

NOTICE OF MEETING

Meeting	Universal Services - Countryside and Regulatory Services Select Committee
Date and Time	Friday 24th March, 2023 at 2.00 pm
Place	Mitchell Room - HCC
Enquiries to	members.services@hants.gov.uk

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

FILMING AND BROADCAST NOTIFICATION

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AGENDA

1. APOLOGIES FOR ABSENCE

To receive any apologies for absence.

2. DECLARATIONS OF INTEREST

All Members who believe they have a Disclosable Pecuniary Interest in any matter to be considered at the meeting must declare that interest and, having regard to Part 3 Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore all Members with a Personal Interest in a matter being considered at the meeting should consider, having regard to Part 5, Paragraph 4 of the Code, whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, consider whether it is appropriate to leave the meeting while the matter is discussed, save for exercising any right to speak in accordance with the Code.

3. MINUTES OF PREVIOUS MEETING (Pages 3 - 10)

To confirm the minutes of the Countryside, Culture and Communities Select Committee that took place on 7 December 2022.

4. DEPUTATIONS

To receive any deputations notified under Standing Order 12.

5. CHAIRMAN'S ANNOUNCEMENTS

To receive any announcements the Chairman may wish to make.

6. INCOME GENERATION TASK & FINISH WORKING GROUP - SUMMARY OF FINDINGS (Pages 11 - 20)

To receive a report from the Director of Universal Services, which summarises the findings of the Income Generation Task & Finish Working Group.

7. WORK PROGRAMME (Pages 21 - 24)

To consider the Committee's forthcoming Work Programme.

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 attend the public sessions of the meeting. If you have any particular requirements, for example if you require wheelchair access, please contact members.services@hants.gov.uk for assistance.

County Councillors attending as appointed members of this Committee or by virtue of Standing Order 18.5; or with the concurrence of the Chairman in connection with their duties as members of the Council or as a local County Councillor qualify for travelling expenses.

Agenda Item 3

AT A MEETING of the Countryside, Culture and Communities Select Committee
of HAMPSHIRE COUNTY COUNCIL held at the castle, Winchester on
Wednesday, 7th December, 2022

Chairman:

* Councillor Rob Mocatta

* Councillor Jackie Branson	Councillor Alexis McEvoy
* Councillor Lulu Bowerman	Councillor Tanya Park
* Councillor Steven Broomfield	* Councillor Stephen Reid
* Councillor Pamela Bryant	* Councillor Ann Briggs
* Councillor Peter Chegwyn	
* Councillor Rod Cooper	
* Councillor Alex Crawford	
* Councillor Barry Dunning	
* Councillor Dominic Hiscock	
Councillor Hugh Lumby	

*Present

Also present with the agreement of the Chairman:

Councillor Russell Oppenheimer, Executive Member for Countryside, Culture and Communities.

Councillor Rob Humby, Executive Member for Policy, Resources and Economic Development

10. APOLOGIES FOR ABSENCE

Apologies were received from Councillors Hugh Lumby and Tanya Park.

Councillor Ann Briggs was in attendance and substituting as the Conservative Deputy Member.

11. DECLARATIONS OF INTEREST

Members were mindful that where they believed they had a Disclosable Pecuniary Interest in any matter considered at the meeting they must declare that interest at the time of the relevant debate and, having regard to the circumstances described in Part 3, Paragraph 1.5 of the County Council's Members' Code of Conduct, leave the meeting while the matter was discussed, save for exercising any right to speak in accordance with Paragraph 1.6 of the Code. Furthermore Members were mindful that where they believed they had a Personal interest in a matter being considered at the meeting they considered whether such interest should be declared, and having regard to Part 5, Paragraph 5 of the Code, considered whether it was appropriate to leave the meeting whilst the matter was discussed, save for exercising any right to speak in accordance with the Code.

There were no interests declared at this point in the meeting.

12. **MINUTES OF PREVIOUS MEETING**

The minutes of the meeting held on 7 November 2022 were agreed as a correct record and signed by the Chairman.

13. **DEPUTATIONS**

The Committee received five deputations relating to the item on the agenda about future proposals relating to Titchfield Haven National Nature Reserve:

Caroline Herbert

Caroline as a local resident, spoke against the proposals and highlighted the petition which had been submitted to save the Haven Centre (Haven House), and that the Centre had recently been listed as an Asset of Community Value (ACV), and the Hill Head Residents Association (HHRA) were in the process of registering as a charity to take over the Centre. HHRA had also been in communication with the Hampshire and Isle of Wight Wildlife Trust (HIWWT). She highlighted that the proposals had ignored the public's views and showed a lack of understanding for those who regularly visited the Centre, the residents who were dependent on it and the proposals were open to Judicial Review. Caroline stated that Alver Valley Country Park was not geographically close or offered the same experience as an alternative for residents to visit, and Haven House was a warm, safe and tranquil place.

Tracey Viney

Tracey as a local resident, and volunteer at the Nature Reserve, spoke against the proposals. She spoke about how many of the volunteers were local residents, elderly and living on their own, who value the Centre for social contact. She highlighted that the proposals were ill conceived, and would not be able to be delivered, such as the proposed hut, uncertainty of seasonal catering provision and future income from donations. Tracey stated that the findings of the recent Hampshire County Council (HCC) visitor survey indicated that some existing members would not renew their membership, visitor numbers would fall, and it was unrealistic to assume visitor numbers would remain high. She also highlighted that HCC would only achieve an annual saving of £60,000, which does not provide a best value solution. She emphasised that the volunteers were extremely concerned about the proposals, but if the sale of the properties did go ahead then it was essential that the proceeds did go to the Nature Reserve. Tracey concluded by requesting that the proposals should be rejected and the Service undertake a more robust options appraisal, complete a full cost benefits analysis on all the options and develop a more robust financial proposal.

Lynne Murray

Lynne Murray spoke as a local resident opposed to the proposals and referenced the four options which were part of the original business case. She highlighted that transferring Haven House to a third party was dismissed originally and now this has become an option in the decision report. Lynne stated that the HIWWT had confirmed in writing their interest, and she highlighted that Councillors should be asking for more information on the

proposals. She spoke about the projected savings as a result of the proposals, and spoke about this being dependent on donations received, and it was likely that some membership income would stop, this would mean that any projected SP23 savings for HCC would be reduced. HCC's net cash contribution figure was also queried as this had increased from the original business case to £76,000. Lynne concluded by emphasising the opposition of local residents, the proposals should be rejected, and that Haven House should be kept open for an extra six months whilst more communication takes place with HIWWT. She also highlighted that more information on income generating opportunities should be sought.

Councillor Pal Hayre (HCC Councillor for Fareham Crofton division)

Councillor Hayre, as the local HCC Councillor for the Fareham Crofton area, spoke against the proposals and emphasised that she spoke on behalf of many families and residents of the area. She highlighted that the area needed places like the café which brought people together, was a valued facility, and benefitted people's mental health. Councillor Hayre understood the budget concerns for HCC but stressed that this shouldn't be on the agenda for closure. As the local HCC Councillor, Councillor Hayre was unhappy not to be consulted on the proposals and had received hundreds of letters of concern about the proposals. She also queried why Haven Cottage had stayed empty for so long, and why Haven House had been neglected. In concluding, Councillor Hayre emphasised that an extension should be agreed to keep Haven House and its facilities open for another six months to explore alternative options.

Councillor Louise Parker-Jones (HCC Councillor for Bishopstoke and Fair Oak division)

Councillor Parker-Jones spoke against the proposals and highlighted the importance of the Nature Reserve and how much the café was valued by local residents, and the impact, particularly on the elderly, if the café closed. Councillor Parker-Jones also highlighted that the potential cost savings were low compared to other areas that HCC were looking at. She concluded by welcoming the potential opportunities with the HIWWT and HHRA but highlighted that the Executive Member decisions shouldn't be taken without HCC exploring further what these opportunities would mean.

14. **CHAIRMAN'S ANNOUNCEMENTS**

The Chairman was delighted to announce that Hampshire Library Service had been awarded the 'Library of Sanctuary' accreditation. Members heard that this award recognised the work of the Library Service to provide welcoming places of safety for all, and its work to offer sanctuary to people fleeing violence and persecution. The judging panel, which included individuals with lived experience of coming to Hampshire as refugees, were unanimous in their praise for the work that Hampshire's Library Service was doing, and commented particularly on the impressive connections that Hampshire's Library Service has made with partners across the region.

The Chairman also extended his gratitude to Sue Lapham and Felicity Roe who would both be leaving Hampshire County Council (HCC) this month. Members heard that Sue has worked at HCC for 36 years, and in the last few years has served the Committee in her capacity as Finance Business Partner for Culture,

Communities and Business Services (CCBS), whilst Felicity has worked at HCC for 29 years and held the role of Director of CCBS for four years. The Chairman highlighted that both will be very much missed, and on behalf of the Committee he thanked them for their dedication, sound advice and excellent leadership, and wished them well in the future.

15. **TITCHFIELD HAVEN NATIONAL NATURE RESERVE - FUTURE PROPOSALS (LESS EXEMPT APPENDIX)**

The Committee received a report of the Director of Culture, Communities and Business Services for pre-scrutiny, seeking the support of the Committee on proposals regarding the future of Titchfield Haven National Nature Reserve following a period of staff consultation and public engagement (Item 6 in the Minute Book). Support of the Committee was sought on proposals which would be considered by the Executive Member for Countryside, Culture and Communities and by the Executive Member for Policy, Resources and Economic Development at their respective Decision Days on 8 December 2022.

Members of the Committee were shown a presentation which highlighted key areas of the report. It was explained that the current operating model of the Nature Reserve was financially unsustainable with a net cost of £136,000 for the 2022/23 financial year. Attention was also drawn to the estimated running costs over the next three years and the level of investment needed for the Nature Reserve, Haven House and Haven Cottage. If no changes were made to the current operating model, and it was forecast that with costs increasing, this would mean a total pressure against budget of £1,831,000. Members heard that the option recommended was 'Option 4 – Change Focus' which would prioritise the Nature Reserve and manage without the café, visitor centre and shop. This would also reduce revenue costs, improve access and was the most viable option. Officers explained that by closing these facilities and selling Haven House and Haven Cottage, an estimated £2million of capital receipt would be generated. It was proposed that this would help to reduce revenue costs towards SP23, and invest in longer term management of the Nature Reserve by improved access, visitor experience and retaining a strong customer and volunteer offer.

Officers also presented details relating to the staff consultation which commenced on 27 September 2022, and Appendix C to the report outlined the main feedback and outcome of this consultation. In terms of staffing impact, it was highlighted that 50% of staff would retain their employment, and 50% would remain at risk of redundancy, and it was emphasised that officers had done their best to limit the impact on staff and find alternative employment for some. Members also heard details about the public engagement approach and the high level of feedback and good breadth of responses received from the public engagement survey. Members noted that a signed petition of 9991 signatories had been received opposing the closure of the visitor centre and café, but it was important to stress that the Nature Reserve itself wouldn't be closing and very few Nature Reserves have a café as part of their offer.

Officers highlighted the engagement that had taken place with organisations and elected representatives in order to explore any viable solutions. It was heard that the Royal Society for the Protection of Birds (RSPB) had confirmed that to enter into a partnership was not a strategic priority for them, whilst there had been contact with the National Trust no further communication had been received from them. In relation to the HIWWT, the Executive Member for Countryside, Culture and Communities confirmed that he had very recently received correspondence from the Chief Executive of the Trust which reinforced that the going concern of the café would make it difficult for them to develop their business plan, therefore ruling out taking this on, but they would put forward an Expression of Interest (EOI). The position of the HHRA was that they would put forward an EOI and proposals to work with the HIWWT.

Members of the Committee also heard that Haven House had recently been nominated as an ACV by HHRA, and Fareham Borough Council (FBC) had approved this on 11 November 2022 and the details relating to this were explained to Members, which could mean the disposal of Haven House could be delayed by up to six months. Officers concluded by highlighting amendments to the proposed recommendations as a result of public engagement feedback which included; provision of bike racks, exploring options for a seasonal catering offer, ensuring appropriate covenants and consideration of transferring to a third party.

In response to Members questions, it was confirmed that:

- There are currently nine National Nature Reserves in Hampshire, of which five are managed by HCC and four are managed by Natural England. An organisation must be approved by Natural England as being competent to manage a National Nature Reserve.
- The questions asked as part of the public engagement survey sought detailed responses and feedback to the proposals, rather than 'yes' or 'no' answers in support of the proposals.
- The ACV process would involve HCC informing FBC of the intention to sell Haven House which would then commence a six week period for an EOI to be received. If an EOI was received then a six month moratorium period commences, which would include the initial six weeks.
- The proposals will enhance visits to the Nature Reserve by the use of online ticketing, and maintaining engagement and working with visitors.
- The site is larger than the footprint of the Nature Reserve, with the future intention to create a wider land management plan for the area, support biodiversity and access to County farmland. Some minor investment would be needed to enable this.
- HCC do manage other Nature Reserves without cafes, and these Nature Reserves experience high number of visitors. The statutory requirement for HCC is to ensure the running and management of the National Nature Reserve only.
- The location of Haven House and Haven Cottage is unique, and if the proposals are agreed, then the expectation is that there will be strong interest in these buildings, but sensible offers would need to be made to HCC.

- One of the changes made to the initial proposals was to ensure more engagement with volunteer workers at the Nature Reserve, and to meet their needs whilst ensuring visitor support.

Councillor Pamela Bryant declared an interest at this point in proceedings as a Member of Fareham Borough Council.

- The overall energy costs generated by Haven House outweigh any income generated by the solar panels on the roof of the House, and the income from the solar panels goes directly to the National Grid.
- Officers confirmed that if any organisations came forward with an EOI and viable proposals for the running of Haven House and a café, then HCC would work with any third party organisation or community/residents association in taking this forward. Any such organisation/association would have to be proven competent to take this on, and any proposals be cost-neutral to HCC as set out in the report recommendations.
- Discussions have taken place with FBC around the impact on visitors of parking charges and possible parking passes for volunteers, but no proposals have been offered from FBC.
- HCC would welcome any proposals from HIWWT taking over liability and ownership of Haven House and the HHRA taking responsibility of running the café, but there hasn't been a viable proposal as yet put forward, and HCC can't be certain that this will happen.
- If a third party organisation submitted a proposal, then there would be potential to transfer proceeds from the sale of Haven Cottage as part of the negotiations.

Before the Chairman moved to debate, an additional recommended was proposed by Councillor Jackie Branson and seconded by Councillor Rod Cooper:

'That the Countryside, Culture and Communities Select Committee recommends to the Executive Member for Countryside, Culture and Communities and the Executive Member for Policy, Resources and Economic Development: that if Haven House and the Titchfield Haven National Nature Reserve are transferred to another party as a result of proposal made under paragraph 5 then that transfer should include Haven Cottage or the net proceeds of sale of Haven Cottage, subject to negotiations with the parties involved'.

Members of the Committee seemed supportive of this additional recommendation, but before a vote was taken on the additional recommendation and the other substantive recommendations, the Chairman moved to debate and the following points were made by Members:

- That the Committee had done its job well in pre-scrutinising the proposals, and there could be a window of opportunity to save the facilities through proposals from other parties, which would be welcomed by the wider public and users of the facilities.
- That it's recognised that HCC is in a difficult position with budgetary problems and trying to balance the books, but it does seem that there

could be a constructive way forward with potential proposals that may be submitted from other parties which don't involve costs to HCC.

- That there were concerns about closing Haven House whilst negotiations were taking place with interested parties, and it would be welcomed if this was kept open and the café run by volunteers.
- This is a good opportunity to involve the community going forward, and supporting the recommendations, with the additional recommendation, would be a good move towards this.

Following the debate, the Chairman thanked officers for their work and presentation of the report. The Chairman put forward the additional recommendation which was voted on and agreed unanimously.

The Chairman then put forward the recommendations as given in the report to the Select Committee, that the Countryside, Culture and Communities Select Committee support:

‘the recommendations being proposed to the Executive Member for Countryside, Culture & Communities as detailed in paragraphs 3 to 9 of the Decision Report’.

‘and the recommendations being proposed to the Executive Member for Policy, Resources and Economic Development as detailed in paragraphs 10 to 13 of the Decision Report’.

This was voted on and agreed unanimously.

RESOLVED:

- a) That the Countryside, Culture and Communities Select Committee supports the recommendations being proposed to the Executive Member for Countryside, Culture and Communities as detailed in paragraphs 3 to 9 of the Decision Report.
- b) That the Countryside, Culture and Communities Select Committee supports the recommendations being proposed to the Executive Member for Policy, Resources and Economic Development as detailed in paragraphs 10 to 13 of the Decision Report.
- c) That the Countryside, Culture and Communities Select Committee recommends to the Executive Member for Countryside, Culture and Communities and the Executive Member for Policy, Resources and Economic Development that if Haven House and the Titchfield Haven National Nature Reserve are transferred to another party as a result of proposal made under paragraph 5 then that transfer should include Haven Cottage or the net proceeds of sale of Haven Cottage, subject to negotiations with the parties involved.

16. EXCLUSION OF THE PRESS AND PUBLIC

As there was no requirement to go into exempt session, the press and public were not excluded from the meeting.

17. **TITCHFIELD HAVEN NATIONAL NATURE RESERVE - FUTURE PROPOSALS - EXEMPT APPENDIX**

The exempt appendix was considered as part of item 6 on the agenda without being directly referenced, and therefore there was no requirement to go into exempt session.

Chairman,

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Universal Services – Countryside and Regulatory Services
Date:	24 March 2023
Title:	Income Generation Task & Finish Working Group - Summary of Findings
Report From:	Patrick Blogg, Director of Universal Services

Contact name: Jo Heath

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Purpose of this Report

1. The purpose of this report is to provide a summary of findings from the Income Generation Task and Finish Working Group meetings held during 2022.

Recommendation(s)

2. That the Universal Services – Countryside and Regulatory Services Select Committee endorse the findings of the Income Generation Task and Finish Working Group.

Executive Summary

3. This report seeks to summarise the findings from the Income Generation Task and Finish Working Group meetings.
4. Income generation is essential for the services in scope to continue to deliver services for Hampshire's residents. The breadth of services is reflected in a wide customer base, ranging from schools and business through to uniformed groups and members of the public.
5. All services have a long history of generating income, seeking to increase the proportion of expenditure supported by revenue income and move towards cash neutral positions (where appropriate and not already achieved). The Covid-19 pandemic impacted each service to varying degrees, recovery is well underway, but pressures are still being felt in some areas.

6. Aligned to the former CCBS commercial strategy, Services have developed (or are in the process of developing) robust evidence-based business plans that will contribute to their SP25 planning.
7. Common themes for income generation are via fees and charges to the public (i.e. car parking, admissions, ceremonies), sales to schools (i.e. residential visits, outdoor education visits) and rental/leasing of assets. Many of the opportunities for future income generation build on these themes, with new/enhanced services being developed, price increases, concerted sales and business development activity, and further engagement with third party partners.
8. Investment in our digital offer is a key focus for the short term to ensure we keep pace with customer expectations, exploit new digital tools for customer engagement, and generate new income. From website development to membership systems and online sales platforms, there is a lot of activity underway or planned to enhance our digital capability.
9. Exploiting our assets was a common theme identified. There is a corporate asset strategy in development, which will likely provide a framework for further investigation of asset-related opportunities in due course.
10. As with any income generating activity, there is a risk that our Services may not be able to compete in their marketplace or provide financially sustainable products/services that meet the needs of our customers. Robust analysis and market research helps to minimise this risk, contributing to business plans and investment cases as required.
11. Overall, Members were interested to hear more about the income generating activities, providing valuable feedback and suggestions throughout the process. Officers appreciated the opportunity to engage with Members on this critical topic and to receive endorsement on their direction of travel.

Contextual information

12. Many Services within the former Culture, Communities and Business Services department are choose-to-use, meaning businesses and/or members of the public can choose to purchase from Hampshire County Council, or elsewhere, usually in a competitive market. The income generated through these activities is used to contribute towards the core costs of delivering our statutory responsibilities, maintaining our capacity and capability, and/or for reinvesting in our services for the benefit of Hampshire's residents.

13. The Income Generation Task and Finish Working Group is a working group of the Culture and Communities Select (Overview and Scrutiny) Committee, and the Terms of Reference and Membership were agreed at the Select Committee meeting of 29 November 2021. The scope of the work of the Task and Finish Working Group was to examine income generation of services within the former Culture, Communities and Business Services Department which fell within the remit of the Culture and Communities Select Committee and in the context of the SP23 programme.
14. The services falling within the scope of this work were Country Parks, Hampshire Outdoor Centres, Registration and Archives & Records. Libraries were in scope at the commencement of this Working Group but the organisational restructure towards the end of 2022 saw Libraries move into a new Directorate and outside the remit of this Group from 2023.
15. Over the course of 2022, each Service above was invited to present to the Task & Finish Working Group to provide an overview of their existing income generating activities and planned future activities. Members had the opportunity to ask questions and make suggestions throughout the presentations.
16. Terms of Reference for the Working Group can be found at [Terms of Reference.pdf \(hants.gov.uk\)](#)

Performance

Country Parks

17. Country Parks generated £6.4m income in 2021/22. This is predominantly through car parking charges, admission and membership fees and catering. Recent investment in the Parks through the Country Park Transformation Programme has enabled improvements to the physical aspects of the sites to enhance the customer offer, attract more visitors, who stay longer and spend more.
18. Each park has its own unique identity and customer base. Investments in the infrastructure have therefore been tailored to maximise the benefits. For example, Queen Elizabeth Country Park has seen investment in its cycling infrastructure, while Manor Farm has introduced a new indoor Play Barn for its younger family customer group.
19. In 2019 Countryside brought the catering in-house and development of this part of the customer offer is ongoing. Margins in catering are small but it is recognised that catering is an important part of the wider customer offer and

needs to meet customer expectations to help enable growth in visitor numbers, duration of stay, and levels of spend.

20. Income growth opportunities exist through the pricing of existing services (i.e. car parking, admissions), realigning staffing to the priority areas, develop and maximise catering income, further exploit physical assets and explore new third-party commercial arrangements.
21. Although Titchfield Haven has been part of the Country Parks group, in 2022 it was subject to a separate review as part of the SP23 programme, which has established an alternative future operational plan for the site, approved by Executive Members in December 2022. This will include the closure of the café and a team move from the Country Parks group to the Countryside Site group, which has a greater focus on land management and nature conservation.
22. Next steps will be to develop 3-5 year business plans for each Park with targets to deliver income growth and efficiencies where applicable.

Hampshire Outdoor Centres

23. The four Outdoor Centres have individual offers under an umbrella banner, providing a wide range of activities at different locations to suit different budgets. While predominantly aimed at the schools market, the centres are also used by uniformed groups, military families, businesses and members of the public.
24. Covid-19 had a significant impact on the Outdoor Centres. A large proportion of income is via schools' residential visits, which were forced to stop for a long period during the pandemic, only able to re-start towards the end of the 2021/22 academic year. Baseline income from 2019/20 was c.£3m across the four activity centres.
25. Prior to the pandemic, a Business Development Review was conducted to assess opportunities for growth. The key focus areas identified were: increase outdoor education market share, unlock the accommodation potential, and to attract more visitors who stay longer and spend more.
26. Work has already begun to develop the public offer, expanding on the camping provision, developing the café at Calshot, seeking to grow customer engagement through social media channels and investing in the sales team to drive growth in the schools residential market. Success is already being seen, and there is confidence that the Service can move towards a cash neutral position in the relative short term.

27. Actions are identified in the section below with a view to reporting back to the relevant Select Committee later in 2023 to demonstrate the impact of the income generating activity across the Hampshire Outdoor Centres.

Registration

28. Income is forecast to be c.£3.9m in 2022/23. This is generated through activities such as ceremonies at Hampshire County Council sites and approved venues, birth and death registration certificates, notice of marriage appointments, ceremony venue licencing and assessing and internally verifying accredited qualification for external registration authorities.
29. The Registration Service is in a strong financial position, despite substantial impacts on operations during the Covid-19 pandemic. Many ceremony events were postponed multiple times during the pandemic and consequently demand is currently high.
30. To maximise opportunities, the Service is considering what value-added products could be developed to enhance the customer offer and generate new income whilst balancing affordability. This includes commemorative certificates and out-of-hours appointments.
31. As well as seeking to grow existing income streams, future opportunities exist via the corporate asset strategy, development of a training academy for registrars and expanding to offer new types of ceremonies.

Archives & Records

32. Income is budgeted to be c.£214k in 2022/23. Almost half of this is generated via the Copy Certificate Service. Other notable income streams include copying archive documents, research, room hire, events, grants and donations, and venue/space leasing.
33. Digitisation of the collection, and making it available online for a fee, is a key opportunity for the future. A partnership with Ancestry has recently started, with the most popular archive collections being digitised and released via Ancestry on a pay-per-view basis, for which Hampshire receives a small commission. There is scope to expand this model in the future.
34. There is space available at Hampshire Record Office that could be leased/hired out, which will form part of the corporate asset strategy in due course. The lease at Hedge End Records Centre will end in February 2026, providing a saving to Property Services and this a quick win within the Corporate Asset Strategy

35. In addition, work is underway to realise a greater contribution from depositors towards the storage of material, either through donations or formal contracts.

Digital Offer

36. Digital development is a high priority in all areas. It is recognised that digitally accessible products and services are expected by our customers, and we must continue to build our digital offer to meet those expectations.
37. An example of this is Archives partnering with Ancestry to both support the digitisation of our archive material, and to provide a new income stream for the Service. Similarly, Hampshire Outdoor Centres made their camping available via a specialist third party digital platform to expand our reach and maximise our income generation via this new channel.
38. Significant work has taken place in recent years to improve our website platforms and expand our digital marketing; this work is likely to continue in order to keep pace with the competition. New Memberships and Bookings software is also in development for Hampshire Outdoor Centres and Country Parks to streamline and enhance data collection and usage alongside improvements to the customer journey.

Exploiting our assets

39. Income from exploiting our physical assets was a common theme across all of the services in scope, whether through consolidation, room hire, commercial rental, sponsorship or development of our offer. A wider corporate asset strategy is in development that will build on these opportunities
40. Generally, assets generate a relatively small proportion of income for each Service. The impact of Covid-19 has seen reduced demand for office space and room hire, albeit the relaxation of social distancing guidelines and partial returns to office workplaces is likely to restore some demand in this area.

Key risks

41. As with all income generation activities, there is a risk that we are unable to compete or provide services that are financially sustainable at a level that our customers are willing to pay. As standard within the business planning processes, all Services maintain a focus on the costs and income of the services they provide to maximise financial sustainability. Market, customer and competitor research also helps to inform business plans to ensure we are taking our wider landscape into account in our decision making process.

42. A common risk across all Services related to recruitment and retention. This is challenge being faced across the organisation and other industries. A greater focus on retention and development of staff is already in place within former CCBS services; the move to Universal Services may impact on this work in the short term but is unlikely to become less of a priority area.
43. A specific risk was identified relating to Registration and may also impact the copy certificate income from Hampshire Archive Service. The outcomes of a Law Commission review of the Marriage Act could be a risk to the income generated by the Service through ceremonies and venue licencing. However, it may also provide a new opportunity for training of celebrants. At this stage the outcomes are not known, but the Registration Service has formed a Working Group to monitor developments and react accordingly to protect income levels.

Actions arising

44. With regard to Country Parks, Officers took an action to explore additional opportunities for third-party pop-up shops/outlets. This will form part of the cyclical Country Parks business planning.
45. With regard to Hampshire Outdoor Centres, Officers took an action to liaise with New Forest District Council, New Forest National Park Authority and their Executive Member to seek advice on planning permission relating to the expansion of camping at Tile Barn Activity Centre. Officers will also continue to explore packaging of weekend breaks differently at Runways End.
46. Officers also took an action to explore opportunities and funding with the Brecon Beacons National Park Authority in relation to the Argoed Lwyd centre.

Conclusions

47. There is a long history of income generation across the Services forming part of this Working Group process. Income generation complements and contributes to the core functions of the organisation and provides high quality services to the residents of Hampshire.
48. Officers are committed to maximising income generating opportunities based on robust evidence and business plans, within the financial constraints of the organisation. Where investment is required to generate additional income, detailed business cases are developed. It was recognised that discretionary services should aim to become self-financing due to the financial pressures and necessity to prioritise statutory services.

49. The impact of the Covid-19 pandemic is still being felt, but services have recovered to a good level in a short space of time.
50. Grants and donations form a relatively small part of the income generation, and while they can be extremely useful, it is not an area we can rely on or confidently seek to grow. Several services such as Hampshire Archives do review grant funding opportunities and exploit these where appropriate to deliver service development projects; grant funding is rarely available to support core funding of services, however.
51. Income generation forms a key component of services' SP25 planning. The contribution of Members has been valuable in validating and, in some cases, challenging the direction of travel of each service and their income generation activities. Operating in competitive environments during challenging economic times means income generation is at least as important as it ever has been, in order to continue to offer the breadth and quality of service that Hampshire residents expect.
52. Officers are grateful for the interest Members have shown and the feedback received throughout the process.

Consultation and Equalities

53. No consultation has been required as part of this Working Group. Any service-specific activities that require consultations and/or Equality Impact Assessments would be dealt with on an individual basis outside of this Working Group.

Climate Change Impact Assessment

54. 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.

The carbon mitigation tool and climate change adaptation tool were not applicable because this report relates to a number of Services and their respective individual projects, which would be subject to assessment individually.

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

Links to previous Member decisions:	
<u>Title</u>	<u>Date</u>
Direct links to specific legislation or Government Directives	
<u>Title</u>	<u>Date</u>

Section 100 D - Local Government Act 1972 - background documents	
<p>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.)</p>	
<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:

- 2.1. It is considered the recommendations from the Task and Finish Group would have a neutral impact on protected groups. Any future changes to services looked at by the Task and Finish Group would be subject to a separate Equalities Impact Assessment.

HAMPSHIRE COUNTY COUNCIL

Report

Committee:	Universal Services – Countryside and Regulatory Services Select Committee
Date:	24 March 2023
Title:	Work Programme
Report From:	Director of People and Organisation

Contact name: Katy Sherwood, Senior Democratic Services Officer

Tel: 0370 779 5538

Email: katy.sherwood@hants.gov.uk

1. Summary

1.1. The purpose of this item is to provide the work programme of future topics to be considered by this Select Committee and discuss any other items that may need to be added.

2. Recommendation

That the Universal Services – Countryside and Regulatory Services Select Committee discuss and agree potential items for the work programme that can be prioritised and allocated by the Director of Universal Services in consultation with the Chairman of the Select Committee.

CORPORATE OR 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:	no
People in Hampshire enjoy being part of strong, inclusive communities:	no

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.)

Document

Location

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:

- a) The need to remove or minimise disadvantages suffered by persons sharing a relevant characteristic connected to that characteristic;
- b) Take steps to meet the needs of persons sharing a relevant protected characteristic different from the needs of persons who do not share it;
- c) 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:

- 1.3. This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will request appropriate impact assessments to be undertaken should this be relevant for any topic that the Committee is reviewing.

2. Impact on Crime and Disorder:

- 2.1. This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will request appropriate impact assessments to be undertaken should this be relevant for any topic that the Committee is reviewing.

3. Climate Change:

- a) How does what is being proposed impact on our carbon footprint / energy consumption?
- b) How does what is being proposed consider the need to adapt to climate change, and be resilient to its longer-term impacts?

This is a forward plan of topics under consideration by the Select Committee, therefore this section is not applicable to this report. The Committee will consider climate change when approaching topics that impact upon our carbon footprint / energy consumption.

WORK PROGRAMME – UNIVERSAL SERVICES – COUNTRYSIDE AND REGULATORY SERVICES SELECT COMMITTEE

Topic	Issue	Reason for inclusion	Status and Outcomes	10 July	18 September	27 November

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Potential items to add when timely:

- Basingstoke canal
- Facilities management operational delivery
- Byway Open to All Traffic (BOAT) 5yr Strategy
- Titchfield Haven
- Country Parks and outdoor centres – income generation