>	<b>Provisional allocations Apr 2022 £'000</b>	<b>Confirmed allocations June 2022 £'000</b>
Building fabric reactive maintenance	3,752	3,952
Engineering reactive maintenance	6,617	6,970
Engineering cyclical servicing	1,699	1,790
Compliance inspections and monitoring	1,217	1,282
Health and safety risk management priorities	2,875	2,875
Vandalism prevention security patrols	179	179
Works to support decarbonisation of the schools estate	118	118
Warblington & Wavell Schools	1,486	1,486
Heatherside & Nightingale Schools	0	1,389
Building fabric - planned projects	11,446	11,446
Mechanical services – planned projects	2,502	2,502
Contingency for 2022/23 projects	5,000	5,000
SCA carry forward for identified projects >£500k	12,929	12,929
SCA carry forward for identified projects <£500k	7,113	7,939
SCA carried forward (contingency - to be allocated)	4,576	4,309
<b>Total Funding</b>	<b>61,509</b>	<b>64,166</b>

26. The projects to be delivered within the revised programmes of work will be approved by the Director for CCBS under Chief Officer delegations.
27. The SCOLA recladding project at Nightingale Primary School that was approved at the [Executive Member for Commercial Strategy, Human Resources and Performance](#) decision day in March 2021, is now progressing to site following a 2 stage open book procurement method with the Lot 3, Minor Works Framework contractor Greendale Construction. The pre-construction “Gateway” review revised its cost estimate with a updated scope that aligns

with BB 101 (government guidance on ventilation, thermal comfort and indoor air quality in school buildings) and that reflects the ongoing impact of market pressures. Appendix 3 provides further detail and also requests an increase in funding of £0.963 million from the SCA grant. The cost of the revised scope is now anticipated to be £2.478 million with work due to start on site this summer and complete in the summer of 2023.

### **Public Sector Decarbonisation Scheme**

28. The County Council is nearing the end of the current programme of decarbonisation work, funded by grants totalling £29.3million from the Department for Business, Energy and Industrial Strategy (BEIS) under their Public Sector Decarbonisation Scheme (PSDS).
29. Comprising 474 projects across the schools and corporate estate, progress on the programme has been strong with over 85% of all projects complete by the start of May 2022. All remaining PSDS funded projects are forecast to complete by the end of June 2022. Progress can be summarised as follows:
  - Window replacements at 82 sites, with 72 currently complete
  - Replacement of oil-fired boilers with gas at 17 sites not currently suitable for electric/heat pump conversion (with gas representing a lower carbon emission), with 15 currently complete
  - New heating control systems at 83 sites with 65 currently complete
  - Photo-voltaic panels at 254 sites, with 250 currently complete
  - Cavity wall insulation at 38 sites, with 15 currently complete
30. The County Council nominated a ground-source heat pump scheme at Heatherside Junior School in Fleet for consideration under the third phase of the PSDS scheme. Unfortunately it was not successful in securing funding in this latest round, which was heavily oversubscribed. However, as discussed with the Panel in April, the value of this project as a pilot remains and is important in assessing the viability of this technology for replacing gas boilers. It is therefore proposed to progress the scheme using SCA funding approved under Chief Officer Delegations. A summary of the work to be completed is provided in Appendix 3.

### **Impact of Market Conditions on Repairs and Maintenance Programmes**

31. The market situation as reported to the panel in April remains largely unchanged. Conditions in the construction industry are having an impact on cost and the ability to deliver programmes of work and this continues to be carefully managed. The latest Local Authority Maintenance indices from the BCIS (Building Cost Information Service) have forecast a 6.1% increase in costs from May 2021 to May 2022. They are also indicating a further 1.3% increase in the year from May 2022 to May 2023.

32. The ongoing war in Ukraine is causing uncertainty with the availability and cost of critical materials such as steel, iron, and timber. With the costs of energy also increasing, materials that require intensive energy input, such as, bricks, plastics and ceramics are likely to continue to rise as are the costs of transportation due to the cost of fuel.
33. There are currently no known risks within the Property Services supply chain in terms of organisations with Russian parentage or other links. The County Council's energy provider, Laser, has ended its supply agreements with Gazprom for all except existing fixed price agreements, however the County Council had no pre-existing fixed price contracts with links to Gazprom.

### **Conclusions**

34. Property Services continues to implement effective planned and reactive maintenance strategies that improve health and safety and address maintenance liabilities across the County Council's corporate and schools' built estates, within the available budgets.
35. £32 million of decarbonisation investment is completing across the corporate and schools' estates, funded by the £29.4 million of grant from the Public Sector Decarbonisation Scheme and a contribution from SCA.
36. The County Council is committed to achieving net zero emissions by 2050 and is actively seeking further grant funding to enable greater pace than is possible with existing budgets. Beyond grant delivered work, the County Council continues to develop and test its own strategies for decarbonisation and during the summer will begin piloting heat pump technology at Heatherside Junior School to prove viability where previous work has been carried out to improve thermal performance of the external envelope.
37. Furthermore, Property Services is adapting its approach to SCOLA recladding to align where applicable with the government guidance on ventilation, thermal comfort and indoor air quality in school buildings and ensuring that recladding projects consider and enable further heat system decarbonisation in the future.
38. The consequences of external factors, including the war in Ukraine, continue to have a substantial impact on the supply and cost of labour and materials across the construction industry. This is causing cost increases and some delays to programmes of work which continue to be managed across the County Council's built estate.
39. The priority allocation of repairs and maintenance budgets continues to address condition liabilities and carbon reduction across the estate. However ongoing investment and the ability to continue to secure external grant funding will be essential in the coming years to ensure that the estate remains safe and fit for purpose and to achieve the County Council's net-zero carbon emissions target by 2050.

## **Appendices**

- Appendix 1: Corporate and Legal Information
- Appendix 2: Impact Assessments
- Appendix 3: Project appraisals for named capital projects
- Appendix 4: Project appraisals site location plans

**REQUIRED CORPORATE AND LEGAL INFORMATION:****Links to the Strategic Plan**

Hampshire maintains strong and sustainable economic growth and prosperity:	yes
People in Hampshire live safe, healthy and independent lives:	yes
People in Hampshire enjoy a rich and diverse environment:	yes
People in Hampshire enjoy being part of strong, inclusive communities:	yes

**Other Significant Links**

<b>Links to previous Member decisions:</b>	
<u>Report:</u> <a href="#">CCBS Capital Programme January 2021</a> <a href="#">Managing Hampshire's Built Estate Report – 17/03/21</a> <a href="#">Schools Condition Allocation Projects – 20/07/21</a> <a href="#">Managing Hampshire's Built Estate Report – 11/10/21</a> <a href="#">CCBS Capital Programme 2022/23 to 2024/25</a> <a href="#">Managing Hampshire's Build Estate Report – 06/04/22</a>	<u>Date</u> 19/02/21 17/03/21 20/07/21 11/10/21 19/01/22 06/04/22
<b>Direct links to specific legislation or Government Directives</b>	
<u>Title</u> N/A	<u>Date</u> N/A

**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.)

<u>Document</u>	<u>Location</u>
None	

## **EQUALITIES IMPACT ASSESSMENT:**

### **Equality Duty**

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 by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) 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 protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are 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 in which participation by such persons is disproportionately low.

### **Equalities Impact Assessment:**

2.1 The expenditure identified in this report will ensure that the County Council's built estate continues to provide a safe, compliant and suitable environment for the delivery of public services. The programmes of work identified will have a positive impact on children of school age through improvements to school buildings and older persons in the County Council's residential care homes through delivery of planned health and safety and condition works.

## 2022/23 SCHOOLS CONDITION ALLOCATION – PROJECT APPRAISALS

### Nightingale Primary School – SCOLA Recladding

#### Overview

1. The project was originally identified to the [Buildings, Land and Procurement Panel](#) in March 2019 with an outline project appraisal and spend approval of £1,514,500 included in the [Managing Hampshire's Built Estate report](#) in March 2021, funded from the additional £8m of SCA grant announced late in 2020 in the 2020/21 financial year. A breakdown of existing and proposed revised funding for this project is noted in the financial section below:
2. The project will be delivered by Greendale Construction appointed through the Minor Works Framework, Lot 3 on a “two stage, open book” process. Following “Gateway” review at RIBA stage 2/3 (preconstruction phase), the current overall cost estimate has increased to £2.478 million with the addition of Natural Ventilation Heat Recovery (NVHR) units necessary to comply with current and predicted legislation and aligning with the guidance of BB 101 (Building Bulletin guidance on ventilation, thermal comfort and indoor air quality in school buildings). This estimate also reflects the outcome of market testing on recent similar projects including Wavell School.
3. Nightingale Primary school in Eastleigh was originally constructed as a one form entry primary school comprising a single storey hall, admin and kitchen block and a 2-storey teaching block. It was extended in 2004 and again in 2014 taking the capacity to 2 Form Entry (FE). The original SCOLA building is constructed using the ‘SCOLA 2’ system which comprises a steel frame, single glazed ‘Crittall’ type windows and an uninsulated flat roof.



4. Due to the north south orientation of the school building, the inadequate insulation to both wall and roof construction and the single glazing, the SCOLA elements of the existing building suffer from overheating in the summer months and cold temperatures during the winter months. The proposals will address these environmental conditions.
5. The original scope had sought to replace the roof finishes and the existing window systems and reclad the SCOLA elements of the primary school building. Through the design development stages, the proposals now include the provision of Natural Ventilation Heat Recovery (NVHR) units to the classrooms to comply with current and predicted legislation.
6. Aligning with Property Services' strategy to "future proof" its work for greater decarbonisation in due course, provision has been made to enable the inclusion of a Ground Source Heat Pump (GSHP) at such point as condition or available grant funding make it appropriate to renew its heating system. Rainscreen cladding to match the SCOLA reclad has been included for the 2004 extension which will create a cohesive external appearance for the whole school.
7. The updated scope now comprises:
  - Re-cladding the SCOLA building with high performance insulation and an outer covering of brick slip panels or timber cladding and replacing the existing glazing with a thermally improved performance glazing system.
  - Over-cladding of the 2004 extensions to the east and west of the SCOLA teaching block at the first floor with a timber rainscreen, however, the glazing is not proposed to be replaced.



- Over-roofing the roofs to the SCOLA element with insulation and a high performance roofing system.
- Installing brise soleil (sunshade) and canopy structures to the south facing teaching spaces together with a Natural Ventilation Heat Recycling (NVHR) system.
- Replacing the existing non-LED lighting with LED lighting to reduce the lighting energy demand of the school.

### **Climate Change Impact Assessment**

8. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
9. The Adaptation Project Screening Tool identifies that the predominant vulnerabilities are heat waves, high winds and extreme storms, arising from climate change, which could affect the building. The scheme is considered to have a low vulnerability in both factors, and a low vulnerability overall.
10. The carbon mitigation tool does not calculate emissions for refurbishment projects so is not applicable. However, the project will align with BB 101 (Building Bulletin guidance on ventilation, thermal comfort and indoor air quality in school buildings) incorporate the following features to reduce energy consumption and mitigate the impact of climate change:
  - Enhanced thermal insulation to the external envelope, both walls and roof.
  - Provision of NVHR to south facing teaching spaces
  - Provision of Brise Soleil and canopies to the southern elevation
  - Replacement of non-LED lighting
11. Work is planned to start on site with some minor enabling works in summer 2022 and the main works following into the Autumn. It is proposed to retain an existing double modular classroom onsite for the duration of the project to minimise operational impacts on the school and to facilitate a logical sequence of works. Work is scheduled to complete in the summer of 2023 at which time the temporary modular building will be removed.

### **Finance**

12. This project is brought back to the Buildings Land and Procurement Panel for review due the funding shortfall associated with the enhancement in scope and market testing of the proposals. The Executive Member for Commercial

Strategy, Estates and Property is requested to approve allocation of a further £963,500 of SCA grant to progress the project to site. The updated value of this project is now £2.478 million.

13. The funding currently approved for this scheme is as follows:

<b>Financial Provision for Total Scheme</b>	<b>Buildings £</b>	<b>Fees £</b>	<b>Total £</b>
Additional £8million P&R School Condition Allocation (SCA) 2020/21	1,300,000	214,500	1,514,500
<b>Total</b>	<b>1,300,000</b>	<b>214,500</b>	<b>1,514,500</b>

14. The revised anticipated cost for this project and amended proposed funding for the scheme is now as follows:

<b>Financial Provision for Total Scheme</b>	<b>Buildings £</b>	<b>Fees £</b>	<b>Total £</b>
Additional £8million P&R School Condition Allocation (SCA) 2020/21	1,300,000	214,500	1,514,500
P&R School Condition Allocation (SCA) 2022/23	858,000	135,500	963,500
<b>Total</b>	<b>2,158,000</b>	<b>350,000</b>	<b>2,478,000</b>

## Heatherside Junior School – Pilot Heat Decarbonisation Project

### Overview

15. The project at Heatherside Junior School was submitted for consideration under phase three of the Public Sector Decarbonisation Scheme (PSDS) in the Spring of 2022; but it was confirmed recently that the scheme had been oversubscribed and that this project had been unsuccessful in securing grant funding.
16. The submitted bid was reported to the Buildings, Land and Procurement Panel in April 2022 where the value of delivering the project as a pilot was supported and it was acknowledged that, if unsuccessful in the bid nomination, it would progress as an SCA funded pilot scheme.
17. The school was constructed in the 1960s and is a SCOLA 2 system build. The building was reclad in around 2016 and the overall fabric condition is very good. The existing heating system comprises gas fired boilers and a two pipe heating system which feeds radiators and fan convectors. The heating system dates from the early 1990's and is in a poor condition; the gas boilers are life expired and have been experienced regular breakdowns.



18. The project was originally selected as a pilot, as it met the PSDS grant funding criteria of replacing a life expired fossil fuel heating system with a low carbon/renewable heat source, in a building which had had fabric performance upgrades. The heating distribution system also required replacement due to its age and condition. The replacement of the distribution system is key to the

use of low temperature technologies such as Ground Source Heat Pump (GSHP) and Air Source Heat Pump (ASHP), which run at lower operating temperatures.

19. The building has been re-clad which has reduced the overall requirement for heat. This lower heat requirement brings the scheme into the heat pump affordability range for a pilot project, and would demonstrate a route to decarbonising SCOLA blocks through the use of heat pumps. The SCOLA estate represents around 35% of the Hampshire schools portfolio and, if successful, the principle could be replicated many times.
20. The proposed works will comprise: removing a life expired gas fired boiler installation including flues, pumps and control panel; installation of external bore holes, internal ground source heat pump equipment and interconnection with the existing plant room equipment; installation of a new control panel and associated ancillaries and sensors; replacement of existing fan convectors (required for use with low temperature heating systems like GSHP) and the associated electrical works and builder's work.
21. Work is planned to start on site in late July 2022 and complete by the end of September 2022 prior to the heating season. The school site will remain in use during the construction period and local management arrangements will be put in place to manage the health and safety impact to all users. The programme is planned to enable the bulk of activities to occur over the summer holiday period, minimising the impact on the school's normal operation.

### **Climate Change Impact Assessment**

22. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience impacts of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.
23. The Adaptation Project Screening Tool identifies that the predominant vulnerabilities are heat waves, high winds and extreme storms, arising from climate change, which could affect the building. The scheme is considered to have a low vulnerability in both factors, and a low vulnerability overall.
24. The carbon mitigation tool does not calculate emissions for refurbishment projects so is not applicable. However, the project which specifically targets carbon reduction, will incorporate the following features to reduce energy consumption and mitigate the impact of climate change:

- Ground source heat pump
- Controls and sensors
- Fan convectors suitable for low temperature heating systems

### Finance

25. The proposed funding for this scheme is as follows:

<b>Financial Provision for Total Scheme</b>	<b>Buildings £</b>	<b>Fees £</b>	<b>Total £</b>
P&R School Condition Allocation (SCA) 2022/23	354,875	70,125	425,000
<b>Total</b>	<b>354,875</b>	<b>70,125</b>	<b>425,000</b>



## HAMPSHIRE COUNTY COUNCIL

### Decision Report

<b>Decision Maker:</b>	Executive Member for Commercial Strategy, Estates and Property
<b>Date:</b>	14 June 2022
<b>Title:</b>	Business Services Group – 2021/22 Annual Report and Accounts
<b>Report From:</b>	Director of Culture, Communities and Business Services

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### Purpose of this Report

1. The purpose of this report is to provide Members with a summary of the financial and business performance of the three self-funding business units within the Culture, Communities and Business Services Department (CCBS) for the 2021/22 financial year. This report also includes an overview of the aggregated accumulated surpluses of the business units.

### Recommendation

That the Executive Member for Commercial Strategy, Estates and Property that:

2. The 2021/22 annual report and accounts for the Business Services Group be approved.

### Executive Summary

3. This report provides Members with a summary of the financial and business performance of the three self-funding business units, know collectively as the Business Services Group (BSG) in CCBS for the 2021/22 financial year. The three business units within BSG are:

- Hampshire County Council Catering Services (HC3S)
- Hampshire Transport Management (HTM)
- County Supplies.

4. The business units operate in a highly competitive environment and their continued trading performance is dependent on the success of their business development plans in retaining existing customer loyalty and winning new business. The Covid-19 pandemic continued to have an impact on levels of business especially for HC3S. Classroom feeding in some schools and pupil absence due to Covid infection and self-isolation reduced meal numbers, which remained below target for the year.
5. Despite these difficult trading conditions, the three business units worked hard to generate efficiencies, reduce headcount and other costs where possible, make appropriate use of the Government's job retention scheme ('furlough'), deliver their original 2021/22 business plan objectives and win new business.
6. The annual net trading surplus for BSG in 2021/22 was £1.809 million, compared to an original business plan target surplus of £837,000. This surplus was achieved by the business units delivering £972,000 of cost reduction (primarily from high staff vacancies in HC3S) and corporate Covid-19 funding of £2.1 million to cover the net loss of income as a direct result of the pandemic. The business units also claimed £406,000 from the Government's Contain Outbreak Management Fund (COMF), which offset some specific additional Covid-19 costs.
7. The businesses are continuing their work, in line with their business plans, to generate efficiencies, focus on customer retention, exploit digital technologies and win new business. The investment required for these business development programmes is funded by the accumulated surpluses generated by the business units and this ensures that no financial support is provided by the County Council for this investment. During 2021/22, BSG invested £399,000 in new initiatives and projects. In addition, £164,000 was drawn down from the £350,000 that had been carried forward as an underspend on the schools Catering Support pooled fund in 2020/21.
8. The balance on the accumulated surpluses was £7.02 million at the end of the year. This was an increase of £1.69 million during the year, of which £261,000 related to the 2021/22 underspend on the schools catering support service level agreement (SLA) pooled fund. This fund is specifically reserved for equipment maintenance and replacement for schools which buy into the SLA.
9. The key priority for BSG in 2021/22 has been to continue to implement, and sustain, the HC3S financial recovery plan as previously reported to Members. The targets to reduce food costs, increase staff productivity and achieve savings through restructuring of the operational management and HQ back-office teams have been delivered or are on track. Meal numbers remained below target during the year due to the pandemic, but the overall trend is increasing.



10. BSG has also supported the delivery of County Council and Departmental initiatives and objectives during 2021/22 including:
- leading on three of the five climate change workstreams in CCBS.
  - replacing 11 diesel vehicles, at the end of their useful life, with fully electric vehicles (EVs), taking the total EVs in the fleet to 53.
  - transitioning all five HTM depot fuel locations to Hydro-treated Vegetable Oil (HVO) fuel from August 2021, reducing annual carbon (CO<sub>2</sub>) emissions by an estimated 1,207 tonnes.
  - expanding the use of HVO fuel to all County Supplies diesel goods vehicles, reducing their CO<sub>2</sub> emissions by 90%.
  - providing 10 million healthy and nutritious meals for primary school children during the year.
  - assisting Childrens Services with the short-term provision of both minibuses and drivers for home to school transport, to cover driver shortages caused by Covid-19 and to meet additional demand including transporting children from Afghan families to school.

### **Contextual information**

11. The three self-funding business units (HC3S, HTM and County Supplies) in CCBS are required to be financially self-sufficient by generating income through trading with the County Council, schools, other educational establishments and the wider public and third sectors in and around Hampshire. The income is intended to cover all costs, including relevant and appropriate departmental and corporate overheads. The business units are required to generate reasonable surpluses to enable them to invest in new initiatives to maintain competitiveness and business success.
12. The main aims of the business units are to provide good quality, value-for-money services to a wide range of internal and external customers, to be fully self-funding and to make a significant contribution to the County Council's corporate priorities.
13. BSG's primary trading focus is with customers in the education sector. Whilst trading is mainly with customers in Hampshire, Portsmouth and Southampton, the customer base extends into parts of Berkshire, Dorset (including Bournemouth, Christchurch and Poole), Isle of Wight, Surrey, West Sussex and Wiltshire.

### **Finance**

14. Turnover was £1.5 million (2.6%) below the target of £57.7 million, as a direct result of the Covid-19 pandemic continuing to impact on school meal

numbers, the volume of sales of office supplies and short-term vehicle hire. However, with costs 4.3% below target at £54.4 million, BSG achieved a surplus of £1.8 million for the year, compared to a target of £837,000. BSG took management action during the year to reduce operating costs where possible. Over £800,000 of the cost reduction was due to high numbers of vacancies in HC3S due to the difficulties in recruiting catering staff. This has led to significant workload pressures in the teams and has reduced meal uptake where a full service could not be provided on occasions. This cost saving is one-off and has contributed to the overall increase in surplus of £972,000 for the year.

15. The outturn includes £2.1 million of corporate funding to offset the net cost of the Covid-19 pandemic on the business units. The business units also claimed £406,000 from the Government's Contain Outbreak Management Fund (COMF). This offset some specific additional Covid-19 costs for the management of the Local Resilience Forum (LRF) PPE warehouse, the use of disposable catering items to enable schools to be 'Covid-19 Secure' in the provision of meals to pupils and delivery of lateral flow tests to all holiday activity and food schemes during the Christmas school holidays. The 2021/22 accounts for BSG are summarised in table 1 below and the summary accounts for each business unit are shown in appendix 1.

**Table 1 – Business Services Group Actuals 2021/22**

	<b>Target</b>	<b>Actuals</b>	<b>Variance</b>	<b>Variance</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>
Income	57,691	56,198	(1,493)	(2.6%)
Costs	56,854	54,389	(2,465)	(4.3%)
<b>Surplus / (Deficit)</b>	<b>837</b>	<b>1,809</b>	<b>972</b>	<b>116%</b>

16. Table 2 below illustrates the on-going impact of the pandemic on the business units. The key points to note for 2021/22 are:
- the Covid-19 pandemic reduced gross trading income by £4.1 million, but this was offset by Covid related reduced costs of £2 million, BSG claimed COMF funding of £0.4 million and job retention scheme funding of £96,000.
  - BSG would have made an overall deficit of £1.6 million without funding support from the Government's job retention scheme, COMF and corporate Covid-19 funding.

**Table 2 – Business Services Group Actuals 2021/22 - illustrating Covid-19 impact and funding**

	Target	Actuals (excluding Covid-19 funding)	Variance to target	Corporate Covid-19 funding	Job Retention Scheme	COMF	Actual Outturn
	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22	2021/22
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Income	57,691	53,588	(4,103)	2,108	96	406	56,198
Costs	56,854	54,389	(2,466)	0	0	0	54,389
<b>Surplus / (Deficit)</b>	<b>837</b>	<b>(801)</b>	<b>(1,637)</b>	<b>2,108</b>	<b>96</b>	<b>406</b>	<b>1,809</b>

17. HC3S's income was £3.5 million below target as the number of meals served was lower than target due to classroom feeding in some schools, pupil and staff absence due to Covid infection and self-isolation and lower income from ELL catering due to new ways of working. In addition to generating £24.8 million of income from Hampshire primary schools, £2.2 million relating to the catering support service level agreement pooled fund and £3.1 million from Hampshire secondary schools, HC3S continued to maintain a portfolio of schools outside Hampshire (£1.7 million) and non-school sites (£2.3 million).
18. The key priority for HC3S in 2021/22 has been to continue to implement, and sustain, the HC3S financial recovery plan as previously reported to Members. The targets to reduce food costs (at or below £0.80 per meal), increase staff productivity (up to 12 meals per hour) and achieve recurring annual savings of £255,000 through restructuring the operational management and HQ back-office teams have been delivered or are on track.
19. HTM's main loss of income of £211,000 was in spot hire as schools did not undertake as many trips out as they did before the pandemic, though the income was higher than in the previous year. Total income was £204,000 above target as other areas of the business (including workshops, fuel, vehicle disposal and driver training) performed well. The main income streams were:
- contract hire: £4.9 million
  - fuel: £1.3 million
  - spot hire: £0.6 million
  - workshop income: £0.7 million
  - driver training: £33,000.
20. County Supplies income from the warehouse operations was £153,000 (1.6%) below target due to reduced sales of office supplies because of the pandemic and new ways of working. Rebate income from the portfolio of

direct supply framework agreements performed well and was £18,000 above target. The main income sources were:

- stores turnover: £9.7 million
- rebate from framework agreements: £1.1 million
- catalogue advertising: £0.2 million.

21. As self-funding business units, BSG also covers the cost of relevant departmental and corporate support services. In 2021/22, BSG contributed over £800,000 towards the cost of corporate and departmental overheads.
22. The accumulated surpluses of the businesses provide a strategic reserve that help protect the County Council from financial risk in the event of adverse trading conditions and makes it possible for the businesses to invest in initiatives that retain customer loyalty and win new business. It also enables the replacement of assets and equipment, upgrading of technology and improving services. BSG's accumulated surpluses form part of the County Council's reserves. The 2021/22 movements on the accumulated surpluses for the businesses are summarised below.

#### **Accumulated Surpluses – movements 2021/22**

	<b>£'000</b>
<b>Surplus as at 01/04/21</b>	<b>5,328</b>
Business Services Group surplus 2021/22	1,809
Depreciation, interest and finance	176
Spending from accumulated surpluses	(399)
Spend from carry forward of Catering Support SLA pooled fund '20/21	(164)
Underspend on Catering Support SLA pooled fund '21/22	271
<b>Closing balance as at 31/03/22</b>	<b>7,021</b>

23. The accumulated surpluses increased by £1.69 million (32%) during 2021/22 to £7.02 million. The trading surplus of £1.8 million (including Covid-19 funding) accounted for the majority of the increase. £271,000 was also transferred to the accumulated surpluses from the underspend on the catering support service level agreement with schools. This is a pooled fund for equipment maintenance, servicing and replacement and was underspent for the second year running because of the impact of the pandemic on equipment replacement cycles. As this is a fund held on behalf of schools, this will be ringfenced for its intended purpose and will be fully spent in the next couple of years as HC3S catches up from the slippage on delivery of equipment and refurbishment projects. This fund will also enable HC3S to accelerate the replacement of sterilisers with dishwashers. As previously reported to Members, replacing a steriliser with a dishwasher reduces water consumption by 125,000 litres a year. £399,000 of investment was made in

line with the approved business plans in technology and IT system improvements and other efficiency projects.

24. Appendix 2 shows the details of the actual and planned spending from the accumulated surpluses in line with the approved business plans. All spending requires a business case approved by the CCBS Departmental Management Team and only items which are business critical or have a clear payback are included as commitments in 2022/23 and future years.
25. Taking account of future known commitments and earmarks relating to the Business Units' transformation, efficiency and business development programmes, there is currently an unallocated balance in the accumulated surpluses of £4.86 million. This is equivalent to just over four weeks of trading income.

### Performance and achievements 2021/22

26. BSG's actual performance against the target key performance indicators for 2021/22 is shown in table 3 below.

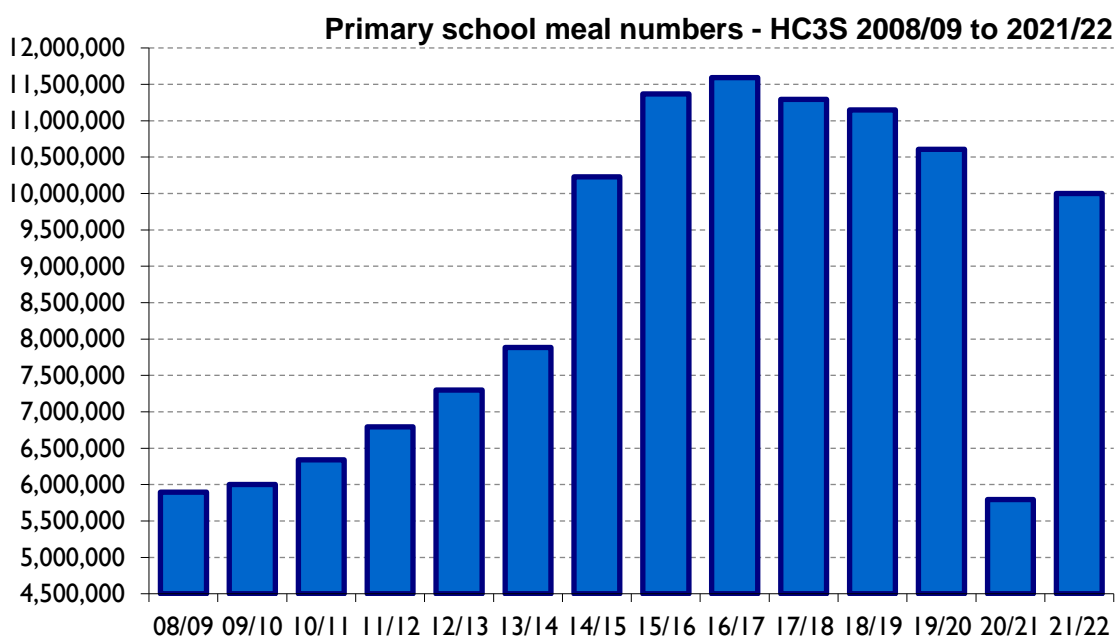
**Table 3 – Key Performance Indicators: Targets and Actuals for 2021/22**

<b>KPI</b>	<b>Target</b>	<b>Actuals</b>	<b>Variance</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
<b>HC3S</b>			
Primary school pupil meals uptake	55.1%	51.3%	-3.8%
Primary school food cost per meal	£0.80	£0.78	-£0.02
Unit labour cost as a % of income	56%	58%	+2%
<b>HTM</b>			
Pool car utilisation	90%	62%	-28%
Fleet downtime	1%	0.82%	-0.18%
Fleet size (external customers and schools)	350	353	+3
Contract hire conversion rate: quotes to orders	60%	100%	+40%
Driver training – number of delegates trained	150	344	194
<b>County Supplies</b>			
Stores turnover	£9.9m	£9.7m	-£0.2m
Stores purchase price inflation	+1.0%	+1.17%	+0.17%
Service levels – top 400 lines	98%	98%	0%
Deliveries on due day	>99%	94.2%	-4.8%

27. HC3S's meal numbers were below target as the Covid-19 pandemic continued to have an impact on meal uptake due to classroom feeding and

pupil absence. In addition, a high level of staff vacancies and absences has, on occasions, led to the service offer being reduced on a short-term basis at some schools, which has reduced the number of meals provided. Despite food cost pressures in the market, the cost per meal continues to be well managed at £0.02 below target and this is a key element of the financial recovery plan as previously reported to Panel. The work carried out by HC3S to reduce food costs has been achieved through smarter purchasing, improved supplier negotiation, careful product selection and identifying and removing unnecessary costs. This cost reduction programme has also included a focus on maintaining, and in some cases improving, food standards and quality. The unit labour cost was 2% above target as a percentage of income which was caused by income being lower than target.

28. 10 million primary school meals were provided in the year, which equates to over 50,500 primary school meals served on average each day by HC3S. The continuing impact of the Covid-19 pandemic is clearly illustrated in the chart below showing annual meal numbers since 2008/09.



29. During the year, HC3S mobilised a total of seven new contracts for the provision of catering services in primary and secondary schools, including two primaries outside of Hampshire. In addition, eleven new contracts were agreed with existing customers and a further four customers extended their current agreements. Unfortunately, HC3S lost business with ten primary schools and one secondary school during the year. In addition, Winchester Discovery Centre café transferred to Hampshire Cultural Trust (HCT) from February 2022.

30. The impact of these changes means that as at April 2022, HC3S was providing catering services to customers at 488 schools and 4 non-school

(commercial) sites. This is a net reduction of 10 customers during the year. Further details are shown in table 4 below.

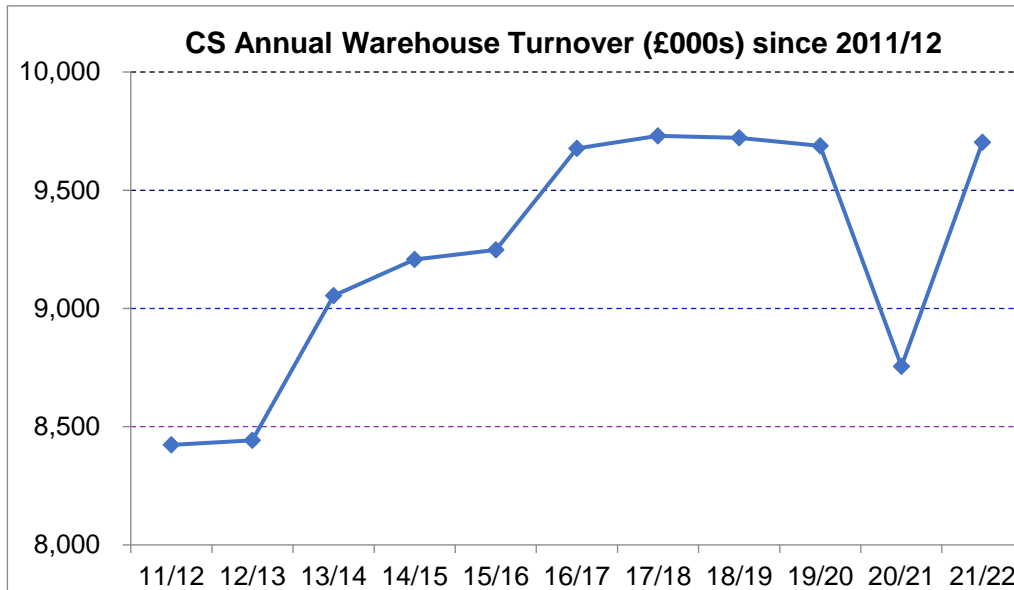
**Table 4 – HC3S customer numbers April 2019 to April 2021**

	<b>April 2020</b>	<b>April 2021</b>	<b>April 2022</b>
Hampshire Primary Schools	432	436	426
Outside Hampshire Primaries	42	44	43
Secondary Schools	17	17	19
Commercial Sites	7	5	4
<b>Total</b>	<b>498</b>	<b>502</b>	<b>492</b>

31. HC3S leads on the County Council’s food climate change workstream and during the year reduced red meat on menus by 50% and promoted non-meat options at the top of menus, which research has shown can increase take-up of these options. The aim is to promote food choices with reduced CO<sub>2</sub> emissions. HC3S replaced two of its diesel vehicles with electric vehicles reducing CO<sub>2</sub> emissions by 3.48 tonnes.
  
32. HC3S launched its new online portal for medically approved special diets in July 2021 enabling parents to register online for a child to have a tailored menu suitable for their food allergy, allowing them to eat school meals safely. This replaced a largely paper driven process and now involves parents and schools in an online menu approval process. HC3S also implemented a new school meals income (SMI) system which was fully rolled out in the last quarter of the year. This has streamlined processes and will also provide HC3S with more detailed management information about meal choices and will help to inform menu development and should assist with increasing meal uptake by tracking the popularity of each daily menu.
  
33. For the third year running, HC3S took part in the national ‘VegPower’ campaign to encourage children to eat more vegetables. More information on this campaign and some of the activities that were undertaken is on the [HC3S website](#).
  
34. HTM’s pool car utilisation was 28% below target partly due to the pandemic impact with reduced business travel but also because the externally provided fleet of new self-service electric vehicles on a pilot basis had significant teething problems with the self-service functionality. Now that the pilot has ended, HTM will be purchasing the electric vehicles directly and it will revert to a physical key entry system to improve customer experience. The KPIs for the number of external customer vehicles, contract hire conversion rate (quotes to orders) and the number of driver training delegates were all well above target which demonstrates good progress on HTM’s business development objectives.

35. Following a competitive tender process, HTM successfully retained the winter maintenance contract for National Highways' Area 3. This is an eight-year contract with an annual turnover of approximately £350,000.
36. HTM continues to lead on the travel and transport climate change workstream and during the year transitioned all five of its depot fuel locations to Hydro-treated Vegetable Oil (HVO), reducing annual carbon emissions (CO<sub>2</sub>) by an estimated 1,207 tonnes a year.
37. HTM assisted Childrens Services with the short-term provision of both minibuses and drivers for home to school transport, to overcome driver shortages caused by Covid-19 and to meet additional demand including transporting children from Afghan families to school.
38. Some further achievements for HTM during the year included:
  - Continued collaborative working with the Passenger Transport team has enabled further cost savings for the Home to School Transport scheme. To date this has saved the County Council over £310,000 a year, whilst increasing HTM's income.
  - Leased an additional seven gritters to the Hampshire Highways Services Contractor, increasing HTM's contract hire income and providing a saving to the Hampshire Highways contract as it replaced more expensive short term hire arrangements.
  - Created a Microsoft PowerApp that records MOTs and services carried out for private customers, which automatically sends an email reminder 30 days before their next MOT is due to encourage repeat business.
39. County Supplies' stores turnover was only £0.2 million below target due to the pandemic continuing to reduce the sale of some items, particularly office supplies. The warehouse turnover since 2011/12 is shown in the chart below and illustrates good recovery from the pandemic impact in 2020/21, with turnover returning to pre-pandemic levels of sales.





40. Stores purchase price inflation was only 0.17% above target, which is good performance in an inflationary market caused by the pandemic and other global events. This has been achieved through price negotiation, reviewing product selection and seeking alternative sources of supply.
41. Stock availability (service levels) hit target of 98%, though there was some delivery disruption due to staff absence and recruitment difficulties, especially for casual staff, which adversely affected deliveries on due day which was 4.8% below the 99% target.
42. As part of its on-going transport and distribution review project, County Supplies reduced the size of its fleet by six vehicles saving £36,000 a year.
43. County Supplies increased its customer base during the year, with the fleet of multi-functional devices (printers/copiers) leased to customers increasing by 51 (1%) taking the total to 5,341 devices. Most of this growth is from external customers including district councils, colleges and universities. The turnover on the food contracts has increased to over £19 million a year through an increase in the number of other local authorities using the County Supplies framework agreements. This includes Brighton and Hove, East Sussex, West Sussex, Southampton, Portsmouth and BCP councils.
44. County Supplies continues to lead on the County Council's product lifecycle climate change workstream as well as delivering its own sustainability programme. Some key achievements for the year include:
- Working with the supply chain to improve the environmental credentials of goods and services. 40% of contracts now include sustainability key performance indicators and 14% of all stock lines have sustainable credentials.

- The new packaging contract for the warehouse delivered an annual reduction of seven tonnes of CO<sub>2</sub> emissions.
  - County Supplies expanded the use of Hydro-treated Vegetable Oil (HVO) fuel to all County Supplies diesel goods vehicles as part of the climate change programme and this has reduced the CO<sub>2</sub> emissions for the County Supplies fleet by 90%.
45. Further support to the pandemic response was also provided by County Supplies during the year, including joint management (with the Emergency Planning Team) of the Local Resilience Forum (LRF) personal protective equipment (PPE) store and delivery of lateral flow tests to over 100 holiday activity clubs during the Christmas school holidays.
46. County Supplies procured 480 slow cookers and cookbooks and delivered them to community pantries across the county on behalf of Children's Services' holiday activities and food programme.

### **Apprenticeships**

47. HC3S has 22 staff undertaking an apprenticeship programme. Thirteen staff are completing a Level 2 Production Chef programme and three the Level 3 Senior Production Chef. Six staff are embarking on apprenticeships shortly, with four taking Level 2 Production Chef, one Level 3 Senior Production Chef and one Level 4 Hospitality Manager.
48. HTM has been a keen advocate of the apprenticeship scheme since 2006. During this time, HTM has enabled 26 apprentices to enhance their skills by fully completing their apprenticeships as either vehicle technicians or in business administration. There are currently eight apprentices in HTM, two of whom are due to complete their qualification in the coming year. 6 staff are undertaking Level 3 Vehicle Technician, one member of staff is on a Chartered Manager programme and one has recently started a Level 7 Senior Leader apprenticeship. This approach has underpinned the service succession planning, recruitment and retention strategies, with 23 staff being offered permanent positions to fill vacant posts once they have qualified. Without this pool of new talent and investment in learning, HTM would struggle to recruit in a challenging market.
49. County Supplies supported nine apprenticeships during the year. In the purchasing team, three staff successfully completed a Level 4 apprenticeship in Commercial Supply and Procurement, one member of staff began a Level 3 apprenticeship in Business Administration, and one member of staff is registered to begin a Level 4 apprenticeship in Project Management. Two members of the operations team undertook Level 3 Team Leadership apprenticeships, two other staff successfully completed their Business Administration apprenticeships (one at Level 2 and one at Level 3).

## **Climate Change**

50. Hampshire County Council utilises two decision-making tools to assess the carbon emissions and resilience of its projects and decisions. These tools provide a clear, robust, and transparent way of assessing how projects, policies and initiatives contribute towards the County Council's climate change targets of being carbon neutral and resilient to the impacts of a 2°C temperature rise by 2050. This process ensures that climate change considerations are built into everything the Authority does.

51. The climate change tools were not applicable to this decision report because this is a retrospective financial and performance report for the Business Services Group for the last financial year. It is not proposing any future changes to current service provision and therefore has a neutral impact on climate change.

## **Conclusions**

52. The performance of all three business units continued to be affected by the Covid-19 pandemic during the year, though the impact was much less than in the previous financial year. Due to high levels of staff vacancies, delivering a range of efficiencies, focusing on retaining customers and winning new business, the business units were able to deliver a financial surplus for the year, with the net impact of the Covid-19 losses being funded corporately by the County Council.

53. The business units have contributed to County Council initiatives and objectives during the year, including climate change, providing and promoting healthy and nutritious meals for school children and offering a range of apprenticeship opportunities. The businesses also supported County Council departments with specific projects, programmes and efficiencies and continued to provide support to the Covid-19 pandemic requirements.

54. BSG's business development plans, which focus on on-going efficiencies, exploiting digital technologies, meeting customers' changing expectations, retaining customer loyalty and winning new business remain critical to achieving on-going success and long-term financial sustainability. The business units operate in a highly competitive marketplace and have dealt effectively with increasing costs, supply chain issues and recruitment difficulties during the year to deliver a successful financial outcome and effective and efficient services to a wide range of customers in Hampshire and surrounding areas.

**REQUIRED CORPORATE AND LEGAL INFORMATION:**

**Links to the Strategic Plan**

**This proposal does not link to the Strategic Plan but, nevertheless, requires a decision because it enables the business units to demonstrate appropriate reporting mechanisms and to operate on a self-funding basis within the County Council's financial regulations.**

**Other Significant Links**

**Links to previous Member decisions:**

<u>Title</u>	<u>Date</u>
Business Services Group – Business Plans 2021/22	17 March 2021

**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.)**

<u>Document</u>	<u>Location</u>
None	

## **EQUALITIES IMPACT ASSESSMENT:**

### **1. Equality Duty**

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 by or under the Act with regard to the protected characteristics as set out in section 4 of the Act (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation);
- Advance equality of opportunity between persons who share a relevant protected characteristic within section 149(7) of the Act (age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation) and those who do not share it;
- Foster good relations between persons who share a relevant protected characteristic within section 149(7) of the Act (see above) 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 protected characteristic that are connected to that characteristic;
- Take steps to meet the needs of persons sharing a relevant protected characteristic that are 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 in which participation by such persons is disproportionately low.

### **2. Equalities Impact Assessment:**

This report outlines the financial position and performance of the Business Services Group for 2021/22 and therefore an Equalities Impact Assessment has not been considered necessary in the development of this report as it is not proposing any changes to current service provision and therefore will have no impact on groups with protective characteristics.

**CCBS Business Services Group  
Final Accounts 2021/22**

<b>Hampshire County Council Catering Services (HC3S)</b>					
	<b>Target</b>	<b>Actuals</b>	<b>Variance</b>	<b>Variance</b>	<b>Surplus as %age of income</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>	<b>%</b>
Income	37,711	36,079	(1,632)	-4.3%	
Costs	37,301	34,837	(2,464)	-6.6%	
<b>Surplus / (deficit)</b>	<b>410</b>	<b>1,242</b>	<b>832</b>	<b>228%</b>	<b>3.4%</b>

<b>Hampshire Transport Management (HTM)</b>					
	<b>Target</b>	<b>Actuals</b>	<b>Variance</b>	<b>Variance</b>	<b>Surplus as %age of income</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>	<b>%</b>
Income	7,936	8,200	264	3.3%	
Costs	7,916	8,105	189	2.4%	
<b>Surplus / (deficit)</b>	<b>20</b>	<b>95</b>	<b>75</b>	<b>375%</b>	<b>1.2%</b>

<b>County Supplies</b>					
	<b>Target</b>	<b>Actuals</b>	<b>Variance</b>	<b>Variance</b>	<b>Surplus as %age of income</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>	<b>%</b>
Income	12,044	11,919	(125)	-1.0%	
Costs	11,637	11,446	(191)	-1.6%	
<b>Surplus / (deficit)</b>	<b>407</b>	<b>473</b>	<b>66</b>	<b>16%</b>	<b>4.0%</b>

<b>Business Services Group</b>					
	<b>Target</b>	<b>Actuals</b>	<b>Variance</b>	<b>Variance</b>	<b>Surplus as %age of income</b>
	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>	<b>2021/22</b>
	<b>£'000</b>	<b>£'000</b>	<b>£'000</b>	<b>%</b>	<b>%</b>
Income	57,691	56,198	(1,493)	-2.6%	
Costs	56,854	54,389	(2,465)	-4.3%	
<b>Surplus / (deficit)</b>	<b>837</b>	<b>1,809</b>	<b>972</b>	<b>116%</b>	<b>3.2%</b>

<b>Business Services Group Forecast Accumulated Surpluses (Reserves)</b>	
	<b>(£'000)</b>
<b>Opening Balance as at 1st April 2021</b>	<b>5,328</b>
<b>Actuals for 2021/22</b>	
BSG deficit 2021/22	(298)
Corporate Covid-19 funding	2,107
BSG depreciation & capital charges	176
County Supplies e-commerce system re-procurement	(71)
HTM fleet management system re-procurement	(97)
HC3S school meal income system replacement	(141)
HC3S alternative delivery model - external consultancy	(67)
HC3S kitchen and servery improvements	(23)
HC3S Catering Support Pooled Fund ('20/21 underspend)	(164)
HC3S Catering Support Pooled Fund ('21/22 underspend)	271
<b>Balance as at 31 March 2022</b>	<b>7,021</b>
<b>Commitments for 2022/23</b>	
BSG target surplus 2022/23	775
BSG depreciation & capital charges	195
Traded Services Online & CRM system	(34)
HTM fleet management system re-procurement	(50)
County Supplies e-commerce system re-procurement	(229)
HTM Petersfield workshop refurbishment	(600)
HC3S kitchen and servery improvements	(50)
HC3S training software integration	(14)
HC3S Catering Support Pooled Fund ('20/21 underspend)	(186)
HC3S Catering Support Pooled Fund ('21/22 underspend)	(271)
<b>Forecast balance at 31 March 2023</b>	<b>6,557</b>
<b>Future known commitments</b>	
- HC3S mobile electronic catering devices refresh ('23/24)	(176)
- HTM provision for final year capital charges ('24/25)	(340)
<b>Earmarks and Contingencies (no commitments)</b>	
- BSG contingency (1.25% of '22/23 target turnover)	(712)
- County Supplies roof refurbishment building 3, Bar End	(350)
- County Supplies e-commerce phase 2	(120)
<b>Unallocated Balance</b>	<b>4,859</b>

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