

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 6th August, 2024 at 7.00 pm*

To:

Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder
Cllr Sophie Porter, Deputy Leader and Community & Residents Portfolio Holder

Cllr Abe Allen, Enabling Services Portfolio Holder
Cllr Jules Crossley, Policy, Climate & Sustainability Portfolio Holder
Cllr Keith Dibble, Development & Economic Growth Portfolio Holder
Cllr Christine Guinness, Regeneration & Property Portfolio Holder
Cllr Becky Williams, Neighbourhood Services 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 23rd July, 2024 (copy attached).

3. **COUNCIL PLAN & RISK REGISTER QUARTERLY UPDATE APRIL TO JUNE 2024/25** – (Pages 7 - 42)

(Cllr Jules Crossley, Policy, Climate & Sustainability Portfolio Holder)

To consider Report No. ACE2408 (copy attached), which sets out performance monitoring information in relation to the Council Plan for the first quarter of 2024/25.

4. **RECOMMENDATIONS FROM POLICY AND PROJECT ADVISORY BOARD - DEFIBRILLATORS AND BLEED KITS IN RUSHMOOR** – (Pages 43 - 64)

(Cllr M.J. Roberts, Chairman of Policy and Project Advisory Board)

To consider Report No. ACE2407 (copy attached), which sets out information in relation to the current and proposed future provision of defibrillators and bleed kits in the Borough.

5. **MOBILE HOMES FIT & PROPER PERSON DETERMINATION POLICY** – (Pages 65 - 88)

(Cllr Becky Williams, Neighbourhood Services Portfolio Holder)

To consider Report No. OS2411 (copy attached), which sets out a Mobile Homes Fit and Proper Person Determination Policy for the Council.

6. **CORPORATE SANCTIONS AND ENFORCEMENT POLICY** – (Pages 89 - 102)

(Cllr Abe Allen, Enabling Services Portfolio Holder)

To consider Report No. LEG2402 (copy attached), which sets out a Corporate Sanctions and Enforcement Policy for the Council.

CABINET

Meeting held on Tuesday, 23rd July, 2024 at the Council Offices, Farnborough at 5.30 pm.

Voting Members

Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder
Cllr Sophie Porter, Deputy Leader and Community & Residents Portfolio Holder

Cllr Abe Allen, Enabling Services Portfolio Holder
Cllr Jules Crossley, Policy, Climate & Sustainability Portfolio Holder
Cllr Keith Dibble, Development & Economic Growth Portfolio Holder
Cllr Christine Guinness, Regeneration & Property Portfolio Holder
Cllr Becky Williams, Neighbourhood 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 **6th August, 2024**.

6. 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
11	Cllr Keith Dibble	Personal and non-pecuniary	Partner employed as Senior Administrator for student lettings at the University of the Creative Arts.

7. MINUTES –

The Minutes of the meeting of the Cabinet held on 4th June, 2024 were confirmed and signed by the Chairman.

8. MEDIUM TERM FINANCE STRATEGY 2024-25 TO 2027-28 UPDATE AND 2023-24 BUDGET OUTTURN –

(Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder)

The Cabinet considered Report No. FIN2411, which set out the Medium Term Financial Strategy (MTFS) update 2023/24 Budget Outturn.

It was noted that Report No. FIN2411, had been the first opportunity for the Cabinet to review and comment on the Council finances and came with the advantage of full visibility of the underlying numbers and realistic assumptions. The Report contained a wealth of detail which set out the Council's financial position, which required urgent attention and focus from the Council's leadership.

The Cabinet were being asked to note much of the detail in the report, approve the proposals and make recommendations to the Council, but it was also noted that actions were in place to address the issues with a detailed action plan being drafted. The action plan, which would be closely monitored by the Leader, senior Councillors and the executive team, would include action to reduce the Council's level of debt. Upgraded processes would also be put in place so that Members received transparent and insightful reporting of the Council's financial plans, to enable them to fulfil their role of scrutiny.

During discussions the Cabinet noted the importance of monitoring risk and ensuring issues arising were addressed in a timely manner. With regard to savings, it was noted that impacts on services provided would be limited where possible.

The Cabinet

- (i) **RECOMMENDED TO THE COUNCIL** that approval be given to:
 - (a) the approach and timetable to identifying the required revenue savings, as set out in Report FIN2411;
 - (b) the use of capital receipts strategy, as set out in the Report;
 - (c) the proposed reprofiling of the capital receipts income target and resulting £1.6m drawdown of reserves, as set out in the Report;
- (ii) **RESOLVED** that approval be given to:
 - (a) the write-off of the commercial property lease debt described in Report No. FIN2411;
 - (b) the 2023/24 reserve movements as represented by the transfers summarised in Report FIN2411, resulting in unaudited usable revenue reserves of £20.8m and a separate £2m working balance;
 - (c) the proposed strategy to drawdown reserves to finance the projected deficit, as set out in Report FIN2411;
 - (d) the establishment of a cross-party Cabinet Working Group to be known as the "Financial Recovery Working Group" with the primary role of overseeing delivery of the Financial Recovery Plan; and
- (iii) **NOTED:**
 - (a) the 2023/24 unaudited budget outturn returning £1.245m surplus to reserves, which may change with further due diligence and audit, be updated at the October Council;
 - (b) the revenue budget carry forward schedule and capital slippage, as set out in Report FIN2411;

- (c) the 2024/25 financial year review of performance against budget to date on key budget items, as set out in Report FIN2411, and that the Cabinet will receive a full in-year financial position in September;
- (d) the Section 151 Officer assessment that the minimum working balance of £2m remains adequate;
- (e) the sensitivity analysis of the budget deficit with respect to key assumptions and delivery of the savings plan;
- (f) the update to significant risks within the MTFS period;
- (g) the progress made to date on the financial resilience plan approved on 22 February and the CIPFA Financial Resilience Report;
- (h) the intention to address issues affecting the Council's financial position raised by the MTFS update, the CIPFA Financial Resilience Report and the Peer Challenge through a new detailed "Financial Recovery Plan"; and
- (i) that a further update would be provided to Cabinet in September and the Council in October.

9. **SWIMMING POOL SUPPORT FUND GRANT TO FUND ENERGY IMPROVEMENT WORKS AT ALDERSHOT POOLS –**
(Cllr Becky Williams, Neighbourhood Services Portfolio Holder)

The Cabinet considered Report No. OS2440 which set out details of a grant received by the Council from Sport England's Swimming Pool Support Fund (SPSF)

It was noted that the funds from the SPSF grant had already been received by the Council and the purpose of the item was to formally approve the acceptance of the funds. The funding had been granted to fund solar panels and pool covers at the Aldershot Pools and Fitness Centre to improve the energy efficiency of the existing facility.

The Cabinet

- (i) **RECOMMENDED TO THE COUNCIL** that approval be given to the addition of £208,350 into the 2024/25 Capital Programme funded by the SPSF; and
- (ii) **RESOLVED** that approval be given to the acceptance of the grant to fully fund the purchase of two swimming pool covers and the installation of photo voltaic panels at Aldershot Pools and Fitness Centre be approved.

10. **COUNCIL PROPERTY AND ESTATES - WORK PROGRAMME RESOURCE REQUIREMENT AND FUTURE CAPITAL COMMITMENTS –**
(Cllr Christine Guinness, Regeneration and Property Portfolio Holder)

The Cabinet considered Exempt Report No PG2420, which provided an update on key activities to be undertaken by the Council's Property and Estates team during

the remainder of the current financial year.

The Report identified the need for additional building surveyors to resource the delivery of the current work programme and the requirement for the use of capital contributions to enable lettings across the Council's current and future estate.

The Cabinet

- (i) **RECOMMENDED TO THE COUNCIL** that £1.025m of capital receipts be allocated to enable the necessary capital contributions/works to enable letting of commercial units at Union Yard, Meads and across the wider portfolio, subject to the consideration and approval of individual business cases by the Cabinet; and
- (ii) **NOTED:**
 - (a) the current work programme of the Property and Estates team associated with the Financial Resilience Plan, management of the Council's commercial and regeneration estate and mobilisation of and post practical completion works at Union Yard, Aldershot, and
 - (b) the appointment of an additional Building Surveyor resources to support the work programme as set out in the Report, to be funded from a mix of existing budgets.

11. UNION YARD - MOBILISATION OF ASSET AND REVISED COMPLETION SCHEDULE – (Cllr Christine Guinness, Regeneration and Property Portfolio Holder)

The Cabinet considered Report No. REG2404, which set out an update on the mobilisation and practical completion of the Union Yard scheme in Aldershot.

Members were informed that the delivery schedule had been revised further, with the contractors advising of an additional three week delay due to practicalities around decorating the emergency exit stairwell in the student accommodation.

The Cabinet **NOTED:**

- (i) the agreement/contracts entered into by the Council in respect of mobilising the asset ahead of practical completion;
- (ii) the revised completion schedule for the Union Yard scheme and any comments arising for the Union Yard Project Board, and;
- (iii) that contractual matters relating to the revised completion schedule will be considered under a separate report.

12. 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
13	3	Information relating to financial or business affairs

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

13. UNION YARD - CONTRACTUAL MATTERS –
(Cllr Christine Guinness, Regeneration and Property Portfolio Holder)

The Cabinet considered Exempt Report No. REG2405, which set out a proposed course of action arising as a result of the delayed handover of the Union Yard scheme from a contractual viewpoint.

The Cabinet RESOLVED that:

- (i) the proposed course of action put forward by the Head of Regeneration and Development in consultation with the Union Yard Project Board with regard the delayed handover be approved, and;
- (ii) the Head of Regeneration and Development, in consultation with the Legal Corporate Manager and the Regeneration and Property Portfolio Holder, be authorised to decide whether to actively pursue or not contractual financial mechanisms available to the Council in the event that they are considered required.

The Meeting closed at 6.33 pm.

**CLLR GARETH WILLIAMS, LEADER OF THE COUNCIL AND FINANCE
PORTFOLIO HOLDER**

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CABINET

COUNCILLOR JULES CROSSLEY
POLICY, CLIMATE & SUSTAINABILITY
PORTFOLIO HOLDER

6 August

Key Decision? No

REPORT NO. ACE2408

**COUNCIL PLAN & RISK REGISTER QUARTERLY UPDATE
APRIL TO JUNE 2024/25**

SUMMARY AND RECOMMENDATIONS:

This report sets out the performance monitoring information of the Council Plan for the first quarter of 2024/25. The key activities and projects within the Council Plan which sit under the themes of People and Place. In addition to the key projects this paper includes the Council Business Performance monitoring information, which are the key indicators and service measures used by the Council to monitor how the Council runs.

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

The Cabinet is recommended to:

- i) note the progress made towards delivering the Council Plan and consider the changes highlighted in the Corporate Risk Register
- ii) note the development and submission of the Council's Productivity Plan as set out in Appendix D.
- iii) note plans to review and refresh the key performance indicators and measures for the next quarter so that these are presented in line with the priorities of the new administration.

1. INTRODUCTION

1.1 Performance management is a tool to drive improvement on performance across the authority.

1.2 Effective performance management:

- helps to ensure that the Council is achieving what it set out to do and giving good value for money – without measuring results it is difficult to tell success from failure
- it enables the understanding of “how the Council is doing”
- helps to identify success (so that it can be rewarded and learnt from) and to identify failure (so that it can be corrected and learnt from)
- is linked to good decision making - using information about how things are now in order to make decisions about how to make them better
- helps to ensure decisions have been carried through

- is at the heart of good management
- 1.3 This paper sets out performance monitoring information for the Council Plan and the Risk Register for the period of April to June 2024.

2. BACKGROUND

- 2.1 The Council Plan 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 and key strategic projects.
- 2.2 While work is underway to develop a new Council Plan, the Council will continue to monitor the key activities and projects from the Council Plan agreed by Council in June 2023 ([Council Plan - Rushmoor Borough Council](#)). Where relevant, the monitoring will identify new activity that has been added to service plans and this will be reported. The new Council Plan will be in place in early 2025.
- 2.3 During 2021 the Corporate Risk Register was added to the Council's quarterly performance reports to highlight factors that could impact on the future delivery of the Council Plan and Council Business Performance. Risk management is of vital importance to all organisations to enable them to continue to be effective, sustainable and successful.
- 2.4 Although performance management arrangements sit under the Policy, Climate and Sustainability portfolio, the data within this report is provided by all Services at the Council. Therefore, it is important to note that the appropriate Portfolio holders for those Services have oversight of this data and the work it relates to.

3. DETAILS OF THE PROPOSAL

General

3.1 Delivery of the Council Plan

- 3.1.1 There are 10 key activities/projects in the Council Plan and annex A sets out the progress against these at the end of quarter 1 (30 June 2024). At this time 50% of projects/activities are on track, 30% have an amber status and one project (10%) has a red status. This is an improvement on last quarter (50% had a green status, 30% an amber status and 20% had a red status).

- 3.1.2 The red status project is:

People 3 - Progress the development of a new leisure centre and cultural hub in Farnborough. Due to expected higher cost than initially thought, the project team are working to understand issues and look at possible solutions to ensure successful delivery.

- 3.1.3 The amber status projects are as follows:

People 2 - Support the creation of quality, new homes (Rushmoor Homes), the sites identified for development were put on hold last year.

Place 1 – Complete Aldershot town centre’s Union Yard regeneration scheme. The project will not hand over on the agreed completion date of 22 July. It is now planned that there will be a handover of the student accommodation on the 2 August 2024, and the remainder of the scheme by the 16 October 2024.

Place 2 - Progress the regeneration of Farnborough town centre, including the Civic Quarter. Given the Council’s current financial position, options are being explored regarding the delivery approach for the wider master plan.

3.2 Council Business Performance

3.2.1 Annex B sets out the Council’s Business Performance during Q1. The Council Business Performance monitoring information includes the key indicators and service measures used by the Council to monitor how the Council runs.

3.2.2 This data set continues to evolve and during Q1 the number of Penalty Charge Notices (PCNs) paid and cancelled has been replaced by income from PCNs and income from car parks. There has also been a change to methodology to the number of fly-tips reported, so all incidents are reported and not just those on public land. Also, new to the monitoring this quarter is the website feedback score, this is based on the how satisfied people are with the information provided, by completing the feedback section on the bottom of the Council’s web pages.

3.2.3 The Freedom of Information (FOI) requests responded to within the 20 working days has fallen to 71% which is below what the Information Commissioner’s Office (ICO) expect at 90%. During Q2 the FOI process was reviewed to see if the percentage responded to on time could be increased. The project team created a new FOI tracker and dashboards to allow a greater visibility to those working with FOIs. This will allow people to self-serve and check those requests allocated to them and this will hopefully reduce some of the identified issues. The tracker will also have built in email reminders to add automation and save officer time. The plan is to implement the first iteration of the new FOI tracker in mid-July 2024.

3.2.4 The contract with East Hampshire District Council for issuing Fixed Penalty Notices (FPNS) for litter, ended in March 2024, this indicator has now been removed from the Council Business Performance report. Options going forward are being explored and at present littering offence that are witnessed will prompt engagement and education from the Place Protection Officers. No offences have been observed during this period.

3.2.5 Last quarter (Q4 – 2023/24) the number of cremations was added to the report to monitor the Crematorium usage during the refurbishment work. In Q1 there has been a fall in service numbers following move to temporary Redan Road facility.

3.2.6 During the next quarter work will be carried out to refresh all the key indicators and measures, to ensure that where possible and appropriate, indicators and measures are outcome focused, reflect the Council’s future emerging priorities and are presented for each Cabinet portfolio.

3.2.7 This report also links closely to the Council's budget monitoring and it is intended that future quarterly monitoring reports will be presented at the same Cabinet meeting as budget monitoring so that these linkages can be made. The Quarter 1 Budget Monitoring position will be shared at the Cabinet scheduled for the 10 September 2024. Looking forward to future quarters, monitoring reports will be shared alongside the quarterly performance and risk reports to give a holistic update.

3.3 Productivity Plan

3.3.1 In April 2024 the Department for Levelling Up, Housing & Communities wrote to all Local Authorities. This letter set out a requirement for all Council's to produce productivity plans and set out four main areas of focus.

3.3.2 In response, the Council authored a productivity plan, completing it in July 2024, this is attached to this report as Annex D.

3.3.3 The Council's productivity plan summarises the work of the Council that relates to, and impacts directly upon productivity, including reference to financial resilience, transformation and other associated plans/work programmes.

3.4 Corporate Risk Register

3.4.1 The Council's risk management policy and arrangements continue to receive good engagement from all services. Risks are routinely reviewed and discussed at both a service level and amongst senior management, with the Council's risk management policy requiring that risk registers are reviewed on a monthly basis. The risk management system as a whole continues to be an effective tool for overseeing the Council's risk identification and mitigation activity. The policy and arrangements are currently in review, with wider consultation and development planned to take place later in 2024 with a view to a new risk management policy being presented to Cabinet in Q3 2024/25

3.4.2 The public version of the risk register (v16.0 attached as annex C) contains information that is redacted or removed due to its sensitive nature. For full transparency these redacted risks are routinely made available to Cabinet, prior to the Cabinet meeting at which they are discussed and at routine meetings with the respective Portfolio Holders.

3.5 Strategic Risks

3.5.1 The key strategic risks within v16.0 of the Corporate Risk Register predominantly relate to areas that the Council often only has partial influence upon, including wider community risks such as health outcomes and deteriorating economic conditions. There have been no additional risks identified in this section of the risk register, but there have been updates throughout in the plans to mitigate them.

3.5.2 Recent changes in the UK economic conditions have resulted in a positive change for the risks relating to both the retail sector and overall economic

conditions themselves. As a result, the inherent risk scores have been reduced for both, with an additional reduction in the residual risk for the latter.

- 3.5.3 The residual risk score for 'changing external policy context' has been increased from medium to high following the results of the general election due to the inevitable period of policy change that follows.

3.6 Standing Corporate Risks

- 3.6.1 The Council's standing corporate risks are generally more operational in nature and relate to the work of the Council. There has been an update of the mitigation measures in place/planned for the future in the majority of risks.

- 3.6.2 Four risks have been removed from this part of the register over the previous quarter. Archiving generally takes place when a risk is fully mitigated and managed, or is no longer relevant to the Council. The risk relating to loss of accommodation has been categorised as a service level risk, as such it continues to be monitored and mitigated as appropriate but will not be included in the corporate register as the level of overall risk to the Council has decreased.

- 3.6.3 As a result of the change in administration at the Council and continued focus on financial stability, the risk regarding the Leisure and Cultural Hub has seen the target risk score reduced from medium to low, representing the reduced risk appetite for this area of work.

- 3.6.4 The risk relating to Union Yard and the delivery of the project has seen the development of an issue, despite the work to mitigate the risks. The delayed handover of Union Yard from 22 July 2024 to 16 October 2024 has a financial impact in respect of extended overhead costs and inability to secure income. These issues and mitigation measures were reported to Cabinet in Exempt Report 2405 at the July 23rd meeting.

3.7 Escalated Service Risks

- 3.7.1 The Council's escalated service risks are generally operational and more transient in nature and are therefore expected to develop and change quicker than others on the register. Overall, the number of risks in this area has remained the same.

- 3.7.2 The target risk for the Major planning appeal (airport) has been increased from medium to high. This is in recognition of the fact that despite all the work taking place to mitigate the risks, recent case law means that the likelihood of challenge has increased as the impact of the Supreme Court decision will be further tested out through the courts. The Council therefore has very little influence over the likelihood of the risk becoming realised as an issue and has to tolerate the high risk as it is unavoidable.

- 3.7.3 The risk relating to resettlement schemes is as drafted at the end of June 2024. Recent changes have been made to the 'live' risk register to reflect the latest information and it is intended that new entries will be added to service risk registers to reflect any risks that are posed to individual Council services.

Alternative Options

4.0 Not applicable – report for information purposes only.

Consultation

4.1 Arrangements for ongoing performance monitoring for the 2024/25 financial year and for the development of a new Council Plan have been carried out in close consultation with the Portfolio Holder and Cabinet.

IMPLICATIONS (of proposed course of action)

4.2 This report requires no decision making and is purely for information only. Although the information provided should be used in regard to the Council's activities, there are no direct implications to be considered for; Risk, Legal, Finance and Resources, Equalities or any other areas.

Risks

4.3 Not applicable – report for information purposes only.

Legal Implications

4.4 Not applicable – report for information purposes only.

Financial Implications

4.5 Not applicable – report for information purposes only.

Resource Implications

4.6 Not applicable – report for information purposes only.

Equalities Impact Implications

4.7 Not applicable – report for information purposes only.

Other

4.8 Not applicable – report for information purposes only.

5 CONCLUSIONS

5.1 The Cabinet is recommended to:

- i) note the progress made towards delivering the Council Plan and consider the changes highlighted in the Corporate Risk Register

- ii) note the development and submission of the Council's Productivity Plan as set out in Appendix D.
- iii) note plans to refresh the key performance indicators and measures for the next quarter.

LIST OF APPENDICES/ANNEXES:

Annex A – Council Plan Quarterly Monitoring – Q1 2024/25

Annex B – Council Business Performance – Q1 2024/25

Annex C – Corporate Risk Register v16.0

Annex D – Productivity Plan July 2024

BACKGROUND DOCUMENTS:

Council Plan April 2023 to March 2026

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Council Plan Quarterly Monitoring – Q1 2024/25

Date produced: July 2024

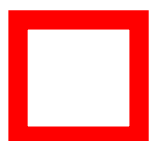
Key:



Green - indicates that the activities are on course



Amber - flags up that achieving the activities is in question. *For example, this could be due to not meeting the original timescales.*



Red - shows that we have not been able to achieve or achieve elements of the activities



Blue – indicates that project has been completed



Improvement in status from last quarter




No change in status from last quarter


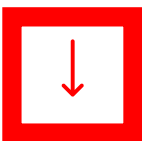
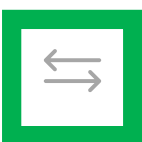



Decline in status from last quarter

For key activities/project which sit within the Capital Programme the 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 and direction of travel	Comment
People 1 -Work with public and voluntary sector partners to support our residents		<ul style="list-style-type: none"> The Youth Cafe soft-launched in May but closed for June due to Youth Worker training and holiday. The attendance has been slow to build, with 5 young people attending the last session and 9 membership/sign-up forms completed in total. The National Lottery Community Fund (Awards for All) funding bid has been successful. £50k funding from the Household Support Fund redistributed to key partners to support their cost of living work and we have continue to maintain/update council webpages detailing specific sources of support. Cross service work is underway to identify wider resettlement and integration support, and a community response meeting facilitated by Rushmoor is planned for July 10th – to identify and co-ordinate community support.

<p>People 2 - Support the creation of quality, new homes (Rushmoor Homes)</p>		<ul style="list-style-type: none"> • The council has placed the transfer of the sites for development on hold and is considering options for each site. Both the council and the Rushmoor Homes Limited (RHL) Board are reviewing the Business Plan and case for transferring Union Yard to Rushmoor Homes. Decision making on this will be finalised in Q2. • Work is continuing behind the scenes with RBC Property, Regen, the lawyers and managing agents to prepare for a decision to transfer and let the 82 units via RHL with occupancy from October 2024. • Overview and Scrutiny received an update on the progress on delivery of the Housing Strategy and the annual Registered Providers Review at their meeting in June 2024. They have asked that a review be undertaken of the delivery of the strategy. It is therefore likely that the targets will be reviewed in light of the changes to delivery by RHL and the review of the key delivery of key elements of the Housing Strategy in Q2 and Q3.
<p>People 3 - Progress the development of a new leisure centre and cultural hub in Farnborough</p>		<ul style="list-style-type: none"> • The project has reached the end of RIBA 3 in line with the delivery programme and planning consultation is complete. However, initial costs are significantly over Stage 2 cost plan estimates. Work is underway to interrogate and understand this, and given the wider financial position of the Council and affordability of the original budget, the scheme is unlikely to progress in its current form. • The DLUHC Delivery Associated Network are working with the project team to understand issues and look at possible solutions to ensure successful delivery.
<p>People 4 - Working with partners, encourage more residents to be active and have healthier lifestyles</p>		<ul style="list-style-type: none"> • Healthy Weights schools programme is progressing well. £8k for after school sports provision has been secured for Cherrywood School. • There has been delivery of the good gym programme in Aldershot and the Health Walks, which are to be re branded to Wellbeing Walks. • The NHS well-being officer has started working in Wellington ward. Connected to partners through the physical activity group.
<p>People 5 – Support key business sectors and help people to access the opportunities that they offer</p>		<ul style="list-style-type: none"> • A new Rushmoor for Business LinkedIn channel has launched to improve business engagement. 200 businesses have joined. Over 2000 businesses now receive the council’s monthly business newsletter. RBC will be present at Farnborough International Airshow, working with partners including Farnborough Aerospace Consortium and Hampshire County Council, to demonstrate the area’s aerospace offer. The Aerospace Research and Innovation Centre (ARIC) building is being used to provide teaching space to help manage RAAC-related building works at the college. • A package of business support measures has been confirmed for North Camp including business rate alleviation for businesses on Lynchford Road, an extension of free parking arrangements and measures to improve footfall and trade.

		<ul style="list-style-type: none"> Projects are underway to support local residents access employment, skills and training. Recent initiatives include a jobs fair in Farnborough town centre which featured representation from 35 businesses and organisations; a construction business breakfast to engage employers (6 June); the launch of a new project to support women into employment; and progress on a number of Employment and Skills Plans linked to developments in the borough.
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Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.

Place key activities/projects	BRAG Status and direction of travel	Comment
Place 1 – Complete Aldershot town centre’s Union Yard regeneration scheme		<ul style="list-style-type: none"> The project will not hand over on the agreed completion date of 22/07/2024. There will be a partial handover of the student accommodation on the 2 August, and the remainder of the scheme by the 16 October. The procurement process to select a specialist operator to manage the student accommodation has been completed and the nominations agreement with the University of the Creative Arts has been entered into. Outside the main contract enhancements to the commercial units are due to take place in September/October. Some of the units are expected to be handed over mid-August to September. A paper went to Cabinet on the 23 July to allocate funds to enable the lettings of the commercial units.
Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter		<ul style="list-style-type: none"> Given the Council’s current financial position, options are being explored regarding the delivery approach for the wider master plan. There has been limited progress on the s106 due to commitments elsewhere in the Capital Programme. This will be re-prioritised over the next reporting period.
Place 3 - Update the facilities at the crematorium in Aldershot		<ul style="list-style-type: none"> The site has been handed over to Buxton Construction (main contractor), works are underway and currently due to be completed in March 2025. Heras safety fencing is now in place around the site, all temporary welfare units have arrived and been connected to the services. The decommissioned crematory equipment has been removed from the building and yard

		<ul style="list-style-type: none"> • There are a couple of scope changes under consideration driven by cost and operational implications • Redan Road Chapels are operational. Numbers are picking up and all feedback to date has been extremely positive.
<p>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.</p>		<ul style="list-style-type: none"> • Victoria Day was held on 8 June. An estimated 1000 people participated in the parade, with 14,000 people attending the event. The event featured representation from several National Portfolio Organisation arts organisations, artists and community groups with the aims of providing residents with new cultural experiences and celebrating the community. Six community arts projects were delivered in the lead up to the event. • Armed Forces Day ‘Prom in the Park’ was held on 22 June. Organised by Rushmoor Borough Council, in partnership with Aldershot Garrison, the event sought to celebrate the borough’s connections with the Army. • Music has been scheduled at every craft fayre in Farnborough this year. 10 craft fayres are planned. New Craft Fayres will be organised in Aldershot. Two continental food markets have also been organised in Farnborough (July) and Aldershot (Sept) town centres. • A Shop Front Improvement Grant Scheme will launch in July. Work is underway on an Arts Council England Place Partnership funding bid. External support has been engaged to help shape a bid which will aims to make a step change in cultural provision in Farnborough.
<p>Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations</p>		<ul style="list-style-type: none"> • The work place travel plan is currently being drafted. • The extension of the school outreach programme is being finalised and schools are starting to be booked in for sessions to take place from September, in the new academic year. • Work is underway on the planning for the Eco Fair at Southwood Visitor Centre on Saturday 14 September • It is expected that the Council’s Climate Change Action Plan will be refreshed in early 2025 to reflect the priorities of the new administration.

Council Business Performance

Quarter 1 2024/25

Points to note

- In Q1 the calculation of the number of fly-tip incidents changed from fly-tips on public land to all reported fly tips, this has resulted in an increase in the number of fly-tipping incidents.
- Income from car parks and PCNs has been added to the report as a measure for parking.
- Also new to the monitoring this quarter is the website feedback score, this is based on the how happy people are with the information provided, by completing the feedback section on the bottom of our web pages.
- There has been a large increase in media enquires during Q1, this is largely due to the elections.
- Violence at work data remains high, with many incidents involving verbal abuse, threats and intimidation.
- To address the Freedom of Information Request (FOI) responses on time rate, a new FOI tracker is being launched in July.
- There has been a fall in cremation service numbers following move to temporary Redan Road facility.
- The contract with East Hampshire District Council for issuing Fixed Penalty Notices for litter, ended in March 2024, this indicator has now been removed from this report. Options going forward are being explored.

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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			
4				50%			
DoT from last quarter (11)		DoT from this quarter last year (9)		DoT from last quarter (55%)		DoT from this quarter last year (78%)	
<p>Comment: Two out of four complaints responded within the timescale of the policy, one complaint was not due to the number of complex points to be addressed in the complaint, there was no update for one of the complaints. Two complaints were about housing services (decisions and procedures), one was about the length of time taken to resolve a Council Tax issue and the other was about an event at Princes Hall.</p>							

Health and safety

Violence at work data - incidents				Rushmoor work related accident / incident data			
15				5			
DoT from last quarter (15)		DoT from this quarter last year (9)		DoT from last quarter (7)		DoT from this quarter last year (3)	
Details of incidents this quarter				Details of incidents this quarter			
Significant increase in numbers of incidents involving verbal abuse, threats and intimidation. 'Other' incidents relate to intelligence being provided by other agencies				Majority of incidents and subsequent injuries minor in nature, e.g. slipping on wet surface in car park. Once incident of vehicle fire currently under investigation.			

Paying externally issued invoices

% of invoices paid on time (within 30 days)	DoT from last quarter	DoT from this quarter last year
97.06%	↓ (97.66%)	↑ (96.25%)

Freedom of information requests

Number of requests received				% responded to on time (one month behind)			
198				71%			
DoT from last quarter (193)	↑	DoT from this quarter last year (167)	↑	DoT from last quarter (86%)	↓	DoT from this quarter last year (73%)	↓

Comment: The responses of those responded to within the 20 working days have fallen to 71% which is below what the Information Commissioner’s Office (ICO) expect at 90%. During Q2 the FOI process was reviewed to see if the % responded to on time could be increased. The project team created a new FOI tracker and dash boards to allow a greater visibility to those working with FOIs. This will allow people to self-serve and check those requests allocated to them and this will hopefully reduce some of the identified issues. The tracker will also have built in email reminders to add automation and save officer time. The plan is to implement the first iteration of the new FOI tracker mid-July.

Absence rate

Working days lost due to sickness per FTE	Working days lost to short-term sickness per FTE
1.06	0.75



Comment: There were 38 sickness episodes in Q1 and 244 working days lost. The most common reason for sickness episodes was Gastrointestinal Problems. The most common reason for sickness days was anxiety, stress & depression.

Note: Long term sickness is 20 days or more in a row (four weeks)

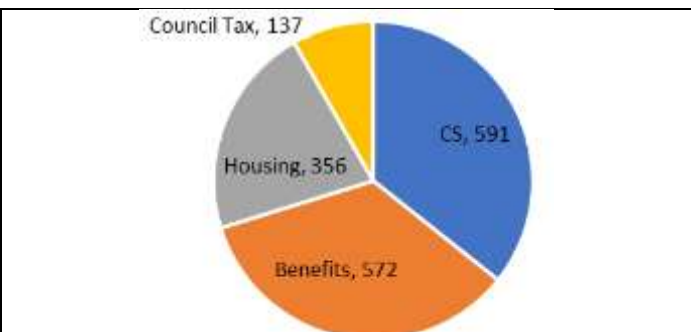
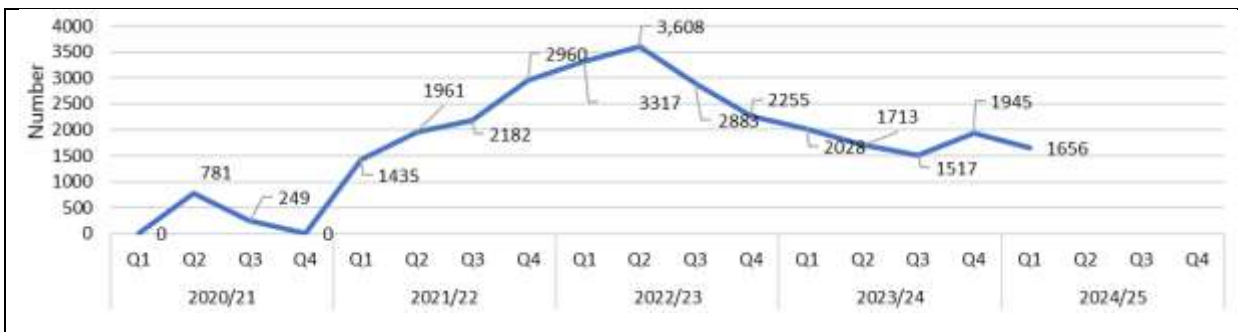
Workforce data

Starters and leavers		Turnover				% of employees non-white (22.6% non-white groups in 2021 Census)			
Starters	11	2.73%				6.64%			
Leavers	7	DoT from last quarter (2.37%)	↑	DoT from this quarter last year (4.37%)	↓	DoT from last quarter (6.72%)	↓	DoT from this quarter last year (4.37%)	↑
Comment:									

Corporate customer contact indicators

Walk-in customers

Number of walk-in customers			
1,656			
DoT from last quarter (1,945)	↓	DoT from this quarter last year (2,028)	↓
Number of walk-in customers each quarter		Quarterly breakdown of walk-in customers for high demand services	



Comment: During Q1 we saw 1656 customers accessing services via front of house, this is down 18% on the same quarter last year and down 15% previous quarter. Of these - Benefits saw 572 customers, Housing 356 Customers, Council Tax 137. The remainder were dealt with at reception. As with previous quarters a larger percentage of those dealt with at reception were wanting to access services with HCC, CA, RVS or other non Rushmoor related enquiries, 29%. A further 17% are handing in paperwork and 8% were visitors to the Council's tenants.

Calls to customer services

Number of calls				Average wait time				Call abandoned rate				Average call handle time			
15,881				1 minute 7 seconds				6.8%				6 minutes 41 seconds			
DoT from last quarter (16,314)	↓	DoT from this quarter last year (17,948)	↓	DoT from last quarter (1 min 4 secs)	↑	DoT from this quarter last year (2 min 15 secs)	↓	DoT from last quarter (6.8%)	↔	DoT from this quarter last year (15.6%)	↓	DoT from last quarter (6 min 32 secs)	↑	DoT from this quarter last year (6 min 15 secs)	↑



Comment: In the last quarter, the Customer Services have been offered 15,881 calls and answered 14,726 calls. This is a decrease of 2067 offered calls on the same period last year.

Demand via other access channels




Number of emails				Number of enquires via app				Number of enquires via webforms			
5,554				1,575				804			
DoT from last quarter (5,684)	↓	DoT from this quarter last year (5,816)	↓	DoT from last quarter (1,774)	↓	DoT from this quarter last year (1,461)	↑	DoT from last quarter (710)	↑	DoT from this quarter last year (682)	↑

Comment: Of the web forms 697 were for Council Tax and 107 were for Environmental Health






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
77% of 8,323 transactions	 (70% of 5,567 transactions)	 (77% of 8,561 transactions)
Comment: Q4 follows similar pattern to previous years – primarily due to fewer garden waste renewal subscriptions during winter.		





Website

Website session				Website feedback score				Top three pages visited
152,593				3.55 (out of 5 - where 5 is the best)				1. Bin collection day finder (24,445) 2. Local election results (15,047) 3. Council tax (7,378)
DoT from last quarter (127,702)		DoT from this quarter last year (152,161)		DoT from last quarter (3.19)		DoT from this quarter last year	N/A	
Comment: The number of sessions is approximately the same as the figures for the same quarter as last year. 154,161 vs 152,593 (or -1%). New to the monitoring this quarter is the website feedback score, this is based on the how satisfied people are with the information provided, by completing the feedback section on the bottom of our web pages.								

Social media

Facebook  Followers: 13,021 (up 134) Posts: 108 Reach: 544,501 Avg reach per post: 5,041 Engagements: 46,640 Engagement rate: 8.6%	Instagram  Followers: 1,976 (up 39) Posts: 105 Reach: 28,264 Avg reach per post: 269 Engagements: 1,122 Engagement rate: 4%	X (formerly Twitter)  Followers: 5,874 (up 23) Posts (Tweets): 158 Impressions: 54,151 Avg impressions per post: 342 Engagement rate: 4.7%	LinkedIn  Followers: 2,170 (up 49) Posts: 13 Impressions: 7,988 Avg reach per post: 606 Engagement rate: 14%	Next Door  Service area size: 19,128 residents (up 486) Posts: 60 *Impressions: 103,551 Avg impressions per post: 1,725 <small>*post views, daily digest clicks, and email notifications opened</small>
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Print media

Press releases				Media enquires			
11				32			
DoT from last quarter (6)		DoT from this quarter last year (8)		DoT from last quarter (24)		DoT from this quarter last year (28)	
Comment: There has been a large increase in media enquires during Q1, this is largely due to the elections.							

Key Service Indicators

Parking



Number issued	PCN income	Pay and Display income
841 (Number issued in the past 12 months–3,440)	£22,421	£258,018

Comment: Q1 income data from PCNs and Pay and Display (P&D) car parks have been added to the monitoring this quarter. Pervious income data to give a comparison and show the trend, will be added next quarter.

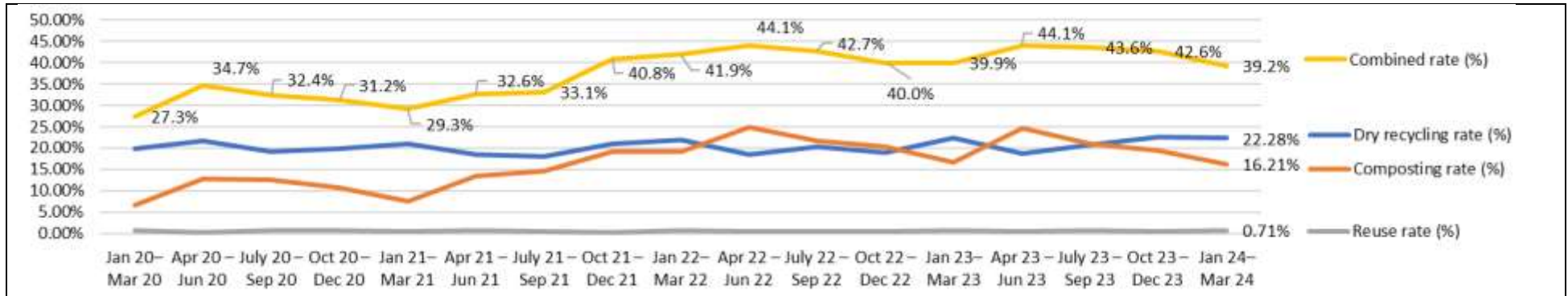
Fly-tipping -



Comment: In Q1 the calculation of the number of fly-tip incidents changed from fly-tips on public land to all reported fly tips, this has resulted in an increase in the number of fly-tipping incidents.

Waste and recycling

Quarterly recycling rates



Number of missed bins		Recycling rates - % reused, recycled and composted (one quarter behind - Q4)				Residual waste – kg per household (one quarter behind- Q4)					
111		39.2% (Estimate for Q1 – 42.5%)				107.62 (Estimate for Q1 – 109)					
DoT from last quarter (126)	↓	DoT from this quarter last year (141)	↓	DoT from last quarter (42.6%)	↓	DoT from this quarter last year (39.9%)	↓	DoT from last quarter (105.78)	↑	DoT from this quarter last year (108.33)	↓

Homelessness

Number of Homelessness enquires				Number placed in B&Bs				B&B costs - gross			
239				39				£79,000 estimate			
DoT from last quarter (281)	↓	DoT from this quarter last year (356)	↓	DoT from last quarter (51)	↓	DoT from this quarter last year (14)	↑	DoT from last quarter (£62,000 estimate)	↑	DoT from this quarter last year (£38,718)	↑
Comment: There were 14 households still in B&Bs at the end of Q1											

Housing Allocation Pool

Number added to pool this quarter				Number housed this quarter				Total number in the Housing Allocation pool			
173				85				2,166			
DoT from last quarter (158)	↑	DoT from this quarter last year (126)	↑	DoT from last quarter (88)	↓	DoT from this quarter last year (62)	↑	DoT from last quarter (2,042)	↑	DoT from this quarter last year (1,759)	↑
Comment: 85 households housed, with another 22 awaiting tenancy start date but have been matched to a property											

Gross affordable housing completions

Number of completions this quarter (target 450 completions over any three year period)
Estimated 7

Number

70
60
50
40
30
20
10
0

Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4 Q1 Q2 Q3 Q4

2022/23 2023/24 2024/25

— Average number each quarter needed to meet target

— Number completed each quarter

Comment: The officer dealing with the Wellesley delivery is currently leave so the figures may need adjusting in Q2. However, it should be noted that housing delivery has been hit by the economic conditions over the last couple of years particularly the rapid increase in interest rates.

Crematorium

Number of cremations
244

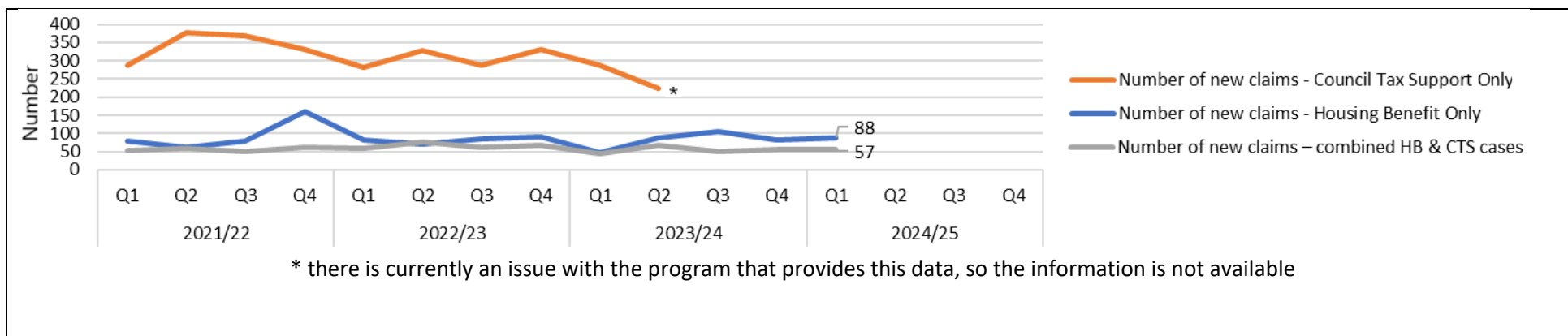
DoT from last quarter (356)	↓	DoT from this quarter last year (374)	↓	
<p>Comment: There has been a fall in service numbers following move to temporary Redan Road facility</p>				

Taxation

% of Council Tax collected				% of Business Rates collected			
95.64%				113.70%			
DoT from last quarter (97.69%)	↓	DoT from this quarter last year (95.82%)	↓	DoT from last quarter (99.80%)	↑	DoT from this quarter last year (108.81%)	↑
<p>Comment: This is consistent with the same time last year.</p>				<p>Comment: This is above 100% as some of our large ratepayers pay in advance for the year.</p>			
<p style="text-align: center;">Quarterly council tax collection</p>				<p style="text-align: center;">Quarterly NNDR collection</p>			

Benefits

Number of new claims



* there is currently an issue with the program that provides this data, so the information is not available

Average number of days to process new claims				Total benefit caseload			
This data is obtained from Gov UK, & the data for 4 this year is not yet available - Estimate 4 days				5,637			
DoT from last quarter (Last data available is Q3 2023/24 – 4 days)	n/a	DoT from this quarter last year (4 days)	n/a	DoT from last quarter (5,692)	↓	DoT from this quarter last year (5,641)	↓
Comment: Housing Benefit caseload continues to fall due to Universal Credit migration, Council Tax Support cases increase steadily							

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%)
217						
DoT from last quarter (198)	↑	DoT from this quarter last year (340)	↓	100%	84.2%*	95%**
Comment: *16 within time (including 6 EXOT), 3 out of time. **58 in time (including 5 EXOT), 3 out of time. EXOT: Agreed extensions of time						

Planning Appeals

Number of planning appeals submitted	Number of appeals allowed	% of appeals allowed (target 40%)
3	0 (3 decisions this quarter)	0%
Details of Planning appeals allowed: No appeals this quarter.		

Rushmoor Borough Council - Corporate Risk Register v16.0 18/07/24 (CABINET PUBLIC)

Risk Title	Risk Owner	Risk Type	Risk Description & Potential Outcomes	Inherent Risk Score	Inherent Risk Rating	Inherent Risk Trend	Existing Controls / Mitigation	Residual Risk Score	Residual Risk Rating	Residual Risk Trend	Additional Mitigation Planned	Target Risk Score	Target Risk Rating	Target Risk Trend
Strategic Risks (ST) - Total 8 (+/- 0)														
Securing infrastructure investment	Nick Irvine	ST	Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan. 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.	16	High	↔	Work with public and private sector infrastructure providers and funders. Utilising UK Shared Prosperity Fund to assist with public realm improvements in Farnborough town centre. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor. Horizon scanning by Policy Team for future funding opportunities.	12	High	↔	Explore Regeneration and Growth Partnership arrangement with Hampshire County Council. Engage effectively with other opportunities to access Government funding. Continue to secure support from local stakeholders for projects - including residents, HCC and MP. Engage with utility providers with a view to understanding lead in times for additional capacity.	6	Medium	↔
Financial sustainability of public sector partners	Paul Shackley	ST	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. This could have negative repercussions for health, education, community outcomes and economic outcomes identified in the Council Business Plan 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.	12	High	↔	Close partnership working at a senior officer and political level with the Council's public sector partners. Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners Responses to relevant consultation documents (HCC budget consultations) and undertake further planning activity in light of proposals.	8	High	↔	Continued horizon scanning/monitoring of the broader policy context, particularly in the post general election period.	6	Medium	↔
Deteriorating economic conditions	Tim Mills	ST	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. Impact of rising inflation on the cost of living and consumer confidence. Low business confidence is impacting on investment decisions inc. business lettings. Changes of this nature have potential implications for the council in terms of increased demand for services and adverse financial impact. There is also a reputational risk if the council is not seen to be adequately responding to economic changes or shocks.	9	High	↓	Partnership working with other organisations on support for the economy and local businesses. Engagement with businesses and business networks. Maintaining an understanding of local economic conditions – tracking economic indicators at a local level. Ensuring that key issues/ events are escalated to CMT/ ELT at the appropriate time. Strategic Economic Framework agreed in April 2022. Close working with business rates team on hardship and growth incentive reliefs.	9	High	↓	Revised package of business support being delivered from September 2022 onwards: Inclusive 1-1 business advice and support SeedL - training hub Regular business surveys to understand business needs. Business support element of UKSPF. Strategic Economic Framework implementation.	6	Medium	↔
Decline in the retail sector/town centre uses and subsequent impact on town centres	Tim Mills	ST	Economic and social changes have a more significant negative impact on Farnborough and Aldershot Town Centres, and other district 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. A decline in the retail sector will also have an impact on business rates income for the Council. Changes to Permitted Development Rights undermine Town Centre regeneration Announcements of CVAs e.g. Prezzo and store closures e.g. Body Shop demonstrate the potential further retrenchment of large retail chains. Further bank closures.	9	High	↓	Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends. Dedicated resource within economy team, working with retail sector and other town centre uses e.g. culture and arts. Activity in both town centres to maintain/increase footfall.	9	High	↔	Close engagement with and ongoing provision of business support to town centre businesses. Ongoing development of the Aldershot Town Centre Task Force. Work with police to tackle increased or perceived increase in ASB/Crime particularly in Aldershot More town centre events and markets planned. More activity at the Meads. Union Yard now being marketed.	6	Medium	↔
Poor Educational Attainment	Rachel Barker	ST	Educational attainment 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	9	High	↔	Ongoing dialogue with headteachers of key educational establishments. Engaging with young people relating to skills, development and opportunities, in line with the supporting communities strategy and action plan. Youth engagement item at PPAB July 2024	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. Reputational risk if the Council is unable to sufficiently adapt to the changing environment. General election in July 2024.	12	High	↔	Service level risk assessments to consider impacts of potential policy changes on individual Council services. Policy, Strategy, and Transformation team to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes.	8	High	↑	Continued engagement with Government officials and other partners. Retained capacity on PPAB work plan Planned Kings Speech analysis	6	Medium	↔

<p>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</p>	<p>Rachel Barker</p>	<p>ST</p>	<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> <p>ICB restructure and loss of NHS Place team will reduce capacity and support at place level to deliver local intervention programmes.</p> <p>HCC savings to potential impact health and well being of vulnerable residents</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<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>Targeted school 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> <p>C&P team to prioritise projects in light of ICB restructure.</p> <p>Identify priority health outcomes for RBC with new PH - based on new JNSA data and adjust resources accordingly where possible.</p> <p>Refresh of SC Strategy to consider data and focus health objectives</p> <p>Projects incorporated within Service Business Plan</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>	<p>Review approach to resourcing (in conjunction with partners, in particular the ICS and HCC).</p> <p>Discussions with new portfolio holder on ambitions and plans for delivery</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>
<p>Demographic change</p>	<p>Rachel Barker</p>	<p>ST</p>	<p>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.</p> <p>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.</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>	<p>Community engagement work may identify some changes ahead of them being reported in data sets.</p> <p>Review and analyse publicly available datasets, alongside those held by the Council.</p> <p>Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations).</p> <p>Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood.</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>	<p>Additional community engagement work planned in 2024/25 which may help to identify any key trends.</p>	<p>2</p>	<p>Low</p>	<p>↔</p>

Standing Corporate Risks (SC) - Total 14 (+0 New/-4 Removed) 1 Not suitable for Public Register/Removed, 5 Redacted

<p>Threat of Cybercrime & Data Loss</p>	<p>Ian Harrison</p>	<p>SC</p>	<p>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.</p> <p>Inability to operate in whole or in part until the breach is addressed</p> <p>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</p> <p>End user / insider risk of inadvertent actions that could result in cyber issue</p> <p>Non-managed IT presents a greater risk of data loss and fraudulent access without appropriate access and duties segregated.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>
<p>Major Data Breach – non-technical (human and physical)</p>	<p>Ian Harrison</p>	<p>SC</p>	<p>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.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>8</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>
<p>PCI DSS compliance</p>	<p>Peter Vickers</p>	<p>SC</p>	<p>Council is not currently fully compliant with PCI DSS which may lead to a data breach and withdrawal of service by the merchant acquirers handling credit card transactions resulting in a significant loss of a major channel for the public to transact with the council.</p> <p>No single point of ownership of PCI DSS with sufficient influence and capacity to ensure compliance.</p> <p>Insufficient understanding and prioritisation of the risks and impact on the Council.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>
<p>Insufficient funding to proceed with projects</p>	<p>Karen Edwards</p>	<p>SC</p>	<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> <p>The recent increases in interest rates makes affordability of funding more challenging. In addition, build costs remain high and there are little to no incentives in the buyer's market e.g. help to buy to generate interest in development.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Secured some external grant funding to assist with bridging funding gaps.</p> <p>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>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Seek additional grant funding to mitigate the risk to the Council.</p> <p>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> <p>Consider the further prioritisation, slowing and reprofiling of the programme</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>

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. Due to the age profile there is a risk of losing knowledge and experience in coming years.	16	High	↔	Developmental activities: •Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&D needs/CPD identified •eLearning platform for compliance and self-developmental training, with reminders when training due •Bespoke leadership development & leadership development with partners, ongoing internal communications via Staff Live, Viva Engage, People Portal, email, team meetings, 121s • 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.	8	High	↔	Corporate Succession Plan - design and implementation 2024.	4	Medium	↔
Financial Sustainability	Peter Vickers	SC	Cost of borrowing does not track within the assumptions built into the MTFS. Resulting in additional unplanned financial pressure that will require additional mitigation to be identified.	12	High	↔	MTFS planning process identifies strategy to manage the impact of such an occurrence built into future spending plans. Full review of the assumptions in the MTFS presented to February 2024 Full Council will be reported to July Full Council with an update on the action plan to bring costs back to a sustainable level, including use of reserves. CIPFA have provided an independent review and due diligence on the capacity for the Council to deliver the required actions. Key findings are the actions taken by the Council are sound and further governance adjustments have been recommended for adoption.	12	High	↔	Review of MTFS assumptions due to October 2024 Full Council with an additional mitigation strategy if required.	6	Medium	↔
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc. Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.	12	High	↔	Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly) Regular Cabinet and Member reporting External due diligence engaged External grant funding secured Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022	12	High	↔	Further public/market engagement planned. Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce Council financial exposure - Homes England / One Public Estate etc. Engaging with the market/landowners to establish alternative delivery routes for Farnborough town centre schemes.	6	Medium	↔
Civic Quarter, Farnborough - Major Project	Nick Irvine	SC	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. Reputation for delivery will be tested. Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	12	High	↔	Comprehensive regeneration project governance process implemented - Capital Programme Board meets every 6 weeks Regular Cabinet and Member reporting. External due diligence engaged. Public engagement undertaken in September 2021. Outline Planning application approved (subject to s106) in February 2023. OPE funding of £1.75m secured to assist with early enabling works - demolition/utilities diversions. No commitment to further expenditure at this stage.	12	High	↔	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - Homes England / One Public Estate Engage with the market/landowners to establish alternative delivery route that will reduce the financial risk to RBC.	6	Medium	↔
Leisure and Cultural Hub - Major Project	Nick Irvine	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	16	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	16	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	2	Low	↓
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	↔	Development of an action plan and assessing resourcing requirements. This is being kept under review. Arrangements to deliver projects with partners have been established. Allocation of ringfenced resource to deliver project. Projects incorporated within Service Business Plans as part of the Review of the Climate Change Action Plan. Climate Change Action Plan 2023 - 26 agreed by Cabinet in July 2023.	6	Medium	↔	Discussions with new portfolio holder on ambitions and plans for delivery	6	Medium	↔

<p>Governance and Decision Making – Meeting statutory deadlines. Legal challenge to a high profile regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.</p>	Ian Harrison	SC	Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk. Risk of delay in delivering key organisational objectives.	9	High	↔	<p>Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored by the Governance Group. Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee. Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective. Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). Training on decision making provided to CMT/Service Managers. There is a guidance note for Executive Decision Making. Timetables and reminders for deadlines provided by meeting administrators. Senior Managers deliver Corporate Induction on Constitution for staff. Training and development of CGAS members provided as part of annual suite of training. Change of membership/CGAS carried out following each electoral cycle. Members receive training by end of July in each civic year. Governance arrangements due to be overseen as part of Peer Review June 2024. Any recommendations will be thorough consideration in addition to those expected to be received in independent CIPFA review of the Council's financial resilience plan, due for publication by end June 2024.</p>	6	Medium	↔	<p>Continue to integrate risk management in corporate governance arrangements - continual improvement.</p> <p>Ensure horizon scanning continues within sector. Noted continued relevance/importance in light of recent s114 activity at NCC and associated governance weaknesses reported widely in the media.</p>	6	Medium	↔
<p>Reduced Income from Property Portfolio</p>	Tim Mills	SC	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.	9	High	↔	<p>Establishment of a Capital Programme and Property Advisory Group (CPPAG) 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. Also, the establishment of a Commercial Property Reserve to act as a buffer for any significant in year loss of income.</p> <p>Prudent budgeting on Meads and Property Budget and early securing of key rents allows room for level of deterioration</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 CPPAG. Utilisation of asset management system to enable more targeted action. 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. 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. Updating of Asset Management Forecast of 7 year events including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management</p>	6	Medium	↔
<p>Union Street, Aldershot - Major Project</p>	Karen Edwards	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	6	Medium	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	2	Low	↔

Escalated Service Risks (ES) - Total 6 (+/- 0) 2 Redacted

<p>Major Planning Appeal (Airport)</p>	Tim Mills	ES	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.	9	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↑
<p>Failure to reprovide temporary accommodation</p>	Tim Mills	ES	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. The economic climate causes increased demand and potential losses of landlords. North Lane Lodge has now been re provided and the council now needs to prioritise the re provision of Clayton Court by the end of 2024/25. In addition to the lease ending, the building is of poor quality.	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 SSJ to continue market search. Suitable property to replace NLL is now in place.</p>	9	High	↔	<p>Extended timescales with Grainger beyond end 2023 for at least one of the buildings. Review of previous options and potential ways forward with Cabinet</p>	4	Medium	↔
<p>Resettlement schemes and asylum seeker accommodation in the borough</p>	Rachel Barker	ES	<p>Resettlement of refugees and accommodation of asylum seekers in the borough may result in reduced levels of community cohesion and increased service demand.</p> <p>These people may be destitute and have complex needs. The associated funding position is complex, uncertain, and may not meet demand.</p> <p>Changes can happen swiftly and may cause short term pressure on resources.</p>	12	High	↔	<p>Close working with relevant teams across the Council (community, housing, comms & community safety) and with regular briefings to staff and Members.</p> <p>Close working with external stakeholders including police, SMP, County Council, Home Office and their contractors: Clear Springs, Finefair, and Crown Lodge Accommodation</p> <p>Resettlement Programme Manager appointed and coordinating activity across the Council.</p> <p>Attendance at relevant multi agency forums.</p>	12	High	↔	<p>Reactive and proactive communications with public and local residents.</p>	4	Medium	↔
<p>LEP absorption into County leads to loss of services and funding</p>	Tim Mills	ES	LEP ceased operations on 31/3/24 and functions absorbed by HCC. Potential diversion of funding to other purposes or areas. HCC less responsive to the economic needs of Rushmoor.	12	High	↔	<p>Engagement with HCC and remaining LEP officers to ensure strong relationships. Work with Leader to engage more pro-actively at leadership level with HCC Work with businesses to ensure engagement with prosperity Board and to influence members with whom we are connected</p>	8	Medium	↔	<p>Enhance engagement with economic development leads at HCC including via senior officers.</p>	4	Medium	↔

<p>Inaccurate reporting of financial position</p>	<p>Peter Vickers</p>	<p>ES</p>	<p>Financial reports to Cabinet provide inaccurate financial information leading to poor decision making. Budget holders unaware of budget and spend position Decisions are made on incorrect assumptions Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position</p>	<p>8</p>	<p>High</p>	<p>↑</p>	<p>Budget monitoring process and quarterly reporting appropriately resourced. Training and support provided to all budget managers. Financial forecast is reviewed by Head of Finance prior to publication.</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>	<p>Finance team capacity and skills will be reviewed in summer 2024. Prioritisation of financial management focus based upon risk assessment and materiality of numbers i.e. focus on high value aspects and most likely to go off track. Clarity and transparency of reporting being improved. Integrity of forecasts being reviewed ensuring correlation to assumptions in the budget, history of variances and experience in the current external environment.</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>
<p>Changing priorities and outcomes from either RDP partner</p>	<p>Karen Edwards</p>	<p>ES</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↑</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>1</p>	<p>Low</p>	<p>↔</p>

Productivity Plan

Rushmoor Borough Council – July 2024

Background

The Council has had a strong focus on transformation and continuous improvement in recent years. It has successfully delivered a funded transformation programme and several savings programmes. It regularly welcomes advice, challenge, and guidance through the Local Government Association's Peer Challenges, with the most recent conducted in June 2024.

The need for a clearer, focused and more strategic direction on transformation and service improvement is recognised and is being considered by the new administration. This needs to be informed by and complement the Council's Financial Resilience Plan. It is recognised that several levers can be pulled to assist in developing an effective and modern Council and there is an expectation that the priorities and outcomes set out in a refreshed Council Plan should drive any transformation of the Council's operating model.

Introduction

The Council has a [Customer, Digital, and Technology Plan](#) which was approved by its Cabinet on the 6 June 2023. This describes how it aims to become a modern, customer-focused organisation with accessible, efficient, and cost-effective services. It provides the foundations for a future longer term and comprehensive strategy for 2024 onwards that will be developed in conjunction with a new Council Plan.

The Council publishes on its website a [roadmap](#) of transformation projects including recent achievements, current activity, and future plans. It also shares [case studies and documentation](#) on past projects to help other Councils and public sector organisations learn from and reuse our work.

This productivity plan summarises the Council's history and plans to:

- Design and deliver services to make better use of resources.
- Use technology and data to improve decision making, service design and use of resources.
- Reduce wasteful spend.

It also describes the barriers preventing progress that the Government can help to reduce or remove.

Design and deliver services to make better use of resources

In October 2019, the Council agreed the mandate for a transformation programme known as ICE. This built upon the Council's previous transformation activity and was focused on:

- Moving to a more customer centric approach
- Reducing the ongoing cost of services in a sustainable way
- Creating some financial headroom to help balance the Council's budget and deliver different or better outcomes in line with the 3-year business plan.

The ICE programme had objectives agreed by a Task and Finish Group and further background about the programme can be found in the [November 2022 Cabinet report](#).

At the formal conclusion of the ICE programme, the Council then focussed its transformation resource on supporting delivery of the Council's savings programme. The [Council's Customer, Digital, and Technology Plan](#) sets out the current strategic intention and short-term plan.

In the future, the Council will establish a clearer, more focused, and more strategic approach for transformation and service improvement and this will be linked to the priorities set out in a new Council Plan and support the requirements of the Financial Resilience Plan.

The Council follows these principles when designing services:

- To focus officer time on activity where it is most needed.
- That most people will access most services using our website.
- Where they cannot or will not use the website, then people can contact us by phone or email.
- In-person contact is avoided unless essential to deliver the service.
- That manual information processing is minimised in favour of automated processing.
- That postal notifications are minimised in favour of email notifications.

To achieve these principles, the Council is introducing digital services to our high demand services to increase efficiency, reduce customer services workload, and improve customer experience.

This involves creating integrated customer experience following best practices, such as:

- high quality, accessible forms using adapted GOV.UK Design System
- integrated payments using GOV.UK Pay
- automatic notifications using GOV.UK Notify
- Integrated with back-office systems to provide fast or instant response and automated information processing.

The Council has also undertaken service redesign to tackle convoluted processes, moving from post to email notifications, better use of technology to automate information processing, and improving advice and guidance available on its website.

To date, the Council has completed work with:

- [Recycling and rubbish](#)
- [Elections](#)
- Housing
- Environmental health: noise and bonfires services

The recycling and rubbish digital service has transformed how people contact the Council about this service. Service demand handled over phone and email with Customer Services has decreased by over 10% since the introduction of the digital service.

The Council offers high performing digital services. In 2023/24, 74% of interactions with a digital service took place online with a 90% four- or five-star satisfaction rating.

The main focus of this work is now on the council tax function, starting with council tax billing and moving home services. The Council is also investigating how it can improve its allotments, markets, and abandoned vehicles services, as well as a review of its freedom of information request service.

The Council has made some progress, with the support of the Local Digital Fund, on a ['manage my taxi licence'](#) digital service.

The Council recognises that organisational culture, learning and development, recruitment, and retention make an essential contribution towards improving council productivity. Its People Strategy aims to achieve four outcomes:

- A positive culture enabling high performance.
- People developed to realise their potential.
- The Council is an employer of choice.
- Engaged people feeling valued and supported.

To achieve these outcomes, the Council is:

- Embedding the Council values and behaviours (Brave, Collaborate, Innovate, and Integrity)
- Recognising team and staff performance
- Identifying learning and development needs through a Development Review process
- Producing an annual corporate learning and development plan with management development, staff awareness workshops, lunch 'n' learns, e-learning, and multiple external development opportunities.
- Developing employees to create more succession pipelines.
- Maximising use of the apprenticeship levy (76% since April 2017) for new apprentices and existing staff
- Using health and wellbeing surveys to understand how to improve the working environment.
- Publishing a health and wellbeing statement to describe how the Council will develop a healthier, happier, more resilient, and productive workforce.

Using technology and data to improve decision making, service design and use of resources

Since 2019, the Council's working practices have been transformed. A workforce that predominantly worked from the office using desktop computers running legacy operating systems and office software; has now adopted a hybrid working style, using laptop computers with up-to-date operating systems, and cloud-hosted document storage and office software. Council back-office software is being moved incrementally to cloud hosted alternatives.

In January 2020, the Council launched a new Customer Relationship Management (CRM) system for Customer Services – the first to be fully established at the Council. This has transformed the Council's ability to understand and respond to customer contact. For the first time, the Council has had access to real-time, comprehensive performance data to make informed decisions about its services.

The Council makes decisions using [performance data](#), [user research](#), [consultations](#) and feedback.

The Council's [Performance Management Framework](#) was adopted in April 2020 and refreshed in June 2023. It sets out the approach to managing, monitoring, reviewing, and reporting Council performance. The latest performance monitoring report was [published in June 2024](#).

The Council has invested in a range of traditional, digital, and social media channels to enable regular contact, engagement, and [consultation](#) with its key stakeholder groups, including customer feedback surveys, workshops, consultation items on the Council's website and regular citizen consultation on both borough-wide and place-specific issues.

Transformation projects use performance data, demand data, [user research](#) and customer feedback to frame and understand problems to determine the focus of service redesign.

The Council recognises it could do more to provide information to residents, stakeholders, managers, senior leaders, and councillors. Collating and presenting data is a manual, time consuming activity that could be automated to free up time for more analysis and insight. Existing data products need to be reviewed to better align the measures to the outcomes we want to achieve. The administrative burden of Freedom of Information (FOI) requests could be reduced by publishing more data and automating the publishing of data.

Plans to reduce expenditure

The Council has a good recent history of achieving budget reductions. In 2022/23, the [MTFS](#) included £1.825m of previously agreed savings in 2023/24 rising to £3.241m in 2026/27. However, given the forecast budget gap this was insufficient and additional savings were required to balance the budget.

In November 2022, the Cabinet agreed to an Outcome Based Budgeting exercise, which aimed to identify further changes and projects to ensure that net costs were brought down, whilst ensuring that the Council's aims continued to be fulfilled.

The work identified a significant number of options which were validated, reviewed by the Cabinet and Council who agreed to a set of proposals for incorporation in the 2023/24 budget. The total value of these proposals was £2,290,934 of which 97% were delivered.

The Council's financial position continues to be challenging and the need to address this as a matter of urgency is understood. The Council agreed to a [Financial Resilience Plan](#) in February 2024. Given the recent history of budget reductions, there is limited opportunity to find significant additional savings without fundamental changes such as defining a new operating model and reprioritisation of services. The Council intends to develop options to address the long-term cost of services through a future transformation strategy.

Barriers preventing progress that the Government can help to reduce or remove.

The most significant central barrier to local productivity is single-year finance settlements. Without a clear indication about funding for multiple years, councils cannot effectively plan and deploy their resources.

The Council has also been hampered by the tendency of Whitehall to design and decide policy that affects councils without engaging the sector as fully and as early as it could. This has resulted in initiatives and funds that are more complicated than necessary and that are difficult and, in some cases costly, for councils to implement. We strongly support much closer policy co-design between central government and local councils.

The Council would also benefit from much greater flexibility to decide how to raise and spend money locally. Central prescription and ringfencing constrain the ability to allocate resources effectively.

The Council incurs unnecessary spending and waste valuable officer time complying with rules, requirements, restrictions, and processes imposed by central government and regulators. These include:

- The number of specific, formula-based revenue grants and their separate reporting requirements – it would be much simpler and more efficient to roll all specific grants into a single provision in the Local Government Finance Settlement.

- The wide range of separate one-off revenue and capital grant pots with onerous, costly, and counter-productive bidding processes.
- Complicated, inconsistent, and misaligned processes for submitting data returns to central government.
- Lack of join-up between central government departments on issues including housing, homelessness prevention and asylum dispersal.
- Numerous statutory requirements to place notices in newspapers or issue written copies of routine notices.
- Excessive amount of information that is required in annual accounts or has to be published under the transparency code.
- Statutory overrides such as the requirement to value assets for accounts every year.
- Regulatory bodies seeking “to the letter” compliance with their statutory codes.

The Government can help the Council accelerate how it uses technology and data to improve decision making, service design and use of resources through:

- Changes to legislation in elections, benefits, and planning to enable greater use of digital services and reduce the use of post notifications.
- Reopening Local Digital Fund continuous funding to allow the ‘manage my taxi licence’ project to continue to beta stage.
- Reopening the GDS Academy to build a solid foundation of technical, design, change and data skills across the public sector.
- Building on the successful local government adoption of GOV.UK Pay and GOV.UK Notify, open up GDS Platform tools GOV.UK Forms and GOV.UK Sign In to local government.
- Continuing the Future Councils programme to resolve the common systemic problems and barriers across local government.
- Committing to resolving market failure local government software sector by combatting the poor outcomes, excessive cost, and monopolistic attitudes of the existing big suppliers.

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CABINET

COUNCILLOR M.J. ROBERTS
CHAIRMAN OF POLICY AND PROJECT
ADVISORY BOARD6TH AUGUST 2024

KEY DECISION: NO

REPORT NO. ACE2407

**RECOMMENDATIONS FROM POLICY AND PROJECT ADVISORY BOARD -
DEFIBRILLATORS AND BLEED KITS IN RUSHMOOR****SUMMARY AND RECOMMENDATIONS**

On 7th December 2023, the Council resolved to refer a Notice of Motion on defibrillators to the Policy and Project Advisory Board (PPAB) for consideration:

The Notice of Motion requested that:

- PPAB produce a report into the current accessibility and maintenance of defibrillators and bleed kits in Rushmoor
- Assess the cost commitments in expanding provision of defibrillators and bleed kits in Rushmoor
- Make recommendations for expanding the provision of defibrillators and bleed kits across Rushmoor

On 13th February 2024 PPAB received a presentation from officers and the Artery Project, outlining existing provision and costs for additional defibrillators.

On 21st March 2024, a further report was presented to PPAB, with results from a needs assessment and survey. The report recommended the installation of accessible defibrillators and bleed kits in priority areas to mitigate the dangers of out of hospital cardiac arrests.

RECOMMENDATION:

PPAB recommend to Cabinet to:

- Endorse the already approved £10,000 from the existing UKSPF neighbourhood level interventions project budget to purchase up to six Public Access Defibrillators (PADs) in priority areas identified.
- Support the prioritisation of the purchase of PADs above the relocation of existing Council owned defibrillators.
- Support the work with First Responders to arrange and co-ordinate daily checks on new defibrillators.
- Support the work with partners and provide defibrillator awareness training sessions.

1. INTRODUCTION

- 1.1. The report outlines the work undertaken earlier this year following the Notice of Motion, the findings from the survey and needs assessment and provides a further update on costs since the PPAB meeting in March 2024.
- 1.2. This report proposes the purchase of up to six defibrillators to be installed in specific locations across the borough where existing coverage is considered inadequate.

2. BACKGROUND

- 2.1. A Notice of Motion to Council on 7th December 2023 proposed that the Council consider increasing the number of defibrillators and bleed kits in the borough.
- 2.2. On 13th February PPAB received a presentation from Council officers and the Artery Project, outlining current provision, associated costs, and external funding opportunities for defibrillators. PPAB agreed that a survey and needs assessment was necessary to provide a more comprehensive understanding of need.
- 2.3. A report was presented to PPAB on 21st March 2024 outlining the results of the needs assessment and survey. The report recommended an increase in the number of accessible defibrillators and bleed kits to mitigate the dangers of out of hospital cardiac arrests.
- 2.4. It is recognised that in the event of an out of hospital cardiac arrest, access to a defibrillator, prior to the arrival of medical help, has a significant effect on the survival rate.
- 2.5. Heart and circulatory diseases are strongly associated with health inequalities. A study by the University of York in 2023(Burgoine T, 2023),[Automated external defibrillator location and socioeconomic deprivation in Great Britain | Heart \(bmj.com\)](#), showed that people in deprived areas, who are among the communities at the greatest risk of cardiac arrest, are further away from life-saving equipment, highlighting the risk to life and the need for equal access to defibrillators.
- 2.6. The Council is committed through the Supporting Communities Strategy to improving health and wellbeing outcomes and reducing health inequalities. To date the Council has allocated £9,656 towards defibrillators via the Supporting Communities Grants. In addition, the Council has provided significant officer time to support local groups who have fundraised independently for defibrillators.

3. DETAILS OF THE PROPOSAL

General

- 3.1. To assign £10,000 from existing UKSPF project budgets to purchase up to six defibrillators in priority locations identified by the needs assessment. In no priority order these locations are:
- Aldershot Town Centre - The Victoria House
 - Farnborough Town Centre – Victoria Road location, near Wetherspoons
 - Aldershot Park – South of the Ward – Community centre in Andover Way (Lighthouse project)/Ticehurst/Place Court or Parkside
 - Fernhill – North of the Ward – Hawley Road - New Inn pub
 - Cove & Southwood – St Christophers Estate – West Farnborough Club/Stuart Jones house – Maple Leaf Close
 - Prospect Estate, Cherrywood – Totland flats/Prospect Community Centre
- 3.2. To work with community groups and local organisations to identify specific locations in the above areas and support them to take ownership and responsibility of maintaining the defibrillators. A signed agreement to acknowledge ownership and maintenance checks for the defibrillator is the responsibility of the community group and not the Council will be required.
- 3.3. To relocate existing defibrillators at the Council offices, and Princes Hall to make them accessible at all times.

Alternative Options

- 3.4. An alternative option would be to seek external funding opportunities, to purchase defibrillators, as opposed to using UKSPF funding. This would delay the project until funds are secured.
- 3.5. Alternatively, the Council could work to promote and encourage others to address the identified gaps in provision. This may not impact the priority areas and progress could be slow.
- 3.6. Finally the Council could choose to do nothing to increase the provision of defibrillators and bleed kits in the borough which would not address the issues set out in this report.

Consultation – Survey & Needs Assessment

- 3.7. A borough wide survey (Appendix A) was circulated to partners, charities, sports clubs, and businesses on Monday 26th February, closing on Friday 8th March. It was also included in the Council's news email, a business newsletter and shared widely on social media.

Survey results

- 3.8. Sixty-nine organisations responded to the survey. It is estimated that there are 141 defibrillators in the borough. (Appendix B: map to show all defibrillators we are aware of including doctors' surgeries and schools)
- 3.9. It is estimated that there are a total of 37 Public Access Defibrillators available in the borough 24/7 (Appendix C: Map to show location of all PAD's)
- 3.10. Eleven responses identified organisations who would like a defibrillator but faced barriers including a Lack of funds and limited access to premises.
- 3.11. The survey identified seven bleed kits (Five in Farnborough and two in Aldershot). These are located at schools (3), churches (2), St John's Ambulance and one is owned by a community group.

Needs Assessment (Appendix D)

- 3.12. Using Lower Layer Super Output areas (LSOA's) each area was given a score of 1-5 using the following metrics:
 - 2019 Index of Multiple Deprivation (IMD) Score
 - 2019 IMD score for health deprivation and Disability Domain
 - 2021 Census Date - The Number of people aged 65 and over
 - Nature of the place – including:
 - Cluster of shops, cafes, petrol stations restaurants or pubs
 - Community Centre, Sports centre, open space, Cemetery or Church
 - Static Homes and Pharmacies.
- 3.13. The higher the score, the greater the need for a defibrillator. The data identified town centres and areas of deprivation with the highest scores and therefore the greatest need (Appendix E)

Summary of Findings

- 3.14. The survey and needs assessment identified six locations with a gap in provision, where the availability of a defibrillator would significantly increase the chance of survival should anyone suffer a cardiac arrest (see priority locations named in 3.1)
- 3.15. North Town, North Camp and Rowhill also recorded high scores in the needs assessment. However, there are existing defibrillators in these areas, and it is felt that provision is adequate.
- 3.16. North Camp Matters Association have advised the Council that they have independently secured funding for an additional three devices.

Costs and maintenance

- 3.17. Defibrillators can cost between £800 and £2,500 plus VAT, depending on the make and model, excluding the cost for fitting and installation.
- 3.18. The fitting and installation cost vary significantly depending on the location of the external defibrillator and the distance from the nearest suitable power supply. It is estimated that installation costs are in the region of £600.
- 3.19. Additional costs associated with PADs include routine replacement of the battery and pads, plus additional replacement of the pads if the defibrillator is used. The typical shelf life of pads and batteries is 2 to 5 years, depending on the model and frequency of use.
- 3.20. The ongoing maintenance of a PAD does not require technical expertise but requires a daily check to ensure that the “active status” indicator is green. Monthly checks are needed to ensure the condition of the unit and accessories are intact, the battery and pads remain in date, together with a manually initiated self-test. Additional checks are required every time the defibrillator has been used.
- 3.21. Bleed kits cost in the region of £85 to £200. They have a shorter expiry date, which requires them to be replaced more frequently.

Progress since PPAB

- 3.22. The Council has acquired several quotes for bulk purchase of defibrillators. The quotes include three defibrillators for North Camp who are funding their own but included as part of the overall purchase. The quotes range between £9,855 and £14,400 for nine defibrillators. Installation costs will be additional and are estimated to cost in the region of £3,600 (£600 per unit).
- 3.23. Based on a quote of £1,095 per defibrillator the Council would be able to fund the purchase and installation of six defibrillators (installation at £600 per unit) at a total cost of £10,170. It is predicted that this figure will be lower because Council officers have identified defibrillators within the priority list of six, that are likely to be externally funded.
- 3.24. The Council is working with Vivid to secure a defibrillator in Cherrywood. This would potentially be funded by Vivid and not require Council funding.
- 3.25. The Council is working with The George PH, Aldershot. The Council has identified a site for a defibrillator in the Wellington Centre, Aldershot (close to the Victoria House entrance) which The George PH will potentially fund.
- 3.26. The Council is in discussion with First Responders regarding carrying out ongoing maintenance checks for new defibrillators, reducing the impact on community groups and providing additional reassurance that checks will be maintained.

- 3.27. Since the PPAB meeting in March, the Property team have confirmed that the cost to relocate Council owned defibrillators will be £2,500 per unit.
- 3.28. The Council is working with North Camp matters to involve them in a future bulk purchase and secure an overall cost reduction for them. They have identified specific locations based on our needs assessment data.
- 3.29. The Community Safety Team are in dialogue with the Police about locating bleed kits in anti-social behaviour hotspots.

4. IMPLICATIONS

Risks

- 4.1. The project is highly dependent on a) the Council identifying and agreeing the specific location for a defibrillator and b) ensuring community groups take responsibility for maintenance and ownership of the device. This is crucial to ensure a sustainable model and reduce the financial burden on the Council.
- 4.2. While the implications for community groups is partially covered in section 4.1, it is important to detail that these community groups must fully understand the scope of their responsibilities, including regular checks and financial planning for potential replacements or repairs. The success of this initiative heavily relies on the commitment and capability of these groups to manage and sustain the defibrillators without ongoing financial support from the Council.

Legal Implications

- 4.3. Any Council funded defibrillator installed in a new location, will require a legal agreement stating that the Council will not be liable for future on going costs. The Council is not responsible for other, community-owned defibrillators already installed across the borough and will not retain any responsibility for new defibrillators installed by individuals and groups as part of this funding.
- 4.4. The Council will not cover any maintenance costs for the defibrillators. While this has been previously stated, it is crucial to underline that all ongoing maintenance responsibilities will rest solely with the community groups or other responsible entities who agree to take on this role.

Financial Implications

- 4.5. Relocating existing defibrillators on Council premises will cost approximately £2,500 per unit. The property team are responsible for existing maintenance checks.

Resource Implications

- 4.4. The project requires resource from the Policy Team and the Community & Partnerships team. This includes working with local communities and partners to identify locations, purchasing and establishing future ownership of devices.

Equalities Impact Implications

- 4.5 Out of Hospital Cardiac Arrest Outcomes (OHCAO) Registry, funded by Resuscitation Council UK and British Heart Foundation has shown that 80% of out of hospital cardiac arrests happen in residential areas. People from minority ethnic groups and those from the more deprived areas are most at risk.
- 4.6 An Equalities Impact Assessment has been completed.

5 CONCLUSIONS

- 5.1 Following discussion at the February and March 2024 Policy and Projects Advisory Board (PPAB) meetings, PPAB recommend that Cabinet:
- 5.2 Endorse the already approved £10,000 from the existing UKSPF neighbourhood level interventions project budget to purchase up to six Public Access Defibrillators (PADs) in priority areas identified, and to prioritise the purchase of PADs above the cost of relocating existing Council owned defibrillators.
- 5.3 To work with First Responders to arrange and co-ordinate daily checks on new defibrillators. An annual report on checks to be sent to the Community & Partnerships Team.
- 5.4 To work with partners and provide defibrillator awareness training sessions to include raising awareness of defibrillator locations and what to do if you are a bystander when someone has a cardiac arrest.
- 5.5 To work with local Public Houses, prioritising those in areas where anti-social behaviour is prevalent and support them to fund Bleed Kits independently.

LIST OF APPENDICES/ANNEXES:

- Appendix A – Draft letter to be completed by lead organisations
- Appendix B – Survey
- Appendix C - Map of Defibrillators
- Appendix D - Map of Publicly Accessible Defibrillators
- Appendix E – Needs Assessment
- Appendix F – Maps showing the areas of greatest need

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Appendix A – Draft letter to be completed by lead organisations

RUSHMOOR
BOROUGH COUNCIL



Council Offices, Farnborough Road,
Farnborough, Hants. GU14 7JU
Tel: (01252) 398 399
Website: www.rushmoor.gov.uk

Rushmoor Borough Council
Council Offices
Farnborough Road
Farnborough
GU14 7JU

John Smith
123 Avenue
Aldershot
GU12 4HT

Dear Rushmoor Borough Council,

Regarding the maintenance, upkeep, and monitoring of the Defibrillator at [Insert Here] we as the Community Group, hereby agree to take on the following responsibilities:

- a. We will ensure that the Defibrillator is maintained, kept up-to-date, and monitored in accordance with industry standards and the manufacturer's guidelines.
- b. We will maintain detailed records of all maintenance, upkeep, monitoring, and usage of the Defibrillator.
- c. We will stay informed of any changes or updates in industry standards and manufacturer guidelines and adjust our practices accordingly.
- d. We will promptly notify the Council of any delays or issues in the maintenance and monitoring of the Defibrillator.
- e. We will immediately report any defects or problems with the Defibrillator to the Council.
- f. Upon request, we will provide the Council with any necessary documentation related to the use, maintenance, upkeep, or monitoring of the Defibrillator.
- g. ~~In the event that~~ we are no longer able to fulfil our responsibilities, we will notify the Council as soon as possible and collaborate with them to transfer the maintenance, upkeep, and monitoring of the Defibrillator to another party in a timely manner.

It is important to note that while we are committed to maintaining the Defibrillator, we acknowledge that the Council will not be responsible for funding future maintenance or replacement parts.



Name	Signature

Appendix B – Survey

Defibrillators in Aldershot and Farnborough

Introduction

We would like to understand where defibrillators are in Aldershot and Farnborough and identify places in the community where new ones might be needed.

If you are a representative from a local organisation, business, school or community group we would be grateful if you could take a few minutes to complete the following survey.

The closing date for our survey is Friday 8 March.

To view our consultation survey privacy notice please visit www.rushmoor.gov.uk/consultationprivacynotice.

* 1. Please provide the name of your organisation/company/business/school/group.

* 2. Please provide the postcode for your organisation/company/business/school/group.

* 3. Do you have a defibrillator on your premises?

- Yes
- No

Defibrillators in Aldershot and Farnborough

* 4. Is the defibrillator accessible for the community/members of the public 24-hours-a-day, 7 days a week?

- Yes
- No

5. If no, what are the restrictions? For example, the defibrillator can only be used within working hours or opening hours, or only for use by staff as part of medical practice etc.

To understand the coverage of defibrillators in Aldershot and Farnborough, we would like to map where they are. This map will be on our website, as part of a Rushmoor Borough Council committee report.

* 6. Do you consent to your defibrillator being included on this map?

- Yes
- No

The Circuit is the national defibrillator network providing an overview of where you can find defibrillators. At the moment, many defibrillators never get used because emergency services don't know where they are or how to access them. [The Circuit - the national defibrillator network](#).

* 7. Has your defibrillator been registered on the national database the Circuit?

- Yes
- No
- Not sure

8. If no, will you consider registering your defibrillator with the Circuit?

- Yes
- No
- Not sure

Defibrillators in Aldershot and Farnborough

* 9. Do you think there is a need for a defibrillator at your organisation/company/business/school/group?

- Yes
- No
- Not sure

10. If yes, what are the barriers your organisation/company/business/school/group getting a defibrillator?

- I don't know how to get one installed
- Lack of funds
- Limited access to our premises
- Other (please tell us)

Defibrillators in Aldershot and Farnborough

We are also interested in knowing where bleed kits are located in Aldershot and Farnborough.

A bleed kit is a collection of medical supplies and equipment designed to provide immediate aid to someone with severe bleeding. The kits are intended for use in emergencies until professional medical help arrives.

*** 11. Does your organisation/company/business/school/group have a bleed kit?**

Yes

No

No, but we know where one is located (please tell us where it is)

12. If we can contact you about your answers, please provide a contact email address.

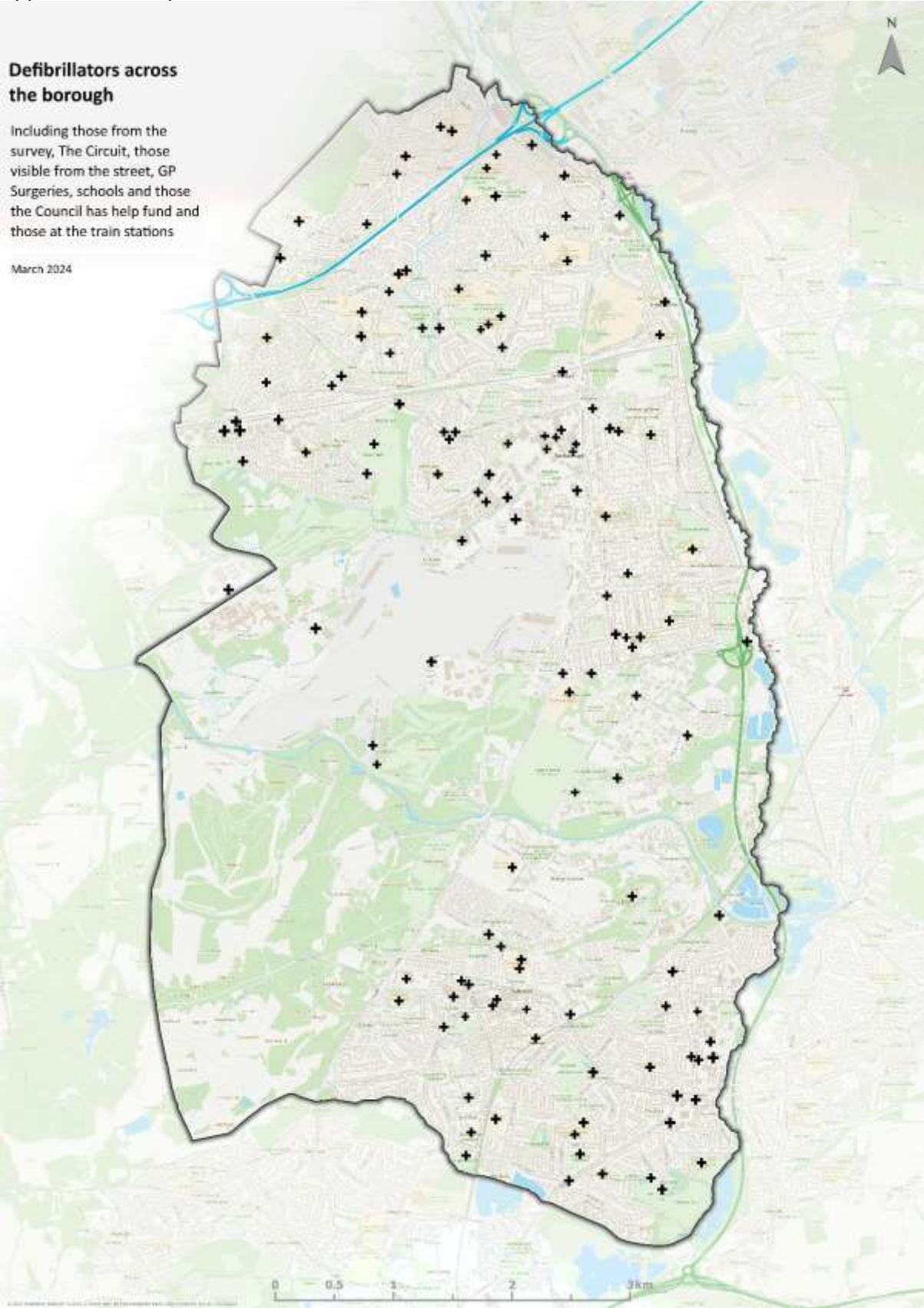
Thank you for taking part in our survey

Appendix C - Map of Defibrillators

Defibrillators across the borough

Including those from the survey, The Circuit, those visible from the street, GP Surgeries, schools and those the Council has help fund and those at the train stations

March 2024

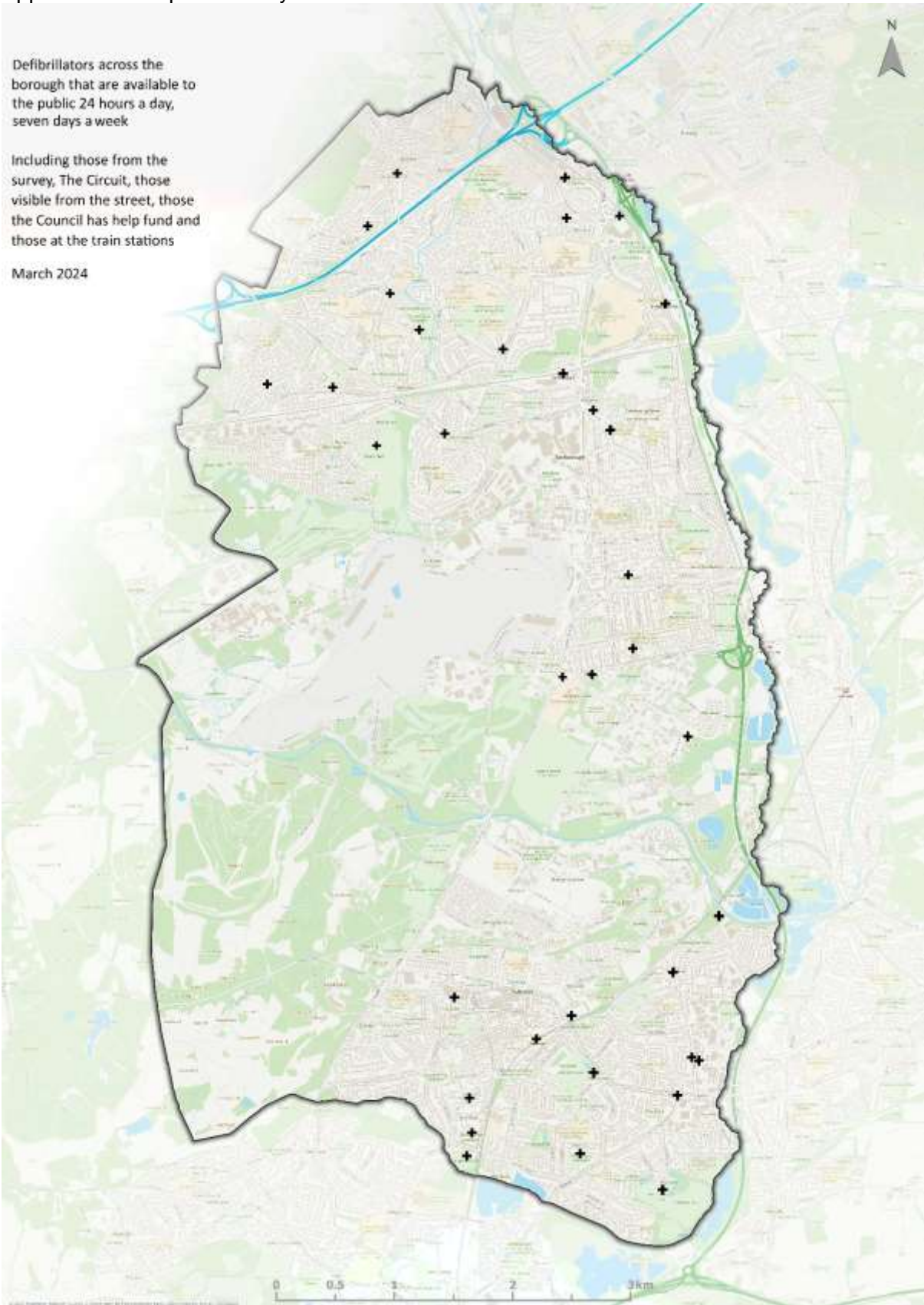


Appendix D - Map of Publicly Accessible Defibrillators

Defibrillators across the borough that are available to the public 24 hours a day, seven days a week

Including those from the survey, The Circuit, those visible from the street, those the Council has help fund and those at the train stations

March 2024



APPENDIX E

Appendix E – Needs Assessment

*Areas of multiple deprivation.

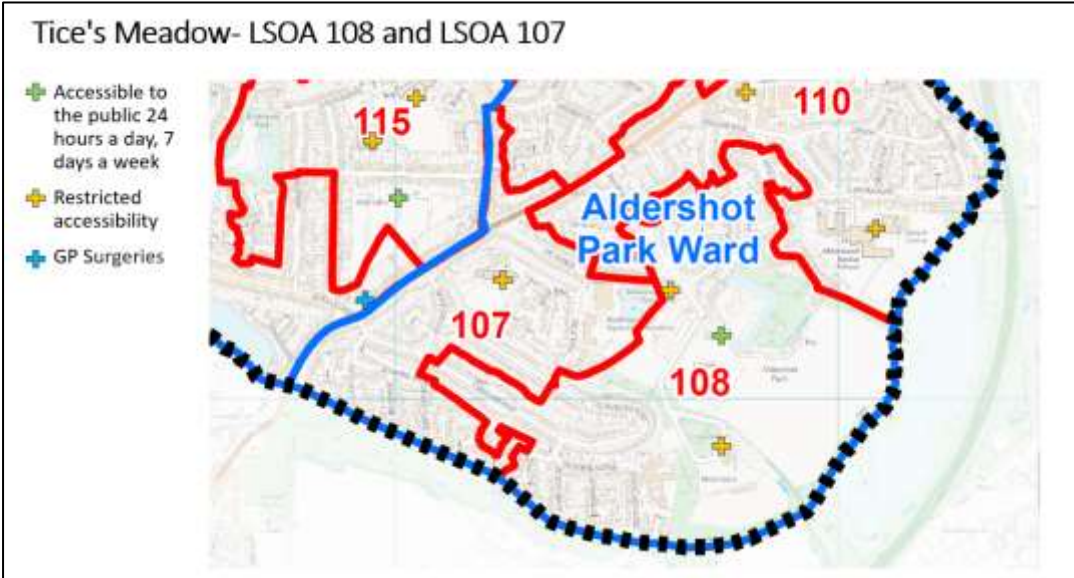
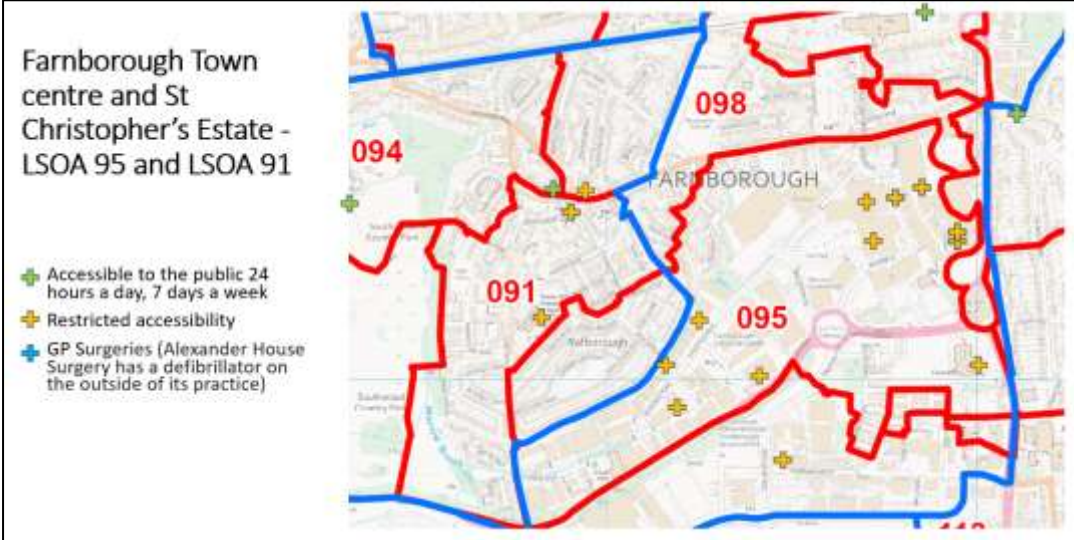
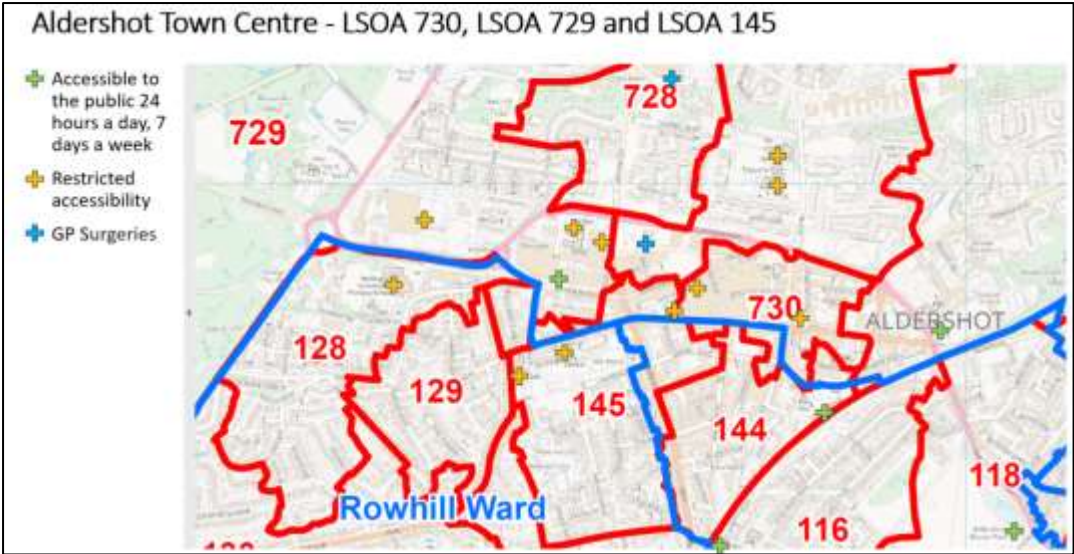
Note: After the 2021 Census LSOA 142 (an area of multiple deprivation) was split into LSOA 727 and 730. An assumption has been made that the deprivation will be worse in LSOA 730 (in/near to Aldershot town centre), than in 727 (mainly Army housing and Wellesley).

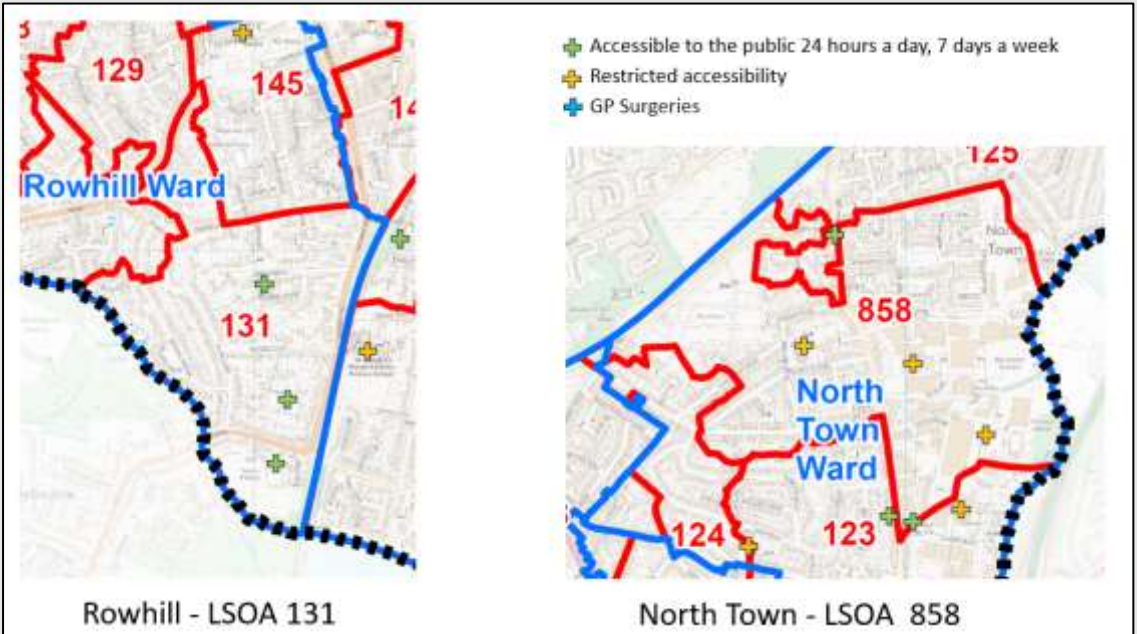
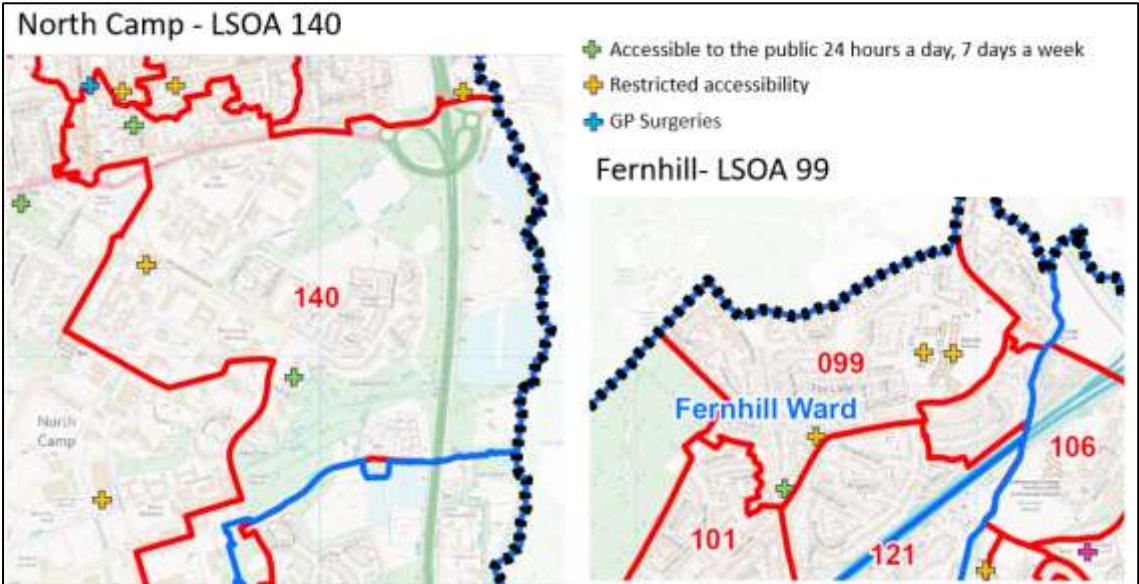
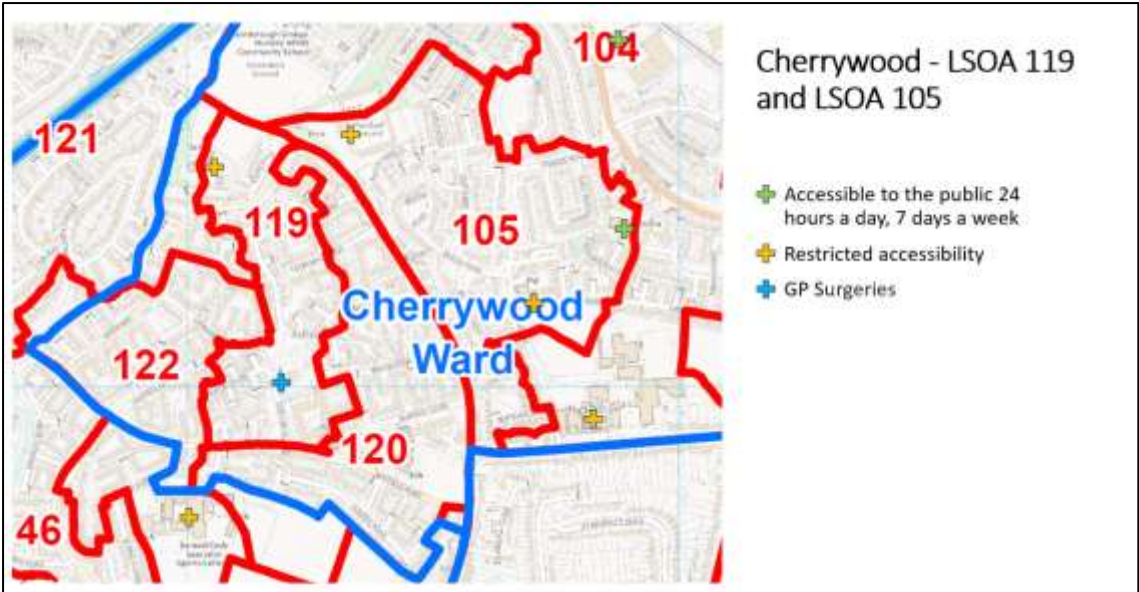
	2019 IMD	Health deprivation score	Number of old people - plus 65	Nature of place	
LSOA	Rank	Rank	Rank	Rank	Total
730 - Aldershot TC	5	4	4	5	18
145 - Aldershot TC	4	3	5	5	17
108 – Aldershot Park	5	5	4	3	17
091 – St Christopher’s Estate	4	5	3	4	16
858 – North Town	4	4	3	5	16
107 – Aldershot Park	4	5	4	3	16
119 – Totland area Cherrywood	5	5	3	2	15
095 - Farnborough TC	3	3	4	5	15
099 – Fernhill ward	3	4	4	4	15
729 - Aldershot TC	3	4	2	5	14
140 - North Camp Village	3	4	2	5	14
105 – Cherrywood ward	4	4	4	2	14
131 – Rowhill ward	2	4	5	3	14
106	4	4	3	2	13
120	4	3	4	2	13
132	2	3	4	4	13
139	3	4	3	3	13
118	3	3	3	4	13
104	3	2	4	3	12
121	4	3	5	0	12
146	4	4	3	1	12
103	2	1	4	5	12
098	2	2	4	4	12
149	2	3	4	3	12
113	2	4	4	2	12
137	2	3	3	4	12
144	4	3	4	1	12
109	2	3	4	3	12
122	4	4	3	0	11
096	1	1	5	4	11
135	3	2	4	2	11
141	2	4	1	4	11
128	3	4	4	0	11

129	3	4	3	1	11
110	3	4	4	0	11
093	1	1	4	4	10
094	1	2	4	3	10
114	1	2	3	4	10
138	3	3	3	1	10
116	2	2	3	3	10
117	1	2	5	2	10
100	2	4	2	1	9
147	1	2	4	2	9
092	1	1	3	4	9
148	1	2	4	2	9
136	1	2	3	3	9
727	3	2	2	2	9
125	2	2	4	1	9
115	1	2	4	2	9
123	2	2	3	2	9
101	1	2	4	1	8
102	1	2	4	1	8
097	1	2	4	1	8
130	1	1	4	2	8
111	1	1	5	0	7
728	2	3	1	1	7
124	2	2	3	0	7
112	1	1	3	1	6
134	1	1	3	0	5
133	1	1	3	0	5

Appendix F – Maps showing the areas of greatest need

LSOAs that scored 14 or over in the needs assessment.





CABINET

COUNCILLOR BECKY WILLIAMS
NEIGHBOURHOOD SERVICES PORTFOLIO
HOLDER6th AUGUST 2024

KEY DECISION? NO

REPORT NO. OS2411

MOBILE HOMES FIT & PROPER PERSON DETERMINATION POLICY**SUMMARY AND RECOMMENDATIONS:**

The local authority is required to determine applications for entry on the mobile homes fit and proper person register. To enable determination of applications it is appropriate for a determination policy to be adopted. Whilst the policy was produced and adopted under delegated authority some time ago, in accordance with the constitution formal adoption of the policy by Cabinet is required.

Cabinet are recommended to retrospectively adopt the proposed Mobile Homes Fit & Proper Person Determination Policy.

1. INTRODUCTION

- 1.1. The purpose of this report is to seek Cabinet approval to retrospectively adopt the proposed Mobile Homes Fit & Proper Person Determination Policy.

2. BACKGROUND

- 2.1. The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) England Regulations 2020 require the local authority to determine applications for Site Managers to be included on the fit and proper person register. The determination policy informs and directs decision making in this regard.
- 2.2. The policy was adopted under delegated powers following a previous Cabinet decision in March 2023. However, the constitution requires that Cabinet formally adopt the policy.

3. DETAILS OF THE PROPOSAL**General**

- 3.1. The proposed Mobile Homes Fit & Proper Person Determination Policy is given at Appendix 1.

Alternative Options

- 3.2. Members may amend any element of the proposed policy where this is not a legal requirement.

Consultation

- 3.3. There is no requirement for consultation in respect of the proposed policy. Currently there are 4 mobile home sites within Rushmoor therefore the policy affects a limited number of local residents and businesses.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. There are no risks associated with this report.

Legal Implications

- 4.2. The Council is obliged to work within the relevant legislation and have regard to the guidance. Applications and/or regulatory action carried out in accordance with the policy are often subject to a legal right of appeal to the first-tier tribunal. The policy will be taken into consideration as part of any appeal hearing.

Financial Implications

- 4.3. The relevant legislation specifies what costs can be recovered in respect of licensing fees, the licensing authority sets fees on this basis to cover all recoverable costs of administering the regime.

Resource Implications

- 4.4. Applications are already being processed under this regime, therefore there are no additional resource implications of this report.

Equalities Impact Implications

- 4.5. An Equality Impact Assessment has been produced, and there are no negative equalities implications associated with this report.

Community Safety Implications

- 4.6. The purpose of the fit and proper person regime is to ensure protection of residents of mobile home sites, therefore the measures detailed in the proposed policy have a positive impact on community safety.

5 CONCLUSIONS

- 5.1 To assist with determinations under the regulations and ensure appropriate site management of mobile home sites within Rushmoor it is recommended to Cabinet to retrospectively approve the proposed policy.

LIST OF APPENDICES/ANNEXES:

Appendix 1 – Proposed Mobile Homes Fit & Proper Person Determination Policy

BACKGROUND DOCUMENTS:

None

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Executive Head of Service – James Duggin – james.duggin@rushmoor.gov.uk – 01252 398543



**MOBILE HOMES FIT AND PROPER PERSON
DETERMINATION POLICY**

**The Mobile Homes (Requirement for Manager of Site to be Fit and
Proper Person) (England) Regulations 2020**

SUMMARY

This document sets out Rushmoor Borough Council's fit and proper person policy for mobile home sites in recognition of its role and functions as the relevant local authority in this regard.

In preparing this document, consideration has been given to the relevant legislation and the non-statutory guidance for local authorities produced by Ministry of Housing, Communities and Local Government regarding the fit and proper person test.

This policy document was approved and adopted on the XXXX. While subject to regular review, this document shall constitute RBC's mobile homes fit & proper person policy.

INTRODUCTION

Background

The [Mobile Homes \(Requirement for Manager of Site to be Fit and Proper Person\) \(England\) Regulations 2020](#) (hereafter "the Regulations") prohibit the use of land as a residential mobile home site unless the local authority is satisfied that the occupier and anyone appointed to manage the site is a fit and proper person to do so.

Under this legislation, the local authority is responsible for ensuring that the occupier and manager of the site is a fit and proper person to manage the mobile home site.

Status

This document sets out the policies and arrangements the local authority will normally apply and consider in carrying out its mobile homes fit and proper person registration functions and responsibilities. This document will therefore be used to inform and direct our decision making, particularly when making decisions on relevant applications and/or our general enforcement approach. It acts as a guide to the considerations and standards to be applied in our work together with the roles and responsibilities of those to whom it applies. However, on occasion where it is deemed appropriate, the local authority may divert from this policy. In all cases where a decision is made that differs from this policy, there will be a decision sheet with the justification for doing so, and the matter will be determined in accordance with the Council's scheme of delegation.

The document is not intended to be a full and/or authoritative statement of the law or its associated guidance and does not in any way constitute legal advice. The policy does not override the legal requirements embodied in any legislation in force at the time of adoption or as may be enacted thereafter. The relevant statutory provisions together with any subordinate legislation will take precedence.

Applicability

This document applies to the functions of the Council as the authority responsible for administering the fit and proper person requirements for relevant mobile homes sites within the Borough.

Other documents and references

Where appropriate, this policy should be read in conjunction with the following documents -

- (a) RBC Enforcement and compliance policy; and
- (b) RBC Guidance notes for applicants

Disclaimer

Please note that every effort has been made to ensure that the information in these pages is correct at the time of writing. This is the first policy as the relevant legislation and guidance is new. Changes in the law will take precedence and will be incorporated when this policy is next reviewed. Policies may change and/or be adopted in the meantime as the local authority begin to administer the regime.

LICENSING PRINCIPLES, OBJECTIVES AND GENERAL CONSIDERATIONS

FUNDAMENTAL PRINCIPLES & OBJECTIVES

Licensing objectives

We will aim to regulate mobile home fit and proper person registrations in the public interest and will, where appropriate, seek to **enable good business** for all concerned. We will endeavour to do this by providing quality, timely and value for money registration and regulatory services that reasonably ensure –

- (a) the safety and protection of both residents and visitors to relevant sites;
and
- (b) the provision of a suitable and efficient mobile home provision for all.

Other general principles

Where appropriate the local authority will -

- (a) be objective;
- (b) consider any matter on its own individual merits; and
- (c) consider any impact on the licensing objectives.

OTHER RELEVANT CONSIDERATIONS

Policy and guidance

In exercising its functions, the local authority will, where appropriate, have regard to -

- (a) this policy; and
- (b) any guidance issued by or on behalf of the relevant Secretary of State (e.g. Ministry of Housing, Communities and Local Government).

Integration of policies, strategies and objectives

The local authority may, where it is entitled to do so have consideration for the aims, objectives and findings of any published government strategies and plans which relate to its licensing objectives.

For these purposes, government strategies and plans are taken to mean those prepared and published by or on behalf of HM Government, Rushmoor Borough Council and / or any other statutory authority with responsibilities within the area concerned.

Departure from guidance and policy

The local authority may, where it is entitled to do so, use its discretion to depart from this policy and any other guidance where it considers it appropriate to do so and, in such cases, will give clear reasons.

DUPLICATION & OTHER RELEVANT LEGISLATION

General expectation of compliance

The local authority expects those to whom it has granted any authorisation to fully comply with all other relevant legislation (e.g. Health & Safety) applicable to their site, and/or their activities. The local authority will, subject to circumstances, seek to avoid duplication with other regulatory regimes in delivery of its functions.

Other authorisations and permissions

The local authority expects those operating / managing sites to ensure that they have obtained all necessary permissions before proceeding e.g. landowner permission, permits etc. Registration does not and shall not be taken to give or imply approval for any other activity regulated by this or any other authority. Prospective applicants are advised to check to ensure that their proposals / arrangements are suitably authorised in all respects.

Planning permission and building control requirements

The local authority notes that the use of sites may be subject to control by the local Planning Authority and that such uses may require planning permission or must otherwise be lawful under planning legislation. Planning permission is usually required for new premises and/or a change of use of premises while building control approval is often required for structural alterations.

While relevant applications may be made pending any necessary planning permission, the local authority expects these normally to be made by businesses with planning permission for the property and uses concerned. However, the local authority would impress that planning, building control and fit & proper person registration are separate legislative regimes that involve consideration of different matters. In view of this, and so as to ensure a clear separation of planning and registration systems, registration applications will, in all cases, be considered wholly independently of planning applications.

GENERAL ADMINISTRATIVE ISSUES

APPLICATIONS

Equality of opportunity

Subject to the requirements of the relevant statutory provisions, nothing in this policy shall override or undermine the right of any individual or business -

- (a) to apply for one or more of the registrations provided for and, where appropriate, to have that application considered on its individual merits;
- (b) who is aggrieved by the decision of the local authority to appeal against that decision to the tribunal where provision has been made for them to do so.

Making an application

It is not the purpose of this document to detail how to make an application for any relevant authorisation, the local authority will maintain basic guidance notes for applicants on its website (www.rushmoor.gov.uk).

Submission of applications

All applications must be made to the Licensing Team detailed below –

The Licensing Team
Rushmoor Borough Council
Council Offices
Farnborough Road
Farnborough
GU14 7JU

Telephone: 01252 398855

Email: licensing@rushmoor.gov.uk

Website: www.rushmoor.gov.uk

Validity of applications

The local authority will, normally, only accept and, where appropriate, process applications that **fully** comply with all relevant requirements and eligibility criteria. Applications will normally be treated as being invalid where they fail to comply with all relevant requirements.

Except for local authority documents not required by the applicant / registered person for any other purpose e.g., application forms, the local authority will not hold any original documents. Original documents submitted in person will be scanned and returned immediately to the applicant / registered person.

Safeguarding against fraud

So that it can satisfy itself against the potential for fraud, the local authority will require, where appropriate, **all** submissions to –

- (a) be in and up-to-date and
- (b) be suitably addressed (i.e., both in respect of the individual concerned **and** in respect of the address where they are ordinarily resident in the UK), and
- (c) suitably cross reference (i.e., be consistent with all other relevant documents and submissions).

Photocopies, scans, emails and/or similar will **not** be accepted in respect of DBS certificates and identity documents e.g., passport, driving licence, birth certificate. Where there are any concerns regarding any other document submitted electronically, the local authority reserves the right to ask to see the original document before making any determination.

Where appropriate, we will treat any document as being invalid where it is not in original form (if requested), is out of date, bears incorrect details, cannot be validated or where we otherwise suspect it may have been forged, improperly altered or tampered with. Further, the local authority will refuse any application and/or review any registration held where any document submitted as part of an application and/or in maintenance of any registration is suspected to be fraudulent, inaccurate and/or out of date.

Suitable equivalent documents, certifications and standards

In recognition that there may be different service providers and/or different levels of qualification for many of the submissions required, the local authority may, where appropriate, accept suitable equivalent documents, and/or certification where the proposed equivalent –

- (a) provides for / covers / certifies the same (or enhanced) content or standards (in all respects) to that originally stated; and
- (b) is readily verifiable; and
- (c) is subject to prior written approval of acceptance by the local authority.

Renewal and lapse of existing registrations

In an effort to be helpful, the local authority will endeavour to remind applicants of the pending expiry of any individual registered in relation to their site. However, it asserts that it remains the responsibility of each applicant / occupier to re-apply for all appropriate registrations, other necessary documentation and/or permissions etc in advance of expiry.

Those registered who allow their licence to expire will be unregistered and therefore not authorised to act or otherwise provide the activities for which the registration was originally required.

Disclaimer

The local authority accepts no liability for rejection, loss or delays incurred due to late submission, the submission of documents of questionable validity or the submission of an incomplete application.

USE & EXCHANGE OF INFORMATION

Data protection and exchange of information

The local authority will comply with the Data Protection legislation and the Council's Data Protection policy. As a public task, the local authority may use and process sensitive and / or personal data where this is necessary for the exercise of its functions.

Confidential information

The local authority recognises that it is subject to legal restrictions on confidentiality of certain information it requires and holds in order to determine applications for, and/or to supervise, the various authorisations it issues (e.g. criminal conviction and similar background disclosures).

In exercise of its duties, the local authority will only disclose such information, as may be necessary, to those involved in the determination of relevant applications in accordance with this policy and/or the Council's constitution and scheme of delegation. The local authority will not divulge any such information to any third party otherwise than where it is permitted or required to do so by law.

Keeping personal information up-to date

To allow for communications and ensure that registrations remain valid, both applicants and registered persons must formally notify the local authority (as soon as

reasonably practicable) of any change of name, address or contact details (telephone, mobile, email address etc). Where appropriate the local authority may check any notified change of details and/or require suitable proof of identity and evidence of the change(s) made.

Whilst other channels of communication are available (e.g., telephone, face to face, letter) the local authority will generally send written communications and reminders by email. As such, all applicants and registered persons are required to provide an email address for associated correspondence.

As the local authority may have urgent cause to contact applicants and/or registered persons in circumstances and situations that may affect public safety the local authority will take a serious view of any individual who fails to advise it of any relevant change in details.

REGISTER & PROVISION OF INFORMATION

As required by the legislation the local authority maintains a public record of those registered, together with other information.

Details on the public register will be provided on the Council's website www.rushmoor.gov.uk. A hard copy of the register is available at Rushmoor Borough Council, Council Offices, Farnborough Road, telephone (01252) 398855.

DELEGATION OF FUNCTIONS

All licensing decisions will be made, and functions carried out in accordance with the Council's Scheme of Delegation.

IMPOSITION OF CONDITIONS ON LICENCES ISSUED

What we mean by 'conditions'

Conditions include any terms, limitations or restrictions attached to a relevant registration and are essentially the steps the registered person / occupier will be required to comply with.

General principles on the imposition of conditions

The local authority will, impose conditions only in respect of matters that are within the control of the registered person / occupier.

As many issues of competence and ability to manage a site are generic, the local authority considers it appropriate to attach a standardised condition to each registration granted requiring the registered person / occupier to notify them of any change to information provided during the application procedure including but not limited to the organisational structure, criminal records etc. However, where appropriate, the local authority will impose conditions that are tailored to the individual / site concerned.

The local authority will seek to avoid disproportionate and/or over burdensome conditions wherever reasonably practicable and will, where it is entitled to do so, seek to ensure that conditions –

- (a) are only imposed where legal authority exists to do so.
- (b) are reasonable.
- (c) are proportionate to any risks/problems identified.
- (d) directly relate to any harms being addressed.
- (e) are consistent in the circumstances.
- (f) are capable of being complied with, and
- (g) do not unjustifiably duplicate the requirements of other legislation.

The local authority will, impose conditions that are clear, unambiguous, coherent, and enforceable.

Avoidance of conflicting conditions

The local authority will ensure, where it is entitled to do so, that no conditions are imposed on registrations that conflict with any other conditions.

Enforcement of conditions and rights of appeal

Failure to comply with any condition attached to a registration can be a criminal offence. As such, all parties will be informed of any rights of appeal against the imposition of conditions, where provision has been made to do so.

THE TERM AND DURATION OF REGISTRATION

By way of facilitating a reasonable operating period the local authority will, where appropriate, normally grant registration for a period of five years; this being the statutory maximum. However, the local authority may, using its discretion, grant registration of shorter duration where it considers this to be reasonable or appropriate in the circumstances.

Without affecting its discretion, the local authority may limit the term or duration of a registration in the following (and similar) circumstances -

- (a) in accordance with any work permit(s) and/or restrictions;
- (b) where there are indicators of concern e.g. relevant convictions, complaint history which are identified during the application process but do not result in refusal;

- (c) where the applicant plans to move to a different job or area;
- (d) where the applicant plans to retire at a set time;
- (e) to synchronise the registration with any other registration, application and/or policy requirements.

FIT AND PROPER PERSON ASSESSMENT

The Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020, require the occupier and/or manager(s) of a site to be a Fit and Proper Person. Local authorities are accordingly required to introduce a fit and proper person test for mobile home site owners, or the person appointed to manage the site, unless they are eligible for an exemption under the Regulations.

Where a site owner or their manager fails the fit and proper person test, and they are unable to identify and appoint a suitable alternative manager, who must pass the fit and proper person assessment, the local authority can instead appoint a person to manage the site, but only with the consent of the site owner.

The local authority will, where appropriate, seek to ensure that applicants and appointed managers are both safe and suitable on demonstration that they are, and continue to be -

- (a) of suitable background, character and integrity (including being suitably professional, responsible, reliable, sober, honest, trustworthy, civil, decent, courteous and respectable);
- (b) suitably competent to manage the site;
- (c) entitled and, where appropriate, authorised to live and work in the UK; and
- (d) will not pose a risk to the welfare or safety of persons occupying mobile homes on the site i.e. park homeowners

General application requirements

Section 7 of Mobile Homes (Requirement for Manager of Site to be Fit and Proper Person) (England) Regulations 2020 provides details of matters that the local authority must have regard to in making a fit and proper person assessment. It also specifies that the local authority may have regard to the conduct of any person associated or formerly associated with the relevant person where relevant and that the local authority may have regard to any evidence as to other relevant matters.

For fit and proper registration purposes, the local authority considers the following as relevant and will, where appropriate, require applicants to provide and/or facilitate -

- (a) suitable immigration and asylum status and/or work entitlement documents proving right to work in the UK in accordance with the current Home Office document requirements applicable at the time of application;
- (b) a suitable basic DBS disclosure (dated within 1 calendar month of the application);
- (c) a suitable declaration of previous applications to any local authority (including any refusals) and details of any history of management of relevant sites as part of the application form);
- (d) a suitable demonstration of competence to manage the site;
- (e) suitable demonstration of the management structure and funding arrangements for the site, including evidence of access to sufficient funds to manage the site and comply with licence conditions;
- (f) suitable evidence as to whether the individual / company has been insolvent in the last 10 years;
- (g) suitable evidence as to the status of any company, and disqualifications of individuals acting as a company director;
- (h) suitable evidence of membership of any redress scheme for dealing with complaints in connection with the management of the site;

Other requirements

In addition, the local authority will, where appropriate, require applicants to provide -

- (a) suitable demonstration of any other knowledge, experience and skills considered appropriate in the circumstances to demonstrate competence to manage the site;
- (b) details of any mitigating and/or aggravating factors associated with one or more of the above;
- (c) details of and relevant information in respect of the above matters in regards to any person associated or formerly associated with the relevant person

Further to the above, and in recognition that local knowledge and intelligence concerning individual applicants can help inform its determination of 'propriety', the local authority will, where appropriate, invite the Hampshire Constabulary to comment on any application.

POLICIES, STANDARDS AND RELEVANCE OF FITNESS & PROPRIETY REQUIREMENTS

While the policies, standards and considerations are set out in this policy, these matters should not be seen as a comprehensive checklist or, in any way, be regarded as standards to be automatically applied in all cases. Where appropriate, the local authority may require additional information, documents, or other certifications it reasonably considers necessary to enable it to determine whether registration should be granted and, where appropriate, if conditions should be attached to any such registration. In all cases, the costs of any requirements must be met by the applicant. The following policies and guidelines will normally be used to determine the relevance of convictions, cautions and other known issues concerning those holding or seeking registration.

Residential Address

In order to ensure the ability to effectively manage the site, the local authority will normally refuse any application for registration where the individual does not reside in the UK.

Dependent on the role of an individual, consideration will be given as to their proximity to the site to ensure that the local authority can be satisfied that effective management can take place.

Immigration and asylum status and/or entitlements

To ensure compliance with Immigration & Asylum legislation, it is the policy of the local authority to check an individual's immigration and asylum status; together with an individual's right to live and/or work in the UK.

To check these matters, the local authority will normally require any individual applying to be registered to provide suitable and sufficient documents as proof of identity and the right to live and work in the UK. For this purpose, the local authority will normally follow and apply the extant Home Office (and Border Agency) guidelines for the prevention of illegal working in the UK (or suitable equivalent).

Where appropriate, the local authority may check with, and/or refer any concerns about an individual's immigration and asylum status or their right to live and/or work in the UK to the relevant Government departments; currently the UK Border & Immigration Agency and HM Revenue & Customs.

Relevance of immigration and asylum status to applications

As it will otherwise be unable to satisfy itself of the applicant's propriety, the local authority will normally refuse any application for registration where the applicant fails to provide or otherwise obtain suitable and sufficient evidence of identity and/or the right to live and work in the UK.

Where appropriate, the local authority will grant registration in accordance with any work permit(s) and/or restrictions and may, where it is entitled to do so, impose associated conditions and/or restrictions on the term, duration, nature and extent of any registration accordingly.

Criminal Records Checks

DBS disclosure requirements

To assist it in the determination of 'propriety', it is the policy of the local authority that all persons for which registration is requested should submit a basic DBS disclosure, dated within one calendar month of the application for registration.

Interim disclosure requirements

To ensure continued fitness & propriety, the local authority expects those listed on the register and applicants to notify them as soon as reasonably practicable of any relevant conviction received following the issue of the DBS disclosure.

Relevance of convictions etc & background information

In consideration of a criminal record and other relevant information (e.g. police intelligence, actions of other local authorities, complaint & compliance history etc), the local authority will consider each case on its own merits and will take account of any disclosed information, convictions, cautions etc, only in so far as they are relevant to the individual's fitness and/or propriety to manage a site.

An individual with a relevant conviction, caution etc need not be permanently barred from obtaining or holding a licence but shall generally be expected to -

- (a) remain free of conviction etc for a suitable period according to the circumstances; and
- (b) show, where appropriate, adequate evidence of good character from the time of any conviction or other relevant issue.

Where appropriate, the local authority may afford some discretion if the conviction, caution etc is isolated and there are relevant mitigating circumstances. Conversely, the local authority will take a more serious view of multiple offences or a series of offences etc over time as a pattern of inappropriate behaviour.

While each case will be considered on its own merits, the overriding consideration will be the protection of residents and their right to the peaceful enjoyment of their homes.

Offences that may be taken into consideration

The Rehabilitation of Offenders Act 1974 (ROOA74)

The local authority notes that the Rehabilitation of Offenders Act 1974 (ROOA74) aims to help individuals with a conviction history and generally provides that previous convictions need not be disclosed and should not be considered where they are spent i.e. after specified periods of time (dependant on the conviction concerned). A basic DBS disclosure will not show spent convictions, and therefore they will not be taken into account when determining an application.

Issues generally considered to be relevant

While not a comprehensive checklist, the local authority will, where entitled to do so, normally consider the following general categories of issues to be relevant for the purposes of fit and proper person registration:

- Fraud
- Dishonesty
- Violence
- Firearms
- Drugs
- Sexual Offences
- Local Authority Issues (including landlord & tenant law)
- Equality Issues
- Harassment

However, other issues / offences may also be considered relevant in appropriate circumstances; particularly where it demonstrates a history of conduct which may have an impact on the ability to effectively manage a site.

For the purposes of these guidelines, convictions, conditional and formal/simple cautions (i.e. a formal admission of guilt) together with fixed penalties shall be treated as relevant considerations. Civil actions shall also be treated as relevant considerations, particularly (although not exclusively) those that relate to housing, caravan sites, mobile homes or business conduct.

Consideration of suitability

In considering whether any relevant information (convictions, cautions etc) renders an individual unsuitable to be registered, the local authority -

- (a) will not, in recognition that guilt has already been established, go behind any conviction, caution etc; but
- (b) may, by way of informing its assessment, take any of the following (and similar) matters into consideration -
 - (i) The nature and seriousness of any offence/issue;

- (ii) The currency (i.e. age) of the conviction, caution/enforcement action etc;
- (iii) The nature and extent of any penalty/sentence imposed or actions taken;
- (iv) The circumstances giving rise to any conviction, caution, enforcement action etc;
- (v) The nature, degree and/or pattern to which similar offences/issues are repeated;
- (vi) Any reasons given by the Courts (or other authority) for imposing any relevant sentence/taking any action;
- (vii) The nature and degree of any remorse shown;
- (viii) The nature and extent of any residual risk/threat that the individual may pose to residents (either real or perceived);
- (ix) The honesty of the individual/applicant (i.e. in declaring any conviction, caution etc);
- (x) Any other aggravating, provoking or mitigating factors; and
- (xi) Any other information submitted by the individual concerned detailing why the conviction, caution etc should be disregarded.

NB: The above considerations should not be seen as a comprehensive checklist or, in any way, be regarded as matters to be automatically addressed in all cases. Where appropriate, the local authority may require additional information, documents, and/or take account of other matters it reasonably considers necessary to enable it to determine the most appropriate outcome and/or if conditions should be attached to any registration (where granted). In all cases, the costs of any additional requirements must be paid for by the individual concerned.

Provision of additional information

To assist it in determination of the relevance of disclosed information, convictions, cautions, enforcement actions etc and/or the suitability of the individual, the local authority will normally invite them to give -

- (a) any further details and/or explanation in respect of any disclosed and/or similar information; and/or
- (b) the opportunity to state why any conviction, caution, enforcement action etc should be disregarded.

General actions and guidelines where issues are known

Subject to the considerations of suitability, the local authority will normally refuse, revoke and/or refuse to renew a registration where it considers that any relevant information, conviction, caution, enforcement action etc renders the individual unsuitable.

However, the local authority may, in exercising its discretion to grant, renew, revoke or otherwise refuse to renew a registration, take one or more of the following steps –

- (a) Give advice on the standards expected;
- (b) Issue a warning on future conduct;
- (c) Limit the term or duration of the registration;
- (d) Impose conditions on the registration*;
- (e) Require suitable demonstration of knowledge and skills;
- (f) Require the acquisition of knowledge and skills;
- (g) Require such other information, documentation and certification as may be appropriate.

* *which may include the alteration, omission of any existing condition(s) or the addition of any new condition(s) as may be appropriate.*

NB: The above matters should not be seen as a comprehensive checklist or, in any way be regarded as matters to be automatically applied in all cases. Where appropriate, the local authority may require additional information, documents etc, and/or take account of other matters it reasonably considers necessary to enable it to determine the most appropriate outcome and/or if conditions should be attached to any registration (where granted). In all cases, the costs of any additional requirements must be paid for by the individual concerned.

Subject to the considerations of suitability, the examples given below afford a general guide on the actions that might be taken where convictions, cautions etc are disclosed or other issues become known.

NB: These guidelines are specifically stated to be guidelines, are not prescriptive and purposefully allow for some discretion.

Unspent Criminal Convictions

The local authority will not grant registration for an individual who has an unspent criminal conviction for any offence involving fraud or other dishonesty, violence, harassment, firearms, equality or drugs or any offence listed in Schedule 3 to the Sexual Offences Act 2003 (offences attracting notification requirements), local

authority offences relating to housing, caravan sites, mobile homes, public health, planning or environmental health or of landlord and tenant law.

Other known issues

Where there are other known issues or indicators of behaviours which relate to the types of offences detailed above, or any provisions related to housing, caravan sites, mobile homes, public health, planning, environmental health, landlords or equality have been contravened, the local authority will generally not grant registration where; if the individual was convicted for the closest relevant offence, taking account of the sentencing guidelines the conviction would be unspent.

The local authority has a duty to investigate any conduct which could amount to harassment and any evidence obtained should be reviewed to determine whether it is sufficient to be used to prosecute a site owner.

A local authority may have records of previous harassment complaints made against a site owner or their manager. Even if no action was taken on these complaints, these will be taken into consideration in the fit and proper person determination. These complaints may identify further potential risks and can also provide an indication of potential underlying problems with the management of the site or the site owner's lack of experience/skills in dealing with customers. The local authority may where appropriate refuse registration, or address any underlying issues by attaching conditions to the individual's entry on the register.

Previous Application / Site Management History

In recognition that applicants may have been refused registration or managed sites licensed by other authorities, the local authority requires all applicants to declare -

- (a) whether or not any such applications have previously been made to any other local authority, the date of any such application, together with details of (i.e. the reasons for) the outcome; and/or
- (b) whether or not any such registrations or sites have previously been held or managed with any other local authority, the dates any such sites were managed, together with the details of any complaint or enforcement action taken.

NB: Where appropriate, the local authority will check the status and outcome of any other applications made to and/or sites managed with other authorities together with the reasons for any actions that may have been taken in connection with them, and any complaint or compliance history.

Demonstration of Competence to Manage the Site

Applicants will be required to demonstrate the competence of each relevant person to manage the site. Whilst not an exhaustive list the following would normally be considered suitable to demonstrate competence:

- (a) evidence of a minimum of 3 years' experience of site management and/or supervision, with no evidence of substantiated complaint history, a pattern of

unsubstantiated complaints from multiple complainants or enforcement action;
or

- (b) evidence of suitable training by a competent person in site management to include but not limited to:
- a. the legislation and regulations including licence conditions.
 - b. health and safety; and
- (c) demonstration as to how the relevant person will be supervised in their role (by a competent and registered person) until such time as they have gained appropriate experience.

Demonstration of Management Structure and Funding arrangements

Management Structure

Applicants will be required to provide evidence of the management structure for the site by way of an organisational chart showing named individuals, and which provides an overview of each role and the contingency arrangements should an individual be unable to carry out their role e.g. holiday, sickness, leaving employment.

To ensure that suitable contingency arrangements are in place the local authority require all individuals carrying out any management responsibilities of the site (including only as a contingency in the absence of another individual), to be registered. In order to allow for contingency arrangements, the local authority will generally require a minimum of two individuals to be registered for each site, unless the occupier can demonstrate to the local authority's satisfaction why this is not appropriate in the case of their specific site.

Management Plan / Policies

In addition, the local authority requires applicants to submit a management plan or suitable policies for the site in respect of the following:

- Pitch Fee and other Payments
- Contact for on-site issues including out of hours / emergencies (including how residents are made aware)
- Complaints procedure
- Site maintenance
- Staffing
- Refuse Removal

These plans / policies will be reviewed to ensure that they are adequate and robust to ensure effective management of the site.

Funding Arrangements

The local authority require applicants to submit evidence that they have sufficient funds to manage the site effectively and comply with the licence conditions. Evidence may include but is not limited to bank statements and/or accounts.

Where the applicant is a company registered with Companies House, it is the policy of the local authority to obtain a credit report in respect of the company to assist in determining the ability to effectively manage the site.

Where there is any indication that there is not sufficient funds or financial difficulties (including where there is any outstanding balance in respect of the business overdue for payment to the local authority e.g. business rates etc.) the local authority will refuse any application for registration.

The local authority will not grant registration for an individual who has been personally insolvent or disqualified from acting as a company director in the previous 10 years.

Complaints Redress Scheme

The local authority expects all applicants to be and continue to be a member of a redress scheme for dealing with complaints in connection with the management of the site, where one is available. Where suitable evidence of this is not available registration will be refused.

Associates and former associates

The conduct of any person associated or formerly associated with the person being assessed for fitness and propriety (whether on a personal, work or other basis) will where deemed appropriate be considered as part of the fit and proper person assessment. A relevant associate is considered to be any individual who may have played a part, directly or indirectly, in a decision or action, which has had an impact on residents' rights, or the quiet enjoyment of their homes.

Where the local authority has reason to believe that an individual has associates who may be relevant to their application, information regarding those associates will be requested. Failure to provide requested information, which the local authority have reason to believe is relevant to the determination, will result in the application being refused.

Where an applicant is aware of associates within this definition, the local authority expects them to notify the local authority of the association at the time of application, or during the life of the registration where this is a change of circumstances.

Review of Registration

Where the local authority becomes aware of any change of circumstances, or new information during the life of a registration, which if known or applicable at the time of determination of the application may have impacted on the grant of the registration,

the local authority will investigate as appropriate, and determine whether any action should be taken in respect of the registration. This may include:

- (a) Removing a person from the register;
- (b) Adding a condition to the registration; and / or
- (c) Varying or removing a condition previously applied.

Appeals

The applicant can decide to appeal the decision by making an application to the First-tier Tribunal (Property Chamber) (“the tribunal”) within specific timeframes set by the tribunal. The applicant is permitted to appeal against any decisions served by the local authority. These could include:

- (a) including the relevant person on the register for an effective period of less than 5 years;
- (b) including the relevant person on the register subject to conditions; and
- (c) rejecting the application.

Where an applicant accepts the local authority’s decision not to include the person originally stated in the application on the register, they will be required to seek alternative management arrangements to comply with the fit and proper person requirement. If they fail to do so they will be committing an offence.

An appellant will not be able to claim compensation for losses incurred pending the outcome of an appeal.

CABINET

COUNCILLOR ABE ALLEN
ENABLING SERVICES PORTFOLIO HOLDER
REPORT NO. LEG2402

6th AUGUST 2024

KEY DECISION? NO

CORPORATE SANCTIONS AND ENFORCEMENT POLICY

SUMMARY AND RECOMMENDATIONS:

In accordance with the Constitution, adoption of any Council policy is required by Cabinet.

Cabinet are recommended to adopt the Corporate Sanctions and Enforcement Policy.

1. INTRODUCTION

1. The purpose of this report is to seek Cabinet approval to adopt the proposed Corporate Sanctions and Enforcement Policy. The Legal team have checked that the policy is in line with best practice across other local authorities and that the legislation and guidance is up-to-date.

2. BACKGROUND

- 2.1 The Corporate Sanctions and Enforcement Policy sets out what can be expected from the Council's regulatory services when sanction and enforcement action is considered.
- 2.2 Under the Constitution, Part 3 – Section 3 (Scheme of Delegation for Executive Matters), clause 3.5(5), the Cabinet is required to approve “corporate strategies, policies and organisational programmes (and updates) prepared within the overarching budget and policy framework agreed by the Council.”
- 2.3 Cabinet are recommended to adopt the Corporate Sanctions and Enforcement Policy as an “umbrella” policy. Additional service specific policies, procedures, codes, and guidance may exist which detail the processes that all officers working within that service area will follow when considering what enforcement action is appropriate.

3. DETAILS OF THE PROPOSAL

General

- 3.1. The proposed Corporate Sanctions and Enforcement Policy is at Appendix 1.

Alternative Options

- 3.2. The Corporate Sanctions and Enforcement Policy forms part of the Council's wider policy framework, defined in Section 8 of Part 4 of the Constitution, 1(b) and must be adopted by Cabinet (Matters reserved to the Cabinet):

"Those plans and strategies which are overarching borough wide or council wide, with medium to long-term timescales (more than two years) which, for example, establish the council's financial strategies, and policies for housing, environment, economy and corporate governance."

The alternative option would be to not adopt the policy by Cabinet; however this approach could be legally challenged under our Constitution.

Consultation

- 3.3. There is no requirement for consultation in respect of the proposed policy.

4. IMPLICATIONS

Risks

- 4.1. There are no direct risks associated with this report.

Legal Implications

- 4.2. The Council must follow the relevant legislation: the Local Authorities (Functions and Responsibilities) (England) Regulations 2000 and the Constitution. This policy will be taken into consideration as part of any corporate enforcement or legal action.

Financial Implications

- 4.3. There are no direct financial implications.

- 4.4. **Resourcing Implications**

There are no direct resourcing implications.

Equalities Impact Implications

- 4.5. This policy is overarching across all the Council's services and is designed to ensure a consistent, fair, proportionate, and effective approach to enforcement. The Council recognises the statutory duty to promote equality in enforcement decisions.
- 4.6. A full equality impact assessment is undertaken before taking legal action. As a public sector organisation, we have a legal duty under the Equality Act 2010 to show that we have identified and considered the impact and potential impact of our activities on all people with "protected characteristics" under the legislation. The relevant "protected characteristics" are age; disability; gender reassignment, pregnancy and maternity; race; religion or belief; sex and sexual orientation.
- 4.7. The level of detail required will depend on what you are assessing, who it might affect, and how serious any potential impacts might be.
- 4.8. The general duty requires public authorities, in the exercise of their functions, to have due regard to the need to: a) eliminate unlawful discrimination, harassment, victimisation and any other unlawful conduct prohibited by the act; b) advance equality of opportunity between people who share and people who do not share a relevant protected characteristic; and c) foster good relations between people who share and people who do not share a relevant protected characteristic.

Community Safety Implications

- 4.5 The policy highlights the aims and principles each service should consider when exercising their duties, recognising that the primary purpose of the Council's regulatory services is to support compliance in order to protect residents and the wider public, businesses, the environment, and groups such as consumers and workers.

5. RECOMMENDATION:

- 5.1. It is recommended to Cabinet to approve the proposed Corporate Sanctions and Enforcement policy.

LIST OF APPENDICES/ANNEXES:

Appendix 1 – Corporate Sanctions and Enforcement Policy

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Corporate sanctions and enforcement policy

1. Introduction

This policy sets out what can be expected from the Council's regulatory services when sanction and enforcement action is considered. This policy is overarching across all the Council's services and is designed to ensure a consistent, fair, proportionate, and effective approach. The policy highlights the aims and principles each service should consider when exercising their duties, recognising that the primary purpose of the Council's regulatory services is to support compliance in order to protect residents and the wider public, businesses, the environment and groups such as consumers and workers.

In addition to this "umbrella" policy, it should be noted that additional service specific policies, procedures, codes and guidance may exist which detail the processes that all officers working within that service area will follow when considering what enforcement action is appropriate. Where these exist, these documents will also comply with this policy where appropriate. For example, Planning has nationally prescribed procedures that govern the planning enforcement process, where any appeal would be handled by the planning inspectorate not the Council.

The aim of the Council's regulators is to:

- Support those we regulate to comply
- Change the behaviour of the offender and encourage compliance
- Change attitudes in society to offences which may or may not be serious in themselves, but which are widespread
- Eliminate any financial gain or benefit from non-compliance
- Be responsive and consider what is appropriate for the particular offender and the regulatory issue
- Be proportionate to the nature of the offence and/or the harm caused
- Restore the harm caused, where appropriate
- Deter future non-compliance or offending
- Reassure the taxpayer that offences/offenders will not be tolerated
- Protect the public purse

Decisions about the most appropriate sanction and enforcement action to be taken will be based upon this policy and in accordance with the Council's Constitution, Scheme of Delegation, and the law. The Council's enforcement activities, including investigations and formal actions, will always be conducted in compliance with statutory powers and relevant legislation.

In assessing what sanction and enforcement action is necessary and proportionate, the Council will have regard to:

- The seriousness of the offence/compliance failure
- The past and current performance of the alleged offender, for example, previous breaches of law
- Failure to comply with statutory notices/obligations and sanction and prosecution history
- Any obstruction by the alleged offender, including failure to supply information in a timely manner
- The nature and extent of the risk/cost to the public purse
- The public interest test
- A blatant disregard for the laws, deliberate intent or negligence
- The vulnerability of and/or impact on those affected
- Any mitigating circumstances
- Statutory guidance, codes of practice and legal advice
- A person's age in relation to young people (termed 'juveniles') aged under 18
- Any interference/tampering with seized materials.

2. General principles of enforcement

This policy recognises the obligation in law for the Council's regulators to have regard to the general principles of good enforcement and in particular to the Regulators' Code. To this end the Council's regulatory activities will be carried out in a way that is, transparent, accountable, proportionate and consistent.

The Council believes in supporting economic growth and in firm but fair regulation, and will follow and apply the following principles in the exercise of its functions.

Proportionality - The sanction and enforcement action the Council takes will be proportionate to the risks posed, the size and nature of the regulated activity and to the seriousness of the offence and/or the harm caused. Any decision regarding enforcement action will be taken on the merits of each case and will be impartial and objective. It will not be affected by race, disability, socio-economic factors, age, politics, gender, sexual orientation or religious beliefs.

Consistency – Where appropriate the Council will be consistent in sanction and enforcement decision-making, in the advice given, and in responses to complaints and other incidents.

Openness and Accountability – The Council will seek to maintain confidence in its duty to regulate by helping everyone who uses services, or against whom sanction and enforcement action is taken, to understand what is expected of them, and what they should expect from the Council.

Risk Assessment and Targeting – The Council will ensure that appropriate risk assessment is used to direct regulatory efforts where they are most

needed including, for example, at those responsible for risk to safety, health or serious environmental damage, at incidents where risk is least well controlled or at deliberate or organised crime. No inspection or visit takes place without a reason.

Furthermore, the Council's regulators will similarly operate in accordance with the specific obligations of the Regulators Code, summarised below.

Supporting Economic Progress – The Council will consider the impact of regulatory interventions on economic progress through the consideration of the costs, effectiveness and perceptions of fairness of regulatory activity.

Advice and Guidance – The Council's regulators will seek to provide information, advice and support, easily and cost effectively, to make it easier for regulated entities to understand their obligations, taking into account their needs and circumstances.

Risk Assessment – The Council's regulators will ensure that the allocation of regulatory resource is targeted where it will be most effective.

Inspections and other visits – The Council's regulators will carry out interventions in accordance with risk assessment principles, where visits are requested (if appropriate) or where the Council is acting on relevant intelligence.

Information Requirements – The Council's regulators will seek to balance the need for information from regulated parties with the burden that this imposes.

Compliance and Enforcement Actions – The Council's regulators will seek to support compliance by positive and proactive approaches, as well as targeting those who deliberately or persistently breach the law.

Accountability – The Council will be accountable for the efficiency and effectiveness of regulatory activities. Decision-making will be recorded, transparent and undertaken in accordance with the Council's Scheme of Delegation.

3. Equality, diversity and the protection of human rights

The Council recognises the statutory duty to promote equality in enforcement decisions. This will ensure that the needs of all sectors of the community are recognised. In accordance with that policy, all policies including this one are monitored for any adverse impact on equality issues. The Council will similarly ensure that sanction and enforcement actions and all associated decisions take account of the provisions of the Equality Act 2010.

4. Enforcement options

Rushmoor will consider taking appropriate action against any duty holder suspected of committing an offence, subject to this policy. There is a wide range of enforcement tools available to the Council's regulators, including:

- No action
- Voluntary Action

- Informal Action and Advice
- Warning Letter
- Fixed Penalty Notices
- Penalty Charge Notices
- Formal Notice
- Seizure of goods/equipment
- Injunctive Action and other Civil Sanctions
- Refusal/Suspension/Revocation or Review of a licence
- Penalties
- Administrative Penalties
- Simple Caution
- Prosecution

5. An explanation of enforcement options

No Action - In certain circumstances, contraventions of the law may not warrant any action. For example, where formal enforcement is inappropriate in the circumstances, such as where the offender is frail or suffering from serious ill health, and formal action would seriously damage their wellbeing. In such cases we will advise the offender of the reasons for taking no action. However, any financial dues or overpayments will still need to be paid or repaid.

Voluntary Action – In some circumstances an agreed course of action may be entered into with duty holders, who wish to work with regulators to mitigate risk and ensure compliance (for example voluntary closure for a set period). Voluntary action may be considered where the offence was unintended, the duty holder is willing and the regulator has confidence that the duty holder will comply.

Informal Action and Advice - For minor breaches of the law, verbal or written advice may be given to support compliance. Any contraventions of the law will be clearly identified and advice given on how to put them right including, where appropriate, a deadline by which this must be done. The time allowed will be reasonable and take into account the seriousness of the contravention and the implications of the non-compliance. Duty holders may be advised about 'good practice', but a clear distinction will be made between what must be done to comply with the law and what is advice only. Failure to comply could result in an escalation of enforcement or sanction action.

Fixed Penalty Notices (FPNs) and Penalty Charge Notices (PCNs) – are prescribed by certain legislation (as a method of enforcement by which the offender pays an amount of money to the enforcer in recognition of a breach). Where legislation permits, an FPN/PCN or fine may be issued without warning.

Failure to accept an FPN and/or a PCN - In circumstances where an alleged offender fails to accept or pay an FPN, then in order to maintain the integrity of these legislative regimes, the Council may consider an escalation of enforcement action. This may include consideration of a prosecution for the original offence under the primary legislation.

Similarly, where a person or corporate body fails to accept or pay a PCN, the Council may consider an escalation of enforcement action. This may include consideration of civil action to recover the debt. A failure to pay an FPN or PCN is a material consideration for the purposes of deciding whether a prosecution will be taken or civil debt recovery commenced.

Similar action may be considered in relation to Non-Domestic Rates (NDR) Housing Benefit and Council Tax debts where civil enforcement for a liability order, bailiffs, committal hearing or charging order may be instituted.

Formal Notice - Certain legislation enforced by the Council allows notices to be served requiring duty holders to take specific actions or cease certain activities.

Notices may require activities to cease immediately where the circumstances relating to health, safety, environmental damage or nuisance demand. In other circumstances, the time allowed will be reasonable, taking into account the seriousness of the contravention, the implications of the non-compliance and the appeal period for that notice. All notices issued will include details of any applicable Appeals Procedures.

Certain types of notice allow works to be carried out in default. This means that if a notice is not complied with, the Council may carry out any work necessary to satisfy the requirements of the notice. Where the law allows, the cost the Council incurs in carrying out the work may be recovered from the person/business served with the notice.

Seizure - Certain legislation enables authorised enforcement officers to seize goods, equipment or documents, for example, unsafe food, sound equipment that is being used to cause a statutory noise nuisance, unsafe products, or any goods needed as evidence for possible future court proceedings. Seized items could be removed or left in situ. It is a criminal offence to interfere or tamper with these items.

Injunctive Actions and other Civil Sanctions - In certain circumstances, for example, where offenders are found to be repeatedly offending in similar areas or where it is considered that injunctive action is the most appropriate course of enforcement, then injunctive actions may be used to deal with this e.g. dangerous or hazardous circumstances or environmental or public health issues.

Suspension, Review, Revocation and Refusal to renew Licences, etc. – In certain circumstances, and in accordance with service specific policies, certain licences and other permissions may be suspended, reviewed, revoked or not renewed.

Penalties - A billing authority may impose a fine on a person who fails without reasonable excuse to notify it of changes affecting their Council Tax.

Where the authority has imposed a penalty for Council Tax and a further request for the same information is made to that person and is again not properly complied with, the authority may impose a further penalty and this may be imposed each time the authority repeats the request and the person does not fulfil their statutory obligations.

Administrative Penalties – In certain circumstances under Council Tax legislation, an Administrative Penalty may be offered as an alternative to prosecution following fraudulent activity. Administrative Penalties do not require an admission of guilt.

However, the Council would need to be satisfied that;

- Sufficient evidence is available to prove the case to a criminal standard
- That it is in public interest
- The offender is 18 years or above
- The offender is willing to accept the Administrative Penalty as an alternative to prosecution

Simple Caution - In appropriate circumstances, where a prosecution would otherwise be justified, a simple caution may be administered with the consent of the offender after an admission of guilt. For a simple caution to be issued, the following criteria must be satisfied (in accordance Ministry of Justice Guidance 13 April 2015):

- Sufficient evidence must be available to prove the case to a criminal standard
- The offender must admit the offence
- It must be in the public interest to use a Simple Caution
- The offender must be 18 years or over

If an offender is found guilty of committing another offence, within a five-year period, anywhere in England and Wales, the Simple Caution may be cited in court, and this may influence the severity of the sentence that the court imposes. The refusal of an offender to be cautioned does not preclude the matter being escalated to prosecution. In order to maintain the integrity of these legislative regimes, any such refusal will be a material consideration when deciding whether the offender should then be prosecuted for that offence.

Prosecution - In circumstances where none of the other forms of enforcement action are considered appropriate, a prosecution may be considered. In determining this course of action, the Code for Crown Prosecutors will be applied, which sets out the general principles to follow when making a decision to prosecute. This includes the tests of whether there is enough evidence against the defendant and whether it is in the public interest to bring the case to court. A prosecution will usually take place if there is sufficient evidence, unless the public interest factors against prosecution clearly outweigh those in favour of prosecution.

The decision to prosecute will be made by the manager or head of service and passed to the Corporate Legal Manager for consideration in accordance with the Council's Constitution and Scheme of Delegation.

6. Notifying alleged offenders and other parties

If it is the intention of the Council to take formal enforcement action against an alleged offender, if appropriate, they will be notified as soon as is practicable, unless this could impede an investigation or pose a safety risk to

those concerned or the general public. In particular, where appropriate, the Council will:

- Explain clearly why the action is necessary and what remedial action, if any, is required. Regulators will clearly separate best practice, advice and legal requirements
- Ensure that the alleged offender has the opportunity to discuss what is needed to comply with the law before formal enforcement action is taken. This is unless urgent action is required, for example, to protect the environment or where a criminal offence has been committed
- Where urgent action is required, provide a written explanation of the reasons as soon as possible after the event
- Give a written explanation on any rights of appeal against formal enforcement action at the time the action is taken, where applicable
- Ensure that the Council's Complaints Procedure remains timely, effective and easily accessible.

During an investigation or other action, duty holders and witnesses will be kept informed of progress, where appropriate. In some circumstances, this may be delayed or limited due to the sensitive nature of some enquiries.

Interested parties will only be informed of the outcome of our investigation upon closure of the case where the information is in the public domain.

The Council will take all reasonable steps to protect personal information about individuals in accordance with our obligations under the Data Protection Act 2018 and General Data Protection Regulations. However, the Council may be permitted or obliged to disclose personal information in accordance with legislation (such as the Freedom of Information Act 2000), for tribunal procedural requirements or internal data sharing between council services and data sharing arrangements with external bodies. Although, this would not apply if disclosure would be likely to prejudice a criminal investigation.

7. Rights of complaint and appeal

If there is a right of appeal and any person or body against whom enforcement action is taken, or anyone with a legal interest in the outcome, is unhappy with the enforcement action taken by the Council, the matter must be pursued in accordance with any formal rights to appeal or similar where available. Dissatisfaction with information or advice provided may be pursued in accordance with the Council's Complaints Procedure. A prosecution will not be delayed as a result of an appeal or complaint. Some offences do not attract a right of appeal.

8. Liaison with other regulatory bodies and enforcement agencies

The Council will, where appropriate, co-operate and co-ordinate with regulatory bodies and/or enforcement agencies to maximise the effectiveness of enforcement actions. Subject to statutory restrictions, the Council may share intelligence relating to wider regulatory matters with other regulatory bodies and enforcement agencies, including government agencies, the

police, fire authorities, other statutory undertakers, Registered Social Landlords (RSLs) and other local authorities.

9. Pursuance of costs

The Council is committed to the protection of public funds and will, where appropriate, seek to recover its costs arising from any formal enforcement action taken.

10. Monitoring

This Corporate Sanction and Enforcement Policy and any enforcement action taken under it will be monitored by reports to Corporate Leadership Team and/or reports to Cabinet and Committees by the relevant service heads.

11. Review of the corporate enforcement policy

This policy will be reviewed as and when required, but at least every three years. We will continue to seek feedback from those who use or receive our services about how we can improve. Similarly, we will always explain any right of complaint or appeal. The right to raise complaints is detailed in the Council's Complaints Procedure.

12. Availability of this corporate enforcement policy

This policy is available on our website at www.rushmoor.gov.uk. If you would like a paper copy and/or you would like to comment on the policy, please contact us by:

Emailing:

customerservices@rushmoor.gov.uk

Telephoning: 01252 398399

Or by writing to: Rushmoor Borough Council
Council Offices,
Farnborough Road,
Farnborough
Hampshire GU14 7JU

If you need this policy in another format, please contact us.

This policy has been prepared with regard to:

- The Regulatory Enforcement and Sanctions Act 2008
- Co-ordination of Regulatory Enforcement (Enforcement Action) Order 2009 SI665/2009

- Co-ordination of Regulatory Enforcement (Procedure for References to LBRO) Order 2009 SI670/2009
- Legislative and Regulatory Reform Act 2006
- Legislative and Regulatory Reform (Regulatory Functions) Order 2007
- The Regulators' Code 2014
- The Equality Act 2010
- The Code for Crown Prosecutors 2018
- Criminal Proceedings and Investigations Act 1996 Code of Practice
- Code of Practice for Victims of Crime (updated 10 June 2024)
- Data Protection Act 2018
- EU General Data Protection Regulations (GDPR).

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