



# BOROUGH OF RUSHMOOR

To the Mayor and Members of the Council,

**YOU ARE HEREBY SUMMONED** to attend a Meeting of the Council to be held at the Council Offices, Farnborough on ***Thursday, 6th July, 2023 at 7.00 pm*** for the transaction of the business set out on the Agenda given below.

## A G E N D A

1. **MINUTES –** (Pages 1 - 14)

To confirm the Minutes of the Annual Meeting of the Council held on 23rd May 2023 (copy attached).

2. **MAYOR'S ANNOUNCEMENTS –**

3. **STANDING ORDER 8 - QUESTIONS –**

To receive any questions by Members submitted in pursuance of Standing Order 8 (3).

#### 4. **NOTICE OF MOTION - BRITISH GURKHA VETERANS - WELFARE ISSUES –**

To consider the following Notice of Motion, which has been submitted by Cllr Dhan Sarki pursuant to Standing Order 9 (1):

“The Council welcomes its role in implementing the Armed Forces Covenant set out in the Armed Forces Act 2021.

However, the Council is conscious of the considerable number of Gurkha veterans living in the Borough, who were enlisted into the Brigade of Gurkhas between 1948 and 1993, who face disadvantages due to lower rate of pension credit. This equates to many of them are living in the borough in poor circumstances and require additional support from the Council to ensure there is no disadvantage; however, the services delivered do not fully compensate for the disadvantage. Gurkha Pensions and Welfare Issues are still under negotiation between the British and Nepal Governments.

Given that this Council must fulfil the Armed Forces Duty and ensure no disadvantage, this Motion requests that:

- The Leader of the Council writes to the government to raise concerns about the housing and health challenges facing Gurkha veterans and their families.
- The Scrutiny committee review our approach to supporting the Armed Forces generally in relation to the Armed Forces Covenant.”

#### 5. **RECOMMENDATIONS OF THE CABINET AND COMMITTEES –**

To consider the recommendations of the Cabinet and Committees in relation to the following items:

- 1) **Rushmoor Homes Limited Business Plan Update 2023 to 2028 –** (Pages 15 - 48)

To receive a report from the Cabinet (copy attached – Annex 1) which sets out a report prepared by the Council's local housing company, Rushmoor Homes Limited, containing a five year plan for the development of the business. Cllr D.E. Clifford, the Leader of the Council will introduce this item.

- 2) **Council Plan 2023-26 –** (Pages 49 - 70)

To receive a report from the Cabinet (copy attached – Annex 2) which recommends the approval of an update to the three year Council Plan. Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder, will introduce this item.

3) **Appointment of Independent Person for Standards – (Pages 71 - 74)**

To receive a report from the Corporate Governance, Audit and Standards Committee (copy attached – Annex 3) which recommends the Council to confirm the appointment of Mr. Matt Smith as the Council's Designated Independent Person for Standards for a period of three years. Cllr P.J. Cullum, Chairman of the Corporate Governance, Audit and Standards Committee will introduce this item.

6. **QUESTIONS FOR THE CABINET –**

To receive any questions by Members to Cabinet Members submitted in accordance with the Procedure Note.

7. **REPORTS OF CABINET AND COMMITTEES – (Pages 75 - 106)**

To receive and ask questions on the Reports of the following Meetings (copy reports attached):

<b>Cabinet</b>	18th April. 2023 6th June 2023
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**Committees**

Development Management	26th April 2023
Corporate Governance, Audit and Standards	1st June 2023
Development Management	7th June 2023
Development Management	21st June 2023

8. **REPORT OF OVERVIEW AND SCRUTINY COMMITTEE – (Pages 107 - 112)**

To note the Report of the following meeting (copy reports attached):

Overview and Scrutiny Committee	15th June 2023
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P. SHACKLEY  
Chief Executive

Council Offices  
Farnborough  
Hampshire GU14 7JU

Wednesday 28 June 2023

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# BOROUGH OF RUSHMOOR

**ANNUAL MEETING OF THE COUNCIL** held at the Council Chamber, Council Offices, Farnborough on Tuesday, 23rd May, 2023 at 7.00 pm.

The Worshipful The Mayor (Mr J.H. Marsh (Chairman))  
The Deputy Mayor (Cllr C.P. Grattan (Vice-Chairman))

Cllr Abe Allen  
Cllr Jessica Auton  
Cllr Jib Belbase  
Cllr C.W. Card  
Cllr D.E. Clifford  
Cllr K. Dibble  
Cllr Christine Guinness  
Cllr Peace Essien Igodifo  
Cllr G.B. Lyon  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr M.J. Roberts  
Cllr M.L. Sheehan  
Cllr Sarah Spall  
Cllr P.G. Taylor  
Cllr S. Trussler  
Cllr Becky Williams

Cllr Gaynor Austin  
Cllr Mrs. D.B. Bedford  
Cllr J.B. Canty  
Cllr Sue Carter  
Cllr P.J. Cullum  
Cllr A.H. Gani  
Cllr Michael Hope  
Cllr Halleh Koohestani  
Cllr Nadia Martin  
Cllr Marina Munro  
Cllr Sophie Porter  
Cllr Dhan Sarki  
Cllr M.D. Smith  
Cllr Calum Stewart  
Cllr Nem Thapa  
Cllr Jacqui Vosper  
Cllr Gareth Williams

Honorary Alderman Sue Dibble  
Honorary Alderman A.E.A. Gardiner  
Honorary Alderman D.M. Welch

Apologies for absence were submitted on behalf of Cllr A. Adeola, Cllr Jules Crossley, Cllr T.W. Mitchell and Cllr M.J. Tennant.

Before the start of the Meeting, the Mayor's Chaplain (Major Ted Benneyworth) led Members in prayer.

## 1. **ELECTION OF THE MAYOR OF THE BOROUGH**

Nominations were invited for the election of the Mayor of the Borough for the Municipal Year 2023/24. It was MOVED by Cllr Christine Guinness; SECONDED by Cllr Diane Bedford - That Cllr Clive Patrick Grattan be elected Mayor of the Borough to hold office until the Annual Meeting of the Council in 2024.

**RESOLVED:** That Councillor **CLIVE PATRICK GRATTAN** be elected Mayor of the Borough to hold office until the Annual Meeting of the Council in 2024.

The Mayor then made his Declaration of Acceptance of Office in accordance with Section 83 of the Local Government Act, 1972 and took the Chair.

## **THE MAYOR (CLLR C.P. GRATTAN) IN THE CHAIR**

The Mayor expressed his pride at the honour of being elected Mayor and first citizen of the Borough of Rushmoor. He thanked his proposer and seconder for their kind words and the Council for supporting his nomination. The Mayor signified the appointment of Mrs June Smith as his Mayoress and Mr David Betts as the Mayor's Chaplain.

The Mayor announced that he would be supporting Oak Farm Pre-School and Crohn's and Colitis UK as his charities for the year ahead.

### **2. VOTE OF THANKS**

It was MOVED by Cllr S.J. Masterson; SECONDED by Cllr K. Dibble and

**RESOLVED:** That the Council place on record its appreciation of the excellent service rendered by Councillor John Henry Marsh as Mayor of the Borough during the Municipal Year 2022/23.

The Mayor congratulated Mr Marsh and presented him with a framed, illuminated scroll, together with a Past Mayor's Badge. The Mayor also presented Mr Marsh with a long service badge to mark 42 years' service in local government.

Other Councillors paid tribute to Mr Marsh's successful Mayoral Year.

In response, Mr Marsh thanked the proposer and seconder for their kind words. He referred to the memorable year that he had experienced as Mayor and said that it had been an absolute honour for him. Mr Marsh referred to some particular highlights of the Mayoral Year and was pleased to report that £7,000 had been raised for his charities (Phyllis Tuckwell and Parity for Disability). He thanked Mr Terry Owens for Chairing his Charity Fundraising Committee and the members of the Committee for all their work during the year.

Mr Marsh thanked his Chaplain, Major Ted Benneyworth, who had been a great support to him.

### **3. ELECTION OF THE DEPUTY MAYOR**

The Mayor invited nominations for the election of the Deputy Mayor of the Borough. It was MOVED by Cllr P.G. Taylor; SECONDED by Cllr Peace Essien Igodifo – That Cllr Mara Makunura be elected Deputy Mayor of the Borough to hold office until the Annual Meeting of the Council in 2024.

**RESOLVED:** That Councillor **MARA MAKUNURA** be elected Deputy Mayor of the Borough to hold office until the Annual Meeting of the Council in 2024.

Cllr Mara Makunura then made her Declaration of Acceptance of Office.

The Deputy Mayor thanked her proposer and seconder for their kind words and the Council for the confidence placed in her and then proceeded to signify the appointment of her daughter, Miss Salwexeya Makunura, as her Deputy Mayoress. She pledged her support to the Mayor in the coming year.

#### 4. **MINUTES**

It was MOVED by Cllr M.L. Sheehan; SECONDED by Cllr P.G. Taylor and

**RESOLVED:** That the Minutes of the Ordinary Meeting of the Council on 20th April 2023 (copy having been circulated previously) be taken as read, approved and signed as a correct record.

#### 5. **RETURNING OFFICER'S REPORT**

The Returning Officer, Mr. P. Shackley, submitted his report on the results of the Borough Council Elections held on Thursday, 4th May 2023 (appended to these minutes).

The Mayor congratulated all Members who had been re-elected and extended a warm welcome to the new councillors: Cllrs Abe Allen, Halleh Koohestani, Gareth Lyon, Dhan Sarki, Becky Williams and Gareth Williams. The Mayor also extended the Council's thanks and appreciation for the service given to the Council and the Borough by Cllrs Peter Crerar (who had served for 20 years) and Adrian Newell (who had served for eight years) who had been unsuccessful in being re-elected.

**RESOLVED:** That the report be noted.

#### 6. **MAYOR'S COMMUNICATIONS**

(1) The Mayor reported that he was proposing to hold a number of fundraising events during his Mayoral Year for his charities – Oak Farm Pre-School and Crohn's and Colitis UK. These events would include quiz nights, a barbecue and a barn dance. Further information on a series of fundraising events would be circulated in due course.

(2) The Mayor referred to his first engagements as Mayor, which included:

- welcoming some citizens of Oberursel to the Borough on 25th May;
- the Faith, Country and Nation event at the Mubarak Mosque in Tilford on 26th May;
- Gurkha Cup on 28th May;
- Farnborough Donkey Derby on 29th May;
- Garrison and Community Health Fair on 31st May; and
- Sounding Retreat event organised by HQ Aldershot Garrison on 14th June

7. **APPOINTMENT OF EXECUTIVE HEAD OF FINANCE AS SECTION 151 OFFICER**

The Mayor advised Members that the Council had a statutory requirement to appoint a Section 151 Officer (Chief Finance Officer) with responsibility for the administration of the financial affairs of the Council. Under the Officer Employment Procedure Rules, the designation of an officer as the Council's Section 151 Officer was made by the Council and approval was sought to designate a new Executive Head of Finance as the Section 151 Officer following the departure of the current Interim Executive Head of Finance.

It was MOVED by Cllr P.G. Taylor; SECONDED by Cllr Christine Guinness – That the Executive Head of Finance, Mr Peter Vickers, be approved as the Council's Section 151 Officer from the commencement of his employment in September 2023. There voted FOR: 33; AGAINST: 0 and the Recommendation was **DECLARED CARRIED**.

8. **APPOINTMENT OF THE LEADER OF THE COUNCIL**

It was MOVED by Cllr M.L. Sheehan; SECONDED by Cllr G.B. Lyon - That Cllr D.E. Clifford be appointed Leader of the Council to hold office until the Annual Meeting of the Council in 2024.

There voted FOR: 22; AGAINST: 0 and the Motion was **DECLARED CARRIED**.

9. **APPOINTMENTS**

It was MOVED by Cllr M.L. Sheehan and SECONDED by Cllr D.E. Clifford – That

(1) **Cabinet**

It be noted that the following appointments of Cabinet Portfolio Holders and the Deputy Leaders of the Council for the Municipal Year 2023/24 had been made by the Leader of the Council:

Cllr M.L. Sheehan	Deputy Leader and Operational Services
Cllr M.J. Tennant	Deputy Leader and Major Projects and Property
Cllr J.B. Canty	Customer Experience, Transformation and Corporate
Cllr Sue Carter	Democracy, Strategy and Partnerships
Cllr G.B. Lyon	Planning and Economy
Cllr P.G. Taylor	Finance

(2) **Committees**

The Appointments to Committees for the Municipal Year 2023/24 be approved as follows in accordance with the allocations to achieve political balance:



## **DEVELOPMENT MANAGEMENT COMMITTEE**

### **Voting Members**

Conservative: 7

Labour: 4

Cllr Jib Belbase  
Cllr P.J. Cullum  
Cllr A.H. Gani  
Cllr Michael Hope  
Cllr S.J. Masterson  
Cllr Marina Munro  
Cllr Calum Stewart

Cllr C.P. Grattan  
Cllr Halleh Koohestani  
Cllr Sophie Porter  
Cllr Dhan Sarki

### **Standing Deputies:**

Conservative:  
Cllr Mrs D.B. Bedford  
Cllr S. Trussler

Labour:  
Cllr Christine Guinness  
Cllr Gareth Williams

**NOTE:** The Cabinet Member with responsibility for planning matters is to be an ex officio non-voting member of the Development Management Committee.

## **CORPORATE GOVERNANCE, AUDIT AND STANDARDS COMMITTEE**

### **Voting Members**

Conservative: 6

Labour: 4

Liberal Democrat: 1

Cllr A. Adeola  
Cllr P.J. Cullum  
Cllr A.H. Gani  
Cllr Nem Thapa  
Cllr S. Trussler  
Cllr Jacqui Vosper

Cllr Christine Guinness  
Cllr Nadia Martin  
Cllr Sarah Spall  
Cllr Gareth Williams

Cllr C.W. Card

### **Standing Deputies:**

Conservative:  
Cllr S.J. Masterson  
Cllr Peace Essien-Igodifo

Labour:  
Cllr Keith Dibble  
Cllr C.P. Grattan

Liberal Democrat:  
Cllr T.W. Mitchell

## **OVERVIEW AND SCRUTINY COMMITTEE**

### **Voting Members**

Conservative: 7

Labour: 4

Cllr A. Adeola  
Cllr Jessica Auton  
Cllr D.B. Bedford  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr M.D. Smith  
Cllr S. Trussler

Cllr Gaynor Austin  
Cllr Jules Crossley  
Cllr Keith Dibble  
Cllr Sophie Porter

### **Standing Deputies:**

Conservative:  
Cllr P.J. Cullum  
Cllr Nem Thapa

Labour:  
Cllr Abe Allen  
Cllr Gareth Williams

## **POLICY AND PROJECT ADVISORY BOARD**

### **Voting Members**

Conservative: 6

Labour: 4

Liberal Democrat: 1

Cllr Jessica Auton  
Cllr Jib Belbase  
Cllr Peace Essien Igodifo  
Cllr Michael Hope  
Cllr Marina Munro  
Cllr Calum Stewart

Cllr Abe Allen  
Cllr M.J. Roberts  
Cllr Becky Williams  
Cllr Gareth Williams

Cllr T.W. Mitchell

### **Standing Deputies:**

Conservative:  
Cllr P.J. Cullum  
Cllr Jacqui Vosper

Labour:  
Cllr Gaynor Austin  
Cllr Halleh Koohestani

Liberal Democrat:  
Cllr C.W. Card

### **(3) Chairmen and Vice-Chairmen of the Committees**

The appointment of the following Chairmen and Vice-Chairmen of the Committees, as set out below, be approved:

#### **Development Management**

Chairman	-	Cllr S.J. Masterson
Vice-Chairman	-	Cllr Marina Munro

### **Corporate Governance, Audit and Standards**

Chairman - Cllr P.J. Cullum  
Vice-Chairman - Cllr S. Trussler

#### **(4) Chairmen of the Overview and Scrutiny Committee and the Policy and Project Advisory Board**

The appointment of the Chairmen of the Overview and Scrutiny Committee and the Policy and Project Advisory Board as set out below, be approved:

#### **Overview and Scrutiny Committee**

Chairman - Cllr M.D. Smith

#### **Policy and Project Advisory Board**

Chairman - Cllr Marina Munro

#### **(5) Management Boards**

The appointments to the Management Boards for the Municipal Year 2023/24, as follows, be approved:

#### **The Aldershot Recreation Ground Trust**

Cllr Mrs D.B. Bedford	Cllr K. Dibble	Cllr S. Trussler
Standing Deputy:	Cllr Nadia Martin	

#### **King George's Field, Farnborough Trust**

Cllr Calum Stewart	Cllr Gareth Williams	Cllr P.J. Taylor
Standing Deputy:	Cllr Mara Makunura	

#### **The Alfred Henry Goode Will Trust**

Cllr D.E. Clifford	Cllr Nadia Martin	Cllr Sophie Porter
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There voted FOR: 33; AGAINST: 0 and the Motion was **DECLARED CARRIED**.

The meeting closed at 8.15 pm.

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## ANNUAL COUNCIL MEETING – 23RD MAY 2023

RUSHMOOR BOROUGH COUNCIL ELECTIONS  
4TH MAY 2023

## REPORT OF THE RETURNING OFFICER

## ALDERSHOT PARK

No. of Electors  
5067No. of Ballots Completed  
1381Percentage  
27.3%

## RESULT OF POLL

Surname  
**ARMITAGE**  
**MORRELL**  
**PORTER**Other Names  
David Anthony  
James Samuel  
*Sophie Lee'Ann*Total No. of Votes  
298  
85  
987Candidate Elected  
SOPHIE LEE'ANN PORTER

## CHERRYWOOD

No. of Electors  
5095No. of Ballots Completed  
1472Percentage  
28.9%

## RESULT OF POLL

Surname  
**GUINNESS**  
**PUN**Other Names  
*Christine Avril*  
SumanTotal No. of Votes  
994  
470Candidate Elected  
CHRISTINE AVRIL GUINNESS

## COVE AND SOUTHWOOD

**No. of Electors**  
5436

**No. of Ballots Completed**  
1658

**Percentage**  
30.5%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
<b>CAWSEY</b>	Paul Andrew	117
<b>GRINTER</b>	Kieran James	489
<b><i>MASTERSON</i></b>	<i>Stephen John</i>	794
<b>MITCHELL</b>	Emily Rebecca	246

**Candidate Elected**  
STEPHEN JOHN MASTERSON

## EMPRESS

**No. of Electors**  
4663

**No. of Ballots Completed**  
1761

**Percentage**  
37.8%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
<b>CARD</b>	Leola Jane	372
<b>DALE</b>	Helen	593
<b>SIMPSON</b>	Ian Michael Brumwell	82
<b>WILLIAMS</b>	Gareth Idris	707

**Candidate Elected**  
GARETH IDRIS WILLIAMS

## FERNHILL

**No. of Electors**  
5112

**No. of Ballots Completed**  
1560

**Percentage**  
30.5%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
<b>ALLEN</b>	Abe Michael Terry	822
<b>AMOS</b>	Leonard Matthew John	583
<b>WHYMAN</b>	Jill	151

**Candidates Elected**  
ABE MICHAEL TERRY ALLEN

## KNELLWOOD

No. of Electors  
5600

No. of Ballots Completed  
2245

Percentage  
40.1%

### RESULT OF POLL

Surname	Other Names	Total No. of Votes
<b>CRAGG</b>	Tadeusz Osborne	636
<b>JOYCE</b>	Kevin Robert	115
<b>STEWART</b>	<i>Calum James</i>	863
<b>TROTTER</b>	Mark	623

**Candidate Elected**  
CALUM JAMES STEWART

## MANOR PARK

No. of Electors  
5488

No. of Ballots Completed  
2030

Percentage  
37%

### RESULT OF POLL

Surname	Other Names	Total No. of Votes
<b>CRERAR</b>	<i>Peter Ian Charles</i>	921
<b>WILLIAMS</b>	Rebecca Jane	1103

**Candidate Elected**  
REBECCA JANE WILLIAMS

## NORTH TOWN

No. of Electors  
5006

No. of Ballots Completed  
1400

Percentage  
27.97%

### RESULT OF POLL

Surname	Other Names	Total No. of Votes
<b>AUSTIN</b>	<i>Gaynor Frances</i>	1022
<b>BROWN</b>	Richard	301
<b>CHRISTODOULOU</b>	Glenn Alexander	67

**Candidate Elected**  
GAYNOR FRANCES AUSTIN

## ROWHILL

**No. of Electors**  
4981

**No. of Ballots Completed**  
1792

**Percentage**  
35.98%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
<b>HILLIAR</b>	Alan Richard	254
<b>KOOHESTANI</b>	Halleh	866
<b>NEWELL</b>	<i>Adrian Robert</i>	660

**Candidate Elected**  
HALLEH KOOHESTANI

## ST JOHN'S

**No. of Electors**  
4966

**No. of Ballots Completed**  
1658

**Percentage**  
33.4%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
<b>CULLUM</b>	<i>Peter James Gordon</i> <i>Edward McGready</i>	747
<b>O'DOWD-BOOTH</b>	Olive Jane	165
<b>WARNER</b>	Julia Louise	733

**Candidate Elected**  
PETER JAMES GORDON MCGREADY CULLUM

## ST MARK'S

**No. of Electors**  
5277

**No. of Ballots Completed**  
1606

**Percentage**  
30.43%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
<b>JONES</b>	Barry	268
<b>KOHER CHOWDHURY</b>	Abul	554
<b>MITCHELL</b>	<i>Thomas William</i>	774

**Candidate Elected**  
THOMAS WILLIAM MITCHELL



## WELLINGTON

**No. of Electors**  
4533

**No. of Ballots Completed**  
1154

**Percentage**  
25.46%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
HARTLEY	Mary Ann	414
LUNN	Aidan David	66
LYDDALL	Ryan Christopher	22
SARKI	Dhan Bahadur	652

**Candidate Elected**  
DHAN BAHADUR SARKI

## WEST HEATH

**No. of Electors**  
4767

**No. of Ballots Completed**  
1521

**Percentage**  
31.9%

### RESULT OF POLL

<b>Surname</b>	<b>Other Names</b>	<b>Total No. of Votes</b>
FRANCIS	Gavin Raymond	607
FRASER-FLEMING	Charles Dennis	194
LYON	Gareth Benjamin	634
NEVILLE	Edward John	77

**Candidates Elected**  
GARETH BENJAMIN LYON

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**ANNEX 1**

**COUNCIL MEETING – 6TH JULY 2023**

**AGENDA ITEM 5 (1)**

**RUSHMOOR HOMES LIMITED BUSINESS PLAN UPDATE 2023-2028**

A report from the meeting of the Cabinet held on 18th April 2023.

**SUMMARY AND RECOMMENDATIONS:**

This report presents Rushmoor Housing Ltd.'s Business Plan covering the period 2023-2028 and associated Shareholder Report.

**It is RECOMMENDED that** the Council approves the Business Plan for the period 2023-2028 as set out in Appendix 1.

**1. INTRODUCTION**

- 1.1. Rushmoor Homes Limited was incorporated in April 2020, it is owned, controlled, and funded by Rushmoor Borough Council. The purpose of the company is to develop and acquire a portfolio of residential properties for letting in the local housing market.
- 1.2. The company governance arrangements require a rolling five-year Business Plan to be approved by the council and a subsequent shareholder report half yearly.
- 1.3. This report presents a summary of Business Plan for 2023- 2028 which is attached as Appendix 1, and which was considered and supported by the Cabinet at its meeting on 18th April.
- 1.4. The capital funding for this Business Plan was agreed as part of the council's budget on the 23rd February 2023.

**2. BACKGROUND**

- 2.1. The council supports the company by providing development sites, development finance and the core staff team.

- 2.2. The Business Plan approval process plays a key role in ensuring high standards of oversight and governance are achieved for both the company and the council as its only shareholder. The document provides the company's Board and the council's Cabinet with the information needed to assess the company's progress, how the company manages strategic and operational risks and ensures that the financial interests of both parties are protected.
- 2.3. The business planning process allows the council to influence the company's objectives and identify where the company can support the council in achieving its objectives, for example in managing temporary accommodation for refugees. It also provides detailed information on the company's funding requirements which, in turn, informs the council's budget processes.

### **3. Market Review**

- 3.1. National and local housing markets have seen inflationary challenges over the last 12 months which have increased the cost of delivering Rushmoor Homes Ltd. capital programme. In addition, rents have also increased substantially which has worked to offset the impact of increased costs generally.
- 3.2. The company's managing agent LRG Romans provides the Board with regular market profiles and updates for the borough of Aldershot and Farnborough; this report is included in the Business Plan (appendix 2).
- 3.3. Based on the information in these reports it is clear that demand for private market rented properties in the company's area of operation remains high and the company's strategy to deliver a portfolio of 1 & 2 bed flats targeted at small households with incomes of £30k - £60k p.a. remains valid.
- 3.4. In response to identified demand and site capacity, the Board have agreed to include an element of family housing in the development programme. Subject to planning consents, the programme will deliver 7 family houses in addition to 154 Ship Lane, already let, and 57 Cambridge Road, due to be let in May 2023.

### **4. The Programme**

- 4.1. The programme has been progressed at pace with planning permissions secured for 9a Wellington Street and 69 Victoria Road and other sites in the programme having been submitted for pre application planning advice. The company has acquired 235 High Street in readiness for the development of the High Street site. 57 Cambridge Road has been purchased;

refurbishment works are nearing completion to deliver a 3-bedroom family home.

- 4.2. The company now owns 6 properties and manages 2 additional properties owned by the MOD for refugee households.
- 4.3. To ensure viability, the programme has been re appraised twice since the last Business Plan was approved to ensure, as market conditions changed, the capital programme remained viable. The Cabinet agreement to the Business Plan is not agreement of individual schemes but agreement to an overall programme. Individual schemes will be progressed through the planning process and then subject to the relevant Executive Decision process for disposal if planning is approved. The exact programme may therefore flex depending on those decisions and other issues that may arise. RHL will make decisions within the overall Business Plan envelope on progressing the schemes set out or alternatives. Changes will be reflected in the next Business Plan or by a request to the Council if a substantive amend to the programme is needed.

There have been some changes to the original programme cost plan. The key change is the reduction in the number of units being developed from 60 to 43 (not including the acquisition on 82 Units at Union Yard). A better understanding of site capacity, constraints and design revisions made to achieve some family homes have contributed to the change in numbers and delivery timetable. Also, part of the reason for land/ property disposals to RHL was to ensure best use of the council's assets. In some cases, this has been achieved by the council in alternative ways and disposal is no longer the preferred option. These changes are marginal and do not adversely affect the company's financial profiling. The sites removed from the programme and reasons are listed below:

Site	Reason
Manor Park Lodge	Remains in council ownership, tenanted and generating income.
Windsor Way & Water Lane	Both sites being used by the council for other purposes.
Union Street Car Park	Site generating parking income to the council.
11 Wellington Street	Property let to Karuna Coffee

The following table shows the stage of each site.

Site	Units	Stage
69 Victoria Road	4	Planning granted, preparing for transfer
9a Wellington Street	2	Planning granted, preparing for transfer

235-237 High Street	8	Pre app feedback received, detailed design stage
57 Cambridge Road	1	Refurbishment works on site, expect letting May 23.
Churchill Crescent	13	Pre app feedback received
Manor Park Cottage	4	Pre app feedback received
Fleet Road Scout Hut	3	Pre app feedback received
Redan Road Depot	5	Pre app feedback received
Pool Road Depot	3	Pre app feedback received
<b>Total</b>	<b>43</b>	

## 5. Financial Profile and the Proposed Development Timetable

- 5.1. The company's Profit and Loss, Balance Sheet and Cash Flow Statement are set out in section 7 of the Business Plan and have been derived from the joint Rushmoor Homes Limited and Rushmoor Borough Council Financial Model.

<b>Key Changes:</b>	<b>Last reported</b>	<b>Now reporting</b>	<b>Change</b>
Overall profit	£124m	£136.6m	+£12.6m
Total debt servicing payment to the council	£ 43m	£ 51m	+£8m
Total potential dividend to the council	£100m	£113m	+£13m
Company's asset value by 2027/28	£26.5m	£27.4m	+0.9m
Fully Depreciated cash balance after 65 years	£ 6.4m	£ 7.4m	+1m
Peak debt amount	£29.9m	£32.1m	+£2.2m
Peak debt timetabled	Jan 2030	Aug 2034	+4 years 8 month
Debt cleared	2063	2064	+1 year

### Profit and Loss Statement:

- 5.2. The Profit and Loss Statement shows the total income received from rents and the amounts expended by the organisation for running costs, capital expenditure and debt servicing. Over the 65 years of the model the position shows a healthy profit of £136.6m (£124m previously) before tax and profit distribution. This is an increase of £12.6m or 10% to that reported last year. These increases are due to inflation on both income and costs and some rescheduling of the development programme.

		Model Total over 65 years	Apr-21 Mar-22	Apr-22 Mar-23	Apr-23 Mar-24	Apr-24 Mar-25	Apr-25 Mar-26	Apr-26 Mar-27
<b>Profit &amp; Loss Statement</b>								
	Rental income	£260,241,121	£23,090	£54,301	£86,183	£426,933	£1,411,507	£1,756,338
	Total costs derived from income	-£29,948,418	-£2,748	-£5,688	-£9,014	-£49,627	-£162,611	-£202,252
	Net Rental Income	£230,292,703	£20,343	£48,612	£77,169	£377,306	£1,248,895	£1,554,087
	Operating expenses	-£22,419,095	-£1,731	-£4,274	-£6,297	-£103,831	-£173,500	-£188,763
	Major Repairs costs	-£3,404,163	£0	£0	£0	£0	£0	£0
	Council Management Fee	-£5,582,700	-£107,700	-£120,000	-£84,000	-£84,000	-£84,000	-£84,000
	EBITDA	£198,886,745	-£89,089	-£75,662	-£13,128	£189,475	£991,395	£1,281,323
	Overdraft interest expense	-£50,962,379	-£15,061	-£61,061	-£231,122	-£1,076,567	-£1,541,899	-£1,579,590
	Depreciation charge	-£10,760,954	£0	£0	-£12,884	-£119,769	-£347,880	-£448,005
	S106 Costs	-£545,977	£0	-£41,608	-£437,357	£0	-£67,012	£0
	Gain / (Loss) on Disposal of Property Asset	£0	£0	£0	£0	£0	£0	£0
	Profit after financing cost	£136,617,435	-£104,150	-£178,331	-£694,492	-£1,006,860	-£965,396	-£746,272
	Distributions	-£113,211,139	£0	£0	£0	£0	£0	£0
	Net profit/(loss) in period	£23,406,296	-£104,150	-£178,331	-£694,492	-£1,006,860	-£965,396	-£746,272
<b>Retained earnings</b>								
	Retained earnings - b/f		£0	-£104,150	-£282,481	-£976,973	-£1,983,833	-£2,949,229
	Net profit/(loss) in period		-£104,150	-£178,331	-£694,492	-£1,006,860	-£965,396	-£746,272
	Retained earnings - c/f		-£104,150	-£282,481	-£976,973	-£1,983,833	-£2,949,229	-£3,695,501

5.3. The amount paid to Rushmoor Borough Council for the servicing of debt has changed to reflect the changes in the programme and inflation and now amounts to £51m (£43m previously) with a potential additional £113m (£100m previously) that could be paid as dividends.

5.4. For each of the next 5 years of operation the company runs at a loss as rental income is insufficient to meet debt principal and interest repayments along with continuing running costs. In the short term, until peak debt is reached in August 2034 (Previously January 2030), the company will require cash flow financing from the council to ensure that it remains viable.

### The Balance Sheet

5.5. The balance sheet table shows the value of the assets being brought into the company over the next 5 years and how these are financed. The changes to the programme now show that by 2026/27 the company assets will increase by £0.9m from £26.5m to £27.4m which is financed by loans from the council shown as overdraft financing.

		Model Total over 65 years		Apr-21 Mar-22	Apr-22 Mar-23	Apr-23 Mar-24	Apr-24 Mar-25	Apr-25 Mar-26	Apr-26 Mar-27
<b>Balance Sheet</b>									
<b>Assets</b>									
	Land Value	£17,599,400		£682,300	£1,249,050	£2,587,900	£17,599,400	£17,599,400	£17,599,400
	Property Assets	£0		£0	£350,749	£4,597,079	£8,557,626	£10,280,420	£9,832,415
	Total Non-current Assets	£17,599,400		£682,300	£1,599,799	£7,184,979	£26,157,026	£27,879,820	£27,431,815
	Receivables	£0		£0	£0	£0	£0	£0	£0
	Cash	£7,392,135		£0	£0	£0	£0	£0	£0
	Total Current Assets	£7,392,135		£0	£0	£0	£0	£0	£0
	Total Assets	£24,991,535		£682,300	£1,599,799	£7,184,979	£26,157,026	£27,879,820	£27,431,815
<b>Liabilities</b>									
	Payables	£59,174		£330	£356	£833	£12,852	£14,940	£15,829
	S106 Liability	£0		£0	£0	£154,173	£23,719	£44,675	£11,169
	Interest Payable	£0		£3,629	£45,894	£277,016	£1,305,934	£2,049,612	£2,380,496
	Total Current Liabilities	£59,174		£3,959	£46,250	£432,023	£1,342,506	£2,109,226	£2,407,493
	Overdraft Balance	£0		£782,491	£1,836,030	£7,729,929	£26,798,354	£28,719,823	£28,719,823
	Total Non-current Liabilities	£0		£782,491	£1,836,030	£7,729,929	£26,798,354	£28,719,823	£28,719,823
	Total Liabilities	£59,174		£786,450	£1,882,280	£8,161,951	£28,140,859	£30,829,049	£31,127,316
	Net Assets / (Liabilities)	£24,932,361		£104,150	£282,481	£976,973	£1,983,833	£2,949,229	£3,695,501
<b>Equity</b>									
	Retained Earnings	£24,932,361		£104,150	£282,481	£976,973	£1,983,833	£2,949,229	£3,695,501
	Total Equity	£24,932,361		£104,150	£282,481	£976,973	£1,983,833	£2,949,229	£3,695,501

5.6. The company's peak debt position is pushed out by four years and 8 months from 31<sup>st</sup> January 2030 to 31<sup>st</sup> August 2034 and the total has increased by £2.2m from £29.9m to £32.1m.

5.7. After 65 years, the property assets are fully depreciated with a cash balance that has increased by £1m, from £6.4 (previously reported) to £7.4m contributing to increased total assets of £25m, up from £24.2m the valuation of the property assets is assessed based on the total cost of the purchase price and development cost of the property and for cashflow purposes is depreciated on a straight-line basis over 25 years. Land values are retained at their purchase / transfer price and not depreciated.

The Cash Flow Statement:

5.8. The Cash Flow Statement shows how the income from rents is used. The model anticipates all surplus cash is used to fund loan repayments which produces the zero cash balance from 2022 onwards. Once debt is repaid in full, surplus cash can be distributed to the council as the company's shareholder. From 2026/27 onwards no additional capital debt is anticipated, although loan repayments will remain outstanding until peak debt is reached in 2034 following which debt will start to be repaid.



	Model Total over 65 years	Apr-21 Mar-22	Apr-22 Mar-23	Apr-23 Mar-24	Apr-24 Mar-25	Apr-25 Mar-26	Apr-26 Mar-27
<b>Cash Flow Statement</b>							
Net cash received from rental income	£230,292,703	£20,343	£48,612	£77,169	£377,306	£1,248,895	£1,554,087
Cash paid for Operating Expenses	-£25,762,901	-£1,402	-£4,248	-£5,820	-£91,812	-£171,412	-£187,875
Council Management Fee	-£5,582,700	-£107,700	-£120,000	-£84,000	-£84,000	-£84,000	-£84,000
Net cash from operations	£198,947,102	-£88,759	-£75,636	-£12,651	£201,494	£993,483	£1,282,212
Development CAPEX	-£10,760,954	£0	-£350,749	-£4,259,214	-£4,080,316	-£2,070,674	£0
Land Acquisition Costs	-£17,814,550	-£682,300	-£566,750	-£1,554,000	-£15,011,500	£0	£0
Disposal proceeds	£215,150	£0	£0	£215,150	£0	£0	£0
S106 Payments	-£545,977	£0	-£41,608	-£283,185	-£130,454	-£46,056	-£33,506
Cashflow available for debt service	£170,040,771	-£771,059	-£1,034,743	-£5,893,899	-£19,020,776	-£1,123,248	£1,248,706
Drawdown from Overdraft	£28,721,198	£783,866	£1,053,539	£5,893,899	£19,068,425	£1,921,469	£0
Overdraft interest paid	-£50,962,379	-£11,432	-£18,796	£0	-£47,649	-£798,222	-£1,248,706
Overdraft principal repayment	-£28,721,198	-£1,375	£0	£0	£0	£0	£0
Cashflow after financing costs	£119,078,393	£0	£0	£0	£0	£0	£0
Distributions	-£113,211,139	£0	£0	£0	£0	£0	£0
Net cash flow	£5,867,254	£0	£0	£0	£0	£0	£0
<b>Cash balance</b>							
Cash balance - b/f		£0	£0	£0	£0	£0	£0
Net cash flow	£5,867,254	£0	£0	£0	£0	£0	£0
Cash balance - c/f		£0	£0	£0	£0	£0	£0

## 6. Interest Rates and Inflation

- 6.1 Interest rates currently used in the financial modelling assume the current rate charged to the company by the council at the agreed rate of 5.5% with the council's cost of borrowing at 2.2%. However, these rates may need to be reviewed and it is likely the rate charged to the company will increase as recent interest rates available to the council have increased by from 3.5% and 4.5%, dependant on the length of the loan period.
- 6.2 Stress testing of the company's financial model shows that interest rates over 6.8% cannot be sustained over the long term. Given that inflation and interest rates are anticipated to fall in 2024, it is expected that interest rates will remain at levels that the company is able to sustain over the medium term and life of the Business Plan.

## 7. Performance Measures & Financial Forecasting

- 7.1. For the overall programme, the five years covered by this Business Plan will see the company's debt increase from £786,000 at the end of March 2023 to £31.1m (reported as £27.8m previously) by the end of 2026/27.
- 7.2. Peak Debt for the programme is £32.136 million which occurs in 2034.
- 7.3. The debt is expected to be cleared by 2064, a year later than previously reported.

- 7.4. By 2043/44 the company should be in a position to operate independently of any cash flow loan requirements as it will be in a net profit situation and will commence the repayment of principal on loans.
- 7.5. The following performance indicators are set by the company's Board and are reviewed each time a site is being considered for addition to the programme and as things change, for example to test viability when actual costs delivery differ for assumed costs.
- NPV is positive
  - IRR is greater than 5%
  - Initial Yield is greater than 3%
  - Peak Debt is by or before 2037
  - A profit is returned over 65 years
  - Break even date is by or before 2070
- 7.6. These indicators will need to be reviewed each time a site is being considered for addition to the programme.
- 7.7. For individual sites performance measures are used to evaluate viability. The levels at which a site is deemed suitable are:
- A positive NPV over 65 years
  - A cost of value of less than 90%
  - An IRR of more than 5%
  - AN initial yield of more than 3%
  - Break even date by or before 2070
- 7.8. The Board have the flexibility to agree individual schemes that do not meet all these criteria providing performance indicators for the overall programme and portfolio remain within the agreed parameters and viable. Performance indicators are reported in the Shareholder Report published each October.

## **8. The next five years**

- 8.1. The company portfolio should have increased to 133 new homes by the end of the Business Plan period. Every effort is being made to ensure that these homes are of high quality and meet high standards of thermal efficiency and supports enhanced environmental and biodiversity aspirations in the borough.
- 8.2. The most recent financial modelling exercise reflects increases to the development cost to meet new Building Regulations standards.

- 8.3. The company's procurement process requires labour to be sourced as locally as possible for development and property management activities. Priority is given to property management services which minimise environmental impact. For example, the green credentials of service contractors for block management and day to day maintenance, implemented on the company's behalf by LRG Romans.
- 8.4. As proposed in the previous Business Plan, the Shareholder Agreement has been amended to allow the company to acquire leasehold properties when it is in the company's interest to utilise this option to achieve its objectives.

## **9. Resourcing**

- 9.1. The company's operating costs are funded by loan finance from the council. Expenditure for 2022/23 is estimated at £178k, an increase of £46k on the previous year's expenditure. This increase reflects the increased staff workload to move the programme forward. It is anticipated that this will increase further as the development programme moves to multiple sites in the construction phase and in the preparation required to manage an increased number of properties when Union Yard comes into Management at the end of 2024.

- 9.2 The staff team is made up of RBC employees and charged by RBC on a cost recovery basis:

- Tim Mills Chief Operating Officer
- Zoe Paine Business Manager
- Steve Ward Company Accountant
- Charlie Heavens Programme Manager

Specialist technical support is provided on an interim basis:

- Gareth Dearing Development Manager
- Simon Ross Construction Surveyor

- 9.3 Given the changing demands identified above and the increasing workload for the Company going forward as shareholder representative and the Council's Head of Paid Service I will be arranging a meeting with the Board early in the new municipal year to better understand the Company's resource demands for the next 2 to 3 years to ascertain the extent to which the Council has the capacity to support the Company's staffing requirements moving forward. It is a matter for the Board to assess and outline its resource requirement request to the Council and to determine how to deliver its programme taking account of any resourcing the Council can provide.

## **10. External Advisors**

10.1. Rushmoor Homes Limited has appointed the following external consultants:

- Romans- Managing Agent
- Browne Jacobson- Legal Advisors
- Ridge Partners and Rund Partnership as Employers Agents

## **11. Approval of the Business Plan**

11.1. The Business Plan covers a rolling 5-year period and provides the parameters within which the business operates, it is prepared and approved by the Board and presented to the council as the sole shareholder for approval by the council's Cabinet and Full Council.

11.2. The Business Plan is updated annually or when the business wishes to pursue opportunities outside of the approved parameters. Each development is delivered with its own business case and project plan approved by the Board and the council as shareholder.

## **12. Governance**

12.1. The company's governance arrangements are set out in its Articles of Association, there are some specific governance arrangements in place which are:

- The annual preparation of the Business Plan for approval by the Chief Executive of the Council to present to Cabinet
- Cabinet agrees land disposals set out in the Business Plan, and recommends the budget and investment required to the council.
- Council approves the annual budget, Business Plan and investment required
- The Board provides a half year report to the Chief Executive, as Shareholder Representative which reviews performance against the Business Plan. This can then be presented to the council's Licensing, Audit & General Purposes Committee (governance) and/ or Overview and Scrutiny Committee (performance) depending on the assessment of the Shareholder Representative
- The Chief Executive of the council feeds back any comments from Cabinet, Council PPAB O&S LA&GP to the company as necessary to the Chief Operating Officer of the company.

12.2. The Board is composed of:

- Cllr Paul Taylor
- Cllr Keith Dibble
- Cllr Marina Munro

12.3 An experienced residential development professional is being recruited as Non-Executive Director to strengthen scrutiny and decision making going forward. Following a Board Member skills analysis, Board Members have received training on the residential development process and housing management. The training programme for the next year will be developed following confirmation of the Director's for municipal year 2023/24, appointment of the Non-Executive Director and the re assessment of the Board's skills.

### **13. Risks**

13.1. A Risk Register is monitored quarterly against pre-set thresholds and reported to the Board it includes demand, rental values and rental inflation, sales values, build cost inflation, operational costs and regulatory changes impacting the rental market. The Risk Register can be found in the Business Plan (appendix 3).

13.2. Government recently made changes to the Capital Framework for Local Authorities which amended the regulations in respect of the requirement on Local Authorities to make Minimum Revenue Provision towards repayments of Principal where they are taking on certain types of investment related borrowing. Although it is not anticipated that this will affect borrowing to fund the company, if the council were having to make this provision, it's appetite to fund the company may be affected.

13.3. The company will procure asset valuations to ensure the portfolio is valued accurately at appropriate frequencies.

13.4. The council will be asked to approve actions proposed by the Board to mitigate negative effects of risk. Options that may be considered an exit strategy include winding the company up, selling the company or alternative management options.

## **14. Legal Implications**

- 14.1. Rushmoor Homes Limited has its own legal advisors appointed however, the council has a continuing role in ensuring proper governance and a member of the council's legal team is present at the weekly programme meetings.

## **15. Financial and Resource Implications**

- 15.1. Lending to Rushmoor Homes Limited is a substantial financial commitment for the council but represents opportunities to operate in the local housing market and participate in the regeneration of the town centres.
- 15.2. The success of the company will allow the council to receive interest on its loans.
- 15.3. Staff resources are being considered to ensure the successful delivery of the development programme and future management of the property portfolio.

## **16. Equalities Impact Implications**

- 16.1. There are no equalities issues arising from this report.

## **17. Conclusions**

- 17.1. The Business Plan provides the operational, financial and risk parameters for Rushmoor Homes Limited and sets out a clear plan for the development of the business over the next five-year period. Approving the Business Plan enables Rushmoor Homes Limited to progress the delivery of good quality homes for rent in the borough.

## **Rushmoor Homes Ltd**

### **Business Plan**

**2023 – 2028**

#### **Executive Summary**

Rushmoor Homes Ltd is a limited company wholly owned by Rushmoor Borough Council. Its purpose is to operate in the local housing market to produce a portfolio of residential properties for letting on private market rents.

The company is owned, controlled and funded by Rushmoor Borough Council and is required to prepare an annual business plan for approval by the Council.

This is the company's fourth business plan, and it looks forward five years to set out the company's plans for delivering on its current programme of property acquisition and development, its requirement for funding and its opportunities for growth.

The most significant change to its business plan since last year is the development of the property portfolio to six units delivering an annual rental income of £62,424. In addition, the company has been successful in introducing an element of family accommodation into the development programme, a proposal put forward in the previous business plan.

There have been revisions to the original development programme resulting in sites at Manor Park Lodge, Water Lane, Union Street Car Park and 11 Wellington Street not being taken forward.

Despite the current economic challenges and impact of that to the national and local property market the development programme and business remain viable over the 60-year term of the financial model.

Performance management, risk management, resourcing and governance issues are also covered by the Plan.

## **1.0 Introduction**

- 1.1 As Rushmoor Homes Ltd (RHLtd) approaches its fourth year of operation this new Business Plan sets out the company's strategy for its next five years of operation. It examines trends in the local housing market and considers potential opportunities to expand its business. A revised delivery programme has been prepared that generates revised financial forecasts.
- 1.2 A key factor in the ability of the company to deliver its objectives is its relationship with its only shareholder Rushmoor Borough Council (RBC). The Council provides support to the company by supplying council owned property and land from which the company can create a portfolio of homes for letting on market rents. RBC is also the company's source of finance for its development programme and it provides key members of staff to operate the company and deliver new homes.
- 1.3 This business plan will be submitted to RBC for approval. Through this approval process the Council has an opportunity to influence the company's objectives and targets and identify where the company can assist in meeting Council objectives. The business plan also provides information on the funding required to support RHLtd's activities to inform the Council's budget building process. This business plan reports progress against objectives since the last Business Plan.

## **2.0 RHLtd's Purpose**

- 2.1 RHLtd's purpose remains to participate directly in the housing market to provide good quality homes for private market rent. Its sole shareholder, Rushmoor Borough Council, has objectives around meeting housing need, environmental sustainability, regeneration and achieving financial sustainability. RHLtd aims to support its shareholder in meeting these objectives provided this can be done without compromising the company's financial viability and where, working through a company is the best means for the Council to achieve its desired outcomes.
- 2.2 The company strives to become a highly regarded landlord in the borough, providing tenants with good quality, thermally efficient accommodation supported by an excellent property management service.

## **3.0 RHLtd's Values**

- 3.1 The way in which the company operates is an important part of the business plan. Rushmoor Homes Limited seeks to become a:



- trusted partner of its shareholder, Rushmoor Borough Council
- highly regarded private sector landlord providing quality homes and services
- business that operates with integrity and treats its staff, tenants, contractors and partners with respect always
- learning organisation that acknowledges and learns from mistakes and recognises good work

## **4.0 RHLtd's Objectives**

4.1 Reflecting the purpose set by the Council, the Company's objectives are to:

- take a transfer of existing residential properties owned and let by the Council;
- develop/acquire property to assemble a residential property portfolio that may contain a range of tenures;
- provide quality homes for rent in the private rented market to meet housing need and create a revenue stream providing a return on investment to its Shareholder (the Council);
- remain financially viable and commercially sustainable;
- assist the Council in meeting requirements for affordable housing and temporary accommodation where a company is the best means of achieving the required outcomes;
- assist the Council in meeting its regeneration and sustainability objectives contributing to a greener borough and improvements in the built environment
- provide an efficient landlord service including housing management and maintenance;
- maintain its properties to a standard that meets tenants' reasonable expectations; protects Shareholder reputation and shareholder investment in the company; and
- create saleable, realisable assets should the generation of capital receipts become a priority for its Shareholder.

## **5.0 Market Review**

5.1 Currently RHLtd's activity will be focussed within the borough of Rushmoor and its housing market area.

5.2 RHLtd has been provided with market profiles for Aldershot and Farnborough by its Managing Agent LRG Romans. These can be found in in Appendix One and evidence the continuing demand for private rented accommodation nationally and locally and rental increases which average 11% in the companies area of operation.

- 5.3 Based on the information and evidence contained in these reports RHLtd has concluded its existing strategy of growing a portfolio of primarily one and two bed flats targeted at small households with incomes of between £30,000 and £60,000pa remains valid.
- 5.4 Although the company wishes to assist the Council in meeting local housing need wherever possible, it must continue to establish itself and its financial viability before it can consider introducing any further element of affordable/discounted rent to meet the needs of those on lower incomes without subsidy. Securing Registered Provider status is likely to be the route to achieve this and will be a key issue to be kept under review during the plan period.

## 6.0 The Programme

- 6.1 As the programme has advanced, assumptions about the development potential of sites, the number of units in the programme and the timetable for delivery have been adjusted. Each individual site has been re appraised twice since the last Business Plan was published to ensure, as market conditions changed, that the development programme remained viable overall. There have been some changes to the original cost planning and programming.
- 6.2 A key change to the business plan from that previously reported is the number of units in development. The 2022-2027 Business Plan reported that there were 60 units being developed across 17 sites or individual property acquisitions with the expectation that a further 82 units would be acquired at Union Yard.

- 6.3 The following sites are now, no longer being included within the current development programme:

Site	Reason
Manor Park Lodge	Remains in Council ownership, tenanted and generating income to the Council.
Water Lane	Site being used by the Council for other purposes
Union Street Car Park	Car parking use generating income to the Council
11 Wellington Street	Property let to Karuna Coffee and utilising all floors.

- 6.4 The current development programme will see 43 units developed at the following sites subject to achieving planning permissions. This number has been reduced slightly compared to previous iterations of the development programme because of both a

greater recognition of site capacity constraints and also design revisions made to achieve more family housing provision within RHL's portfolio.

Site	Units	Stage
69 Victoria Road	4	Planning Granted
9a Wellington Street	2	Planning Granted
235-237 High Street	8	Detailed design stage
57 Cambridge Road	1	Refurbishment works being carried out expect letting April 23.
Churchill Crescent	13	Pre app
Manor Park Cottage	4	Pre app
Fleet Road Scout Hut	3	Pre app
Redan Road Depot	5	Pre app
Pool Road Depot	3	Pre app
<b>Total</b>	<b>43</b>	

6.5 In addition to the 43 Unit development programme the company will acquire 82 Units at Union Yard in 2024

6.6 This revised programme summary is shown in appendix two the Key changes are as follows.

- 9a Wellington Street has been added to the programme. This is a council owned property located in Aldershot town centre above a retail unit to be transferred on a leasehold basis. There is potential to convert this to two, one bed flats subject to planning permission.
- At the request of the Council, the scheme at 237 High Street, Aldershot will be expanded to include development of the adjoining property at 235 High Street. This will help the Council meet its aspiration of creating a quality development at this gateway to the town. The company will agree terms for acquiring the property with the adjoining owner.
- Churchill Crescent will be developed as a demonstration project for including environmentally sustainable measures in the build programme. There will be a consequential increase in build costs for this site of around 10% which is reflected in financial modelling for the programme. It is intended that lessons learnt from this project can be applied across the programme, where suitable.
- There is "in principle" agreement for RBC to dispose of 82 completed units at its Union Yard scheme currently under development in Aldershot Town Centre. The cost of acquisition is currently estimated at £15m. However the final cost will be subject to valuation and agreement at the appropriate stage and neither party is contractually bound at this stage.

- 6.7 The staff team have moved the programme forward with experienced consultants and are working to a more accurate programme and cost model. The last report highlighted that whilst the slower pace of delivery had impacted the financial profiling, the incorporate of Union Yard had compensated for this; changes to the timetable since then are marginal and do not adversely impact the financial profile.
- 6.8 Inflationary pressures have been worked through on construction costs. Original cost modelling assumptions were set at circa £1,500 per square meter and have risen to £2,500 - £3,000 per square meter. Whilst this is a significant uplift, the corresponding increases in rental incomes has largely offset this ensuring the viability of the programme.
- 6.9 The company currently has a property portfolio of six units in management generating a gross rental income of £62,424. It includes four properties transferred from the council at 154 Ship Lane, three flats at Arthur Street and two flats at recently acquired 235 High Street. The company also manages two MOD owned properties on behalf of the council as part of the Afghan refugee scheme for which a small management fee is charged.

## 7.0 Financial profile of Proposed Development Timetable

- 7.1 The following tables set out the key income and expenditure for the company together with its requirement for capital. These figures are derived from the joint RHLtd and RBC financial model.

	Model Total over 65 years	Apr-21 Mar-22	Apr-22 Mar-23	Apr-23 Mar-24	Apr-24 Mar-25	Apr-25 Mar-26	Apr-26 Mar-27
<b>Profit &amp; Loss Statement</b>							
Rental income	£260,241,121	£23,090	£54,301	£86,183	£426,933	£1,411,507	£1,756,338
Total costs derived from income	-£29,948,418	-£2,748	-£5,688	-£9,014	-£49,627	-£162,611	-£202,252
Net Rental Income	£230,292,703	£20,343	£48,612	£77,169	£377,306	£1,248,895	£1,554,087
Operating expenses	-£22,419,095	-£1,731	-£4,274	-£6,297	-£103,831	-£173,500	-£188,763
Major Repairs costs	-£3,404,163	£0	£0	£0	£0	£0	£0
Council Management Fee	-£5,582,700	-£107,700	-£120,000	-£84,000	-£84,000	-£84,000	-£84,000
EBITDA	£198,886,745	-£89,089	-£75,662	-£13,128	£189,475	£991,395	£1,281,323
Overdraft interest expense	-£50,962,379	-£15,061	-£61,061	-£231,122	-£1,076,567	-£1,541,899	-£1,579,590
Depreciation charge	-£10,760,954	£0	£0	-£12,884	-£119,769	-£347,880	-£448,005
S106 Costs	-£545,977	£0	-£41,608	-£437,357	£0	-£67,012	£0
Gain / (Loss) on Disposal of Property Asset	£0	£0	£0	£0	£0	£0	£0
Profit after financing cost	£136,617,435	-£104,150	-£178,331	-£694,492	-£1,006,860	-£965,396	-£746,272
Distributions	-£113,211,139	£0	£0	£0	£0	£0	£0
Net profit/(loss) in period	£23,406,296	-£104,150	-£178,331	-£694,492	-£1,006,860	-£965,396	-£746,272
<b>Retained earnings</b>							
Retained earnings - b/f		£0	-£104,150	-£282,481	-£976,973	-£1,983,833	-£2,949,229
Net profit/(loss) in period		-£104,150	-£178,331	-£694,492	-£1,006,860	-£965,396	-£746,272
Retained earnings - c/f		-£104,150	-£282,481	-£976,973	-£1,983,833	-£2,949,229	-£3,695,501

7.2 7.The Profit and Loss Statement shows the total income received from rents and the amounts expended by the organisation for running costs, capital expenditure and debt servicing. Over the 65 years of the model the position shows a healthy profit of £136.6m (£124m previously) before tax and profit distribution. This is an increase of £12.2m or 10% to that reported last year. These increases are due to a number of factors including inflation on both income and costs and some rescheduling of the development programme. The amount paid over to Rushmoor Borough Council for the servicing of debt amounts to £51m (£43m previously) with a potential additional £113m (£100m previously) that could be paid as dividends.

7.3 For each of the next 5 years of operation RHL is running at a loss because income from rental is insufficient to meet debt principal and interest repayments along with continuing running costs. In the short term, until peak debt is reached in 2034 (Previously January 2030), RHL will require cash flow financing from RBC to ensure that it remains viable.

	Model Total over 65 years	Apr-21 Mar-22	Apr-22 Mar-23	Apr-23 Mar-24	Apr-24 Mar-25	Apr-25 Mar-26	Apr-26 Mar-27
<b>Balance Sheet</b>							
<b>Assets</b>							
Land Value	£17,599,400	£682,300	£1,249,050	£2,587,900	£17,599,400	£17,599,400	£17,599,400
Property Assets	£0	£0	£350,749	£4,597,079	£8,557,626	£10,280,420	£9,832,415
Total Non-current Assets	£17,599,400	£682,300	£1,599,799	£7,184,979	£26,157,026	£27,879,820	£27,431,815
Receivables	£0	£0	£0	£0	£0	£0	£0
Cash	£7,392,135	£0	£0	£0	£0	£0	£0
Total Current Assets	£7,392,135	£0	£0	£0	£0	£0	£0
Total Assets	£24,991,535	£682,300	£1,599,799	£7,184,979	£26,157,026	£27,879,820	£27,431,815
<b>Liabilities</b>							
Payables	£59,174	£330	£356	£833	£12,852	£14,940	£15,829
S106 Liability	£0	£0	£0	£154,173	£23,719	£44,675	£11,169
Interest Payable	£0	£3,629	£45,894	£277,016	£1,305,934	£2,049,612	£2,380,496
Total Current Liabilities	£59,174	£3,959	£46,250	£432,023	£1,342,506	£2,109,226	£2,407,493
Overdraft Balance	£0	£782,491	£1,836,030	£7,729,929	£26,798,354	£28,719,823	£28,719,823
Total Non-current Liabilities	£0	£782,491	£1,836,030	£7,729,929	£26,798,354	£28,719,823	£28,719,823
Total Liabilities	£59,174	£786,450	£1,882,280	£8,161,951	£28,140,859	£30,829,049	£31,127,316
Net Assets / (Liabilities)	£24,932,361	£104,150	£282,481	£976,973	£1,983,833	£2,949,229	£3,695,501
<b>Equity</b>							
Retained Earnings	£24,932,361	£104,150	£282,481	£976,973	£1,983,833	£2,949,229	£3,695,501
Total Equity	£24,932,361	£104,150	£282,481	£976,973	£1,983,833	£2,949,229	£3,695,501

7.4 The balance sheet shows the value of the assets being brought into RHL in the next 5 years of operation and how those assets are being financed. As can be seen by 2026/27 assets totalling £27.4m (£26.5m previously) will be totally financed by loans (shown as overdraft financing). The current estimate shows that the peak debt position will be reached on 31<sup>st</sup> August 2034 with a debt amount of £32.1m (Previously 31st January 2030 with a debt amount of £29.923m.)

7.5 The Balance sheet position after 65 years of the model shows the property assets fully depreciated with a cash balance of £7.4m (£6.49m previously) contributing to total assets of £25m (£24.2m previously)

	Model Total over 65 years	Apr-21 Mar-22	Apr-22 Mar-23	Apr-23 Mar-24	Apr-24 Mar-25	Apr-25 Mar-26	Apr-26 Mar-27
<b>Cash Flow Statement</b>							
Net cash received from rental income	£230,292,703	£20,343	£48,612	£77,169	£377,306	£1,248,895	£1,554,087
Cash paid for Operating Expenses	-£25,762,901	-£1,402	-£4,248	-£5,820	-£91,812	-£171,412	-£187,875
Council Management Fee	-£5,582,700	-£107,700	-£120,000	-£84,000	-£84,000	-£84,000	-£84,000
Net cash from operations	£198,947,102	-£88,759	-£75,636	-£12,651	£201,494	£993,483	£1,282,212
Development CAPEX	-£10,760,954	£0	-£350,749	-£4,259,214	-£4,080,316	-£2,070,674	£0
Land Acquisition Costs	-£17,814,550	-£682,300	-£566,750	-£1,554,000	-£15,011,500	£0	£0
Disposal proceeds	£215,150	£0	£0	£215,150	£0	£0	£0
S106 Payments	-£545,977	£0	-£41,608	-£283,185	-£130,454	-£46,056	-£33,506
Cashflow available for debt service	£170,040,771	-£771,059	-£1,034,743	-£5,893,899	-£19,020,776	-£1,123,248	£1,248,706
Drawdown from Overdraft	£28,721,198	£783,866	£1,053,539	£5,893,899	£19,068,425	£1,921,469	£0
Overdraft interest paid	-£50,962,379	-£11,432	-£18,796	£0	-£47,649	-£798,222	-£1,248,706
Overdraft principal repayment	-£28,721,198	-£1,375	£0	£0	£0	£0	£0
Cashflow after financing costs	£119,078,393	£0	£0	£0	£0	£0	£0
Distributions	-£113,211,139	£0	£0	£0	£0	£0	£0
Net cash flow	£5,867,254	£0	£0	£0	£0	£0	£0
<b>Cash balance</b>							
Cash balance - b/f		£0	£0	£0	£0	£0	£0
Net cash flow	£5,867,254	£0	£0	£0	£0	£0	£0
Cash balance - c/f		£0	£0	£0	£0	£0	£0

7.6 The Cash Flow Statement shows how the total income from rentals is being utilised. The model anticipates that all available surplus cash is used to fund debt interest and principal repayments in the first instance hence the zero cash balances from 2022 onwards. Once debt is fully repaid surplus cash is available for distribution to RBC as the single shareholder. From 2026/27 onwards no additional capital debt is anticipated however loan interest will remain outstanding until peak debt is reached in 2034 following which debt will start to be repaid.

Notes:

- Development CAP EX = money spent on developing property.
- Land Acquisition Costs = land/property acquisition transferred from RBC to RHL in exchange for a loan note.
- Drawdown from Overdraft is either cash or a loan note used to fund either Development or Land Acquisition as well as cash flow funding to cover income shortfalls in the early years of the organisation.

## Interest Rates and Inflation

7.7 It should be noted that in all of the above tables there is an assumption that the interest rate charged to RHL from RBC is at the current agreed rate of 5.5% and RBC's cost of borrowing is assumed at 2.2%. Given that the recent increase in interest rates will affect the Council's interest rate for its borrowing it is highly likely that the rate charged to RHL will need to be increased. Recent interest rates for RBC borrowing amount to between 3.5% and 4.5% dependent upon the term of the loan and whilst this is expected to reduce over the medium to long term the fact that borrowing will need to be incurred to support RHL expenditure inevitably means that the interest rate charged to RHL will need to be increased at least in the short term.

- 7.8 A number of different scenarios have been modelled to reflect the increase in interest rates to both RHL and RBC and this has indicated that, if all other elements such as costs and income remained constant the RHL would only be able to sustain interest rates below 6.8% over the long term.
- 7.9 However, due to inflationary increases in both income and expenditure the above scenario is unlikely and therefore assumptions have been made in respect of inflation on both costs and income as well as increased interest rates. Given that both inflation levels and rate of interest are anticipated to fall in the medium to long term scenarios have been modelled to reflect this.
- 7.10 For example, if we assume interest rates increase by 3% over the next 3 years revert back to around 1% higher than in the original model for 20 years and for the remainder of the 65 years of the model revert to original model rates – the average interest rates would be RBC 2.6% RHL 5.9%. Furthermore, if we assume over the life of the model both income and cost increase by 5%, we get the following results:
- RHL – returns £34.9m in profits, reaches peak borrowing of £36.23m by August 2036 and attains debt free break even by April 2065.
- RBC – Borrowings of £10.53m at a cost of £1.3m. The total return over the life of the model would amount to £208m an increase of £9.5m from current assumptions.
- 7.11 Interestingly if we increase all income and costs by 10% this improves profitability by a further £4.7m to £39.6m with very similar effects on peak borrowing and debt repayment. RBC would benefit by a further increase in income to £216m with a minimal additional impact of borrowing at £11.7m at a cost of £1.5m in borrowing costs. This is principally due to the fact that the model is highly sensitive to increases in rental income and to increases in the cost of debt where only relatively small increases in either have a marked effect on the overall results.
- 7.12 This gearing effect is borne out by the impact of Union Yard on the overall model. As Union Yard includes a large amount of both income and interest expense on the model the exclusion of Union Yard dramatically affects the overall profitability of the programme. If we exclude Union Yard totally from the above the model the results show that the remaining sites would only be able to sustain long term interest rates of 5.51%. In the event that it becomes apparent that the Union Yard properties were not going to be sold to RHL then a review of the Business Plan would be undertaken and it might be necessary to set higher financial thresholds for schemes to proceed to enable RHL to cope with the higher interest rate.

## **Performance Measures**

- 7.13 Previous business plans included a limited set of performance indicators. These have been reviewed and two sets of measures are proposed for the whole programme and individual sites, some of which will be particularly relevant to the Council as shareholder.

## **The Whole Programme**

- 7.14 For the programme as a whole, the five years covered by this business plan will see the debt incurred by RHL increase from an actual £786,000 at the end of March 2022 to £31.1m (£27.8m previously) by the end of 2026/27.

Peak debt for the programme will occur in year 2034 at an estimated £32.136m.

Debt from the current programme is expected to be cleared by year 2062 (Previously 2061).

Interest payments to RBC are estimated to total £50.962m (£43.252m previously) over 65 years.

- 7.15 The performance indicators (PIs) for the whole programme are as follows

- NPV is £ positive
- IRR is = or > 5%
- initial yield is = or >3%
- Peak Debt by or before 2037
- Returns a profit over 65 years
- Break even date by or before 2070

- 7.16 These indicators are reviewed each time a site is being considered for addition to the programme

## **Performance Measures for sites**

- 7.17 Each site in the programme is measured against similar performance indicators. In determining whether RHLtd should pursue a site and what price it should pay; the sites can be evaluated through the RHLtd/RBC financial model.

The levels at which a site is deemed suitable for the programme are:



- a positive NPV over 65 years
- A cost to value of less than 90%
- An IRR of = or > 5%
- An initial yield of = or > 3%
- Break even date by or before 2070

7.18 The RHLtd Board have flexibility to agree individual schemes that don't meet all these criteria but only if the Performance Indicators for the whole portfolio remain within the agreed parameters.

7.19 These Performance Indicators are reported in the Shareholder Report which is published in October each year.

## **8.0 The next Five Years**

8.1 RHL will continue to pursue its programme of property purchases from Rushmoor BC to produce homes for its target market of small households on incomes between £30,000 and £60,000. By the end of the next five years RHLtd should have a portfolio of 133 units of privately rented accommodation.

### **Sustainability**

8.2 RBC declared a climate emergency in 2019. As part of its climate promise it has a stated aim of making Aldershot and Farnborough greener and more sustainable. RHLtd wishes to support the Council in its aspirations for sustainability and will look to incorporate energy efficiency and environmental sustainability into its development programme.

8.3 Changes to Building Regulations will see all of the company's sites delivered to improved standards for thermal efficiency, furthermore the site at Churchill Crescent has been identified as to ascertain cost implications of further environmental and biodiversity improvements over and above those required by Building Regulations. Initial testing suggests that if sustainability measures add 10% to development costs the impact on the programme's performance is as follows. The additional debt for the five years covered by the business plan (2023-2027) amounts to £280,300. Peak debt will occur in 2035 at £32.397m (compared with 2034 and £32.136m). Debt is expected to clear in 2063 rather than 2062 and interest payment to the Council would increase to £51.825m from £50.962m

### **Diversification**

- 8.4 RHLtd's business plan and development programme are centred around one- and two-bedroom flats at market rents.
- 8.5 The previous business plan stated that the company would consider including a small amount of family homes into the development programme which has been achieved in the pre application submissions for Churchill Crescent, Fleet Road Scout Hut and Pool Road sites and has the potential to provide nine homes suitable for families (subject to planning approval). In management 154 Ship Lane provides a family home and 57 Cambridge Road (currently on site) will provide an additional family home in 2023/24.
- 8.6 In the longer term it may be possible to provide discounted rents with cross subsidy from the company's other schemes. The Board will make decisions on schemes of this nature based on its ability to maintain its loan payments to RBC and discussions with RBC on utilisation of additional revenue for this purpose.

### **Leaseholds**

- 8.7 As proposed in the previous Business Plan the Shareholder Agreement has been amended to allow for the acquisition of leasehold properties, when it is in the company's interest to utilise this option to achieve its principal purpose of providing homes for market rent.

## **9.0 Resourcing**

- 9.1 RHLtd's operating costs, in so far as not being covered by available rental income, are funded by loan finance from Rushmoor Borough Council. Net Expenditure for the current (2022/23) financial year is estimated at £178K (including £61k of interest charges) and it is expected that this level of spend will increase as the programme expands and company activity rises. By 2043/44 the Company should be in a position to operate totally independently from any cash flow loan requirement as it will be in a net profit situation and will commence the repayment of principal on loans.

### **Staffing**

- 9.2 The staff team comprises:
- Tim Mills, Chief Operating Officer
  - Zoe Paine, Business Manager
  - Steve Ward, Company Accountant
  - Charlie Heavens, Programme Manager

Additional support is provided by:

- Gareth Dearing Interim Development Project Manager
- Simon Ross RBC's Interim Construction Surveyor

9.3 All members of the staff team are employed by Rushmoor Borough Council and are charged out to RHLtd on a cost recovery basis. Considering the responsibilities of the post the Business Support Officer role has been changed to Programme Manager.

9.4 The previous business plan raised the need for additional resources with development expertise to deliver the programme. The position of Development Project Manager is funded directly by the company on an interim basis.

### **External Advisors**

9.5 RHLtd has engaged the following external advisors

- LRG Romans - as managing agent to provide tenant and property management services and advice on the rental market
- Browne Jacobson – as legal advisors
- Ridge and Partners and Rund Partnership - as employer's agents

## **10.0 Risks and Exit Strategy**

10.1 A risk register is included at appendix three.

10.2 The government has recently introduced changes to the Capital Framework for local authorities and amended the regulations in respect of the requirement on local authorities to make Minimum Revenue Provision towards repayments of Principal where they are taking on certain types of investment related borrowing. It is not anticipated that this will affect borrowing to fund a wholly owned housing company but the risk that the Council may need to make this provision, and that this might affect the Council's appetite to fund RHLtd is included in the current version of the risk register.

10.3 RHLtd monitors risks monthly. The following risk indicators are considered:

- Demand for rental units - report from Managing Agent Quarterly
- Rental values and rental inflation over time - report from Managing Agent. Current level of rental inflation is set at 2.5% per annum. On the assumption that costs remained constant rental inflation would need to fall below 1.5% per annum before the programme fell into deficit overall.

- Sale values - report from Managing Agent
- Build Cost inflation over time – as this has been in excess of the 5% parameter the programme has been reviewed twice since the last business plan was published.
- Operating costs - Current level of operational expenditure inflation is set to follow RPI. The current level is modelled at an RPI of 10%. The previous business plan explained that increases in RPI would be met by increases in rental income which has been borne out by the rents received and construction cost modelling.
- Regulatory changes affecting the operation of the rental market.
- Interest rate changes (PWLBS rates). The recent increases in borrowing rates will necessitate a review of the market rate that should be charged to RHL. Once this is determined the Business Plan will be reviewed and any amendments necessary agreed with the Council.

10.4 The company will procure asset valuations as required to make sure it has a good understanding of the value of its portfolio.

10.5 If the benchmarks are exceeded and/or the regulatory environment becomes unfavourable or if there are changes in other risk indicators that will have a negative effect on the business plan, the company's financial model will be re-run to quantify the effect.

10.6 If the effect is that the company's ability to generate a profit or repay its debt is impaired, compared with the financial projections contained in its current business plan, the following will be considered

- The possibility of refinancing to reduce interest costs
- A review of operating costs to see if savings can be made
- A review of assets to determine if a sale of a property(ies) will improve performance
- A review of performance of development, management and contractors' performance.
- A review of usage of assets to determine if better value from alternative letting strategies can be achieved

10.7 This quarterly review of risks, any modelling and consequential review of costs and performance will be reported to the Housing Company's Board and if in the view of the Board it is appropriate, the Council as shareholder.

- 10.8 If appropriate the Council will be asked to approve actions proposed by the company to mitigate the negative effects of movements in the risk indicators.
- 10.9 If in the view of the Council as shareholder, there is little prospect of the company mitigating the risks so that it returns to operating within reasonable tolerances of the original baseline model and business plan, the Council may consider options to mitigate its risk and ensure it recovers the maximum value to repay its own borrowing. Options that may be considered are:
- Winding up of the company and disposal of property – This option is highly dependent on the capital values of the property in comparison to debt. Over time it is likely that capital values will grow. However, in early stages there is a risk that values may not cover the Council's debt particularly if there is a significant market down-turn
  - Winding up of the company and retention of the property by the Council as temporary accommodation – The Council is not able to hold rental property in general but can do so for the purposes of providing temporary accommodation. This depends on the need of the Council for such accommodation and the potential income/cost for this accommodation
  - Sale of the company either in whole or to create a joint venture – The value of the company to an existing company in the rental market may represent a better value option particularly in the early stages. The ability of a company already operating in the rental market to share or absorb the overhead costs of management and maintenance may result in a better value proposition. Entering a joint venture may enable the Council to maximise value over the longer term
  - Alternative management options – The Council could explore whether alternative approaches to managing the company in a more arms-length arrangement particularly if alternative markets are being considered could deliver better value
- 10.10 In deciding on what actions to take, the company will need to be fully aware of the value of its assets. There is a risk that the value of schemes in development may not allow full recovery of money spent, therefore, the company is at greatest risk of not being able to raise sufficient funds to pay off its borrowings in the development phase of the programme. In order to secure its position, the Council will need to ensure that appropriate collateral warranties are in place to secure its interests where it may wish to exit or in the event of insolvency.

## **11.0 Approval of the Business Plan**

- 11.1 Rushmoor Borough Council, as sole Shareholder, exercises its influence and control through the Shareholder Agreement which requires Council consent to a range of

company actions; and through its annual consideration and approval of the company's business plan. A limited number of actions are permissible without recourse to the Council to allow ease of operation. The company can enter property transactions and into contracts as set out in the Approved Business Plan.

- 11.2 The Business Plan approval process requires its preparation and approval by the Board of Directors and presentation to the Council as shareholder, with consideration by the Council's Cabinet and Full Council as necessary.
- 11.3 The Plan will cover a rolling five-year period and will be updated annually or when the company wishes to pursue opportunities outside of the parameters of the approved business plan.
- 11.4 Rushmoor Homes Ltd will develop its programme as set out in the approved business plan and develop for each project a business case and project plan which will be prepared and approved by the Board of Directors and the Council as Shareholder.

## **12.0 Governance**

- 12.1 Governance of the company is detailed in the Articles of Association, however, as a company wholly owned by Rushmoor Borough Council there are specific governance arrangements in place.
  - Annually the Board prepares its Business Plan and its budget for the Chief Executive of the Council, as shareholder, to present to the Council's Cabinet.
  - RBC's Cabinet agrees any land disposals required by the Business Plan and recommends the Business Plan, the annual budget and investment required to the Council
  - The Council approves the annual budget Business Plan and investment in the company.
  - The Board prepares a half year report to the Chief Executive, as Shareholder, reviewing progress against the Business Plan. The Shareholder representative determines whether to present these reports to RBC's Licensing, Audit and General Purposes Committee (governance) and/or its Overview and Scrutiny Panel (performance).
  - The Shareholder will feedback comments from Cabinet, Council, PPAB, O&S LA&GP to Rushmoor Homes Ltd as necessary.

## **13.0 The RHLtd Board**

- 13.1 The members of the RHLtd Board are:

- Cllr Paul Taylor
- Cllr Keith Dibble
- Cllr Marina Munro

13.2 The previous business plan stated that at audit of board member skills would be undertaken. This has taken place and highlighted the need for increased development skills and knowledge of residential property development. Training has been provided and the Board have approved the recruitment of a Non-Executive Director with residential development experience.

## **14.0 Conclusions**

14.1 The company has strengthened staff and Board member skills which has allowed the development programme to progress at a good pace, ensuring key programme milestones are met.

14.2 Despite the impact of economic challenges to the construction and housing markets, programme reviews and adjustments mean that the development programme remains viable over the term of the 60-year business model.

14.3 This business plan looks forward to the next five years of operation for RHLtd. During this time the company plans to deliver on its programme of 43 homes on council owned sites and acquire a further 82 homes at Union Yard.

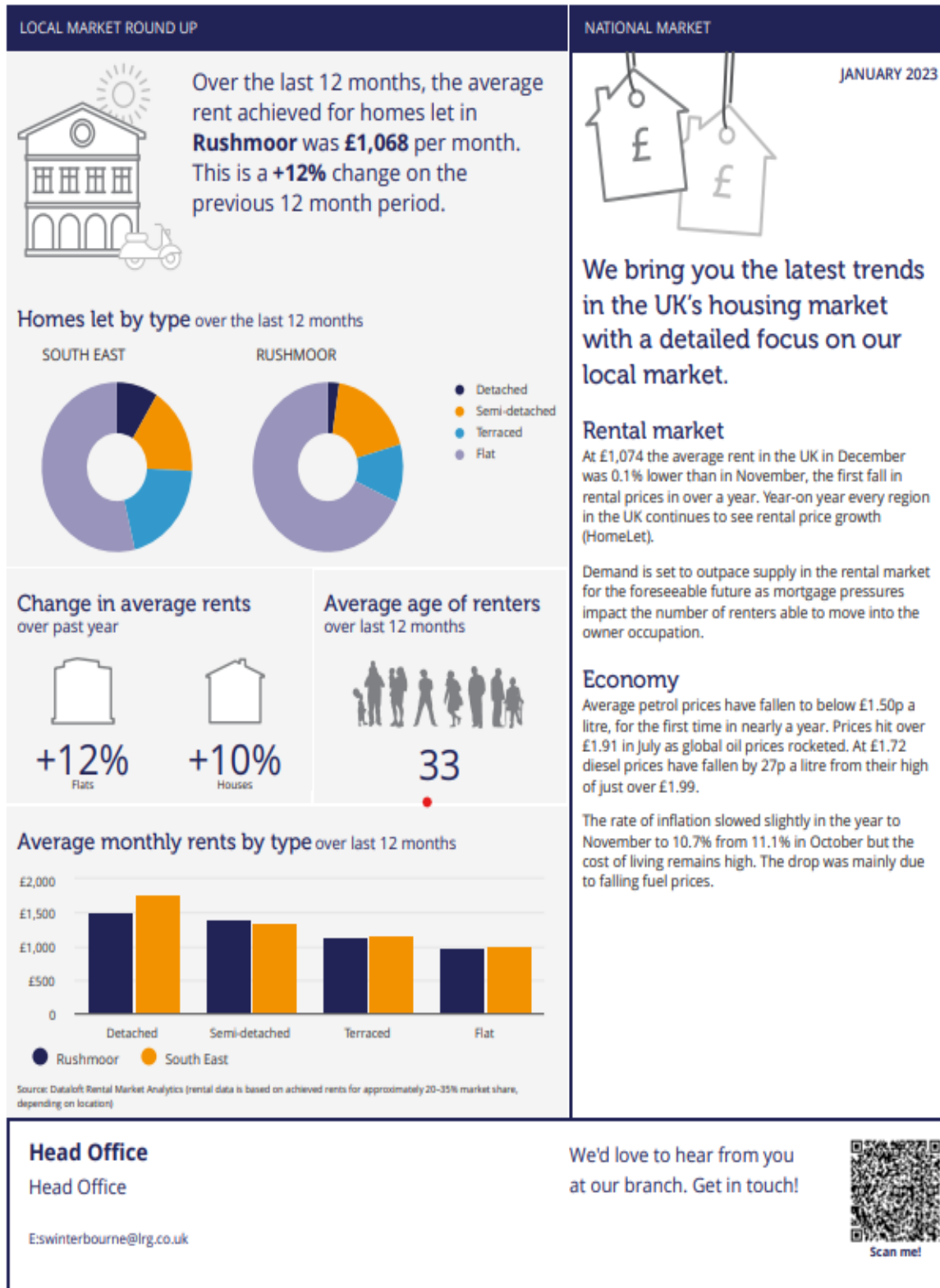
14.4 Effective housing and property management will need to be developed with the company's partner LRG Romans to ensure residents receive the excellent level of service the company aspires to deliver.

14.5 The company's portfolio has started to generate a good level of rental income from the eight properties in management and is on target to have 133 good quality, thermally efficient homes in management and therefore is placed to meet its objective of being a highly regarded landlord in the borough.

## **Appendix One – Market Profiles**



# Local Housing Market Profile



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**dataloftinform**

### Rushmoor Homes Ltd Delivery Programme Forecast (conservative)

[illegible]

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Pa = Planning Application  
Pp = Planning Permission  
A= Cabinet/ Board approval  
T = transfer  
TP - Tender process commences  
C = contract let  
SoS = start on site  
PC = completion  
L = letting  
E = potential drawdown  
A = Aldershot  
F = Farnborough

## **Appendix 3 – Risk Register**

Risk No.	Risk Description	Risk Mitigation Owner	Initial Risk Value			Risk Action	Actions	Residual Value			Date Closed
			Likelihood	Impact	Risk Value			Likelihood	Impact	Risk Value	
1	Increase in Public Works Loan Board interest charges		4	4	16	TREAT (Mitigate to reduce risk, controls)	Reprofile business plan, with sensitivities, to understand interest rate risk impact, keep a live exit strategy, explore other funding sources	4	3	12	
2	Changes in national policies restrict RBC's ability to fund including the need to make Minimum Revenue Provision in relation to its borrowing to fund RHLtd		2	3	6	TREAT (Mitigate to reduce risk, controls)	Reprofile business plan to review impact. Consider alternative funding sources. Consider disposals and exit strategy.	2	2	4	
3	Changes in local priorities restrict RBC's ability to fund including if there was a need to make Minimum Revenue Provision in relation to its borrowing to fund RHLtd		3	4	12	TREAT (Mitigate to reduce risk, controls)	Reprofile business plan to review impact. Consider alternative funding sources. Consider disposals and exit strategy.	3	3	9	
4	Reduced rental values - downturn in market and risk of introduction of rent controls		3	3	9	TREAT (Mitigate to reduce risk, controls)	Consistent monitoring of rental market and business plan to determine if sale of property is appropriate.	2	3	6	
5	Reduced capital growth rate		1	3	3	TERMINATE (eliminate risk)	Have a live exit strategy in place, and review continued investment appetite	1	2	2	
6	Repairs costs rising		3	4	12	TREAT (Mitigate to reduce risk, controls)	A good understanding of the condition of the property in the portfolio and age and replacement date of building elements Keep under review to determine whether sale of property is appropriate. Tender repairs contract regularly.	3	3	9	
7	Increase in construction costs significantly above assumptions in Business Plan		3	3	9	TERMINATE (eliminate risk)	Re run business plan to understand impact. Open tendering of construction contracts and consider use of fixed price contracts. Consider disposals and exit strategy, if costs will not be covered by rents	3	2	6	
8	Poor project management leading to cost increases/delays/		2	3	6	TREAT (Mitigate to reduce risk, controls)	Assess need for external project management expertise. Thoroughly risk assess project prior to commencement and during construction period. Be clear about contractual responsibilities and include provision in scheme costs for client variations or do not permit client changes once contract is signed	1	2	2	
9	Business plan not performing as expected		2	3	6	TREAT (Mitigate to reduce risk, controls)	Review underlying assumptions, and assess if relevant in current climate, rerun with sensitivities to provide options , and implement strategic changes	2	2	4	
10	Changes to taxation, corporation tax, SDLT, VAT		1	3	3	TREAT (Mitigate to reduce risk, controls)	Take advice as to options to change business model to mitigate impact of taxation changes	1	2	2	
11	Expansion opportunities limited		1	3	3	TREAT (Mitigate to reduce risk, controls)	Review underlying assumptions, and assess if relevant in current climate, rerun with sensitivities to provide options , and implement strategic changes	1	2	2	
12	Limited capacity to deliver programme - skills and expertise		3	3	9	TREAT (Mitigate to reduce risk, controls)	Consider costs of acquiring staff with relevant skills, training options, use of consultants. Re run business plan with these additional costs and adjust business plan outcomes.	2	2	4	
13	Operational risks - bad debts, damage to property, voids		3	3	9	TREAT (Mitigate to reduce risk, controls)	Specify rigorously and employ a suitably qualified managing agent. Careful tenant selection. Tenant support.	2	2	4	

## ANNEX 2

## COUNCIL MEETING – 6TH JULY 2023

## AGENDA ITEM NO. 5 (2)

## COUNCIL PLAN 2023-26

A report from the meeting of the Cabinet held on 6th June 2023

**SUMMARY AND RECOMMENDATIONS:**

This report presents an updated Council Plan for 2023-26.

Refreshed and updated annually, the plan sets out the priorities and key projects / activities the council will take over the next three years that contribute towards achieving the council's longer-term vision set out in the document Your Future, Your Place – A vision for Aldershot and Farnborough 2030.

**It is RECOMMENDED that** the Council approves the three-year Council Plan 2023-26 as attached at Appendix 1.

**1. INTRODUCTION**

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

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

- 2.1 The Policy and Projects Advisory Board (PPAB) on 21 September 2022 received an update on the current plan and the proposed timeline for updating the Council Plan to cover the period 2023-26. The first stage in this refresh process was to issue a 'call for evidence' which would encompass evidence, insight and intelligence to shape the update of the Council Plan.
- 2.2 On 4 October 2022, the Corporate Management Team were presented with information about the current plan, the current risks, information about what has happened since the last plan was agreed and the proposed timeline for updating the Council Plan. Specifically, CMT were asked to review the key activities and projects within the plan and feedback on whether these were still relevant for the 2023-26 Council Plan as a number of projects will have

been completed by the end of 2022/23. CMT were also requested to contribute to the 'call for evidence'.

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

### **3. DETAIL**

- 3.1 The Council Plan, as attached as Appendix A, provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise longer-term vision and aspirations. The Plan outlines the council's priorities for the next three years and in particular the key strategic projects that will contribute to achieving the Council's vision.
- 3.2 The priorities which reflect the vision for Aldershot and Farnborough 2030, are set out under the two themes of People and Place:

## PEOPLE

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

### Priorities:



### Key projects and activities:

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

## PLACE

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

### Priorities:



### Key projects and activities:

- Place 1 – Complete Aldershot town centre's Union Yard regeneration scheme
- Place 2 - Progress the regeneration of Farnborough town centre, including the civic quarter
- Place 3 - Update the facilities at the crematorium in Aldershot

- Place 4 – Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich heritage to both increase community pride and the visitor economy.
- Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations

#### **4. MONITORING THE COUNCIL PLAN**

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

#### **5. ALTERNATIVE OPTIONS**

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

#### **6. IMPLICATIONS**

##### **Risks**

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

##### **Financial and Resource Implications**

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

##### **Equalities Impact Implications**

- 6.3 In formulating its proposals the Council must have regard to the Public Sector Equality Duty under the Equality Act 2010. Equality Impact Assessments will



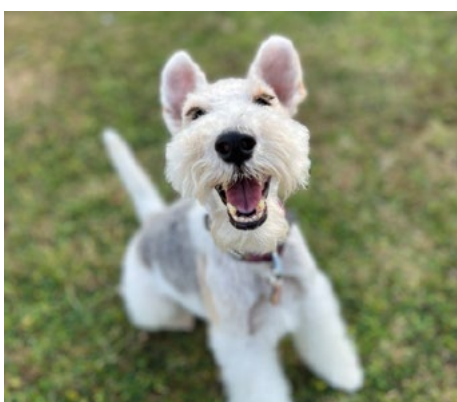
be undertaken on the individual projects that will support delivery of the priorities included in the Council Plan if required.

## **7. CONCLUSIONS**

- 7.1 The refreshed Council Plan, which was considered and endorsed by the Cabinet at its meeting on 6th June 2023, reflects the ambitions set out in 'Your Vision, Your Place – A Vision for Farnborough and Aldershot' and identifies key projects to be delivered over the next three years. It will be supported by a new Customer, Digital and Technology Plan approved by the Cabinet.

COUNCILLOR SUE CARTER  
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

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# Council Plan

## 2023 to 2026

**This Council Plan sets out the role that we will play in ensuring that Rushmoor is a vibrant, thriving place, with a strong community that has both the opportunities and sense of pride to make sure it is a fantastic place to live, work and do business.**

This is our vision - one we set out in more detail in our vision document - [Your Future, Your Place – A vision for Aldershot and Farnborough 2030](#). It is with this vision in mind that we set out our ten priority projects for the next three years.

These projects come together in an ambitious programme of activity across our two Council Plan themes – people and place.

Building on the foundations of previous plans and projects already delivered by the council, our work in the coming years will

prioritise supporting our communities, shaping our town centres for the future and making sure we deliver great value, high quality services. Please take the time to read this ambitious plan that will make a real difference to our people and places and ensure we maintain the quality of life we value in Rushmoor.

You can [check our progress against our plan](#) by viewing our quarterly updates and can find out about delivery of previous plans by viewing our [latest annual report](#).

We look forward to delivering for you.

**Councillor David Clifford**  
Leader  
Rushmoor Borough Council



**Paul Shackley**  
Chief Executive  
Rushmoor Borough Council





# About the Council Plan

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

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

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

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

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



One  
borough



Two world-famous towns

39,056,390m<sup>2</sup> of land

68%

of land is green space



70 parks and playgrounds



Four nature reserves and woodlands

## RUSHMOOR IN NUMBERS

January 2023



100,100 residents



50.1% male  
49.9% female



2,810  
military personnel  
+390 civilian staff



schools



Two outstanding further education colleges

Two

arts and theatre centres



Two indoor pools  
One lido



41,630 homes



An average age of  
38.2 years



3,720 businesses

providing more than 56,000 jobs



Two football clubs

One

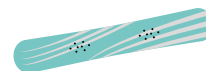
world class conference and convention centre



Three museums

One

snow sports centre



261 miles of road



36 miles of cycle routes



Three railway stations



One airport



RUSHMOOR  
BOROUGH COUNCIL

# Our values and how we work

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



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

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

# Looking ahead – challenges and opportunities

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

## Cost of living

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

## Financial uncertainty

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

## Town centre regeneration

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

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



## UK Shared Prosperity Fund (UKSPF)

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

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

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



### **Responding to the climate emergency**

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

### **A strong local economy**

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

### **Health and wellbeing**

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

### **Community Safety**

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

### **Changes in government policy**

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

### **Engagement and inclusion**

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

### **Recruitment and retention**

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

### **Working with our partners**

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

## Community engagement - assessing and understanding needs

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

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

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

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

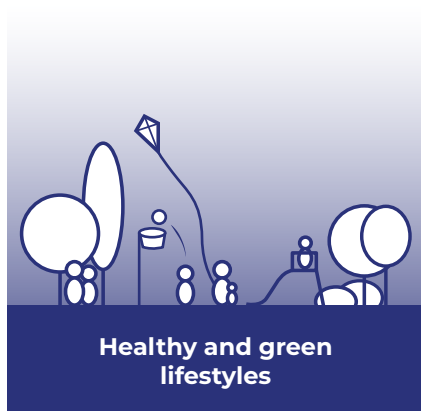


# Our priorities

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

## People

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



## Place

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



# People key projects and activities

## People 1

### **Work with public and voluntary sector partners to support our residents**

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

## People 2

### **Support the creation of quality, new homes**

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

## People 3

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

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

## People 4

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

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

## People 5

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

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

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

## Place key projects and activities

Place  
1

### **Complete Aldershot town centre's Union Yard regeneration scheme**

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

Place  
2

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

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

Place  
3

### **Update the facilities at the crematorium in Aldershot**

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

Place  
4

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

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

Place  
5

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

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



## Delivering and measuring this plan

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

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

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

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

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

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



## We said, we did...

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

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

## Getting involved

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

# Rushmoor Borough Council

## council plan 2023-2026 summary

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





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**ANNEX 3****COUNCIL MEETING – 6TH JULY 2023****AGENDA ITEM 5 (3)****APPOINTMENT OF INDEPENDENT PERSON FOR STANDARDS**

A report from the meeting of the Corporate Governance, Audit and Standards Committee held on 1st June 2023

**SUMMARY AND RECOMMENDATION**

This report recommends an appointment to the role of Designated Independent Person (DIP) (Standards) for Rushmoor. This is a role which is required under the Localism Act 2011 to assist the Council in promoting and maintaining high standards of conduct amongst its elected Members. A copy of the role description is attached as Appendix 1.

**It is RECOMMENDED that** the Council

- (1) approve the appointment of Mr Matt Smith as the Council's Designated Independent Person (DIP) for a three-year term from July 2023.
- (2) place on record its thanks to Mrs Mary Harris for her five years' service as the Independent Person for Standards between 2018 and 2023.

**1. BACKGROUND**

1.1 In March 2018, Mrs Mary Harris was appointed as the Council's Designated Independent Person for a three-year term from 2018/19 to 2020/21, followed by a two-year extension to May 2023. Having served five years, and to preserve the independence of the role, it is now timely to appoint a new candidate to the position.

1.2 The Statutory functions of the DIP are: -

- They must be consulted by the Authority before it makes a finding as to whether a Member has failed to comply with the Code of Conduct or decides on action to be taken in respect of that Member.
- They may be consulted by the Authority in respect of a standards complaint at any other stage; and

- They may be consulted by a Member or co-opted member of the Council against whom a complaint has been made.

1.3 A person is considered not to be “Independent” if: -

- He/she is, or has been within the last five years, an elected or co-opted member or an officer of the Council.
- He/she is, or has been within the last five years an elected or co-opted member of any Committee or Sub-Committee of the Council; or
- He/she is a relative or close friend of a current elected or co-opted member or officer of the Council.

1.4 There is no payment for the role, however a small annual retainer allowance is paid which is the same amount allowed for a co-opted committee member (currently £550 per annum). This reflects the need for the Independent Person to maintain up to date knowledge, attend training and to be available to the Council as and when required.

1.5 Since the adoption of the current standards regime arising from the Localism Act and the last review of the Code of Conduct for Members, there have been very few conduct related complaints and the call on the DIP has been very minimal.

## 2. **APPOINTMENT PROCESS**

2.1 In accordance with the requirements, applications for the position of Independent Person (Standards) were invited by public advertisement through the Council’s job vacancy webpages, recruitment websites and through social media promotion during April/May 2023. Four eligible candidates were invited to an interview on Thursday 25th May, and three candidates were interviewed by a Panel which comprised the Chairman of the Corporate Governance, Audit and Standards Committee, the Leader of the Labour Group, the Executive Director & Monitoring Officer, and the Corporate Manager – Democracy.

2.2 On 1st June, the Panel’s recommendations were reported to, and endorsed by, the Corporate Governance Audit and Standards Committee when it was agreed that Mr. Matt Smith be recommended for appointment as the Designated Independent Person for Standards for a three-year term, subject to the approval of the Council. All Members were canvassed to confirm that there are no close family/friend connections with Mr. Smith.

### **Candidate Details**

2.3 Mr. Matt Smith is currently a Head of Service for a large Housing Association with 20 years’ experience working for Housing Associations in the public sector, preceded by eleven years’ experience working for local authorities. During this

time, Mr Smith has built significant experience in investigating issues, and has led in numerous HR investigations including disciplinaries, grievances and formal consultation meetings. Mr Smith also has qualifications in life coaching and mentoring and is a member of the Association for Coaching. He has lived in and around the Rushmoor area for most of his life and has a keen interest in public life having been involved with several community organisations and projects over the years.

### 3. **CONCLUSIONS**

- 3.1 The Council has followed the provisions laid down by the Localism Act to appoint an Independent Person for Standards. Subject to the Council's approval, arrangements will be made for the Independent Person Mr Matt Smith to meet periodically with the Monitoring Officer and support the Council to promote high standards of conduct. It is also open to the Council to call on a neighbouring authority's Independent Person in the case of a conflict of interest, e.g., the circumstances of a complaint are linked to a housing association.

P.J. CULLUM  
CHAIRMAN OF THE CORPORATE GOVERNANCE  
AUDIT AND STANDARDS COMMITTEE

**ROLE OF INDEPENDENT PERSON (STANDARDS) – RUSHMOOR BOROUGH COUNCIL**

**ROLE DESCRIPTION**

Responsible to: The Council

Liaison with: Monitoring Officer, Deputy Monitoring Officers, Corporate Governance, Standards and Audit Committee, Officers and Members of the Council and key stakeholders within the community.

1. To assist the Council in promoting high standards of conduct by elected and co-opted members of Rushmoor Borough Council and in particular to uphold the [Code of Conduct](#) adopted by the Council and the seven principles of public office, namely selflessness, honesty, integrity, objectivity, accountability, openness and leadership.
2. To be consulted by the Council through the Monitoring Officer as part of an initial assessment of a complaint that a councillor has failed to comply with the Code of Conduct, before a decision is taken as to whether to carry out an investigation or that other action should be taken e.g., informal resolution.
3. To be consulted by the Council through the Monitoring Officer and/or via a Standards Hearing before it makes a finding as to whether a member has failed to comply with the Code of Conduct or decides on action to be taken in respect of that member.
4. To be available to attend meetings of a Standards Hearing Panel appointed by the Corporate Governance, Audit and Standards Committee.
5. To be available for consultation by any elected member, who is the subject of a standards complaint.
6. To develop a sound understanding of the ethical framework as it operates within Rushmoor Borough Council.
7. To participate in training events to develop skills, knowledge and experience and in networks developed for Independent Persons operating outside the Borough Council's area.
8. To attend training events organised and promoted by the Council's Corporate Governance, Audit and Standards Committee.
9. To act as advocate and ambassador for the Council in promoting ethical behaviour.

# CABINET

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

## Voting Members

Cllr D.E. Clifford, Leader of the Council  
 Cllr M.L. Sheehan, Deputy Leader and Operational Services Portfolio Holder  
 Cllr M.J. Tennant, Deputy Leader and Major Projects and Property Portfolio Holder  
  
 Cllr J.B. Canty, Customer Experience, Digital and Transformation Portfolio Holder  
 Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder  
 Cllr A.R. Newell, Planning and Economy Portfolio Holder  
 Cllr P.G. Taylor, Corporate Services Portfolio Holder

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

## 65. DECLARATIONS OF INTEREST –

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

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

## 66. MINUTES –

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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



70. **EXCLUSION OF THE PUBLIC –**

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

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

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

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

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

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

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

**The Cabinet**

(i) **RESOLVED** that:

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

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

The Meeting closed at 7.29 pm.

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# CABINET

Report of the meeting held on Tuesday, 6th June, 2023 at the Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

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

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

Cllr Sue Carter, Democracy, Strategy and Partnerships Portfolio Holder

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

Cllr P.G. Taylor, Finance Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **19th June, 2023**.

### **1. DECLARATIONS OF INTEREST –**

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

### **2. MINUTES –**

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

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

(Cllr Paul Taylor, Finance Portfolio Holder)

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

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

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

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

**The Cabinet RESOLVED** that

- (i) the establishment of a local Business Interruption Relief – Lynchford Road Policy, to reduce business rates payable by those businesses on Lynchford Road most affected by Hampshire County Council's North Camp Accessibility Scheme, as set out in Report No. FIN2309, be approved;
- (ii) the amendments in car parking charges at Peabody Road and Napier Gardens Car Parks to increase footfall in North Camp and to boost local trade, as set out in the Report, be approved; and
- (iii) the endorsement of a marketing campaign to promote the area's diverse small and independent businesses, encourage visitors into the area and highlight ways in which the disruption and inconvenience imposed by the works could be managed, as set out in the Report, be approved.

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

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

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

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

**5. COUNCIL PLAN 2023-26 –**

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

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

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

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

### **The Cabinet**

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

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

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

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

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

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

**The Cabinet RESOLVED** that

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

#### **Budget Strategy Working Group**

Finance Services Portfolio Holder - Cllr P.G. Taylor

Chairman of Corporate Governance, Cllr P.J. Cullum  
Audit and Standards Committee -

Chairman/Vice-Chairman of Policy To be confirmed  
and Project Advisory Board -

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

### **Strategic Housing and Local Plan Working Group**

Planning and Economy Portfolio Holder -	Cllr G.B. Lyon
Chairman of Development Management Committee -	Cllr S.J. Masterson
Chairman/Vice-Chairman of Policy and Project Advisory Board -	To be confirmed

Conservative Group (1) -	Cllr A. Adeola
Labour Group (2) -	Cllrs Sophie Porter and M.J. Roberts
Liberal Democrat Group (1) -	Cllr C.W. Card

### **Member Development Group**

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

### **Capital Projects and Property Advisory Group**

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

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

### **Waste and Recycling Options Working Group**

Operational Services Portfolio Holder Cllr M.L. Sheehan  
-

Chairman of Policy and Project Advisory Board - Cllr Marina Munro

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

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

Liberal Democrat Group (1) - Cllr C.W. Card

### **Union Yard Project Board**

Major Projects and Property Portfolio Holder - Cllr M.J. Tennant

Finance Portfolio Holder - Cllr P.G. Taylor

Labour Group Leader - Cllr Christine Guinness

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

The Meeting closed at 7.42 pm.

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# DEVELOPMENT MANAGEMENT COMMITTEE

Report of the Meeting held on Wednesday, 26th April, 2023 at the Concorde Room, Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

Cllr L. Jeffers (Vice-Chairman) (In the Chair)

Cllr Mrs. D.B. Bedford

Cllr Jib Belbase

Cllr Michael Hope

Cllr S.J. Masterson

Apologies for absence were submitted on behalf of Cllr P.I.C. Crerar, Cllr C.P. Grattan, Cllr Peace Essien Igodifo, Cllr T.W. Mitchell, Cllr Sophie Porter and Cllr Calum Stewart.

Cllr A.H. Gani and Cllr Nadia Martin attended the meeting as Standing Deputies.

## **Non-Voting Member**

Cllr A.R. Newell (Planning and Economy Portfolio Holder) (ex officio)

## **67. DECLARATIONS OF INTEREST**

There were no declarations of interest for this meeting.

## **68. MINUTES**

The Minutes of the Meeting held on 22nd March, 2023 were approved and signed as a correct record of proceedings.

## **69. PLANNING APPLICATIONS**

**RESOLVED:** That

- (i) permission be given to the following applications, as set out in Appendix "A" attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

- |   |                |   |
|---|----------------|---|
| * | 23/00186/FULPP | Kings Moat Car Park, Farnborough                  |
| * | 23/00218/FULPP | Blackwater River Bridge, The Hatches, Farnborough |



23/00261/FUL Aldershot Park Crematorium, Aldershot

- (ii) the applications dealt with by the Executive Head of Property and Growth, where necessary in consultation with the Chairman, in accordance with the Council's Scheme of Delegation, more particularly specified in Section "D" of the Executive Head of Property and Growth's Report No. PG2316, be noted
- (iii) the current position with regard to the following applications be noted pending consideration at a future meeting:

21/00271/FULPP Block 3, Queensmead, Farnborough

\*\* 22/00340/REMPP Land at Blandford House and Malta Barracks Development Site, Shoe Lane, Aldershot

22/00849/FULPP Discovery Place, Columbus Drive, Farnborough

23/00169/FULPP Aldershot Conservative Club, Victoria Road, Aldershot

23/00292/FULPP Farnborough Airport, Farnborough Road, Farnborough

\* The Executive Head of Property and Growth's Report No. PG2316 in respect of these applications was amended at the meeting.

\*\* It was agreed that site visits would be arranged to these sites

## 70. ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT

### Enforcement Reference No.

### Description of Breach

21/00144/RESWRK Following a complaint regarding, and subsequent inspection of, a large outbuilding that had been erected to the front of, 2 Boxalls Lane, Aldershot, it was determined that the outbuilding required planning permission. Three letters had been sent, with no response, these were followed by a Planning Contravention Notice (PCN) in August 2022. In March 2023, the Council took the case to court for the non-return of the PCN, and the owner was fined for failure to return the PCN. As evidence showed that the structure had not existed in its current form for more than four years, instructions had been issued to the Corporate Manager – Legal to draft and serve both Enforcement and Untidy Site Notices.

**RESOLVED:** That the Executive Head of Property and Growth's Report No. PG2317, as amended at the meeting, be noted.

## 71. **ESSO PIPELINE PROJECT**

Katie Herrington, Principle Planning Officer, gave a verbal update to the Committee on the position regarding the agreement of all outstanding legal agreements including the Environmental Improvement Plan pursuant to the Development Consent Order for the renewal and partial realignment of the Southampton to London ESSO fuel pipeline which crossed the Borough of Rushmoor.

Queen Elizabeth Park (QEP) – it was noted that removal of the heras fencing had commenced, however the path would not be reopened until the quality had been fully checked by the Council. Replanting had also commenced. With regards to timescales, it was noted that the compound would remain in place for the next few weeks to enable the installation of the new playground which was due to start on 22 May, this would be followed by work to reinstate the car park. It was expected that Esso would be off the site by the end of June. 2023.

Southwood Country Park (SCP) – it was noted that works had ceased due to poor working conditions and an issue with an Environment Agency licence relating to works at the brook. Works at Nash Close works were due to commence on 27 April and a temporary car park, for resident use, had been established in the SCP car park.

In addition, it was noted that following discussions with Hampshire County Council (HCC), a temporary crossing would be installed at SCP. And discussions were underway with ESSO regarding funding. Discussions were ongoing relating to a more permanent solution.

In response to a query regarding complaints concerning the West Heath compound, it was noted that a number of issues had been raised and the Council were awaiting a response. It was suggested that Members share any issues with Ms Herrington direct to ensure a comprehensive response to all matters of concern.

The report was noted.

The meeting closed at 7.41 pm.

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# CORPORATE GOVERNANCE, AUDIT AND STANDARDS COMMITTEE

Report of a meeting held on Thursday, 1st June, 2023 at the Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

Cllr P.J. Cullum (Chairman)  
Cllr S. Trussler (Vice-Chairman)

Cllr A. Adeola  
Cllr C.W. Card  
Cllr A.H. Gani  
Cllr Christine Guinness  
Cllr Sarah Spall  
Cllr Nem Thapa  
Cllr Jacqui Vosper

Cllrs. K. Dibble and C.P. Grattan attended the meeting as Standing Deputies in place of Cllrs Nadia Martin and Gareth Williams.

## **Non-Voting Member**

Mr. T. Davies – Independent Member (Audit)

Apologies for absence were submitted on behalf of Cllr Nadia Martin and Cllr Gareth Williams.

### **1. MINUTES**

The minutes of the meeting held on 27th March 2023 were agreed and signed as a correct record of the proceedings.

**AFTER MEETING NOTE:** The Committee was advised that the Council's auditor, Ernst Young, eventually signed off the Council's audited accounts on 31st March 2023 and not as had been recorded in the minutes.

### **2. AUDIT RESULTS REPORT 2019/20**

The Committee received the Interim Executive Head of Finance Report No. FIN2310 on the external auditor's Audit Results Report 2019/20, which provided the context in which their Audit Opinion had been given along with highlighting areas that the Council should address.

Members noted the Audit Opinion that the Council's accounts gave a true and fair view of the financial position as at 31st March 2020 and of its expenditure and income for the year then ended. It was also noted that the external auditor's opinion was that the accounts had been prepared properly in accordance with the Chartered Institute of Public Finance (CIPFA)/Local Authority (Scotland) Accounts Advisory Committee (LASAAC) Code of Practice on Local Authority Accounting in the UK 2019/20.

The Report stated that there had been three areas specifically highlighted in the Audit Results Report under Section 7 'Assessment of Control Environment': provision of property information; capacity of the finance department; and, declarations of interest by Members. It was noted that actions had been taken by officers to address these areas of concern and details were set out in the Report.

**RESOLVED:** That the Interim Executive Head of Finance Report No. FIN2310 be noted.

### 3. **INTERNAL AUDIT 2022/23 - YEAR END AUDIT UPDATE**

The Committee received the Audit Manager's Report No. AUD2304 which provided an overview of the work completed since the update given in March 2023 and an update on the completion of work against the 2022/23 Audit Plan.

Members noted that all bar one audit had been completed in 2022/23 against the Audit Plan.

**RESOLVED:** That the Audit Manager's Report No. AUD2304 be noted.

### 4. **INTERNAL AUDIT - AUDIT OPINION**

The Committee considered the Audit Manager's Report No. AUD2305 which set out the Internal Audit coverage, findings and performance for 2022/23 and presented the Audit Manager's overall assurance opinion on the adequacy and effectiveness of the Council's framework of governance, risk management and control (GRC) environment. The Report also covered the self-assessment that had been carried out against the Public Sector Internal Audit Standards (PSIAS) and the progress on the Quality and Assurance Improvement Plan (QAIP) for the year.

The Audit Manager advised that, in assessing the level of assurance to be given for 2022/23, the opinion had been based on:

- written reports on all internal audit work completed during the course of the year (assurance and consultancy);
- results of any follow up exercises undertaken in respect of previous years' internal audit work;
- the results of work of other review bodies, where appropriate (eg Public Services Network certification, peer reviews, International Organisation for Standardisation (ISO) assessments;
- the counter-fraud work carried out by the Corporate Investigations Team;

- the quality and performance of the Internal Audit Service and the extent of compliance with the standards;
- National Fraud Initiative (NFI) data match checks;
- participation on relevant governance groups across the Council, including the Corporate Governance Group and Information Governance Group; and
- mitigations in place to minimise the risks identified within the Corporate Risk Register

The Audit Manager advised the Committee that sufficient assurance work had been completed within the year to enable an overall audit opinion of reasonable to be provided on the Council's governance, risk management and control framework (GRC). Where weaknesses had been identified through internal audit review, management had been worked with to agree appropriate corrective actions and a timescale for improvement. The Committee noted that a self-assessment against the PSIAS had highlighted the following areas of non-compliance:

- an external assessment had not been carried out on Internal Audits conformance with the Standards
- policies and procedures were not up-to-date
- Internal Audit did not have regular contact with External Audit
- an assurance map was not in place for all assurance across the Council

The Committee was advised that all items had been included as actions within the Quality Assurance and Improvement Plan.

**RESOLVED:** That

- (i) the coverage of assurance obtained across the Council, as set out in the Audit Manager's Report No. AUD2305, be noted;
- (ii) the level of governance, risk management and control (GRC) assessed in 2022/23 through opinion-based audit assurance work be noted;
- (iii) the Audit Opinion for 2022/23 be noted;
- (iv) the Performance Indicators for the Internal Audit activity for 2023/24 be endorsed;
- (v) the self-assessment exercise against the Public Sector Internal Audit Standards (PSIAS) and the areas of non-conformance with them be noted;
- (vi) the Quality and Assurance Improvement Plan for 2023/24, which details areas of improvement to reduce areas where the audit activity did not conform to the PSIAS be endorsed.

## 5. **INTERNAL AUDIT - ANNUAL GOVERNANCE STATEMENT**

The Committee considered the Audit Manager's Report No. AUD2306 which presented the Annual Governance Statement 2022/23 for review and approval.

The Council was required by the Accounts and Audit Regulations 2015 to prepare and publish an Annual Governance Statement, to report publicly on the extent to which the Council complied with its own Local Code of Corporate Governance, including how the effectiveness of the Council's arrangements were monitored in the year and on any planned changes to governance arrangements for the coming year.

The Report set out the methodology for compiling the Annual Governance Statement and the requirements of the Committee to ensure a meaningful review of the Annual Governance Statement. Members were reminded that they needed to be satisfied that the Annual Governance Statement reflected the governance environment and any actions required to improve it. Members also had to be satisfied that it demonstrated how governance supported the achievement of the Council's objectives.

During discussion, Members sought clarification on issues regarding cyber security and Freedom of Information.

**RESOLVED:** That the Council's Annual Governance Statement 2022/23 be approved for signing by the Chief Executive and Leader of the Council and for publishing alongside the Statement of Accounts.

**6. CORPORATE POLICY AND GUIDANCE ON SURVEILLANCE AND THE USE OF THE REGULATION OF INVESTIGATORY POWERS ACT 2000**

The Committee considered the Corporate Manager – Legal Report No. LEG2302 which set out a review for approval of the Council's corporate policy on the use of covert investigatory techniques, including surveillance, within and outside the scope of the Regulation of Investigatory Powers Act 2000 (RIPA).

**RESOLVED:** That the corporate Surveillance and RIPA Policy and proposed amendments, as set out in Report No. LEG2302, be approved.

**7. APPOINTMENT OF INDEPENDENT PERSON (STANDARDS) - UPDATE**

The Corporate Manager – Democracy reported on the recruitment process for the appointment of an Independent Person (Standards). Members were advised that an interview panel comprising the Chairman of the Corporate Governance, Audit and Standards Committee (Cllr P.J. Cullum), Labour Group Leader (Cllr Christine Guinness), the Monitoring Officer (Ian Harrison) and the Corporate Manager – Democracy (Jill Shuttleworth) had met the previous week to interview three candidates. Following the interviews, it was recommended to appoint Mr Matt Smith as the Independent Person (Standards). It was noted that Mr Smith would be appointed on a three years term of office. All Members had been emailed to this effect to ascertain whether anyone had any conflicts of interest.

The Committee placed on record its thanks to Ms Mary Harris for previously undertaking the role of Independent Person (Standards) over a period of several years.

The Committee **RECOMMENDED TO THE COUNCIL** that, subject to any conflicts of interest from Members, Mr Matt Smith be appointed as Independent Person (Standards) for a period of three years.

8. **APPOINTMENTS TO OUTSIDE BODIES, LICENSING SUB-COMMITTEES AND CONSTITUTION WORKING GROUP**

(1) **Outside Bodies –**

**RESOLVED:** That the appointment of representatives to outside bodies for the 2023/24 Municipal Year, as set out in the attached Appendix, be approved.

(2) **Appointments and Appeals Panels –**

**RESOLVED:** That the Corporate Manager - Democracy be authorised to make appointments to the Appointments and Appeals Panels in accordance with the membership criteria set out in the Officer Employment Procedure Rules in the Constitution.

(3) **Licensing Sub-Committee –**

**RESOLVED:** That the following Members be appointed to serve on the Licensing Sub-Committee for the 2023/24 Municipal Year (three Conservative representatives; two Labour representatives):

Conservative Group: Cllrs P.J. Cullum, S. Trussler and Jacqui Vosper

Labour Group: Cllrs Christine Guinness and Sarah Spall.

(4) **Licensing Sub-Committee (Alcohol and Entertainments) –**

**RESOLVED:** That the Corporate Manager - Democracy be authorised to make appointments from the membership of the Corporate Governance, Audit and Standards Committee in accordance with the procedure agreed by the Committee at its meeting on 21st May 2009 and detailed in the Licensing Sub-Committee (Alcohol and Entertainments) Hearings Protocol and Procedure.

(5) **Licensing Sub-Committee (Taxis) –**

**RESOLVED:** That the Corporate Manager - Democracy be authorised to make appointments from the membership of the Corporate Governance, Audit and Standards Committee, in accordance with the procedure agreed by the Committee at its meeting on 27th June 2021 and detailed in the Licensing Sub-Committee (Taxis) Hearings Protocol and Procedure.

(6) **Constitution Working Group –**

**RESOLVED:** That the following Members be appointed to serve on the Constitution Working Group for the 2023/4 Municipal Year (six Members,

including two Cabinet Members, the Chairman of the Committee and representatives of other groups):

- Cabinet Member (Cllr Sue Carter) plus one Cabinet Member vacancy
- the Chairman of the Corporate Governance, Audit and Standards Committee (Cllr P.J. Cullum)
- one representative of the Conservative Group – Cllr S. Trussler
- two representatives of Labour Group (Cllrs Christine Guinness and Sarah Spall).

## 9. **ORGANISATIONAL TREE**

The Chairman introduced this item, which had been included on the agenda at his request. Following discussion, it was agreed that a copy of the latest Members' Support Guide be circulated to the Committee, which contained key officer contact details for supporting ward casework.

**RESOLVED:** That the Corporate Manager – Democracy circulate a copy of the latest Members' Support Guide, which included key officer contact details for supporting ward casework, with the Committee.

The meeting closed at 8.12 pm.

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**CORPORATE GOVERNANCE, AUDIT AND STANDARDS COMMITTEE  
1ST JUNE 2023**

**REPRESENTATION ON OUTSIDE BODIES**

<b>NAME OF ORGANISATION</b>	<b>REPRESENTATIVE(S) 2023/24</b>
Aldershot & Farnborough Festival of Music & Art	Cllrs Diane Bedford, Jules Crossley and Mara Makunura
Basingstoke Canal Joint Management Committee	Cllrs A.H. Gani and P.G. Taylor with Cllr Jules Crossley as Standing Deputy
Blackbushe Airport Consultative Committee	Cllr P.J. Cullum with Cllr P.G. Taylor as Standing Deputy
Blackwater Valley Advisory Panel for Public Transport	Cllrs G.B. Lyon and M.J. Roberts with Cllrs Jules Crossley and J.B. Canty as Standing Deputies
Blackwater Valley Countryside Partnership	Cllrs Mrs D.B. Bedford and G.B. Lyon with Cllrs Jules Crossley and Clive Grattan as Standing Deputies
Brickfield Country Park, Friends of	Three Manor Park Ward Members
Cove Brook Greenway Group	Cllrs A. Adeola and Michael Hope
District Council's Network (DCN)	Leader of the Council (Cllr D.E. Clifford)
Enterprise M3 Joint Leaders Board	Leader of the Council (Cllr D.E. Clifford)
Farnborough Aerodrome Consultative Committee	Cabinet Member (Cllr M.L. Sheehan) and Cllr Gareth Williams (as a representative of an adjoining ward) with Cllr M.J. Tennant as Standing Deputy
457 Squadron Farnborough RAF Air Cadets	Cllr Nadia Martin

<b>NAME OF ORGANISATION</b>	<b>REPRESENTATIVE(S) 2023/24</b>
Hampshire and Isle of Wight Local Government Association	Leader of the Council (Cllr D.E. Clifford) and Cllr J.B. Canty
Hampshire Health and Wellbeing Board (co-opted Deputy)	Cllr Michael Hope
Hampshire Police and Crime Panel	Cllr M.L. Sheehan (Cabinet Member) Cllr J.B. Canty as Standing Deputy
Hampshire Buildings Preservation Trust AGM	Cllr Jessica Auton and Cllr G.B. Lyon
Local Government Association - General Assembly	Leader of the Council (Cllr D.E. Clifford)
North Hampshire Area Road Safety Council	Cllr Mara Makunura with Cllr Peace Essien Igodifo as Standing Deputy
PATROL	Cllr Christine Guinness
PCC Hampshire Gypsy and Traveller Community Support Panel	Cllr G.B. Lyon (Cabinet Member)
PCC Violence Against Women and Girls Task Group (VAWG)	Cllr Mara Makunura
Parity for Disability	Cllr S.J. Masterson with Cllr Gaynor Austin as Standing Deputy
Project Integra Strategic Board	Cllr M.L. Sheehan (Cabinet Member)
Royal British Legion (Farnborough Branch) Remembrance Day Arrangements	Cllr Mrs D.B. Bedford and Cllr C.P. Grattan
Citizens' Advice Rushmoor Trustee Board	Cllr Gaynor Austin (Trustee)
Rushmoor Voluntary Services Board	Cllr S.J. Masterson

<b>NAME OF ORGANISATION</b>	<b>REPRESENTATIVE(S) 2023/24</b>
Rushmoor Accessibility Action Group	Cllrs Mara Makunura, Jib Belbase, and Dhan Sarki
South East Employers – Annual General Meeting	Cllr J.B. Canty (Cabinet Member) and P.G. Taylor as Standing Deputy
Thames Basin Heaths Joint Strategic Partnership Board	Cllr G.B. Lyon (Cabinet Member)
Wellesley Residents Trust Ltd	Cllr Jib Belbase with Cllr Nadia Martin as Standing Deputy

## **REPRESENTATION ON COUNCIL GROUPS, PARTNERSHIPS AND BOARDS**

<b>GROUP</b>	<b>REPRESENTATIVE(S) 2023/24</b>
Hampshire Cultural Trust – Aldershot Military Museum Strategic Local Agreement and West End Centre Management Committee	Cllrs Mrs D.B. Bedford and Jules Crossley
Safer North Hampshire Community Safety Partnership	Cllr M.L. Sheehan (Cabinet Member)
Crime and Disorder Joint Scrutiny Committee	Cllrs M.D. Smith, Mrs D.B. Bedford and K. Dibble
Rushmoor Development Partnership LLP (RDP) Board	Cllr M.J. Tennant, Chief Executive and Executive Director (KE)
Rushmoor Housing Ltd (RHL) – Board of Directors	Cllrs P.G. Taylor, S. Trussler and Gareth Williams

# DEVELOPMENT MANAGEMENT COMMITTEE

Report of the Meeting held on Wednesday, 7th June, 2023 at the Concorde Room, Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr S.J. Masterson (Chairman)  
Cllr Marina Munro (Vice-Chairman)

Cllr Jib Belbase  
Cllr P.J. Cullum  
Cllr A.H. Gani  
Cllr C.P. Grattan  
Cllr Michael Hope  
Cllr Halleh Koohestani  
Cllr Sophie Porter  
Cllr D. Sarki

Apologies for absence were submitted on behalf of Cllr G.B. Lyon and Cllr Calum Stewart.

Cllr Mrs. D.B. Bedford attended the meeting as a Standing Deputy.

## Non-Voting Member

Cllr G.B. Lyon, (ex officio) was absent from the meeting.

## 1. DECLARATIONS OF INTEREST

Having regard to the Members' Code of Conduct, the following declarations of interest were made. All Members who had or believed that they had any interest under Rushmoor Borough Council's Councillor Code of Conduct, adopted in April 2021, in any matter to be considered at the meeting disclosed that interest at the start of the meeting or as soon as possible thereafter and took the necessary steps in light of their interest as to any participation in the agenda item:

Member	Application No. and Address	Interest	Action
Cllr C.P. Grattan	22/00849/FULPP – Discovery Place, Columbus Drive, Farnborough	Personal	Cllr Grattan did not take part in the meeting during the discussion and voting thereon

Cllr Halleh 23/00293/FULPP –  
Koohestani 44 Cambridge Road West,  
Farnborough

Personal Cllr Koohestani did  
not take part in the  
meeting during the  
discussion and  
voting thereon

## 2. MINUTES

The Minutes of the Meeting held on 26th April, 2023 were approved and signed as a correct record of proceedings.

## 3. PLANNING APPLICATIONS

**RESOLVED:** That

(i) the applications dealt with by the Executive Head of Property and Growth, where necessary in consultation with the Chairman, in accordance with the Council's Scheme of Delegation, more particularly specified in Section "D" of the Executive Head of Property and Growth's Report No. PG2318, be noted

(ii) the following applications be determined by the Executive Head of Property and Growth, in consultation with the Chairman:

\* 22/00849/FULP Discovery Place, Columbus Drive, Farnborough

\* 23/00293/FULPP 44 Cambridge Road West, Farnborough

(iii) the current position with regard to the following applications be noted pending consideration at a future meeting:

21/00271/FULPP Block 3, Queensmead, Farnborough

\*\* 22/00340/REMPP Land at Blandford House and Malta Barracks Development Site, Shoe Lane, Aldershot

23/00169/FULPP Aldershot Conservative Club, Victoria Road, Aldershot

23/00292/FULPP Farnborough Airport, Farnborough

23/00338/FULPP Farnborough North Railway Station, Farnborough

\* The Executive Head of Property and Growth's Report No. PG2318 in respect of these applications was amended at the meeting.

\*\* It was agreed that site visits would be arranged to these sites

4. **PLANNING APPLICATION NO. 22/00849/FULPP - DISCOVERY PLACE, COLUMBUS ROAD, FARNBOROUGH**

The Committee considered the Executive Head of Property and Growth's Report No. PG2318 (as amended at the meeting) regarding the demolition of existing buildings and the construction of a single building for class E(g)(iii), B2 and B8 and associated infrastructure.

**RESOLVED:** That

subject to the additional condition, as set out in the amendment sheet, and the addition of a further condition relating to working hours, (Monday to Friday 08:00-18:00, Saturday 08:00-13:00 and no working hours on Sundays or Bank Holidays) as agreed by the Committee, the Executive Head of Property and Growth, in consultation with the Chairman be authorised to GRANT planning permission.

5. **PLANNING APPLICATION NO. 23/00293/FULPP - 44 CAMBRIDGE ROAD WEST, FARNBOROUGH**

The Committee considered the Executive Head of Property and Growth's Report No. PG2318 (as amended at the meeting) regarding the erection of a single storey side/front extension and conversion of a garage to a habitable room.

**RESOLVED:** That

subject to no substantial objections being raised by neighbours on or before the expiry of the neighbour notification period on 14 June, 2023, that the Executive Head of Property and Growth in consultation with the Chairman be authorised to GRANT planning permission.

6. **ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT**

**Enforcement  
Reference No.**

**Description of Breach**

03/00432/COU

1. Unauthorised Use of former Vehicle Sales and Repair Garage (Sui generis and personal to the North American Motor Company – now 'nil' use) as a Hand Vehicle Washing and Valeting Premises, with ancillary Workshop (Sui generis); and
2. unauthorised display of advertising

It was recommended that the Corporate Manager – Legal Services, in consultation with the Corporate Planning Manager, be authorised to;

1. issue an enforcement Notice to require the cessation of the use of the site for hand vehicle washing and valeting with a period of one month for compliance, and;

2. Commence Prosecution proceedings in respect of the unauthorised advertisement display in the event that the said advertisements are not removed by 30 June, 2023.

The recommendation was AGREED.

22/00115/RESWRK

A complaint had been made, that the owner of 29a Southampton Street, Farnborough, had installed a door at first floor level and erected railings around the roof of a flat roofed single storey extension to create a first floor amenity terrace.

Following contact with the Council, the owner had removed the railings and replaced the door with a window.

The owner had also been asked to submit a retrospective planning application, but no such application had been received to date. An enforcement notice could be issued but as the development would be considered acceptable, no further action would be taken on this matter.

22/00143/AERIAL

A satellite dish had been installed at 14 Frost Drive, Wellesley, Aldershot. Due to the Article 4 Direction placed on the Wellesley development in January 2021, planning permission was required. The owners had since moved the dish under the eaves where it was less visible. The owners were aware that planning permission was still required , but no application had been forthcoming.

No further action to be taken.

**RESOLVED:** That the Executive Head of Property and Growth's Report No. P2319 be noted.

7. **PLANNING (DEVELOPMENT MANAGEMENT) SUMMARY REPORT FOR THE QUARTER JANUARY 2023 - MARCH 2023 AND FOR THE YEAR 2022/23**

The Committee received the Executive Head of Property and Growth's Report No. PG2320 which provided an update on the position with respect to achieving performance indicators for the Development Management Section of the Planning Service and the overall workload of the Section for the quarter from 1st January to 31st March 2023 and for the year 2022/23.

**RESOLVED:** That the Executive Head of Property and Growth's Report No. PG2320 be noted.

The meeting closed at 8.06 pm.

## Development Management Committee

### Appendix "A"

**Application No. & Date Valid:**      **23/00186/FULPP**      **3rd March 2023**

**Proposal:**      Continued use of leisure land as a hard surface pay and display carpark. Operational 24 hours per day, 7 days per week  
at **Kings Moat Car Park Westmead Farnborough Hampshire**

**Applicant:**      Rushmoor Borough Council

**Conditions:**      1      The use hereby permitted shall be discontinued on or before 3 years from the date of this permission unless the Local Planning Authority shall have previously permitted the use for a further period.

Reason - To ensure that the long-term objectives for the redevelopment of Farnborough town centre are not prejudiced.

2      The permission hereby granted shall be continued in accordance with the following approved drawing - PARKING LAYOUT DWG KMoatCP\_17.

Reason - To ensure the development continues in accordance with the permission granted.

**Application No. & Date Valid:**      **23/00218/FULPP**      **23rd March 2023**

**Proposal:**      Replacement of existing river bridge over the Blackwater River with a new vehicular river bridge to accommodate pedestrians and vehicles at **Blackwater River Bridge, The Hatches Farnborough**

**Applicant:**      Mr Michael Smith (National Rail)

**Conditions:**      1. The development hereby permitted shall be begun before the expiration of three years from the date of this permission.



Reason - As required by Section 91 of the Town and Country Planning Act 1990 as amended by Section 51 of the Planning and Compulsory Purchase Act 2004.

2. The permission hereby granted shall be carried out in accordance with the following approved drawings.
- | Drawing                              | numbers: |
|--------------------------------------|----------|
| 173080-ARC-1700-BWR01-DRG-ECV-001102 | PO1;     |
| 173080-ARC-1700-BWR01-DRG-ECV-000101 | P01;     |
| 73080-ARC-1700-BWR01- DRG-ECV-001104 | P01.     |

Reason - To ensure the development is implemented in accordance with the permission granted

3. Prior to the commencement of the development hereby approved, an appropriately detailed Construction Environmental Management Plan (CEMP) shall be first submitted to and approved in writing by the Local Planning Authority. The CEMP should include, but not be limited to:
- a) Map showing the location of all ecological features
  - b) Risk assessment of the potentially damaging construction activities
  - c) Practical measures to avoid and reduce impacts during construction
  - d) Location and timing of works to avoid harm to biodiversity features
  - e) Measures to ensure woodland habitats are restored or enhanced as a result of works, including measures to enhance bankside riparian habitats / removal of invasive species
  - f) The times during construction when specialist ecologists need to be present on site to oversee works
  - g) Responsible persons and lines of communication
  - h) Use of protected fences, exclusion barriers and warning signs.

The works shall be carried out in accordance with such details so approved.

Reason: To ensure 'no adverse effect' on the Blackwater River SINC and no harm to protected species.

**Application No. 23/00261/FUL  
& Date Valid:**

**30<sup>th</sup> March 2023**

**Proposal:** Single storey extension and containerised cremator in rear service yard for temporary period at **Aldershot Park Crematorium Guildford Road Aldershot**

**Applicant:** Rushmoor Borough Council

**Conditions:** 1. The building hereby permitted shall be removed and the land restored to its former condition on or before 2 years and 6 months from the date of this permission.

Reason - Given the impact of the character and appearance of the structure, reconsideration in the light of prevailing circumstances at the end of the specified period would be appropriate in the interest of amenity.

2. The permission hereby granted shall be carried out in accordance with the following approved drawings Drawing numbers: 4705-1001 C1, 19-2009 13, 19-2009 12, 19-2009-11, 19-2009-10, 8124-0001 P2, 8124 – Sketch A, Details within noise report 5007-1600- 1001

Reason - To ensure the development is implemented in accordance with the permission granted

# DEVELOPMENT MANAGEMENT COMMITTEE

Report of the Meeting held on Wednesday, 21st June, 2023 at the Concorde Room, Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr S.J. Masterson (Chairman)  
Cllr Marina Munro (Vice-Chairman)

Cllr Jib Belbase  
Cllr P.J. Cullum  
Cllr C.P. Grattan  
Cllr Michael Hope  
Cllr Halleh Koohestani  
Cllr Sophie Porter  
Cllr D. Sarki  
Cllr Calum Stewart

Apologies for absence were submitted on behalf of Cllr A.H. Gani.

Cllr S. Trussler attended the meeting as a Standing Deputy.

## Non-Voting Member

Cllr G.B. Lyon (Planning and Economy Portfolio Holder) (ex officio)

## 8. DECLARATIONS OF INTEREST

Having regard to the Members' Code of Conduct, the following declarations of interest were made. All Members who had or believed that they had any interest under Rushmoor Borough Council's Councillor Code of Conduct, adopted in April 2021, in any matter to be considered at the meeting disclosed that interest at the start of the meeting or as soon as possible thereafter and took the necessary steps in light of their interest as to any participation in the agenda item:

Member	Application No. and Address	Interest	Action
Cllr Marina Munro	23/00338/FULPP – Farnborough North Railway Station, Farnborough	Personal	Cllr Munro did not take part in the meeting during the discussion and voting thereon

## 9. MINUTES

The Minutes of the Meeting held on 7th June, 2023 were approved and signed as a correct record of proceedings.

## 10. PLANNING APPLICATIONS

### **RESOLVED:** That

- (i) permission be given to the following applications, as set out in Appendix “A” attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

*	23/00292/FULPP	Farnborough Airport, Farnborough
	23/00338/FULPP	Farnborough North Railway Station, Farnborough

- (ii) the applications dealt with by the Executive Head of Property and Growth, where necessary in consultation with the Chairman, in accordance with the Council’s Scheme of Delegation, more particularly specified in Section “D” of the Executive Head of Property and Growth’s Report No. PG2321, be noted

- (iii) the current position with regard to the following applications be noted pending consideration at a future meeting:

	21/00271/FULPP	Block 3, Queensmead, Farnborough
**	22/00340/REMPP	Land at Blandford House and Malta Barracks Development Site, Shoe Lane, Aldershot
	23/00169/FULPP	Aldershot Conservative Club, Victoria Road, Aldershot
	23/00382/FULPP	Former Park Road Garage, 107 Park Road, Farnborough
	23/00440/REVPP	McDonalds, 1 North Close, Aldershot
	23/00461/FUL	Aldershot Park Crematorium, Guildford Road, Aldershot

- \* The Executive Head of Property and Growth’s Report No. PG2321 in respect of these applications was amended at the meeting.

- \*\* It was agreed that site visits would be arranged to these sites

## 11. APPEALS PROGRESS REPORT

The Committee received the Executive Head of Property and Growth’s Report No. PG2322 concerning the following appeal decisions:

Application / Enforcement Case No.	Description	Decision
22/00125/FULPP & 22/00126/FULPP	Against refusal of planning permission for a detached three-storey, three bedroom, six person dwelling with associated bin and cycle storage, removal of existing footway crossover and reinstatement of pavement and formation of parking bay on road, and for a new detached two storey, two bedroom, four person dwelling with associated bin and cycle stores and onsite parking space, both at 6 East Station Road, Aldershot.	Dismissed

**RESOLVED:** That the Executive Head of Property and Growth's Report No. PG2322 be noted.

The meeting closed at 7.43 pm.

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# OVERVIEW AND SCRUTINY COMMITTEE

Report of the Meeting held on Thursday, 15th June, 2023 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr M.D. Smith (Chairman)  
Cllr Mrs. D.B. Bedford (Vice-Chairman)  
Cllr K. Dibble (Vice-Chairman)

Cllr A. Adeola  
Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Jules Crossley  
Cllr Mara Makunura  
Cllr S.J. Masterson  
Cllr S. Trussler

Apologies for absence were submitted on behalf of Cllr Sophie Porter.

Cllr Gareth Williams attended the meeting as Standing Deputy.

## 1. APPOINTMENT OF VICE - CHAIRMEN

**RESOLVED:** That Cllrs. Mrs D.B. Bedford and K. Dibble be appointed as Vice-Chairmen of the Committee for the 2023/24 Municipal Year.

## 2. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 30th March, 2023 were agreed as a correct record.

## 3. REGISTERED PROVIDERS TASK AND FINISH GROUP - ANNUAL REPORT 2022/23

The Committee welcomed Tim Mills, Executive Head of Property and Growth, and Sarah Clark, Strategic Housing Officer, who were in attendance at the meeting to provide Report No. PG2307 on the work of the Registered Providers Task and Finish Group during the 2022/23 Municipal Year.

It was advised that three Registered Providers (RP) had been reviewed during 2022/23, these included:

- (1) **SOUTHERN HOUSING GROUP** – key points noted from the review included, a planned Hardship Fund budget of £250,000 for 2023/24 , a new rent management system to help monitor residents arrears, that 93% of emergency repairs were completed within target, London and Quadrant

housing stock to be transferred over to VIVID would be added to the planned maintenance programme and antisocial behaviour (ASB) complaints were now triaged dependant of risk level

- (2) **GRAINGER TRUST** – key points noted from the review included, that Grainger did not currently have a damp and mould policy, a further 821 properties were in the development pipeline, support services had been invested in to deal with increasing rent arrears and plans for a permanent play area and community centre would be submitted in 2023.
- (3) **VIVID HOMES** - key points noted from the review included, that all rent increases would be capped at 7%, the specialist Damp and Mould team would be expanded in 2023/24, acknowledgment had been given that the repairs services had not been performing well for residents – a plan had been in place to increase staffing levels in 2023/24 with an aim to get all backlogged repairs completed by September 2023 and a Decarbonisation Fund had been secured to improve 550 properties, of which the majority would be in Farnborough.

In addition to the report, it was advised that a proposal had been made to invite Vivo/Pinnacle (property/repairs management for MOD Properties) to be reviewed every year due to the size and concerns over the condition of the stock portfolio.

The Committee discussed the report and raised a number of queries, these included:

- The lack of a Damp and Mould Policy at Grainger - it was requested that the Group discuss this with Grainger representatives and strongly recommend that they implement a policy to address this matter directly
- VIVID response times – The Committee expressed concern regarding the waiting times for residents in gaining a response to their issues following reports being made, it was noted that the minimum residents should expect is a timely response to, at least, acknowledge the reported issue
- Decarbonisation – it was proposed that a question regarding RP investment for decarbonisation schemes could be asked as part of the review process

#### **ACTION:**

<b>What</b>	<b>By Whom</b>	<b>When</b>
VIVID's commitment to ensure all backlogged repairs completed by September 2023 – A request was made to follow up on this and report back to the Committee post September 2023 regarding the situation	Strategic Housing Team	September 2023

The Committee **ENDORSED** the programme of work carried out in 2022/23 and authorised the Group to prepare a programme of reviews for 2023/24.



The Chairman thanked the Strategic Housing Team and the Registered Providers Task and Finish Group Members for their work during 2022/23.

#### **4. CUSTOMER SERVICES CONTACT INDICATORS - UPDATE**

The Committee welcomed Marybeth Quaintmere, Service Manager – Customer Services and Mary Timmins, Customer Service Team Leader, who were in attendance to provide an update on contact indicators within the Customer Services Unit (CSU) since the meeting in July 2022, following a number of changes within the service and the implications thereof.

Cllr Jonathan Canty, Customer Experience, Transformation and Corporate Portfolio Holder was also in attendance to support the item.

The Committee reviewed the presentation and noted a number of key points:

- Call volumes had remains in line with the same period (January – May) in the previous year
- The rate of abandoned calls had increased to 11% in 2023, the same period last year had recorded a 4% abandoned call rate. Interactions had taken longer due to the changes within the service, these included, amongst others, the new Customer Relationship Management (CRM) system, extra workload (parking/annual billing) and a 1.5 reduction in staffing as a result of the Outcomes Based Budgeting (OBB).
- New CRM (8x8) – the Committee were advised of some of the capabilities of the new system, which had gone live in January 2023. It was noted that the system allowed for the creation of customer databases, to keep track of previous contact. It also provided work queues for email and webform contact and provided real time information to enable decisions to be made around work patterns within the team.
- Customer feedback – it was noted that customers were given the opportunity to provide feedback after their phone call. The rating system was one to five (one the lowest – five the highest) and comments could be left if customers had scored one to four. It was noted that 188 out of 20,701 customer had chosen to leave feedback and consideration would be given to improving this number.
- Reception – Since 1st April, 2023, it was noted that the reception area had reduced its opening hours to between 09:00 and 14:00. The Committee were advised that the Council was still open to customers, by appointment, between 08:30 – 17:00 (Mon-Thurs) and 08:30 – 16:30 (Fri). In addition, a Nepali speaking telephone line had been opened for residents. Customer demand times had followed the same patterns as when open from 08:30 to 17:00 pre April 2023, with the peak remaining at about 10:00. Overall demand had not seen any significant change following the new opening hours with casual callers presenting in the highest numbers both before and after the

change. It was advised that a doorbell was currently used for out of hours callers, should the bell ring a CSU Officer would go and speak with the customer and deal with their concerns. An intercom system would be fitted shortly to replace the doorbell.

- Dedicated Nepali speaking phone - It was noted that there were three Nepali speakers within the CSU team. Demand was gradually increasing and a wider range of enquiries had been received. The team were currently considering how best to promote the new service.

The Committee discussed the presentation, in particular, call waiting times. It was noted that the transition period with the new CRM, changes to the service provision and reductions in staff had meant that calls were taking longer. However, through time, staff had become more familiar with the changes to the ways in which they were working, staff were no longer just taking payments, but discussing challenges with customers, which took more time.

It was noted that a meeting had been arranged with the telephony consultant to look at improving the messages customers heard whilst waiting to remove repetition and direct them to online services.

It was also noted that when the reception area closed, the staff members were re-deployed to undertake back office work, such as post room duties and answering email queries and webforms.

A request had been made for a further update in the Autumn.

**ACTION:**

What	By Whom	When
Data on call waiting times and email interactions to be share	Mary Timmins, Customer Service Team leader	July , 2023
Attend Progress Group in Late Autumn to provide an update	Marybeth Quintmere, Service Manager - Customer Services	October/November 2023

The Chairman thanked Ms' Quintmere and Timmins for their presentation.

**5. APPOINTMENTS 2023/24**

**RESOLVED:** That the following Members be appointed to serve on the following Groups for the 2023/24 Municipal Year:

### **Overview and Scrutiny Progress Group**

Chairman	Cllr M.D. Smith
Vice-Chairmen	Cllr Mrs D.B. Bedford Cllr K. Dibble
Conservative Group	Cllr S.J. Masterson Cllr S. Trussler
Labour Group	Cllr Gaynor Austin

### **Council Tax Support Task and Finish Group**

Chairman	Cllr M.D. Smith
Vice-Chairman	Cllr Mrs D.B. Bedford
Conservative Group	Cllr S. J. Masterson Cllr S. Trussler
Labour Group	Cllr Christine Guinness Cllr M.J. Roberts

### **Farnborough Airport Task and Finish Group**

Vice-Chairmen	Cllr Mrs D.B. Bedford
Conservative Group	Cllr Jess Auton Cllr Mara Makunura Cllr Calum Stewart
Labour Group	Cllr Gaynor Austin Cllr Jules Crossley

### **Review of Registered Providers Task and Finish Group**

Chairman	Cllr M.D. Smith
Vice-Chairman	Cllr Mrs D.B. Bedford
Conservative Group	Cllr Ade Adeola Cllr S.J. Masterson
Labour Group	Cllr K. Dibble Cllr Sophie Porter

## **6. WORK PLAN**

It was advised that the next meeting of the Committee was scheduled for 20th July, 2023. A date for the first Progress Group would therefore be set in early July, 2023.

Following discussion it was noted that an item would be scheduled for a further Customer Contact Indicator – update, in late Autumn/early Winter 2023.

Additional items to be considered at the Progress Group, included:

- Community Safety and the Police
- Business Plan Monitoring

- Climate Change
- Communications – consultation responses
- Arts and Culture
- Communication links with Local County Councillors

The Committee noted the current Work Plan.

The meeting closed at 9.12 pm.