



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 6th June, 2023 at 7.00 pm*

To:

Cllr D.E. Clifford, Leader of the Council
Cllr M.L. Sheehan, Deputy Leader and Operational Services Portfolio Holder
Cllr M.J. Tennant, Deputy Leader and Major Projects and Property Portfolio Holder

Cllr J.B. Canty, Customer Experience, Transformation and Corporate Portfolio
Holder

Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder

Cllr G.B. Lyon, Planning and Economy Portfolio Holder

Cllr P.G. Taylor, Finance Portfolio Holder

Enquiries regarding this agenda should be referred to Chris Todd, Democratic
Support Officer, on 01252 398825 or e-mail: chris.todd@rushmoor.gov.uk

A G E N D A

1. DECLARATIONS OF INTEREST –

Under the Council's Code of Conduct for Councillors, all Members are required to disclose relevant Interests in any matter to be considered at the meeting. Where the matter directly relates to a Member's Disclosable Pecuniary Interests or Other Registrable Interest, that Member must not participate in any discussion or vote on the matter and must not remain in the room unless they have been granted a dispensation (see note below). If the matter directly relates to 'Non-Registrable Interests', the Member's participation in the meeting will depend on the nature of the matter and whether it directly relates or affects their financial interest or well-being or that of a relative, friend or close associate, applying the tests set out in the Code.

NOTE:

On 27th May, 2021, the Council's Corporate Governance, Audit and Standards Committee granted dispensations to Members appointed by the Council to the Board of the Rushmoor Development Partnership and as Directors of Rushmoor Homes Limited.

2. **MINUTES** – (Pages 1 - 4)

To confirm the Minutes of the meeting held on 18th April, 2023 (copy attached).

3. **SUPPORTING LOCAL BUSINESSES IN NORTH CAMP - BUSINESS INTERRUPTION RELIEF - LYNCHFORD ROAD** – (Pages 5 - 22)
(Cllr Paul Taylor, Finance Portfolio Holder)

To consider Report No. FIN2309 (copy attached), which sets out measures relating to local retail and hospitality businesses adversely affected by the Lynchford Road Improvement Scheme.

4. **COUNCIL BUSINESS PLAN AND RISK REGISTER QUARTERLY UPDATE AND END OF YEAR 2022/23** – (Pages 23 - 50)
(Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder)

To consider Report No. ACE2304 (copy attached), which sets out performance monitoring information in relation to the Council Business Plan and Risk Register for the fourth quarter of 2022/23 and includes an end of year report.

5. **COUNCIL PLAN 2023-26** – (Pages 51 - 80)
(Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder)

To consider Report No. ACE2305 (copy attached), which seeks approval of an update to the three year Council Plan, for submission to the Council on 6th July, 2023.

6. **DECISION MADE UNDER URGENCY PROVISIONS - IDOX CLOUD CONTRACT** – (Pages 81 - 86)
(Cllr Jonathan Canty, Customer Experience, Transformation and Corporate Portfolio Holder)

To note a decision made under the Council's arrangements for urgency and exceptions relating to the entering into a contract in respect of the Council's IDOX Cloud solution (Report No. IT2305 and Record of Executive Decision attached).

7. **APPOINTMENTS TO CABINET WORKING GROUPS 2023/24** – (Pages 87 - 90)

To consider Report No. DEM2302 (copy attached), which sets out the appointments to the Cabinet Working Groups for the 2023/24 Municipal Year.

CABINET

Meeting held on Tuesday, 18th April, 2023 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr D.E. Clifford, Leader of the Council
 Cllr M.L. Sheehan, Deputy Leader and Operational Services Portfolio Holder
 Cllr M.J. Tennant, Deputy Leader and Major Projects and Property Portfolio Holder

 Cllr J.B. Canty, Customer Experience, Digital and Transformation Portfolio Holder
 Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder
 Cllr A.R. Newell, Planning and Economy Portfolio Holder
 Cllr P.G. Taylor, Corporate Services Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **2nd May, 2023**.

65. DECLARATIONS OF INTEREST –

Having regard to the Council's Code of Conduct for Councillors, the following declaration of interest was made:

Item No.	Member	Interest	Reason
68	Cllr P.G. Taylor	Personal and non-pecuniary	Council appointed Director of Rushmoor Homes Limited

66. MINUTES –

The Minutes of the meeting of the Cabinet held on 14th March, 2023 were confirmed and signed by the Chairman.

67. UPDATES TO PAY AND REWARD POLICY – (Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. HR2301, which set out updates to the Council's Pay and Reward Policy.

Members were reminded that the Pay and Reward Policy had been published originally in 2009 and had been updated in 2011 and again in 2021. Members were informed that the Chief Executive had asked for the policy to be reviewed with a view to making changes to address the recruitment and retention issues being experienced by the Council at the current time. The Report set out proposed changes, including the introduction of a 'Golden Hello' process.

The Cabinet RESOLVED that the amendments to the Pay and Reward Policy, as set out in Report No. HR2301, be approved.

68. **RUSHMOOR HOMES LIMITED BUSINESS PLAN UPDATE 2023-2028 –**
(Mr Paul Shackley, Chief Executive)

The Cabinet considered Report No. CEX2303, which set out the business plan for Rushmoor Homes Limited, covering the period 2023–2028 and the associated Shareholder Report. The Report was presented by the Council's Chief Executive, in his capacity as the Council's shareholder representative.

Members were reminded that Rushmoor Homes Limited had been incorporated in April, 2020 and was wholly owned, controlled and funded by the Council. It was reported that the company's governance arrangements required that a rolling five-year business plan should be approved by the Council and that a six-monthly shareholder report should be produced. The Report set out changes to the company's property portfolio and Members were informed that the company now owned six properties and managed two others that were owned by the Ministry of Defence for refugee households.

The Cabinet expressed support for the business plan and the progress that had been made in establishing the company.

The Cabinet RECOMMENDED TO THE COUNCIL that Rushmoor Homes Limited's Business Plan 2023-2028, as set out in Report No. CEX2303, be approved.

NOTE: Cllr P.G Taylor declared a personal and non-pecuniary interest in this item in respect of his involvement as a Council appointed Director of Rushmoor Homes Limited and, in accordance with the Members' Code of Conduct, remained in the meeting during the discussion and voting thereon.

69. **ADOPTION OF THE RUSHMOOR LOCAL CYCLING AND WALKING INFRASTRUCTURE PLAN –**
(Cllr Adrian Newell, Planning and Economy Portfolio Holder)

The Cabinet considered Report No. PG2309, which set out the Rushmoor Local Cycling and Walking Infrastructure Plan (LCWIP).

Members were informed that a consultation exercise had taken place in Summer 2022 and that, following this, the walking and cycle routes had been prioritised. Hampshire County Council had adopted the Rushmoor LCWIP into its transport strategy for Rushmoor and had commended the LCWIP to the Council for adoption into its own strategic policy.

The Cabinet expressed support for the plan, which would improve the safety of cyclists and walkers in the Borough.

The Cabinet RESOLVED that the adoption of the Rushmoor Local Cycling and Walking Infrastructure Plan, as set out in Report No. PG2309, be approved.

70. **EXCLUSION OF THE PUBLIC –**

RESOLVED: That, taking into account the public interest test, the public be excluded from the meeting during the discussion of the under mentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against the item:

Minute No.	Schedule 12A Para. No.	Category
71	3	Information relating to financial or business affairs

**THE FOLLOWING ITEM WAS CONSIDERED
IN THE ABSENCE OF THE PUBLIC**

71. **LOCAL AUTHORITY HOUSING FUND AND HOMES FOR UKRAINE –**

(Cllr Martin Tennant, Major Projects and Property Portfolio Holder / Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet considered Exempt Report No. ACE2303, which set out proposed governance arrangements in relation to the Local Authority Housing Fund.

Members were informed that the Local Authority Housing Fund had been established by the Government to reduce housing pressures on local authorities arising from the conflicts in Afghanistan and Ukraine. Arrangements had already been put in place to meet the match funding requirements of the fund and the report set out the proposed next steps, along with details of governance arrangements. It was explained that the Council might continue to receive delegated funding from Hampshire County Council's Homes for Ukraine Fund and the report set out proposed governance arrangements in this respect.

The Cabinet

(i) **RESOLVED** that:

- (a) the governance arrangements associated with the purchase of individual properties, as set out in paragraph 3.4 of Exempt Report No. ACE2303, be approved;
- (b) the governance arrangements associated with any ongoing Homes for Ukraine funding, as set out in paragraph 3.9 of the Exempt Report, be approved; and

(ii) **RECOMMENDED TO THE COUNCIL** that approval be given to the addition of the sum specified in Exempt Report No. ACE2303 to the Capital Programme for the purchase of properties utilising the Local Authority Housing Fund, noting the capital financing implications of the match funding set out in paragraph 4.43 of the Exempt Report.

The Meeting closed at 7.29 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

CABINET

**COUNCILLOR GARETH LYON
PLANNING AND ECONOMY PORTFOLIO HOLDER**

**COUNCILLOR PAUL TAYLOR
FINANCE PORTFOLIO HOLDER**

6 June 2023

REPORT NO. FIN2309

KEY DECISION: YES/NO

SUPPORTING LOCAL BUSINESSES IN NORTH CAMP

**BUSINESS INTERRUPTION RELIEF -
LYNCHFORD ROAD**

SUMMARY:

Businesses in North Camp have been severally impacted by the closure of the carriageway on Lynchford Road and disruptions to traffic flows caused by Hampshire County Council's North Camp Accessibility Scheme. The loss of passing trade and parking spaces has reduced footfall, hit turnover, and caused considerable distress to the local business community. One business has closed because of the scheme. Another business has moved.

The impacts on local businesses have been exacerbated by the extension of the works and that the work is being undertaken along the whole stretch of the road at once, rather than in phases. Further business failures are likely unless the impacts of the scheme are mitigated.

Whilst Hampshire County Council as the Highways Authority is responsible for the works, the council has been proactively engaging with local businesses and seeking ways in which it can support local retailers, maintain the economic vibrancy of a once successful area, and help the community manage the disruptions caused by the works.

To help businesses survive, the report recommends that Members:

- Adopt a local policy to enable the council to award business rates relief of up to 100% for the period 1 October 2022 to 31 March 2024, to those retail and hospitality businesses on Lynchford Road, Farnborough who are most impacted by the works.
- Amend parking charges at Peabody Road Car Park and Napier Gardens Car Park to encourage visitors into the area, increase footfall and boost local trade.
- Endorse a marketing campaign to help attract visitors into the area.

The new business rates relief is to be called Business Interruption Relief - Lynchford Road and will remain in force for the duration of the North Camp Accessibility Scheme. Amendments in parking charges will also last for the duration of the works.

RECOMMENDATIONS:

Cabinet is recommended to:

- 1) Establish a local Business Interruption Relief - Lynchford Road policy to reduce business rates payable for those businesses on Lynchford Road who are most affected by Hampshire County Council's North Camp Accessibility Scheme; and
- 2) Approve amendments in car parking charges at Peabody Road Car Park and Napier Gardens Car Park to increase footfall in North Camp and boost local trade, and
- 3) Endorse a marketing campaign to promote the area's diverse small and independent businesses, encourage visitors into the area and highlight ways in which the disruption and inconvenience imposed by the works can be managed.

1. INTRODUCTION

- 1.1 Lynchford Road is in North Camp, Farnborough and stretches from the A331 roundabout up to the Holiday Inn situated at the roundabout which adjoins to the A325, (Farnborough Road). See image below.



- 1.2 In late Autumn 2022, as part of the Farnborough Transport Improvements Package, works started on A3011 Lynchford Road. The scheme aims to make daily travel easier, support business growth, reduce journey times, improve air quality, and create an enhanced streetscape with new segregated paths for cyclists and pedestrians and parking for cars and motorcycles.
- 1.3 The scheme is being funded by both the Enterprise M3 Local Enterprise Partnership and Hampshire County Council.

- 1.4 The details of the North Camp Accessibility Scheme can be found at [Farnborough Transport Improvements | Transport and roads | Hampshire County Council \(hants.gov.uk\)](https://www.hants.gov.uk/transport-improvements).
- 1.5 The Lynchford Road phase of the scheme has meant the westbound closure of Lynchford Road. This has had significant impact on local businesses. The closure of one lane, diversionary routes which avoid the area and the removal of parking bays have seen businesses suffer from a reduction in footfall and passing trade.
- 1.6 The reduction in customers and lost revenue has already seen one business close. Another business has moved from Lynchford Road. Without further intervention it is likely that other businesses will cease trading.
- 1.7 North Camp has a number of bespoke small, independent traders who rely on regular customers. Its offer is quite unique. The businesses particularly impacted on Lynchford Road serve the convenience market, relying on the ability of customers to 'pull up' and meet an identified need quickly.
- 1.8 Steps have been taken to help ease the impacts of the works on businesses, such as improved signage (see para 4.2), however given the scale of the impacts more direct support is needed.
- 1.9 This report sets out the Councils' intentions to introduce a local business rates relief policy to support businesses on Lynchford Road, Farnborough who are being directly impacted by the North Camp Accessibility Scheme.
- 1.10 Reductions in car parking charges at Peabody Road Car Park and Napier Gardens Car Park are recommended to increase footfall in area.
- 1.11 The council has engaged with all businesses along Lynchford Road, as well as businesses along Camp Road and the wider area. This engagement has helped to inform both the council's own response to the impacts of the scheme and how the council has engaged with County Council officers to lobby for mitigation.

2. BACKGROUND

- 2.1 Section 47 of the Local Government Finance Act 1988 enables councils to grant discretionary rate relief only in specified circumstances.
- 2.2 They could top up the 80% Mandatory Relief available on premises occupied by charities and CASC's and they could award up to 100% discretionary relief to not-for-profit making bodies who do not qualify for any mandatory relief due to not holding charitable status.
- 2.3 Section 69 of the Localism Act 2011 amended 47 of the Local Government Finance Act 1988 and came into effect on 1 April 2012.
- 2.4 The purposes of this Act allowed for an extension of the existing provisions, in that discretionary rate relief may be granted in any circumstances where

a local authority sees fit, having regard to the effect on Council Taxpayers in their area.

3 CONSULTATION

- 3.1 The council is committed to supporting a thriving local economy, with vibrant and distinctive town centres. As such the council routinely engages with the business community and particularly retailers.
- 3.2 Because of the number of requests for help being received by officers, the council carried out a 'door-to-door' exercise with businesses on Lynchford Road and Camp Road. This sought to understand the impacts of the North Camp Accessibility Scheme and inform the council's response to the business impacts.
- 3.3 A short summary of the feedback from the door-to-door exercise is outlined below.

Summary:

- Businesses along Lynchford Road have been severely impacted, with businesses also impacted on Camp Road, although to a lesser extent.
- Major decrease in footfall with some businesses experiencing days when they have no customers.
- On average businesses on Lynchford Road are 30% down year-on-year.
- Feedback from some businesses suggests that they are unlikely to survive the duration of the works without any form of support.
- The impact is likely to get worse when they close the other carriageway as there will be no on street parking at all.
- Several businesses have changed opening hours to accommodate customers/staff.

- 3.4 Representations continue to be received from local retailers highlighting the detrimental impact of the scheme on their businesses.
- 3.5 The county council has facilitated engagement events with businesses at the Holiday Inn, Lynchford Road to talk about the impacts of the scheme. The council has had representatives at this meeting. To date two such meetings have been held.

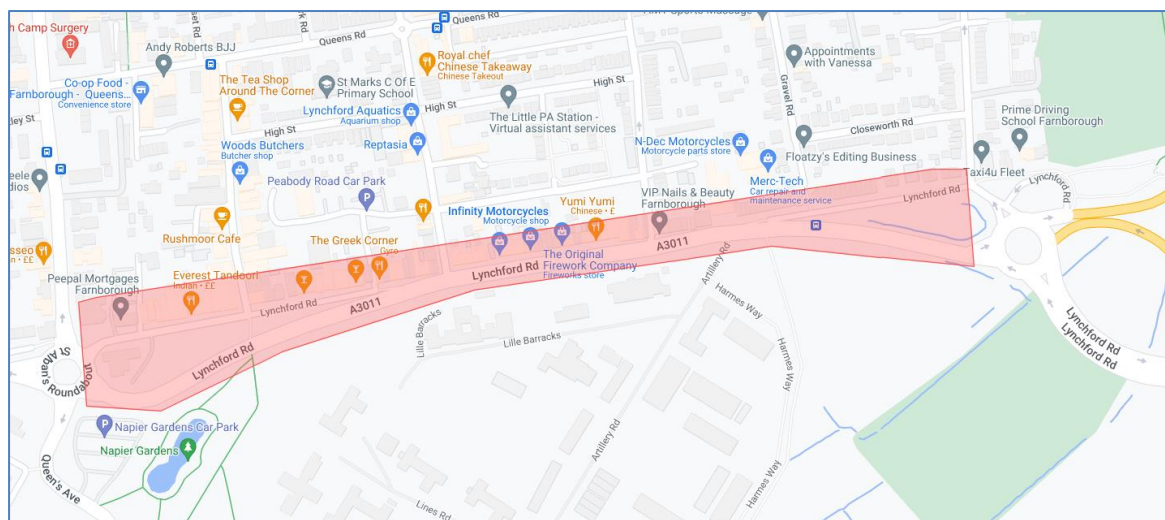
4 MEASURES TO MANAGE THE IMPACTS ON LOCAL BUSINESSES

- 4.1 A series of points have been addressed by Hampshire County Council in response to immediate feedback regarding the management of the works.
- 4.2 Points which have been addressed by the county council include:
- 4.2.1 'Business open as usual' signs have been installed at the main gateways to the works area and adjacent to the variable message signs on the wider road network.
 - 4.2.2 Static signage which suggested '*North Camp is closed...*' has been removed/ amended.

- 4.2.3 Regular communication bulletins are now being sent to local businesses and stakeholders.
- 4.2.4 Site 'house-keeping' has been undertaken to remove unnecessary fencing, barriers and signs.
- 4.2.5 Free on-street parking for one hour on sections of Old Lynchford Road has been introduced. This will apply for the duration of the works.
- 4.3 However, despite these steps, the scale of the losses being incurred by businesses necessitates more direct support.
- 4.4 Several businesses have asked for compensation to mitigate loss of income. At the time of writing this has been ruled out by the county council.
- 4.5 Similarly, a major concern for local businesses is the duration of the works with no firm timeline provided which provides reassurance on when the disruption will end. The council will continue to lobby the Highways Authority and Jacksons (the contractor) to ensure that this certainty is provided, and businesses can start planning for 'business as usual'.

5 BUSINESS INTERRUPTION RELIEF POLICY – LYNCHFORD ROAD

- 5.1 The council will introduce a local business rates relief policy to support businesses on Lynchford Road, Farnborough who are being directly impacted by the North Camp Accessibility Scheme.
- 5.2 This new scheme of relief is to be called Business Interruption Relief - Lynchford Road. Full details of the policy are included in Appendix 1 of this report.
- 5.3 The package of relief is only available to retail and hospitality businesses located on Lynchford Road between St Albans roundabout and the A331 roundabout (area highlighted in the image below) as they are directly impacted by the roadworks.



- 5.4 Other businesses in North Camp i.e. not between St Albans roundabout (near Napier Gardens) and the A331 roundabout, who can demonstrate financial hardship as a result of the works, can use other relief packages available to them such as Hardship Relief. The council will ensure that these businesses are aware of these business support channels.
- 5.5 Properties that will benefit from the relief must be occupied and are wholly or mainly used as shops, restaurants, cafes, drinking establishments and the hospitality sector (including Airbnb's).

Excepted Organisations

- 5.6 Relief cannot be granted to excepted properties. i.e., one where all or part of the property is occupied by any of the following: -
- A billing authority, such as Rushmoor Borough Council; or
 - A precepting authority such as Hampshire County Council, Police and Crime Commissioner and Hampshire Fire and Rescue Authority.

Administration of Business Interruption Relief – Lynchford Road

- 5.7 The relief will be automatically awarded to all businesses identified as being eligible for the relief.
- 5.8 The relief will be applied against the net bill after all other reliefs have been applied, such as Small Business Rate Relief and the Retail, Hospitality and Leisure Relief.
- 5.9 The maximum amount of relief to be awarded to any one business is 100%. It is the intention that no retail or hospitality business on Lynchford Road, between the St Albans roundabout and A331 roundabout will have a rates liability for the year 2023/24. However, most businesses in this location will either receive Small Business Rate Relief or Retail, Hospitality and Leisure Relief.
- 5.10 Relief is to be awarded for the period 1 October 2022 to 31 March 2024 (from the date at which the North Camp Accessibility Scheme commenced to when the works are anticipated to be complete).
- 5.11 The total amount of relief to be provided to businesses will be £123,175 and the financial cost to the council will be £49,270.

6 CHANGES TO CAR PARKING CHARGES

- 6.1 To help encourage visitors into the area it is proposed that car parking charges be reduced in council car parks which serve the main shopping areas. The costs of the council's loss of income will be covered by the county council.
- 6.2 Different options have been considered, informed by engaging with local businesses, which weigh up the likely impact on footfall, customer flows,

revenue impacts and any negative effects (e.g., increases in illegal parking) which might arise from different changes.

6.3 The following changes are considered to offer the optimal solution:

- Offering one-hour free parking at Peabody Road Car Park. Total cost - £8,030.00.
- Free parking all day at Napier Gardens Car Park. Total cost - £6,227.25.

6.4 The revenue cost of these reductions will be £14,257.25. The costs are based on last year's finances and the council's likely loss of income.

6.5 There will be an additional cost for changing the parking machines and new signage at the car parks. The council is awaiting confirmation of the amount which could be in the region of £2,500. Once contractors have confirmed this cost, the council will approach the county council to seek reimbursement.

7 OTHER MEASURES TO SUPPORT LOCAL BUSINESSES

7.1 A 'North Camp Is Open' marketing campaign will be undertaken to promote the local area. Amongst other messages this will highlight:

- The amended car parking charges and ease of accessing the shopping area from those car parks.
- The breadth of small and independent businesses in North Camp.

7.2 A short promotional film has been commissioned and developed by the council, funded by Hampshire County Council. This film promotes the local retail offer.

7.3 A map of local businesses has also been developed and will be used to highlight local businesses and the proximity of local car parks.

7.4 The council is committed to maintaining an ongoing dialogue with businesses and business representative groups in the area.

7.5 The council will proactively engage with all businesses in North Camp to ensure that businesses not automatically eligible for business rate relief, are aware of the support channels available to them, including Hardship Relief and other business support.

8 IMPLICATIONS

Legal Implications

Discretionary Rate Relief – specified organisations under the Localism Act 2011

- 8.1 This provision provides local authorities flexibility in granting relief to any organisation where it is felt that to do so would be of benefit generally to the borough and be reasonable given the financial effect to Council Taxpayers.
- 8.2 Government has not issued any guidance in how this power might be used except advising that relief *“may be granted in any circumstances where a local authority sees fit, having regard to the effect on Council Taxpayers in the area”*
- 8.3 The issue of some discretionary rate reliefs are considered as qualifying as “subsidy” and is of some significance.
- 8.4 Broadly, any awards of discretionary rate relief or discounts are subject to Subsidy Control. The Subsidy Control Act allows a business to receive £315,000 in a three-year period (consisting of the current financial year and the two previous financial years).
- 8.5 However, due to the relatively low level of reliefs being applied to these businesses, it is unlikely that they will exceed subsidy limits.

Financial Implications

- 8.6 The Business Rates Retention scheme has introduced a fundamental set of arrangements for dealing with the cost of business rates. The cost to the Council of granting any Discretionary Rate Relief is most reliably estimated at being 40% of the value of the relief granted, although the cost is ultimately determined by a range of factors, such as the councils total rate receipts measured against its estimated threshold for growth and taking into account whether any payment levies or safety net contributions are payable or receivable.
- 8.7 The remaining 60% of the costs will be met by Central Government (50%), Hampshire County Council (9%) and Hampshire Fire and Rescue Authority (1%), under the Business Rates Retention Scheme.
- 8.8 It is estimated that there are 21 businesses on Lynchford Road that may qualify for some relief. The total value of relief is estimated to be £49,270.
- 8.9 The total cost of the changes of car parking charges will be £14,257.25. This cost will be covered by the county council.
- 8.10 There will be an additional cost for changing the parking machines and new signage at the car parks. The council is waiting on confirmation of the amount which could be in the region of £2,500. Once contractors have confirmed this cost, the council will approach the county council to seek reimbursement.

9 CONCLUSIONS

- 9.1 Cabinet is asked to approve the measures to support local businesses in North Camp many of which have been severely impacted by the North Camp Accessibility Scheme.
- 9.2 The Business Interruption Relief – Lynchford Road will target those retail and hospitality businesses most impacted by the disruption on Lynchford Road.
- 9.3 The relief will be delivered using existing Discretionary Powers under Section 47 Local Government Finance Act 1988 and the Localism Act 2011.
- 9.4 The council will proactively engage with all businesses in North Camp to ensure that businesses not automatically eligible for business rate relief, are aware of the support channels available to them, including Hardship Relief and other business support.
- 9.5 Amendments in parking charges are intended to increase footfall and boost local trade.
- 9.6 The council will continue to engage proactively with local businesses and the measures above will be widely promoted. In doing so the council will seek to ensure that there is no lasting damage to the local economy or community.

BACKGROUND DOCUMENTS:

S47 Local Government Act 1988, as amended

Localism Act 2011

Business Interruption Relief – Lynchford Road Policy

Farnborough Transport Improvement Package - [Farnborough Transport Improvements | Transport and roads | Hampshire County Council \(hants.gov.uk\)](https://hants.gov.uk/transport-improvements)

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**Policy for Granting
Business Interruption Relief –
Lynchford Road
under the Localism Act 2011**

Contents

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- 8. Subsidy controls**

1. Introduction

- 1.1 In late Autumn 2022, as part of the Farnborough Transport Improvements scheme, works started on the A3011 Lynchford Road. The scheme aims to make daily travel easier, support business growth, reduce journey times, improve air quality and will create an enhanced streetscape with new segregated paths for cyclists and pedestrians and parking for cars and motorcycles.
- 1.2 The £10.8m scheme is being funded by both Enterprise M3 Partnership (£6.472m) and Hampshire County Council (£4.408m).
- 1.3 The details of the Farnborough Transport Improvement scheme can be found at [Farnborough Transport Improvements | Transport and roads | Hampshire County Council \(hants.gov.uk\)](https://hants.gov.uk/transport-and-roads/)

2. Provision of relief

- 2.1 The Lynchford Road phase of the scheme has meant the westbound closure of the A3011 Lynchford Road. This has had a significant impact on local businesses. The closure of one lane, diversionary routes which avoid the area and the removal of parking bays have seen businesses suffer from a reduction in footfall and passing trade. The reduction in custom and lost revenue could see business closures.
- 2.2 The council is looking to provide relief to affected businesses on Lynchford Road who meet the scheme criteria, using their discretionary relief powers, introduced by the Localism Act 2011 to grant relief.

3. Localism Act 2011

- 3.1 Prior to the Localism Act 2011, Section 47 of the Local Government Finance Act 1988 (LGFA 1988), Councils were able to grant discretionary rate relief only in certain specified circumstances. They could top up the 80% mandatory relief available on premises occupied by charities and Community Amateur Sports Clubs and they could award up to 100% relief to non-profit making bodies.
- 3.2 Section 69 of the Localism Act 2011 amended Section 47 of the LGFA 1988, and came into effect on 1 April 2012. The purposes of that Act allowed for an extension of the existing provisions in that discretionary rate relief may be granted in any circumstances where a local authority sees fit, having regard to the effect on Council Tax payers in the area.

3.3 The amendments also require billing authorities to have regard to any relevant guidance issued by the secretary of state when deciding whether to grant relief under S47 of the LGFA 1988.

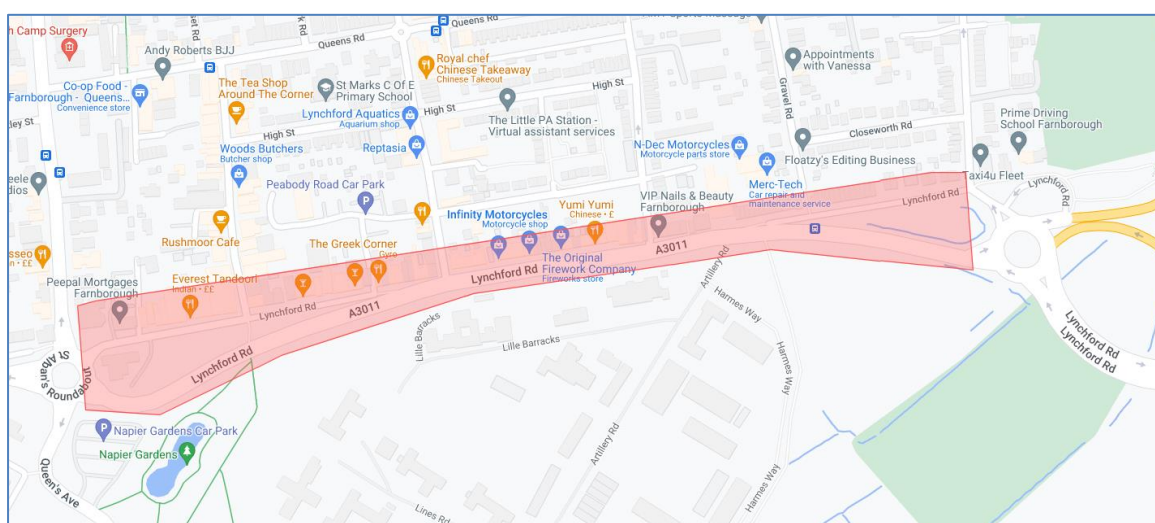
3.4 Government has not issued any further guidance in respect of how this power might be used.

3.5 The English Guide to the Act addresses this as follows:-

“The Localism Act gives councils more freedom to offer business rates discounts – to help attract firms, investment and jobs. Whilst the local authority would need to meet the cost of any discount would from local resources, it may be decided that the immediate cost of the discount is outweighed by the long-term benefit of attracting growth and jobs to their area”.

4. Which properties will benefit from the Business Interruption Relief – Lynchford Road?

4.1 Properties that will benefit from the relief must be occupied hereditaments that are wholly or mainly being used as shops, restaurants, cafes and drinking establishments and be situated on the A3011 (Lynchford Road), between St Albans Roundabout and the A331 roundabout (area highlighted in the image below)



4.2 It is proposed that the Council consider shops, restaurants, cafes, drinking establishments and self-catering accommodation to mean:

A) Hereditaments that are predominately being used for the sale of goods to visiting members of the public as detailed below:

- Shops (e.g. florist, bakers, butchers, grocers, greengrocers, jewellers, stationers, off licence, chemists, newsagents, hardware stores, supermarkets, pet shops etc)
- Security solutions and locksmiths

- Charity shops
- Opticians & Hearing solutions
- Post offices
- Furnishing shops / display rooms (such as: carpet shops, double glazing, garage doors)
- Car / caravan show rooms
- Second hand car lots
- Markets
- Petrol stations
- Garden centres, garden and paving supplies
- Art galleries (where art is for sale / hire)
- Licensed sex shops

B) Hereditaments that are being used for the provision of services to visiting members of the public as detailed below:

- Hair and beauty services (e.g. hair dressers, nail bars, beauty salons, tanning shops, tattoo parlours, body piercing services etc)
- Shoe repairs, key cutting, engravers
- Travel agents
- Ticket offices e.g. for theatre
- Dry cleaners
- Launderettes
- PC / TV / domestic appliance repair
- Funeral directors
- Photo processing, printing, design and copying services
- DVD / video rentals
- Tool hire
- Car hire

C) Hereditaments that are being used for the sale of food and / or drink to visiting members of the public as detailed below:

- Restaurants
- Takeaways
- Sandwich shops
- Coffee shops
- Pubs
- Bars

D) Hereditaments where the non-domestic part is being used for the provision of living accommodation as a business

4.3 To qualify for the relief the hereditament should be wholly or mainly being used as a shop, restaurant, cafe or drinking establishment. In a similar way to other reliefs (such as Retail, Hospitality and Leisure Relief), this is a test on use rather than occupation. Therefore, hereditaments which are occupied but not wholly or mainly used for the qualifying purpose will not qualify for the relief.

4.4 The list below sets out the types of uses that it is considered not to be retail use for the purpose of this relief.

A) Hereditaments that are being used for the provision of the following services to visiting members of the public:

- Financial services (e.g. banks, building societies, cash points, bureau de change, payday lenders, betting shops, pawn brokers)
- Other services (e.g. estate agents, letting agents, employment agencies)
- Medical services (e.g. vets, dentists, doctors, osteopaths, chiropractors)
- Professional services (e.g. solicitors, accountants, insurance agents/ financial advisers, tutors)
- Post office sorting office

B) Hereditaments that are not reasonably accessible to visiting members of the public

4.5 The list set out above cannot be exhaustive as it would be impossible to list the many and varied retail uses that exist.

4.6 It is proposed that when a particular type of property is not listed, the Council should consider whether relief is appropriate with the Corporate Services Portfolio Holder who has delegated powers to determine who can get relief and the value of relief within an existing policy.

4.7 The delegation above is also considered appropriate to decide any appeal made by a ratepayer against the non-award of relief

4.8 The granting of the relief is discretionary. The Council may choose not to grant the relief if it considers, for example, that granting the relief would go against the authority's wider objectives for the local area. Because of this, it is proposed that this policy be approved by the Council's Cabinet.

5. Excepted Organisations

5.1 Relief cannot be granted to expected properties. I.e. one where all or part of the property is occupied by any of the following

- A billing authority, such as Rushmoor Borough Council; or
- A precepting authority such as Hampshire County Council, Police and Crime Commissioner and Hampshire Fire and Rescue Authority

6. Administration of the Relief

6.1 The Relief will be automatically awarded to all businesses identified as eligible for the financial year 2023/24.

6.2 The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis.

6.3 The relief will be applied against the net bill after all other reliefs. The maximum amount of this relief will be no more than the value of the net rate liability.

6.4 Ratepayers that occupy more than one property will be entitled to relief for each of their eligible properties, subject to Subsidy Control limits.

7. Cost of awarding the relief

7.1 The cost of awarding all forms of rate relief is split between central government, billing authorities and major preceptors on a fixed percentage basis.

7.2 Central Government bears 50% of the cost, the county 9%, the fire authority 1% and billing authorities the remaining 40%.

7.3 It is estimated that there are 21 properties that may qualify for some relief on Lynchford Road, at a cost to Rushmoor Borough Council of £22,892.21.

8. Subsidy Controls

8.1 Subsidies may be paid in accordance with Part 3 Chapter 2 of the SCA 2022, which enables an applicant to receive up to a maximum level of subsidy, known as a MFA (Minimal Financial Assistance) where subsidy control requirements do not apply.

8.2 This allowance is £315,000 to a single enterprise over a period of three financial years (current year, plus previous 2 financial years).

8.3 This applies to the aggregate of all subsidies received throughout the country. It is proposed that the relief is awarded to every potential recipient (who must then decline the relief if not appropriate or wanted).

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CABINET
6 JUNE 2023

COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIPS
PORTFOLIO HOLDER
REPORT NO. ACE2304

KEY DECISION? NO

COUNCIL PLAN & RISK REGISTER
QUARTERLY UPDATE AND END OF YEAR 2022/23

SUMMARY AND RECOMMENDATIONS:

This paper sets out the performance monitoring information of the Council Plan for the fourth and final quarter of 2022/23. There are 13 key projects within the Council Plan which aim to deliver the Council's priorities, which sit under the themes of People and Place. In addition to the key projects, this report includes the Council Business Performance monitoring information. These are the key indicators and service measures used by the Council to monitor how the Council runs.

Factors that could affect the future delivery of the Council Plan and Council Business Performance have been identified in the Council's Risk Register.

This report also includes the Council's Annual Report for 2022/23.

The Cabinet is asked to note the progress made towards delivering the Council Plan.

1. Introduction

1.1 In February 2022 the Council agreed the updated three-year Council Plan with priorities which reflect the vision for Aldershot and Farnborough 2030 (Your future, your place - a vision for Aldershot and Farnborough 2030). This paper sets out performance monitoring information for the Council Plan and the Risk Register for the period of January to March 2023. As it is the end of the 2022/23 financial year this report also includes the Council's Annual Report for 2022/23.

1.2 The priorities reflect the vision for Aldershot and Farnborough 2030, are set out under the two themes of People and Place:

People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.

Priorities:

- Strong communities, proud of our area
- Healthy and green lifestyles

- Opportunities for everyone – quality education and skilled local workforce

Place – ensuring our towns are family-friendly, safe, vibrant, and sustainable places - now and in the future.

Priorities:

- Housing for every stage of life
- Vibrant and distinctive town centres
- A thriving local economy - kind to the environment

2. Delivery of the Council Plan

- 2.1 The Council Business Plan brings together the key activities/projects across the Council including those that sit under the Property, Major Works & Regeneration Programmes.
- 2.2 Annex A sets out the detailed progress this quarter against the key projects in the Council Plan at the end of Q4 (31st March). At this time 15% of activities are completed, these projects include the completion of the rollout of the food waste collection service and the [Local Cycling and Walking Infrastructure Plan](#). 46% of projects have a green status and are on track and 38% have an amber status. One of these is the which is the new leisure centre in Farnborough, now Levelling Up Funding has been announced the project is no longer on hold and plans are being developed. No projects have a red status. This represents an improved position since the Q3 report in February 2023.
- 2.3 Annex B sets out the Councils Business Performance during Q4. The Council Business Performance monitoring information includes the key indicators and service measures used by the Council to monitor how the Council runs. During Q1 of 2023/24 services will be asked to review their performance data, to ensure the data is useful and relevant for the year ahead.

3. Annual Report

- 3.1 In addition to the projects in the Council Plan, services continue to deliver core services and projects. Annex C sets out the key achievements and summary of work the Council has carried out during 2022/23 in the Council's Annual Report.

4. Council's Risk Register

- 4.1 The Council's risk management system continues to provide an efficient method of identifying, recording, evaluating and providing up to date mitigation plans for all key risks.
- 4.2 The key strategic risks within v11.0 of the Corporate risk register continue to be related to the areas that the Council can often not directly influence, including wider community risks such as health outcomes and changing economic conditions. There have been no additional risks identified in this

section of the risk register, but there have been updates in the plans to mitigate many of them. It is worth noting that the residual and target risk scores for demographic change have been reduced now that the census information has been received and the impact assessed.

- 4.3 The Council's standing corporate risks are generally more operational in nature and relate to the work of the Council. There have been no significant changes to the majority of the risks in this category other than an update of the mitigation measures in place/planned for the future. It is however the case that the external debt management residual risk score has increased following the recent announcements by the Bank of England relating to interest rates.
- 4.4 Two new risks have been identified in the escalated service risk section of the register, they are clearly marked as such and relate to the Council's response to FOIs and the upcoming changes to the UK immigration system. The Council is also closely monitoring the development of 'Martyn's Law' and its potential impact on operations given the recent publishing of the Terrorism (Protection of Premises) Draft Bill. This risk is expected to be formally assessed during the next cycle of the risk management process.

5. Conclusion

- 5.1 Cabinet's views are sought on the performance made towards delivering the Council Plan during 2022/23.

COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:
Council Business Plan April 2022 to March 2025

CONTACT DETAILS:

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Council Plan Quarterly Monitoring – Q4 2022/23

Date produced: April 2023



Key

Green - indicates that the activities are on course	Amber - flags up that achieving the activities is in question. <i>For example, this could be due to not meeting the original timescales.</i>	Red - shows that we have not been able to achieve or achieve elements of the activities	Blue – indicates that project has been completed
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For key activities/project which sit within the Property, Major Works and Regeneration Programme colour coding for the overall project status is used.


People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.





People key activities/projects	BRAG Status	Direction of Travel	Comment
People 1 - Roll out the second phase of our weekly food waste recycling service to households with shared bins	Blue	N/A	Roll out completed in Q3.
People 2 - Help people (especially young people) into employment through training, apprenticeships and upskilling	Green	 No change	The virtual offer available via the North Hants Employment Skills Zone website, continues to provide a platform to support unemployed residents. Working with Hart and Basingstoke, the services offered by the site will be extended for another 12 months. Employment and Skills Plans continue to provide opportunities to facilitate engagement between employers and young people and are helping young people into employment through training, upskilling and apprenticeships. A Job Fair was held in January 2023 in Aldershot, with over 200 residents attending the event. The council participated in the Education Fair at Princes Mead in March and a further job fair is planned in Farnborough in June.
People 3 - Develop a walking and cycling plan to encourage sustainable travel and to support our town centre regeneration plans	Blue	 Improvement	The Local Cycling and Walking Infrastructure Plan was completed and approved by Hampshire County Council in March 2023 and approved by Rushmoor's Cabinet in April.

People 4 - Develop a new leisure centre in Farnborough (Part of the Property, Major Works and Regeneration Programme)	Amber	↑ Improvement	Levelling Up Fund approval received January 2023, work now underway to re-mobilise the project and complete outstanding activity required prior to progressing design development.
People 5 - Working with partners, encourage more residents to be active and have healthier lifestyles	Green	↔ No change	Healthy Walks co-ordinator funding confirmed an the postholder is expected to start in the summer (post will be held by RVS). Action Plan complete for Physical Activity group and we are currently engaging with targeted schools on activity programmes and healthy eating. We are working with Public Health on Obesity. Discussions are ongoing with leisure providers to introduce incentives for local people to utilise leisure provision locally.
People 6 - Support apprenticeships, research and innovation opportunities through the Aerospace Research and Innovation Centre (ARIC)	Amber	↔ No change	Farnborough Aerospace Consortium (FAC) are continuing to use the facility to host business meetings and events. The ability to run additional events in the centre is helping to grow the Consortium's reach and engagement with the business community. EM3 LEP will be funding RBC to undertake sector development work on jet zero. This work will support the business case for the centre being used as a hub for innovation and research.

Council Plan Key Measures (People)

- Increase in the % of waste collected by the Council that is reused, recycled and composted
 **Baseline:** In 2021/2022 36.8% of waste was reused, recycled and composted
End of year update: it is estimated that 43% of waste was reused, recycled and composted in 2022/23

- Decrease in % of working age population claiming benefits because of unemployment
 **Baseline:** In April 2022 3.0% of 16-64 year olds were claiming benefit principally for the reason of being unemployed
End of year update: 2.7% of 16-64 year olds were claiming benefit principally for the reason of being unemployed in March 2023

- Decrease in % of 18-24 year olds claiming benefits because of unemployment
 **Baseline:** In April 2022 4.5% of 18-24 year olds were claiming benefit principally for the reason of being unemployed
End of year update: 3.6% of 18-24 year olds were claiming benefit principally for the reason of being unemployed in March 2023



Note: population figures were updated/increased during 2022/23. However, there has also been a reduction in the actual numbers of 16-64 year olds and 18-24 year olds claiming benefit principally for the reason of being unemployed over the past year.

- Increase in % of physically active adults
Baseline: In 2019/20 62.6% of adults in Rushmoor were physically active
April 2023 update: In 2020/21 61.6% of adults in Rushmoor were physically active, which is a decline in the % of physically active adults from the baseline. It should be noted that the most recent data is 2 years old.

Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.



Place key activities/projects	BRAG Status	Direction of Travel	Comment
Place 1a - Aldershot town centre's Union Yard regeneration scheme (Part of the Property, Major Works and Regeneration Programme)	Green	↑ Improvement	Building works are continuing: <ul style="list-style-type: none"> Block E (including affordable housing) remains ahead of programme. All windows are installed and masonry to the façades is 65% complete. Brickwork is anticipated to be complete, and the scaffolding removed by early May Block C and D (private rented block) – The party walls, ductwork and underfloor heating are 100% complete, this is ahead of programme. Block S (student accommodation) – The Metsec Steel Framing Solution (SFS) is 95% complete and 65% of the windows are installed.
Place 1b - Update the facilities at the crematorium in Aldershot (Part of the Property, Major Works and Regeneration Programme)	Green	↔ No change	Arcus Architects have produced initial internal layout and exterior designs and the option to use Redan Road as a temporary facility for operational services during construction has been explored.
Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter (Part of the Property, Major Works and Regeneration Programme)	Green	↑ Improvement	Outline planning application was approved by Development Management Committee on the 22nd February 2023. The Rushmoor Development Partnership is progressing the s106 and proposed planning conditions with the Local Planning Authority.
Place 3 - Develop Southwood Country Park, including providing a new visitor centre and improving its access, environment and facilities (Part of the Property, Major Works and Regeneration Programme)	Amber	↔ No change	Core construction for Field Centre, Café and Blackwater Valley Partnership storage are now complete, the remaining item outstanding is the substation installation and mains electricity connectivity. The dog and boot wash facility is now installed. The crossing on Ively Rd will need to be pushed back from the targeted June timescales following latest communication from Esso but a temporary crossing has been installed by HCC.
Place 4 - Support the creation of quality, new homes (Rushmoor Homes)	Green	↔	The capital funding for Rushmoor Homes Ltd (RHL) was included in the Council's budget in February and the Business Plan was considered by Cabinet and Council in April. Further work is being done on 69 Victoria Rd to ensure viability prior to a Board decision. 9a Wellington Street will


			<p>proceed once agreement with the leaseholder below on undertaking the works is concluded.</p> <p>57 Cambridge Rd has been slightly delayed due to the discovery of a well on site when undertaking underpinning but remains on budget and is expected to be let in May.</p> <p>Pre-application discussions are continuing on 6 projects and are being finalised for submission</p>
Place 5 - Progress an aerospace heritage project	Amber	 No change	<p>There has been good engagement with the Farnborough Heritage Trails (measured via downloads). Three further trails, covering North Camp, Cove and St Peter's, will be launched later in the spring.</p>
Place 6 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations	Amber	 Decline	<p>It took longer than originally planned to recalculate the council carbon footprint, which has caused a delay in revising the Climate Change Action Plan. Once the Carbon Footprint is complete, a target setting exercise can be undertaken to see the potential routes to carbon neutrality, which will inform and prioritise the deliverables in the revised Climate Change Action Plan. It is expected that this work will report to Cabinet in July 2023.</p> <p>Repair Café led by volunteers opened 17th December.</p> <p>School Outreach: The 'Eco-Schools' scheme run with Winchester Science Centre is now running in four schools.</p>

Council Plan Key Measures (Place)


- Increase in residents' satisfaction with our town centres –

Baseline: 18.5% of residents very and fairly satisfied with town centres – creating good quality town centres (RBC resident survey 2021)


End of year update A resident survey asking this question will be carried out in the Summer 2023
- Decrease in the % of vacant premises in our town centres –

 **Baseline:** In April 2022 11% were vacant

End of year update: In March 2023 9.3% were vacant, this is a decrease in vacant premises.
- Increase in the number of new homes created by Rushmoor Homes –

 **Baseline:** In April 2022 Rushmoor Homes had not created any new homes but were managing 6 homes.

End of year update: 10 homes are now being managed by Rushmoor Homes and planning permission has been granted to develop two sites.
- Increase in the range of housing across the Borough –

 **Baseline:** There were 41,630 Council Tax properties in Rushmoor as of 31st March 2022.

End of year update: In March 2023 there were 42,040 Council tax properties in Rushmoor, this is increase of 410 properties.

Council Business Performance

Quarter 4 2022/23

Points to note

- Council Tax Collection has proved more difficult in 2022/23 – however there is only a minimal reduction in the end of year collection rate. Considering the ongoing issues for customers with the rise in the cost of living and energy bill increases, the collection rate is better than originally forecast.
- Business rates collection rate is on a par with previous years and level with last year.
- The absence rate due to sickness was 4.04 days per FTE during 2022/23, this was lowest absence rate in 10 years.
- Walk in customer demand, email enquiry and telephone enquiry levels have increased this quarter. Average wait time is increasing and call abandoned rate has also increased. This will be monitored throughout 2023/24 so that the impact of the new reception opening hours can be seen.
- Increase in complaints this quarter. However, six complaints were about two issues (three complaints for each issue).
- Number of Fixed Penalty Charge Notices (FPN's) issued for litter and dog fouling progressed to Court Packs is new to the monitoring report this quarter.

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Key to Direction of Travel (DoT) arrows





Numbers have increased	Numbers have decreased	Numbers are the same	Numbers have increased and performance has decreased	Numbers have increased and performance has increased	Numbers have decreased and performance has decreased	Numbers have decreased and performance has increased
						

Council wide indicators



Corporate complaints

Number of complaints				% of complaints responded within policy time			
12				100%			
DoT from last quarter (6)		DoT from this quarter last year (7)		DoT from last quarter (100%)		DoT from this quarter last year (75%)	
Comment: Increase in complaints this quarter. However, six complaints were about two issues (three complaints for each issue).							

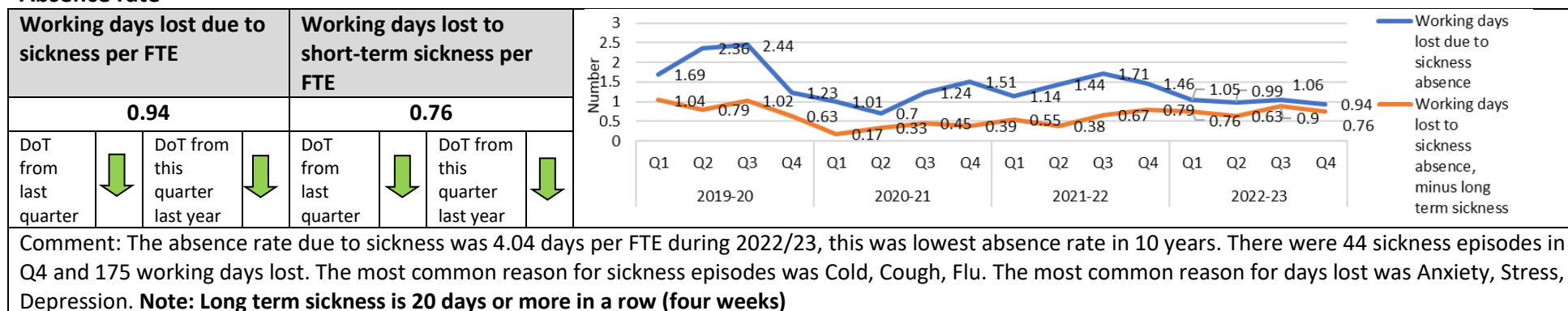
Health and safety

Violence at work data - incidents				Rushmoor work related accident / incident data			
10				2			
DoT from last quarter (6)		DoT from this quarter last year (12)		DoT from last quarter (5)		DoT from this quarter last year (0)	

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter		DoT from this quarter last year	
92.31%				
	(94.7%)		(94.56%)	

Absence rate



Workforce data

Starters and leavers		Turnover			% of employees non-white (22.6% non-white groups in 2021 Census)		
Starters	3	9.77% (Turnover in 2022/23 – 24.43%)			5.56%		
Leavers	25 (7 of these leavers left on the 31/03/23)	DoT from last quarter (3.32%)	↑	DoT from this quarter last year (6.41%)	↑	DoT from last quarter (5.54%)	↑
						DoT from this quarter last year (5.7%)	↓

Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
149				70%			
DoT from last quarter (108)	↑	DoT from this quarter last year (166)	↓	DoT from last quarter (50%)	↑	DoT from this quarter last year (71%)	↓

Comment: There has been a 20% increase in the number of FOIs responded to on time in Q4 compared with Q3. It is hoped that as a result of actions identified the response times will continue to improve over the coming months.

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers				Comment: During Q4 reception saw 3877 customers. This is up 35% on Q3 (which was very quiet) but only 7% up on Q2. Non Rushmoor enquiries account for 28% of all users to reception, with residents looking for service with Citizens Advice, Hampshire County Council or other authorities. 24% were collecting or dropping off paperwork. (63% of which were for benefits - rent / pension increase letters). A further 10% were corporate visitors attending meeting, interviews, or arriving contractors. The services with the highest demand are Benefits, Housing and Council Tax.																								
3,877																												
DoT from last quarter (2,883)	↑	DoT from this quarter last year (2,960)	↑																									
<div><p>Number of walk-in customers each quarter</p><table><thead><tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr></thead><tbody><tr><td>2019/20</td><td>4432</td><td>9242</td><td>7742</td><td>6856</td></tr><tr><td>2020/21</td><td>0</td><td>781</td><td>249</td><td>0</td></tr><tr><td>2021/22</td><td>1435</td><td>1961</td><td>2182</td><td>2960</td></tr><tr><td>2022/23</td><td>3298</td><td>3608</td><td>2883</td><td>3877</td></tr></tbody></table></div>					Year	Q1	Q2	Q3	Q4	2019/20	4432	9242	7742	6856	2020/21	0	781	249	0	2021/22	1435	1961	2182	2960	2022/23	3298	3608	2883
Year	Q1	Q2	Q3	Q4																								
2019/20	4432	9242	7742	6856																								
2020/21	0	781	249	0																								
2021/22	1435	1961	2182	2960																								
2022/23	3298	3608	2883	3877																								

Calls to customer services

Number of calls				Average wait time				Call abandoned rate				Average call handle time			
18,127				1 minute 33 seconds				8.9%				5 minutes 7 seconds			
DoT from last quarter (15,121)	↑	DoT from this quarter last year (18,044)	↑	DoT from last quarter (1 minute 18 seconds)	↑	DoT from this quarter last year (50 seconds)	↑	DoT from last quarter (6.2%)	↑	DoT from this quarter last year (4.1%)	↑	DoT from last quarter (4 min 24 secs)	↑	DoT from this quarter last year (3 min 37 secs)	↑
<p>Comment: In the last quarter, the Customer Services have been offered 18,127 calls and answered 16,514 calls. This is a decrease of % answered on the same period last year. Abandoned rate ran at 9%. January ran at 3% abandoned rate, February 11%, and March 13%.</p>															

Demand via other access channels

Number of emails				Number of enquires via app				Number of enquires via webforms			
6,388				1,323				671			
DoT from last quarter (4,658)	↑	DoT from this quarter last year (5,351)	↑	DoT from last quarter (580)	↑	DoT from this quarter last year (1,218)	↑	DoT from last quarter (773)	↓	DoT from this quarter last year (1,183)	↓






Overall digital uptake

% of transactions through digital services versus other channels (where a digital service is available)	DoT from last quarter	DoT from this quarter last year
70% of 5,725 transactions	↓ (75% of 6,328 transactions)	↑ (67% of 6,086 transactions)

Website

Website session				Top three pages visited	
144,235				1. Bin collection day finder (27,110) 2. Council tax (11,778) 3. Crematorium diary (9,736)	
DoT from last quarter (134,235)	↑	DoT from this quarter last year (135,566)	↑		

Social media

Facebook	Instagram	Twitter	LinkedIn	Next Door
 Followers: 12,232 (up 101) Posts: 65 Reach: 311,811 Avg reach per post: 4,797 Engagements: 26,645 Engagement rate: 8.5%	 Followers: 1,716 (up 34) Posts: 66 Reach: 25,336 Avg reach per post: 383 Engagements: 812 Engagement rate: 3.2%	 Followers: 5,843 (up 19) Tweets: 228 Impressions: 83,100 Avg impressions per tweet: 364 Engagement rate: 2.5%	 Followers: 1,862 (up 137) Posts: 33 Impressions: 19,743 Avg reach per post: 590 Engagement rate: 7.2%	 Service area size: 17,354 residents (up 647) Posts: 42 *Impressions: 56,460 Avg impressions per post: 1,344 <small>*post views, daily digest clicks, and email notifications opened</small>

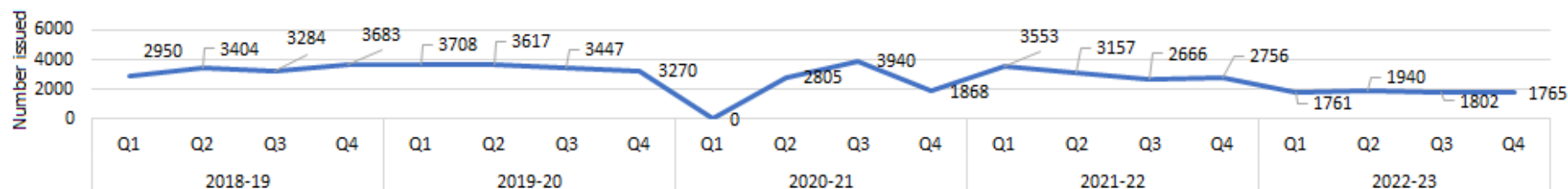
Print media

Press releases				Media enquires			
9				11			
DoT from last quarter (2)	↑	DoT from this quarter last year (13)	↓	DoT from last quarter (14)	↓	DoT from this quarter last year (11)	↔

Key Service Indicators

Penalty Charge Notices (PCNs)

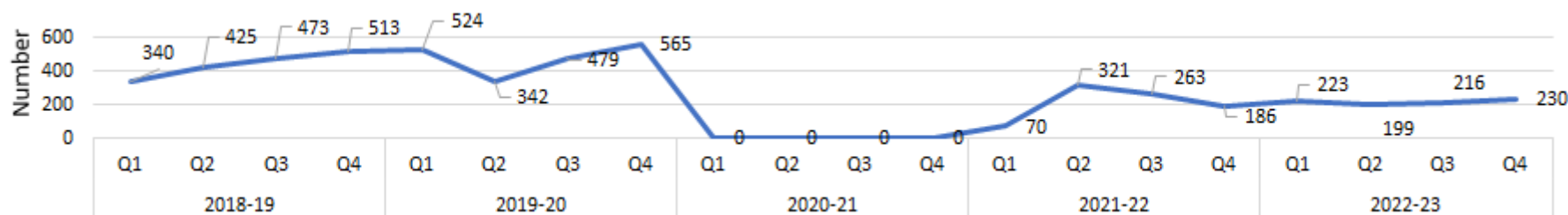
Number of PCNs issued over time



Number issued	Number cancelled	Number paid
1,765	158	1,104
(Number issued in the past 12 months– 7,268)	(Number cancelled in the past 12 months– 502)	(Number paid in the past 12 months– 5,341)
Comment: Issuing PCN's for on street parking was handed back to Hampshire County Council on the 1 st April 2023.		

Fixed Penalty Charge Notices (FPN's) for litter and dog fouling

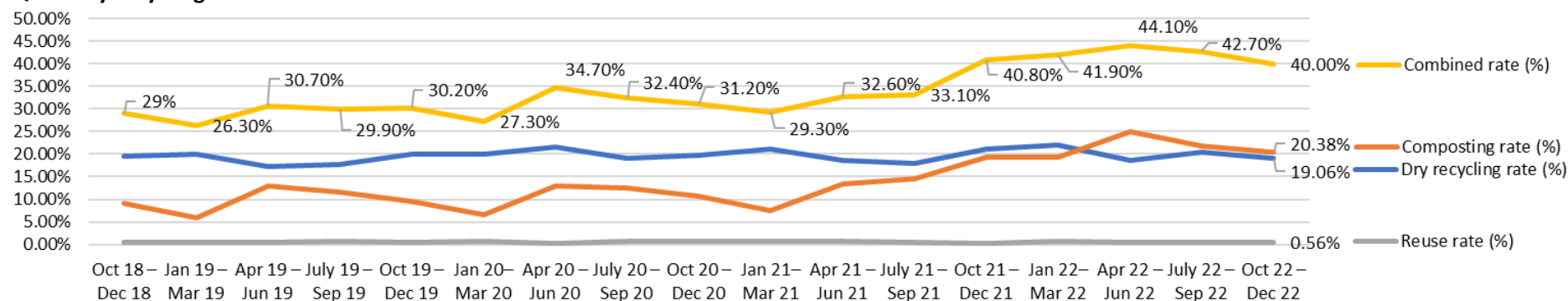
Number of FPN's issued over time



Number issued	Number paid	Number progressed to Court Packs
230	153	40
(Number issued in the past 12 months– 868)	(Number paid in the past 12 months– 553)	
Comment: Number of FPNs progressed to Court Packs is new to the monitoring report this quarter		

Waste and recycling

Quarterly recycling rates



Number of missed bins				Recycling rates - % reused, recycled and composted (one quarter behind – Q3)				Residual waste – kg per household (one quarter behind- Q3)			
124				40.0%				110.49			
(Estimate for Q4 – 40%. Estimate for 2022/23 - 43%)											
DoT from last quarter (167)	↓	DoT from this quarter last year (124)	↔	DoT from last quarter (42.7%)	↓	DoT from this quarter last year (40.8%)	↓	DoT from last quarter (105.42)	↑	DoT from this quarter last year (113.4)	↓

Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
304				27				£66,785 estimate			
DoT from last quarter (334)	↓	DoT from this quarter last year (215)	↑	DoT from last quarter (46)	↓	DoT from this quarter last year (33)	↓	DoT from last quarter (£36,326 estimate)	↑	DoT from this quarter last year (£54,147)	↑

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
205				53				1,688			
DoT from last quarter (155)	↑	DoT from this quarter last year (91)	↑	DoT from last quarter (33)	↑	DoT from this quarter last year (82)	↓	DoT from last quarter (1,835)	↓	DoT from this quarter last year (1,524)	↑
Comment: 53 tenancies commenced in Q4 and 49 properties have nominations but residents have not yet moved in											

Planning applications

Number of planning applications this quarter				Major and small scale major Applications determined within 13 weeks (target 60%)	Minor (Non householder) Applications determined within 8 weeks (target 65%)	'Other' (Including Householder) Applications determined within 8 weeks (target 80%)
253						
DoT from last quarter (241)	↑	DoT from this quarter last year (260)	↓	100%*	100%**	92.9%
Comment: * The four cases were determined outside the statutory period but were subject to agreed extensions of time and therefore recorded as in time. ** four of 11 cases were determined outside the statutory period but all were subject to agreed extensions of time and therefore recorded as in time						

Planning Appeals

Number of planning appeals submitted	Number of appeals allowed	% of appeals allowed (target 40%)
4	0 (2 decision this quarter)	0%
Details of Planning appeals allowed: no planning appeal allowed this quarter. During 2022/23 there were nine appeal decisions, only one was allowed (11%)		

Benefits

Number of new claims –491 in Quarter 4									
<p>Number of new claims - Council Tax Support Only</p> <p>Number of new claims - Housing Benefit Only</p> <p>Number of new claims – combined HB & CTS cases</p>									
Average number of days to process new claims					Total benefit caseload				
This data is obtained from Gov UK, & the data for Q3 and Q4 this year are not yet available - Estimate 4-5 days					5,726				
DoT from last quarter (Last data available is Q2 –5 days)	n/a	DoT from this quarter last year (4 days)	n/a		DoT from last quarter (5,733)	↓	DoT from this quarter last year (5,989)	↓	
Comment: The HB & CTS caseload numbers continue to be affected by the move from Housing Benefit to Universal Credit – there continues to be a decrease in the HB caseload due to migration to Universal Credit, but an increase in CTS cases									

Taxation

% of Council Tax collected				% of Business Rates collected			
97.41% (97.72% in 2022/23)				98.93% (98.5% in 2022/23)			
DoT from last quarter (93.92%)	↑	DoT from this quarter last year (97.80%)	↓	DoT from last quarter (98.25%)	↑	DoT from this quarter last year (98.50%)	↑
Comment: Collection has proved more difficult this year – however there is only a minimal reduction in the end of year collection rate. Considering the ongoing issues for customers with the rise in the cost of living and energy bill increases, the collection rate is better than originally expected.				Comment: NNDR collection rate is still on par with previous years – and level with last year			
Quarterly council tax collection				Quarterly NNDR collection			

Gross affordable housing completions

Number of completions this quarter (target 450 completions over any three year period)		<div><div>Number completed each quarter</div><div>Average number each quarter needed to meet target</div></div>
<div>55</div> <div>(year figure 143)</div> <div>(three year figure 417)</div>		
Comment: Delays for 33 units over 2 sites have meant we have not hit the three year target; this has been attributed to rise in material costs as well as difficulty finding trades people.		

Electoral Registration

% of registered properties (properties minus 'true' voids)	DoT from last quarter	DoT from this quarter last year
88.1%	<div data-bbox="1099 328 1144 384" data-label="Image"> </div> (88.3%)	<div data-bbox="1756 328 1800 384" data-label="Image"> </div> (87.4%)

Rushmoor Borough Council annual report 2022/23

People - empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.

Healthy and green lifestyles

- We completed the rollout of our weekly food waste recycling service, with the service expanded to homes with shared rubbish and recycling bins.
- We completed the building of a new, sustainable, Southwood Country Park field centre and café and a new play area.
- The Council adopted the Rushmoor Green Infrastructure Strategy to improve quality of the Borough's green infrastructure network.

Strong communities proud of our area

- We launched two new heritage trails for Farnborough, giving residents and visitors the opportunity to find out all about the town's rich history through a mobile app. These go with the six we already have for Aldershot.
- Along with communities across Aldershot and Farnborough, we celebrated The Queen's Platinum Jubilee with a number of events, including a beacon lighting, over the four-day bank holiday weekend in June.
- We joined the nation in mourning the passing of our long-serving monarch Queen Elizabeth II, by opening a Book of Remembrance for residents. The Mayor of Rushmoor, Councillor John Marsh, also sent a letter to the royal family expressing his deep sadness on behalf of the council and the people of Aldershot and Farnborough.
- We distributed ward and community grants totalling £32,256 and £23,464 from the Farnborough Airport Community Environmental Fund, which is a levy collected on flights into and out of the airport, to community organisations.
- We celebrated five years of the Rushmoor Lottery Community. A total of £18,179 has been distributed from the Rushmoor Lottery Community Fund, a fund collected from donations from every ticket sold.

- The Council adopted the Rushmoor Cultural Strategy which was developed to help to grow the cultural and arts sector in the Borough.

Opportunities for everyone – quality education and have a skilled workforce

- We refreshed our Supporting Communities Strategy and Action Plan to ensure we are focusing on what our residents need and assisted in the opening of a Repair café.
- We have continued to facilitate engagement with employers and young people to raise aspirations and help young people into employment through training, upskilling and apprenticeships.
- With partners we held a job fair in Princes Mead and a disability works job fair at Princes Hall

Place - ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future

Housing for every stage of life

- The civic quarter is key to regenerating, and providing a new heart to, Farnborough town centre. Working as part of the Rushmoor Development Partnership (RDP), we brought forward a masterplan for its redevelopment which was approved by the Development Management committee in February. This will form the basis for more detailed planning applications in the future.
- The redevelopment of Union Yard continued, with the concrete building frame now finished. When completed it will include flexible retail and commercial space as well as new town centre homes and accommodation for students.
- Rushmoor Homes Ltd progressed with planning applications for two sites being granted.

Virbrant and distinctive town centres

- The Council adopted the Farnborough Town Centre Strategy which will help to facilitate the delivery of a coordinated regeneration project for the wider Farnborough town centre area.
- We successfully secured £20 million from the government's Levelling Up Fund towards a new leisure and cultural hub for Farnborough. The new hub will form an important part of our wider civic quarter regeneration scheme.

























- As a major boost to our plans to regenerate and improve Farnborough town centre we also agreed to buy The Meads and Kingsmead shopping centre. This puts us in a stronger position to deliver a vision for the town centre as an attractive destination where residents and visitors choose to go.
- We worked with The Shaviram Group, the owners of The Galleries in Aldershot, to help progress its redevelopment with the removal of the link bridge in Wellington Street and the stripping out of the interior of the former shopping centre.
- We were successful in our bid to the government's Shared Prosperity Fund, which will see £1 million invested in our town centres over the next three years with a programme of arts, culture and heritage events aimed at maximising footfall to take advantage of our ambitious regeneration plans.
- We introduced the Public Spaces Protection Order (PSPO) for Aldershot town centre to assist in managing ongoing antisocial behaviour related to the consumption of alcohol in a public space and other associated behaviour.
- We carried out a Community Safety Survey residents survey to understand feelings of safety in the borough and identify any areas of concern.

A thriving local economy – kind to the environment

- We provided nearly £300,000 in rate and rent relief to nearly 100 local businesses to help them deal with rising costs and inflation.
- The Cabinet approved the Strategic Economic Framework and Action Plan 2022 – 2025, purpose of the Framework was to help to grow the local economy and assist local businesses in recovering from the Coronavirus pandemic.
- Approved the reviewed Taxi Licensing Policy a requirement on licensing authorities to review policies having regard to measures contained within guidance issued by the Department for Transport.

Also, in 2022/23 we...

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Also, in 2022/23 we...	 Enabled 21,095 people to vote in the elections on the 5 May 2022	 Housed 155 households through the Allocation Pool	 Customer services received 72,284 phone calls	 Customer services received 22,082 emails
 There were 648,409 visits to our website	 There were 2,283 social media posts/tweets/stories	 Identified over £2.5 million pounds of possible savings	 Collected 97.7% of Council Tax	 Collected 98.5% of Business Rates
 Received 543 Freedom of information requests	 Supported 5,800 households with the benefits we issue	 Received 955 planning applications	 Maintained 179 commercial and community properties	 Received 1,315 homelessness enquiries
 Issued 7,268 Penalty Charge Notices	 143 affordable homes were completed	 17 Service Managers completing the leadership development programme	 Collected 31,000 tonnes of waste (estimated)	 Around 43% waste was reused, recycled or composted
 Issued 44 Fixed Penalty Notices for fly-tips and abandoned vehicles	 Issued 868 Fixed Penalty Notices for litter and dog fouling	 There were 72,765 visitors to Aldershot Lido	 Around 19,500 customers attended the panto 'Cinderella' at Princes Hall	 ...and supported 57 ducklings that hatched in the Council Offices court yards

Rushmoor Borough Council - Corporate Risk Register v11.0 17/05/23 (CABINET)

Risk Title	Risk Owner	Risk Type	Risk Description & Potential Outcomes	Inherent Risk Score	Inherent Risk Rating	Existing Controls / Mitigation	Residual Risk Score	Residual Risk Rating	Additional Mitigation Planned	Target Risk Score	Target Risk Rating
Strategic Risks (ST) - Total 8 (+/- 0)											
Financial sustainability of public sector partners	Paul Shackley	ST	<p>The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected.</p> <p>This could have negative repercussions for health, education, community outcomes and economic outcomes identified in the Council Business Plan</p> <p>It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk</p>	12	High	<p>Close partnership working at a senior officer and political level with the Council's public sector partners.</p> <p>Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners</p>	8	High	Continued horizon scanning/monitoring of the broader policy context	6	Medium
Deteriorating economic conditions	Tim Mills	ST	<p>Adverse changes to the economy could result in the loss of major employers within the Borough and/or impacts on particular sectors of the economy. This could result in increasing levels of unemployment and higher levels of deprivation and inequality.</p> <p>Impact of rising inflation on the cost of living, supply chain issues, mismatch of labour supply and fuel shortages have slowed growth and are limiting the strength of the recovery, including on the high street.</p> <p>Changes of this nature have potential implications for the Council in terms of increased demand for services and adverse financial impact.</p> <p>There is also a reputational risk if the Council is not seen to be adequately responding to economic changes or shocks.</p>	12	High	<p>Partnership working with other organisations around support for the economy and local businesses.</p> <p>Engagement with Ward Councillors.</p> <p>Maintaining an understanding of local economic conditions – tracking economic indicators at a local level.</p> <p>Ensuring that key issues/ events are escalated to CMT/ELT at the appropriate time.</p> <p>Strategic Economic Framework agreed in April 2022.</p>	12	High	<p>Revised package of business support being delivered from September 2022 onwards:</p> <p>Invest to grow</p> <p>Incubate enterprise support</p> <p>SeedL - training</p> <p>LoCase - Low Carbon funding</p> <p>Regular business surveys to understand business needs.</p> <p>Business support element of UKSPF.</p> <p>Strategic Economic Framework implementation.</p>	6	Medium
Securing infrastructure investment	Karen Edwards	ST	<p>Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan.</p> <p>In particular, failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness and put at risk the stated aim for a "thriving Rushmoor economy, vibrant town centres and strong communities who are proud of the area"</p>	12	High	<p>Work with public and private sector infrastructure providers and funders.</p> <p>Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor.</p> <p>Horizon scanning by Policy Team for future funding opportunities</p>	6	Medium	<p>Engage effectively with the 'County Deal' processes and other opportunities to access Government funding, including UK Shared Prosperity Fund and the Levelling Up Fund.</p> <p>Continue to secure support from local stakeholders for projects - including residents, HCC and MP.</p>	6	Medium
Decline in the retail sector/town centre uses and subsequent impact on town centres	Tim Mills	ST	<p>Economic and social changes have a significant negative impact on Farnborough and Aldershot Town Centres and therefore reduce the ability to deliver the Council Plan priority of delivering vibrant town centres. This could result in empty retail units, a loss of facilities and amenities for residents and a possible increase in crime and anti-social behaviour.</p> <p>A decline in retail will also have an impact on Business Rates income for the Council.</p> <p>Changes to Permitted Development undermine Town Centre regeneration</p>	9	High	<p>Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends.</p> <p>Dedicated resource within economy team, working with retail sector and other town centre uses e.g. culture and arts.</p> <p>Activity in both town centres to maintain/increase footfall.</p>	6	Medium	<p>Review of engagement with and ongoing provision of business support to Town Centre businesses.</p> <p>Role of the Aldershot Town Centre Task Force being reviewed.</p> <p>Article 4 confirmed however since this time SoS has requested additional justification and consideration of modification.</p> <p>Work with police to tackle increased or perceived increase in ASB/Crime particularly in Aldershot</p>	6	Medium
Poor Health Outcomes within Borough (e.g. obesity, mental health etc)	Rachel Barker	ST	<p>Rushmoor has areas where there are health inequalities and health deprivation. Additional stress and burden on local services – including partner agencies.</p> <p>Aging population. Areas of deprivation have poorer health outcomes and higher demands associated.</p> <p>Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults.</p> <p>Mental Health and wellbeing – lack of funding available at local level</p>	12	High	<p>Supporting Communities Strategy and Action Plan adopted</p> <p>Joint working with partners, particularly with the ICS, HCC and the PCNs with a range of initiatives and plans in place or being developed.</p> <p>Projects to include increased physical activity and reducing obesity in the Borough.</p> <p>Identified as a priority for the Council. Executive Director is a member of the ICS Board.</p>	6	Medium	Review approach to resourcing (in conjunction with partners, in particular the ICS and HCC) and then overall approach to delivering the Council's ambitions (Q1 2023/24).	6	Medium

Poor Educational Attainment - Secondary Schools	Rachel Barker	ST	Educational attainment at secondary education level continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand.	9	High	HCC responsible for Education. RBC supporting role - Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations. Joint work on supporting families with Hampshire Children's Services Educational Improvement Group established under the Overview and Scrutiny Committee	6	Medium	Ongoing dialogue with headteachers of key educational establishments e.g. Farnborough 6th Form. Engaging with young people relating to skills, development and opportunities.	6	Medium
Changing external policy context	Rachel Barker	ST	Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position all of which could adversely impact on the Council's ability to deliver its priorities. The long-term economic picture remains uncertain. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	12	High	Service level risk assessments to consider impacts of potential policy changes on individual Council services. Policy and Communications service to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes.	6	Medium	Continued engagement with Government officials.	6	Medium
Demographic change	Rachel Barker	ST	Changes in Rushmoor's demography could impact on services required or expected by residents as well as how they engage with the economy or society more generally. Any sudden shifts in demography may not be visible to the Council for a period of time which could result in services not being delivered effectively or efficiently and could impact on the Council's ability to deliver its aim of having strong communities who are proud of their area.	6	Medium	Community engagement work may identify some changes ahead of them being reported in data sets. Review and analyse publicly available datasets, alongside those held by the Council. Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations) Presentation to CMT in April 2023 on census data.	4	Medium	Review census information and share widely across the Council and with partners so that trends and their implications are understood – ongoing as Census data is published	2	Low

Standing Corporate Risks (SC) - Total 16 (+/- 0) 2 not suitable for Public Register, 2 Redacted

Financial Sustainability	Simon Little	SC	Government funding declines putting financial sustainability at risk. Business Rates base reduces due to lower economic activity Council cannot afford to deliver services on current cost configuration. Lack of engagement from officers and members with the financial challenge. Savings Programme does not deliver required savings . Poor decision making on financial commitments. Decisions taken in isolation and do not form part of wider strategy. Inflationary pressures and increase in PwLB/Other LA interest rates places additional pressure on the Council's finances After a period of instability in Central Government, the current administration has put controlling inflation and deficit at heart of it's policies, although decisions on funding and deferring some of the difficult decisions on local authority funding has "kicked the can down the road"	16	High	The Savings and Transformation Programme, created through the CREP and OBB processes have created a budget which is balance for the next two financial years. The savings are monitored both through the normal quarterly monitoring process and more specific monitoring for high value/risk plans. If any spending above budget is identified, mitigations will be identified and implemented. Over the medium term announcements from Central Government, along with economic data are monitored and reported. This information will be built into future spending plans.	12	High	Additional review of spending plans into 2025/26 and 2026/27 to address the potential funding gap. Autumn 2023 Review income sources to maximise cashflow. Summer 2023.	9	High
Threat of Cybercrime & Data Loss	Nick Harding	SC	Threat of outside malicious forces attempting to breach RBC's network. Breach could lead to data loss, loss of service(s) & potential unknown financial loss and possible enforcement action by the ICO. Inability to operate in whole or in part until the breach is addressed Inability to source goods and services to manage IT estate due to pressure on world wide supply chain which could result in unsupported infrastructure/ software or inability to move forward End user / Insider risk of inadvertent actions that could result in cyber issue Non-managed IT presents a greater risk of data loss and fraudulent access without appropriate access and duties segregated	16	High	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High
Major Data Breach – non-technical (human and physical)	Nick Harding	SC	Loss/accidental destruction of/ alteration of/unauthorised access to personal data caused by ineffective processes or lack of training or understanding of training. Shared office space. Home working/hybrid working has additional risks.	12	High	Mandatory training for all; encouraging breach reporting and continuing communication on training and lessons learned from data breaches that have occurred. Access controls – council offices/systems/archive management. LGA Peer Review undertaken in November 2022 to raise awareness	8	High	Corporately follow-up to ensure staff are up to date with the mandatory training. Consider corporately centralising application admin function and associated resources into IT to avoid operational of staff outside of IT violating Segregation of Duties (SoD) otherwise an increased risk of data loss and/or fraudulent access. Recommendations from LGA Peer review to training and awareness as well as a Cyber Incident Response Plan.	8	High

Management of external debt - Interest rate/refinancing risk, access to capital finance	Simon Little	SC	<p>Council debt portfolio (cannot be refinanced at affordable interest rates/within resources set aside in MTFS.</p> <p>Increase in Bank of England Interest Rate and Gilts leading to higher interest costs.</p> <p>Contraction of inter-authority lending market.</p> <p>Increased borrowing costs could reduce the scope of the capital programme. The increase could also reduce the resources available to fund other expenditure.</p>	12	High	<p>Continual monitoring of debt position and market interest rates Engagement with Arlingclose (Council's Treasury advisors).</p> <p>Treasury Management Strategy sets borrowing limits and interest rate exposure limits.</p> <p>External borrowing - refinancing risk mitigated through planned move to both some longer term borrowing and appropriate short term borrowing.</p> <p>Financial Strategy amended to reduce the need to borrow long term by the disposal of assets to generate capital receipts, which will be used to fund the capital programme.</p> <p>Arlingclose advice sought and gained.</p> <p>Continual review of debt portfolio and refinancing opportunities as part of BAU.</p>	12	High	<p>\$151 leading management of capital programme to focus on peak debt, affordability and revenue impact of borrowing.</p> <p>Target risk likely to remain high given current borrowing level and forecasts.</p>	4	Medium
PCI DSS compliance	Simon Little	SC	Redacted. Council is not currently fully compliant with PCI DSS.	12	High	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	8	High	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium
Lack of employee alignment, engagement and development will reduce organisational performance	Belinda Tam	SC	A high performing organisation requires employees to be engaged, aligned and developed – significant risk of performance targets not being achieved if these areas are not developed. Increased risk of inability to recruit - and retain.	16	High	<p>Developmental activities:</p> <ul style="list-style-type: none"> •Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&D needs/CPD identified •My Learning e-platform for compliance and developmental training, with reminders when training due •Bespoke leadership development, ongoing internal communications via Staff Live, Yammer, People Portal, email, team meetings, 121s <p>Regular and ongoing engagement activities e.g. around savings/transformation and other priority areas. Regular review of people engagement opportunities and attract, recruit and retention policies.</p>	8	High	<p>Review of People Strategy (2023)</p> <p>Pay and Reward Policy reviewed and implemented April 2023</p>	4	Medium
Insufficient funding to proceed with projects	Karen Edwards	SC	<p>The Council cannot commit to fund the programme of projects, within the regeneration and property programme.</p> <p>Failure to deliver the schemes as a result of a lack of funding and team resources will not meet the overarching strategy objective as stated in the Council Business Plan to deliver additional income or capital and regenerate our town centres.</p>	16	High	<p>Secured some external grant funding to assist with bridging funding gaps. Review of capital and investment position overall and mindful of CIPFA consultation on debt funding.</p> <p>Ensuring finance colleagues are kept up to date with both current / forecast project spending and potential sales of assets.</p> <p>A programme is being drafted to manage the wider financing needs and timing of receipts.</p>	9	High	<p>Seek additional grant funding to mitigate the risk to the Council. Obtain detailed expert advice and carry out due diligence on major projects and capital commitments.</p> <p>Consider joint ventures and other methods of delivery in order to share the risk/reward.</p> <p>Continue to review financial position in order to determine capacity to support regeneration and property projects.</p> <p>Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets.</p> <p>Work with members to establish priorities for commitment of available funding against regeneration programme</p>	4	Medium
External Audit opinion	Simon Little	SC	<p>Inability to publish Statement of Accounts by statutory deadline</p> <p>Council is not able to secure an unqualified opinion of the financial statements</p> <p>Significant governance issues across the authority results in a qualified V/M opinion</p> <p>National position shows 76 audit opinions from 2019/20 audit have not yet been finalised (Q2 2021)</p> <p>90% of audit opinions for 2020/21 were not provided by the statutory date (Sept 2021)</p> <p>Inadequate record keeping or documentation to support key financial statements and accounting judgements</p> <p>External auditor recommendations are not considered by the Council</p> <p>Council cannot complete Annual Statement of Accounts by statutory deadline</p> <p>Council cannot amend draft Statement of Accounts due to lack of suitably qualified/experienced staff and loss of staff through absence</p> <p>Property unable to find records or respond adequately to EY queries may lead to a limitation of scope opinion or a qualified opinion</p> <p>Council does not prioritise asset valuation work or responding to audit queries leading to EY to lose confidence in the authority.</p>	8	High	<p>Finance Manager in post and leading on Statement of Accounts production and liaison with EY</p> <p>Continued effort to recruit Capital Accountant and Principal Accountant (T&T) to provide adequately resourced, qualified, experienced team</p> <p>FIP restructure identifies resource requirements within finance</p> <p>Review of Integra over longer-term to produce accounting information</p> <p>PSAA aware of local audit performance but remains difficult to address supply-side issues</p> <p>Audit opinion fatigue - gap between audit is required to ensure learning from previous year can be actioned</p> <p>Statutory deadlines extended for next 2 audit periods</p> <p>Delay in implementation of new Accounting Standards</p> <p>Jan-22 Trainee Capital Accountant & Junior Service Accountant recruited, which will boost teams resources to produce SoA and answer EY queries in a timely manner</p> <p>Property, Insurance & Finance information with respect to properties is now aligned & information now freely passes between property & finance team</p>	6	Medium	<p>Improved working/information sharing between finance and property given focus on PPE valuations</p> <p>Increase awareness at HoS and SM level around service responsibilities for final accounts</p> <p>Impact from 2019/20 onto 2020/21 and 2021/22 process</p> <p>EY Resourcing not improved</p> <p>No real prospect of significant improvement over short-term. Significant risk that 2020/21 audit opinion is not available Autumn 2022 with 2021/22 audit opinion being received after statutory deadline</p> <p>Planned implementation of Fixed Asset Module (FAM) within Integra should reduce pressure on staff surrounding changes to assets held by the Council (although short-term resource pressure will increase)</p>	4	Medium

Loss of accommodation/ Building temporary & permanent	Nick Harding	SC	<p>The councils main building may be lost to natural causes, unforeseeable events of crisis, outside malicious forces or fire</p> <p>The loss of the building would prevent the council operating at 100% capacity until such time as a secondary building(s) could be set up for officers to work</p> <p>The financial costs would be extreme, albeit partially if not wholly covered by insurance policies</p> <p>There is a risk of loss of life for any officers or member of public who may be in the building at the time of said event(s)</p>	8	High	<p>Business continuity plan & IT Disaster recovery plans in place</p> <p>Contract with Daisy Recovery Services Ltd in place.</p> <p>Multiple copies of BC/DR Plans have been disseminated also available on Resilience Direct</p> <p>Fire risk assessments undertaken regularly</p> <p>Building condition survey undertaken with recommendation</p>	6	Medium	Business continuity plan and IT Disaster recovery plan to be tested – NS/RS/AM	6	Medium
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	SC	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities	9	High	<p>Development of a plan and assessing resourcing requirements. This is kept under review</p> <p>Allocation of ringfenced resource</p> <p>Driven by Cabinet Member and Working Group</p>	6	Medium	<p>Review action plan in order to focus on the issues that make the most difference by identifying priority areas (Q1 2023/24).</p> <p>Develop arrangements to deliver projects with partners.</p> <p>Incorporate projects within Service Business Plans as part of the Review of the Climate Change Action Plan (Q1 2023/24).</p>	6	Medium
Governance and Decision Making – Not meeting statutory deadlines. Legal challenge to a high profile, or regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.	Ian Harrison	SC	<p>Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works.</p> <p>Reputational risk.</p> <p>Risk of delay in delivering key organisational objectives.</p>	9	High	<p>Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement.</p> <p>Delegated decision making is monitored by the Governance Group.</p> <p>Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee.</p> <p>Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective.</p> <p>Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). Training on decision making provided to CMT/Service Managers.</p> <p>There is a guidance note for Executive Decision Making.</p> <p>Timetables and reminders for deadlines provided by meeting administrators.</p> <p>Senior Managers deliver Corporate Induction on Constitution for staff.</p> <p>Training and development of CGAS members provided as part of annual suite of training.</p>	6	Medium	<p>Continue to integrate risk management in corporate governance arrangements - continual improvement.</p> <p>Ensure horizon scanning continues within sector.</p> <p>Review change of membership/CGAS committee following elections on 4th May 2023. Work to take place to ensure continuity and that all members receive required training (by end Q1 2023/24)</p>	6	Medium
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	<p>Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in both town centre major projects.</p> <p>Reputation for delivery will be tested.</p> <p>High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc</p> <p>Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.</p>	9	High	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly)</p> <p>Regular Cabinet and Member reporting</p> <p>External due diligence engaged</p> <p>External grant funding secured</p> <p>Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022</p>	4	Medium	<p>Further public/market engagement planned.</p> <p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce Council financial exposure - LEP / Homes England / High Street Fund etc.</p>	4	Medium
Union Street, Aldershot - Major Project	Karen Edwards	SC	<p>Anticipated project expenditure of circa £40m expected to require RBC borrowing / rental guarantees / external funding to fulfil.</p> <p>High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested, particularly as the Council is undertaking development of the scheme.</p> <p>Financial modelling builds in assumptions relating to income that are yet to be secured by way of pre-lets.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	6	Medium	<p>External grant funding secured (£6.5m)</p> <p>Comprehensive regeneration project governance process implemented. (Board meets 2 monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Employers agent appointed to review and approve costs and specifications.</p> <p>Commercial advisors appointed to develop leasing strategy for commercial element of scheme</p> <p>Additional resource appointed (Development Manager) to oversee the scheme</p> <p>Entered into main JCT Design and Build contract with Hill Partnerships at end of October 2021.</p>	4	Medium	<p>Engage commercial advisors to assist with pre-let opportunities</p> <p>Identify and appoint an Estate Management company.</p> <p>Identify a management company to oversee student element of the scheme on behalf of the Council.</p> <p>Rushmoor Homes Limited to purchase the market rent units from RBC.</p> <p>Consider funding profile in order to best manage risk exposure</p> <p>Engaging the market to confirm end user for the affordable housing element of the scheme.</p>	2	Low

Civic Quarter, Farnborough - Major Project	Karen Edwards	SC	<p>Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in scheme.</p> <p>Reputation for delivery will be tested.</p> <p>Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.</p>	6	Medium	<p>JV Partnership with Hill Group (Rushmoor Development Partnership) - share risk/reward approach</p> <p>Comprehensive regeneration project governance process implemented. (Board meets monthly)</p> <p>Regular Cabinet and Member reporting.</p> <p>External due diligence engaged.</p> <p>Public engagement undertaken in September 2021.</p> <p>Planning application submitted in March 2022 in order to establish development parameters for the site.</p> <p>Further consultation undertaken December 2022 on proposed amendments to the submitted planning application to address stakeholder concerns.</p>	4	Medium	<p>Programme / scheme viability to be reviewed regularly.</p> <p>Seek further external grant funding to reduce RBC exposure - LEP / Homes England / High Street Fund</p>	2	Low
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Escalated Service Risks (ES) - Total 9 (+/- 0 Total, 2 Removed 2 New)

Loss of tenants/ income	Tim Mills	ES	<p>Current tenants in the council offices may wish to not use the council offices as office accommodation post pandemic and improvements in hybrid working which may cause a loss of income to the council.</p> <p>HCC & Police licenses to occupy the Council Offices expire in June 2023. If the license isn't renewed and/or both organisations decide to leave or reduce space this will have a significant financial implication.</p> <p>HCC have requested for significant reduction in desk space (need).</p>	12	High	<p>Ongoing communications with the council tenants to ensure compliance with measures and their future plans.</p> <p>Property are working with HCC to discuss changes. Trying to reduce the impact / loss of income. Discussions to include additional costings not being paid for by a tenant, on part utilised area.</p>	12	High	<p>Marketing planned to identify new tenants.</p> <p>Discuss options of using the 'floors' to reduce costs to the overall building.</p>	9	High
Failure to reprovide temporary accommodation	Tim Mills	ES	<p>Failure to reprovide temporary accommodation leads to increased street homelessness with significant impact on Town Centres, much poorer outcomes for homeless people, increased costs for the Council through use of Bed and Breakfast and reputational damage due to impacts on individuals and towns.</p> <p>The economic climate causes increased demand and potential losses of landlords</p>	12	High	<p>Temporary Accommodation project seeking to identify, purchase and repurpose accommodation to replace North Lane Lodge and Clayton Court. Partner to provide turnkey solution identified and in place. Working with Mears and others to continue market search.</p>	9	High	<p>Implementation of a suitable property to replace NLL is progressing. Extended timescales with Grainger beyond end 2023 for at least one of the buildings.</p>	4	Medium
Changes to the immigration system *NEW*	Rachel Barker	ES	<p>Changes to the asylum system result in reduced levels of community cohesion.</p> <p>Increased service demand</p> <p>Associated funding position is complex and uncertain and may not meet demand.</p>	8	High	<p>Close working with relevant teams across the Council (community, housing, comms, community safety) and with regular briefings to senior managers and portfolio holders.</p> <p>Close working with external stakeholders including police, SMP, County Council, Home Office and their provider Clear Springs</p>	8	High	<p>Further discussions with SMP and Home Office to understand how new regional dispersal system will operate (Q1 2023/24)</p>	2	Low
Reduced Income from Property Portfolio	Tim Mills	ES	<p>Significant loss of income from the Council's property portfolio arising from a variety of reasons including deteriorating economic conditions, downturn in the property market and changing consumer or business habits.</p>	9	High	<p>Establishment of a Property Investment Advisory Group (PIAG) to monitor performance and advise on necessary actions alongside the appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in-house skill, knowledge and capacity.</p> <p>Also, the establishment of a Commercial Property Reserve to act as a buffer for any significant in year loss of income.</p>	6	Medium	<p>Managing income through payment plans, where necessary. Increased emphasis by the service in managing debts. Working with tenants directly and with LSHIM to identify issues and actions and reporting to PIAG.</p> <p>Implementation of asset management system under way.</p> <p>Identifying additional resource to underpin this important source of income by working on options to re-occupy vacant properties and identifying funds for improving the properties for quicker lettings and reducing the rent-free periods.</p> <p>Evaluating opportunities to create additional income to support the Council's financial position and bring forward where possible. This includes repurposing existing assets and adopting an agreed commercial approach to new ground leases.</p> <p>Production of Asset Management Plan to enable 7 year forecasting including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management</p>	6	Medium
Financial System	Simon Little	ES	<p>Integra Financial System is not able to support Council requirements</p> <p>Lack of knowledge and skills within Finance and IT</p> <p>Patch Management of Integra weak leading to unsupported release</p> <p>Lack of development of Integra system within RBC means not fit for purpose</p> <p>Poor engagement from RBC HoS/SM/BH</p> <p>Link to risk - inaccurate financial reporting</p> <p>Reliance on external support from CAPITA may be weakened with focus on CENTROS</p> <p>Alternative financial records are maintained by services bypassing Integra</p> <p>Current version of Integration due to be unsupported by Capita from 01/04/2024</p>	9	High	<p>Finance and IT are able to maintain current system</p> <p>Systems Accountant in post since August 2022</p> <p>Project team established to review options.</p> <p>Capita conducting a BPR in October 2022</p> <p>Systems Accountant is reviewing access, procedures and associated documentation and the Chart of Accounts - all to improve the finance system</p> <p>Training given to staff outside of Finance throughout the OBB process (see above) and further training is planned.</p> <p>Systems Accountant & two IT members booked onto a Capita training session for System administration. Finance & IT staff booked onto a Capita course for Integra's new reporting tool (which allows drill down) Xquery which will allow reports to support the Council services to be written</p>	4	Medium	<p>Business Process Review with Capita likely to provide roadmap</p> <p>Additional resources bid or wider support from Digital Team</p> <p>Training and Development of existing team and IT staff to provide more detailed knowledge</p> <p>Further improvement of the system assigning dashboards to HoS/budget managers to assist management of budgets</p>	4	Medium

Changing priorities and outcomes from either RDP partner	Karen Edwards	ES	RBC and Hill Investment Partnership each represent 50% of the Rushmoor Development Partnership. Decisions must be unanimous, any inability to arrive at a decision results in deadlock and delay. Decisions are often time sensitive, any tension/disagreement/conflict may cause delays. The Council sees no return on its investment in the RDP if shared outcomes and values cannot be agreed or conflict is not resolved and fails to deliver on its regeneration aspirations.	9	High	Members Agreement sets out conflict procedures and arbitration process. Regular meetings between partners scheduled at both Investment Team and Board level to discuss decisions. Projects are jointly developed and agreed via a project plan setting out project outcomes and expected financial position of both parties post development. Portfolio holder is on the RDP Board (With Ex Director and CEx) and Council Members kept informed of progress and key decisions.	4	Medium	Opportunities for relationship building exercises and different working practices now that Covid restrictions have eased. Informal discussions at RDP Board level to consider business plan and where the RDP can add most value to both partners. Increase effort on bringing forward project plans swiftly for consideration following submission of outline planning for civic quarter	1	Low
Real risk of Withdrawal/closure of SERCO contract	James Duggin	ES	Redacted.Increasing financial pressures due to the current economic climate put viability of SERCO contract at risk	9	High	Redacted. Ongoing negotiations, but financial pressures increasing.	6	Medium	Redacted. Continued discussions with Serco.	3	Low
Freedom of Information - Statutory Deadlines *NEW*	Sophie Thorp	ES	The Council has a duty to respond to Freedom of Information requests within the statutory time-frames. Two decisions have been received from the ICO relating to failure to respond within the statutory time-frames on 20th June 2022 and 1st March 2023. Risk of further decision notices and enforcement action/fines from the ICO. Risk to reputation.	12	High	Service Managers and Heads of Service alerted of FOI requests outstanding to ensure that they are actioned within the statutory timeframes.	6	Medium	Develop action plan. Including review of current systems for allocating FOI requests and see whether they can be made more robust/avoid any single points of failure (ST, by end Q2 23/24)	2	Low
Inaccurate reporting of financial position	Simon Little	ES	Financial reports to Cabinet provide inaccurate financial information leading to poor decision making Budget holders provide finance with either inaccurate forecasts or unrealistic estimates of future expenditure and income Budget holders do not engage with finance Budget holders unaware of budget and spend position Inflationary pressures not fully identified Remote working/working from home may make budget monitoring more difficult Financial information held in Integra is not reviewed by budget holders Basis of forecasts/estimates does not take into account relevant financial information Decisions are made on income/expenditure that Finance are not made aware of Decisions are made on incorrect assumptions Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position	6	Medium	Financial Regulations Budget monitoring process and quarterly reporting BH access to Integra Finance team is almost at full complement enabling full review of transactions and support to BH Head of Finance provides additional High-Risk financial information to HoS OBB process resulted in budget training to staff outside the Finance Team	6	Medium	Improvement plans (see above) to Integra to provide user friendly/budget holder focussed reporting Further training on Integra use and budget training planned High-risk reporting through ELT and CMT Finance Improvement Plan Wider discussion on Corporate Priorities Enforcement of budget monitoring processes Follow-through of revised budget monitoring process (as per April 2022 Cabinet Report)	4	Medium

**CABINET
6 JUNE 2023**

**COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIP
PORTFOLIO HOLDER**

**COUNCILLOR JONATHAN CANTY
CUSTOMER EXPERIENCE, TRANSFORMATION AND CORPORATE
PORTFOLIO HOLDER**

KEY DECISION? NO

REPORT NO. ACE2305

COUNCIL PLAN 2023-26

SUMMARY AND RECOMMENDATIONS:

This report presents a draft Council Plan for 2023-26; given at annex A. Refreshed and updated annually, the draft plan sets out the council's priorities and key projects / activities the council will take over the next three years that contribute towards achieving the council's longer-term vision set out in the document Your Future, Your Place – A vision for Aldershot and Farnborough 2030.

The report also seeks the adoption of the Customer, Digital and Technology Plan for 2023/24 attached at annex B.

Cabinet is asked to –

- (i) Recommend approval of the three-year Council Plan (2023-26) to full Council.
- (ii) Approve the Customer, Digital and Technology Plan for 2023/24.

1. INTRODUCTION

- 1.1 This report presents a draft Council Plan for 2023-26; given at annex A. The Council Plan is a three-year plan that is refreshed and updated annually, the draft plan sets out the council's priorities and key projects / activities the council will take over the next three years.
- 1.2 The Plan is structured across two themes – People and Place, with 10 key projects / activities which the Council will deliver over the next three years, that contribute towards achieving the council's longer-term vision set out in the document Your Future, Your Place – A vision for Aldershot and Farnborough 2030.

2. WORK TO REFRESH THE COUNCIL PLAN FOR 2023-26

- 2.1 The Policy and Projects Advisory Board (PPAB) on 21 September 2022 received an update on the current plan and the proposed timeline for updating

the Council Plan to cover the period 2023-26. The first stage in this refresh process was to issue a 'call for evidence' which would encompass evidence, insight and intelligence to shape the update of the Council Plan.

- 2.2 On 4 October 2022, the Corporate Management Team were presented with information about the current plan, the current risks, information about what has happened since the last plan was agreed and the proposed timeline for updating the Council Plan. Specifically, CMT were asked to review the key activities and projects within the plan and feedback on whether these were still relevant for the 2023-26 Council Plan as a number of projects will have been completed by the end of 2022/23. CMT were also requested to contribute to the 'call for evidence'.
- 2.3 The 'call for evidence' stage closed at the end of October, with a variety of responses received. The majority of the responses related to the cost of living crisis and included the possible impacts on residents health and the impact on our partner organisations. Additional information around the increasing financial challenges faced by the Council were also shared.
- 2.4 As part of this 'call for evidence' the results of the Residents Survey 2022 were considered. Over the summer, the 'Living in Rushmoor – Tell us what you think' residents survey was carried out to understand what residents think of living in Aldershot and Farnborough. It included questions that had been previously asked so that comparisons can be made to previous years. The survey got over 1,000 responses.
- 2.5 There is a key link between the budget setting process and any refresh of the Council Plan and a budget is set each year to ensure that adequate resources are available to deliver the priorities in the Council Plan. As set out in FIN2234, due to significant pressures on the Council's finances, an outcome-based budgeting process took place to support the preparation of the 2023/24 budget. The outcomes of this process were reported to Cabinet in February 2023.
- 2.6 Following on from the outcome-based budgeting process, in March 2023 PPAB reviewed the draft Council Plan.
- 2.7 Alongside the development of the Council Plan work undertaken with the Transformation Task and Finish Group has supported the development of a Customer, Digital and Technology Plan for 2023/24. This plan aims to support the Council's commitment to be "a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient and cost-effective services where appropriate, at the same time making sure that no-one is left behind." This commitment is realised through cross-cutting activity between the Council's Customer Services, digital and technology teams, working with Council services and the Plan for 2023/24 sets out in further detail the plan for 2023/24.

3. DETAIL

- 3.1 The Council Plan (Annex A) provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise

longer-term vision and aspirations. The Council Plan outlines the council's priorities the next three years and in particular the key strategic projects that will contribute to achieving the Council's vision.

2.1 The priorities which reflect the vision for Aldershot and Farnborough 2030, are set out under the two themes of People and Place:

PEOPLE

Empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.

Priorities:



Key projects and activities:

- People 1 -Work with public and voluntary sector partners to support our residents
- People 2 - Support the creation of quality, new homes
- People 3 – Progress the development of a new leisure centre and cultural hub in Farnborough
- People 4 - Working with partners, encourage more residents to be active and to have healthier lifestyles
- People 5 – Support key business sectors and help people to get access to the opportunities that they offer

PLACE

Ensuring our towns are family-friendly, safe, vibrant, and sustainable places - now and in the future.

Priorities:



Key projects and activities:

- Place 1 – Complete Aldershot town centre’s Union Yard regeneration scheme
- Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter
- Place 3 - Update the facilities at the crematorium in Aldershot
- Place 4 – Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor’s rich heritage to both increase community pride and the visitor economy.
- Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations

4. MONITORING THE COUNCIL PLAN

- 4.1 Each quarter the Council Plan monitoring report will go to Cabinet setting out the progress against the key projects/activities in the Council Plan. In addition, the Council Business Performance monitoring information, which are the key indicators and service measures used by the Council to monitor how the Council runs and the Council’s Risk Register will be reported each quarter.
- 4.2 At the end of the financial year the Council produces an annual report which sets out the key achievements and provides a summary of work that the Council has carried out during the previous year.
- 4.3 Underpinning the Council Plan are the key strategies and plans that services work towards delivering. An update on the council key strategies and plans will continue to be presented to Cabinet every six months.

5. CUSTOMER, DIGITAL AND TECHNOLOGY PLAN 2023/24

- 5.1 One such plan is the Customer, Digital and Technology Plan (attached at annex B). The scope of this plan includes three interrelated perspectives: Customer, Digital and Technology. They are combined in a single plan as technology is used to deliver digital outcomes to enable better outcomes for customers.
- 5.2 The plan contains the following aims:
 - Residents will find it quicker and easier to pay for services, report issues, make applications, and find support
 - It will cost the Council less to deliver good services and outcomes to residents
 - To learn from resident feedback to adapt and improve the quality of our services
 - Staff and councillors will have the technology they need to deliver services and outcomes
 - The Council’s technology and data will have been kept secure from cyberattacks

5.3 It is intended that the Council will achieve these aims through the delivering:

- Increased transactions made through more efficient, online channels
- Services focusing more on the specialist work only they can do
- Providing human assistance where it is most needed
- Using more automated processing, email notifications, and modern technology
- Working together with other public services
- Investing in technology infrastructure to improve our cybersecurity

6. ALTERNATIVE OPTIONS

6.1 Consideration was given to proceeding with the current Council Business Plan which covers the period between 2022 – 2025. This option was not considered appropriate due to the significant changes impacting the Council both internally and externally. In addition, several projects were nearing completion. It was felt appropriate to review and refresh the Council Plan.

7. IMPLICATIONS

Risks

7.1. Risks to the delivery of the Council Plan will be recorded and reported in line with the Council's Risk Management Policy. The development of the Council Plan 2023 – 2026 has been informed by the Council's risk register.

Financial and Resource Implications

7.2 The Council Plan has been prepared in the context of the Council's Medium Term Financial Strategy and delivering affordable services which are value for money is identified as a key way of working as the Council moves forward. Any projects identified in the Council Plan will be subject to Business Case development and approval if not included in the current budget.

Equalities Impact Implications

7.3 In formulating its proposals the Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. Equality Impact Assessments will be undertaken on the individual projects that will support delivery of the priorities included in the Council Plan if required.

8. CONCLUSIONS

8.1 The refreshed plan reflects the ambitions set out in 'Your Vision, Your Place – A Vision for Farnborough and Aldershot' and identifies key projects to be delivered over the next three years.

8.2 The Cabinet is asked to recommend approval of the three-year Council Plan (2023-26) to full Council.

- 8.3 The Customer, Digital and Technology Plan will support the delivery of the plan by ensuring that the Council continues to use technology to improve digital services and customer outcomes.

COUNCILLOR SUE CARTER
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

COUNCILLOR JONATHAN CANTY
CUSTOMER EXPERIENCE, TRANSFORMATION AND CORPORATE
PORTFOLIO HOLDER

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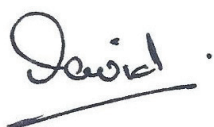
Council Plan

2023 to 2026

Welcome

[To be inserted]

Councillor David Clifford
Leader
Rushmoor Borough Council



Paul Shackley
Chief Executive
Rushmoor Borough Council



About the Council Plan

The council provides a wide range of services, many of which are a part of normal day-to-day life and business activity. However, the intention of the plan is not to provide detail on all our activities, but to outline the council's priorities over the next three years and, in particular, the key strategic projects that will contribute to achieving our vision. This is set out in our vision document [Your Future, Your Place - A vision for Aldershot and Farnborough 2030](#).

Refreshed and updated annually, the Council Plan provides a focus for our activities and services by setting out the short to medium-term steps needed to realise our longer-term vision and aspirations.

The Council Plan also draws upon, and provides a link between, a number of important strategies and plans which inform and underpin much of the work we do. We use these strategies and plans to help set the general direction and work activities of the council. They inform many of the decisions we make, how we allocate resources across the council together with our staff objectives.

While the Council Plan sets out an ambitious programme of key activities, we also have service plans that include more detailed information on the activities and work of individual council departments, teams and the day-to-day services they offer.

Your future, your place: a vision for Aldershot and Farnborough 2030



One
borough



Two world-famous towns

39,056,390m² of land

68%

of land is green space



70 parks and playgrounds



Four nature reserves and woodlands

RUSHMOOR IN NUMBERS

January 2023



100,100 residents



50.1% male
49.9% female



2,810
military personnel
+390 civilian staff



schools



Two outstanding further education colleges

Two

arts and theatre centres



Two indoor pools One lido



41,630 homes



An average age of
38.2 years



3,720 businesses

providing more than 56,000 jobs



Two football clubs

One

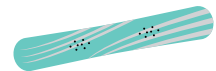
world class conference and convention centre



Three museums

One

snow sports centre



261 miles of road



36 miles of cycle routes



Three railway stations



One airport



RUSHMOOR
BOROUGH COUNCIL

Our values and how we work

Our values support the council's aspirations and help guide how we work with each other, with our partners, businesses, residents and community to achieve our aims.



These values underpin all our work. However, in taking forward the work in this plan or in our day-to-day work activities, we will also:

- Work in partnership to deliver the best possible outcomes for our residents and businesses
- Reduce our environmental impact so that we can be a carbon neutral council by 2030, designing and delivering our services in a green and sustainable way
- Be flexible in how we use our resources to provide value for money and affordable services that use the right approach at the right price
- Be agile and responsive to deliver services at pace, using digital, innovative and creative tools and approaches where appropriate.

Looking ahead – challenges and opportunities

In developing this plan, it has been important to consider the strategic challenges and opportunities that we will face over the lifetime of the plan and beyond. Understanding these challenges and making plans for how the council might address them will help us to make sure our services are fit for the future and able to deliver our aspirations.

Cost of living

The cost of living has been increasing across the UK since 2021, which is affecting us all. This has been due to a number of factors, including supply chain pressures during the pandemic and the Russian invasion of Ukraine which has had an impact on energy prices and increased inflation rapidly. Inflation will hopefully ease in 2023, but there will be still people who are struggling financially and need help. Over the past year, we have worked with our partners to support and help those in need. Help and advice on the cost of living can be found on the [cost of living pages on our website](#). We will continue to provide support for vulnerable residents until things get better.

Financial uncertainty

While the cost-of-living crisis and rising inflation levels affect residents and businesses, they also create financial uncertainty for the council. We have faced increased costs together with reductions in government grants for a number of years. These factors mean that we have had to look closely at the services we provide and make efficiencies and savings where appropriate. With inflation above 10%, we will need to review our finances to make sure that we continue to provide services in the most efficient and effective way. To see our budget and financial plans, see our [medium term financial strategy on our website](#).

Town centre regeneration

As the high street continues to evolve, we have committed to regenerate our town centres and ensure that they are family friendly places. Aldershot town centre is being transformed through the Union Yard regeneration project, which will provide new homes, retail and public space, a new makers' yard and accommodation for local students. We are also working with the Rushmoor Development Partnership to bring

forward exciting proposals for a new civic quarter for Farnborough town centre and have just received £20 million towards the development of a new leisure and cultural hub in Farnborough from the government's Levelling Up Fund. We will be consulting on this new development in due course. In addition, 2023 saw the Council agree to the purchase of The Meads and Kingsmead shopping centre in order to support the regeneration of Farnborough Town Centre. To see our progress on town centre regeneration, please see the [town centres and regeneration pages on our website](#).



UK Shared Prosperity Fund (UKSPF)

We have been given £1 million from the government to spend over the next two years, to help support our local communities. We have developed an investment plan that aims to use this funding for local projects under the following themes:

- Communities and place
- Supporting local businesses
- People
- Skills

For further information, please visit our [UK Shared Prosperity Fund page on our website](#).

Responding to the climate emergency

Responding to the climate emergency will be increasingly significant for us all. Our [Climate Change Action Plan](#) sets out a series of local actions to make the council carbon neutral, and Aldershot and Farnborough greener and more sustainable by 2030. This will include implementing a plan to increase the tree canopy. We will be updating our Climate Change Action Plan in the light of our latest carbon footprint information and will work with our residents and partners to build a more sustainable future.

A strong local economy

Keeping our key businesses and attracting new ones through investment to support growth remains a priority. It is also important to support residents into employment, education or training. Through this work, there is an opportunity to reflect on the future skills that our community needs and to support green jobs that benefit the community, the environment, and the economy.

Health and wellbeing

As Aldershot and Farnborough have a number of health inequalities, it will be important to continue to support the physical and mental health of our residents. It will be vital for us to work with the health sector, community groups and not-for-profit sector to support health and wellbeing across Rushmoor.

Community Safety

We know that crime and antisocial behaviour is a concern to our communities and our yearly community safety survey gives us information about how safe residents feel and where there may be issues related to crime and antisocial behaviour. We will work with our residents and our partners, including the Police and Crime Commissioner, to address the concerns of our communities.

Changes in government policy

There is a significant future programme of legislative and government policy change which will have a direct impact on us and our partners. These not only include day-to-day laws that govern things like the environment or planning rules but may also include widescale changes to local government finance arrangements, powers and structures through possible devolution. There are also significant changes planned to the way we conduct local elections.

Engagement and inclusion

Our community has become more diverse and continues to evolve, and we will need to consider ways to make sure everyone feels included and to reduce social isolation. Social media provides opportunities for us to improve how we communicate and engage with partners and self-service models of delivery are increasingly commonplace. However, as we offer more of our services online, the challenge of digital exclusion and how to support those who do not have the right skills or access to the internet to use these services remains a key concern of us. We will continue to provide information and key services in alternative, accessible formats to increase accessibility.

Recruitment and retention

Attracting and retaining the right staff has become increasingly difficult for businesses, and the council is no exception. In taking forward the actions set out in this plan, we will continue to review our own workforce and retention policies as well as the way we work. We are committed to being a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient and cost-effective services where appropriate, at the same time making sure that no-one is left behind.

Working with our partners

To deliver the priorities and projects set out in this plan, it is essential that we continue to work with our partners and other organisations. Our ability to meet our measures of success and deliver the projects outlined in this plan requires us to work with a number of national, regional and local organisations including government departments, health partners, the voluntary and community sector, schools and colleges, Hampshire County Council and residents' groups.

Community engagement - assessing and understanding needs

In establishing the priorities and activities set out in this plan, we have considered how we engage with, and meet the needs of, our residents, businesses and our community. This has helped us prioritise and understand better their needs so we can target our activities and services to the right people, in the right way at the right time.

We have used a number of tools and approaches to help us with this work including use of local knowledge, strategic assessments, data analysis tools to provide insight into our customers' preferences and needs, public consultations, focus groups and surveys.

We have also used a wide range of communications activities to reach our communities to help make sure they are aware of our services and how they can give their views on them. These range from our residents' magazine, Arena, and local communications to digital communications, such as social media and email newsletters.

Working closely with our partners where appropriate, we want to further develop how we communicate and engage with our community to help us continue to meet our businesses and residents' needs with quality, timely and effective services. In particular, we want to increase our engagement with young people and young families and this will be an area of focus in the years ahead.



Our priorities

We are an ambitious council, and this plan sets out our aspirations against two key areas of work - People and Place.

People

Empowering and connecting communities and enabling people to live healthy and sustainable lives to fulfil their aspirations.



Place

Ensuring our towns are family-friendly, safe, vibrant, and sustainable places - now and in the future.



People key projects and activities

People 1

Work with public and voluntary sector partners to support our residents

We will continue to work with our partners to deliver against the priorities in the Supporting Communities Strategy. This will include taking forward projects and programmes to address economic hardship, resilience and aspirations of young people, physical and mental health and connecting communities.

People 2

Support the creation of quality, new homes

We are committed to improving the amount and quality of private rented homes in Rushmoor. The council set up [Rushmoor Homes Ltd](#) in 2020 to take over the ownership of council-owned properties and land to develop for housing. Over the next few years, the company's focus will be to provide good quality, energy efficient homes for rent. Our housing and homelessness strategy will set out our plans to help deliver homes for all stages of life and particularly affordable homes.

People 3

Progress the development of a new leisure centre and cultural hub in Farnborough

We will continue to work on the approach, costs and designs for a new leisure and cultural hub for Farnborough. Our vision is for a carbon net zero destination development that will provide new leisure facilities alongside library, cultural and community spaces, including a play area, skate park and parking.

People 4

Working with partners, encourage more residents to be active and to have healthier lifestyles

Working with our partners and local schools, we will help encourage our residents to be fit, healthy and improve their wellbeing by increasing participation and use of local leisure facilities, parks and open spaces.

People 5

Support key business sectors and help people to access the opportunities they offer

Working with stakeholders, we will support a range of employment and skills activities across the borough to promote a highly skilled workforce and a labour market able to provide training, employment and education opportunities for all.

Aerospace is a key sector in our economy. We will develop support with the Aerospace Research and Innovation Centre (ARIC) and work with partners to encourage sector growth delivering net zero aviation.

Place key projects and activities

Place 1

Complete Aldershot town centre's Union Yard regeneration scheme

We will continue work on the redevelopment of Union Yard. When completed in the summer of 2024, it will include 100 new town centre homes and accommodation for students as well as flexible retail and commercial space. We will also work with The Shaviram Group to help progress the redevelopment of The Galleries site in Aldershot. The development will provide new town centre homes, commercial space, a public square and a new 250-space public car park.

Place 2

Progress the regeneration of Farnborough town centre, including the civic quarter

Working as part of the Rushmoor Development Partnership (RDP) we will begin to bring forward plans for the individual plots at the civic quarter and we will progress the purchase of The Meads and Kingsmead shopping centre, together with the car park and business centre, which supports our wider regeneration plans for the town centre and civic quarter.

Place 3

Update the facilities at the crematorium in Aldershot

Architects will be designing a major refurbishment of Aldershot Crematorium and we expect work to be completed in Winter 2024.

Place 4

Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich heritage to both increase community pride and the visitor economy

We want to increase the volume, quality and mix of local arts, culture and heritage activity in Rushmoor. We will establish the Rushmoor Cultural Compact (partnership) and deliver the Rushmoor Cultural Strategy Action Plan.

Place 5

Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations

We will be agreeing our updated Climate Change Action Plan which takes account of measures taken so far to reduce our carbon footprint. In addition to reducing our own carbon footprint, we will be implementing a plan to increase our tree canopy cover and working with local schools and hosting events to increase community awareness of how to reduce personal carbon footprints.

Delivering and measuring this plan

Each quarter, our Corporate Management Team and Cabinet monitor the progress of the key projects in this plan through a series of [monitoring and risk reports](#). Our Overview and Scrutiny Committee is then able to review progress against the plan.

Collectively, we monitor our progress of each project against a number of agreed measures and adjust the resources allocated to each project depending on need, progress and risk.

As well as the projects in the Council Plan, teams across the council make sure that we continue to provide high quality services to our residents. These activities are contained in service plans, which the relevant Head of Service and Cabinet member manage and monitor regularly.

To monitor progress on delivering our key strategies and plans, the Cabinet receives a six-monthly update.

At the end of the financial year, the council also produces an Annual Report, summarising key areas of work and the progress against the [Council Plan](#).

Using this performance management approach, the council seeks to achieve and deliver its goals and aspirations. Some examples of our successes are given below.



We said, we did...

Each one of our plans covers a period of three years and includes different projects and commitments. The following commitments have now been successfully completed:

- In our 2022/25 plan we said we would develop a new leisure centre in Farnborough. We successfully secured £20 million from the government's Levelling Up Fund towards a new [leisure and cultural hub for Farnborough](#). The new hub will form an important part of our wider civic quarter regeneration scheme.
- In our 2020/23 plan we said we would submit the masterplan application for regeneration of the [Civic Quarter](#) in Farnborough. Working as part of the Rushmoor Development Partnership (RDP), we brought forward a masterplan for its redevelopment which our Development Management committee approved in February 2023. This will form the basis for more detailed planning applications in the future.
- In our 2021/24 plan we said we would take actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre. During 2022/23 we agreed to buy The Meads and Kingsmead shopping centre. This puts us in a stronger position to deliver a vision for the town centre as an attractive destination.
- In our 2020/23 we said we would start development at [Union Yard](#) in Aldershot town centre. The redevelopment of Union Yard continued throughout 2022/23, with the concrete building frame now finished.
- In our 2022/25 plan we said we would support the regeneration of [The Galleries](#), in Aldershot town centre. During 2022/23 we worked with the Shaviram Group, the owners of The Galleries, to help progress its redevelopment with the removal of the link bridge in Wellington Street and the stripping out of the interior of the former shopping centre.
- In our 2021/24 plan we said we would roll out [food waste collection](#) across the borough. This was completed in 2022/23 and we have seen our recycling rates rise sharply. We are now recycling 43% of Rushmoor's household waste (up from 32%), which is one of the highest rates across Hampshire.
- In our 2022/25 plan we said we would develop [Southwood Country Park](#), including providing a new visitor centre and improving its access, environment and facilities. In 2022 we completed the building of a new, sustainable, Southwood Country Park field centre and café and a new play area.
- In our 2021/24 plan we said we would work with Hampshire County Council to develop a walking and cycling plan to encourage sustainable travel and to support town centre regeneration. The [plan](#) was completed in early 2023.
- In our 2022/25 plan we said we would progress an aerospace heritage project. As part of this we launched two [new heritage trails](#) for Farnborough, giving residents and visitors the opportunity to find out all about the town's rich history through a mobile app. These Farnborough trails add to the six we already have in Aldershot.

Getting involved

If you have comments or would like to get involved in identifying our priorities and activities, please contact policy@rushmoor.gov.uk

Rushmoor Borough Council

council plan 2023-2026 summary

Themes	<ul style="list-style-type: none"> • People - empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations. 	<ul style="list-style-type: none"> • Place - ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.
Priorities	Housing for every stage of life	Strong community, proud of our area
	Healthy and green lifestyles	Vibrant and distinctive town centres
	Opportunities for everyone - quality education and a skilled local workforce	A thriving local economy - kind to the environment
Key projects and activities	<ul style="list-style-type: none"> • People 1 - Work with public and voluntary sector partners to support our residents • People 2 - Support the creation of quality, new homes • People 3 - Progress the development of a new leisure centre and cultural hub in Farnborough • People 4 - Working with partners, encourage more residents to be active and have healthier lifestyles • People 5 - Support key business sectors and help people to access the opportunities that they offer. 	<ul style="list-style-type: none"> • Place 1 - Complete Aldershot town centre's Union Yard regeneration scheme • Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter • Place 3 - Update the facilities at the crematorium in Aldershot • Place 4 - Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich heritage to both increase community pride and the visitor economy • Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations.
Key measures of success	<ul style="list-style-type: none"> • Increase in the range of housing across the Borough • Decrease in % of working age population claiming benefits because of unemployment • Increase in % of physically active adults • Increase in residents that are satisfied with their life. 	<ul style="list-style-type: none"> • Increase in residents' satisfaction with our town centres • Decrease in the % of vacant premises in our town centres • Increase in resident's participation in cultural and community events and activities • Reduction in the council's carbon footprint.

Customer, Digital and Technology

Plan 2023/24

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Purpose

The Council Plan 2023 – 2026 stated that we're committed to being:

"A modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient and cost-effective services where appropriate, at the same time making sure that no-one is left behind."

This paper sets out a strategic intention and a plan for 2023/24. This will provide the foundations for a longer term and comprehensive strategy for 2024 onwards.

Executive Summary

The scope of this plan includes three interrelated perspectives: Customer, Digital and Technology. They are combined in a single plan as we need technology to deliver digital outcomes to deliver customer outcomes.

We aim to be a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient, and cost-effective services where appropriate, at the same time making sure that no-one is left behind.

This means that in the future:

- Residents will find it quicker and easier to pay for services, report issues, make applications, and find support
- It will cost us less to deliver good services and outcomes to our residents
- We will be learning from resident feedback to adapt and improve the quality of our services
- Staff and councillors will have the technology they need to deliver services and outcomes
- Our technology and data will have been kept secure from cyberattacks

We will achieve this through:

- Increasing transactions made through more efficient, online channels
- Services focusing more on the specialist work only they can do
- Providing human assistance where it is most needed
- Using more automated processing, email notifications, and modern technology
- Working together with other public services
- Investing in our technology infrastructure to improve our cybersecurity
- Our Customer, Digital and Technology teams having the capacity and capability to deliver their objectives.

We have designed several actions and project across Customer, Digital, and Technology to achieve our objectives. A series of tangible measures will help us understand the progress we're making against our objectives. We will report our progress through the Corporate Management Team.

Scope

This plan considers three interrelated perspectives: Customer, Digital and Technology. They are combined in a single plan as we need technology to deliver digital outcomes to deliver customer outcomes. They are inseparable in the modern era.

Customer

How we help people access the services they need, including

- Resident engagement, including service updates and service design
- Customer service standards, including operating model and out of hours
- Contact channels, including self-serve and channel shift
- Contact handling, including technology

Digital

How we meet people's expectations through modern cultures, processes, business models, and technology, including:

- User research and business analysis
- Data engineering and analysis
- Service design and change management
- Digital products and services

Technology

How we provide people with the tools they need to deliver services and outcomes, including:

- Hardware and software for staff and members, including legacy and digital skills
- Infrastructure, including cloud and hybrid working
- Cybersecurity and information governance



Strategic intention

Aim

We aim to be a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient, and cost-effective services where appropriate, at the same time making sure that no-one is left behind.

Outcomes

This means that in the future:

- Residents will find it quicker and easier to pay for services, report issues, make applications, and find support
- It will cost us less to deliver good services and outcomes to our residents
- We will be learning from resident feedback to adapt and improve the quality of our services
- Staff and councillors will have the technology they need to deliver services and outcomes
- Our technology and data will have been kept secure from cyberattacks

Approach

We will achieve this by:

- More residents choosing to contact us using more efficient, online channels
- Moving more initial customer contact to Customer Services, so that other services can focus on the specialist work only they can do
- Refocusing customer services on transactions where human assistance is most needed
- Using automated processing to improve our productivity
- Sending more notifications by email, rather than by post
- Keeping our use of post, paper, and physical hardware to a minimum
- Generating more income through our subscription and paid-for services
- Sharing our services, knowledge, and experience with others to collectively save money and improve resident experiences
- Collaborating and sharing data with other public services to provide better resident experiences
- Investing in our technology infrastructure to improve our cybersecurity
- Taking a cloud first approach to new technology and moving more of our existing technology to hosted or cloud services.
- Our Customer, Digital and Technology teams having the capacity and capability to deliver their objectives.

Measures

If we are being successful, we should see:

- High customer service accuracy rates, improving customer satisfaction, and reducing wait times, abandonment rates and cost per transaction.
- Increased use of online, digital, and app channels
- Decreased use of phone, email, and office visit channels
- Budget reductions through reduced Customer Service transactions for recycling and rubbish, and council tax services
- Budget reductions from other services through moving work to Customer Services

- Budget reductions through co-investment and/or grant funding in a multi-organisation project
- Budget reductions through reduced postage costs
- Increased income from bulky waste and garden waste collection services
- Improved staff and councillor satisfaction in their technology and technical support
- No foreseeable, high risk or high impact cybersecurity incident
- Less technology hosted in our datacentre
- Compliance requirements met

Planned work April 2023 to March 2024

This year our Customer, Digital, and Technology teams will:

- Respond to over 110,000 phone calls, emails, visits, and other interactions
- Offer digital products and services with over 31,000 interactions and over 1 million page views
- Provide technology to around 360 staff and councillors, supporting service delivery and achieving outcomes
- Maintain, update, and continuously improve our services, products, and technology, as well as continue to meet our compliance requirements

Alongside our everyday activities, we will take these actions to make progress towards our long-term strategic objectives. These actions have been prioritised to bring forward work that enables or accelerates budget reductions. It also recognises that there is some work that has to happen, such as to meet compliance requirements and protect ourselves from cyberattacks.

Customer

1. Move to a new customer service operating model that maintains customer service standards at a lower cost
2. Review Customer Services operations for opportunities to further reduce phone calls and visits to the Council offices, so that we can focus human assistance where it is most needed
3. Move further parking and environmental health related work to Customer Services
4. Consult Service Managers on opportunities to move further work from service areas into Customer Services (dependent on further technology improvements)
5. Contribute to the design of, and transfer to, the future Council Offices

Digital

1. Transform our environmental health service to deliver a good service that meets statutory requirements at a lower cost
2. Transform our housing options service to ensure future service sustainability
3. Begin the research, design, and development of digital service for residents to tell us they have moved home. This service could include: 'tell us once' style customer experience, integrations with back-office software in multiple services, and upsell marketing. This could lead to an integrated customer record, opening more transformation opportunities.
4. Deliver budget reductions by moving more notifications from letters to emails and reducing how much we print and post.
5. A user research programme to learn how to adapt and improve our products and services
6. Implement GOV.UK Pay to take payments online and through Customer Services to improve our PCI compliance
7. Work with other councils to develop our 'manage my taxi licence' service
8. A proof-of-concept data engineering and analysis project to demonstrate how we might use technology to understand our performance better.
9. Research, design, and implement a new commercial office and meeting space service
10. Continuous improvement of Customer Service's technology to introduce more scripted process and integrations that reduce their training needs
11. Continuous improvement of the Council website to encourage more people to use our online services rather than call, email, or visit us.

Technology

1. Start to record staff and councillor satisfaction in their technology and technical support
2. Maintain and improve our cybersecurity position through
 - a. Continuing to improve how we protect our user accounts and devices
 - b. Making our users more aware of how they can contribute
 - c. Testing our Incident Response Plan
 - d. Refresh and implement cybersecurity, information security, supply chain and patch management policies
3. Move to modern service desk software to improve user experience and productivity and to implement more robust processes such as asset, problem and change management. A new solution will also provide the ability to produce analytics and statistics for decision making that hasn't been in place to date.
4. Move to new device management for public computers and mobile devices to provide better user experience
5. Update our mapping software to maintain compatibility and access new features (ESRI ArcGIS)
6. Reconcile our land ownership data to make sure it is properly digitised
7. Subject to business case, work alongside our finance service to update and improve the user experience of our financial accounting software and move it to cloud hosting (Capita Integra)
8. Subject to business case, work with our services on updating our regulatory services software and moving it to cloud hosting (Idox Cloud)
9. Refresh datacentre and network equipment
10. Agree information governance policies and, subject to funding, apply technical controls to Office365
11. Move our applications away from Windows Server 2012 R2 before the end of support in October 23

Governance

The overall governance for this interim plan will be held by the Corporate Management Team. Technology work will be reported as IT Enabling Projects to the Executive Director and Portfolio Holder.

Risks are recorded and monitored through service risk management arrangements.

Progress against the identified measures will be monitored and reported to the Corporate Management Team and Portfolio Holder.

Conclusion

This paper outlines how the Council will work towards being a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient, and cost-effective services where appropriate, at the same time making sure that no-one is left behind.

This ambitious set of actions and projects in the next 12 months should reduce the council's budget while improving the customer experience.

This will provide the foundations for a longer term and comprehensive strategy for 2024 onwards.

CABINET
6th June 2023

COUNCILLOR JONATHAN CANTY
CUSTOMER EXPERIENCE, TRANSFORMATION
AND CORPORATE PORTFOLIO HOLDER

KEY DECISION: ~~YES~~/NO

REPORT NO. IT2305

DECISION MADE UNDER URGENCY PROVISIONS - IDOX CLOUD CONTRACT

SUMMARY AND RECOMMENDATIONS:

The Council uses IDOX Uniform software to delivery of key services in Building Control, Planning, Licensing, Environmental Health, Trading Standards and Land Charges.

A new contract to use the IDOX Cloud solution was required to be completed by 22 May 2023 to continue to be able to use the systems that support the services and to move the current on premise solution to the cloud. This deadline needed to be met so that the Council will not incur additional costs, delays, and risks of not having a supported critical system to operate its services.

The purpose of this report is for Cabinet to note a Record of Executive Decision made to commence a contract with IDOX Software Ltd for an initial 5-year term to use the IDOX Cloud solution transitioning from the IDOX on premise solution over the next 12 months.

1. INTRODUCTION

- 1.1 The purpose of this report is for Cabinet to note the Record of Executive Decision in relation to the award of the IDOX Cloud contract.

2. BACKGROUND

- 2.1 IDOX Uniform software provides Building Control, Planning, Licensing, Environmental Health, Trading Standards, and Land Charges services. There has not been another system on the market that covers this wide range of services, therefore the Council have been using IDOX Uniform for approximately 30 years. 80 staff use the system to support the delivery of these services.
- 2.2 The contract for these services expired on 31st March 2023 with an extension to use the software license until 31st May 2023 whilst a new contract was negotiated.

- 2.3 Many of the software products currently used by the Council have integrations with other solutions and embedded processes with the Council. The cost of moving to a new solution would be extensive and not in the Council's best interests to replicate all the current products, integrations and processes that are currently provided with the IDOX Uniform on premise solution.
- 2.4 Rushmoor have explored options to remain with the current solution, but this suite of products is being developed less and continues to present the issue of the Building Control partnership with Hart District Council requiring access to two versions of Uniform to manage. This issue will be eliminated in the IDOX Cloud product.
- 2.5 Rushmoor have explored the market and could not find another viable product that meets the needs of the Council to continue providing essential services.
- 2.6 The contract framework being used expired on 22nd May 2023, so a new contract needed to be in place by the end of that date.

3. DETAILS OF THE PROPOSAL

- 3.1 A decision has been made to agree to commence a 5-year contract with IDOX Software Limited for the provision of their IDOX Cloud software and services. The record of Executive Decision is set out as the Appendix to this report for noting by Cabinet.
- 3.2 In coming to this decision, consultation has been carried out with the Council's Executive Leadership Team and The Mayor of The Council in accordance with the Council's Access to Information Procedure Rules, Arrangements for Urgency and Exceptions Sections (1) and (3).

4. LEGAL IMPLICATIONS

- 4.1 A contractual agreement was signed by both parties on 22nd May 2023, the content of which has been approved by the Council's legal advisor.

5. FINANCIAL AND RESOURCE IMPLICATIONS

- 5.1 The total 5-year cost of the contract is £563k. This is made up of on-boarding costs of £103K and annual costs of £92k. 95% of these were provisioned and approved in the 2023-24 Medium Term Financial Strategy. The additional costs amount to £6k per contract year for the product that manages addresses so is essential.
- 5.2 Moving to a cloud solution will also negate the need for consultancy costs for upgrades once services are transitioned to the cloud solution. Upgrades are performed by IDOX to the cloud product which the Council will access, meaning there is less resource time required by the Council.

6. RISKS

- 6.1 The Council's contract for the use of IDOX Uniform on-premises software expired on 31st March 2023 with an extended right to use the Uniform license to the end of May 2023.
- 6.2 A new contract was required to procure the IDOX Cloud solution under the Crown Commercial Services Framework Contract RM3821 for the provision of Data and Applications Solutions (Lot2b – Environmental and Planning).
- 6.3 This framework expired at the end of 22nd May 2023 and therefore if the contract could not be agreed then significant costs to maintain the current IDOX system would have been incurred.
- 6.4 The Council would have also lost the highly discounted price given for the IDOX Cloud solution if the contract had not been agreed by framework expiry date.
- 6.5 The Council would also have been at risk of running an unsupported critical system that supports the delivery of many Council services.
- 6.6 Additional urgent legal and other resource costs would have been required to negotiate a new contract under a new framework after 22nd May 2023 if this contract had not been agreed.

7 EQUALITIES IMPACT IMPLICATIONS

- 7.1 There are no equalities impact implications as a result of this decision.

8. CONCLUSION

- 8.1 The agreement to commence a new contract for the provision of the IDOX cloud solution enables the Council to continue to deliver fit-for-purpose support systems for the delivery of critical Council services. This decision minimised risk of unsupported systems, increased costs and delays. Cabinet are requested to note the decision made.

CONTACT DETAILS:

Report Author: Debbie Langley (IT Service Delivery Manager)
(Debbie.langley@rushmoor.gov.uk)

APPENDICES

APPENDIX 1: Record of Executive Decision

RUSHMOOR BOROUGH COUNCIL RECORD OF EXECUTIVE DECISION



Decision taken by individual Officer

DECISION MAKER *(Name and designation)*

Nick Harding – Head of IT, Facilities and Projects

DECISION AND THE REASON(S) FOR IT

For the Council to engage in a contract with Idox Software Limited to deliver their IDOX cloud solution for an initial 5-year fixed term commencing on 1st June 2023.

Rushmoor Borough Council operates key services to the public, that are supported by an IT system known as IDOX Uniform. IDOX Uniform provides Building Control, Planning, Licensing, Environmental Health, Trading Standards, and Land Charges services.

There has not been another system on the market that covers this wide range of services, therefore council have been using IDOX Uniform for approximately 15-18 years. Throughout this time these services have been managed on a server estate on premise within the RBC building. The previous contract we have with IDOX ended on 31/03/2023 with an agreed 2-month extension to continue to use the license for the Uniform software.

The Call-Off Contract is included here.



Call Off Contract -
Rushmoor - 180523 -

Officer decision –

To proceed with the call-off contract under Crown Commercial Services Framework Contract with the reference number RM3821 for the provision of Data and Applications Solutions, Lot2b – Environmental and Planning.

DATE DECISION TAKEN

22nd May 2023

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

To start a new contract for the Uniform software remaining on premise. This would not align with the Council's strategy to move services to the cloud. IDOX Software limited are also focusing their development efforts into the cloud solution.

Engaging in a new on-premised Uniform contract would also incur additional upgrade costs that are included in the IDOX cloud version.

ANY CONFLICTS OF INTERESTS DECLARED

*(Conflict of interests of any executive member who is consulted by the officer which relates to the decision.
A note of dispensation should be attached).*

Signed _____**REDACTED**_____

Nick Harding, Head of IT, Customer & Facilities Service
22nd May 2023

CABINET

CORPORATE MANAGER - DEMOCRACY

6TH JUNE 2023

REPORT NO. DEM2302

APPOINTMENTS TO CABINET WORKING GROUPS 2023/24**RECOMMENDATION**

The Cabinet to confirm the appointments to the proposed Cabinet Working Groups for 2023/24 as set out below.

An update is also provided on Cabinet Working Groups proposed/held in 2022/23 that are not planned for the current year.

Finally, that the Corporate Manager – Democracy, in consultation with the Leader of the Council, should be authorised to make appointments to these groups during the 2023/24 municipal year, in order to fill vacancies.

Working Group	Representatives	
1. Budget Strategy	Finance Portfolio Holder	Cllr P.G. Taylor
	Chairman of Corporate Governance, Audit and Standards Committee	Cllr P.J. Cullum
	Chairman/Vice-Chairman of Policy and Project Advisory Board	To be confirmed
	Conservative Group (2)	Cllr S. Trussler Cllr A. Adeola
	Labour Group (2)	Cllr K. Dibble Cllr Gareth Williams
	Liberal Democrat Group	Cllr C.W. Card
2. Strategic Housing and Local Plan	Planning and Economy Portfolio Holder	Cllr G.B Lyon
	Chairman of Development Management Committee	Cllr S.J. Masterson

continued

Working Group	Representatives	
	<p>Chairman or Vice-Chairman of the Policy and Project Advisory Board</p> <p>Conservative Group (1)</p> <p>Labour Group (2)</p> <p>Liberal Democrat Group (1)</p>	<p>To be confirmed</p> <p>Cllr A. Adeola</p> <p>Cllr M.J. Roberts Cllr Sophie Porter</p> <p>Cllr C.W. Card</p>
Member Development	<p>Cabinet Member with responsibility for Member Development</p> <p>Additional Cabinet Member</p> <p>Conservative Group (2)</p> <p>Labour Group (2)</p>	<p>Cllr Sue Carter</p> <p>Cllr P.J. Taylor</p> <p>Cllr Calum Stewart Cllr Jessica Auton</p> <p>Cllr Sophie Porter Cllr Abe Allen</p>
Capital Projects & Property Advisory Group	<p>Leader</p> <p>Portfolio Holder for Regeneration and Major Projects</p> <p>Portfolio Holder for Finance</p> <p>Two Members of the Labour Group (Group Leader and Shadow Finance portfolio)</p> <p>Member of CGAS (Nominated by the Leader after consultation with the Chairman of CGAS)</p> <p>Chaired by the Chief Executive and attended by Executive Directors and Executive Head of Finance.</p> <p>Supported by Executive Head of Property & Growth and Head of Regeneration and Development</p>	<p>Cllr D.E. Clifford</p> <p>Cllr M.J. Tennant</p> <p>Cllr P.G. Taylor</p> <p>Cllr Christine Guinness Cllr Keith Dibble</p> <p>Cllr S. Trussler</p>

Working Group	Representatives	
Waste and Recycling Options	Operational Services Portfolio Holder	Cllr M.L. Sheehan
	Chairman of Policy and Project Advisory Board	Cllr Marina Munro
	Conservative Group (2)	Cllr P.J. Cullum Cllr A.H. Gani
	Labour Group (2)	Cllr Becky Williams Cllr Jules Crossley
	Liberal Democrat Group (1)	Cllr C.W. Card
Union Yard Project Board	Major Projects and Property Portfolio Holder	Cllr M.J. Tennant
	Finance Portfolio Holder	Cllr P.G. Taylor
	Labour Group Leader	Cllr Christine Guinness

UPDATES ON WORKING GROUPS 2022/23

(1) Farnborough Town Centre Strategy

It is proposed that this work be overseen by the Policy and Projects Advisory Board (PPAB). As well as matters to be considered at formal meetings this work will involve input through whole PPAB workshops or through the establishment of a Working Group or Task and Finish Group to consider matters of detail. The Portfolio holders for Major Projects and Property and Planning and Economy would be invited to attend as required.

(2) Climate Change Working Group

The Climate Change Working Group was established in November 2020 to “guide the development and detail of the implementation plan”. A refreshed carbon footprint for the Council and associated action and implementation plan will be presented to Cabinet in July 2023. Further policy and project matters will be presented to the Policy and Projects Advisory Board (PPAB) and progress in delivering the plan will be reported to as part of the Council’s quarterly monitoring and the Overview and Scrutiny Committee. These arrangements reflect the changes within Cabinet Portfolios which sees climate change positioned more corporately and the move of responsibility for climate change to the Deputy Leader and Major Projects and Property Portfolio Holder.

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