

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 4th July, 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 - 6)

To confirm the Minutes of the meeting held on 6th June, 2023 (copy attached).

3. **Q4 REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING AND FINAL OUTTURN REPORT 2022/23** – (Pages 7 - 40)
(Cllr Paul Taylor, Finance Portfolio Holder)

To consider Report No. FIN2311 (copy attached), which sets out the Council's financial position for 2022/23, based on a monitoring exercise carried out with budget officers during March 2023 and actual spend data from 1st April, 2022 to 31st March, 2023.

4. **CLIMATE CHANGE ACTION PLAN 2023-26** – (Pages 41 - 58)
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

To consider Report No. ACE2306 (copy attached), which sets out a revised Climate Change Action Plan for the period 2023-26.

CABINET

Meeting held on Tuesday, 6th June, 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, 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

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 **19th June, 2023**.

1. **DECLARATIONS OF INTEREST –**

Having regard to the Council's Code of Conduct for Councillors, no declarations of interest were made.

2. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 18th April, 2023 were confirmed and signed by the Chairman.

3. **SUPPORTING LOCAL BUSINESSES IN NORTH CAMP - BUSINESS INTERRUPTION RELIEF - LYNCHFORD ROAD –**

(Cllr Paul Taylor, Finance Portfolio Holder)

The Cabinet considered Report No. FIN2309, which set out a proposed local policy to enable the Council to award business rates relief to local businesses that had been adversely affected by Hampshire County Council's North Camp Accessibility Scheme, along with further measures to support the local business community.

Members were informed that the policy would allow for up to 100% business rate relief, backdated to the commencement of the works in October, 2022. It was also proposed that parking charges in the Peabody Road and Napier Gardens Car Parks should be amended to encourage visitors into the area, which would boost local trade. The Council would also carry out a marketing campaign to attract visitors to the area.

In discussing this, Members reported that meetings had been held with both Hampshire County Council, where action points had been agreed, and with local businesses. The purpose of this Report had been to enable the delivery of the agreed action points that were under Rushmoor Council's control. It was reported

that the County Council had agreed to produce a project plan for the scheme and that this was due to be received by the Council imminently. The Cabinet was supportive of the measures set out in the Report and considered it important that support to the local business community should be continued through to the conclusion of the scheme.

The Cabinet RESOLVED that

- (i) the establishment of a local Business Interruption Relief – Lynchford Road Policy, to reduce business rates payable by those businesses on Lynchford Road most affected by Hampshire County Council’s North Camp Accessibility Scheme, as set out in Report No. FIN2309, be approved;
- (ii) the amendments in car parking charges at Peabody Road and Napier Gardens Car Parks to increase footfall in North Camp and to boost local trade, as set out in the Report, be approved; and
- (iii) the endorsement of 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 could be managed, as set out in the Report, be approved.

4. COUNCIL BUSINESS PLAN AND RISK REGISTER QUARTERLY UPDATE AND END OF YEAR 2022/23 –

(Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet received Report No. ACE2304, which set out progress in delivering the Council Plan projects during the fourth quarter of 2022/23 and included an end of year report. Members were informed that progress against thirteen key projects was included in the Report, along with the Council’s business performance monitoring information and the Council’s Corporate Risk Register. It was reported that, at the end of the fourth quarter, 61% of live projects were on track or had been completed, with the remainder showing an amber status.

The Cabinet NOTED the progress made towards delivering the Council Plan, as set out in Report No. ACE2304.

5. COUNCIL PLAN 2023-26 –

(Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet considered Report No. ACE2305, which set out proposed updates to the Council’s three year Council Plan and a proposed Customer, Digital and Technology Plan for 2023/24.

Members were informed that the plan would build on the priorities that had been identified by the Cabinet and that supported the Council’s longer-term vision set out in the document ‘Your Future, Your Place - A vision for Aldershot and Farnborough 2030’. Members heard that the plan continued to be structured around the two themes of People and Place. The plan would be presented at the Council Meeting on 6th July, 2023.

The Cabinet was informed that the Customer, Digital and Technology Plan was a key policy that contributed towards the Council being able to deliver the priorities set out in the Council Plan. It was reported that the ways that customers accessed the Council's services had changed significantly in recent years and that the plan would enable to the Council to coordinate the activities required to ensure that suitable and efficient channels were available as required.

The Cabinet

- (i) **RECOMMENDED TO THE COUNCIL** that the Rushmoor Borough Council Plan 2023-26, as set out in Report No. ACE2305, be approved; and
- (ii) **RESOLVED** that the Customer, Digital and Technology Plan 2023/24, as set out in the Report, be approved.

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

The Cabinet received Report No. IT2305 and a Record of Executive Decision, which set out a decision made on 22nd May, 2023 by the Head of IT, Facilities and Projects to engage in a contract with IDOX Software Limited for an initial five-year term to use the IDOX Cloud solution, transitioning from the IDOX on-premise solution over the following twelve months.

In response to a query, it was explained to Members that the decision had not been made under urgency powers contained within the Council's constitution, but that the decision was considered to be a key decision and, as such, had not been advertised for a period of 28 days prior to being taken, as required by regulations. It was for this reason that the matter had been presented to the Cabinet for noting.

The Cabinet NOTED the action taken, as set out in Report No. IT2305 and the Record of Executive Decision dated 22nd May, 2023.

7. **APPOINTMENTS TO CABINET WORKING GROUPS 2023/24 –**

The Cabinet RESOLVED that

- (i) the following appointments be made to groups for the 2023/24 Municipal Year:

Budget Strategy Working Group

Finance Services 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) -	Cllrs A. Adeola and S. Trussler
Labour Group (2) -	Cllrs K. Dibble and Gareth Williams
Liberal Democrat Group (1) -	Cllr C.W. Card

Strategic Housing and Local Plan Working Group

Planning and Economy Portfolio Holder -	Cllr G.B. Lyon
Chairman of Development Management Committee -	Cllr S.J. Masterson
Chairman/Vice-Chairman of Policy and Project Advisory Board -	To be confirmed
Conservative Group (1) -	Cllr A. Adeola
Labour Group (2) -	Cllrs Sophie Porter and M.J. Roberts
Liberal Democrat Group (1) -	Cllr C.W. Card

Member Development Group

Cabinet Member with responsibility for Member Development -	Cllr Sue Carter
Additional Cabinet Member (1) -	Cllr P.J. Taylor
Conservative Group (2) -	Cllrs Jessica Auton and Calum Stewart
Labour Group (2) -	Cllrs Abe Allen and Sophie Porter

Capital Projects and Property Advisory Group

Leader of the Council -	Cllr D.E. Clifford
Major Projects and Property Portfolio Holder -	Cllr M.J. Tennant
Finance Portfolio Holder -	Cllr P.G. Taylor
Labour Group (2 – Group Leader and Shadow Finance Portfolio Holder) -	Cllrs Christine Guinness and K. Dibble

Member of CGAS (nominated by Cllr S. Trussler Leader, in consultation with Chairman of CGAS) -

Waste and Recycling Options Working Group

Operational Services Portfolio Holder - Cllr M.L. Sheehan

Chairman of Policy and Project Advisory Board - Cllr Marina Munro

Conservative Group (2) - Cllrs P.J. Cullum and A.H. Gani

Labour Group (2) - Cllrs Jules Crossley and Becky Williams

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

- (ii) the Corporate Manager - Democracy, in consultation with the Leader of the Council, be authorised to make appointments to these groups during the 2023/24 municipal year, in order to fill vacancies.

The Meeting closed at 7.42 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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CABINET
04 JULY 2023

COUNCILLOR PAUL TAYLOR
FINANCE PORTFOLIO HOLDER
REPORT NO. FIN2311

KEY DECISION: NO

Q4 REVENUE BUDGET AND CAPITAL PROGRAMME MONITORING

FINAL OUTTURN REPORT 2022/23

SUMMARY:

This report sets out the financial position for 2022/23, based on monitoring exercise carried out with budget officers during March 2023 and actual spend data from 1st April 2022 to 31st March 2023.

RECOMMENDATIONS:

CABINET is recommended to:

- i Note the final unaudited outturn report and anticipated financial position for 2022-23 financial year with regards to the risks highlighted within the report, the latest revenue forecasts and impact on reserve balances.
- ii Note the update on in-year savings achieved in Section 5.
- iii Note any carry forwards requested of underspent budgets, due to ringfenced grants being received by not yet spent in full in 2022/23, that are identified as part of closing the accounts for year are transferred to reserves, which will fund expenditure in 2023/24 related to those grants.
- iv Approve that any unspent budgets from 2022-23 that contribute positively to the Council's General Fund are added to the MTFs Equalisation Reserve in order to contribute positively to the financial stability of Rushmoor Borough Council.
- v Note the latest Capital Programme position, as set out in Section 8.

1 INTRODUCTION

- 1.1 This report updates members with the impact on the Council's finances and the anticipated outturn position for 2022-23. The purpose is to advise members of known significant variations to budgets for the current financial year, highlight key risks and issues, and to inform members where action needs to be taken.
- 1.2 Due to the volume of information contained in the report, members are invited to refer questions on matters of detail to the report author and/or the appropriate Head of Service in advance of the meeting.

2 REVENUE BUDGET – FORECAST OUTTURN

- 2.1 The country suffered economic hardship during 2022/23 with the residual impact from Covid-19, the war in Ukraine, restrictions on the supply chain (particularly from China), the ongoing reset of the UK economy following Brexit, all contributing to the high inflation and the cost-of-living crisis means the economic context is subject to considerable uncertainty. The continuation of constraints in government funding (both in terms of the level of funding and duration) adds to this uncertainty which restricts the Councils ability to financially plan for the medium to long term.
- 2.2 Despite the pressures that the economy has placed upon the Council, we have managed to deliver our services within the overall budget set. Whilst this is an achievement, there were variations in spend against budget across services and a more detailed analysis along with explanations is included in Appendix A.
- 2.2 The original net General Fund Revenue budget for 2022/23 was approved by Council at their meeting in February 2022 of £12.503m.
- 2.3 Additional changes to the budget were agreed by Council in April 2022, with a further change to correct the ICE Programme budget, with a further reflection of the projected use of reserves and matching of resources. The revised budget was £11.530m. Table 1 below shows the reconciliation between the original budget and latest budget.
- 2.4 Following approval of specific carry forwards of budgets, grants, and earmarked reserves by the Executive Leadership Team, the net adverse variation is £0.075m, after taking into account the delivery of savings (£1.028m) and the movements in other corporate reserves (£1.119m).

Table 1: General Fund Revenue Budget Forecast Outturn 2022-23

	2022-23 Original Budget £'000	2022-23 Revised Budget £'000	2022-23 Final Outturn £'000	2022-23 Variance £'000
Corporate Services	2,854	2,851	3,340	489
Customer Experience & Improvement	26	365	426	61
Democracy, Strategy & Partnerships	2,932	3,325	2,590	(735)
Ice Programme	306	55	66	11
Major Projects & Property	(4,267)	(4,257)	(4,524)	(267)
Operational Services	10,424	10,437	8,521	(1,915)
Planning & Economy	2,348	2,377	2,461	84
Corporate Finance Adjustment	138	-	-	-
Subtotal	14,762	15,152	12,880	(2,272)
Less: Reversal of Accounting Entries	(3,142)	(3,142)	(3,142)	
Net Service Revenue Expenditure	11,620	12,010	9,738	(2,272)
Corporate Income & Expenditure	2,197	2,197	2,397	200
Forecast Risk/Adjustments	(8)	-	-	-
Movement in Reserves	(728)	(1,649)	(530)	1,119
Savings Plan	(578)	(1,028)	-	1,028
Net General Fund Revenue Budget	12,503	11,530	11,605	75
Funded by:				
Council Tax	7,196	7,196	7,196	-
Business Rates	4,031	4,031	3,945	(86)
New Homes Bonus	344	344	344	-
Services Grant	164	164	164	-
Lower Tier Services Grant	109	109	109	-
Collection Fund Surplus / (Deficit)	(314)	(314)	(153)	161
Total Funding	11,530	11,530	11,605	75
Core (Surplus)/Deficit	973	-	-	-

2.6 The main variations on the revenue budget are outlined in Appendix A by portfolio in line with the Table 1 General Fund Revenue Fund variances above.

2.7 Service expenditure indicates a surplus against budget of £2.272m, the two main reasons for this are:

- The delivery of the savings programme of £1.028m, the budget for which was held corporately.
- Better than expected income which has reduced the need for a net drawdown from reserves.

Table 2: Corporate Income & Expenditure

Corporate Income & Expenditure	2022-23 Original Budget £'000	2022-23 Revised Budget £'000	2022-23 Final Outturn £'000	2022-23 Variance £'000
Minimum Revenue Provision (MRP)	2,657	2,657	2,101	(556)
Interest Receivable	(1,250)	(1,250)	(1,465)	(215)
Capitalisation of Interest	(250)	(250)	-	250
Interest Payable	1,250	1,250	1,234	(16)
Service Loans to Housing Company	(210)	(210)	(63)	147
Other CI&E			590	590
Cabinet/Council decisions				-
Additional Items/Growth				-
Total Corporate Income & Expenditure	2,197	2,197	2,397	200

Please see section 4 for Treasury management explanations in relation to the key variations in table 2 above.

3. COMMERCIAL PROPERTY PORTFOLIO

- 3.1 The Council's asset management advisors, Lambert Smith Hampton Investment Management (LSHIM) have reported that the property investment portfolio shows an increase in contracted income and a decrease in overall debt and arrears versus this time last year.
- 3.2 One asset sale was conducted in year which realised a sound capital receipt.
- 3.3 The risk to the portfolio, in terms vacancies, has been around the properties that are recommended for disposal or the office sector, where uncertainties around future levels of occupation have led tenants to serve notices to end or break tenancies. The mitigation work being carried out is to lower risk by actively managing and engaging with tenants and looking at the future options of assets to maintain or enhance income through site development.

3.4 Commercial Property income has remained robust, with solid increases based on rent reviews, but challenges remain over the financial year. Some large tenant debts remain and/or have increased, which are being actively managed and pursued for settlement.

4. TREASURY MANAGEMENT – INVESTMENT INCOME AND BORROWING

4.1 As reported to members throughout 2022-23 Treasury management income from the Council's investments was adversely impacted by the uncertainty in global financial markets and the continued war in Ukraine. As outlined in the Treasury Management Strategy, the Council invests its surplus balances generating an income return of over £1m per annum. The Strategy sets out that the Council aims to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.

4.2 The Council has two broad classes of investments – Money Market Funds (where balances are held for short periods until required) and Pooled Funds.

4.3 The Bank of England have raised the base rate seven times during the year the financial year from 0.75% to 4.00% in response to inflationary pressures in the economy. The base rate increases have not had a material impact on the Council's investment income from Money Market Funds. Since the end of the financial year the Bank of England have continued to increase the base rate, these standing at 5.0% in June 2023.

4.4 The Council holds a significant element of its surplus balances in Pooled Funds. Due to the uncertainty referred to in 4.1 above, the Pooled Funds have taken a downturn in value, however this is unrealised and will not crystallise until the Council sells them – this is not the plan for the foreseeable future.

4.5 Over the past few years the Council has utilised its working capital to internally borrow and has kept its external borrowing short-term. In order to assess whether this policy is appropriate, in August 2022 the Council engaged its Treasury Management advisors, Arlingclose, to review its borrowing requirement and advise on the appropriate borrowing profile.

4.6 The Council needs to assess its borrowing requirements over the coming months particularly with reference to the borrowing required for the Union Yard scheme which the Council approved on 29 July 2021.

- 4.7 The Council has £120m of external borrowing that has been utilised to support the Capital Programme along with internal borrowing. With both short-term and longer-term PWLB rates significantly above where they were in the latter half of 2022, there will be a need plan carefully any borrowing need in the new financial year.
- 4.8 The Bank of England interest rises, referred to in 4.3 above, have impacted on the cost of the Council's borrowing. The interest cost for 2022-23 is £1.234m (2021-22 £0.369m). The budget monitoring outturn forecast indicates an increased borrowing requirement in future years and an increased cost of borrowing during the year was predicted in the budget at £1.250m and this gives rise to an underspend on Interest Payable of £0.016m.
- 4.9 Investment income is £1.528m (2021-22 £0.932m), the interest on MMF & Pooled Funds is £1.365m, the budget being £1.250m, giving a positive budget variance of £0.165m. The Council had budgeted for some interest on capitalise borrowing of £0.250m which did not materialise. Interest from Rushmoor Homes Limited was £0.063m, the budget being £0.210m, which represents an unfavourable variance of £0.147m - the reason for this is delays in obtaining planning permission on properties earmarked for transfer to RHL from the Council.

5. 2022/23 SAVINGS PLAN UPDATE

- 5.1 Table 4 below shows the overall delivery of savings for 2022/23 against the revised savings targets identified through CREP/Savings and Transformation Programme and included in the MTFS.

Table 3: Savings Plan 2022-23

Savings Plan	2022-23 Original Budget £'000	2022-23 Revised Budget £'000	2022-23 Final Outturn £'000	2022-23 Variance £'000
MTFS Total	(578)	(1,028)	(1,028)	-

- 5.2 Members will be kept informed of MTFS savings delivery in 2023-24 in the regular financial reports.

6. GOVERNMENT FUNDING, COUNCIL TAX AND BUSINESS RATES

- 6.1 The draft Council Tax collection rate for 2022-23 was 97.72%, with the equivalent figure from 2021-22 being 97.89%. This reflects a slight decline in the rate of collection, however greater cash was collected to reflect the higher taxbase and household charge. Whilst the performance in 2023-24 is positive, inflationary pressures and cost of living concerns may present the Council with a challenging collection environment over the coming year.
- 6.6 Changes in the level of Council Tax collection is dealt with through the Collection Fund. If the level of Council Tax collected in the year is lower than budgeted, this gives rise to a deficit on the collection fund and will impact on the following year's budget. Any deficit is shared between Rushmoor and the precepting authorities (Hampshire County Council, Police and Crime Commissioner for Hampshire, and Hampshire Fire and Rescue Authority).
- 6.7 The calculation of Collection Fund surpluses/deficits is set out in Regulations. In July 2021, the Government announced that, due to the impact from COVID, local authorities would be allowed to spread the estimated deficit on the 2020-21 Collection Fund over three years, leaving authorities to deal with only a third of that loss in the 2020-21 outturn and the following two year's budgets. The Government, therefore, amended regulations to change the statutory calculations.

The Council Tax deficit for 2020-21 was £1.6m. The Council's share of this was £188.64k, with the spread being £125.76k for each of the three years, with 2022-23 being the final year of the deficit spread. This deficit has been worked into the calculations for the Council's share of the Council Tax surplus/(deficit for 2022-23

- 6.8 At the time of writing this report, the draft Business Rates collection rate for 2022-23 was maintained at 98.5%, with the equivalent figure from 2021-22 also being 98.5%. This is a positive sign that even though businesses are enduring high inflation they continue to pay their business rates.

7. RESERVES AND BALANCES

- 7.1 As highlighted in previous financial reports, the level of reserves and balances held by the Council increased in 2022/23. The majority of the increase is attributable to Suitable Alternative Green Space (SANG) and Strategic Access Management and Monitoring (SAMM) receipts in relation to Rowhill Spa & Southwood Country Park which total £1.192m.
- 7.2 A transfer from the Stability and Resilience Reserve (£0.513m) and the Pensions Reserve (£1.487m) has enabled the creation of a new reserve, the Business Rates Equalisation Reserve (£2.000m).
- 7.3 The transfer from the pension reserve has left a nil balance. As the pension employer contribution decreased by 0.3% from 2022/3 to 2023/24 and the pension deficit reduced from £40.052m to £9.486m, it was felt that the Pension Reserve was no longer required.
- 7.4 The Stability and Resilience Reserve has been partially utilised (£0.431m) to cover the deficit on the ending of the Alderwood arrangement. The reserve is £3.766m on 31 March 2023.
- 7.5 The Council will need to review the level of Stability and Resilience Reserve forecast to be held over the MTF5 period.
- 7.6 In addition the reserve that was set aside, funded from grant from Government to cover the deficits created by the Covid Pandemic, the deficit has been spread over three years for repayment, a total of £0.990m was drawdown in 2022/23 leaving £3.557m in the reserve to cover the next two years.
- 7.6 Table 5 below shows the forecast of the impact on the key reserves supporting the General Fund revenue budget. The forecast has been amended to reflect the updated outturn position only. It is likely that the level of specific earmarked reserves will change from those indicated in the table below as the final outturn position will inform the level of reserve-funded expenditure.

Table 4: Reserves and Balances Forecast

Reserve Description	Balance 31 March 2022 £'000	Transfer in £'000	Transfer out £'000	Internal Transfer £'000	Balance 31 March 2023 £'000
Rushmoor Employment & Skillszone	(12)				(12)
Feasibility Victoria Road EMR	(85)				(85)
Migration Fund Grant	(2)				(2)
Rowhill SPA	(1,662)	(704)	76		(2,290)
S106 Farnborough Aerodrome	(96)	(67)	33		(130)
Earmarked Reserves	(2,756)	(738)	423		(3,071)
S106 Guillemont Fields Play Area	(13)				(13)
Southwood Jet Aircraft	(2)				(2)
HCC Contribution for Bus Shelter Maintenance	(4)				(4)
Southwood	(2,487)	(555)	63		(2,979)
Cameo Environmental Levy	(446)	(41)			(487)
Olympian For Life	(3)	(1)	2		(2)
S106 Guillemont Tree Maintenance	(55)				(55)
CPE Earmarked Reserve	(328)	(35)	120		(243)
Community Projects Fund	(0)				(0)
Commercial Property Reserve	(1,483)				(1,483)
Insurance Reserve	(253)				(253)
Stability & Resilience Reserve	(4,577)	(133)	991	513	(3,206)
Risk Management Fund	(8)				(8)
Section 106 Agreements-amenity areas	(312)	(7)	16		(303)
Affordable Housing Reserve	(400)		39		(361)
Pension Reserve	(1,487)			1,487	-
Regeneration Reserve	(257)				(257)
Climate emergency reserve	(208)		30		(178)
Deprivation Reserve	(139)		28		(111)
Workforce Reserve	(100)				(100)
Ward reserve	(26)				(26)
Business Rates Equalisation Reserve	-			(2,000)	(2,000)
S106 Marrow Brook Comm. Summ	(2)				(2)
Connecting Communities	(2)				(2)
Treasury Earmarked reserves	(220)				(220)
India Jane (EMR)	(121)				(121)
COVID BRR EMR reserve	(4,547)		990		(3,557)
Total Reserves	(22,094)	(2,281)	2,811	-	(21,564)

8. CAPITAL PROGRAMME MONITORING – FORECAST OUT TURN

8.1 INTRODUCTION

- 8.1.1 This section updates Members on the forecast out turn regarding the Council’s Capital Programme for 2022-23.
- 8.1.2 There are some projects of material financial significance included in the Council’s approved Capital Programme for 2022-23. These projects are:
 - (a) Regeneration – Union Yard Aldershot
 - (b) Housing PRS
 - (c) Leisure and Civic Hub – Farnborough
 - (d) The Galleries - Aldershot Regeneration

8.2 BACKGROUND

- 8.2.1 Financial Services, in consultation with relevant budget officers, carry out regular monitoring of the Capital Programme.
- 8.2.2 A summary of the overall position is shown in the tables below.

8.3 CURRENT POSITION

- 8.3.1 Council approved a 2022/23 Capital Programme amounting to £37.008m in February 2022. In addition, Cabinet approved roll forward budgets from 2021/22 amounting to £2.364m in July 2022.
- 8.3.2 Since the approval of the 2022/23 estimate and roll forward, Cabinet have agreed a number of additions to the Capital Programme. These additions are as follows:

Civic Quarter Demolition	£715,090
Union Yard Extension of Time Claim	£783,000
Southwood Play Area	£210,000
The Meads—additional Due Diligence	£68,710
Crematorium	£ 50,000
Total Additions Approved	£1,826,800

The revised Capital Programme for 2022/23 with additional items and the proposed carry forward from 2021/22 now amounts to £41.199m

- 8.3.3 Of the £41.199m approved budget it is anticipated that the level of expenditure in the current year will amount to £22.87m - an underspend of

some £18.32m. Mainly due to the delayed expenditure in respect of The Galleries, RHL projects, The Civic Quarter and also a lower level of expenditure than anticipated on Union Yard. Table 1 below provides a summary of forecast out turn expenditure against the revised budget.

Table 1: Analysis of capital expenditure and approved budget 2022/23

	£'000
Total approved budget for the year 2022-23 ¹	37,008
Plus: additional budget approvals made for the year 2022-23 ²	1,827
Slippage from 2021-22	2,364
Total approved budget for the year 2022-23	41,199
Actual expenditure at 31 March 2023³	22,878
Net favourable variance (against approved budget)	18,321
Projected Slippage (Pre-spend) to 2023-24 ⁴	2,349

¹As reported to Cabinet in the revenue Budget, Capital Programme and Council Tax report FIN2210 8-Feb-22

²Cabinet Report FIN2227 9-Aug-22

³Expenditure and accruals as at 31 March 2023

⁴Projected slippage based on the forecast at 31-Mar-23

Table 2 shows the outturn forecast for each scheme with a Portfolio summary of all approved projects and Table 3 shows the likely funding.

Table 2: Capital Programme Outturn

Portfolio / Scheme	2022/23 Original Estimate £'000	2022/23 Revised Estimate £'000	2022/23 Outturn £'000	2022/23 Variance £'000
Corporate Services				
Flexible use of Capital Receipts	-	-	-	-
Subtotal CS	-	-	-	-
Customer Experience & Improvement				
Computer Systems	265	265	136	(129)
Council Offices	40	40	9	(31)
Subtotal CE&I	305	305	145	(160)
Major Projects & property				
Aldershot Town Centre Projects	3,551	3,551	-	(3,551)
Civic Quarter Farnborough	2,627	2,789	789	(2,000)
Housing Matters	6,751	6,751	805	(5,946)
Property and Assets	-	300	270	(30)
Property Enhancements	1,151	1,151	71	(1,080)
Union Yard Aldershot	20,950	22,534	18,031	(4,503)
Subtotal MP&P	35,030	37,076	19,966	(17,110)
Operational Services				
CCTV	400	400	-	(400)
Crematorium	-	50	4	(46)
Depots	-	-	-	-
Parks & Open Spaces	-	210	236	26
Playground Works	-	-	42	42
Refuse/Recycling inc. Food Waste	105	340	346	6
Southwood SANG Visitor Centre & Café	685	853	1,057	204
Improvement Grants	1,111	1,965	1,080	(885)
Subtotal OPS	2,301	3,818	2,765	(1,053)
Planning & Economy				
No Capital Schemes				
Total Capital Programme	37,636	41,199	22,876	(18,323)

Table 3 – Capital Financing

Capital Financing Statement	2022/23 Original Estimate £'000	2022/23 Revised Estimate £'000	2022/23 Outturn £'000	2022/23 Variance £'000
Revenue Contribution to Capital	-	-	-	-
Grants & Contributions from Other Bodies	-	2,632	2,062	(570)
Grants & Contributions - Improvement Grants	-	1,915	1,042	(873)
s106 Developers Contributions	-	175	175	-
Prudential Borrowing	33,428	35,962	19,597	(16,365)
Capital Receipts	515	515	-	(515)
Total Financing	33,943	41,199	22,876	(18,323)

8.4 REVENUE EFFECT OF CAPITAL PROGRAMME

8.4.1 Movement in the capital programme between years has an effect on interest costs and MRP cost in the year in which budget was allocated.

8.5 CONCLUSIONS

8.5.1 The Council's 2022/23 Capital Programme out turn is currently forecast to spend £22.876m, £18.323m below the approved capital budget of £41.199m. Indicative slippage is shown in Table 1 above of £2.349m

8.5.2 The capital programme contains large and complex project that require proactive monitoring to ensure and delays or variation in cost are clearly understood and communicated to assess the implications on the Council.

9. RISKS

9.1 There is a degree of uncertainty in the that assumptions are made on some of the timing and amounts of costs and income that are accrued into the financial year, these can vary especially in a period of high inflation.

- 9.2 The over-riding risk is that Rushmoor (as a Borough and/or as a Council) inflationary pressures on expenditure cannot be mitigated adequately. This would lead to a weakening of the local economy longer-term impact on the financial sustainability of the Council reduce the ability for the Council to meet the needs of residents and businesses, and to fulfil the Council's statutory obligations.

10 LEGAL IMPLICATIONS

- 10.1 No additional legal implications arise from this report.

11. FINANCE AND RESOURCE IMPLICATIONS

- 11.1 The finance and resource implications arising from the draft outturn position for 2022-23 are set out within this report, and any additional financial implications will be addressed through the normal Council procedures and processes.
- 11.2 The Council needs to continue to carefully consider the financial impact of spending decisions and to ensure that unnecessary expenditure is avoided.

12. CONCLUSIONS

- 12.1 There will always be variances reported in-year against budgets due to the Council adapting its priorities to manage inevitable changes in demand pressures and having a flexible approach to changing circumstances. The Council will need to ensure budgets are monitored closely over the coming months and focus on high-risk income and expenditure service areas. Future updates to Cabinet must set out the management action that is available to address any adverse variation and any other action that can be taken to mitigate the impact on the Council's wider financial position.
- 12.2 It is important that the Council considers an appropriate range of options to ensure any shortfall is managed. Any utilisation of reserves needed to be addressed in the Budget Strategy for 2023/24 onwards to ensure balances and reserves remain adequate. The Council undertook an extensive savings programme using Outcomes Based Budgeting techniques to focus resources on priority areas for 2023/24 and the Medium-Term Financial Strategy period which has reduced the need to call on reserves and produced a balanced budget for the next two years.

12.3 The forecast variation of £0.075m will be funded from reserves in the short term. The Council is committed to several significant projects such as Union Yard Regeneration scheme and needs to ensure the financial and resource impacts are identified, monitored, and reported to members. It is important that the Council considers an appropriate range of options to ensure any shortfall is managed.

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Further Detail Regarding Variances

Q4 Outturn Variance Table

<u>Service</u>	<u>Department</u>	<u>Amount</u>	<u>Favourable or Adverse</u>	<u>Category</u>	<u>Narrative</u>
CORPORATE SERVICES	FINANCE	£285K	Adverse	Temp Staff	Overspend on Finance staffing primarily due to temporary staff cover whilst new finance structure recruited to, and advertising costs for new posts and the section 151 officer permanent recruitment process.
CORPORATE SERVICES	FINANCE	£10k	Adverse	Treasury Mgmt	Overspend on treasury management primarily as a result of additional broker fees and increases in bank charges
CORPORATE SERVICES	FINANCE	£67k	Adverse	External Audit Fees	Higher fees for external audit.
CORPORATE SERVICES	FINANCE	£31k	Adverse	Recruitment Advertising	Advertisement for Permanent S151 officer.
CORPORATE SERVICES	FINANCE	£153k	Adverse	Retirement and Pension Costs	Overspend due to additional pension strain costs. These will be recharged to the services where the retired employees were paid from as part of closing the accounts for the year. For the draft outturn forecast the variance has been included within corporate services to ensure a fair reflection of expected outturn.

APPENDIX A

CORPORATE SERVICES	FINANCE	£23k	Adverse	Miscellaneous	Other minor net adverse variances across Finance budgets.
<u>FINANCE TOTAL</u>		<u>£569K</u>	<u>ADVERSE</u>		
CORPORATE SERVICES	LEGAL	£32K	Adverse	Temp Staff	Overspend on temporary staff for locum cover whilst permanent recruitment is in progress.
CORPORATE SERVICES	LEGAL	£25k	Adverse	Counsels' Fees	Overspend on external counsel fees which were necessary to support the Council's service delivery including Regeneration and Property Program, and which could not be undertaken in-house.
CORPORATE SERVICES	LEGAL	£30K	Favourable	Income	Additional unforecasted income
CORPORATE SERVICES	LEGAL	£7k	Favourable	Miscellaneous	Other minor net favourable variances across Legal budgets
CORPORATE SERVICES	LEGAL	£23k	Adverse	Land Charges	Primarily due to £19k under-recovery of income as a result of fewer searches and changes in the types of property searches ordered after fee changes and increases in the year.
<u>LEGAL TOTAL</u>		<u>£43K</u>	<u>ADVERSE</u>		
CORPORATE SERVICES	STRATEGY & COMMS	£31k	Adverse	Procurement Costs	Primarily due to £33k additional support costs on Procurement services required from Portsmouth City Council.
CORPORATE SERVICES	STRATEGY & COMMS	£16k	Favourable	Miscellaneous	Other minor net favourable variances across S&C budgets

APPENDIX A

CORPORATE SERVICES	STRATEGY & COMMS	£43k	Favourable	Grants	Additional government grant.
CORPORATE SERVICES	STRATEGY & COMMS	£18k	Favourable	Permanent Staff	Direct salary savings.
<u>STRATEGY & COMMS TOTAL</u>		<u>£46k</u>	<u>FAVOURABLE</u>		
CORPORATE SERVICES	BENEFITS	£35K	Favourable	Grants	Net saving on all grants across the Housing Benefit codes
<u>BENEFITS TOTAL</u>		<u>£35K</u>	<u>FAVOURABLE</u>		
CORPORATE SERVICES	REVENUES	£38k	Favourable	Permanent staff	Council Tax Collection staffing vacancies
CORPORATE SERVICES	REVENUES	£7k	Adverse	Miscellaneous	Other minor net overspends
<u>REVENUES TOTAL</u>		<u>£31K</u>	<u>FAVOURABLE</u>		
CORPORATE SERVICES	EXECUTIVE DIRECTORS	£2K	Favourable	Miscellaneous	Other minor net underspends
CORPORATE SERVICES	HR	£9K	Favourable	Miscellaneous	Other minor net underspends
<u>CORPORATE SERVICES TOTAL</u>		<u>£488k</u>	<u>ADVERSE</u>		
CUSTOMER EXPERIENCE & IMPROVEMENT	FACILITIES	£39k	Adverse	Printing	Reduction in income of internal printing recharges from other depts due to fall in print demand. Netted against favourable printing expenditure budgets in other services. Net flat position overall.

APPENDIX A

CUSTOMER EXPERIENCE & IMPROVEMENT	FACILITIES	£30k	Adverse	Permanent Staff	Additional spend due to a redundancy cost
CUSTOMER EXPERIENCE & IMPROVEMENT	FACILITIES	£26k	Adverse	Utilities	Increase in energy costs for the Council offices.
CUSTOMER EXPERIENCE & IMPROVEMENT	FACILITIES	£25k	Adverse	Temp Staff	Temporary staffing was needed to cover permanent staff vacancies
CUSTOMER EXPERIENCE & IMPROVEMENT	FACILITIES	£12K	Favourable	Business Rates	Slight reduction in NNDR costs for Council Offices
CUSTOMER EXPERIENCE & IMPROVEMENT	FACILITIES	£7K	Favourable	Miscellaneous	Other minor net favourable variances on the Facilities' budgets.
<u>FACILITIES TOTAL</u>		<u>£101K</u>	<u>ADVERSE</u>		
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£11K	Adverse	Temp Staff	Overspend due to contractors covering permanent posts.
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£5K	Adverse	Photocopying	Increased need for hard-copy documents.
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£7K	Adverse	Operational Equipment	Increased need for staff equipment.
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£9k	Favourable	Consultancy	Less use of consultants for Projects & Improvements

APPENDIX A

CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£8k	Favourable	Postage	Underspend on postage costs across the council.
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£7k	Favourable	Miscellaneous	Other minor net favourable variances on the CSU budgets.
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£4k	Favourable	Security	Security services cost less than forecasted.
CUSTOMER EXPERIENCE & IMPROVEMENT	CUSTOMER SERVICES	£64k	Adverse	Permanent Staff	Redundancy costs
CUSTOMER SERVICES TOTAL		£59K	ADVERSE		
CUSTOMER EXPERIENCE & IMPROVEMENT	IT	£18k	Favourable	Security	Lower than expected cost on security testing.
CUSTOMER EXPERIENCE & IMPROVEMENT	IT	£10k	Adverse	Advertising	Additional cost needed for recruitment advertising.
CUSTOMER EXPERIENCE & IMPROVEMENT	IT	£52k	Favourable	Software	Net lower than expected cost on Software, Hardware and Systems.
CUSTOMER EXPERIENCE & IMPROVEMENT	IT	£36k	Favourable	Grants	Additional grant received for cyber resilience.
CUSTOMER EXPERIENCE & IMPROVEMENT	IT	£3k	Favourable	Training	Lower need for training.
IT TOTAL		£99k	FAVOURABLE		

<u>CUSTOMER EXPERIENCE & IMPROVEMENT TOTAL</u>		<u>£61K</u>	<u>ADVERSE</u>		
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£77K	Favourable	Permanent Staff	Reduction in spend on salary costs due to establishment changes within Community Leisure
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£31k	Favourable	Miscellaneous	Other minor favourable variance on Community Leisure budgets.
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£71K	Favourable	Grants to Organisations	Reduction in grants paid out as part of the Savings' Programme
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£9k	Favourable	Car Parking Permits	Reduction in issuance of free parking permits
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£14K	Adverse	Twinning Events	Overspend on functions for twin town events.
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£23k	Favourable	Miscellaneous	Other minor net adverse variances in Partnerships' budgets
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£34k	Favourable	Grants	Additional funding received for Control Outbreak Mgmt Fund
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£33k	Favourable	Grants	Additional funding for Airport Environmental Fund

APPENDIX A

DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£20k	Favourable	Grants	Additional funding for COVID support.
DEMOCRACY, STRATEGY & PARTNERSHIPS	PARTNER-SHIPS	£7k	Favourable	Printing	Internal printing reduction.
<u>PARTNERSHIPS' TOTAL</u>		<u>£291K</u>	<u>FAVOURABLE</u>		
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£44k	Favourable	Electoral Register	Reduction in costs on electoral register works.
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£13k	Favourable	Rental Income	Additional rent received as part of the Afghan Relocation Scheme.
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£18k	Adverse	Local Elections	Increase in costs attributable to local elections.
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£13k	Adverse	Afghan Relocation	Additional costs attributable to the Afghan Relocation Scheme.
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£12k	Favourable	Miscellaneous	Other minor net favourable variances in Democratic Services' budgets.
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£194k	Favourable	Other Income	Net additional income received to aid the Homes for Ukraine scheme.
DEMOCRACY, STRATEGY & PARTNERSHIPS	DEMOCRATIC SERVICES	£27k	Favourable	Mayoral & Members	Reductions in Mayoral & Members' costs.

DEMOCRATIC SERVICES' TOTAL		£259K	FAVOURABLE		
DEMOCRACY, STRATEGY & PARTNERSHIPS	STRATEGY	£184K	Favourable	Climate Change	Additional income via the climate change project
DEMOCRACY, STRATEGY & PARTNERSHIPS TOTAL		£734K	FAVOURABLE		
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£541k	Favourable	Rental Income	Additional income from rent reviews at Frimley 4, Ringwood Road, Ferndown and Lion Green, Haslemere properties.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£56k	Favourable	Responsive Repairs	Underspend due to major delays to works at Princes' Hall where an unexpected tender process was required for a new floor to be installed.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£118k	Adverse	Utilities	Delay to letting and the Council incurring Business Rates, water and electricity expenses in the meantime.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£18k	Favourable	Major Works	Underspend on feasibility study budget as the Council decided not to progress with the Hawley & Frimley projects.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£50k	Favourable	Agents & Lease Renewals	Budget was not required in-year.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£23k	Favourable	Consultancy	Underspend on consultancy budget as the Council decided not to progress with the Hawley & Frimley projects.

APPENDIX A

MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£14k	Favourable	Service Charges	Saving on service charge budget.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£130k	Adverse	Temp Staff	Temporary staffing was needed to cover permanent staff vacancies
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£74k	Favourable	Repairs & Maint	Saving on delay to works at various properties.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£52k	Adverse	Abortive Costs	Feasibility study cost moved from Capital for aborted acquisition
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£24k	Adverse	Valuations	Overspend on cost attributable to valuation of properties.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£121k	Favourable	Other Income	Additional income received attributable to release of covenant.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£22k	Adverse	Miscellaneous	Other minor net adverse variances across the Property Services' budgets.
MAJOR PROJECTS & PROPERTY	PROPERTY SERVICES	£17k	Favourable	Systems	Saving on Property Mgmt System costs.
<u>PROPERTY SERVICES' TOTAL</u>		<u>£568K</u>	<u>FAVOURABLE</u>		

APPENDIX A

MAJOR PROJECTS & PROPERTY	REGENERATION	£255k	Adverse	Temp Staff	Contractors needed to cover works necessary for Regeneration projects in the Borough.
MAJOR PROJECTS & PROPERTY	REGENERATION	£38k	Favourable	Carry forward	Unused budget from previous year's carry forward can be used to offset adverse variances.
MAJOR PROJECTS & PROPERTY	REGENERATION	£9k	Favourable	Miscellaneous	Other minor net favourable variances across the Regeneration budgets.
MAJOR PROJECTS & PROPERTY	REGENERATION	£98k	Adverse	Unachieved income	Budgeted income did not come to fruition.
MAJOR PROJECTS & PROPERTY	REGENERATION	£40k	Favourable	Grant	Unforecasted additional grant income.
<u>REGENERATION TOTAL</u>		<u>£266k</u>	<u>ADVERSE</u>		
MAJOR PROJECTS & PROPERTY	HIGHWAYS	£78k	Adverse	Income	Under-achievement of engineering income
MAJOR PROJECTS & PROPERTY	HIGHWAYS	£21k	Favourable	Permanent Staff	Underspend due to vacancies.
MAJOR PROJECTS & PROPERTY	HIGHWAYS	£17k	Favourable	Miscellaneous	Other minor net favourable variances across the Highways' budgets.
<u>HIGHWAYS TOTAL</u>		<u>£40k</u>	<u>ADVERSE</u>		
MAJOR PROJECTS & PROPERTY	HOUSING OPTIONS	£15K	Favourable	Permanent Staff	Savings on vacancies.

APPENDIX A

MAJOR PROJECTS & PROPERTY	HOUSING OPTIONS	£35K	Adverse	Unachieved Income	Budgeted income did not come to fruition.
<u>HOUSING OPTIONS TOTAL</u>		<u>£20K</u>	<u>ADVERSE</u>		
MAJOR PROJECTS & PROPERTY	MARKETS & CAR BOOTS	£13K	Favourable	Permanent Staff	Savings on vacancies.
<u>MARKETS & CAR BOOTS TOTAL</u>		<u>£13K</u>	<u>FAVOURABLE</u>		
MAJOR PROJECTS & PROPERTY	MAINTENANCE	£12K	Adverse	Misc	Other small adverse variances in the maintenance team
<u>MAJOR PROJECTS AND PROPERTY TOTAL</u>		<u>£266K</u>	<u>ADVERSE</u>		
OPERATIONAL SERVICES	PLACES	£22K	Favourable	Pavillions	Additional income which has now returned to pre-Covid levels.
OPERATIONAL SERVICES	PLACES	£45K	Favourable	Grounds Maintenance	Reduction in spend on the Grounds' Maintenance contract as part of the Savings Programme.
OPERATIONAL SERVICES	PLACES	£31k	Adverse	S106 Income	Commutated sum for maintenance did not come to fruition in year.
OPERATIONAL SERVICES	PLACES	£32k	Favourable	Parks' Income	Additional income attributable to Parks & Recreation Grounds
OPERATIONAL SERVICES	PLACES	£20k	Adverse	Bulky Waste Collection	Shortfall of income due to the reduction of demand.
OPERATIONAL SERVICES	PLACES	£32k	Adverse	Food Waste	Increase in spend on the Food Waste costs partially due to the hired vehicles being used for longer than expected.

OPERATIONAL SERVICES	PLACES	£254k	Favourable	Material Recycling Income	Increase in the Material Recycling income as the price per tonne has exceeded expectations.
OPERATIONAL SERVICES	PLACES	£58k	Favourable	Glass Recycling Income	Increase in Glass Recycling income as the price per tonne has exceeded expectations.
OPERATIONAL SERVICES	PLACES	£33k	Favourable	pollution	Additional income attributable to Pollution and environmental control funding.
OPERATIONAL SERVICES	PLACES	£20k	Favourable	Miscellaneous	Other minor net favourable variances across the Places' budgets.
OPERATIONAL SERVICES	PLACES	£1.028m	Favourable	Developers' Income	Receipts received from developers for SANG.
<u>PLACES' TOTAL</u>		<u>£1.409m</u>	<u>FAVOURABLE</u>		
OPERATIONAL SERVICES	HOUSING	£37K	Favourable	Consultancy	Unutilised carry forward of a budget from previous year.
OPERATIONAL SERVICES	HOUSING	£53k	Favourable	Bed & Breakfast	Saving on Bed & Breakfast costs
OPERATIONAL SERVICES	HOUSING	£281k	Favourable	Grants	Unutilised grants monies versus associated expenditure.
<u>HOUSING TOTAL</u>		<u>£371K</u>	<u>FAVOURABLE</u>		
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£48k	Favourable	Letting Income	Additional letting income due to the extension of the vaccination centre at Princes' Hall.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£26k	Favourable	Refreshment Income	Additional income on refreshment sales at Princes' Hall.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£55k	Adverse	Sales' Income	Reduction in income as less professional shows than usual.

APPENDIX A

OPERATIONAL SERVICES	COMMERCIAL SERVICES	£18k	Adverse	Artists Costs	Overspend on payments to artists at Princes' Hall.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£56k	Favourable	License Income	Additional income due to events and purchasing of licenses.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£31k	Favourable	Car Parks' Business Rates	Reduction in spend on Business Rates' bills due to changes in the number on car parks.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£12k	Adverse	Panto expenditure	Overspend on costs attributable to Panto.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£42k	Adverse	Utilities	Increase in utilities costs at Princes' Hall.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£15k	Adverse	Littering Fines	Drop in income on Fixed Penalty Notices for Littering and Dog Fouling. Due to reduction in spend on the associated littering contract.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£12k	Adverse	Utilities	Overspends on utilities and repairs at Southwood Community Centre.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£60k	Favourable	Car Park Income	Increase in car park use and associated income.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£80k	Adverse	Car Park Fines	Shortfall on car park fines.

OPERATIONAL SERVICES	COMMERCIAL SERVICES	£73k	Favourable	CPE Use of Fund	Reduction in the in-year street parking surplus and associated reduced payment to Hampshire County Council for their share.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£85k	Adverse	Fines	Shortfall in fine income due to enforcement officer posts being reduced.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£44k	Adverse	Utilities	Increase in spend at Crematorium due to energy price rises.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£35k	Favourable	Memorial income	Increase in income associated with memorial and plaque renewals.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£127k	Adverse	Cremation Income	Shortfall in cremation fee income.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£36k	Adverse	Payment to Contractor	Additional cost due to rise of energy costs at Aldershot Indoor Pool.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£244k	Favourable	Profit Share	Additional net income from the Lido 2022 season.
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£10k	Adverse	Utilities	Overspends on utilities and repairs at Beaumont Guardrooms
OPERATIONAL SERVICES	COMMERCIAL SERVICES	£12k	Adverse	Utilities	Overspends on utilities and repairs at Blunden Hall

APPENDIX A

OPERATIONAL SERVICES	COMMERCIAL SERVICES	£9k	Adverse	Miscellaneous	Other net adverse variances across the Commercial Services' codes.
<u>COMMERCIAL SERVICES TOTAL</u>		<u>£33K</u>	<u>ADVERSE</u>		
OPERATIONAL SERVICES	PLACE PROTECTION	£33K	Favourable	Decommissioning Costs	Reduction in spend of CCTV decommissioning.
OPERATIONAL SERVICES	PLACE PROTECTION	£6k	Favourable	Knowledge Tests' Income	Increase in income attributable to Taxi licensing knowledge tests.
OPERATIONAL SERVICES	PLACE PROTECTION	£30k	Favourable	License Fees Income - Taxi	Increase in taxi vehicle and driver licence fees' income.
OPERATIONAL SERVICES	PLACE PROTECTION	£20k	Favourable	License Fees Income - Health	Increase in licences attributable to health establishments.
OPERATIONAL SERVICES	PLACE PROTECTION	£3k	Favourable	Microchipping & re-homing	Reduction in spend for microchipping and re-homing of stray dogs.
OPERATIONAL SERVICES	PLACE PROTECTION	£6k	Favourable	Vehicle Plate Income	Increase in vehicle plate registrations and associated income.
OPERATIONAL SERVICES	PLACE PROTECTION	£12k	Favourable	Permanent Staff	Reduction in spend of Health Community Patrol Team due to vacancies.
OPERATIONAL SERVICES	PLACE PROTECTION	£13k	Favourable	Miscellaneous	Other minor net favourable variances on the Place Protection budgets.

APPENDIX A

OPERATIONAL SERVICES	PLACE PROTECTION	£20k	Favourable	Other income	Additional net contributions attributable to shared CCTV service
<u>PLACE PROTECTION</u>		<u>£143K</u>	<u>FAVOURABLE</u>		
OPERATIONAL SERVICES	OTHER	£13K	Favourable	Communications	Savings on all Communication Mgmt and Support budgets
OPERATIONAL SERVICES	OTHER	£2K	Adverse	Farnborough Leisure Centre	Savings on FLC budgets due to demolition of centre.
OPERATIONAL SERVICES	OTHER	£5k	Favourable	Southwood Golf Course	Savings on Southwood Golf Club budgets due to closure.
<u>OPERATIONAL SERVICES OTHER</u>		<u>£16k</u>	<u>FAVOURABLE</u>		
OPERATIONAL SERVICES	ECONOMY	£10K	Favourable	Miscellaneous	Other minor net favourable variances on the Economy budgets.
<u>OPERATIONAL SERVICES TOTAL</u>		<u>£1.915m</u>	<u>FAVOURABLE</u>		
PLANNING & ECONOMY	PLANNING	£42K	Adverse	S106 Monitoring Fees	Not as many applications received as expected and, therefore, income was reduced.
PLANNING & ECONOMY	PLANNING	£161k	Adverse	Planning Application Fees	Reduction in applications and associated fee income.
PLANNING & ECONOMY	PLANNING	£65k	Favourable	Permanent Staff	Maternity leave saving and vacancy saving.
PLANNING & ECONOMY	PLANNING	£68k	Adverse	Temp Staff	Contractors covering permanent posts as a higher cost than salary budget available.
PLANNING & ECONOMY	PLANNING	£22k	Adverse	Southwood SANG	Reduction in drawdown from developers' contribution

APPENDIX A

PLANNING & ECONOMY	PLANNING	£14k	Favourable	Permanent Staff	Underspend due to vacancies.
PLANNING & ECONOMY	PLANNING	£7k	Favourable	Other Contributions	Greater income stream on Building Control contributions
PLANNING & ECONOMY	PLANNING	£9k	Favourable	Local Plan Preparation	Underspend on Local Plan Preparation.
PLANNING & ECONOMY	PLANNING	£51k	Favourable	Other Income	Additional income re Esso pipeline
PLANNING & ECONOMY	PLANNING	£9k	Favourable	Miscellaneous	Other minor net favourable variances on Planning budgets.
<u>PLANNING TOTAL</u>		<u>£156k</u>	<u>ADVERSE</u>		
PLANNING & ECONOMY	ECONOMY	£22k	Favourable	Basingstoke Canal Mgmt	Reduction in spend as the partner contribution has reduced. Part of Savings Programme.
PLANNING & ECONOMY	ECONOMY	£16k	Favourable	Grants to Business Support	Reduction in grants to support business in economic development group.
PLANNING & ECONOMY	ECONOMY	£6k	Favourable	Permanent Staff	Salary savings.
PLANNING & ECONOMY	ECONOMY	£16k	Favourable	Town Centre Mgmt	Additional income, predominately on sponsorship
PLANNING & ECONOMY	SUSTAINABILITY	£12K	Favourable	Sustainability	Net favourable variances across the sustainability budgets
<u>ECONOMY & SUSTAINABILITY TOTAL</u>		<u>£72K</u>	<u>FAVOURABLE</u>		
<u>PLANNING & ECONOMY TOTAL</u>		<u>£84K</u>	<u>ADVERSE</u>		

APPENDIX A

<u>OTHER</u>	<u>£10k</u>	<u>ADVERSE</u>	Miscellaneous	Other minor net adverse variances across all budgets
<u>GRAND TOTAL</u>	<u>£2.272</u>	<u>FAVOURABLE</u>		

CABINET

COUNCILLOR MARTIN TENNANT
DEPUTY LEADER AND MAJOR
PROJECTS AND PROPERTY
PORTFOLIO HOLDER

4 JULY 2023

REPORT NO. ACE2306

KEY DECISION? No

CLIMATE CHANGE ACTION PLAN 2023-26**SUMMARY AND RECOMMENDATIONS:**

Following the declaration of a climate emergency in June 2019, the Council has been delivering a number of projects and programmes that seek to mitigate the impact of climate change. This report provides further detail on actions taken to date and presents the Council's carbon footprint for the period 2021/22. In light of this information, a revised climate change action plan for the Council is proposed which will cover the period 2023 – 26.

Cabinet is asked to:

- i) Note the progress in delivering the actions in the climate change action plan which was agreed in November 2020
- ii) Note the Council's carbon footprint for 2021/22 and the carbon footprint target setting report in Annex A.
- iii) Agree the Climate Change Action Plan 2023 – 26 as set out in section 4 of this report.

1. Introduction

- 1.1 In June 2019 the Council declared a climate emergency with a motion unanimously passed by Council. Following on from this, in November 2020, Cabinet agreed a climate change action plan which contained 90 identified actions. This report includes an update on the implementation of these actions.
- 1.2 A key action that the Council has been to appoint dedicated officer resource to lead and coordinate activity in line with the climate change action plan and also to calculate the Council's carbon footprint for 2021/22. This has helped to shape the development of the revised action plan which is set out in section 4.

1.3 This report seeks Cabinet approval to the revised climate change action plan which sets out actions to directly reduce the Council's carbon footprint between 2023 and 2026. This will be reviewed and updated annually in light of the updated Council carbon footprint and an annual report detailing progress against actions will be published.

2. Approach to date

2.1 The current climate change action plan was comprised of 90 actions. This was a rolling plan, with a view that it would be updated in light of the Council's carbon footprint. Each action was given a 1 year, 3 year or longer-term timeframe.

2.2 The action plan was divided into four areas as set out in the Climate Change Strategy:

- A: Awareness Raising and Engagement
- B: Reducing Impacts (Mitigation)
- C: Building Resilience (Adaptation)
- D: Other Sustainable Initiatives

2.3 Of the 90 actions identified within the plan, almost two-thirds have been progressed. Key Achievements against the current climate change action plan include:

- A separate weekly food waste collection service was successfully rolled out across the borough.
- A grant was given to Winchester Science Centre to develop and deliver a programme (Eco-schools) to two schools within the borough in 2022. This was based around a repeat engagement model approach and due to its success was extended to a further two schools (total 4) in 2023 (Climate Trackers).
- A Climate Change Competition for KS3-KS5 was organised for young people to submit proposals on how they, their school or community, could reduce their negative impact on the environment. The key objectives of this project were to get young people engaged in the climate debate and to increase their understanding of environmental issues.
- Rushmoor Borough Council is part of Portsmouth Consortium, which has secured funding for decarbonisation measures on domestic properties within the borough (Local Authority Delivery scheme; LAD2, LAD3, and the Home Upgrade Grant; HUG1 & HUG2)
- Rushmoor Repair Café in Aldershot was successfully launched in December 2022 and takes place on the third Saturday of every month, supporting a circular economy and reducing the number of items sent to landfill.
- The Council's carbon footprint (2022/23) was calculated using SUSTRAX, by Carbon Footprint Ltd. Carbon Footprint Ltd then produced a Carbon Footprint

Target Setting report, which put forward recommendations for reducing the Council's greenhouse gas emissions until 2050, with the aim of becoming carbon neutral by 2030.

- The appointment of a climate change officer within the Council, allowing for dedicated resource to be available and for the Council to increase engagement with external groups including the Hampshire Climate Change Officer Group.

2.4 The Cabinet had also appointed a Climate Change Champion role who had acted as the Chair of the Climate Change Working Group. The Climate Change Working Group was established in November 2020 to “guide the development and detail of the implementation plan” and has provided advice and guidance on the development of the Council’s carbon footprint. 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 from the climate change champion role to the Deputy Leader and Major Projects and Property Portfolio Holder. There will be a meeting with the previous members of the climate change working group in the coming months to enable for a transition of these arrangements.

3. Calculating the Council’s carbon footprint

3.1 The carbon footprint is comprised of three scopes and includes both direct and indirect emissions. The data that each scope encompasses within Rushmoor Borough Council's carbon footprint is shown in the table below.

Rushmoor Borough Council’s carbon footprint scopes

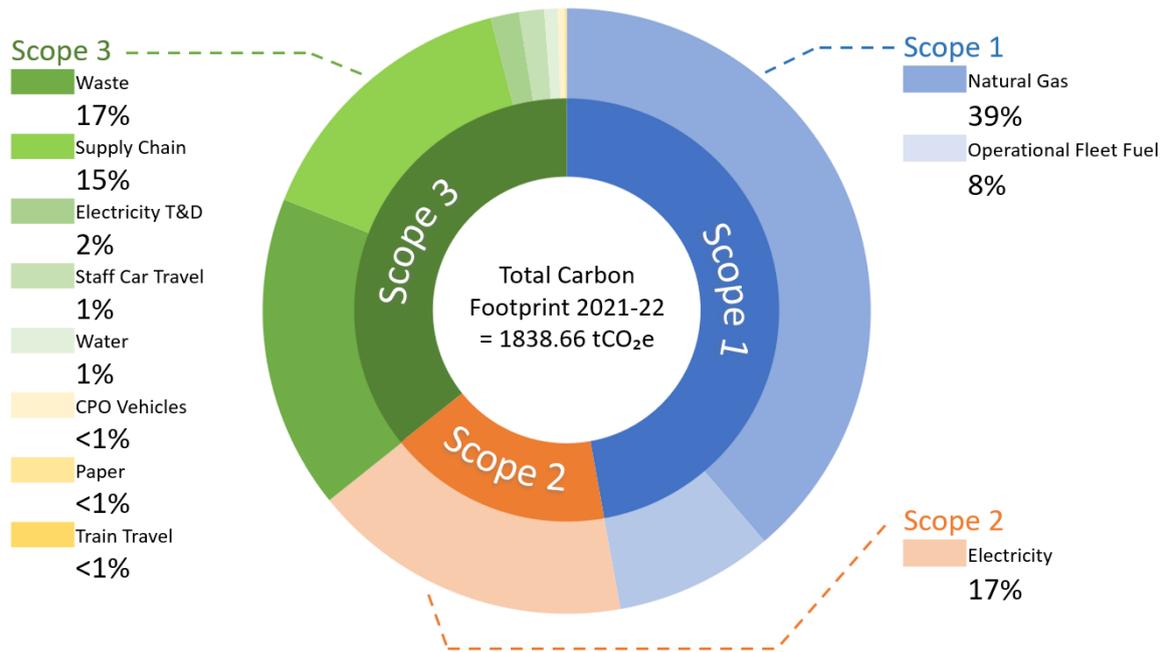
Scope 1	Direct Emissions	Gas (Heating) and Council Owned Vehicles (Operational Fleet)
Scope 2	Indirect Emissions	Purchased electricity
Scope 3	Indirect Emissions	Business Travel, Paper, Waste, Water and Supply Chain (procured goods & services)

3.2 The Council's previous carbon footprint (19/20) was calculated by The Carbon Trust. The 2021/22 carbon footprint was undertaken using SUSTRAX by Carbon Footprint Ltd. The methodology that is used in SUSTRAX is aligned with the greenhouse gas protocol and in relation to supply chain data; DEFRA recommended conversion factors. This means that the two footprints are not directly comparable. The methodology set out in SUSTRAX will be used going forward in order to track progress and therefore can be used as a baseline for the future.

- 3.3 All data categories, with the exception of the supply chain, is based on primary data. Supply chain data was calculated using contract cost and Standard Industrial Classification (SIC) code categories. Primary data for the vehicle mileage and waste tonnage from the Council's contract with SERCO was used. The recommendation would be in the future to work with contractors and suppliers to increase the amount of primary data used in the supply chain category in order to increase the accuracy of the footprint.
- 3.4 The carbon footprint is expressed as an absolute amount in tCO_{2e}. This is the amount of greenhouse gas emissions as represented by tonnes of carbon dioxide equivalence, meaning other greenhouse gases impacts are quantified using carbon dioxide's warming effect as reference.
- 3.5 The overall operational carbon footprint (2021-22) was 1,838.66 tCO_{2e}. The breakdown of these emissions is shown in the table and image below.

Breakdown of Rushmoor Borough Council's Operational emissions

Scope	Source	Rushmoor	Contractors	Total
1	Natural Gas	712.12	-	712.12
	Operational Fleet Fuel	13.24	141.98	155.22
2	Electricity Generation	314.1	-	314.1
3	Waste	1.06	306.84	307.9
	Supply Chain & Purchased Goods	275.24	-	275.24
	Electricity T&D	27.8	-	27.8
	Staff Car Travel	24.52	-	24.52
	Water	12.98	-	12.98
	CPO Vehicles	6.49	-	6.49
	Paper	2.25	-	2.25
	Train Travel	0.04	-	0.04
Total:		1389.85	448.82	1838.66



4. Climate change action plan 2023 – 2026

4.1 The Climate Change Action Plan 2023-2026 has been developed in an evidence-based way, with the majority of proposed actions linked back to the Council’s carbon footprint. The Council has sought independent advice on its target setting and the full report which has shaped and informed this action plan can be seen at Annex A.

4.2 The Action Plan 2023-2026 contains 12 proposed actions set out below. This Action Plan is predominantly focused on reducing the Council’s own carbon footprint but does also include some actions which support the objective of achieving a greener and more sustainable Rushmoor. The Action Plan does not aim to summarise all the activity that the Council is undertaking to support the climate change and biodiversity agenda, much of which is undertaken as business as usual activity following changes made in recent years (including the introduction of food waste collection and changes to mowing and planting to increase biodiversity). The annual report proposed in Action 12 allow for the full range of associated activity to be reported on an annual basis, alongside progress to reduce the Council’s carbon footprint.

4.3 The twelve priority actions proposed for 2023-2026 are as follows:

Action 1: Transition electricity across the Council’s sites to 100% renewable tariffs.

Action 2: Switch the Council’s car fleet to electric alternatives and investigate options for other Council vehicles.

Action 3: Achieve a 5% annual reduction in overall travel from employee-owned vehicles for business purposes and refresh the Council's Workplace Travel Plan.

Action 4: Consider opportunities arising from a relocation of the Council's offices to reduce gas consumption and/or increase renewable energy generation on-site.

Action 5: To continue to engage young people on climate change through the schools' programme which is now running in four junior schools within Rushmoor.

Action 6: To use the Council's communications channels (including through Member engagement) to promote opportunities for residents and local businesses to reduce their own carbon footprint, including promoting schemes to improve energy efficiency of their home or business.

Action 7: To hold an eco-fair in September 2023 at Southwood Country Park and Field Centre to allow residents to find out more about climate change and opportunities to reduce their own carbon footprint and to hold an event for local businesses on low carbon opportunities.

Action 8: To work with Hampshire County Council to improve access to EV charging facilities across Rushmoor.

Action 9: To refresh the Council's procurement strategy to ensure that the goods and services that the Council buys support the aim of the Council being carbon neutral by 2030.

Action 10: To review processes for the Council's capital programme so that environmental impacts are incorporated into business case development and whole life cycle carbon assessments are undertaken.

Action 11: To develop the Council's offsetting approach with a view to ensuring that any offsetting undertaken by the Council has a local impact.

Action 12: To review, update and publish the Council's carbon footprint on an annual basis, publish an annual report detailing all that the Council has achieved in relation to its climate action plan and associated strategies (e.g. Green Infrastructure Plan).

- 4.4 The report from Carbon Footprint Ltd suggests that implementation of the measures above would have the potential to reduce the Council's carbon emissions by over 40% by 2030 and it is acknowledged that there is the potential to reduce carbon emissions by over 80% by 2050. The model from the report in Annex A recognises that it is likely that the Council cannot be net zero by 2030 (largely as a result of operations at the crematorium) but can achieve carbon neutrality by this date through offsetting the remaining footprint.

5. Implications

Legal

There are no anticipated legal implications arising from the proposed action plan.

Financial

A climate change reserve was created in November 2020 and this will be used to support actions 5, 6, 7, 8 and 12 with the proposed plan and could also be used to support other activity within the climate change action plan. At the end of last financial year (2022/23), the balance of this reserve was £178,000.

Other actions will be funded through relevant service budgets and in accordance with the financial procedure rules. Wherever possible, external grants and funding sources will be sought to support the delivery of the action plan. Members should note that the delivery of some of the actions contained within this plan could have financial implications and business cases will be developed and presented for consideration where this is the case.

Equalities impact

Equality Impact Assessments will be undertaken on the individual actions within this plan if required.

6. Conclusion

- 6.1 Since declaring a climate emergency in summer 2019, progress has been made to deliver the actions within the existing climate change action plan. Following the calculation of the Council's carbon footprint and the delivery of a number of actions within the existing plan, a refreshed action plan.
- 6.2 Cabinet is asked to approve the 12 priority actions contained within the refreshed Action Plan which will help to deliver a reduced carbon footprint for the Council and a greener and more sustainable Rushmoor. An annual report on progress against each of these actions and the broader environmental actions that the Council has taken over the previous 12 months will be prepared each year and the Action Plan will be reviewed in light of this.

**COUNCILLOR MARTIN TENNANT
DEPUTY LEADER AND MAJOR PROJECTS AND PROPERTY PORTFOLIO
HOLDER**

BACKGROUND DOCUMENTS:

Annex A – Carbon Footprint Target Setting Report

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Carbon Footprint Target Setting for Rushmoor Borough Council

Based on data from Assessment Period:
1st of April 2021 – 31st of March 2022



Executive Summary

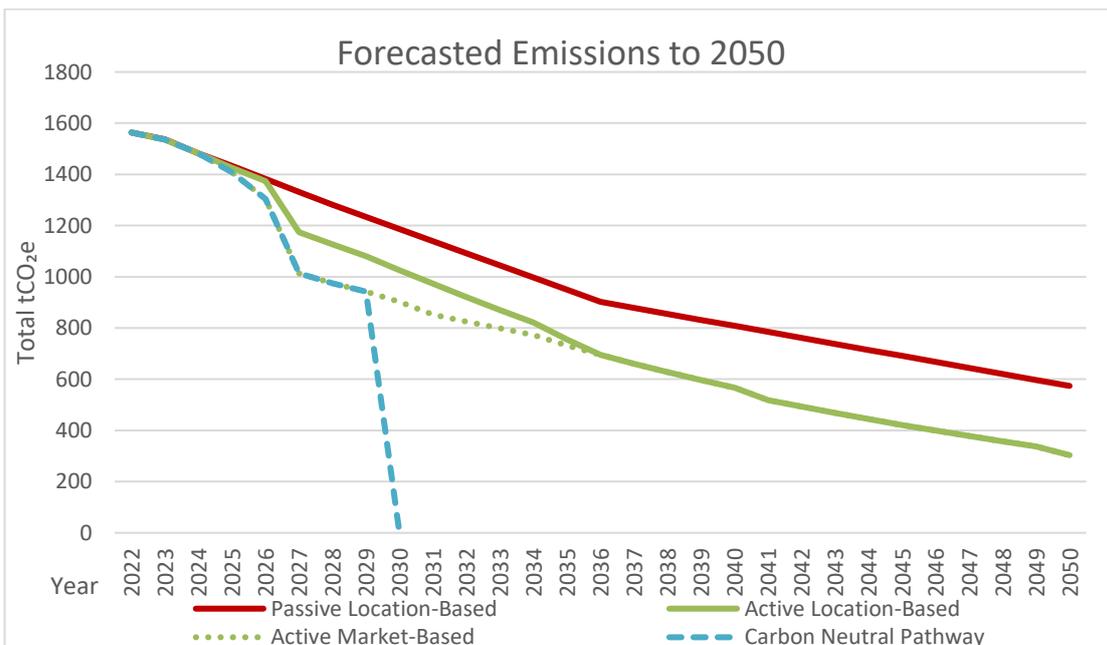
Carbon Footprint Ltd has completed a forecast of the greenhouse gas (GHG) emissions of Rushmoor Borough Council until 2050 based on a dataset provided by the council for the period of the 1st of April 2021 to the 31st of March 2022.

Key Outcomes

- Baseline absolute location-based emissions are 1563.43 tCO₂e and 6.30 tCO₂e respectively on a per FTE Employee basis.
- Baseline absolute emissions including the council’s Scope 3 supply chain footprint are 1838.66 tCO₂e.
- Rushmoor Borough Council should aim to reduce total market-based emissions by 42.3% and market-based emissions on a per employee basis by 46.7 %, each, respectively, by 2030.
- Rushmoor Borough Council should aim to reduce total market-based emissions by 80.6% and market-based emissions on a per employee basis by 85.2%, each, respectively, by 2050.

Recommendations

- Offset the GHG emissions created within this data period to become carbon neutral.
- Swap all electricity utilities to 100% renewable tariffs by 2030 across all sites to reduce market-based emissions.
- Switch to a 100% renewable electricity tariff at the Council Offices site by 2025.
- Begin phasing out gas usage across all sites (excluding the Aldershot crematorium) from no later than 2030 onwards and replacing with electric system alternatives.
- Select a waste contractor transitioning to an electric vehicle fleet from no later than 2035.
- Commit to implementing a travel policy aimed at reducing total travel from employee-owned car travel by 5% per year, from 2024.



¹ Targets within this report should be re-assessed in the next 3-5 years to allow remodelling with inclusion of any potential hydrogen alternatives to current natural gas usage which may become available during this time.



Executive Summary..... 2

1. Carbon & sustainability targets 4

2. References 9

Quality Control

Report issue number: 1.1
Date: 03 June 2023

Calculations completed by: Joe Murray
Calculations reviewed by: Zoe booth

Report produced by: Joe Murray
Report reviewed by: Zoe Booth
Director approval: Dr. Wendy Buckley



1. Carbon & sustainability targets

1.1. Target setting

We recommend targets are set against a growth metric, to account for changes in the size of the council. For Rushmoor Borough Council we recommend setting the reduction target on a per FTE and per borough resident population basis, to allow comparison with future emissions, when the council may have grown.

There are four categories of carbon dioxide² reductions to consider whilst setting targets:

1. **Passive Reductions** – these are carbon reductions that would happen without any action needed by the organisation e.g., the decarbonisation of the electricity grid will gradually reduce the carbon emissions associated with the electricity you use and purchase.
2. **Market-Based Reductions** – these are achieved by selecting and paying for energy tariffs that have lower emissions e.g., buying a green electricity tariff.
3. **Active Reductions** – these are achieved by making technological, behavioural and operational changes within the organisation. E.g., choosing to reduce the number of miles driven in cars; choosing to put a limit on the number of flights people make; investing in new technology to reduce energy consumption etc.
4. **External Reductions** – carbon **compensation/offsetting** to reduce emissions external to your own footprint to reduce your Net emissions.

Figure 1 shows this recommended approach applied to Rushmoor Borough Council's emissions to 2050.

The **Passive Reductions** assume:

- Electricity Grid emissions will reduce linearly to zero by 2035 (which is the UK's target to achieve zero carbon emissions electricity grid). Note: the grid emissions have reduced by approximately 50% over the last 5-6 years on a tCO₂e per kWh basis.
- Rushmoor Borough Council's crematorium site will continue to require natural gas consumption for its operations, past 2035.
- Car & van emissions will transition to being 100% electric by 2050. Note: the UK government has moved to end the sale of non-electric cars by 2030. In the assessment we assume electric cars will require the same amount of energy as those powered by internal combustion engines, based on the litres of fuel burned by Rushmoor Borough Council during the 2020/21 assessment period.
- The council's contracted waste collection lorries will transition to electric/hydrogen models from between 2045 to 2055, assuming that by this point, lorries powered by batteries, hydrogen or other renewable advances will be readily available.
- The council will continue to hold a responsibility to collect some forms of household waste not likely to be recyclable, via its contractor(s), until 2050.

² Referred to as "carbon" or "CO₂"

- The **Active Reductions** assume:
- All utilities to swap to 100% renewable electricity tariffs by 2030.
- Site electricity at the Council offices to transition to a 100% renewable electricity tariff by 2025.
- Site electricity at the Aldershot Crematorium site and Princes Hall site to transition to a 100% renewable electricity tariff by 2027.
- The council offices to phase out onsite gas usage for heating purposes from 2027 by transitioning to a renewable energy alternative.
- Phase out natural gas usage from site energy mix across all remaining sites from 2030 onwards, with a 10% annual reduction in site gas consumption (equivalent to retrofitting 3 sites per year from 2030 – 2040 based on current site numbers).
- Lorries are transitioned to renewable alternatives 10 years ahead of the passive reductions forecast (2030 - 2040).
- CPO vehicles are swapped to electric vehicle alternatives in 2024/25.
- A 5% annual reduction in overall travel from employee-owned vehicles for business purposes, to 2035.

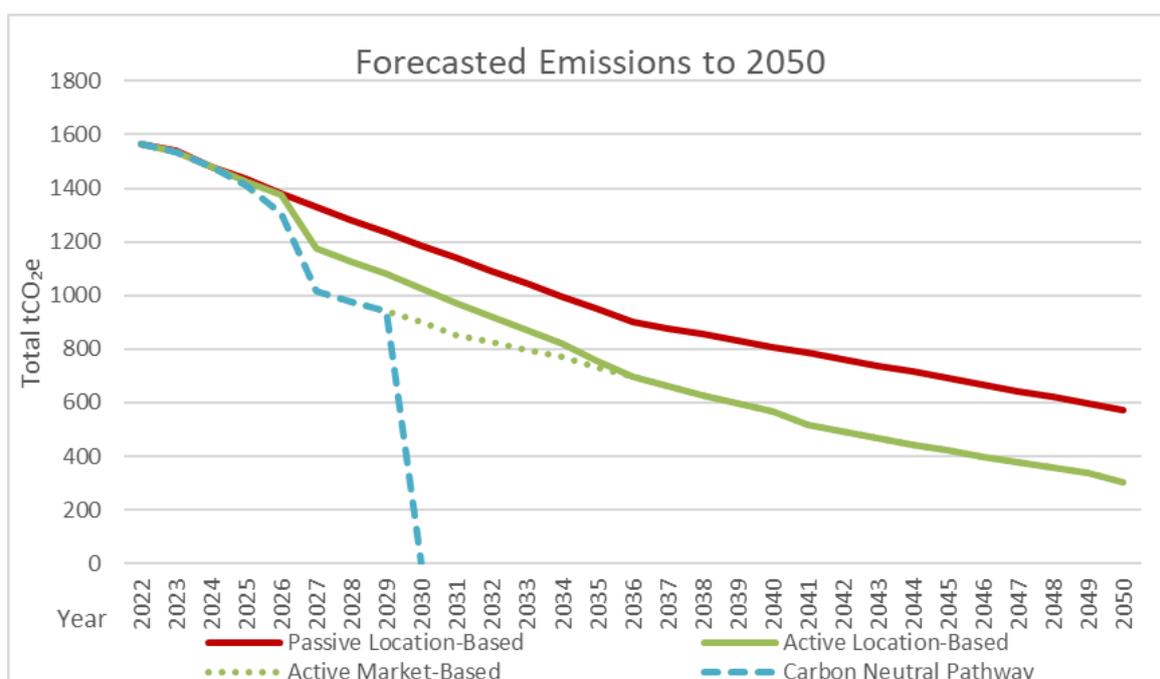


Figure 1: Emissions forecast for Rushmoor Borough Council until 2050

The above graph provides simulations that are designed to be best and worst-case scenarios. However, it is impossible to predict the future with 100% accuracy. The area between the passive and active lines represents emissions that could be saved.

Figure 2 forecasts the estimated breakdown of Rushmoor Borough Council’s future emissions on a per FTE Employee basis, with Figure 3 forecasting emissions on a per borough resident basis (100,100 as of 31st March 2022), this will allow Rushmoor Borough Council to scale the numbers to account for growth. Figure 4 details the breakdown of emissions by source category from the baseline year to 2050.

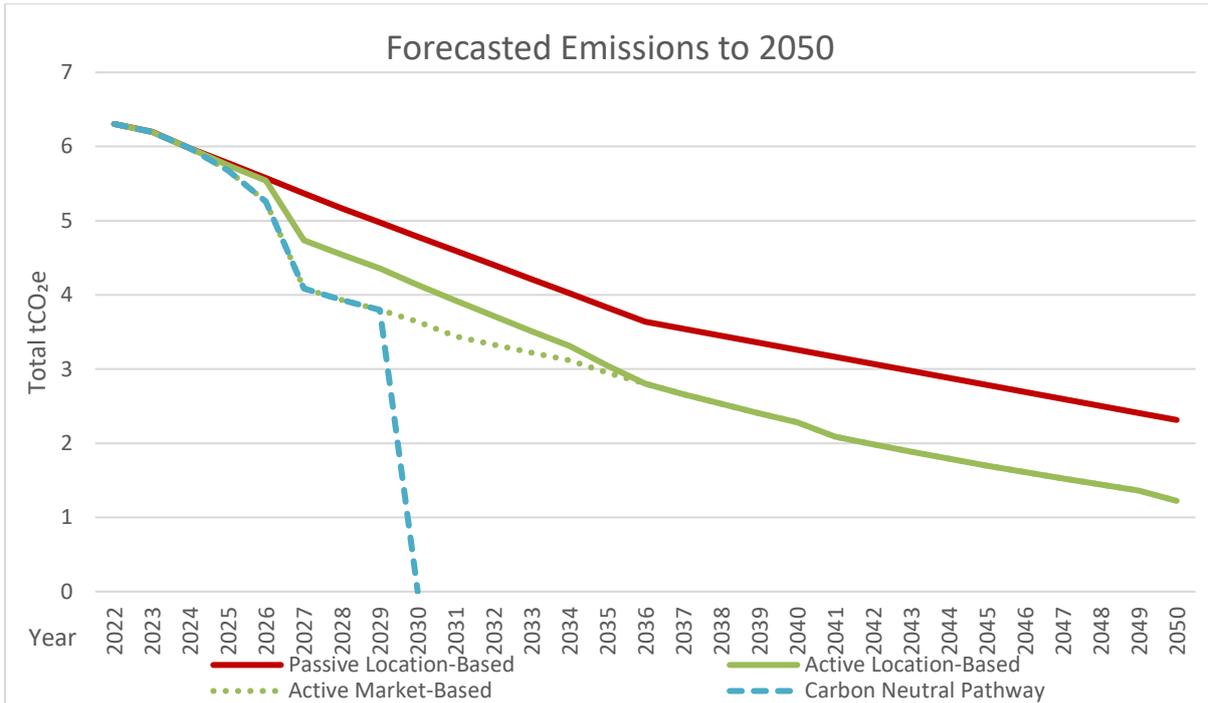


Figure 2: Breakdown of Rushmoor Borough Council's future emissions sources per FTE

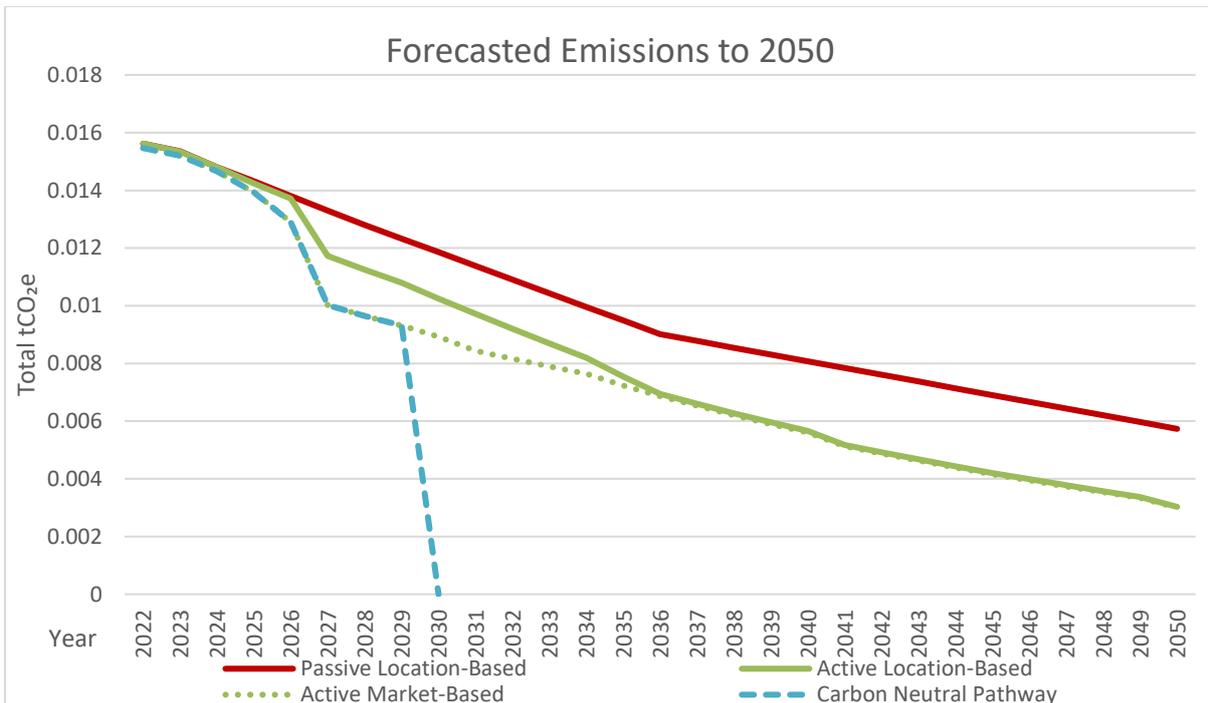


Figure 3: Breakdown of Rushmoor Borough Council's future emissions sources per borough resident

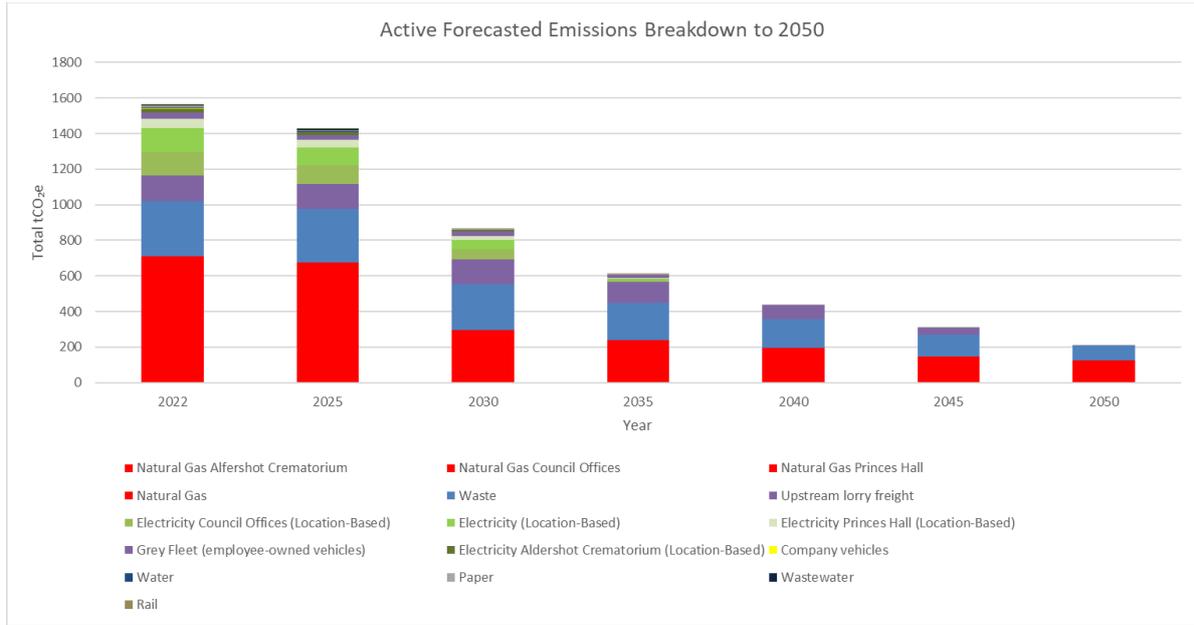


Figure 4: breakdown of Rushmoor Borough Council’s emissions by source category

All targets set should be reviewed regularly (e.g., on an annual basis) and amended accordingly (i.e., target increased if it is met ahead of schedule). This will prevent complacency if the target set was too conservative from the onset. An action plan should be developed to set out how the targets will be met, and an employee should be allocated the responsibility for carrying out the plan.

1.2. Supply Chain Target Setting

Forecasting emissions from the supply chain footprint analyses the trends in emissions factors and assumes that, by 2040, there will be carbon neutral alternatives for Rushmoor Borough Council’s entire supply chain either available or becoming available. Therefore, between 2040 and 2050, the supply chain footprint linearly reduces to zero for all sources based on this modelling assumption.

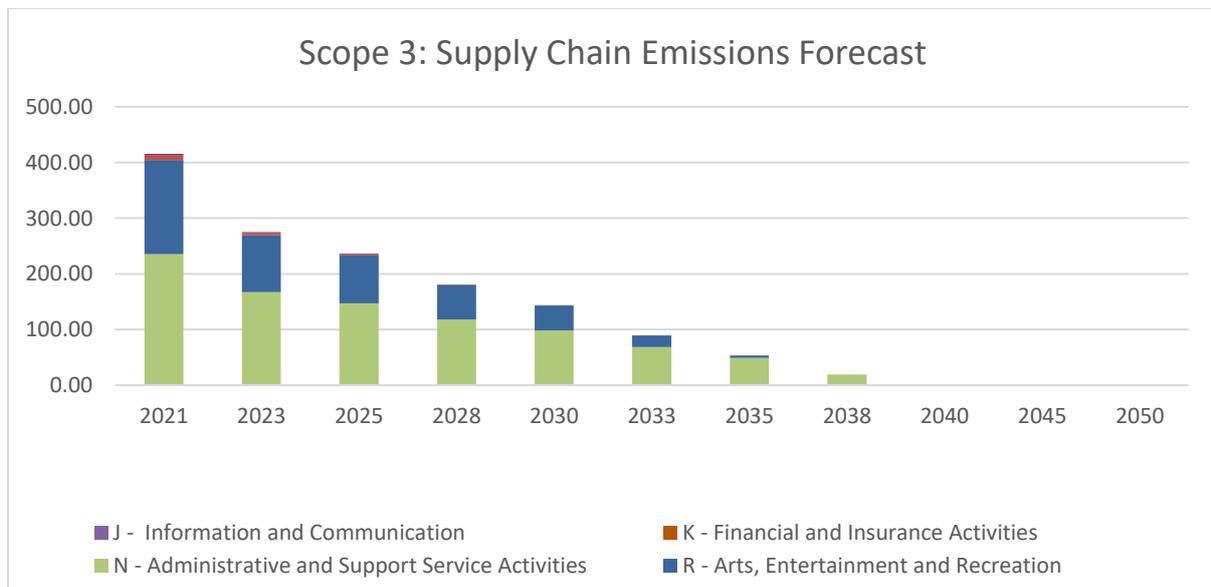


Figure 3: Forecasted emissions from Rushmoor Borough Council’s supply chain

1.3. Summary of Target Setting Recommendations

In summary we recommend Rushmoor Borough Council set the following targets:

- Offset the calculated footprint by supporting climate change solutions around the world to become a 'Carbon Neutral Organisation'. Carbon offsetting is the only way to account for those emissions which have already been caused.
- The model forecasts that the council likely cannot reach its current target of being net zero (according to the SBTi understanding of the term) by 2030, but can achieve carbon neutrality by this date through offsetting its remaining footprint which it cannot reduce further from no later than the year of the 2030 assessment year, onwards.
- Rushmoor Borough Council should aim to reduce total market-based emissions by 42.3% and market-based emissions on a per FTE basis by 46.7 %, each, respectively, by 2030.
- Rushmoor Borough Council should aim to reduce total market-based emissions by 80.6% and market-based emissions on a per FTE basis by 85.2%, each, respectively, by 2050.
- Transition all electricity utilities across the council's sites to 100% renewable tariffs to reduce market-based emissions by 2030.
- Swap to a renewable electricity tariff at the Council offices from 2025.
- Begin phasing out gas usage from the council's sites from 2030 onwards.
- Consider transitioning to waste collection contractors which can provide electric vehicles within their fleet from as soon as possible.
- CPO vehicles are swapped to electric vehicle alternatives in 2024/25.
- A 5% annual reduction in overall travel from employee-owned vehicles for business purposes, to 2035.

2. References

1. BEIS GHG Conversion Factors for Company Reporting (2016-2021)
2. Carbon Footprint Ltd's Target Setting White Paper (2021)
3. Guidelines to Defra's Greenhouse Gas (GHG) Conversion Factors for Company Reporting – annexes (June 2013)
4. Science Based Targets Initiative (SBTi) (2021)
5. The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard, Revised Edition (March 2004)

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