

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 26th November, 2024 at 7.00 pm*

To:

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

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

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

A G E N D A

1. DECLARATIONS OF INTEREST –

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

NOTE:

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

2. **MINUTES** – (Pages 1 - 6)

To confirm the Minutes of the meeting held on 15th October, 2024 (copy attached).

3. **STRATEGIC PRIORITIES** – (Pages 7 - 82)
(Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder)

To consider Report No. ACE2416 (copy attached), which sets out the new Council administration's strategic priorities and proposals for a Council Delivery Plan and a programme of work to develop a new Council Vision and Council Plan.

4. **BUDGET MANAGEMENT AND MTFs STRATEGIC REVIEW** – (Pages 83 - 104)
(Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder)

To consider Report No. FIN2416 (copy attached), which sets out the Council's latest financial position and progress with the savings programme.

5. **FINANCE SERVICE DEVELOPMENT** – (Pages 105 - 114)
(Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder)

To consider Report No. FIN2415 (copy attached), which sets out the requirement for additional senior management and technical capacity within the Council's finance team.

6. **COUNCIL PLAN, PERFORMANCE & RISK REGISTER QUARTERLY UPDATE JULY TO SEPTEMBER 2024/25** – (Pages 115 - 148)
(Cllr Jules Crossley, Policy, Climate & Sustainability Portfolio Holder)

To consider Report No. ACE2412 (copy attached), which sets out performance monitoring information in relation to the Council Plan for the second quarter of 2024/25.

7. **NEW PREVENTION OF SEXUAL HARASSMENT POLICY** – (Pages 149 - 164)
(Cllr Abe Allen, Enabling Services Portfolio Holder)

To consider Report No. PEO2402 (copy attached), which sets out a new Prevention of Sexual Harassment Policy for the Council.

8. **PROCUREMENT STRATEGY 2025-2028** – (Pages 165 - 184)
(Cllr Abe Allen, Enabling Services Portfolio Holder)

To consider Report No. ACE2413 (copy attached), which sets out a new Procurement Strategy for the Council.

9. **REVIEW OF CHARGES FOR PRE-APPLICATION ADVICE** – (Pages 185 - 204)
(Cllr Keith Dibble, Development & Economic Growth Portfolio Holder)

To consider Report No. PG2431 (copy attached), which sets out proposed changes to the level of charges for pre-application planning advice.

10. **REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE REGARDING RUSHMOOR VOLUNTARY SERVICES (RVS) SERVICE LEVEL AGREEMENT** – (Pages 205 - 212)
(Cllr Halleh Koohestani, Chairman of the Overview and Scrutiny Committee)

To consider Report No. ACE2415 (copy attached), which sets out recommendations from the Council's Overview and Scrutiny Committee in relation to Rushmoor Voluntary Services and its Service Level Agreement with the Council.

11. **EXCLUSION OF THE PUBLIC** –

To consider resolving:

That, subject to the public interest test, the public be excluded from this meeting during the discussion of the undermentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against such item:

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

12. **LONG LEASEHOLD EXTENSIONS - FARNBOROUGH INDUSTRIAL ESTATE** – (Pages 213 - 224)
(Cllr Christine Guinness, Regeneration & Property Portfolio Holder)

To consider Exempt Report No. PG2432 (copy attached), which seeks authority to grant long leasehold extensions in respect of properties in Farnborough Industrial Estate, Farnborough.

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CABINET

Meeting held on Tuesday, 15th October, 2024 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

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

Cllr Jules Crossley, Policy, Climate & Sustainability Portfolio Holder
Cllr Christine Guinness, Regeneration & Property Portfolio Holder

Apologies for absence were submitted on behalf of Cllrs Abe Allen, Keith Dibble and Becky Williams.

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 28th October, 2024.

26. **DECLARATIONS OF INTEREST –**

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

27. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 10th September, 2024 were confirmed and signed by the Chairman.

28. **CORPORATE PEER CHALLENGE FEEDBACK REPORT AND ACTION PLAN –** (Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder)

The Cabinet considered Report No. CEX2405, which set out the findings of the Corporate Peer Challenge exercise that had been carried out in June, 2024.

The Report set out feedback along with ten key recommendations on how the Council could improve how it delivered its functions. In response to the feedback report, the Council had developed an action plan to address the recommendations made. The action plan would be closely monitored by the Council's Corporate Management Team and reported to the Cabinet through the standard quarterly performance management process from 2024/25 Quarter 3 onwards.

The Cabinet welcomed the findings of the corporate peer challenge exercise and expressed appreciation to all of those who had been involved in the process.

The Cabinet RESOLVED that

- (i) the Corporate Peer Challenge report, as set out in Report No. CEX2405, be noted;

- (ii) the action plan, as set out in the Report, be approved; and
- (iii) the reporting of progress against the action plan through the standard quarterly performance management process be approved from 2024/25 Quarter 3 onwards.

29. **FINANCIAL RECOVERY PLAN –**
(Cllr Gareth Williams, Leader of the Council and Finance Portfolio Holder)

The Cabinet considered Report No. CEX2406, which set out a Financial Recovery Plan for the Council.

Members were reminded that the Council's Medium Term Financial Strategy (MTFS), which had been approved on 22nd February, 2024, had presented a cumulative £19.152 million budget deficit over the four years to 2027/28, before mitigation through a savings programme. In response to this, the high-level Financial Resilience Plan had been developed to address the deficit and the Charter Institute of Public Finance Accountants (CIPFA) had been appointed to review and provide assurance on the plan. In July, 2024, the Cabinet and Council had considered the Medium Term Financial Strategy update and 2023-24 Budget Outturn report, which had included the CIPFA report. The CIPFA report had endorsed the approach being taken and had encouraged the Council to deliver a detailed plan as a priority. As a result, the Financial Recovery Plan had been developed and this included the delivery of revenue savings and capital receipts, as well as improving capability and capacity within the Finance function. The Council's Overview and Scrutiny Committee had considered the CIPFA report at its meeting on 12th September and the matters raised by the Committee were included in the report and considered by the Cabinet. Similarly, the Financial Recovery Working Group had considered this matter and its comments were reported by the Leader of the Council.

The Cabinet welcomed the Financial Recovery Plan and considered this to be a rapid response to the requirement to address the Council's financial position.

The Cabinet RESOLVED that

- (i) the matters raised by the Overview and Scrutiny Committee, as set out in Section 3.19 of Report No. CEX2406, be noted;
- (ii) the comments of the Financial Recovery Working Group, as reported at the meeting, be noted;
- (iii) the Financial Recovery Plan actions, as set out in Annex 2 (Revenue) and Exempt Annex 3 (Capital) of the Report, be approved;
- (iv) the actions set out and completed in the Finance Service capacity and capability workstream, as set out in Annex 1 (page 2 onwards) of the Report, be noted; and
- (v) the progress made on the delivery of actions to date, as set out in the Report, be noted.

30. **PUBLIC SECTOR EQUALITY DUTY –**
(Cllr Sophie Porter, Deputy Leader and Community & Residents Portfolio Holder)

The Cabinet considered Report No. ACE2411, which set out the Council's statutory duties under the Equality Act 2010, its compliance with those duties and proposed actions to ensure compliance.

Members were informed that a review had been carried out regarding the Council's compliance with the requirements of the Equality Act 2010 and that this had shown that some corrective action was required. It was proposed that two new equality objectives should be introduced around promoting the use of equality impact assessments and tackling the effects of poverty and deprivation. It was further proposed that the Council should publish an equality report on its website each year in order to fulfil its duty under the Equality Act to publish equality information.

The Cabinet welcomed the proposals and considered that a strong approach to equalities was vital to progressing its future priorities. The importance of a partnership approach in addressing deprivation matters was also discussed.

The Cabinet RESOLVED that

- (i) the two new equality objectives, as set out in Section 3.2 of Report No. ACE2411, be approved; and
- (ii) the publishing of an annual equality report and other information, as set out in Sections 3.3 - 3.6 of the Report, be approved.

31. **CONSERVATION AREA APPRAISALS AND MANAGEMENT PLANS –**
(Cllr Keith Dibble, Development & Economic Growth Portfolio Holder)

The Cabinet considered Report No. PG2427, which set out the background of reviews of the Aldershot West, Farnborough Street and South Farnborough Conservation Areas.

Members were reminded that the Council had been carrying out reviews of all of the Borough's conservation areas over the previous few years. It was reported that this represented the final tranche of these reviews. In the case of Aldershot West, it was proposed to carry out another consultation exercise as a result of changes that had been made to the proposal following the first consultation exercise. It was proposed that delegated authority be granted for the Executive Head of Property and Growth, in consultation with the portfolio holder, to agree the final scheme, subject to only minor amendments being required following the consultation exercise. Regarding Farnborough Street and South Farnborough, the Report set out proposed changes and the reasons for this. It was not proposed to carry out further consultation exercises in these cases.

Members felt that, when considering all of the available information, it was right to make the changes proposed in the Report to demonstrate a consistent approach to Conservation Areas across the Borough. It was further felt that the public had had ample opportunity to affect these changes due to the comprehensive consultation exercises that had been, and were due to be, carried out.

The Cabinet RESOLVED that

- (i) the re-consultation on the revised appraisal and management plan for the Aldershot West Conservation Area, as set out in Appendix 1 of Report No. PG2427, be approved, with the Executive Head of Property and Growth, in consultation with the Development & Economic Growth Portfolio Holder, being authorised to adopt the appraisal and management plan, subject to any necessary, non-substantive final amendments in the light of consultee comments received;
- (ii) the adoption of the Farnborough Street Conservation Area appraisal and management plan, as set out in Appendix 2 of Report No. PG2427, be approved, with the Executive Head of Property and Growth, in consultation with the Development & Economic Growth Portfolio Holder, being authorised to make any necessary minor amendments prior to publication; and
- (iii) the adoption of the South Farnborough Conservation Area appraisal and management plan, as set out in Appendix 3 of Report No. PG2427, be approved, with the Executive Head of Property and Growth, in consultation with the Development & Economic Growth Portfolio Holder, being authorised to make any necessary minor amendments prior to publication.

32. 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 items to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against the items:

Minute Nos.	Schedule 12A Para. No.	Category
33 and 34	3	Information relating to financial or business affairs

**THE FOLLOWING ITEMS WERE CONSIDERED
IN THE ABSENCE OF THE PUBLIC**

33. FRIMLEY 4 BUSINESS PARK – DISPOSAL OF PLOTS 4.2 & 4.3 –
(Cllr Christine Guinness, Regeneration & Property Portfolio Holder)

The Cabinet considered Exempt Report No. REG2428, which sought delegated approval to dispose of the freehold interests in plots 4.2 and 4.3 at Frimley Business Park, in accordance with the agreed Heads of Terms.

Members were informed that this disposal would contribute towards the capital receipts target of £40 million that had been agreed at the Council meeting in February, 2024. The Exempt Report set out all of the terms of the disposal and how this would contribute to the delivery of the Financial Recovery Plan.

The Cabinet expressed strong support for the proposed approach as an important strand towards delivering stability to the Council's financial position.

The Cabinet RESOLVED that the Executive Head of Property and Growth, in consultation with the Regeneration & Property Portfolio Holder and the Executive Head of Finance, be authorised to dispose of the freehold interest in plots 4.2 and 4.3 at Frimley Business Park, in accordance with the Heads of Terms and at a value within the range set out in paragraph 3.7 of Exempt Report No. REG2428, subject to final legal due diligence.

34. **LETTING OF NO. 8 UNION YARD, ALDERSHOT –**
(Cllr Christine Guinness, Regeneration & Property Portfolio Holder)

The Cabinet considered Exempt Report No. PG2429, which set out a proposal to grant a capital contribution to a new tenant that would be coming to the Union Yard development in Aldershot.

Members were informed that the grant would assist the new tenant by contributing towards the cost of fitting out the new commercial unit. The Report set out the amount of the capital contribution and the terms applicable.

Members expressed support for the proposed approach and felt that this would be helpful to the overall launch of the Union Yard development.

The Cabinet RESOLVED that the capital contribution towards the tenant fit out of No. 8 Union Yard, Aldershot, on the terms set out in Exempt Report No. PG2429, be approved.

The Meeting closed at 7.49 pm.

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

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CABINET

COUNCILLOR GARETH WILLIAMS
LEADER & FINANCE PORTFOLIO HOLDER

26 NOVEMBER 2024

KEY DECISION? NO

REPORT NO. ACE2416

STRATEGIC PRIORITIES**SUMMARY AND RECOMMENDATIONS:**

The Council Vision was approved by Council in July 2019. Since then, the borough has faced significant challenges including the Covid-19 pandemic, cost-of-living crisis, and significant pressures on the Council budget. In May 2024, the Council's administration changed, bringing about a change in strategic outlook.

This report sets out the new administration's strategic priorities, proposes a Council Delivery Plan to cover the next civic year from April 2025, and describes a programme of work to develop a new Council Vision and Council Plan by December 2025.

Cabinet is recommended to:

- Agree the strategic priorities as set out in Annex 1 and the process for developing a delivery plan for the coming year alongside a new vision and Council Plan by December 2025.

1. INTRODUCTION

- 1.1. The Council Vision was approved by Council in July 2019. Since then, the borough has faced significant challenges including the Covid-19 pandemic, cost-of-living crisis, and significant pressures on the Council budget. In May 2024, the Council's administration changed, bringing about a change in strategic outlook.
- 1.2. This report sets out the new administration's strategic priorities, proposes a Council Delivery Plan to cover the next civic year, and describes a programme of work to develop a new Council Vision and Council Plan by December 2025.

2. BACKGROUND

- 2.1 The Council Plan provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise longer-term vision and aspirations. The Council Plan outlines the council's priorities and key strategic projects.

- 2.2 The Council Vision was approved by Council in July 2019. Since then, the borough has faced significant challenges including the Covid-19 pandemic, cost-of-living crisis, and significant pressures on the Council budget. In May 2024, the Council's administration changed, bringing about a change in strategic outlook.
- 2.3 At its meeting on the 15 October 2024, Cabinet approved the Corporate Peer Challenge Action Plan including actions to:
- Set out a clear vision for what it wants to achieve and how it wants to operate.
 - Develop a new Council Plan.
- 2.4 At the same meeting in October, Cabinet also approved the Financial Recovery Plan. This plan includes a proposed service level review to identify options for changes in service levels and associated costs across the organisation while taking into account the Council priorities. It is expected that this work will commence in early 2025.
- 2.5 Each year the Council carries out a resident survey. These surveys help the Council to develop priorities and inform services delivery. In 2023 the survey was based around council services, and the 2024 survey was based around what is like to live in the borough.
- 2.6 The 2024 residents survey closed in July and the comprehensive survey report has been produced (Annex 2). The findings have been used to understand residents' priorities and help improve Council services.

3. DETAILS OF THE PROPOSAL

General

- 3.1. Since coming to power in May 2024 the Cabinet has been focussing on translating its manifesto into a series of priorities that can be delivered within existing Council structures and plans. Obviously more significant change takes time.
- 3.2. Cabinet has also been working with the Executive Leadership Team and Service Managers to better understand the financial challenges and how to make best use of the Council's resources.
- 3.3. The most important issues that residents said needed improvement were:
- Road and pavement repairs
 - Shopping facilities
 - Clean streets
 - The level of crime
 - Health services
 - Sports and leisure facilities

- 3.4. Apart from road and pavement repairs, which are the responsibility of Hampshire County Council, these issues are reflected in the strategic priorities of the new administration as set out in Annex 1 and cover the following themes:
- Skills, Economy, and Business.
 - Homes for All: Quality Living, Affordable Housing.
 - Community and Wellbeing: Active Lives, Healthier and Stronger Communities.
 - Pride in Place: Clean, Safe and Vibrant Neighbourhoods.
 - Vision for the Future and Financial Sustainability.
- 3.5. Along with these themes, sustainability, diversity, and inclusion will be at the heart of all Council activity. Many of these priorities require resources beyond those of the Council, and the Council will partner with external organisations to deliver prioritised outcomes. In addition, the Government's proposals on Local Government reorganisation will require us to actively review our options around devolution.
- 3.6. Furthermore, it is proposed to bring forward a Council Delivery Plan to govern Council activity for the 2025 – 2026 civic year. This plan will reflect the administration's priorities, resident survey results, recent challenges, and the Council's financial situation. The plan will be brought forward for consideration at the Cabinet meeting in February 2025.
- 3.7. This will provide time for a comprehensive programme of public engagement and consultation for a new Council Vision and Council Plan to be considered by Council in December 2025.
- 3.8. The public engagement will invite residents, businesses, partners, and community groups to share their views on a collective, long-term vision for Farnborough and Aldershot. It will look to understand the root causes of problems and dissatisfaction, and how the borough's strengths and opportunities can be applied to these issues by all stakeholders.
- 3.9. Engagement activities may include neighbourhood events, a state of the borough conference, digital engagement, workshops, a call for evidence, and use of existing networks, meetings, and events. Subject to detailed planning, these activities will take place in May and June 2025.
- 3.10. These activities will allow the Council to draft a proposed Council Vision and Council Plan. These documents will be shared in a public consultation in September 2025 before being presented to Cabinet and Council for approval in December 2025.

Alternative Options

- 3.11. The Council could continue with the current Council Vision until 2030 and Council Plan until the end of 2026 but this would not reflect the new administration's priorities and has therefore been discounted.

Consultation

- 3.12. Extensive engagement and consultation will take place during 2025 which will influence the new vision and plan.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. Resident consultations during 2025 will need to be coordinated to maintain resident engagement levels. Risks to the delivery of the Council Delivery Plan, Council Vision, and Council Plan will be considered when they are brought forward for approval and then managed through the Council's risk management policy.

Legal Implications

- 4.2. Within any Council Delivery Plan, the Council is under a duty to provide a wide variety of statutory services to the public. For discretionary services, the Council must ensure that it has legal powers to carry out that service and determine on what cost basis. There is separate legislation, policy and guidance which covers each individual service area. The Council must consider the Equality Act 2010 and the impact of any new proposal on its community and residents.

Financial Implications

- 4.3. No direct financial implications are identified from this report, however quality performance management throughout the financial year supports the council in the delivery of services to budget. Through good management the council can support the achievement of value for money when utilising public funds.
- 4.4. Having a clear forward plan will provide a stable base for decision making going forward and enable long term decision making to ensure the best value for money is achieved by the council.

Resource Implications

- 4.5. Involvement in the development of the Council Delivery Plan, Council Vision, and Council Plan by relevant teams will need to be well managed to resolve workload conflicts. The resource implications of these strategies and plans will be considered in line with the Council's budget setting process for 2025/6.

Equalities Impact Implications

- 4.6. The Council Vision and Council Plan engagement and consultation activities will be designed to ensure that all groups with protected characteristics will have an opportunity to take part in a way that is accessible and inclusive for them. An equalities impact assessment will be made of the proposed Council Vision

and Council Plan, based on the information collected during the engagement activity.

5. CONCLUSION

- 5.1 It is always difficult for a new administration to bring forward its proposals when plans and budgets have already been set. However, after a period of settling in and getting to grips with the challenges it faces the new Cabinet is able to present its priorities for approval.
- 5.2 Having approved a Financial Recovery Plan and a Corporate Improvement Plan arising from the recent LGA Corporate Peer Challenge and making progress with both the Cabinet is able to move forward with its priorities.

LIST OF APPENDICES/ANNEXES:

Annex 1: Council Delivery Plan priorities

Annex 2: Resident Survey

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Report Authors

Sharon Sullivan, Policy Officer - 01252 398465, sharon.sullivan@rushmoor.gov.uk

Alex Shiell, Service Manager – Policy, Strategy and Transformation – 01252 398188, alex.shiell@rushmoor.gov.uk

Head of Service – Rachel Barker, Assistant Chief Executive – 07771 540950 rachel.barker@rushmoor.gov.uk

Rushmoor Borough Council Delivery Plan Priorities

Priorities

Skills, Economy
and Business

Homes for All:
Quality Living,
Affordable Housing

Community and Wellbeing:
Active Lives, Healthier and
Stronger Communities

Pride in Place: Clean,
Safe and Vibrant
Neighbourhoods

Vision for the future and
financial sustainability

- Sustainability, diversity and inclusion at the heart of what we do.
- We will partner with external organisations to deliver outcomes, including a review of devolution options.

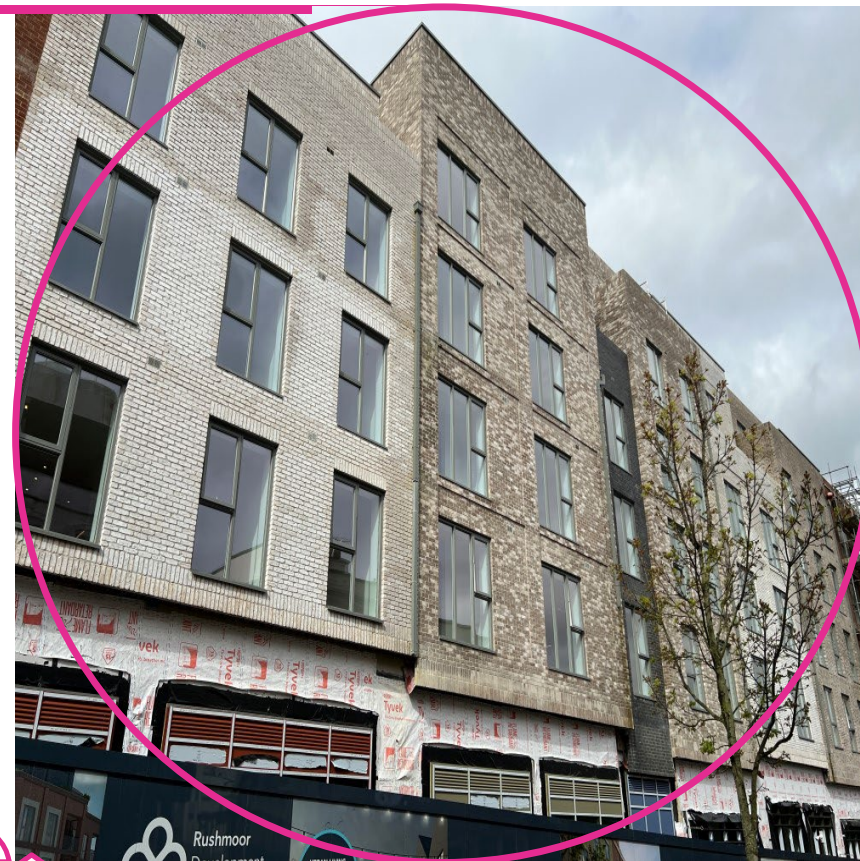
Skills, Economy and Business

- Promote access to skills development and training to enable residents to participate in a thriving local economy.
- Work with businesses to attract and retain jobs, through active place-making and targeting of key industries.
- Promote the development of our towns to meet the needs of business and residents, partnering with experts to deliver strategic transformation of our town centres and neighbourhoods.



Homes for All: Quality Living, Affordable Housing

- Improve Social Housing performance through more active engagement with providers.
- Intervene to improve the quality of Private Rented Sector homes in the borough which do not meet acceptable living standards.
- Provide good quality temporary accommodation.
- Make it easier to understand how we allocate social housing.
- Progress a new Local Plan that maximises delivery of new homes.
- Regenerate Council owned brownfield land with new and affordable homes.



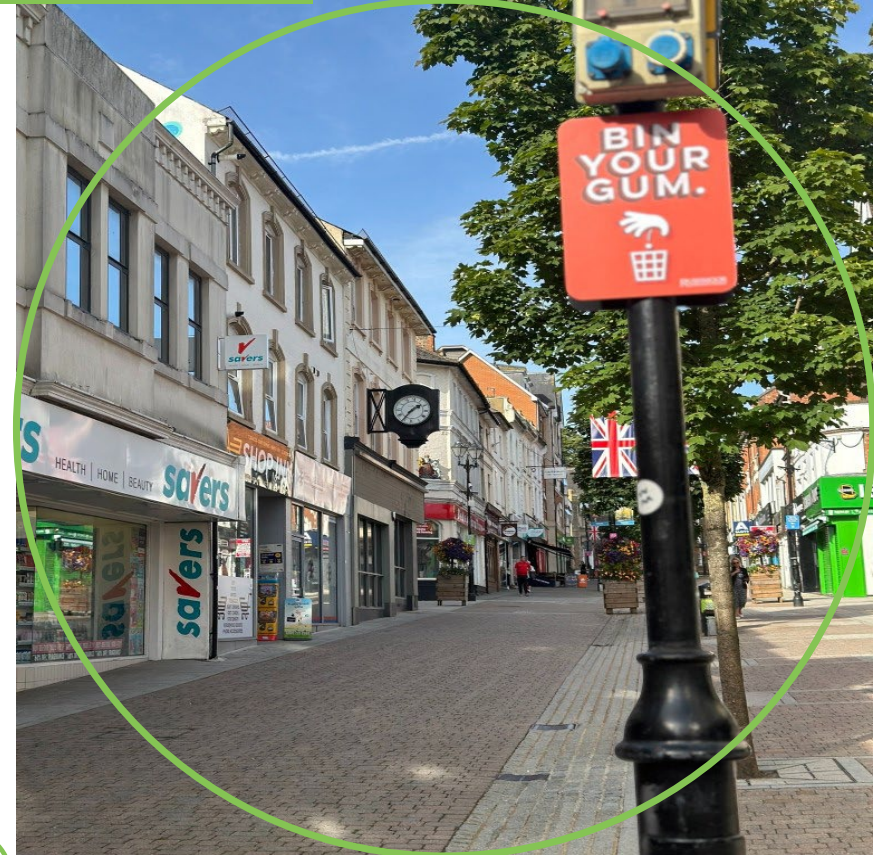
Community and Wellbeing: Active Lives, Healthier and Stronger Communities

- Ensure all residents have access to opportunities for physical exercise including a new leisure centre in Farnborough.
- Enable a programme of community and cultural activities that engage everyone.
- Address health inequalities through partnerships with providers and other local authorities.
- Work with partners to improve access to and awareness of mental health support.



Pride in Place: Clean, Safe and Vibrant Neighbourhoods

- Cleaner streets – implement initiatives to reduce fly -tipping.
- Cabinet pride in place champion to encourage local cleaner streets projects.
- Work across the council and with partners to expand initiatives to address long term issues of anti -social behaviour.



Vision for the future and financial sustainability

- Agree a collective vision for Farnborough and Aldershot following engagement and consultation.
- Create an outcome-led plan to deliver the vision this will include a refreshed and more ambitious Climate Change Action Plan.
- Implement processes and monitoring to ensure accountability for the plan is clear and progress is regularly reviewed, with actions taken to manage any variances.
- Achieve financial sustainability through delivery of the Financial Recovery Plan.
- Ensure a culture of continuous improvement through delivery of the Corporate Peer Challenge recommendations and actions.



Living in Rushmoor – Tell us what you think

2024 Residents Survey

August 2024

Consultation report by Risk, Performance and Procurement

ANNEX 2: RESIDENTS SURVEY

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ANNEX 2: RESIDENTS SURVEY

Executive summary

The 2024 residents survey received a good response. However, there are concerns that it was not fully representative of the Rushmoor community and further work will be needed in future to engage with hard-to-reach groups.

Overall, satisfaction with Rushmoor as a place to live has fallen in recent years.

Road and pavement repairs and town centres/shopping facilities continue to be high on the list of factors that residents highlight as needing to be improved. Also, Farnborough respondents think sports and leisure facilities need improving, whilst Aldershot residents think the level of crime needs addressing. Clean streets and health services are also factors high on the list that need to be improved in the views of residents.

Overall, the 'sense of belonging' to the local area respondents report is very similar to that in the 2022 survey. However, there are some clear differences in the results of the two surveys in the ward level data.

Engagement with arts and cultural events activities varies, and those in Farnborough are generally less engaged in events than Aldershot respondents. This may be due to more events taking place in Aldershot. Females were more likely to have spent time engaging in arts and cultural activities than males.

Although there was some positive responses to the questions relating to improvements due to UKSPF projects, many of the projects have not been completed yet so it is important to include these questions again in next year's residents survey.

Feelings of safety have reduced overall, but those in Farnborough generally felt safer than those in Aldershot. Drug related activities was the largest concern of respondents.

ANNEX 2: RESIDENTS SURVEY

Introduction

It is important for a council to regularly engage with residents to help them develop priorities and inform services delivery. Each year Rushmoor Borough Council carries out a resident survey. Last year the survey was based around council services, this year the survey is based around what is like to live in Rushmoor (Aldershot and Farnborough), and whether people feel part of their community. Some of the survey questions were based on questions previously asked in Rushmoor residents surveys, so changes in views can be identified.

In addition, over the past year the Council used external funding to improve the town centres, including more local and cultural events. The survey included questions to understand what events and activities residents have been involved in and what they think of them.

Methodology

The survey was carried out online, with paper copies available if requested (appendix A). The survey was advertised in the summer edition of Arena (appendix B) and via the Council's social media. The paper version of the survey was taken to Victoria Day and the Cove Brook Fun Day. A postcard (appendix C) with links to the survey were available at the events and in the Council Offices reception. The details of the survey were also sent to over 6,000 people who have signed up via email to receive news or information about consultations from the Council.

During the consultation period it became clear that the length of the survey may be a concern, with language that may not be that easy to understand if English is the respondents second language. As a result, a simplified shorter survey was shared with our hard-to-reach groups (our Nepali population and younger people), to encourage completion. We received two responses using this method and the respondents' answers have been included in the main survey results where applicable. For future residents' surveys, we will take learning from the feedback received and devise a better way to engage with harder to reach groups.

The survey ran from Monday 3 June 2024 until Friday 12 July 2024.

Responses

In total, there were 1,686 surveys returned (1,662 online and 24 paper surveys). For reference purposes, the table below shows the number of surveys returned for past resident surveys.

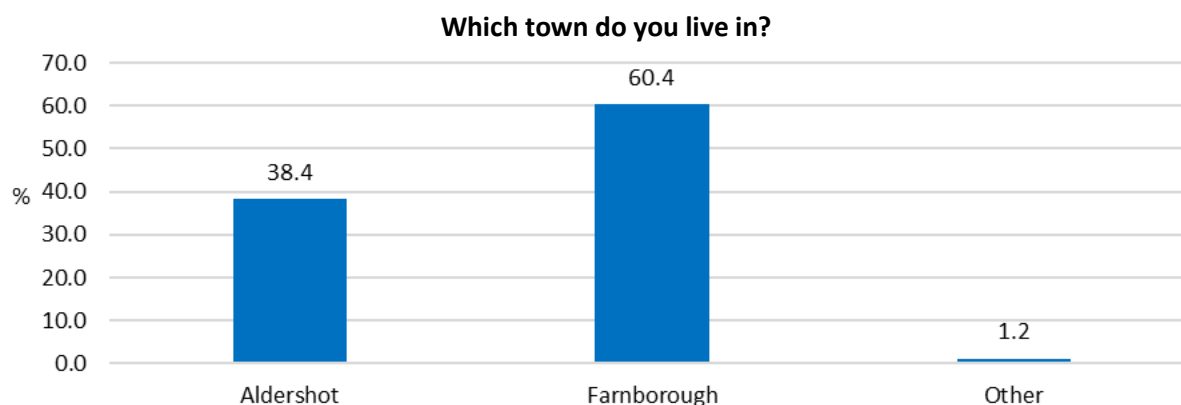
2021	2022	2023	2024
1,518	1,058	1,509	1,686

Characteristics of respondents

ANNEX 2: RESIDENTS SURVEY

Which town do you live in?

All 1,686 respondents completed this question. According to the 2021 Census, 59.9% of Rushmoor residents lived in Farnborough and 40.2% lived in Aldershot. 60.4% (1,018) of respondents indicated that they were Farnborough residents and 38.4% (648) of respondents indicated that they were Aldershot residents. The survey is close to being representative of the populations of towns.



Of the 20 respondents (1.2%) that ticked other, the main themes of the answers were:

- 4 respondents indicated they lived in Fleet.
- 3 respondents indicated that they lived in Ash / Ash Vale
- 2 respondents indicated that they lived in North Camp
- 2 respondents indicated they lived in Cove.

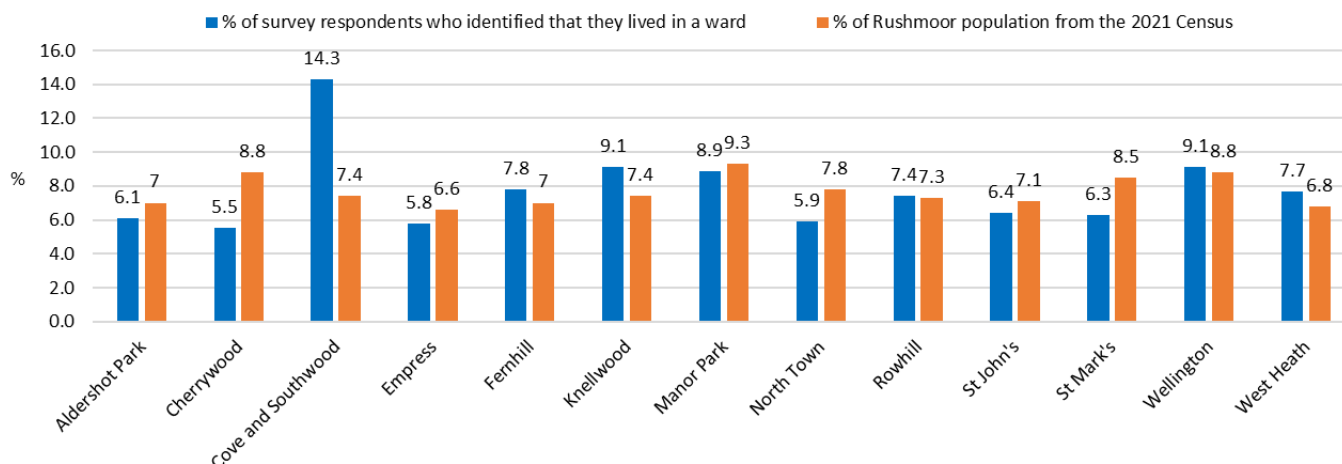
Ward responses rate

In total 1,668 respondents indicated which ward they lived in, 58 respondents didn't know which ward they lived in, 18 respondents preferred not to say, and 9 respondents indicated that they didn't live in a Rushmoor ward. The number of respondents varied between wards with the highest being Cove and Southwood ward (226 respondents) and the lowest being Cherrywood ward with 87 respondents.

The following chart is the percentage of respondents per ward compared to percentage of Rushmoor's population in each ward. The chart shows that Cove and Southwood wards is the most over-represented in the survey and Cherrywood ward is the most under-represented.

ANNEX 2: RESIDENTS SURVEY

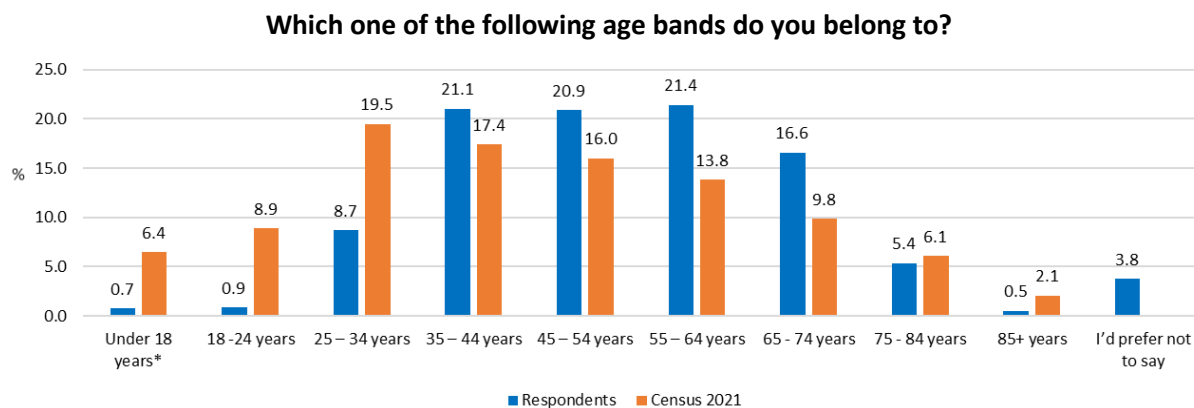
Percentage of respondents per ward compared to percentage of Rushmoor's population in each ward



Although not all wards have a representative number of responses, some of the results to the questions have been split by ward to give an indication of the differences between areas.

Which one of the following age bands do you belong to?

In total 1,344 respondents completed this question. Those under 34 years of age are under-represented and those over 35 to 74 years of age are over-represented.



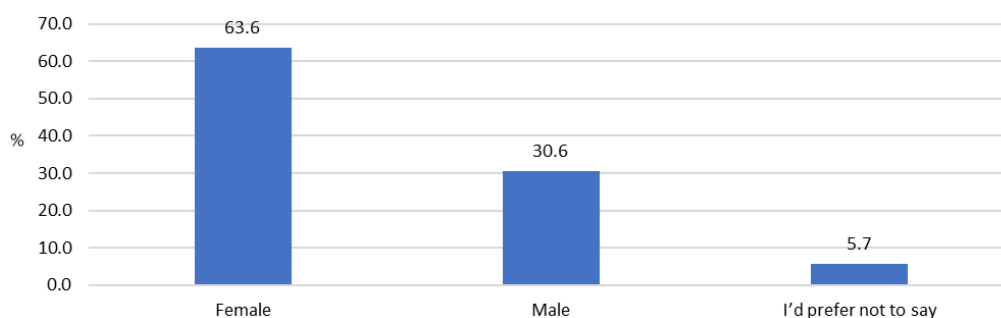
* As the survey was advertised by social media the 2021 Census age percentage for under 18 years is from 13 years of age, which the minimum age for most social media platforms.

Your sex

In total 1,342 respondents completed this question. 63.6% (854) of respondents indicated that they were female and 30.6% (411) of respondents indicated that they were male. Females are over-represented in the survey as 49.9% of the population of Rushmoor are female according to the 2021 Census.

What is your sex?

ANNEX 2: RESIDENTS SURVEY



What is your ethnic group?

In total 1,347 respondents completed this question. When compared to the data from the 2021 Census, those who identified as white are over-represented and those who identified in the groups other than white are under-represented. The Nepali population is very under-represented, 1.5% of respondents identified as Nepali (20 respondents), compared to the 10.6% of the population who identified as Nepali in the 2021 Census. However, this is an improvement from 2023 where 7 Nepali respondents completed the survey.

Note: two respondent that completed the other background box also identified as Nepali, this would make the number 22 and 1.6%.

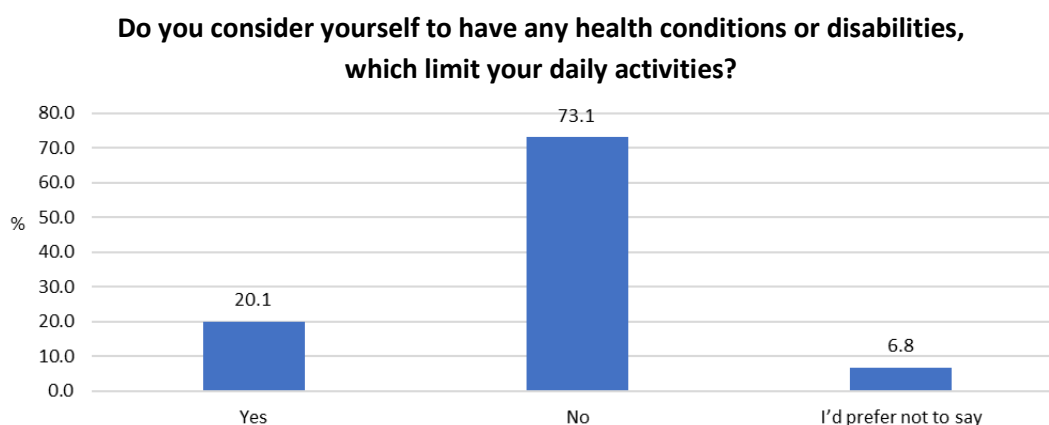
Ethnic group	Number	%	Census 2021
White - British	1121	83.2	71.1
White – Irish	12	0.9	0.7
White – Gypsy/Traveller	2	0.1	0.2
White – other	50	3.7	5.4
Mixed - white and black Caribbean	2	0.1	0.7
Mixed - white and black African	4	0.3	0.4
Mixed - White and Asian	9	0.7	0.8
Mixed – other	2	0.1	0.6
Asian or British Asian – Nepali	20	1.5	10.6
Asian or British Asian – Indian	13	1.0	2.1
Asian or British Asian – Pakistani	6	0.4	1.2
Asian or British Asian – Bangladeshi	1	0.1	0.3
Asian or British Asian – Chinese	3	0.2	0.5
Asian – other	10	0.7	1.6
Black or British black – Caribbean	2	0.1	0.7
Black or British black – African	6	0.4	1.5
Black – other	1	0.1	0.4
Arab	0	0.0	0.2
Any other background	15	1.1	1.0
I'd prefer not to say	68	5.0	-
Total identified as white	1185	88.0	77.4
Total identified as other ethnic groups	79	5.9	22.6

Of the 15 respondents that identified as any other ethnic group the main theme of responses was white English and English (mentioned in 8 comments).

ANNEX 2: RESIDENTS SURVEY

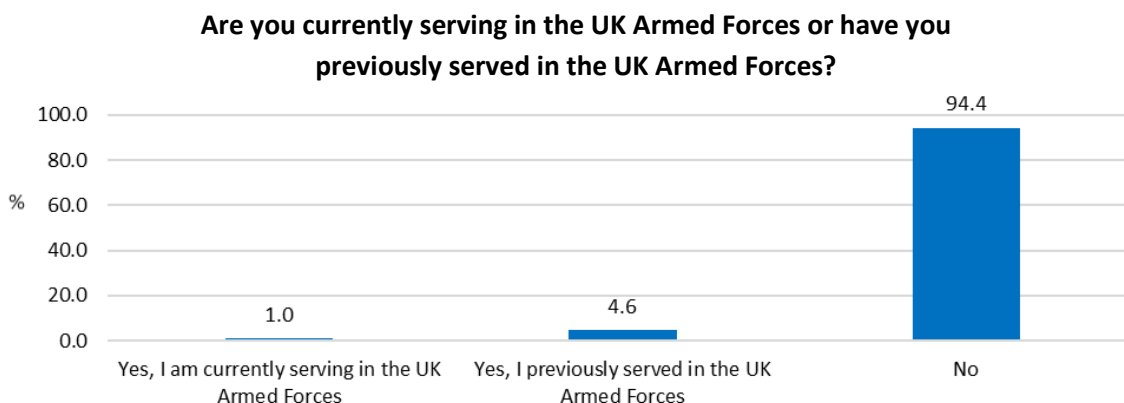
Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?

In total 1,346 respondents completed this question. 73.1% (985) of respondents indicated that they didn't have any health conditions or disabilities, which limited their daily activities. 20.1% (271) of respondents indicated that they did have health conditions or disabilities, which limited their daily activities. For reference purposes, 14.3% of residents in the 2021 Census indicated that had a long-term health problem or disability that limited their day-to-day activities a little or a lot. This suggests those with a health conditions or disabilities, which limit their daily activities could be slightly overrepresented.



Are you currently serving in the UK Armed Forces or have you previously served in the UK Armed Forces?

In total 1,346 respondents completed this question. 94.3% of respondent (1,268) are not and have not served in the armed forces. 14 respondents (1.0%) indicated that they were currently serving, and 64 respondents (4.6%) indicated that they previously served in the armed forces. For reference purposes, the 2021 Census indicated that 6.7% of Rushmoor adults have previously served in UK armed forces as a regular and/or reserve. This suggests those who have previously served in the armed forces are slightly underrepresented. This is the first time this question was asked in the residents' survey.



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Summary of Results

The survey was designed to understand what residents think of living in Aldershot and Farnborough. It included a number of questions that had been asked in previous surveys in order that comparisons can be made. The survey also included questions about arts, culture, and events in the Borough. The survey got over 1,600 responses.

However, younger people (under 24 years of age) and our Nepali community were very underrepresented and there is a need to engage better with these residents in future surveys. Feedback suggests that this can be achieved by visiting schools / colleges and simplifying the language for those who have English as a second language.

Local area

The average rating for Rushmoor (Aldershot and Farnborough) as a place to live was 5.50 (where 1 is being very dissatisfied and 10 is being very satisfied). Respondents from Farnborough are slightly more satisfied with Rushmoor as place to live than those from Aldershot but difference between the two towns is small. Since the question was first asked in 2018 residents survey, respondents are now less satisfied with Rushmoor as place to live.

Those living in St. Mark's ward are the most satisfied (5.96), while those living in Manor Park ward are the least satisfied (5.07). Although there is a small sample size, those who identified as other ethnic groups (other than white) appear to be more satisfied with Rushmoor as place to live (6.04). Those with health conditions or disabilities, which limit daily activities are the least satisfied (5.39).

The top five most important factors to making somewhere good to live were:

- Health services
- The level of crime
- Clean streets
- Roads and pavement repairs
- Shopping facilities

Since the 2022 residents survey, roads and pavement repairs have increased as an important factor to making somewhere good to live (from 7th most important factor in 2022 to the 4th most important factor in 2024). Since the 2018 residents survey sports and leisure facilities has increase as an important factor (from the 11th factor in 2018, to the 9th factor in 2022, to the 6th factor in 2024).

Both Aldershot and Farnborough have health services, clean streets, roads and pavement repairs and the level of crime in their top five factors in making somewhere good to live but

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in a slightly different order. Aldershot has the shopping facilities as one of the top five factors while Farnborough has sports and leisure facilities.

The five factors identified as most needing improvement are:

- Road and pavement repairs
- Shopping facilities
- Clean streets
- The level of crime
- Health services.

These were the same five factors in the 2022 residents survey. Since the 2022 residents survey, the percentage of respondents that thought road and pavement repairs needed improving increased by 8%.

Four of the same top five factors that need improving the most were identified by those respondents who lived in Aldershot and Farnborough, these were road and pavement repairs, clean streets, health services and shopping facilities. Aldershot respondents' list also included the level of crime. Whereas Farnborough respondents' list also included sports and leisure facilities.

Road and pavement repairs, shopping facilities, clean streets, the level of crime and health services are all in the top five factors in making somewhere good to live and the top five factors that need improving the most.

The main theme from the responses to the open question about what needs improving the most was around the town centres.

Pride in place

51.9% of respondents felt that they very strongly or fairly strongly belonged to their local area, this is a similar percentage to when the question was asked in 2022 residents survey (51.3%).

From the 2022 residents survey to 2024 resident's survey, there was a minor increase in respondents from Aldershot that felt they belonged to their local area very strongly or fairly strongly, and a small decrease in respondents from Farnborough.

Those living in St. Mark's ward felt the most strongly to their local area (64.6%), while those living in North Town ward felt the least (41.5%). Although there is a small sample size, those who identified as other ethnic groups (other than white) felt the most strongly to their local area (60.5%), while those with health conditions or disabilities, which limit daily activities felt the least (45.8%).

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After nothing, the main themes to why respondents felt proud to live in their local area was good facilities (which includes access to green open spaces and parks and woodlands / nature), followed by sense of community / the community/ the people / friendly people.

26.7% respondents agreed (definitely agree and tend to agree) that that people in their local area pull together to improve the local area. A higher percentage of Aldershot respondents agreed that that people in their local area pull together to improve the local area, than Farnborough respondents.

Those living in St. Mark's ward felt the most that people in their local area pull together to improve the local area (35.4%), while those living in St John's ward felt the least (15.5%). Although there is a small sample size, those who identified as other ethnic groups (other than white) felt the most that people in their local area pull together to improve the local area (39.7%), while those with health conditions or disabilities, which limit daily activities felt the least (21.9%).

Arts, culture, and events

50.1% of respondents had attended community events, activities or markets in their local area or town in the past year. 35.1% had not attended an activity and 11.9% were not aware of any community events, activities or market in their local area or town. This was a higher percentage that attended events and activities than last year (40.2%). However, the question wording was changed to include markets for the 2024 survey, and this was reflected in the open question with markets being the event most attended by respondents.

A higher percentage of respondents from Aldershot had attended community events and activities in the past year than those from Farnborough. Wards nearer the town centres had higher level of attendance to community events, activities, and markets in the past year.

The activity attended the most was 'Attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity,' 48.5% indicated that they had done this in the past 12 months. The activity attended the least was 'Dance,' 13.8% indicated that they had done this in the past 12 months.

There were differences between groups of respondents:

- Respondents under the age of 44 are more likely to have spent time doing a creative, artistic, theatrical or music activity or a craft.
- Female respondents are more likely to have attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity.
- Respondents that identified as other ethnic groups (other than white) are more likely to have used a public library service (small sample size)

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- Those that are serving or previously served in the armed force are more likely to have attended a museum or gallery (small sample size)
- Female respondents are more likely to have attended 'Dance.'

Females were more likely to have spent time doing arts and cultural activities than males.

Community Safety

Overall, 71.9% of respondents felt very and fairly safe outside during the day and 13.3% felt very and fairly unsafe. Feelings of safety during the day have dropped from previous surveys. Farnborough respondents felt safer during the day outside in their local area than Aldershot respondents.

Those living in St. Mark's ward felt the safest during the day (82.3% very or fairly safe), while those living in Manor Park ward felt the most unsafe (20.0% very or fairly unsafe). Those over the age of 65 felt the safest (77.2% very or fairly safe), while those with health conditions or disabilities, which limit daily activities felt the most unsafe (21.0% very or fairly unsafe).

Overall, 31.1% of respondents felt very and fairly safe outside after dark and 48.3% felt very and fairly unsafe. Feelings of safety after dark have dropped from previous surveys. Farnborough respondents felt safer during the day outside in their local area than Aldershot respondents.

Those living in St. Mark's ward felt the safest after dark (50.0 very or fairly safe), while those living in North Town ward felt the most unsafe (65.1% very or fairly unsafe). Males felt the safest (54.1% very or fairly safe), while those with health conditions or disabilities, which limit daily activities felt the most unsafe (59.0% very or fairly unsafe).

Drugs was the largest theme to why people felt unsafe, followed by the streetlights being to don and going off at night.

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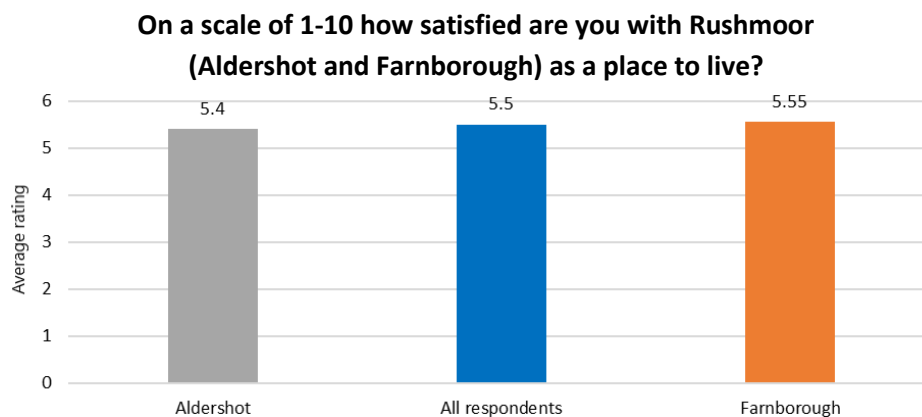
Full survey results

Note: Question 1 was the town question and question 2 was the ward question.

Section one: Local area

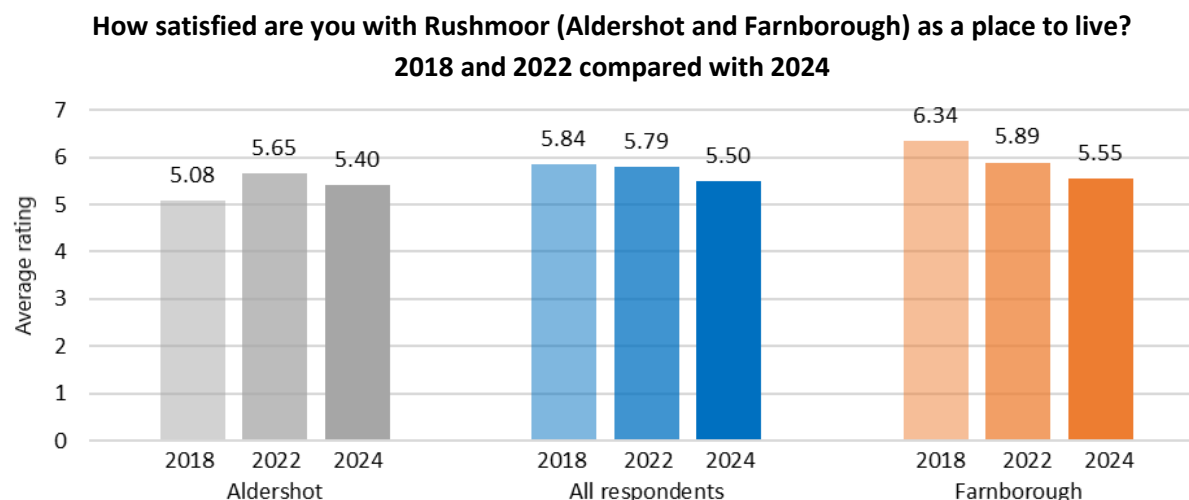
Question 3 - On a scale of 1-10 (with 1 being very dissatisfied and 10 being very satisfied) how satisfied are you with Rushmoor (Aldershot and Farnborough) as a place to live?

In total, 1,398 respondents filled in this question. Overall, the average rating for all respondents was 5.50 as a place to live. Respondents from Farnborough (5.55) were more satisfied with Rushmoor as a place to live than those from Aldershot (5.40). Although Farnborough respondents are slightly more satisfied than Aldershot respondents, the difference between the two towns is small.



In comparison to the past resident surveys

In 2018 residents survey the average rating for all respondents was 5.84, and in 2022 it dropped to 5.79, this dropped again to 5.50 in 2024. It dropped for both Aldershot and Farnborough respondents from 2022 to 2024.

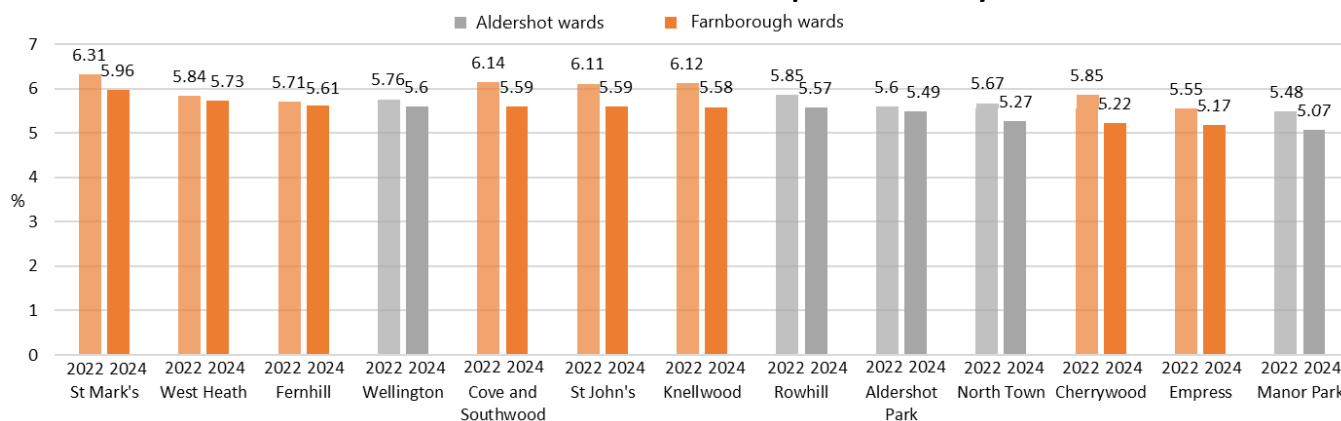


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Difference between wards

Although not all the wards have a representative number of responses, respondents living in Farnborough wards tend to be more satisfied living in Rushmoor than those in Aldershot wards. Satisfaction in all wards dropped from 2022 to 2024.

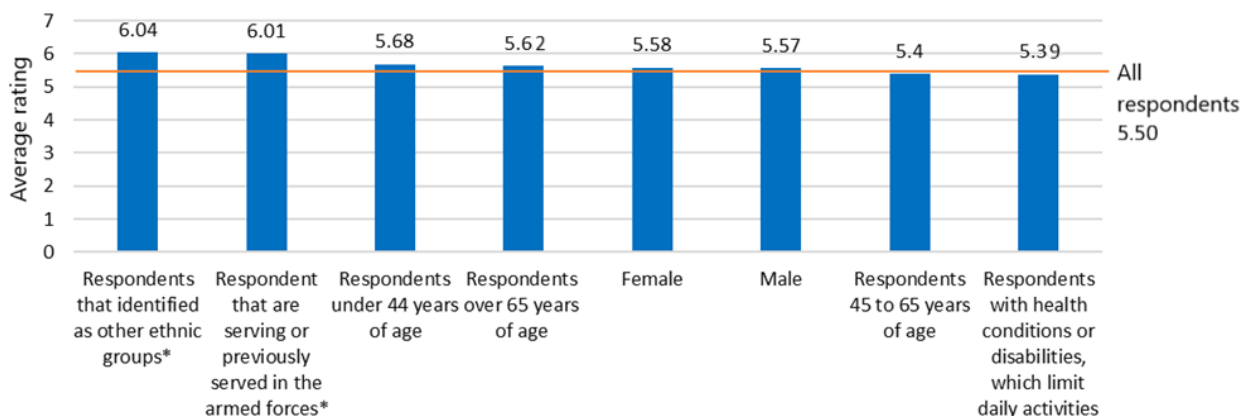
Satisfaction with Rushmoor as a place to live by wards



Difference between groups

Although there is a small sample size, those who identified as other ethnic groups (other than white), and those that are serving or previously served in the armed forces, appear to be more satisfied with Rushmoor as place to live. Those with health conditions or disabilities, which limit daily activities, are the least satisfied.

Average rating for different groups



*small sample size

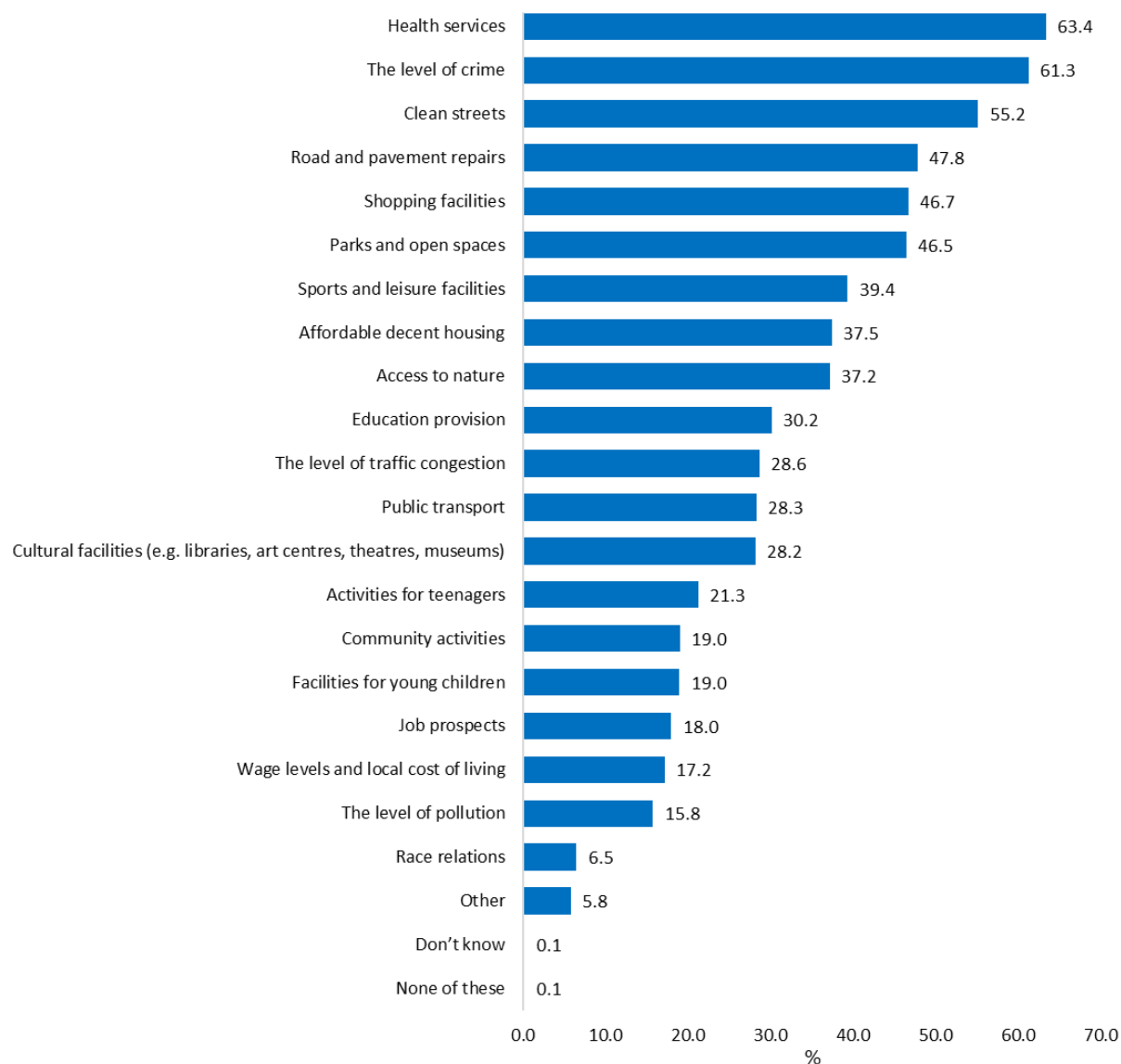
Question 4- Thinking generally, which of the things below would you say are most important in making somewhere a good place to live?

In total 1,428 respondents completed in this question and respondents could choose five factors. The top five most important factors to making somewhere good to live were health services (63.4% – 905 respondents), the level of crime (61.3% - 875 respondents), clean

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streets (55.2% - 788 respondents), roads and pavement repairs (47.8% - 683 respondents), and shopping facilities (46.7% - 667 respondents). This does not mean these factors are most in need of change, a later question asks about what needs improving most.

What is important in making somewhere a good place to live?



Note: there was a slight change in the wording of cultural facilities between the 2022 and 2024 survey, with art centres and theatres being added to the information in the brackets.

The question had an “Other please specify” box and 83 respondents completed this part of the question. The main theme for the responses (mentioned more than five times) were:

- All are important /can't choose only 5 (mentioned in around 12 comments)
- Police/safety dealing with antisocial behaviour (mentioned in around 11 comments)
- Grass cutting / grounds maintenance (mentioned in around 8 comments)

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- Comments around the need for more things to do (mentioned in around 7 comments)
- Parking issues / enforcement (mentioned in around 7 comments)
- Issues with immigration (mentioned in around 5 comments)

In comparison to the 2018 and 2022 residents survey

The same four factors are in the top list of items which make somewhere good to live in 2018, 2022 and 2024. In 2024 health services moved to the top of the list above the level of crime. Parks and open spaces increased in importance from 2018 to 2022 but decreased in importance in 2024. In 2024 road and pavement repairs made it into the top 5 factors (parks and opens spaces moved to 6th).

All responses	2018 Residents Survey	2022 Residents Survey	2024 Residents Survey
1 st	The level of crime (60.9%)	The level of crime (63.8%)	Health services (63.4%)
2 nd	Health services (56.5%)	Health services (65.6%)	The level of crime (61.3%)
3 rd	Clean streets (51.1%)	Parks and open spaces (54.5%)	Clean streets (55.2%)
4 th	Shopping facilities (50.2%)	Shopping facilities (52.8%)	Road and Pavement repairs (47.8%)
5 th	Parks and open spaces (48.1%)	Clean streets (51.5%)	Shopping facilities (46.7%)

Aldershot and Farnborough

544 respondents identified as living in Aldershot and 866 respondents identified as living in Farnborough completed this question. The four of the top five factors were identified by those who lived in Aldershot and Farnborough but in a slightly different order. In Aldershot, the most important factor was the level of crime and in Farnborough the most important factor was health services. Aldershot has shopping facilities in the top five list and Farnborough had sports and leisure facilities.

Aldershot	Most important	Farnborough
The level of crime	1 st	Health services
Clean streets	2 nd	The level of crime
Health services	3 rd	Clean streets
Shopping facilities	4 th	Road and pavement repairs and sports and leisure facilities
Road and pavement repairs	5 th	-

Town comparison to the 2018 and 2022 residents surveys

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Aldershot had parks and open spaces in the top five factors 2018 and 2022 but not in 2024. In 2024 road and pavement repairs entered the top five list.

All responses Aldershot	2018 Resident Survey	2022 Resident Survey	2024 Resident Survey
1 st	Shopping facilities	The level of crime	The level of crime
2 nd	The level of crime	Shopping facilities	Clean streets
3 rd	Clean streets	Health services	Health services
4 th	Health services	Parks and open spaces	Shopping facilities
5 th	Parks and open spaces	Clean streets	Road and pavement repairs

For Farnborough in 2024 shopping facilities and parks and open spaces drop out of the top five factors, with road and pavement repairs and sports and leisure facilities entering the top five list.

All responses Farnborough	2018 Resident Survey	2022 Resident Survey	2024 Resident Survey
1 st	The level of crime	Health services and the level of crime	Health services
2 nd	Health services	-	The level of crime
3 rd	Clean streets	Parks and open spaces	Clean streets
4 th	Parks and open spaces	Clean streets	Road and pavement repairs and sports and leisure facilities
5 th	Shopping facilities	Shopping facilities	-

Ward comparison

Although not all wards have a representative number of responses this question has been split by ward to give an indication of the differences between wards.

The most important factor in making somewhere good to live in Aldershot is the level of crime; this was the top of the list for Aldershot Park, North Town and Wellington ward. Manor Park ward had clean streets at the top of the list and Rowhill ward had health services at the top of the list.

Aldershot wards	Most important 2024
Aldershot Park	The level of crime
Manor Park	Clean Streets
North Town	The level of crime
Rowhill	Health services
Wellington	The level of crime

In Farnborough, the most important factor in making somewhere good to live was the health services; five wards had this at the top of the list. St. Johns and St. Marks ward had

ANNEX 2: RESIDENTS SURVEY

the level of crime at the top of the list and Cherrywood ward had clean streets at the top of the list.

Farnborough wards	Most important 2024
Cherrywood	Clean Streets
Cove and Southwood	Health services
Empress	Health services
Fernhill	Health services
Knellwood	Health services
St. Johns	The level of crime
St. Marks	The level of crime
West Heath	Health services

Difference between groups

For all groups, either health services or the level of crime was the most important factor to making somewhere good to live.

Group	Most important 2024
All respondents	Health services
Female	Health services
Male	The level of crime
Respondents under 44 years of age	The level of crime
Respondents 45 to 64 years of age	Health services
Respondents over 65 years of age	Health services
Respondents that identified as other ethnic groups*	The level of crime
Respondents with health conditions or disabilities, which limit daily activities	Health services
Respondent that are serving or previously served in the armed forces*	The level of crime

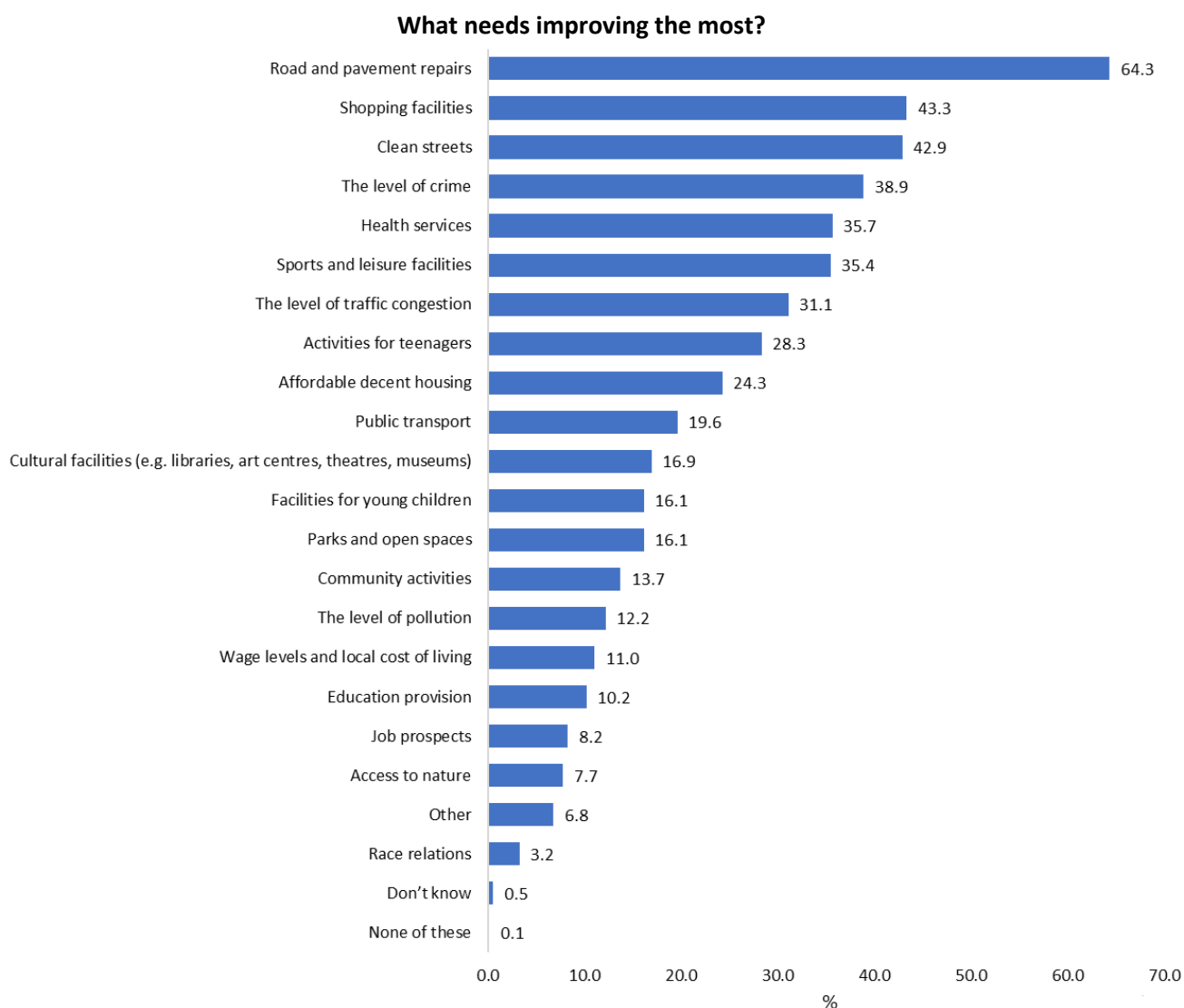
*small sample size

Question 5 - Thinking about your local area, which of the things below, if any, do you think needs improving?

In total 1,422 respondents completed in this question and respondents could choose five factors. The five factors most needing improvement are road and pavement repairs (64.3% - 915 respondents), shopping facilities (43.3% – 616 respondents), clean streets (42.9% - 610 respondents), the level of crime (38.9% - 553 respondents) and health services (35.7% – 507 respondents).

Fifth place was close, 507 respondents choose health facilities, 504 respondents choose sports and leisure facilities.

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Note: there was a slight change in the wording of cultural facilities between the 2022 and 2024 survey, with art centres and theatres being added to the information in the brackets.

The question had an “Other please specify” box and 96 respondents filled in this part of the question. The main theme for the responses (mentioned more than five times) were:

- Deal with hedges and weeds / grass cutting / maintenance (mentioned in around 17 comments)
- Parking / parking enforcement (mentioned in around 14 comments)
- Speeding / antisocial driving (mentioned in around 6 comments)
- Drugs users and dealers (mentioned in around 6 comments)
 - Other antisocial activities also mentioned in around 6 comments.
- Dog waste and control (mentioned in around 5 comments)
- Town centres and shops (mentioned in around 5 comments)
- Potholes and the state of the roads (mentioned in around 5 comments)

Comparison with 2018 and 2022 residents' surveys

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From 2018 to 2022 the level of traffic congestion has dropped off the top five list of factors in need of improving, and health services had entered the top five list. Since the 2022 residents survey, the percentage of respondents that thought road and pavement repairs needed improving increased by 8 percentage points.

All responses	2018 Residents Survey	2022 Residents Survey	2024 Residents Survey
1 st	Road and pavement repairs (56.7%)	Road and pavement repairs (56.3%)	Road and pavement repairs (64.3%)
2 nd	Shopping facilities (51.7%)	Shopping facilities (51.8%)	Shopping facilities (43.3%)
3 rd	The level of traffic congestion (37.4%)	Clean streets (37.3%)	Clean streets (42.9%)
4 th	Clean streets (35.1%)	The level of crime (36.9%)	The level of crime (38.9%)
5 th	The level of crime (32.2%)	Health services (32.1%)	Health services (35.7%)

Aldershot and Farnborough

539 respondents identified as living in Aldershot and 886 respondents identified as living in Farnborough completed this question.

Four of the same top five factors were identified by those who lived in Aldershot and Farnborough, these were road and pavement repairs, clean streets, shopping facilities and health services.

In addition, Aldershot respondents' list included the level of crime. Whereas Farnborough respondents' list included sports and leisure facilities

Aldershot	Need improving	Farnborough
Road and pavement repairs	1 st	Road and pavement repairs
The level of crime	2 nd	Sports and leisure facilities
Shopping facilities	3 rd	Clean streets
Clean streets	4 th	Shopping facilities
Health services	5 th	Health services

Town comparison with the 2018 and 2022 residents survey

In Aldershot, shopping facilities dropped down to third place in 2024, below road and pavement repairs and the level of crime, after being at the top of the list of factors in 2018 and 2022. The level of crime has been moving up the list of factors that need improving the most from 2018, to 2022, to 2024.

Aldershot	2018	2022	2024
1 st	Shopping facilities	Shopping facilities	Road and pavement repairs

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2 nd	Road and pavement repairs	Road and pavement repairs	The level of crime
3 rd	Clean streets	The level of crime	Shopping facilities
4 th	The level of crime	Clean streets	Clean streets
5 th	Affordable decent housing	Activities for teenagers	Health services

In Farnborough, sports and leisure facilities increased in importance to respondents in 2024 compared to 2022. Also, between 2022 and 2024, clean streets entered the top five list of factors and the level traffic congestion dropped of the top five factors that needed improving the most.

Farnborough	2018	2022	2024
1 st	Road and pavement repairs	Road and pavement repairs	Road and pavement repairs
2 nd	The level of traffic congestion	Shopping facilities	Sports and leisure facilities
3 rd	Shopping facilities	Sports and leisure facilities	Clean streets
4 th	Clean streets	Health services	Shopping facilities
5 th	Activities for teenagers	The level of traffic congestion	Health services

Ward comparison

Although not all wards have a representative number of responses, the question has been split by ward to give an indication of the differences between wards.

The factor that needs improving most in Aldershot is road and pavement repairs. All the Aldershot wards had this at the top of the list, except for Wellington ward which had the level of crime at the top of the list.

Aldershot wards	Most needs improving 2024
Aldershot Park	Road and pavement repairs
Manor Park	Road and pavement repairs
North Town	Road and pavement repairs
Rowhill	Road and pavement repairs
Wellington	The level of crime

In Farnborough, the area that needed improving the most was identified as road and pavement repairs, six of the wards had this at the top of their list. Cherrywood ward had clean streets at the top of the list, Empress ward had sports, and leisure facilities at the top of the list.

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Farnborough wards	Most needs improving 2024
Cherrywood	Clean streets
Cove and Southwood	Road and pavement repairs
Empress	Sports and Leisure facilities
Fernhill	Road and pavement repairs
Knellwood	Road and pavement repairs
St. Johns	Road and pavement repairs
St. Marks	Road and pavement repairs
West Heath	Road and pavement repairs

Difference between groups

For all groups except those who identified as other ethnic groups (other than white), road and pavement repairs was the factor that needed improving the most. For who identified as other ethnic groups, shopping facilities was the factor that needed improving the most.

Group	Most important 2024
All respondents	Road and pavement repairs
Female	Road and pavement repairs
Male	Road and pavement repairs
Respondents under 44 years of age	Road and pavement repairs
Respondents 45 to 64 years of age	Road and pavement repairs
Respondents over 65 years of age	Road and pavement repairs
Respondents that identified as other ethnic groups*	Shopping facilities
Respondents with health conditions or disabilities, which limit daily activities	Road and pavement repairs
Respondent that are serving or previously served in the armed forces*	Road and pavement repairs

*small sample size

Importance vs improvement

The same five factors are at the top of the importance list and the top of the needing improving lists.

Factors important to making somewhere good to live	Rank	Factors needing improving
Health services (64.3%)	1 st	Road and pavement repairs (64.3%)
The level of crime (61.3%)	2 nd	Shopping facilities (43.3%)
Clean streets (55.2%)	3 rd	Clean streets (42.9%)
Road and pavement repairs (47.8%)	4 th	The level of crime (38.9%)
Shopping facilities (46.7%)	5 th	Health services (35.7%)
Parks and open spaces (46.5%)	6 th	Sports and leisure facilities (35.4%)
Sports and leisure facilities (39.4%)	7 th	The level of traffic congestion (31.1%)
Affordable decent housing (37.5%)	8 th	Activities for teenagers (28.3%)
Access to nature (37.2%)	9 th	Affordable decent housing (24.3%)
Education provision (30.2%)	10 th	Public transport (19.6%)
The level of traffic congestion (28.6%)	11 th	Cultural facilities (e.g. libraries, art centres, theatres, museums) (16.9%)

ANNEX 2: RESIDENTS SURVEY

Public transport (28.3%)	12 th	Parks and open spaces (16.1%)
Cultural facilities (e.g. libraries, art centres, theatres, museums) (28.2%)	13 th	Facilities for young children (16.1%)
Activities for teenagers (21.3%)	14 th	Community activities (13.7%)
Community activities (19.0%)	15 th	The level of pollution (12.2%)
Facilities for young children (19.0%)	16 th	Wage levels and local cost of living (11.0%)
Job prospects (18.0%)	17 th	Education provision (10.2%)
Wage levels and local cost of living (17.2%)	18 th	Job prospects (8.2%)
The level of pollution (15.8%)	19 th	Access to nature (7.7%)
Race relations (6.5%)	20 th	Other (6.8%)
Other (5.8%)	21 st	Race relations (3.2%)
None of these (0.1%)	22 nd	Don't know (0.5%)
Don't know (0.1%)	23 rd	None of these (0.1%)

In the 2022 residents survey, 4 of the same factors were at the top of the importance list and the top of the needing improving lists (shopping facilities, clean streets, the level of crime and health services). Road and pavement repairs were top of the improvement list in 2022, but only 7th in the important list.

Question 6 - What, if anything, do you think needs improving the most in your town?

In total 1,076 respondents completed this question. The main theme from the responses was around the town centres needing improving (mentioned in around 300 comments). Connected to this was the need for shops (mentioned in around 200 of these comments) and the need for more / better restaurants (mentioned in around 25 of these comments).

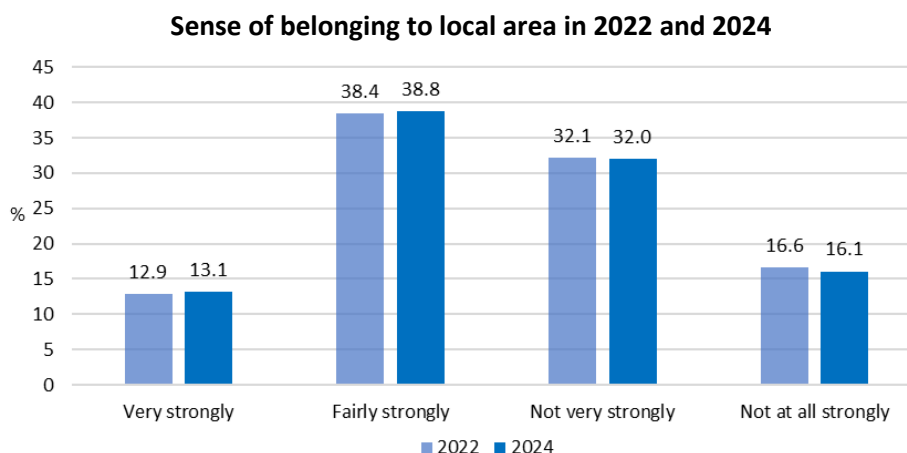
The other themes from the comment (mentioned more than 10 times) were:

- The state of the roads and pavements need improving, especially potholes (mentioned in around 230 comments)
- The need for sports and leisure facilities (affordable), including comments about the demolition of the Farnborough Leisure centre (mentioned in around 210 comments)
- The need to deal antisocial behaviour/ crime (mentioned in around 180 comments)
 - With drugs/druggies/ addicts/ dealers mentioned in around 70 of these comments
 - With alcohol/drunks/drinkers mentioned in around 25 of these comments
 - With more police / police presence mentioned in around 25 of these comments
- Comments around rubbish, litter, and cleanliness (mentioned in around 100 comments)
 - Litter was mentioned in around 25 of these comments.
 - Fly tipping was mentioned in around 5 of these comments.
 - Graffiti was mentioned in around 5 of these comments.

ANNEX 2: RESIDENTS SURVEY

- Comments about the cutting of grass and verges / maintenance of trees and bushes (mentioned in around 75 comments)
- Parking issues were mentioned in around 60 comments (the main issues were around residents parking)
- Traffic congestion / road works (mentioned in around 50 comments)
- Access to health services (mentioned in around 40 comments)
- Activities for children and young people (mentioned in around 40 comments)
- Dealing with the homeless / vagrants / beggars (mentioned in around 40 comments)
- Better public transport / integrated public transport / bus stations at the train station (mentioned in around 40 comments)
- Affordable / social housing (mentioned in around 40 comments)
- There were about 30 negative comments about immigration and/or local people should be put first.
- More things /activities for everyone to do (mentioned in around 30 comments)
- More trees/green space and open spaces / improve parks (mentioned in around 25 comments)
- Bins were mentioned in around 25 comments – either about litter bins not being emptied, the need to bring back weekly collections, more bins needed or better recycling options.
- Noise and/or air pollution (mentioned in around 25 comments)
 - In addition, there were 7 comments that mentioned the planes/airport.
- Speeding needs to be delt with (mentioned in around 20 comments)
- All of it needs improving (mentioned in around 15 comments)
- Schools need improving (mentioned in around 15 comments)
- The need for more culture / cultural actives /places (mentioned in around 15 comments)
- Comments around flats not being needed and no more flats (mentioned in around 15 comments)
- Infrastructure (mentioned in around 10 comments)
- The need for more community centres/ places (mentioned in around 10 comments)
- Jobs opportunities / well paid jobs (mentioned in around 10 comments)
- The need for play areas to be improved (mentioned in around 10 comments)
- The need for more community pride / spirit (mentioned in around 10 comments)

ANNEX 2: RESIDENTS SURVEY

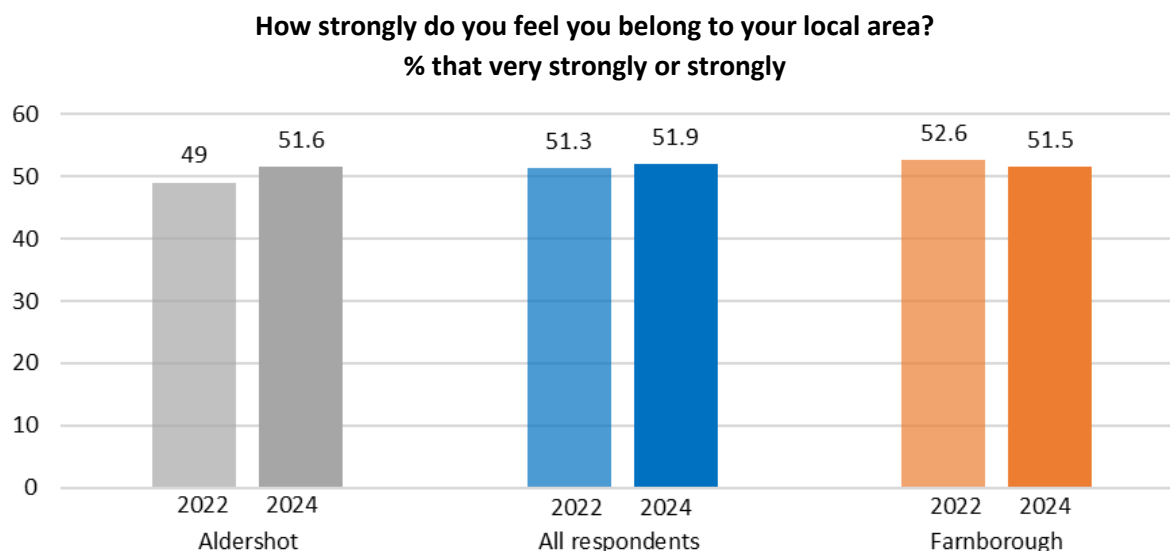


The question is asked in the Community Life Survey by the Department for Culture, Media, and Sport*. The surveys are not directly comparable due to method and slight differences in the wording (local area vs neighbourhood). The survey estimates that 61% of people aged 16 and over in England said they felt strongly or fairly strongly that they belonged to their neighbourhood. The result from the 2024 Residents Survey is lower than the average for England in the December 2023 Community Life Survey, quarterly statistics.

*[Community Life Survey - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

Difference between towns

In total 835 respondents from Farnborough and 524 respondents from Aldershot completed this question (excluding any who answered “I don’t know”). From 2022 to 2024, there was a minor increase in respondents from Aldershot that felt they belonged to their local area very strongly or fairly strongly, and a small decrease in respondents from Farnborough.

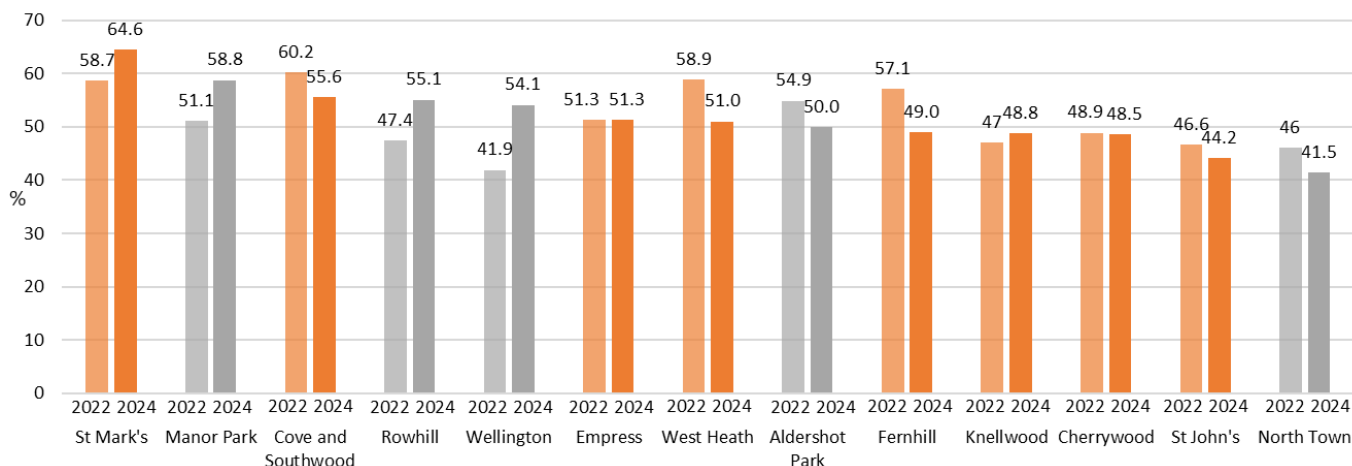


ANNEX 2: RESIDENTS SURVEY

Difference between wards

Although not all the wards have a representative number of responses, St Mark's ward has highest sense of belonging with over 60% feeling that they very strongly or fairly strongly belonged to their local area. North Town ward had the lowest sense of belonging with 41.5% feeling that they very strongly or fairly strongly belonged to their local area.

How strongly do you feel you belong to your local area?
% that very strongly or fairly strongly

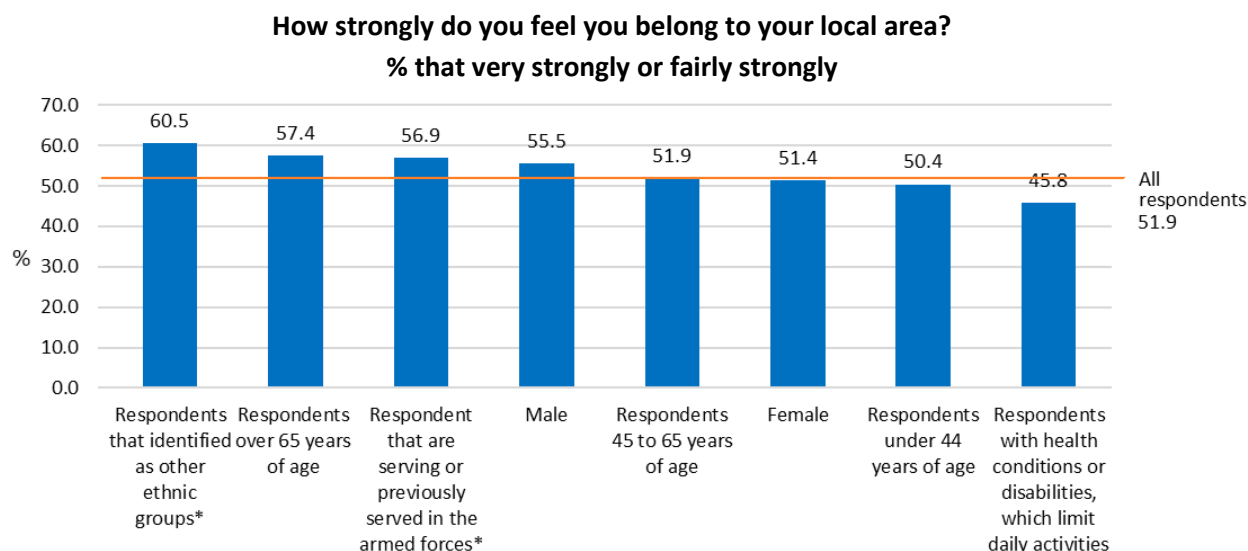


Between 2022 and 2024 the largest percentage growth in the feeling of belonging was in Wellington ward (an increase in percentage of over 12%), this may be due to the new community forming on the Wellesley Estate. The largest percentage decline in the feeling of belonging was Fernhill ward (a decrease in percentage of over 8%).

Difference between groups

Although there is a small sample size, those who identified as other ethnic groups (other than white) and those over 65 years of age, have a greater sense of belong to their local area. Those with health conditions or disabilities, which limit daily activities and those under 44 years of age have a lesser sense of belong to their local area.

ANNEX 2: RESIDENTS SURVEY



*small sample size

Question 8: What, if anything, makes you proud to live in your local area?

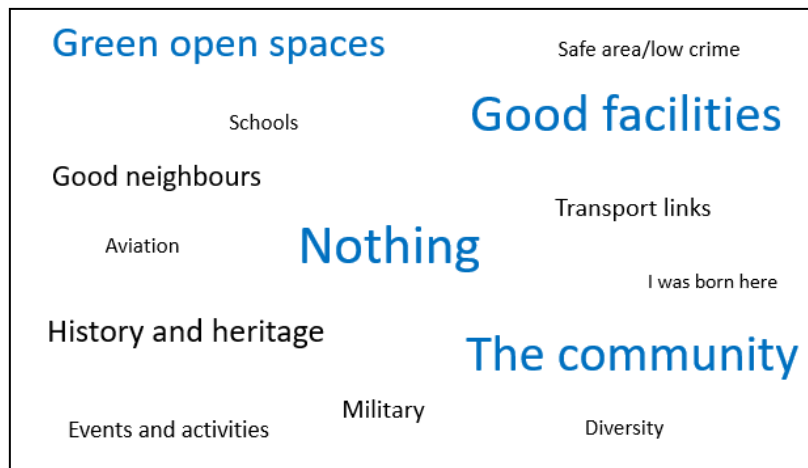
In total 802 respondents completed this question the main themes of the responses were (all those mentioned over 10 times):

- Nothing/not anymore/not a lot (mentioned in around 205 comments). Some of the additional comments alongside nothing, were:
 - Embarrassed to live here.
 - Want to move.
 - Area has gone downhill.
 - The area is dirty/rundown.
- Good facilities (mentioned in around 185 comments) including:
 - Access to green open spaces and parks and woodlands / nature (mentioned in around 135 comments)
 - Schools (mentioned in around 20 comments)
 - Health services (mentioned in around 10 comments)
- Sense of community / the community/ the people / friendly people (mentioned in around 180 comments). Including:
 - Good neighbours (mentioned in around 55 comments)
- History and heritage (mentioned in around 90 comments). Including:
 - Military / home of the British army (mentioned in around 35 comments)
 - Aviation / RAE (mentioned in around 20 comments)
- Good transport links to other places / location (mentioned in around 40 comments)
- Events and activities (mentioned in around 30 comments)
- Safe area / low crime (mentioned in around 20 comments)
- The diversity of the area / culture (mentioned in around 20 comments)
- It's my home/ it's where I live / I was born here (mentioned in around 20 comments)

ANNEX 2: RESIDENTS SURVEY

- Its clean (mentioned in around 15 comments)
- My local councillor (mentioned in around 15 comments)
- It's quiet (mentioned in around 15 comments)
- The Airshow / airport (mentioned in around 10 comments)
- The respondent can afford to live here (mentioned in around 10 comments)
- Friends and family (mentioned in around 10 comments)

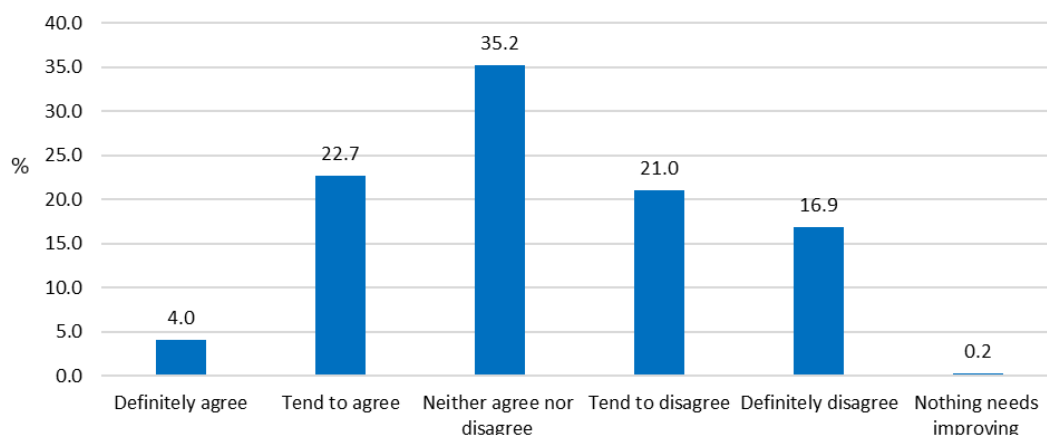
Word cloud of themes mentioned over 20 times.



Question 9: To what extent would you agree or disagree that people in this local area pull together to improve the local area?

In total there were 1,352 valid responses to this question (excluding the 48 who answered “don’t know”). Overall, 26.7% (361) respondents agreed (definitely agree or tend to agree) that that people in their local area pull together to improve the local area. 37.9% (512) respondents disagreed (definitely disagree or tend to disagree) that that people in their local area pull together to improve the local area.

To what extent would you agree or disagree that people in this local area pull together to improve the local area?

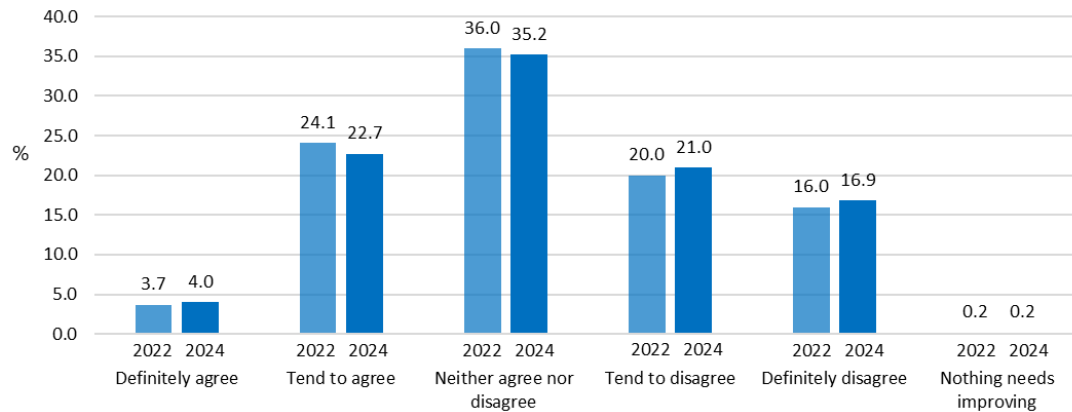


In comparison to the 2022 resident survey other surveys

ANNEX 2: RESIDENTS SURVEY

The results of the two surveys are similar. However, there is a small percentage move towards respondents disagreeing that people in this local area pull together to improve the local area. In 2022, 36.0% disagreed and in 2024 37.9% disagreed.

To what extent would you agree or disagree that people in this local area pull together to improve the local area?

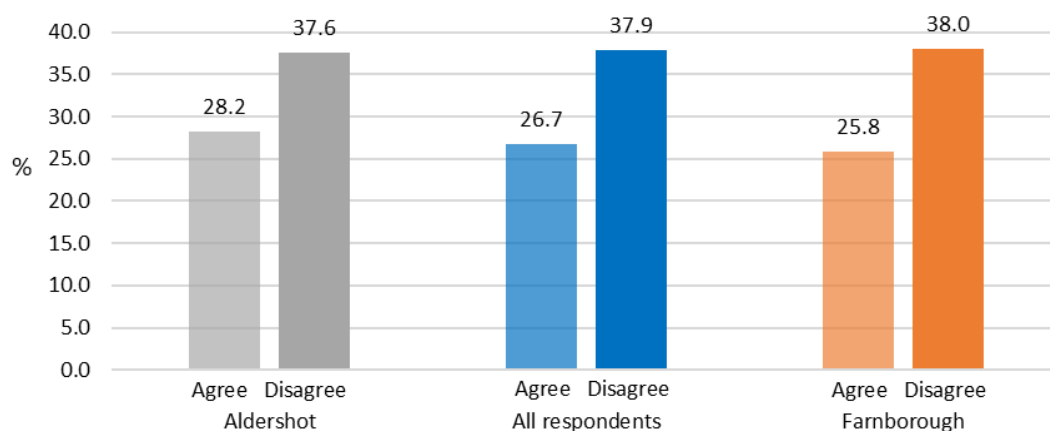


The question is included in the Community Life Survey 2020/21. However, the question is worded differently and doesn't have a neither agree nor disagree option. To enable benchmarking in future the question could be changed to reflect the Community Life Survey.

Difference between towns

In total 828 respondents from Farnborough and 511 from Aldershot completed this question (excluding the "don't know" responses). Overall, a slightly higher percentage of Aldershot respondents (28.2%) agree (definitely agree or tend to agree) that that people in their local area pull together to improve the local area, than Farnborough respondents (25.8%).

To what extent would you agree or disagree that people in this local area pull together to improve the local area?

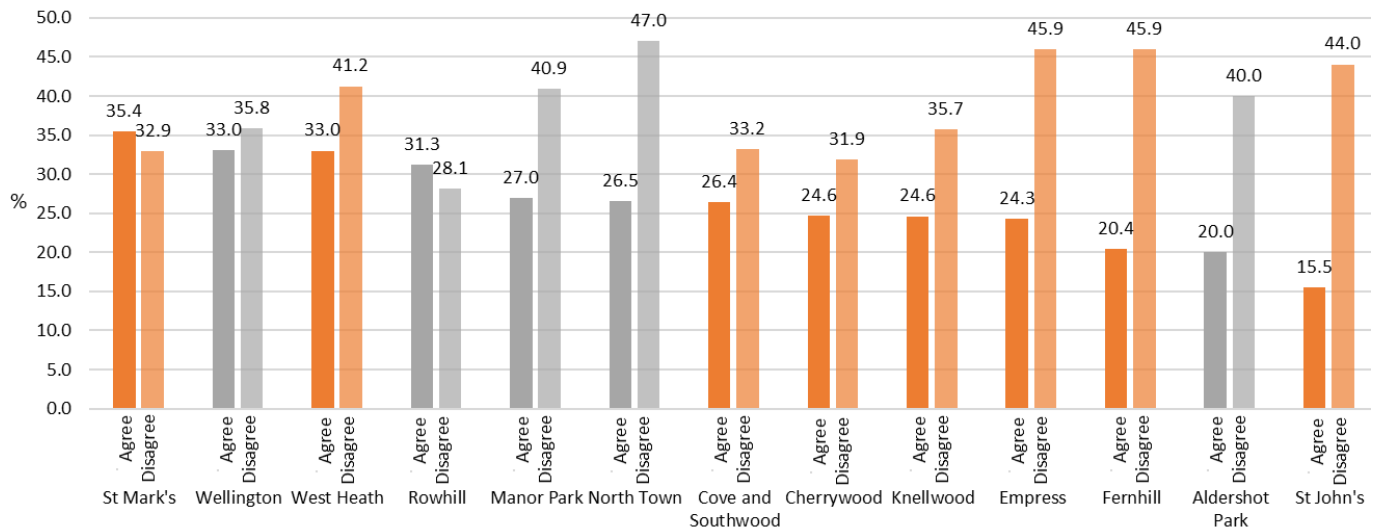


Difference between wards

ANNEX 2: RESIDENTS SURVEY

Although not all the wards have a representative number of responses, St Mark's ward had highest percentage of agreement (definitely agree or tend to agree) that people in their local area pull together to improve the local area (35.4%). North Town ward had highest percentage of disagreement (definitely disagree or tend to disagree) that that people in their local area pull together to improve the local area (47.0%). Only Rowhill ward and St Mark's ward had more people agree than disagree.

To what extent would you agree or disagree that people in this local area pull together to improve the local area? In order of agreement - highest to lowest

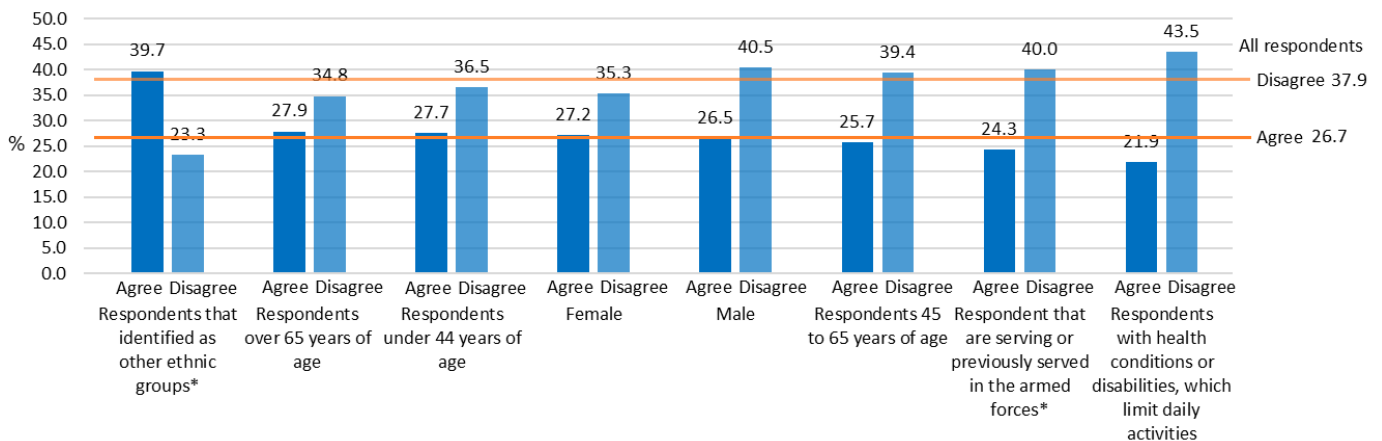


Difference between groups

Although there is a small sample size, those who identified as other ethnic groups (other than white) agreed the most that people in their local area pull together to improve the local area. Those with health conditions or disabilities, which limit daily activities) disagreed the most that people in their local area pull together to improve the local area.

ANNEX 2: RESIDENTS SURVEY

To what extent would you agree or disagree that people in this local area pull together to improve the local area? In order of agreement - highest to lowest



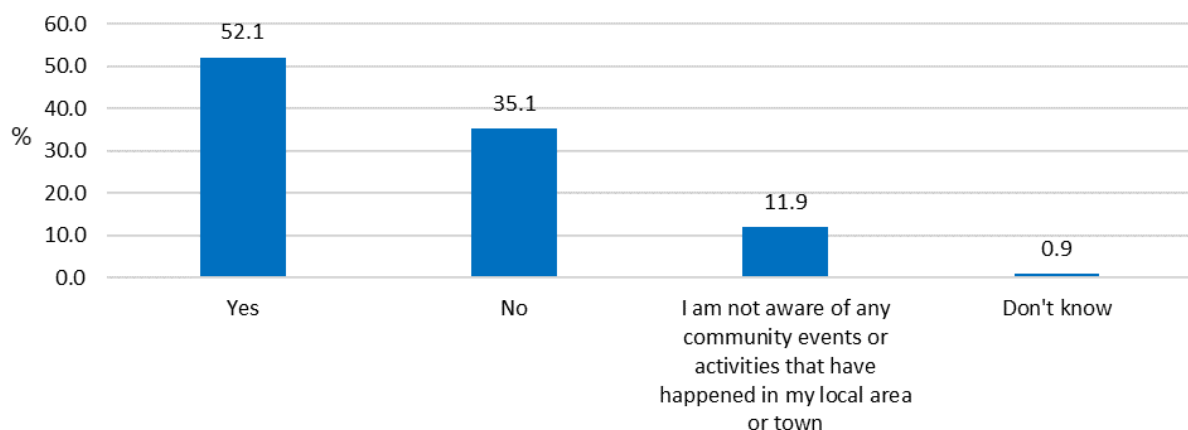
*small sample size

Section three: Arts, culture, and events

Question 10: Have you attended any community events, activities or markets in your local area or town in the past year?

In total 1,366 respondents completed this question. 52.1% (712 respondents) had attended community events or activities in their local area or town in the past year, 35.1% (480 respondents) hadn't, 162 respondents (11.9%) were not aware of any community events or activities in their local area or town and 15 respondents (0.9%) didn't know.

Have you attended any community events, activities, or markets in your local area or town in the past year?



The question asked what event the respondents have attended, in total 492 respondents completed this part of the question. Below are all the events mentioned over 5 times:

- 165 respondents attended markets.
- 105 respondents attended Victoria Day
- 75 respondents attended craft fairs.

ANNEX 2: RESIDENTS SURVEY

- 58 respondents attended Christmas events/frost fayre/Christmas cracker/winter festival.
- 49 respondents attended the Donkey Darby
- 30 respondents attended pop n picnic/music in the park/proms in the park.
- 18 respondents attended school or church events.
- 18 respondents attended Armed Forces Day / Airborne forces parade / D Day/ military events
- 18 respondents attended the car show.
- 15 respondents said they attended town centre events.
- 13 respondents attended events at the West End Centre
- 12 respondents attended the Cove Brook Greenway Fun Day
- 12 respondents attended car boot sales.
- 12 respondents attended library events.
- 11 respondents attended Easter events/activities.
- 7 respondents mentioned attending events in Princes Gardens
- 7 respondents attended litter picks.
- 5 respondents attended carol services.

Word cloud of events mentioned over 18 times.



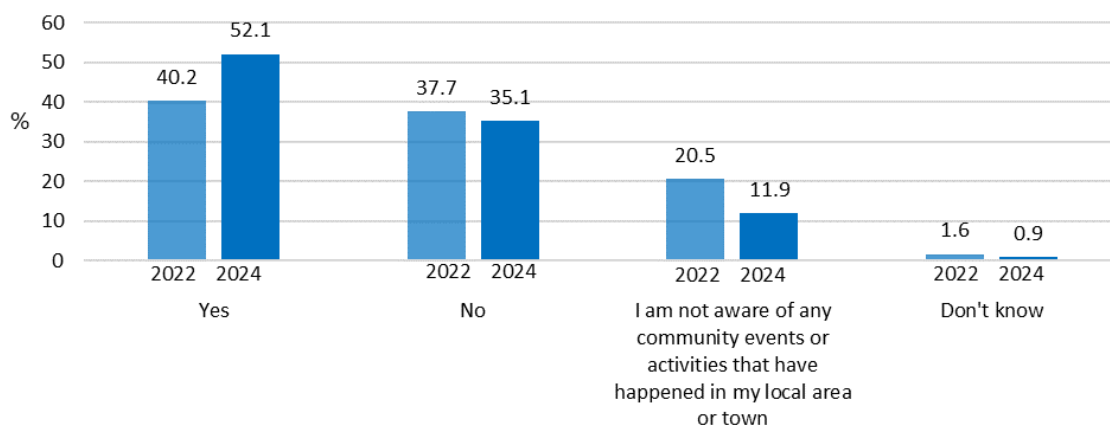
In comparison to the 2022 resident survey

Although this question is asked in the 2022 resident survey, the question was changed from “Have you attended any community events or activities in your local area or town in the past year?”. To “Have you attended any community events, activities or markets in your local area or town in the past year?”

This change is most likely the reason why the % of those who answered yes from 40.2% in 2022, to 52.1% in 2024.

Have you attended any community events, activities, or markets in your local area or town in the past year?

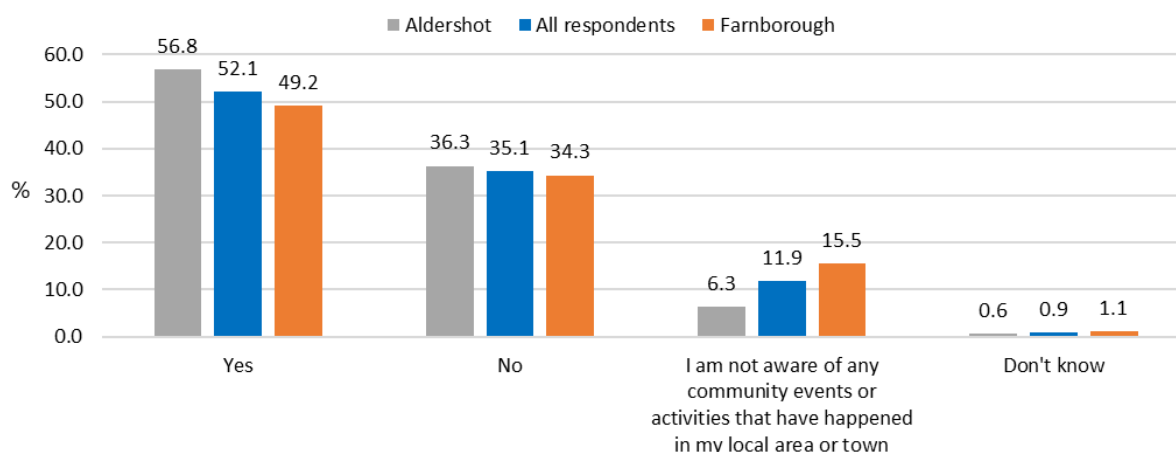
ANNEX 2: RESIDENTS SURVEY



Difference between towns

In total 828 Farnborough respondents and 523 Aldershot respondents completed this question. Overall, a higher percentage of Aldershot respondents (56.8%) had attended community events and activities in the past year than Farnborough respondents (49.2%). This was also the case in the 2022 residents survey.

Have you attended any community events, activities, or markets in your local area or town in the past year?

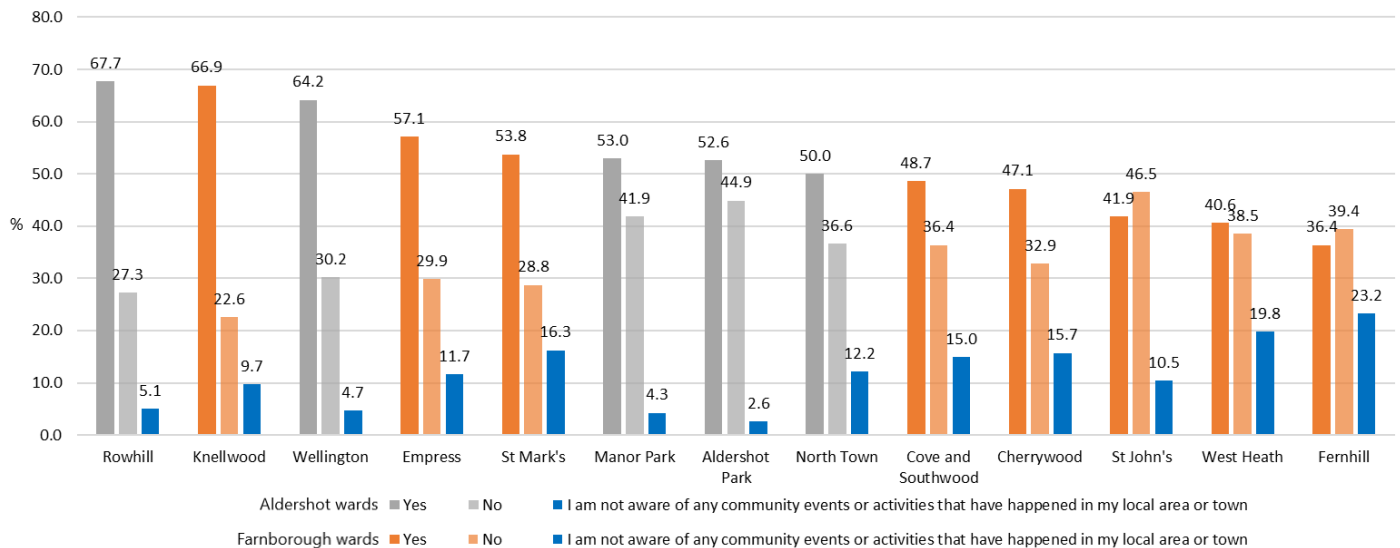


Difference between wards

Although not all the wards have a representative number of responses. The wards nearer the town centres had higher level of attendance to community events, activities, and markets in the past year. Rowhill ward had the highest percentage of those indicated yes, they have attended (67.7%). St John's ward highest percentage of those indicated no, they have not attended (46.5%). Fernhill ward had the highest percentage of those who were unaware of community events, activities and markets in their local area or town (23.2%).

Have you attended any community events, activities or markets in your local area or town in the past year? In order of highest level of attendance

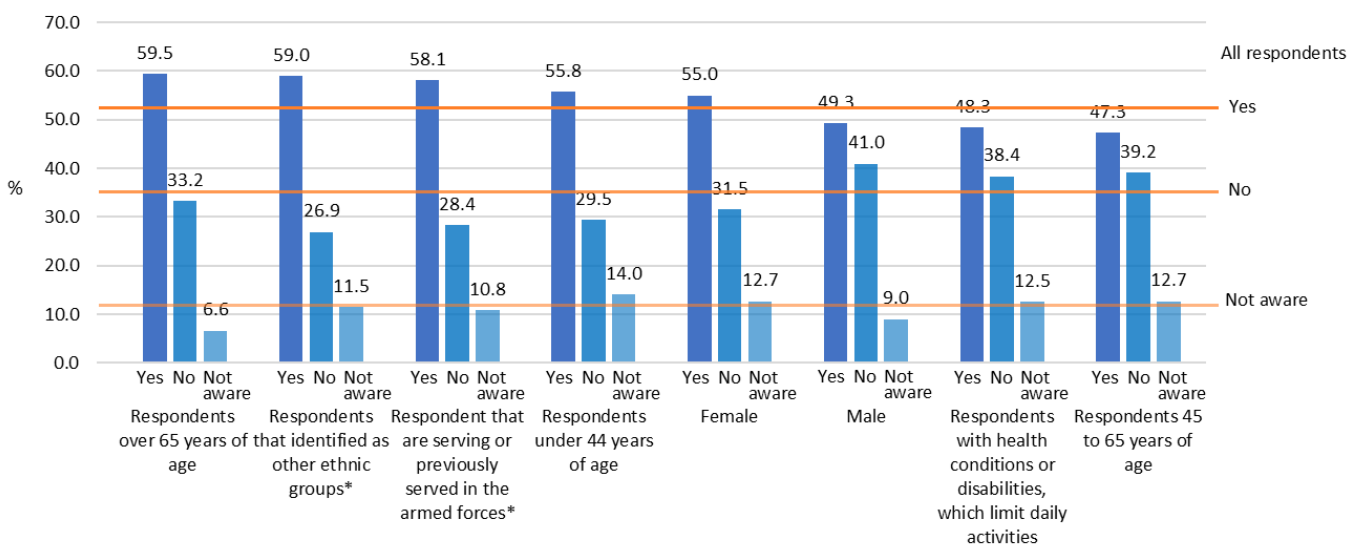
ANNEX 2: RESIDENTS SURVEY



Difference between groups

Although there is a small sample size, those who were over 65 years of age, those identified as other ethnic groups (other than white) and those are serving or previously served in the armed forces were more likely to have attended a community events, activities and markets in the past year. Males had the highest percentage of those indicated no, they have not attended (41.0%). Respondents under the age of 44 had the highest percentage of those who were unaware of community events, activities and markets in their local area or town (23.2%).

Have you attended any community events, activities, or markets in your local area or town in the past year? In order of highest level of attendance



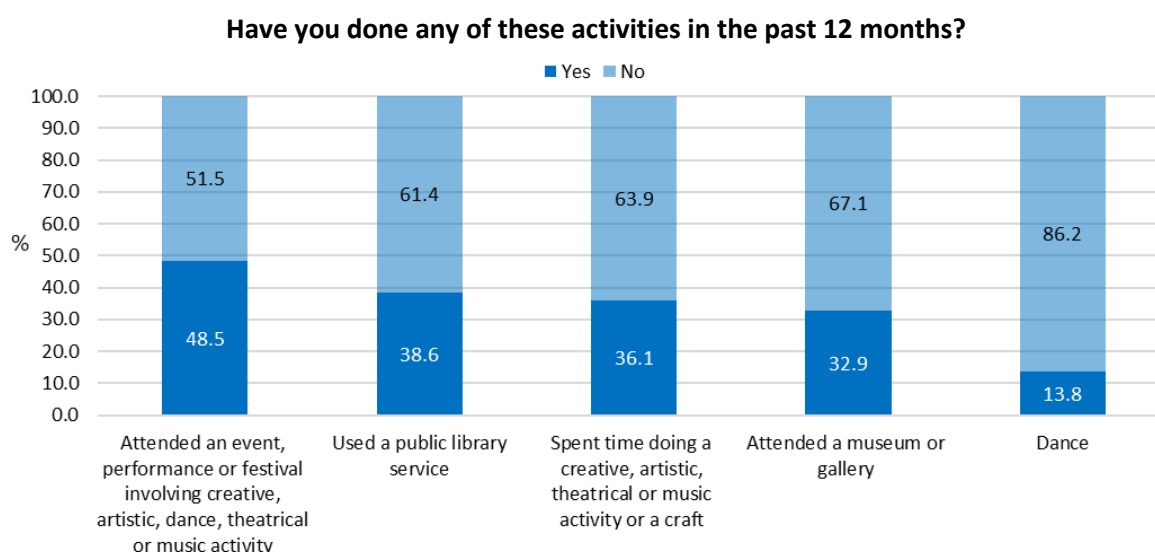
*small sample size

ANNEX 2: RESIDENTS SURVEY

Question 11: Have you done any of these activities in the past 12 months?

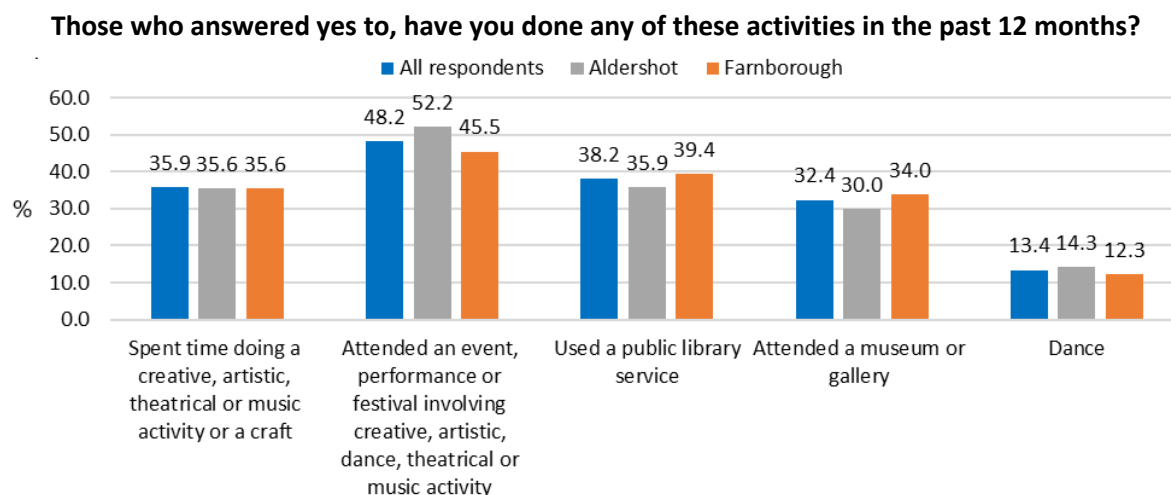
Note: there may have been some confusion to whether these activities needed to be attended in Rushmoor or anywhere. It should be made clearer in future surveys.

In total 1,364 respondents complete this question. The activity attended the most was 'Attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity,' 658 respondents (48.5%) indicated that they had done this in the past 12 months. The activity attended the least was 'Dance,' 183 respondents (13.8%) indicated that they had done this in the past 12 months.



Difference between towns

In total 827 Farnborough respondents and 523 Aldershot respondents completed this question. Those who live in Aldershot were more likely to have attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity. Those living in Farnborough were more likely to have used a public library and attended a museum or gallery.

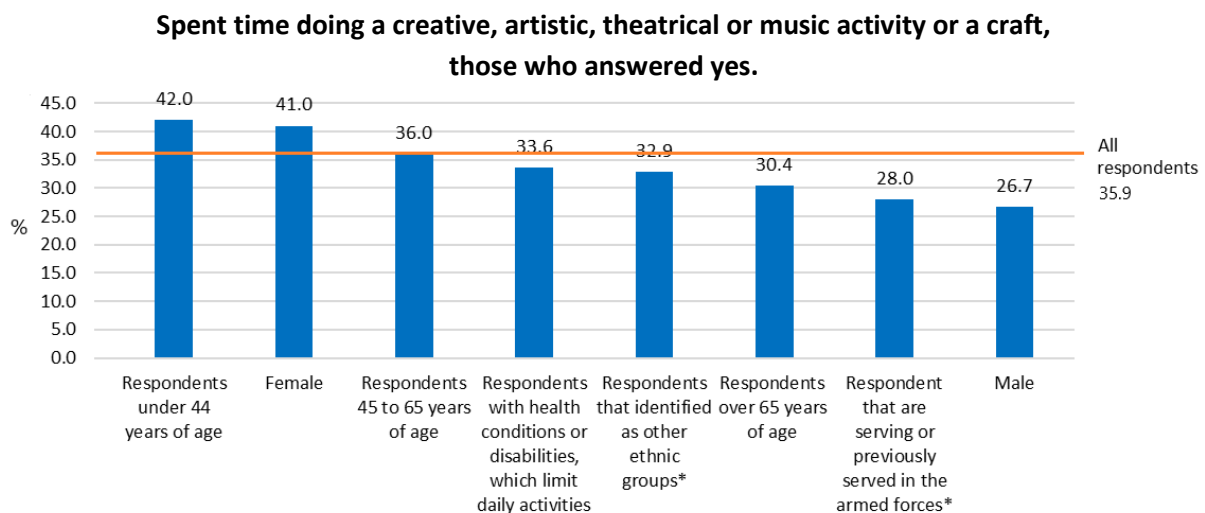


ANNEX 2: RESIDENTS SURVEY

Difference between groups

Spent time doing a creative, artistic, theatrical or music activity or a craft

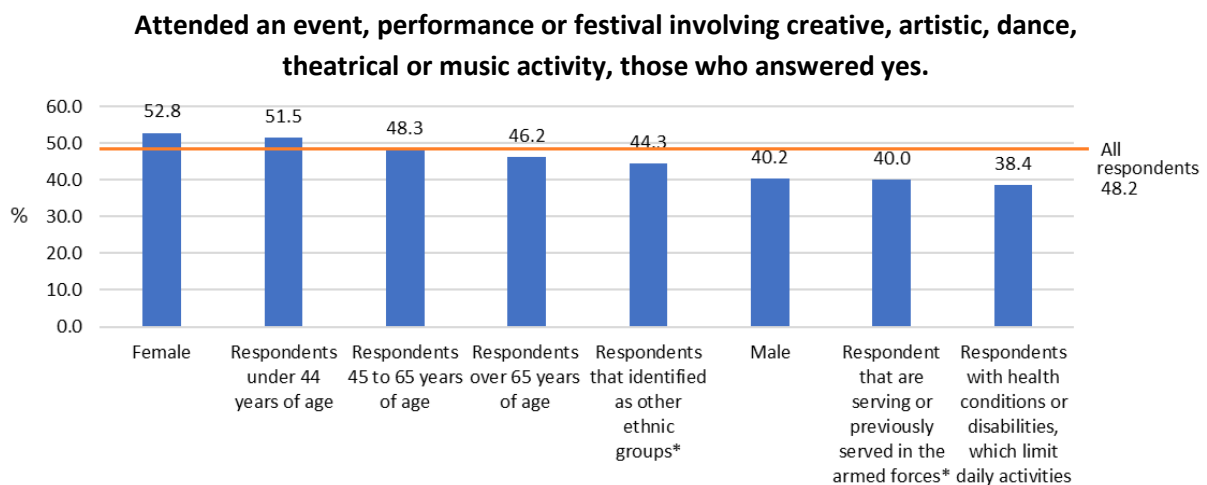
Those under 44 years of age and females were more likely to have spent time doing a creative, artistic, theatrical or music activity or a craft. Males and those that are serving or previously served in the armed force are least likely.



*small sample size

Attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity

Females and those under 44 years of age were more likely to have attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity, in the past 12 months. Those with a health condition which limits daily activities, those that are serving or previously served in the armed force and males are least likely.

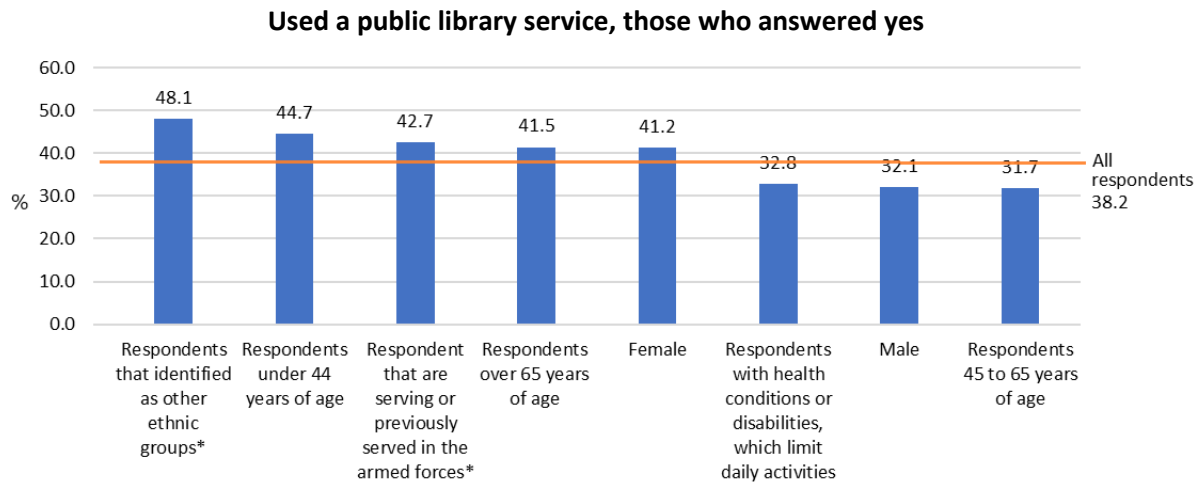


*small sample size

ANNEX 2: RESIDENTS SURVEY

Used a public library service

Respondents that identified as other ethnic groups (other than white) and those under 44 years of age were more likely to have used a public library service, in the past 12 months. Response ages 45 to 65 years of age, males and those with a health condition which limits daily activities are least likely.



*small sample size

Attended a museum or gallery

Those that are serving or previously served in the armed force and females are more likely to have attended a museum or gallery, in the past 12 months. Respondents that identified as other ethnic groups (other than white) and those with a health condition which limits daily activities are least likely.

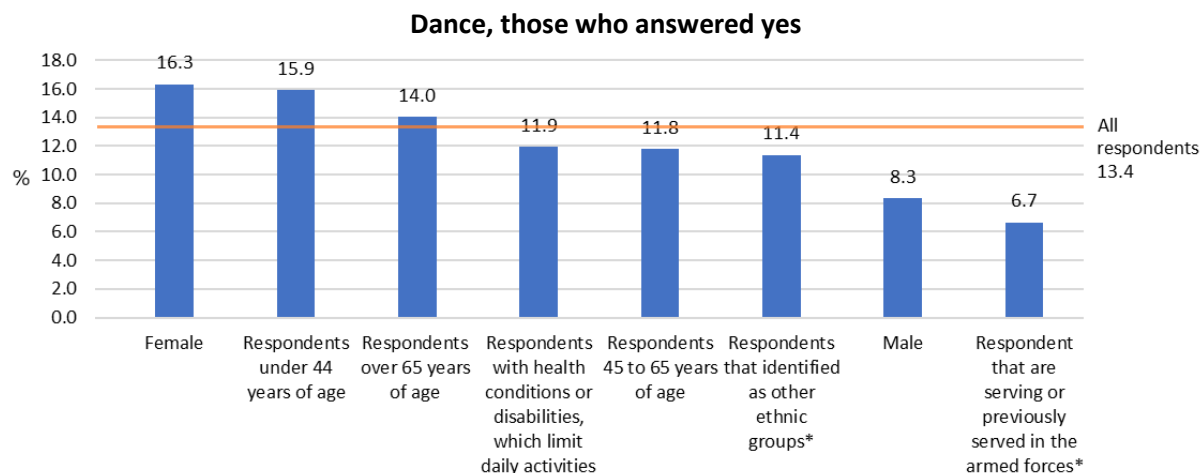


*small sample size

Dance

ANNEX 2: RESIDENTS SURVEY

Females and those under 44 years of age were more likely to have danced, in the past 12 months. Those that are serving or previously served in the armed force and males, are least likely.



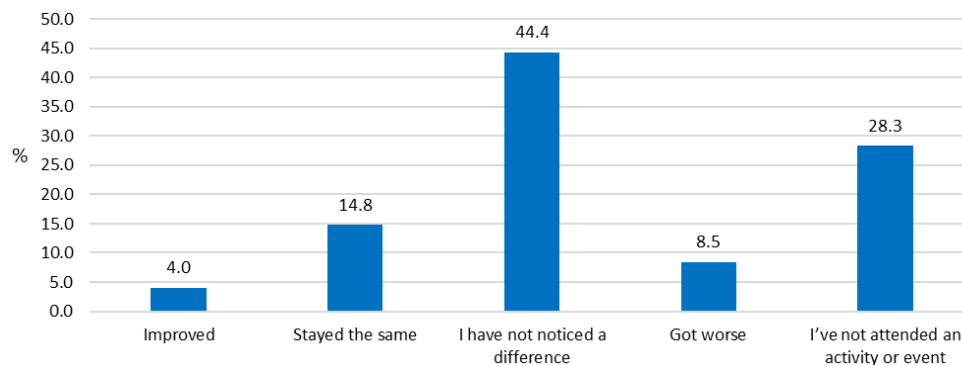
*small sample size

Note: The following questions are for the outcome indicators for the UKSPF. The number who said 'improved' will be reported. It should also be noted that the option 'got worse' was added to the question during the first week of consultation due to respondent feedback. Also, it should be noted that some of the UKSPF money was used to run events that have been run before, so the number of those that didn't notice a difference or thought events had stayed the same, should be view positivity.

Question 12: Over the last 12 months, do you think that arts and culture-based activities and events in Aldershot and/or Farnborough have:

In total 1,359 respondents completed this question. Only 55 respondents (4.0%) indicated that they thought arts and culture-based activities and events had improved in the past 12 months.

Over the last 12 months, do you think that arts and culture-based activities and events in Aldershot and/or Farnborough have:

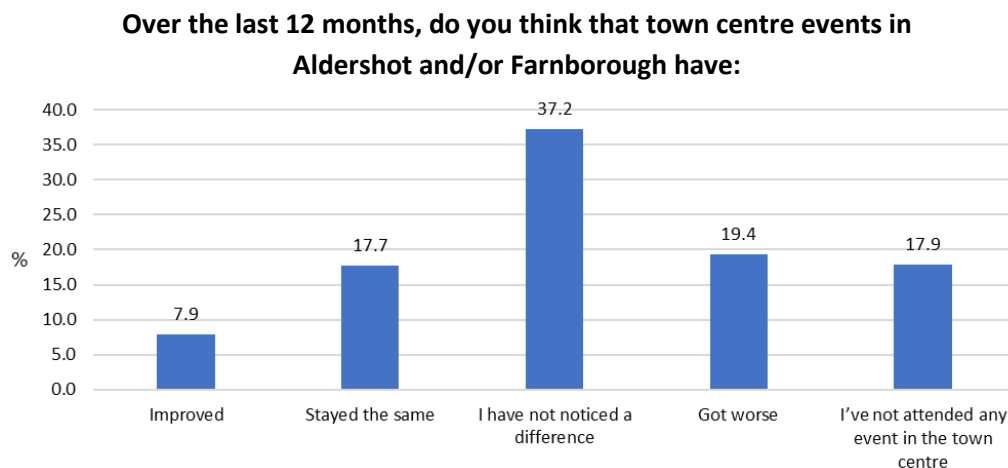


ANNEX 2: RESIDENTS SURVEY

Of the 55 respondents who thought that arts and culture-based activities and events in Aldershot and/or Farnborough have improved over the past 12 months, 25 were from Aldershot and 27 from Farnborough.

Question 13: Over the last 12 months, do you think that town centre events in Aldershot and/or Farnborough have:

In total 1,359 respondents completed this question. 107 respondents (7.9%) indicated that they thought town centre events they have improved in the past 12 months.

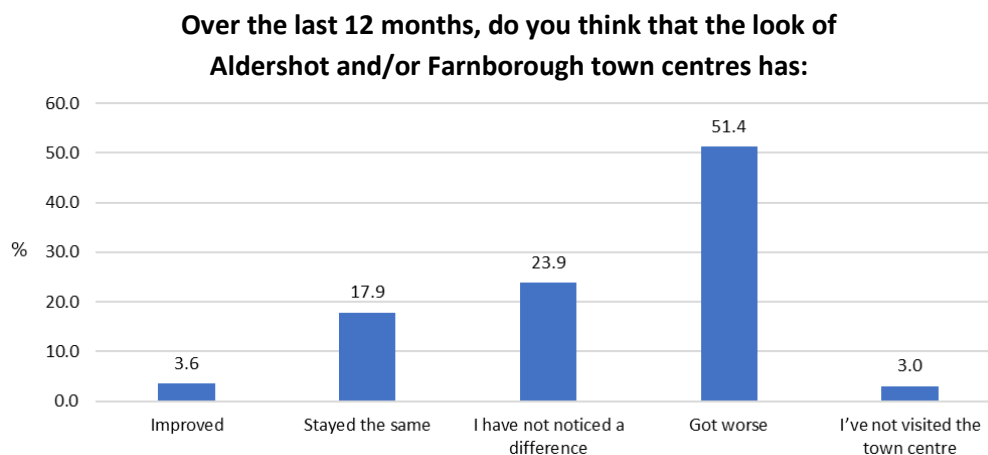


Of the 107 respondents who thought town centre events have improved over the past 12 months, 61 were from Aldershot and 45 from Farnborough.

Question 14: Over the last 12 months, do you think that the look of Aldershot and/or Farnborough town centres has:

Note: some of the place physical improvement using UKSPF funds have not been carried out yet. It would be worth asking this question next year.

In total 1,359 respondents completed this question. Only 49 respondents (3.6%) indicated that they thought that the look of Aldershot and/or Farnborough town has improved in the past 12 months.



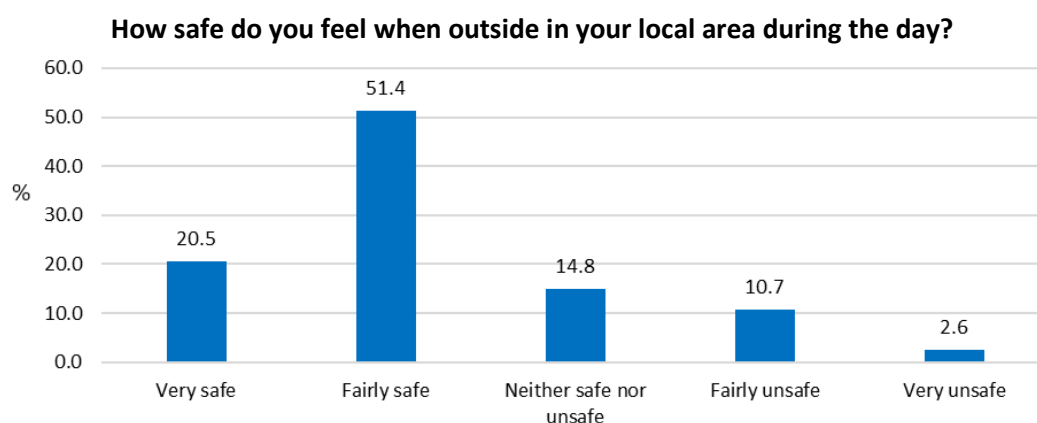
ANNEX 2: RESIDENTS SURVEY

Of the 49 respondents who thought town centre events have improved over the past 12 months, 36 were from Aldershot and 11 from Farnborough.

Section four: Community safety

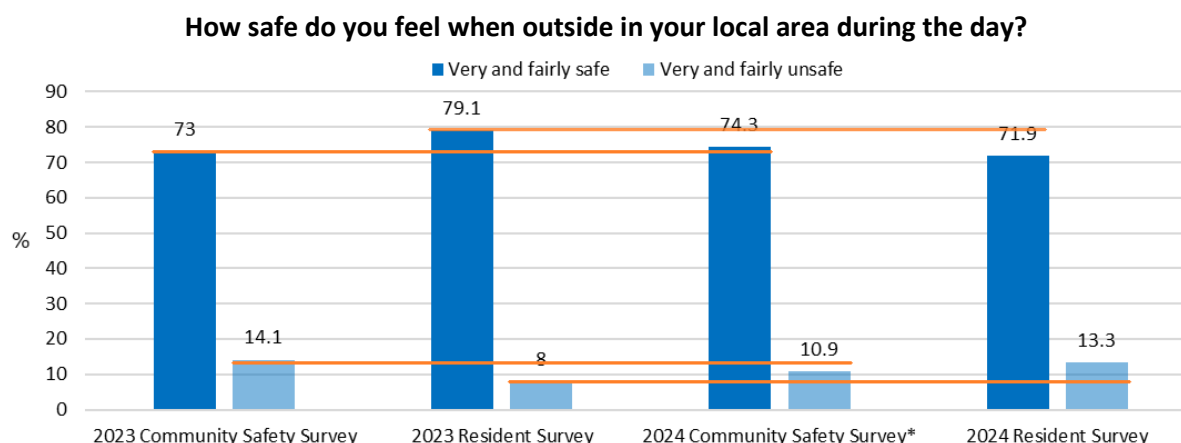
Question 15: How safe do you feel when outside in your local area during the day?

In total 1,361 respondents completed this question. Overall, 71.9% of respondents felt very and fairly safe outside during the day and 13.3% felt very and fairly unsafe.



Comparison to other surveys

The Community Safety Survey is carried out in February and the Residents Surveys are carried out in early summer. It is better to draw comparisons between the surveys, so compare the results of the Community Safety Surveys and compare the result form Residents Surveys. The results from the 2023 and 2024 Residents Surveys indicate a 7% reduction in the feelings of safety and a 5% increase in the feelings of unsafeness.



*the 2024 Community Safety Survey had a much younger demographic than the other three surveys

The Local Government Association (LGA) carry out a regular resident's satisfaction survey, this was last carried out in February 2024. This survey is based on a random sample of

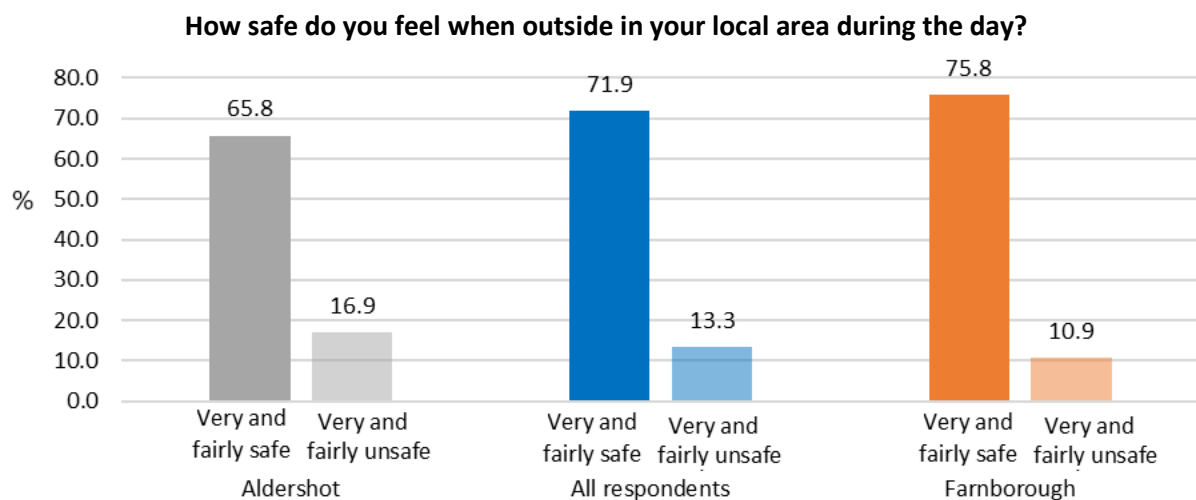
ANNEX 2: RESIDENTS SURVEY

around 1,000 adults and is carried out via telephone, the survey also includes an 'I don't know' option. The surveys are not directly comparable, but the survey results showed that around 92% felt safe (very and fairly safe) during the day and around 4% felt unsafe (very and fairly unsafe).

(Source: [Polling on resident satisfaction with councils: Round 37 | Local Government Association](#))

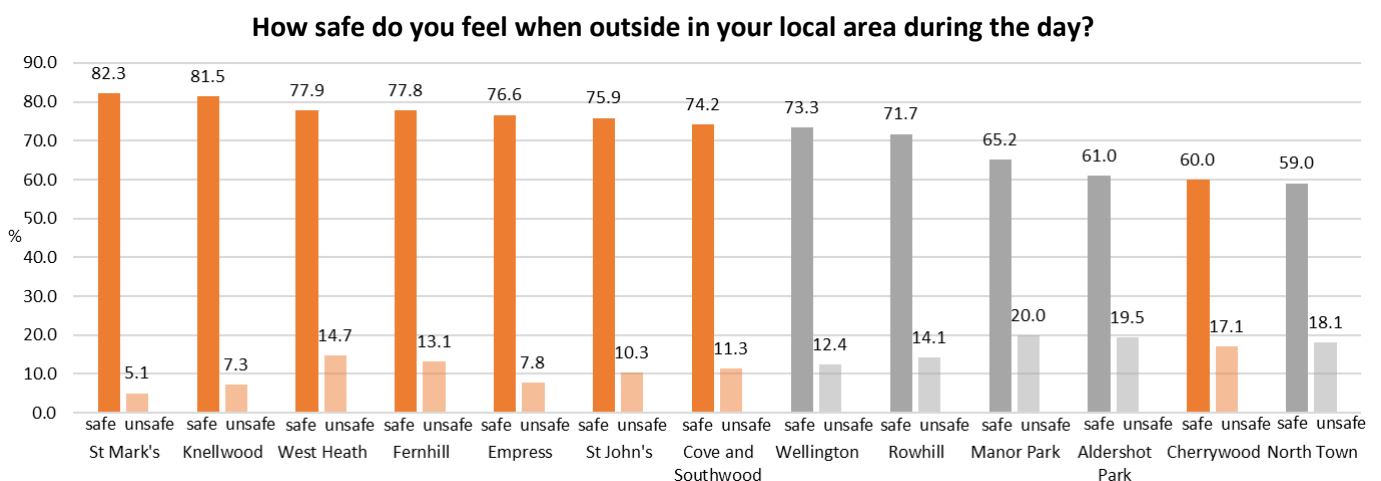
Difference between towns

In total 826 Farnborough respondents and 520 Aldershot respondents completed this question. Respondents that live in Farnborough feel safer than those that live in Aldershot.



Difference between wards

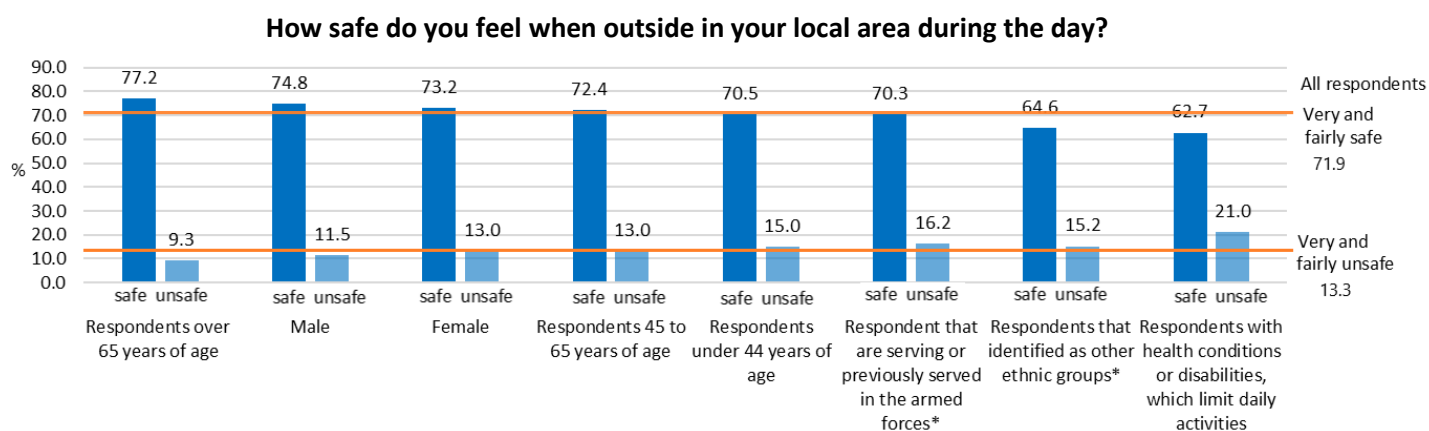
The ward data reflects the town data, with those in Farnborough wards feeling safer than those in Aldershot wards. Those in St Mark's feel the safest (82.3% very or fairly safe), those in Manor Park feel the most unsafe (20.0% very or fairly unsafe)



Difference between groups

ANNEX 2: RESIDENTS SURVEY

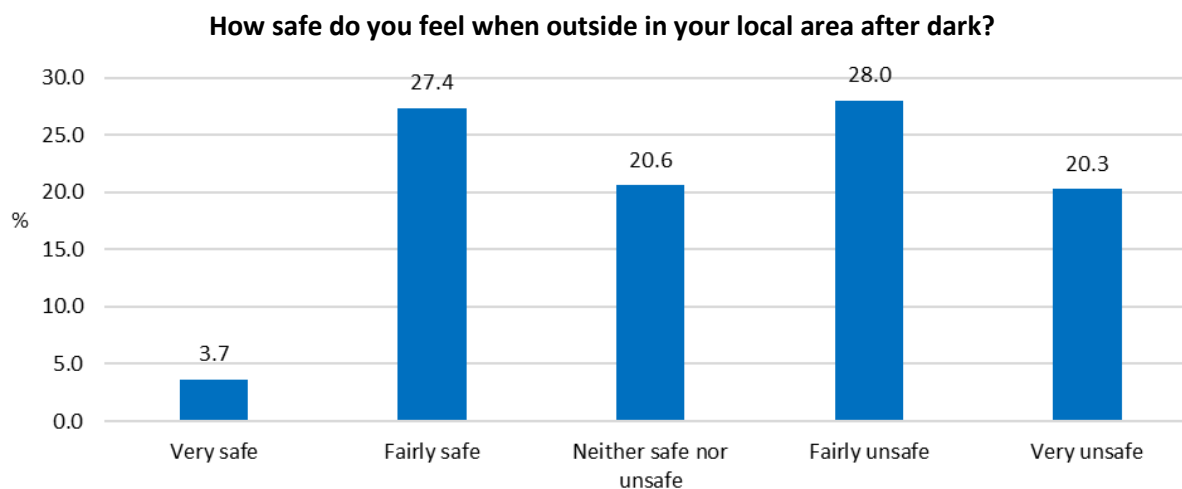
Those over 65 years of age felt the safest outside during the day (77.2% very or fairly safe), those with health conditions or disabilities, which limit daily activities felt the most unsafe (21.0% very or fairly unsafe).



*small sample size

Question 16: How safe do you feel when outside in your local area after dark?

In total 1,359 respondents completed this question. Overall, 31.1% of respondents felt very and fairly safe outside after dark and 48.3% felt very and fairly unsafe.

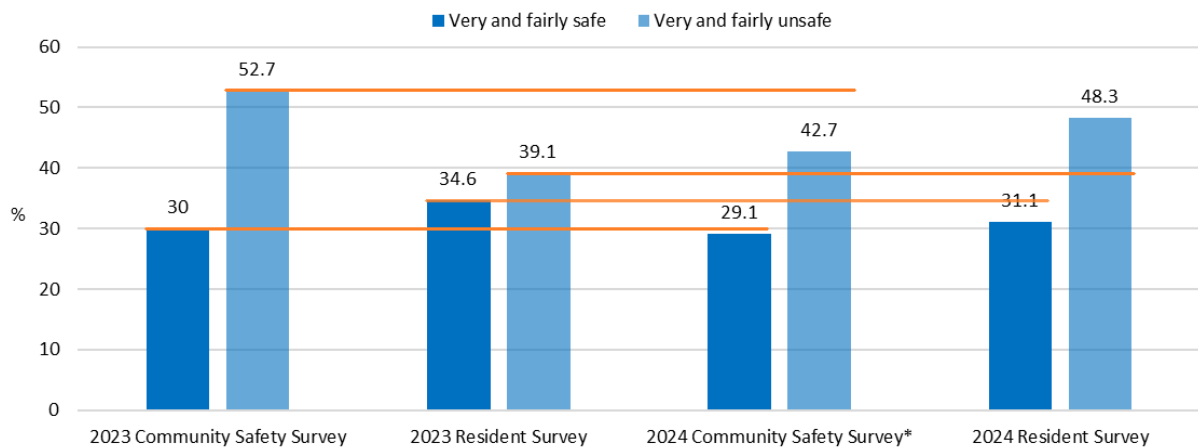


Comparison to other surveys

The Community Safety Survey is carried out in February and the Residents Surveys are carried out in early summer. It is better to draw comparisons between the surveys, so compare the results of the Community Safety Surveys and compare the result form Residents Surveys. The results from the 2023 and 2024 Residents Surveys indicate a 3% reduction in the feelings of safety and a 9 percentage point increase in the feelings of unsafeness.

ANNEX 2: RESIDENTS SURVEY

How safe do you feel when outside in your local area after dark?



*the 2024 Community Safety Survey had a much younger demographic than the other three surveys

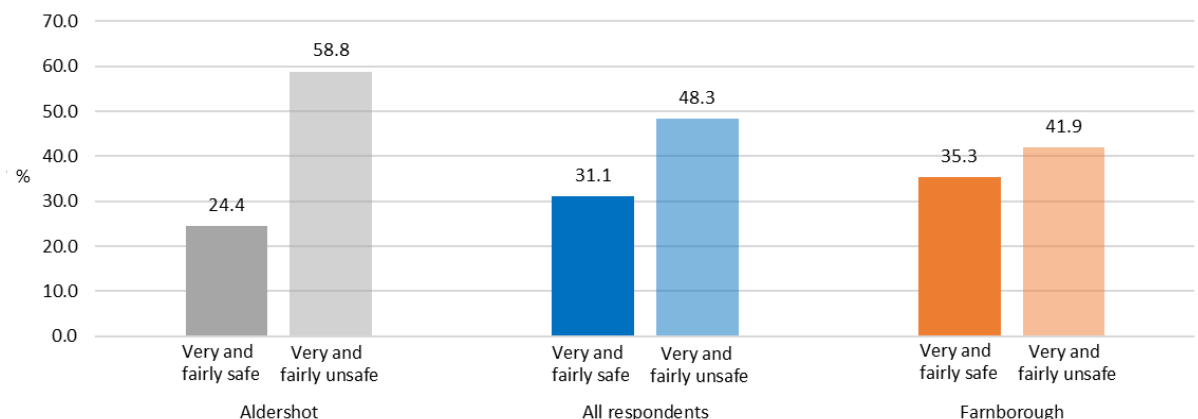
The Local Government Association (LGA) carry out a regular resident’s satisfaction survey, this was last carried out in February 2024. This survey is based on a random sample of around 1,000 adults and is carried out via telephone, the survey also includes an ‘I don’t know’ option. The surveys are not directly comparable, but the survey results showed that around 70% felt safe (very and fairly safe) after dark and around 17% felt unsafe (very and fairly unsafe).

(Source: [Polling on resident satisfaction with councils: Round 37 | Local Government Association](#))

Difference between towns

In total 825 Farnborough respondents and 520 Aldershot respondents completed this question. As with the results from the during the day question, respondents that live in Farnborough feel safer than those that live in Aldershot after dark.

How safe do you feel when outside in your local area after dark?

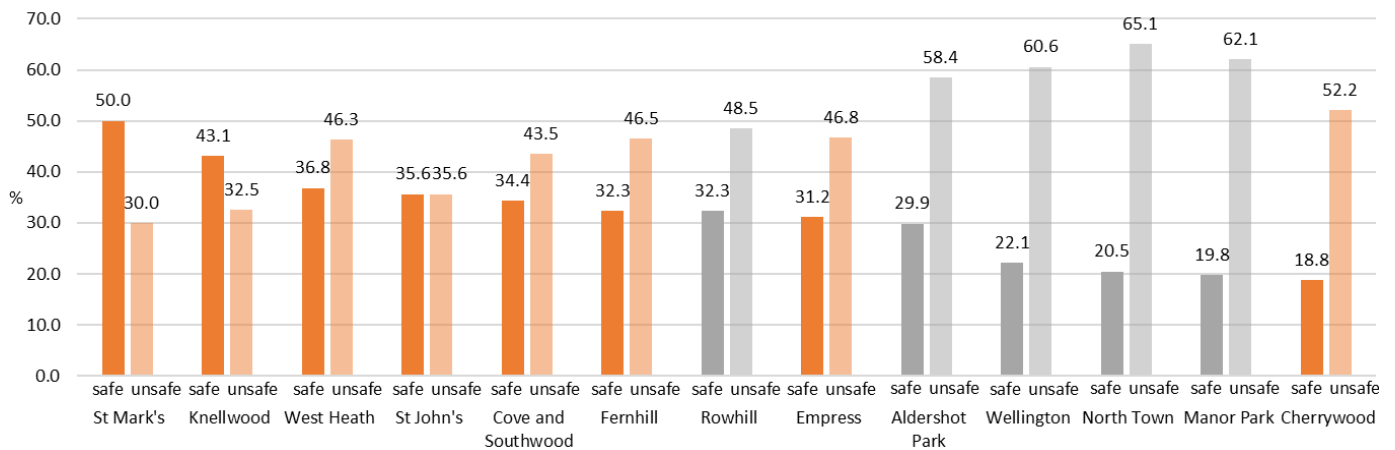


ANNEX 2: RESIDENTS SURVEY

Difference between wards

The ward data reflects the town data, with those in Farnborough wards feeling safer than those in Aldershot wards. Those in St Mark's feel the safest (50.0% very or fairly safe), those in North Town feel the most unsafe (65.1% very or fairly unsafe)

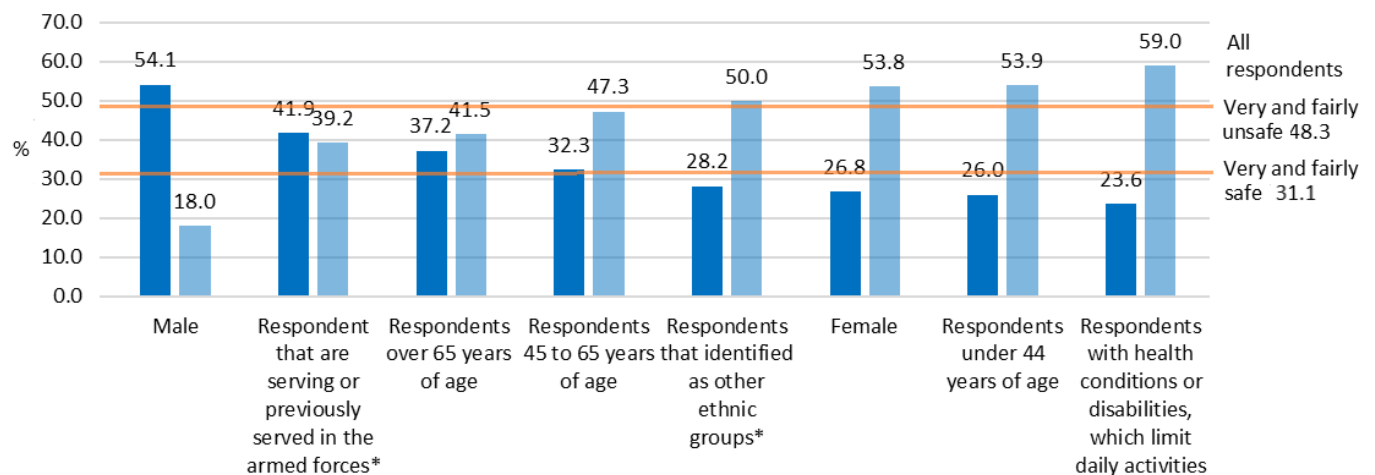
How safe do you feel when outside in your local area after dark?



Difference between groups

Males and those that are serving or previously served in the armed force felt the safest outside after dark, those with health conditions or disabilities, which limit daily activities felt the most unsafe (59.0% very or fairly unsafe).

How safe do you feel when outside in your local area after dark?



*small sample size

ANNEX 2: RESIDENTS SURVEY

Question 17: If you feel unsafe in your local area, please can you tell us why.

In total 679 respondents completed this question the main themes (all those mentioned over 10 times) of the responses were:

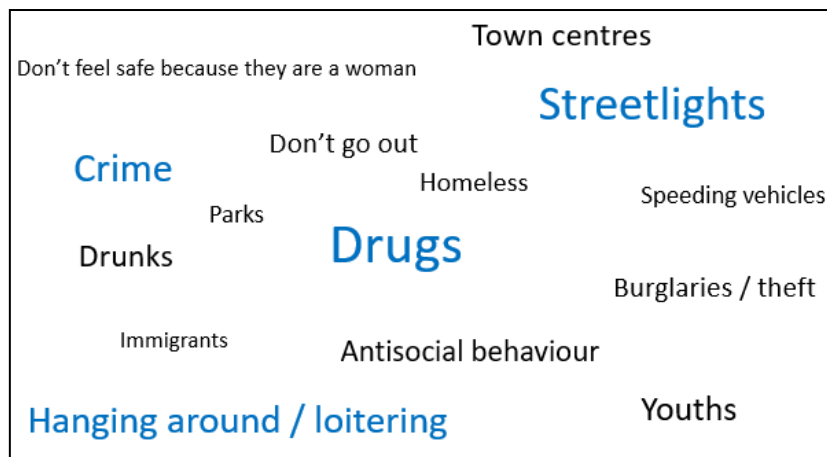
- Drugs / drug addicts / dealers (mentioned in around 190 comments)
- Streetlights too dim/turned off (mentioned in around 155 comments)
- Lack of police / police action (mentioned in around 125 comments)
- Crime / amount of crime (mentioned in around 110 comments) including:
 - Burglaries / theft (especially theft from cars) (mentioned in around 50 comments)
 - Shoplifting (mentioned in around 10 comments)
 - Stabbings / knife crime (mentioned in around 10 comments)
- Strange people / people/groups hanging around/loitering /wandering (mentioned in around 100 comments). A lot of comments mentioned that these were men /males.
- Youths / teenagers (mentioned in around 80 comments)
- Drunks / drinkers / alcohol / issuers with pubs (mentioned in around 70 comments)
- Antisocial behaviour (mentioned in around 60 comments)
- Don't go out / don't feel safe after dak/alone (mentioned in around 50 comments)
- Homeless (mentioned in around 35 comments)
- Speeding vehicles (mentioned in around 30 comments)
- Don't feel safe because they are a woman / female (mentioned in around 20 comments)
- Foreign people/ immigrants/refugees/illegals (mentioned in around 20 comments)
- Begging /beggars (mentioned in around 10 comments)
- Antisocial bike/scooter/motorcycle riding / riding on pavements (mentioned in around 10 comments)
- Overgrown bushes and trees (mentioned in around 10 comments)
- Don't feel safe because they are older/elderly and/or disabled (mentioned in around 10 comments)

Where respondents don't feel safe:

- Town centre (mentioned in around 65 comments)
- Parks (mentioned in around 30 comments)
- Car parks (mentioned in around 10 comments)

ANNEX 2: RESIDENTS SURVEY

Word cloud of themes mentioned over 20 times:



Further comments

Question 18: Do you have any further comments?

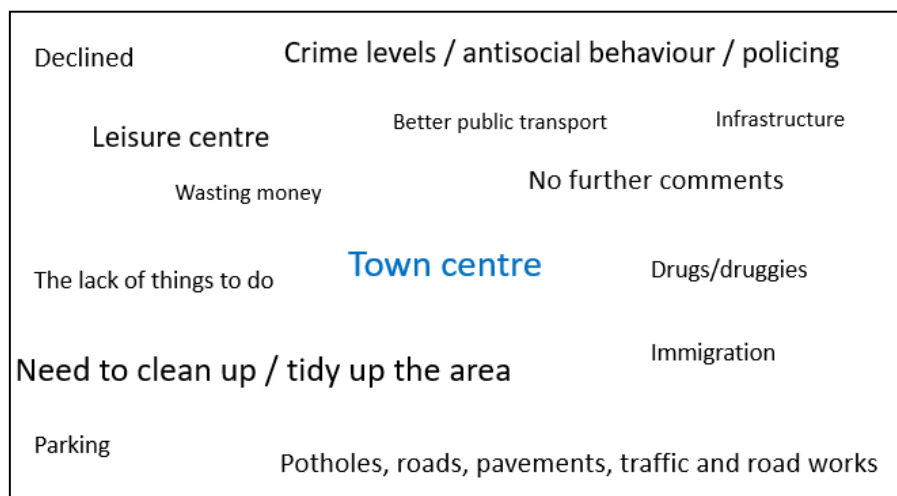
In total 587 respondents completed this question the main themes (all those mentioned over 10 times) of the responses were:

- Improve the town / town centre / more shops (mentioned in around 95 comments)
- Need to clean up / tidy up the area / cut the grass / maintenance (mentioned in around 75 comments)
- The need for the leisure centre (mentioned in around 55 comments)
- Comments about crime levels / anti-social behaviour / policing (mentioned in around 55 comments)
- Issues with potholes, roads, pavements, traffic, and road works (mentioned in around 50 comments)
- None / no further comments (mentioned in around 50 comments)
- Comments about how the area has declined (mentioned in around 45 comments)
- The lack of things to do (mentioned in around 30 comments)
- Issues with drugs/druggies (mentioned in around 25 comments)
- Issues with immigration (mentioned in around 25 comments)
- Residential parking / parking costs (mentioned in around 25 comments)
- Infrastructure (mentioned in around 20 comments)
 - With health services being mentioned in around 15 of these comments
 - And schools/education being mentioned in around 10 of these comments.
- Better public transport needed (mentioned in around 20 comments), including some comments about the bus station.
- More community pride/spirit/cohesion needed (mentioned in around 20 comments)
- Comments about wasting money (mentioned in around 20 comments)

ANNEX 2: RESIDENTS SURVEY

- Some of these comments were related to Lynchford Road and the Wellesley cycle route (mentioned in around 10 comments)
- Concern / not happy with flats being built (mentioned in around 15 comments)
- Comments about the cost of housing / need for social housing (mentioned in around 15 comments)
- Positive about the council and its services /or area (mentioned in around 15 comments)
- More activities for youths/children (mentioned in around 15 comments)
- Speed up / take action (mentioned in around 15 comments)
- Comments about needing 'got worse' option for some of the questions (mentioned in around 15 comments). This was added in the first week of the survey being live.
- The council needs to listen to residents (mentioned in around 10 comments)
- Issues with the Airport (mentioned in around 10 comments)
- Comments about the homeless / rough sleepers (mentioned in around 10 comments)
- Comments about which town is favoured, Aldershot vs Farnborough (mentioned in around 10 comments)

Word cloud of themes mentioned over 20 times.



Appendix A. Copy of the survey

Living in Rushmoor Tell us what you think

Introduction

Welcome to our residents' survey for Rushmoor.

We'd like to understand what you think about the area as a place to live, what is important to you and how things can be improved. We are also interested to find out how much you feel part of your local community.

Our survey should take around 7 minutes to complete. Thank you for taking the time to give us your views. The closing date is Friday 12 July.

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

1. Which town do you live in? (please tick one)

Aldershot

Farnborough

Other (please tell us where)

2. So we can tell if there any differences between areas, please tell us what ward you live in.

<input type="checkbox"/> Aldershot Park	<input type="checkbox"/> Rowhill
<input type="checkbox"/> Cherrywood	<input type="checkbox"/> St John's
<input type="checkbox"/> Cove and Southwood	<input type="checkbox"/> St Mark's
<input type="checkbox"/> Empress	<input type="checkbox"/> Wellington
<input type="checkbox"/> Fernhill	<input type="checkbox"/> West Heath
<input type="checkbox"/> Knellwood	<input type="checkbox"/> I don't know what ward I live in*
<input type="checkbox"/> Manor Park	<input type="checkbox"/> I'd prefer not to say
<input type="checkbox"/> North Town	<input type="checkbox"/> I don't live in a ward in Rushmoor

*You can check what ward you live in using the address look-up feature on our website www.rushmoor.gov.uk/wards

RUSHMOOR
BOROUGH COUNCIL

Local area

3. On a scale of 1-10 (with 1 being very dissatisfied and 10 being very satisfied) how satisfied are you with Rushmoor (Aldershot and Farnborough) as a place to live? (please tick on the star that represents your satisfaction number)

1 <small>Very dissatisfied</small>	2	3	4	5	6	7	8	9	10 <small>Very satisfied</small>
★	★	★	★	★	★	★	★	★	★

4. Thinking generally, which of the things below would you say are most important in making somewhere a good place to live? (please tick up to five boxes only)

- | | |
|---|---|
| <input type="checkbox"/> Access to nature | <input type="checkbox"/> Parks and open spaces |
| <input type="checkbox"/> Activities for teenagers | <input type="checkbox"/> Public transport |
| <input type="checkbox"/> Affordable decent housing | <input type="checkbox"/> Race relations |
| <input type="checkbox"/> Clean streets | <input type="checkbox"/> Road and pavement repairs |
| <input type="checkbox"/> Community activities | <input type="checkbox"/> Shopping facilities |
| <input type="checkbox"/> Cultural facilities (e.g. libraries, art centres, theatres, museums) | <input type="checkbox"/> Sports and leisure facilities |
| <input type="checkbox"/> Education provision | <input type="checkbox"/> Wage levels and local cost of living |
| <input type="checkbox"/> Facilities for young children | <input type="checkbox"/> None of these |
| <input type="checkbox"/> Health services | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Job prospects | |
| <input type="checkbox"/> The level of crime | |
| <input type="checkbox"/> The level of pollution | |
| <input type="checkbox"/> The level of traffic congestion | |
| <input type="checkbox"/> Other (please specify) | |

5. Thinking about your local area (please consider your local area to be within walking distance from your home), which of the things below, if any, do you think needs improving? (please tick up to five boxes only)

- | | |
|---|---|
| <input type="checkbox"/> Access to nature | <input type="checkbox"/> The level of pollution |
| <input type="checkbox"/> Activities for teenagers | <input type="checkbox"/> The level of traffic congestion |
| <input type="checkbox"/> Affordable decent housing | <input type="checkbox"/> Parks and open spaces |
| <input type="checkbox"/> Clean streets | <input type="checkbox"/> Public transport |
| <input type="checkbox"/> Community activities | <input type="checkbox"/> Race relations |
| <input type="checkbox"/> Cultural facilities (e.g. libraries, art centres, theatres, museums) | <input type="checkbox"/> Road and pavement repairs |
| <input type="checkbox"/> Education provision | <input type="checkbox"/> Shopping facilities |
| <input type="checkbox"/> Facilities for young children | <input type="checkbox"/> Sports and leisure facilities |
| <input type="checkbox"/> Health services | <input type="checkbox"/> Wage levels and local cost of living |
| <input type="checkbox"/> Job prospects | <input type="checkbox"/> None of these |
| <input type="checkbox"/> The level of crime | <input type="checkbox"/> Don't know |
| <input type="checkbox"/> Other (please specify) | |

6. What, if anything, do you think needs improving the most in your town? (please tell us in the box below)

Pride in place

To answer these questions please consider your local area within walking distance from your home.

7. How strongly do you feel you belong to your local area? (please tick one)

- Very strongly
- Fairly strongly
- Not very strongly
- Not at all strongly
- Don't know

8. What, if anything, makes you proud to live in your local area? (please tell us in the box below)

9. To what extent would you agree or disagree that people in this local area pull together to improve the local area? (please tick one)

- Definitely agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Definitely disagree
- Nothing needs improving
- Don't know

Arts, culture and events

10. Have you attended any community events, activities or markets in your local area or town in the past year? (please tick one)

- Yes
- No
- I am not aware of any community events or activities that have happened in my local area or town
- Don't know

If yes, please tell which community events or activities (please write in the box below)

11. Have you done any of these activities in the past 12 months?

	Yes	No
Spent time doing a creative, artistic, theatrical or music activity or a craft - This includes any activities connected with painting, artistic photography, sculpture, digital or electronic art/music, crafts, music, literature, drama and the theatre, carnivals, circus and festivals. These could be professional, amateur and faith based activities in your local area or elsewhere.	<input type="checkbox"/>	<input type="checkbox"/>
Attended an event, performance or festival involving creative, artistic, dance, theatrical or music activity - This includes indoor or outdoor events, performances or festivals connected with painting, sculpture, crafts, craft fayres, music, heritage, storytelling and literature, street theatre dance, drama and the theatre, carnivals, circus and photography exhibitions. It includes live cinema screenings of an arts or creative event or performance, but not attending to watch a film. These could be professional, amateur and faith based events in your local area or elsewhere.	<input type="checkbox"/>	<input type="checkbox"/>
Used a public library service - This includes public library services used in your local area or elsewhere during visits to library buildings or mobile libraries, or accessing library services online. These services include book borrowing, e-book borrowing, accessing information, or attending meetings, events, courses, or clubs.	<input type="checkbox"/>	<input type="checkbox"/>
Attended a museum or gallery - This includes museums and galleries attended in your local area or elsewhere.	<input type="checkbox"/>	<input type="checkbox"/>
Dance - This include all forms of dance including artistic dance, dance for fitness and dancing socially, but excludes teaching or choreographing others.	<input type="checkbox"/>	<input type="checkbox"/>

12. Over the last 12 months, do you think that arts and culture-based activities and events in Aldershot and/or Farnborough have: (please tick one)

- Improved
- Stayed the same
- I have not noticed a difference
- Got worse
- I've not attended any event in the town centre

13. Over the last 12 months, do you think that town centre events in Aldershot and/or Farnborough have: (please tick one)

- Improved
- Stayed the same
- I have not noticed a difference
- Got worse
- I've not attended any event in the town centre

14. Over the last 12 months, do you think that the look of Aldershot and/or Farnborough town centres has: (please tick one)

- Improved
- Stayed the same
- I have not noticed a difference
- Got worse
- I've not visited the town centre

Community safety

To answer these questions please consider your local area within walking distance from your home.

15. How safe do you feel when outside in your local area during the day? (please tick one)

- Very safe
- Fairly safe
- Neither safe nor unsafe
- Fairly unsafe
- Very unsafe

16. How safe do you feel when outside in your local area after dark? (please tick one)

- Very safe
- Fairly safe
- Neither safe nor unsafe
- Fairly unsafe
- Very unsafe

17. If you feel unsafe in your local area, please can you tell us why. (please write in the box below)

Further comments

18. Do you have any further comments? (please tell us in the box below)

About you

As part of the Equality Act 2010, we must make sure our services are open and accessible to everyone, that we treat people fairly and appropriately and in consultations, we hear all views.

The following questions will help us to check that we are doing this and will also help us to understand better the answers we receive. We will treat this information as anonymous and confidential and will not identify individuals.

You do not have to answer these questions if you would prefer not to.

19. Which one of the following age bands do you belong to?

- Under 18 years
- 18 -24 years
- 25 – 34 years
- 35 – 44 years
- 45 – 54 years
- 55 – 64 years
- 65 - 74 years
- 75 - 84 years
- 85+ years
- I'd prefer not to say

ANNEX 2: RESIDENTS SURVEY

20. What is your sex?

- Male
- Female
- I'd prefer not to say

21. What is your ethnic group?

- | | |
|---|--|
| <input type="checkbox"/> White – British | <input type="checkbox"/> Asian or British Asian – Bangladeshi |
| <input type="checkbox"/> White – Irish | <input type="checkbox"/> Asian or British Asian – Chinese |
| <input type="checkbox"/> White – Gypsy/Traveller | <input type="checkbox"/> Asian – other |
| <input type="checkbox"/> White – other | <input type="checkbox"/> Black or British black – Caribbean |
| <input type="checkbox"/> Mixed – white and black Caribbean | <input type="checkbox"/> Black or British black – African |
| <input type="checkbox"/> Mixed – white and black African | <input type="checkbox"/> Black – other |
| <input type="checkbox"/> Mixed – White and Asian | <input type="checkbox"/> Arab |
| <input type="checkbox"/> Mixed – other | <input type="checkbox"/> I'd prefer not to say |
| <input type="checkbox"/> Asian or British Asian – Nepali | <input type="checkbox"/> Any other background (Please specify) |
| <input type="checkbox"/> Asian or British Asian – Indian | |
| <input type="checkbox"/> Asian or British Asian – Pakistani | |

22. Do you consider yourself to have any health conditions or disabilities, which limit your daily activities?

- Yes
- No
- I'd prefer not to say

23. Are you currently serving in the UK Armed Forces or have you previously served in the UK Armed Forces?

- Yes, I am currently serving in the UK Armed Forces
- Yes, I previously served in the UK Armed Forces
- No

Thank you for completing our survey

We would like to keep you up-to-date with the latest council news and information about events and activities taking place in Aldershot and Farnborough.

You can also sign up to take part in council consultations.

To sign up please visit www.rushmoor.gov.uk/councilnewssignup

Council Offices,
Farnborough Road,
Farnborough,
Hants, GU14 7JU

www.rushmoor.gov.uk
01252 398 399
customerservices@rushmoor.gov.uk

X @rushmoorcouncil
Rushmoor Borough Council
June 2024

Appendix B. Copy of the article in Arena

Tell us what you think about where you live!

Do you enjoy living in Aldershot or Farnborough? What's important to you about where you live, and would you like to see anything improved?



These are just some of the questions in our latest residents' survey.

We want to hear from you about what it's like to live where you do and if you feel part of your community.

Over the last year, we've been busy with activities to improve our town centres, including organising more local events and boosting our markets and craft fairs using external funding.



We'd like to know if you've taken part in these activities and if you think they're making a difference to our towns.



It is important for us to know what you think to help us develop the council's priorities and inform how

we deliver our services.

Our survey runs until 12 July and is available on our website at www.rushmoor.gov.uk/currentconsultations. You can also call us on **01252 398 399** for a paper copy of the survey.

In August, we are running another survey to get your views on our local open spaces and recreation facilities so we can get a better understanding of how you are using them. This is part of the work we are doing to prepare a new Open Space, Sport and Recreation Study, replacing our 2014 one. We'll promote the survey and how you can take part nearer the time on our social media channels.

Appendix C- copy of artwork used for postcards

Give us your views

www.rushmoor.gov.uk/currentconsultations

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Appendix D– top five factors that are important in making somewhere good to live and need improving by ward

Although not all wards have a representative number of responses the questions, to give an idea about what is important to respondents in the wards, here are the top things that are important in making somewhere good to live and need improving. Highlighted in orange are factors which are not on the top five list for all respondents.

Aldershot Park ward

80 respondents completed these questions

Important in making somewhere good	Top five	Need improving
The level of crime	1 st	Road and pavement repairs
Health services	2 nd	Clean streets
Shopping facilities	3 rd	Health services
Road and pavement repairs	4 th	Shopping facilities
Parks and open spaces	5 th	The level of crime

Cherrywood ward

71 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Clean streets	1 st	Clean streets
Health services	2 nd	Road and pavement repairs
The level of crime	3 rd	The level of crime
Road and pavement repairs	4 th	Health services
Affordable decent housing	5 th	The level of traffic congestion

Cove and Southwood ward

196 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Health services	1 st	Road and pavement repairs
The level of crime	2 nd	Sports and leisure facilities
Clean streets	3 rd	The level of traffic congestion
Road and pavement repairs	4 th	Clean streets
Parks and open spaces	5 th	Shopping facilities

ANNEX 2: RESIDENTS SURVEY

Empress ward

79 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Health services	1 st	Sports and leisure facilities
The level of crime	2 nd	Road and pavement repairs
Shopping facilities	3 rd	Shopping facilities
Sports and leisure facilities	4 th	Health services
Parks and open spaces	5 th	Cultural facilities (e.g. libraries, art centres, theatres, museums)

Fernhill ward

106 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Health services	1 st	Road and pavement repairs
The level of crime	2 nd	Health services
Clean streets	3 rd	Clean streets
Parks and open spaces	4 th	Sports and leisure facilities
Road and pavement repairs	5 th	The level of crime

Knellwood ward

127 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Health services	1 st	Road and pavement repairs
Sports and leisure facilities	2 nd	Sports and leisure facilities
The level of crime	3 rd	Shopping facilities
Shopping facilities	4 th	Clean streets
Parks and open spaces	5 th	Cultural facilities (e.g. libraries, art centres, theatres, museums) and health services

Manor Park ward

120 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Clean streets	1 st	Road and pavement repairs
The level of crime	2 nd	The level of crime
Health services	3 rd	Clean streets
Road and pavement repairs	4 th	Shopping facilities
Parks and open spaces	5 th	Health services

ANNEX 2: RESIDENTS SURVEY

North Town ward

86 respondents completed these questions

Important in making somewhere good	Top five	Need improving
The level of crime	1 st	Road and pavement repairs
Clean streets	2 nd	The level of crime
Road and pavement repairs	3 rd	Activities for teenagers
Health services	4 th	Clean streets
Shopping facilities	5 th	Shopping facilities

Rowhill ward

100 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Health services	1 st	Road and pavement repairs
The level of crime	2 nd	Clean streets and shopping facilities
Clean streets	3 rd	-
Shopping facilities/ parks and open spaces	4 th	The level of crime
-	5 th	Health services

St John's ward

91 respondents completed these questions

Important in making somewhere good	Top five	Need improving
The level of crime	1 st	Road and pavement repairs
Health services	2 nd	Sports and leisure facilities
Clean streets	3 rd	Shopping facilities
Road and pavement repairs	4 th	Health services
Shopping facilities	5 th	The level of traffic congestion

St Mark's ward

84 respondents completed these questions

Important in making somewhere good	Top five	Need improving
The level of crime	1 st	Road and pavement repairs
Health services	2 nd	Sports and leisure facilities
Road and pavement repairs	3 rd	Clean streets
Clean streets	4 th	Activities for teenagers
Access to nature	5 th	The level of traffic congestion

ANNEX 2: RESIDENTS SURVEY

Wellington ward

115 respondents completed these questions

Important in making somewhere good	Top five	Need improving
The level of crime	1 st	The level of crime
Clean streets	2 nd	Shopping facilities
Health services	3 rd	Road and pavement repairs
Shopping facilities	4 th	Clean streets
Parks and open spaces	5 th	The level of traffic congestion

West Heath ward

103 respondents completed these questions

Important in making somewhere good	Top five	Need improving
Health services	1 st	Road and pavement repairs
Clean streets	2 nd	Sports and leisure facilities
The level of crime	3 rd	Health services
Parks and open spaces	4 th	Shopping facilities
Road and pavement repairs	5 th	Clean streets

CABINET

COUNCILLOR GARETH WILLIAMS
FINANCE PORTFOLIO HOLDER
REPORT NO. FIN2416

26 NOVEMBER 2024

KEY DECISION? NO

BUDGET MANAGEMENT AND MTFS STRATEGIC REVIEW**SUMMARY AND RECOMMENDATIONS:**

The Council's Medium Term Financial Strategy (MTFS) approved on 22nd February 2024 presented a cumulative £16.651 million budget deficit over 4 years to 2027-28 before mitigation through a savings programme. The budget estimates included several significant assumptions and risks and a set of savings targets to mitigate the deficit to bring the council back to financial sustainability by 2027-28. Cabinet committed to update Council on these assumptions and progress against the savings targets. Unlike the July update, there is a significant variation on the potential outcomes on the matters brought to attention in this report and these need to be fully worked through and it is appropriate to bring a detailed numerical MTFS update forward for February Council.

Recommendation(s) requiring decision.

1. Cabinet notes the position to date and MTFS assumptions.
2. Approve the acceptance of the PEBL contribution of £55k to be spend on the water Lane playground project and an equivalent uplift in the expenditure budget.

1. INTRODUCTION

- 1.1. The Budget is a major decision for the Council and setting and maintaining a balanced budget is a statutory requirement. This report provides a summary of the latest forecast performance against the 2024-25 approved revenue and capital budget and an update on the 2025-28 Medium Term Financial Strategy (MTFS) assumptions adopted by Full Council on 22nd February 2024.

2. BACKGROUND AND EXECUTIVE SUMMARY

- 2.1. The Council has a statutory obligation to set and maintain a balanced budget. In February the Council identified a significant challenge to its future financial sustainability (as set out at the February 2024 Budget Council) and without mitigation the council would not be able to set a balanced budget in 2026-27.
- 2.2. The forecast outturn is on track with the full £740k savings requirement achieved for 2024-25. The detail behind the headline shows a more challenging

position for the MTFS. Key income streams are forecast below budget and will require adjustment in the MTFS, mitigated by several one off in year favourable variances.

- 2.3. The level of external borrowing has reduced through careful cashflow management delaying the need to borrow externally. Whilst the council has utilised more of its cashflow to avoid external borrowing, the overall level of borrowing can only be reduced through the achievement of the capital receipts factored into the MTFS, this is proving difficult to achieve and is a concern due to interest rates increasing from October. There are several other significant budget implications identified that are currently being worked through to inform the MTFS revision.

3. CURRENT YEAR FINANCIAL PERFORMANCE

Revenue Account

- 3.1. Full Council on 22nd February 2024 approved the 2024-25 revenue and capital budget and the 2025-28 Medium Term Financial Strategy (MTFS). The 2024-25 revenue budget projected an unsustainable £5.379m drawdown on reserves before mitigation and a cumulative £16.651m deficit over 4 years. Full Council adopted a set of budget savings targets to bring the revenue account sustainably back into balance without the need to draw on reserves. The projected deficits and savings targets are shown in the table below.

Savings Target effect on reserves: February 2024	2024-25 Budget £'000	2025-26 Projected£'000 0	2026-27 Projected£'000 0	2027-28 Projected £'000
In year saving permanently out of base				
Interest and MRP reduction	(240)	(1,558)	(2,040)	(2,040)
Services cost reduction	(500)	(1,000)	(1,500)	(2,000)
Total recurrent savings:	(740)	(2,558)	(3,540)	(4,040)
In year deficit before mitigating savings	5,379	4,127	3,504	3,641
Revised deficit/outturn	4,639	1,569	(36)	(399)
Opening reserve balance:	(12,229)	(6,040)	(4,470)	(4,506)
Budgeted service movement	(119)	66		
Revised deficit / Surplus is in ()	4,639	1,569	(36)	(399)
Reserve annual closing balance	(6,040)	(4,470)	(4,506)	(4,905)

- 3.2. The capital receipts profile was changed at July Council with the likelihood of only achieving £20m of capital receipts in total and by December 2026. Interest rates were projected to be 1% higher than the February assumption of 3.1%. The impact would be an additional £830k of savings over the MTFS period, and an additional drawdown on reserves of £2.64m leaving a projected critical level of £2.2m of reserves if all other assumptions are accurate. The July projection

was not adopted due to the level of uncertainty involved and committed to continue to review.

- 3.3. The budget and MTFS set in February assumed a reducing interest rate profile that is outside of the council's ability to control, and a debt reduction plan that is proving challenging to achieve as reported in the July update. The budget also required due diligence on a wide range of significantly material assumptions and risks, this work is continuing, and an update is given in this report. The next full MTFS recasting will be present to February Budget Council.
- 3.4. The £740k 2024-25 savings target has been achieved and removed from the current budget (see appendix two), of which £433k is a one year only saving. The delay in achieving the "Interest and MRP" £200k reduction through capital receipts has been compensated by additional revenue savings. The pay settlement was budgeted at 5% and settled at 2.5% contributing to a reduction in salary costs, the full value will be confirmed in the next position report. The latest forecast indicates several emerging material budget adjustments, specifically around demand led material income streams (i.e. crematorium, development management, building control, commercial property). These will be reflected in future years budget and saving target requirements. The due diligence on the commercial property income profile and risks is nearing completion and will be ready to inform the February Budget.
- 3.5. The February approved budget has been adjusted in-year with budget movements to accurately align expenditure as required by the Financial Regulations, including drawing on earmarked reserves as appropriate, these movements (virements) are reported as part of this position statement.
- 3.6. Forecast outturn is therefore reported against the current budget after the adjustment for savings and virements. The latest forecast position is shown in the table below as a net £71k underspend against current budget (i.e. in addition to the £740k savings) and will ultimately reduce the need to draw upon reserves at year end.

2024-25 Budget Management	Original Approved Budget			Current Budget	Variance on Current
Revenue Account	Income	Expend	Net	Net	Net
	£,000	£,000	£,000	£,000	£,000
Community & Residents	(390)	2,670	2,280	2,291	26
Development & Economic Growth	(1,758)	2,780	1,022	1,076	176
Enabling Services	(600)	5,169	4,569	5,290	(83)
Finance	(761)	2,684	1,923	2,096	(13)
Neighbourhood Services	(6,575)	13,460	6,885	6,352	(59)
Policy, Climate & Sustainability	(31)	1,136	1,105	855	(24)
Regeneration & Property	(10,954)	5,154	(5,800)	(6,181)	(53)
Insurance		450	450	465	(85)
Net Earmarked reserve movement		119	119	(466)	0
Net cost of service provision	(21,069)	33,621	12,552	11,777	(116)
Interest payable on borrowing			8,675	8,675	(1,436)
Capitalised interest			(381)	(381)	(839)
Interest earned on cashflow management			(2,350)	(2,350)	768
Loss on pooled investment fund closure			0	0	1,090
Interest received on loans to RHL			(1,045)	(1,045)	925
Minimum Revenue Provision			1,758	1,758	(66)
Net cost of borrowing			6,657	6,657	442
New Homes Bonus			(384)	(384)	0
Revenue Support Grant			(641)	(641)	(3)
Business rates			(5,100)	(5,100)	(394)
Council Tax			(7,706)	(7,706)	0
Government support and taxation			(13,831)	(13,831)	(397)
Budgeted deficit to be resolved			5,379	4,603	(71)
Deficit funded by:					
Budgeted savings target			740	0	
Drawdown on reserves			4,639	4,603	

- 3.7. A detailed analysis of the £71k underspend is provided at appendix one. Each of these variances are being worked through to evaluate the certainty of the forecast and impact on the MTFs budget requirement. These variances mostly align with the 2023-24 outturn reported to the 25th July Full Council and have been covered off in the Financial Recovery Plan “Lines of Enquiry” reported to 15th October Cabinet.
- 3.8. Detailed treasury management performance will be reported separately to Cabinet and Corporate Governance and Standards committee. The development of a long term detailed cashflow forecast managed through an officer led treasury management panel has enabled external borrowing to be delayed and aligned to the cashflow needs of the council with a corresponding £668k reduction in net interest cost reflected in the forecast.
- 3.9. The delayed completion of Union Yard has enabled an additional £458k of borrowing interest to be capitalised. Whilst this will impact on the overall borrowing requirement for the project it does remove it from the revenue account and the capitalised value is likely to increase further until practical completion of the site.

- 3.10. The budget had assumed the 82 residential units on Union Yard would be sold to RHL with the council providing RHL with a circa £17m loan note that would generate £1.045m interest income for the revenue account. This transfer is currently being reviewed and £945k has been removed from the budget and MTFs, the full financial implication will be reported as soon as possible.
- 3.11. The UBS Multi-Asset Income Fund - £5 million investment was part of the council's long-term £21m investment in Pooled funds. The value of these funds changes over time based upon the underlying assets. UBS closed the fund in September and returned the underlying value resulting in a loss on the original investment. This has been mitigated by the sale of the CCLA fund that is in surplus. The net effect is a circa £1.09 loss depending on the final values achieved on the CCLA. It is to be noted that the fund has provided a significant revenue return in previous years more than the loss incurred, a loss provision was not set up to from the enhanced returns due to the dispensation from accounting for book losses on the revenue account.
- 3.12. Retained business rates funding has improved by a one off £394k through the final review of the 2017 valuations appeals enabling the release of a substantial provision. This work was done with our collection fund technical advisors LGFutures to ensure the best outcome for the revenue account.
- 3.13. The February budget included £119k of net contribution to earmarked reserves, to date there has been an additional net £585k of additional reserves movements drawing funding into the revenue account to fund specific expenditure. A full list of reserves movements is provided on appendix three.

Capital Programme

- 3.14. The February 2024 approved capital programme estimate for 2024/25 was £13.473m, amended at the 25th July Full Council for budget profiling (slippage) of £5.355m from 2023-24, an additional approvals totalling £3.008m for the following externally funded capital projects:

Capital Scheme	Funding	£,000
Meads - Block 4 Contract costs	UKSPA	333
Civic Quarter General pre Development- demolition	Homes England	1,725
Temporary Housing	LAHF	742
Aldershot Pools PV Panels	Swimming Pools Support Fund	208
		3,008
Budget carry forward from 2023-24 July Council approval		5,355
Approved Capital Programme February 2024 Council approval		13,472
Total: Capital Programme		21,835

- 3.15. Progress on the 2024-25 capital programme is shown below. The capital programme detailed schedule is provided on appendix four.

Capital Programme 2024-25	£,000
Approved Programme	21,835
Forecast spend	16,095
Variance	(5,740)
Consists of:	
Reprofiled to 2025-26	(5,341)
Project underspend	(399)
	(5,740)

- 3.16. The forecast outturn includes the reprofiling of the following schemes, confirmation of the full value to be carried forward to 2025-26 will be confirmed at the end of the financial year.

Reprofiled project budget	£,000
Civic Quarter Farnborough	77
The Galleries Development	3,400
Affordable Housing - LAHF	742
Crematorium	385
Southwood Sang Country Park	300
Section 106 playgrounds	128
IT Projects	309
	5,341

- 3.17. The capital forecast under and overspends are scheduled below. This expenditure on Housing PRS delivery is in respect to properties due to transfer to RHL and considered not viable, these have been classified as surplus assets. Cabinet is due to receive a report on the proposed disposals and ratification of the £100k expenditure and intended financing.

Capital programme (under)/overspend	£,000
Hawley / Frimley	(352)
Council Offices	(59)
Asset Management R&M	(74)
Refuse/Recycling inc. Food Waste	(14)
Housing PRS Delivery	100
	(399)

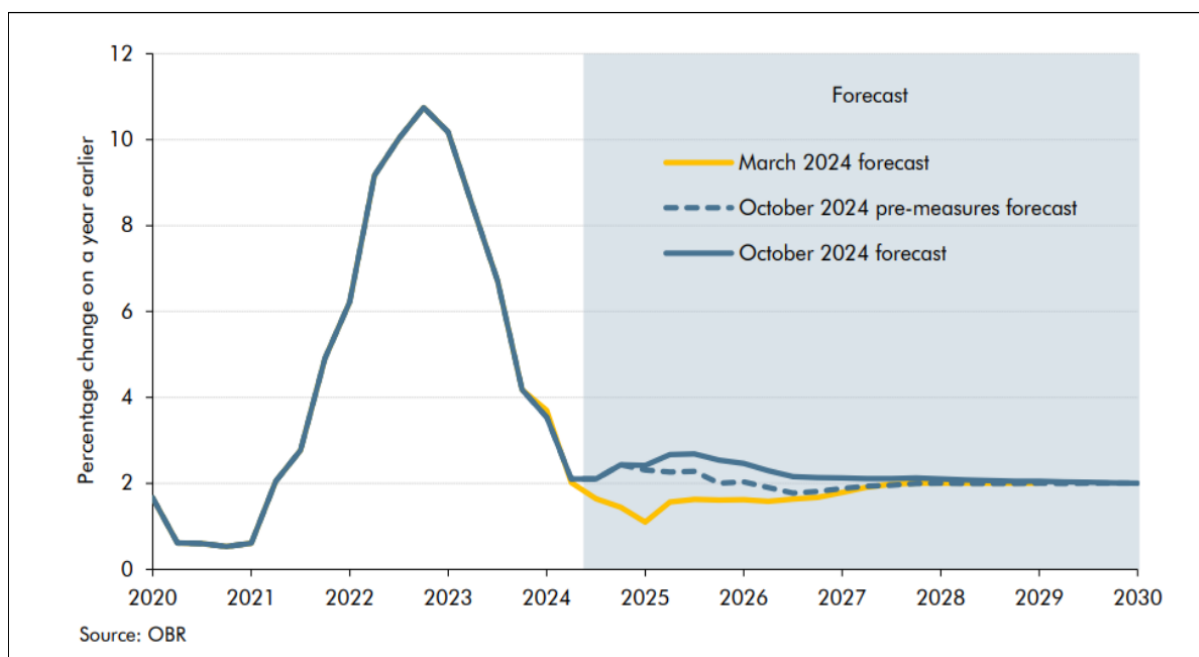
- 3.18. The Prospect Estate Big Local (PEBL) have awarded the council an additional £55k for the Water Lane playground project funded by S106 developer contributions. Cabinet is being asked to approve the acceptance of this grant and equivalent uplift to the budget for the expenditure on this project which will be delivered from January 2025.
- 3.19. The February 2024 budget savings target required a total £40m of capital receipts, the profiling was adjusted at the 25th July Cabinet based on the work done to date. It was noted the timing delay would have an adverse impact on the drawdown of reserves and put more pressure on the revenue service savings requirement to compensate. The likely prevailing scenario was £20m of capital receipts could be achieved and 4.1% would likely be the long-term

cost of structured borrowing. It was therefore proposed to hold off reframing the MTFS and savings requirement until we have more certainty on the identification of capital receipts. It is not possible at this point to gain assurance on this target.

- 3.20. It is likely that some receipts will be received from the sale of Union Yard assets, these receipts will finance the circa £52m project capitalised expenditure. The council will benefit from reduced interest on the borrowing avoided, and a lower capital expenditure value will be subjected to Minimum Revenue Provision that comes into effect for Union Yard in 2025-26.
- 3.21. The 25th of July Full Council report approved the strategy of holding back some capital receipts in anticipation of funding asset renewal expenditure that qualifies for capitalisation, avoiding further borrowing. The planned maintenance and renewal programme is still being developed and will be incorporated into the capital budget and MTFS as soon as possible.

Medium Term Financial Plan strategic review

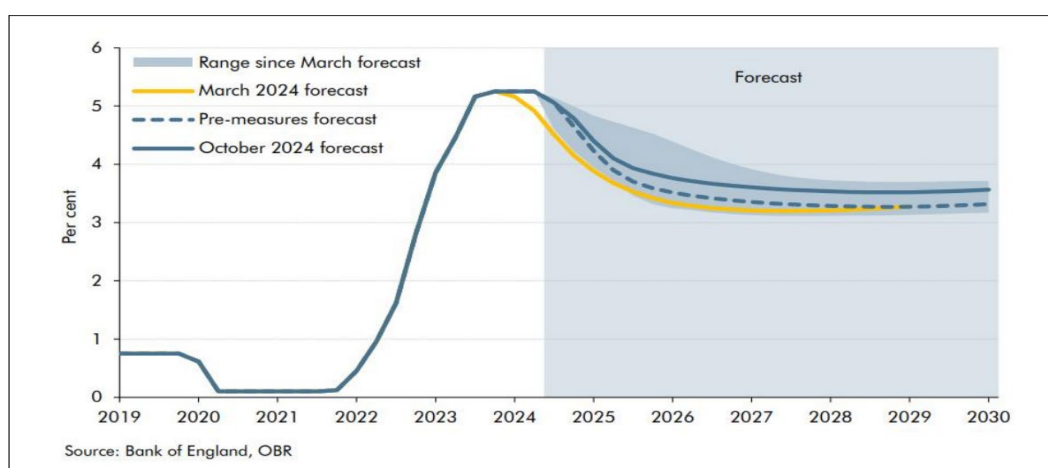
- 3.22. The 2024-25 detailed forecast variances on appendix one indicates the service revenue budgets have scope for tightening up and will have a net impact on the MTFS base budget and resultant level of savings requirement. A significant amount of due diligence has already been done since February and the lines of enquiry were developed to assist the diligence process. This work needs to be fully concluded to yield long term achievable net budget reductions. It is the Executive Head of Finance opinion that a key element of the work required to deliver budget reductions is to change the council's pervasive relationship with managing budgets and expenditure, i.e. a cultural change. This challenge is being picked up as part of the finance service development described in the Finance Recovery Plan.
- 3.23. Inflation has fallen faster than anticipated in the February budget. The current MTFS assumes 3% from 2025-26, the September CPI was 1.7% and is projected to rise to approximately 2.75% by the end of 2024. The Bank of England (BoE) estimates the Budget impact will see the CPI rate at 2.7% the end of 2025 and remain over target in 2026, as opposed to the prior projection of inflation easing back below the 2% target. Therefore, it is reasonable to continue to assume contractual inflation at 3%, and an eventual 1% reduction will yield a £100k reduction per year. The Office for Budget Responsibility (OBR) November inflation forecast is shown on the graph below.



- 3.24. Pay award was assumed at 5% and settled at 2.5%. There is still pressure from unions to address the recent cost of living issues and an assumption of a national award of 2.5% is reasonable as it is in line with this year's settlement. The budget assumed 4% (£560k) for 2025-26 and £420k onwards. A 1% increase equates to circa £100k.
- 3.25. Employers' national insurance was changed in the Chancellor's budget from 13.9% to 15% contribution and the threshold reduced from £9,100 to £5,000. The impact of this would be £360k per year. There is an expectation that the council will be compensated or exempted in the Finance Settlement due in mid-December.
- 3.26. Closer scrutiny of the income streams on the detailed schedule at appendix one indicates that an adverse adjustment is required to align these budgets. This will have a damping effect on any increases in fees and charges in 2025-26. The current MTFS already provides for £860k increase in 2025-26, a significant element being the recovery of the crematorium income and then circa £280k per year ongoing across all income. A line of enquiry is nearing completion to scope out above inflationary increases wherever possible and benchmark against other councils and providers.
- 3.27. Council tax referendum is likely to remain a part of the Finance Settlement, the MTFS assumes the council will increase council tax up to the referendum limits.
- 3.28. The Finance Settlement is likely to confirm a similar level of grant (new homes bonus, RSG and funding guarantee) of circa £1.0m next year. This funding has only been included in the current year budget and not the ongoing MTFS because it is not guaranteed going forward. The council has £135m of commercial property generating £8m of income and is responsible for maintaining £60m of property assets. Both items are key risks to the MTFS as

described in the February and July reports in respect of commercial property void costs, and planned and responsive maintenance that cannot be funded from capital receipts. The council does not have a provision to cover these costs and it would be prudent to use the Finance Settlement funding, as it is not guaranteed each year, to set up a provision instead of relying upon it to fund ongoing expenditure.

- 3.29. The February MTFS assumed interest rates would reduce over two years. Interest rates were tracking down on the profile assumed in the February budget up to October when financial markets become unsettled. Arlingclose project that Bank of England will continue to reduce the Bank Rate, but more slowly and by less with another rate cut in February 2025, followed by a cut alongside every Monetary Policy Report publication, to a low of 3.75%. The Office for Budget Responsibility has produce the following graphical interest rate forecast.



- 3.30. The council’s borrowing interest rate tracks the bank rate, the table below demonstrates the February MTFS assumed borrowing interest rate and a revised rate as of November. The table implies a likely £3.8k increase in borrowing cost per £1m of debt in 2025-26 and £7.5k increase per £1m resulting in additional pressure in the MTFS and continued interest rate exposure on the full debt portfolio.

Borrowing Interest assumption	2024/25	2025/26	2026/27	2026/27
February 2024 assumed Interest	5.19%	3.86%	3.1%	3.1%
November revised assumption	5.05%	4.24%	3.85%	3.85%
Change	-0.14%	0.38%	0.75%	0.75%

- 3.31. External borrowing has reduced this year from £167m to £142m through careful cashflow management, whilst this reduces the cost of borrowing, it also reduces the amount of cashflow surplus available to invest and net off the cost of borrowing. The council had approximately an average of £41m of working capital, this has been reduced to Circa £18m through cashflow management. The council’s long term “need” to borrow can only be reduced by the application of capital receipts and Minimum Revenue Provision.

3.32. The borrowing profile over the MTFS period depends upon the achievement of capital receipts. The table below models the likely debt profile based upon current capital receipt assumption, (i.e., not related to the February or July assumptions). Current borrowing is £142m, the table assumes a net £10m capital receipt by the end of March 2025 bringing the external borrowing down to £132m. The full impact of these changes will be worked through and included within the February MTFS.

Position at 31 March	2024	2025	2026	2027	2028	2029	2030
Capital Expenditure funded by borrowing (CFR):	166.3	166.3	153.9	138.8	127.5	125.9	124.3
New Capital Expenditure funded by borrowing:		9.3	1.8	0.2	0	0	
Minimum Revenue Provision		-1.7	-1.9	-1.5	-1.6	-1.6	
Cap receipts (target)		0	-15	-10	0	0	
Commercial Asset sale		-3.3					
Union yard		-16.7					
Closing CFR:	166.3	153.9	138.8	127.5	125.9	124.3	124.3
External borrowing	-162.0	-132.0	-118.8	-109.0	-109.0	-119.0	-119.0
Funded from Working Capital	-4.3	-21.9	-20.0	-18.5	-16.9	-5.3	-5.3
Total funding:	-166	-153.9	-138.8	-127.5	-125.9	-124.3	-124.3

3.33. Accounting Standard IFRS9 impact – The statutory override for pooled funds in England – requires change in value of the original capital invested (i.e., current market price resulting in gains and losses) to be held as a value on the Balance Sheet until the fund is sold (i.e., when the gain or loss becomes real) – is set to end in 2025-26, i.e., the last year it will be in place will be 2024-25. The long-term pooled funds investment is currently valued below cost, i.e. at a loss if they were to be redeemed. The council must make a revenue provision for the change in value each year from 2025-26. At current valuation this will be £968k

Fund:	Cash Invested	Value October	Unrealised loss
Threadneedle Investments	2,000	1,906	(94)
M&G Investments Strategic Corporate Bond Fund	4,000	3,505	(495)
Schroders Income Maximiser	5,000	4,705	(295)
Aegon Diversified Monthly Income Fund	2,000	1,917	(83)
	13,000	12,032	(968)

3.34. Progress on the Financial Recovery Plan was reported to the 15th October Cabinet, where a number of “lines of enquiry” were outlined to identify net budget savings, these are progressing and where it is certain to deliver a net budget reduction will be included in the 2025-26 budget. Some of these lines are focused on adopting a new approach to managing expenditure on specific cost areas such as repairs and maintenance and establishment. These are in year cost control mechanisms rather than permanent budget adjustments.

Alternative Options

- 3.35. The Council has a legal obligation to produce a balanced budget and therefore there is not a 'Do Nothing' option. The Council must achieve its revenue and capital receipt targets, through implementation of the Financial Recovery Plan.
- 3.36. Progress on identifying and implementing measures is being financially monitored, the council does have the option to introduce targeted or broader temporary expenditure control to hold back expenditure and reduce the drawdown on reserves if the financial situation warrants. The Executive Head of Finance will consult at the earliest indication of this option being required.

Consultation

- 3.37. The Finance Working Group meet 4 weekly and last on 11th November to consider the Financial Working Plan, and progress on the lines of enquiry, their comments will be reported to the meeting.

4. IMPLICATIONS

Risks and Uncertainties

- 4.1. Cost of borrowing remains a risk facing the council at present. The assumed profile of interest rate reduction is likely to be later, and less than planned. The achievement of capital receipts and timing remains uncertain at this point. Work is underway; however, delivery is a significant concern and the impact on the revenue account and reserves has been demonstrated above.
- 4.2. Latent liability (such as energy efficiency standards, major component replacement or dilapidations) on the substantial property holdings and additional capital expenditure on lease transactions has not been identified and incorporated into the capital programme or revenue account through planned and funded schedule. This work must be progressed and completed as soon as possible.
- 4.3. The commercial property portfolio rent stream along with the Meads and Union Yard represents circa £11m of income, the work to fully translate the rent schedules into the budget is still underway as per the detail covered off in this report. It is urgent to ensure that the council can take a strategic approach identifying and mitigating the risks to the rent roll and future capital requirements to maintain the income and manage revenue impact.
- 4.4. The Waste collection contract with Serco (circa £5m) must be retendered or extended by 2027 with the work commencing in 2024/25. There are some significant cost and capital commitment risks associated with this contract that must be engaged with and understood as early as possible to enable any potential mitigation to be effective.

- 4.5. The potential council office move to free up the current site for development disposal is a financial opportunity and a risk and a “Treasury 5 cases” style outline business case will be needed to enable the proposal to be fully evaluated in respect of the MTFs and financial resilience.
- 4.6. Union Yard is nearing completion, there are several financial risks to the MTFs around the letting of the student accommodation, the management of the communal heating and letting of the commercial units.
- 4.7. The sale of 82 private residential units to RHL is dependent on the detail of the due diligence. Delay or a change in plan will continue to have a material effect to the 2024-25 budget and MTFs.
- 4.8. The airport planning application is a financial risk from the cost that could arise from any legal proceedings following the decision. This could be a significant revenue expense.
- 4.9. The potential changes to Hampshire County Council’s budget include closure of Grosvenor Rd which currently provides 14 Bedspaces of accommodation. Also, Clayton Court which provides around 35 temporary accommodation places is due to close by December 2026 and there is no agreed replacement. Demand has already increased use of Bed and Breakfast from an average of 10 to 14 rooms at any one time due to increasing levels of homelessness and difficulties in rehousing people. Currently the Rough Sleeper initiative is due to end in April 2025 which has assisted in addressing that issue. There is therefore a significant financial risk that the costs of the Council meeting its homelessness obligations could increase substantially.
- 4.10. There is an unsecured loan to Farnborough International Limited (FIL) of £6.482m due for repayment in tranches in the next three years. The financial stability of FIL is reviewed half yearly to understand their trading and cashflow position and the risk to the council.
- 4.11. The council’s last audited accounts were 2019-20, signed off late last year. This means that the 2024-25 to 2027-28 MTFs is based upon an uncertified baseline. As seen in the 2023-24 outturn it is possible that the useable reserves assumptions can change due to balance sheet adjustments required through officer diligence and external audit of the 2023-24 accounts published on 31st May 2024. It may take several years to rebuild assurance.
- 4.12. The Chancellor’s’ October budget increased employers’ national insurance, this is a significant cost to the council if it is not mitigated in the finance settlement. The business rates rebasing, and fair funding agenda will continue and has been proposed to happen in the next two years. It is likely that the council will be adversely impacted in this process due to retaining business rates above its baseline funding assessment.

Legal Implications

- 4.13. Full detail on the legal implications of the content of this MTFS update can be found in the February budget report page 84 of the agenda.

Financial and Resource Implications

- 4.14. In addition to in house resources, interim and specialist roles may also be required to support some of the actions.
- 4.15. Financial implications of the MTFS are set out within the report. Further financial implications are set out in the February Budget report appendix 7: Section 25 report on the robustness of estimates and is applicable to this update, on page 100 of the agenda pack.

Equalities Impact Implications

- 4.16. Full detail on the Equalities Impact implications of the content of this MTFS update can be found in the February budget report page 85 of the agenda.

Other

- 4.17. There are no further implications of this report to consider.

5. CONCLUSIONS

- 5.1. The council set a 2024-25 balanced budget with a planned reserve drawdown of £4.639m and a savings target of £740k of net budget reduction in 2025-26, supported by £12.229m of available reserve. The latest forecast shows this has been achieved. There are number of significant forecast variations that indicate some structural budget correction is needed to inform the 2025-26 budget and MTFS, whilst it is challenging to assess how much in particular the income variation is due to forecast error.
- 5.2. Progress on capital receipts delivery is challenging and this will have an impact on the level of interest rate exposure resulting in an increased challenge for the council to become financially sustainable. This will require the implementation of additional cost reductions to prevent any further drawing down of reserves than already planned.
- 5.3. Lines of enquiry cover a broad range of the councils' operations, including specific discretionary expenditure and in year cost controls that would benefit from best practice financial and operational management.
- 5.4. At its' October meeting, Cabinet approved the Financial Recovery Plan. This plan includes a proposed service level review to identify options for changes in service levels and associated costs across the organisation while considering the Council priorities. It is expected that this work will commence in early 2025.
- 5.5. If the in-year financial situation determines, cost controls can be implemented to slow down the rate of expenditure until the situation is resolved.

LIST OF APPENDICES/ANNEXES:

Appendix One: detailed forecast variance schedule

Appendix Two: Savings removed from budget.

Appendix Three: Earmarked reserve movements on revenue account

Appendix Four: Capital Programme progress summary

BACKGROUND DOCUMENTS:

- Financial Recovery Plan – Cabinet - REPORT NO. CEX2406 - 15 OCTOBER 2024
- 2024-25 to 2027-28 MTFS strategy update and 2023-24 budget outturn – Council – 25th July 2024
- Revenue Budget, Capital Programme, and Council tax level – Council – 22nd February 2024

CONTACT DETAILS:

Report Author – Peter Vickers email: Peter.vickers@rushmoor.gov.uk

Head of Service – as above

Appendix One: detailed forecast variance schedule

Revenue Account	2023-24 outtur	Original	Virement	Current	Forecast Q2	Var Q2
	'£000	'£000	'£000	'£000	'£000	'£000
Establishment	12,679	14,398	(410)	13,989	13,534	(455)
Staff - Temp	1,134	277	509	787	786	(1)
Salary capitalised	(63)	0	0	0	0	0
Salary recharges	(66)	44	(15)	29	29	0
Staff non pay	408	450	29	479	467	(11)
Members Allowances	365	381	0	381	381	0
Consultants advice and support	1,608	235	139	374	352	(23)
Printing and Postage	256	212	29	241	237	(4)
Banking and debt management	780	374	69	443	443	0
Audit Fees	41	160	10	170	170	(0)
Utilities	705	932	(84)	848	774	(74)
BR/ Ctax	933	1,235	(221)	1,015	973	(42)
Waste and Cleansing	3,749	4,102	(153)	3,948	3,933	(16)
Grounds and Tree Maintenance	729	869	(34)	836	829	(7)
Insurance	350	450	(1)	449	365	(85)
Property insurance recharge	(133)	(55)	0	(55)	(55)	0
Service Contracts	825	761	(7)	754	702	(52)
Grants to other organisations	590	575	323	898	909	12
IT infrastructure and equipment	965	1,076	138	1,214	1,179	(35)
Local Plan Preparation	15	100	(16)	84	84	0
Temporary accommodation	275	295	97	392	392	0
Externally funded costs	(208)	100	429	529	529	0
Other Costs	2,521	1,388	483	1,872	1,854	(18)
Other Income	(1,657)	(133)	(81)	(214)	(215)	(1)
Fees N charges	(351)	(316)	100	(216)	(232)	(16)
Princes Hall Trading account	(180)	(63)	(42)	(105)	(87)	18
Car Park Income	(1,126)	(1,143)	(39)	(1,182)	(1,188)	(6)
Building control income	(518)	(663)	0	(663)	(576)	87
Elections cost recovery	0	(98)	46	(52)	(31)	21
Street cleaning gum contribution	(11)	(10)	(20)	(30)	(31)	(2)
Cemeteries Income	(191)	(212)	0	(212)	(187)	25
Crematorium Income	(1,597)	(1,247)	33	(1,213)	(979)	234
Development Management Income	(368)	(646)	0	(646)	(518)	129
Recycling income	(1,012)	(682)	(233)	(914)	(925)	(10)
Southwood SANG income	(222)	(298)	(5)	(303)	(289)	13
Costs Recovered	(539)	(459)	(49)	(507)	(464)	43
Bulky Waste Collection income	(104)	(123)	11	(112)	(112)	0
Licensing	(226)	(167)	(49)	(216)	(212)	3
Car Boot Sales	(101)	(114)	0	(114)	(114)	0
Council office room hire	(28)	(12)	0	(12)	(12)	0
Land search charges	(98)	(112)	0	(112)	(93)	19
Grant income	(6,593)	(1,279)	(1,065)	(2,344)	(2,334)	10
Pooled Fund capital loss	0	0	0	0	1,090	1,090
Business rates	(4,668)	(5,100)	0	(5,100)	(5,494)	(394)
Net Interest	2,219	4,899	(0)	4,899	4,317	(582)
MRP	1,572	1,758	0	1,758	1,692	(66)
Corporate financing	(5,391)	(8,641)	(572)	(9,213)	(9,221)	(8)
Property Net Income	(8,511)	(8,122)	(127)	(8,249)	(8,116)	132
Deficit funded from reserves	0	(5,379)	776	(4,603)	(4,603)	0
Grand Total	(1,245)	0	0	0	(71)	(71)
Property Income and Expenditure account						
Operational property Income	(684)	(632)	(56)	(687)	(651)	36
Operational Property management costs	109	41	37	77	77	0
Operational Property Service Charges	24	21	0	21	21	0
Operational Property Maintenance	325	352	(18)	334	332	(3)
Commercial Property Income	(8,167)	(8,001)	0	(8,001)	(7,818)	183
CP Service Charges recovered	(6)	(5)	0	(5)	(2)	3
CP management costs	269	318	101	419	374	(45)
CP Maintenance	432	729	(190)	539	494	(46)
CP Service Charges	459	324	12	337	278	(59)
The Meads Shopping Centre Income	(615)	(678)	0	(678)	(679)	(1)
The Meads SC service charge recovered	0	0	0	0	0	0
The Meads SC service charges	317	594	39	633	633	0
The Meads MSCP income	(136)	(125)	0	(125)	(219)	(94)
The Meads MSCP Charges recovered	0	0	0	0	0	0
The Meads MSCP service charges	0	0	0	0	0	0
The Meads MSCP management costs	47	53	10	63	63	0
The Meads Blocks 1 & 2	(809)	(915)	0	(915)	(865)	50
Blocks 1 & 2 Service Charges recovered	0	0	0	0	0	0
Blocks 1 & 2 service charges	20	26	2	28	28	0
Blocks 1 & 2 management costs	0	45	12	57	57	0
The Meads Business Centre	(285)	(367)	(63)	(429)	(429)	0
The Meads BC Service Charges recovered	0	0	0	0	0	0
The Meads BC service charges	186	240	0	240	240	0
The Meads BC management costs	0	0	0	0	0	0
Union Yard Commercial	4	(143)	148	5	82	77
Union Yard Student	0	0	(172)	(172)	(156)	16
Union Yard Energy Centre	0	0	10	10	25	15
Net Property Income	(8,511)	(8,122)	(127)	(8,249)	(8,116)	132

Appendix Two: Savings removed from budget

Savings adjusted out of the budget	2024-25	2025-26	2026-27	2027-28
	£	£	£	£
Recurrent				
Close North Hants Employment and Skills Zone website	(2,390)	(2,390)	(2,390)	(2,390)
Increase Princes Hall Venue Levy	(20,000)	(20,000)	(20,000)	(20,000)
Triage post in CSU to be funded by external grant	(44,800)	(44,800)	(44,800)	(44,800)
Contract Inflation update	(83,760)	(83,760)	(83,760)	(83,760)
Wellesley S106 contributions	(7,268)	(7,268)	(7,268)	(7,268)
Green Waste Income	(35,173)	(35,173)	(35,173)	(35,173)
Premises Licensing Income	(11,870)	(11,870)	(11,870)	(11,870)
Taxi Licensing Income	(12,700)	(12,700)	(12,700)	(12,700)
Princes Hall Car Parking Income	(7,000)	(7,000)	(7,000)	(7,000)
Business Rates	(17,470)	(17,470)	(17,470)	(17,470)
Utilities	(44,800)	(44,800)	(44,800)	(44,800)
Maintenance for site no longer in existence	(2,000)	(2,000)	(2,000)	(2,000)
Budget Correction	(38,500)	(38,500)	(38,500)	(38,500)
Budget Correction - Original	3,250	3,250	3,250	3,250
Additional income at Southwood Café	(22,000)	(22,000)	(22,000)	(22,000)
Food Hygiene license income ceased	4,000	4,000	4,000	4,000
Total: recurrent:	(342,481)	(342,481)	(342,481)	(342,481)
Temporary				
Farnborough College of Technology rental of the Meads	(170,091)	(102,542)		
Supporting economic development at Hart DC	(25,085)			
	(10,000)			
Street cleaning - pause/delaying major projects				
Anti Social Behaviour External Funding bid	(60,000)			
Recycling glass sales	(168,000)			
Total: Temporary:	(433,176)	(102,542)	0	0
Total	(775,657)	(445,023)	(342,481)	(342,481)

Appendix Three: Earmarked reserve movements on revenue account

Name of Reserve	Approved Budget	Change in-year	Current Budget
SANG Interest	297,613		297,613
SANG Maintenance	(31,520)	(53,650)	(85,170)
Mercury Abatement	35,400		35,400
Homelessness Prevention	(49,622)		(49,622)
Homes for Ukraine	(26,652)	(82,585)	(109,237)
Climate Change	(45,685)	(20,500)	(66,185)
Maintenance Amenity	(17,515)		(17,515)
A331 Air Quality Project	(42,890)	14,208	(28,682)
Stability & Resilience		(439,004)	(439,004)
Office of Police & Crime Comm		(3,220)	(3,220)
COVID		(13,000)	(13,000)
Deprivation Reserve		(22,000)	(22,000)
Cyber Resilience		(5,000)	(5,000)
Biodiversity Grant		(3,360)	(3,360)
Esso Pipeline		(78,470)	(78,470)
Asylum Dispersal Grant		64,550	64,550
Afghan Resttlement Grant		(12,686)	(12,686)
Civil Parking Enforcement Surplus Grant		(3,695)	(3,695)
Local Authority Housing Fund		14,780	14,780
UK Shared Prosperity Fund		33,100	33,100
Skills Delivery		13,500	13,500
Youth Café		12,000	12,000
Total	119,129	(585,032)	(465,903)

Stability and resilience reserve movement explanation		
Narrative	Amount	Notes
Leisure Contract Procurement	(4,930)	Carry forward of Revenue Budget
Leisure Contract Procurement	(30,909)	Carry forward of Revenue Budget
PCI Compliant	(27,385)	Carry forward of Revenue Budget
IDOC & PAY360 - Appl Support	(73,525)	Carry forward of Revenue Budget
Contract Procurement	(6,500)	Carry forward of Revenue Budget
Devereux House pre-sale cost	(60,000)	Carry forward of Revenue Budget
Lighting Desk at Princes Hall R	(13,000)	Carry Forward - Contribution to Capital Spend
IT Inflation	(7,540)	Inflationary pressures in IT
Finance - Agency Staff	(26,970)	Use of additional resource to support finance team.
Finance - CIPFA Review	(9,000)	review.
Treasury - MRP Review	(6,700)	review.
Finance - Subscriptions	(1,140)	Use of reserve to fund Credit Analysis Subscription
Finance - Audit Fees	(10,270)	Use of reserve to fund additional audit costs
Finance - Subscriptions	(270)	Use of reserve to fund Local Government Subscription
Finance - Agency Staff	(87,500)	Use of additional resource to support finance team.
Finance - Solace Review	(12,000)	Use of reserve to fund additional one off costs of Solace review.
Treasury -CFR & MRP Review	(4,470)	Use of reserve to fund additional one off costs of Treasury review by ArlingClose
Finance - Banking Review	(17,420)	Use of reserve to fund additional one off costs of banking arrangements & finance system review and PS Tax advice.
Finance - Consultancy	(12,500)	Due Diligence study on Rushmoor Homes Ltd.
Strategy & Communications - Consultancy	(3,250)	Consultancy from GLK on shared service with Hart & Havant.
Communications	(23,975)	Temporary staff/Agency cover.
Travel & Subsistence	250	Expenditure budget no longer required.
	(439,004)	

Appendix Four: Capital Programme progress summary

Capital Programme outturn 2024-25 Portfolio / Scheme	2024/25 Original Budget £'000	2024/25 Adjusted Budget £'000	Quarter 2 Total Spend to end Sept 2024 £'000	Quarter 2 Forecast Outturn £'000	Variance	Reprofiled to 2025-26	(Under) / over spend
Hawley / Frimley	562	577	27	225	(352)		(352)
Council Offices		59	-	-	(59)		(59)
Asset Management R&M	109	124	-	50	(74)		(74)
Civic Quarter Farnborough		333	204	256	(77)	(77)	
Housing PRS Delivery			56	100	100		100
The Galleries Development		3,400	-	-	(3,400)	(3,400)	
Union Yard Aldershot	5,384	5,929	4,661	5,929	-		
Affordable Housing - LAHF		742	-	-	(742)	(742)	
Crematorium	4,418	4,781	3,885	4,396	(385)	(385)	
Improvement Grants	1,632	1,632	568	1,632	-		
CCTV - Camera & Network		185	52	185	-		
Refuse/Recycling inc. Food Waste	127	127	79	113	(14)		(14)
Southwood Sang Country Park	450	450	133	150	(300)	(300)	
Section 106	208	455	234	327	(128)	(128)	
IT Projects	582	775	9	466	(309)	(309)	
CQ Pinehurst Car Park Demolition		1,725	719	1,725	-		-
UKSPF - Amenity Space Provision		333	53	333	-		
Aldershot Pools - PV Panels		208	0	208	0		
Total Capital Programme	13,472	21,835	10,680	16,095	(5,740)	(5,341)	(399)
Funded by:							
Developer contribution to Wheeled bi	(20)	(20)	(20)	(20)	-		
S106/ Grant(Southwood Play Area)	(450)	(450)	(133)	(150)	(300)	(300)	
S106 (Play Areas etc)	(208)	(455)	(234)	(327)	(128)	(128)	
Disabled Facilities Grants	(1,632)	(1,632)	(568)	(1,632)	-		
LUF - Leisure HUB		(333)	(204)	(256)	(77)	(77)	
HIF (Union Street)		(3,400)	-	-	(3,400)	(3,400)	
Capital receipts - Vivid Union Yard	(2,500)	(2,500)	(2,500)	(2,500)	-		
OPE Grant - Pinehurst Demolition		(1,725)	(719)	(1,725)	-		
UKSPF Grant		(333)	(53)	(333)	-		
LAHF and Reserves		(742)	-	-	(742)	(742)	
Swimming Pool Fund		(208)	-	(208)	-		
Borrowing	(8,662)	(10,037)	(6,249)	(8,944)	(1,093)	(694)	(399)
Total funding:	(13,472)	(21,835)	(10,680)	(16,095)	(5,740)	(5,341)	(399)

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CABINET

COUNCILLOR GARETH WILLIAMS
FINANCE PORTFOLIO HOLDER
REPORT NO. FIN241526TH NOVEMBER 2024

KEY DECISION? NO

FINANCE SERVICE DEVELOPMENT**SUMMARY AND RECOMMENDATIONS:**

This paper sets out the requirement for additional senior financial management and technical capacity and the functional re-alignment of existing accountancy capacity to ensure robust financial leadership and risk management of the Council's affairs.

Cabinet is requested to:

1. Approve the repurposing of the internal audit and financial services budgets in accordance with the Council's Financial Procedure Rules – Part 4, C10 virements: above £50,000 reserved for Cabinet, to achieve the finance service development plan proposed in this paper.
2. Approve the Council entering into an inter authority agreement for the provision of the internal audit service by Southern Internal Audit Partnership through a 5-year Service Level Agreement including the provision of the Chief Internal Audit function, in line with the Scheme of Delegation Part 3 Section 3 para 3.5.26: agreeing agency agreements with other local authorities for the delivery of services, subject to the agreement of the Corporate Governance, Audit and Standards Committee.

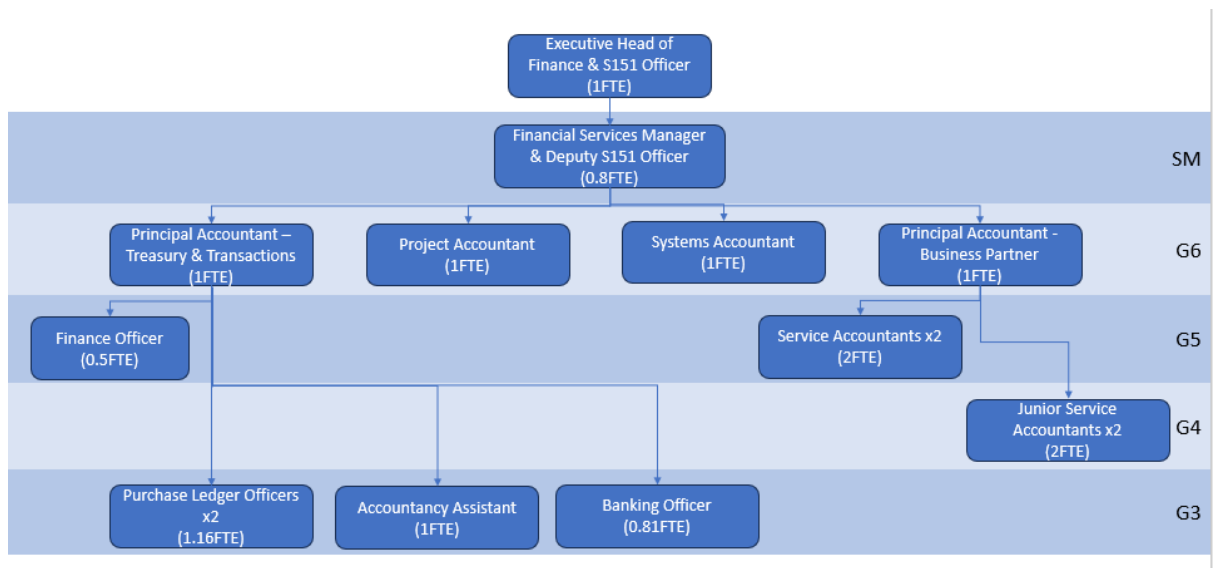
1. INTRODUCTION

- 1.1. The Council's finance team structure and capacity must be fit for purpose to address the full range of financial disciplines required to support the functioning of the Council, including strategic and operational financial leadership, financial management, financial risk management and professional supervision of the finance team. The 2024-25 budget report approved at February Budget Council identified a need to rebuild financial capability, capacity, and resilience within the Council, and specifically within the finance team. This was further detailed and supported by the CIPFA report, and the Corporate Peer Challenge commissioned to underpin the Financial Recovery Plan. This paper proposes a response to this challenge specifically focusing on improving financial management, governance and decision making.

2. Current structure

- 2.1. The finance team had been settled for a significant number of years (capacity and function), led by senior qualified local authority experienced accountants (i.e. Chartered, Certified – affiliated members of the Consultative Committee of Accounting Bodies - CCAB). The senior members of the team had a primary focus on technical accountancy and to a lesser extent on financial leadership and service development. The wider team consists of accounting technicians and administrators with varying degrees of experience and training. This was an appropriate structure and capacity for the Council after it had divested its housing stock (through LSVT) and contracted out refuse collection, street cleaning, leisure centre operations and parks and grounds maintenance, remaining with a much smaller and financially uncomplicated revenue funded low risk service offer, supported by a comfortable level of useable reserves.
- 2.2. The Council's financial affairs have rapidly become more complex in recent years (since 2017) due to its focus on significant regeneration projects and external partnerships, commercial asset acquisitions, and a housing company, all predominantly funded by borrowing. The change in focus evolved alongside a national context of increased complexity in central government regulation, rules-based grant funding, new and more complex accounting rules and regulations and statutory governance codes of compliance.
- 2.3. External audit scrutiny has become more demanding due to the Financial Reporting Council's (UK auditors and accounting institutes - CCAB governing body) response to several high-profile corporate failures (i.e. Patisserie Valerie, Sports Direct, Carillion, Credit Suisse and more recent ones). These failures were specifically attributed to issues pertaining to complex asset accounting, lease accounting, financing, and corporate governance, with the resulting additional audit regulations and higher auditing standards. The council is directly affected by these changes due to its significant asset base, technically complex commercial financial transactions and underlying financing, higher financial risk, and more challenging financial governance. Audit firms have struggled to resource the increased workload, in an ever-increasing difficult recruitment market resulting in a backlog of financial audits, which is a challenge for and a draw on the finance teams limited qualified capacity to resource.
- 2.4. The role of finance is central in identifying and managing strategic and operational financial risk and long-term financial planning. There are no aspects of council business isolated from financial risk, including areas such as treasury management compliance, borrowing, cashflow management, VAT and taxation compliance, contractual obligation, and procurement. The Council handles more than £150m of operational cashflow and £165m borrowing in any financial year, it makes long term high value financial commitments and is financially responsible and accountable to many different stakeholders. The council is always operating in a high-risk environment, with very limited reserves to mitigate the impact of any risk event materialising. Strategic and technical financial awareness is critical to ensure the council appropriately manages its risks and develops sustainable financial plans.

- 2.5. The Council has not secured sufficient appropriately skilled and experienced financial capacity to manage the council's financial affairs in response to the changes in its environment. In recent years, the team has experienced turnover of senior and experienced staff which has proven difficult to replace. The team has been partially resourced through internal recruitment and promotion of staff with insufficient experience (and not CCAB qualified) in financial management, technical accounting, and financial leadership, ultimately with an adverse impact on depth of knowledge, supervision and oversight, and effective financial management.
- 2.6. The current structure is shown in the diagram below.



- 2.7. The Head of Finance and Finance Manager are both CCAB qualified and experienced accountants, both new to the council in the last 12 months and currently the council's only senior strategic and operational technical capacity, as well as providing leadership, managerial support, and technical supervision for the wider team. It is crucial that the council has sufficient capacity to support strategic decision making, understand and analyse risk, identify, and advise on options, and understand implications of technical financial transactions and provide leadership to the council.
- 2.8. The balancing of the Council's revenue budget is challenging due to high inflation, contractual growth, a reduction in income and government funding, and high interest rates resulting in the need for several savings programs. Service managers have been responsible for managing their budgets, in accordance with the council's financial regulations and governance procedures, with limited business partnering support for service management. The limited financial leadership has resulted in an inability to provide timely and accurate financial management reporting and poor compliance with the financial regulations. Business partnering support from the finance team will require strengthening to effect improvement and enable effective ownership of service budgets.

- 2.9. Treasury management, cash flow and interest on borrowing are key risks due to the high level of short-term borrowing, and the uncertainty of interest rates. Managing this aspect of the council's cashflow and borrowing requires skill and experience to minimise interest cost, strategic treasury management oversight is limited without sufficient day to day treasury management capacity, this has resulted in significant unplanned interest costs. Treasury management requires experienced CCAB qualified finance capacity within the team.
- 2.10. The council has £235m of land and buildings across several hundred individual assets. Included within this are £134m of commercial assets (including over 100 tenants) generating £8m of lease income per year directly financing the revenue account and currently £48m of assets under construction (Union Yard and Civic Quarter). The asset base represents the biggest financial risk in the council's revenue account as identified in the February 2024-25 budget report to Full Council due to the high values of individual leases, rent free and void periods, service charges and maintenance costs, requiring much closer financial management. The council must develop, maintain, and manage a long term planned maintenance schedule including detailed financing plans. Significant expenditure on the asset base is effectively "investment" in the individual assets and should be appraised as such with clear reasons for the investment and appropriately identifying effective "best Value" affordable options for the council. The finance team does not have any dedicated capacity at present to cover off the technical accounting and financial management of the asset base and the council has yet to develop a long term planned maintenance programme or robust financial reporting to manage the commercial asset portfolio and necessary investment decisions.
- 2.11. Governance and compliance are the bedrock of sound financial administration and management, this has not been sufficiently addressed and therefore somewhat left behind. Financial governance is increasingly being codified into statute and requires external audit confirmation of compliance through our external auditors annual Value for Money reporting. Key financial aspects of the council's constitution require updating and to be maintained and promulgated across the council.
- 2.12. The council does not have in-house capacity to lead on technical year end accounting, production of the annual Statement of Accounts and external audit and a plethora of financial reporting returns to various government departments. Aside from being a statutory requirement, these reports are the basis of the governments assessment of financial support provided to the council. Production of the Statement of Accounts requires experience and up to date detailed knowledge of accounting standards, several CIPFA Codes of Practice, government directives and statutes. Information is required from across the whole council and external experts such as asset and financial instrument valuers and actuaries, in specified formats, must be accurate and verifiable. This is a logistical challenge that is constantly rolling from year to year without a break. This work has previously been resourced and lead by the Head of Finance and Finance Manager, at the expense of other priorities.

- 2.13. Over the last year, technical capacity has been secured by the engagement of an experienced qualified interim to lead on the 2023-24 financial year end accounts and audit, LGFutures engaged to provide the complex collection fund accounting and Arlingclose to assist with treasury management and capital financing, accounting, and reporting. This has been an effective stop gap strategy. It does come at a high financial cost and is not embedded within the finance team.
- 2.14. The adverse impact of all the above has resulted in the inability to produce accurate and timely in-year financial management reporting, reduced financial governance compliance (i.e. key control account reconciliations, compliance with financial regulations, codes of practice, develop and document best practice, comply with internal audit agreed actions), no in-house capacity to lead on technical year end accounting and production of the annual Statement of Account, over exposure to financial risk on the commercial asset portfolio, treasury management and the balance sheet, and under resourced strategic financial oversight and risk management.

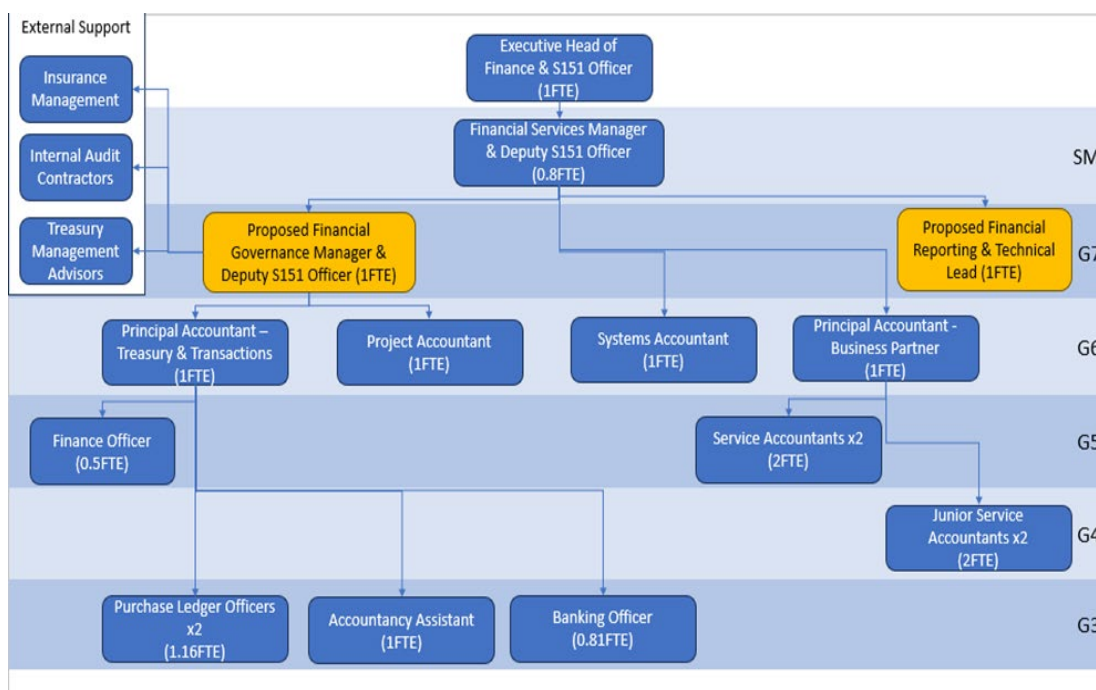
Internal Audit

- 2.15. Internal audit is a statutory requirement and coded into the council's constitution as a key tenet of good governance. The service is led by the Service Manager - Audit, supported by two full time (vacant) auditor posts.
- 2.16. The Service Manager – Audit is required to provide an annual assurance assessment to the Corporate Governance, Audit and Standards Committee on the soundness of the council's governance arrangements, based predominantly upon the audit evidence gathered through completion of the annual audit programme.
- 2.17. The two vacant internal audit posts have proven difficult to recruit to. Alternative audit capacity has been procured from several councils in the last two years with limited success due to their own resourcing priorities. In the last financial year, a robust service level agreement (SLA) has been negotiated with Southern Internal Audit Partnership (SIAP), part of Hampshire County Council. The council has been trialling an SLA with SIAP resourcing the 2024-25 audit programme and has proven to be successful, especially due to their significant and varied resource capacity and Cabinet is being asked to approve the partnership agreement with SIAP for a five-year SLA, with a recommendation from the Corporate Governance and Standards Committee.
- 2.18. The Service Manager - Audit's annual assurance assessment has highlighted that the council's governance arrangements are challenging, with significant improvements required. Factoring in the finance team resourcing situation, the underlying issues require a wider focus on governance and compliance to resolve the situation from within the senior finance capacity. The Service Manager - Audit role is a proactive part of the council's assurance and risk management system and must remain independent preventing the use of this professional capacity in an operational role without causing a conflict of interest. This can be resolved through engaging SIAP to provide the independent

assurance statement and fulfilling the statutory duties of the Service Manager - Audit. This will result in deletion of the Service Manager – Audit role from the council’s establishment as part of the wider finance team capacity and capability review proposals in the detail below.

Proposed capacity and capability changes

- 2.19. The council has a significant financial challenge, the required capacity and capability of the finance team must be resourced within exiting budget provision.
- 2.20. Additional senior finance capacity is required to provide the technical experience, knowledge and support for the finance team and services. The council must address the technical deficit as described above and as a top priority, re-establish and develop business partnering to support service managers and deliver robust and timely financial reporting.
- 2.21. The Internal Audit service has been reviewed to strengthen governance arrangements and service resilience. The current resourcing arrangement with SIAP has proven successful and a proposal has been developed for SIAP to deliver the full internal audit service as part of the finance capacity and capability review.
- 2.22. The Service Manager - Audit post will be at risk and therefore a meaningful consultation on the proposed service changes will be done in line with the council’s human resource policies, which includes ringfencing suitable vacant posts for at-risk posts to apply for. Cabinet is requested to approve the proposed SLA with SIAP to deliver the Internal Audit function.
- 2.23. The finance service will be strengthened by the addition of two senior accountant posts, one post will lead on managing financial governance, and the second post will lead on statutory and technical accounting.
- 2.24. The proposed structure is given in the diagram below:



2.25. The current internal audit budget is £197,901. SIAP have quoted £96,000 for the provision of audit services to cover the annual audit programme and the provision the Service Manager – Audit’s statutory duty. The balance of the internal audit budget is proposed to be vired to fund the changes in the finance service and £16,823 to fund investigation capacity (fly tipping) in the Environmental team. LGFutures have been engaged to support with the Collection Fund (local taxation) accounting, and the annual licence fee for the recently procured ledger budget management module. Cabinet is requested to approve the proposed virements.

	Budget 2024/25	Staff	LG SIAP Futures	Budget Investigation module budget	Revised budget
Finance Support Services					
Establishment	767,856	174,648	(8,000)	(4,500)	930,004
Integra budget module				4,500	4,500
Professional Consultancy	14,000		8,000		22,000
Staff - Temp	89,570	(89,570)			0
Internal Audit					0
Establishment	193,943	(81,120)	(96,000)		(16,823)
SIAP contract	0		96,000		96,000
Environmental Investigations					16,823
Staff non pay	3,958	(3,958)			0
Grand Total	1,069,327	0	0	0	1,069,327

2.26. Once the current management review is complete business partnering will be further developed with the objective of improving financial governance, accuracy, timeliness, and support services to be more confident in owning their financial responsibilities. This will entail a review and alignment of the existing finance team capacity to address this challenge.

- 2.27. The finance system has been in place for many years and has not been fully configured to support financial management. The council has embedded an experienced systems accountant into the finance team, enabling further development of the ledger system and implementation of a budget management module that is currently being rolled out to all services.

Alternative Options

- 2.28. This proposal has been developed utilising external expertise for insurance administration (London Borough of Sutton), internal audit (SIAP), collection fund accounting (LGFutures) and treasury management support (Arlingclose). The alternative will be to attempt to resource these skills through recruiting officer posts. This would be a challenge to achieve and less effective in managing these niche activities.

Consultation

- 2.29. The finance team and Service Manager - Audit will be formally consulted as part of the restructure process. Corporate Governance, Audit and Standards committee have been consulted on 21st November meeting including a presentation from SIAP.
- 2.30. The Head of Paid Service has been consulted on these proposals and is satisfied that this solution is acceptable to address the challenges outlined in this report, including the legal implications and mitigations of the SIAP SLA resulting in putting the Service Manager – Audit post at risk.

3. IMPLICATIONS

Risks

- 3.1. Risks have been documented in the narrative of this report. In addition, the Council engaged CIPFA to undertake a financial resilience review, their findings included the risks to the council of not establishing appropriate financial skills and capacity. The CIPFA report can be accessed on the July Council agenda.

Legal Implications

- 3.2. Section 151 of the Local Government Act 1972 states that every local authority must make arrangements for the proper administration of their financial affairs.
- 3.3. Pursuant to sections 9E, 9EA, 9EB of the Local Government Act 2000 the Secretary of State may make provision to permit local authorities to make arrangements for the discharge of their functions by another local authority and under Section 101(5) of the Local Government Act 1972 for the discharge of any of their functions jointly which are the responsibility of the Cabinet or Executive of a local authority. The Local Authorities (Arrangements for the Discharge of Functions) (England) Regulations 2012 permit such arrangements.

- 3.4. In accordance with sections 101 and 111 of the Local Government Act 1972, and section 3 of the Local Government Act 1999, a number of local authorities have already agreed to enter into a collaboration agreement to establish a relationship between the authorities in relation to the provision of an Internal Audit service.
- 3.5. The proposed structural changes may have TUPE implications (Transfer of Undertakings (Protection of Employment) and external advice should be sought from an employment specialist and budgeted for accordingly.
- 3.6. The Procurement Act 2024 is due to come into effect from 24th February 2025, and until this date, the existing procurement rules as explained above will apply.

Comments approved by S Thorp, Corporate Manager, Legal Services.

Financial and Resource Implications

- 3.7. The initial service agreement will be for 5 years with break clauses based upon specific performance metrics.
- 3.8. The financial implications of the proposed structure changes are covered in the report.

Equalities Impact Implications

- 3.9. Consideration has been given to the protected characteristics. There do not appear to be any qualities implications arising in respect of the decisions being taken by Cabinet with regard this report.

4. CONCLUSIONS

- 4.1. The council must ensure it has adequate capacity and capability to enable the Chief Finance Officer to properly administer the Council's financial affairs. This paper sets out the requirement for additional senior financial management and technical capacity and the functional re-alignment of existing accountancy capacity to ensure robust financial leadership and risk management of the council's affairs.

LIST OF APPENDICES/ANNEXES:

none

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Report Author – Peter Vickers, Section 151, Peter.Vickers@Rushmoor.gov.uk

Head of Service – as above.

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CABINET

**COUNCILLOR JULES CROSSLEY
POLICY, CLIMATE & SUSTAINABILITY
PORTFOLIO HOLDER**

26 NOVEMBER 2024

KEY DECISION? NO

REPORT NO. ACE2412

**COUNCIL PLAN, PERFORMANCE & RISK REGISTER QUARTERLY UPDATE
JULY TO SEPTEMBER 2024/25**

SUMMARY AND RECOMMENDATIONS:

This report sets out the performance monitoring information for the Council Plan and key service measures for the second quarter of 2024/25. This includes key projects and activities from the Council Plan and key service indicators /measures used by the Council to monitor how the Council runs. The monitoring document has been updated and refreshed for quarter two, to give a better picture of performance across the Council.

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

The Cabinet is recommended to note the progress made towards delivering the Council Plan and Council Services and consider the changes highlighted in the Corporate Risk Register.

1. INTRODUCTION

1.1 Performance management is a tool to drive improvement across the Council.

1.2 Effective performance management:

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

1.3 This report sets out performance monitoring information for the Council Plan and the Risk Register for the period of July to September 2024.

2. BACKGROUND

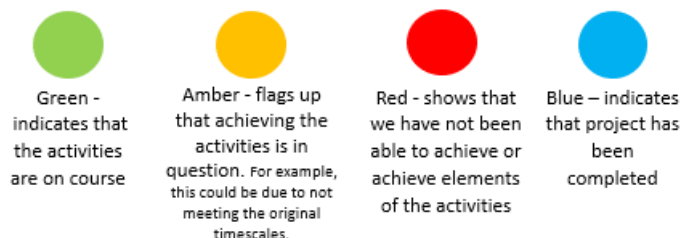
- 2.1 The Council Plan provides a focus for the Council's activities and services by setting out the short to medium-term steps needed to realise longer-term vision and aspirations. The Council Plan outlines the council's priorities and key strategic projects.
- 2.2 While work is underway to develop the Council's priorities and a new vision for the Council (ACE2416), the Council will continue to monitor the key activities and projects from the Council Plan agreed by Council in June 2023 ([Council Plan - Rushmoor Borough Council](#)). An interim Delivery Plan will be in place from early 2025, as the work to develop the Council's vision and longer term Council Plan takes place.
- 2.3 The Council Plan highlights the Council's key projects and activities, performance of the Council and Council Services is measured through monitoring key service indicators and measures.
- 2.4 The Corporate Risk Register is also included in the Council's quarterly performance reports to highlight factors that could impact on the future delivery of the Council Plan or affect the Council's performance. Risk management is of vital importance to all organisations to enable them to continue to be effective, sustainable and successful.

3. DETAILS OF THE PROPOSAL

General

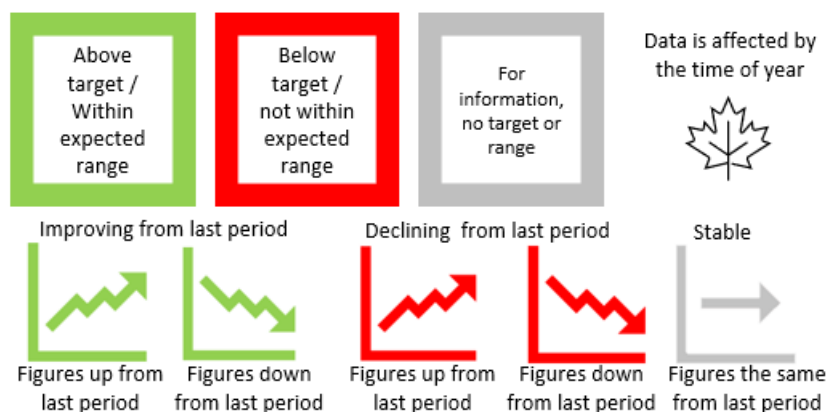
3.1 Delivery of the Council Plan, key indicators/measures and key strategies

- 3.1.1 Work was carried out during Q2 to refine the Council's performance monitoring. The Council Plan monitoring and Council performance monitoring now comprise one document (Rushmoor Borough Council Performance Data - Annex A), instead of two to give a better and more comprehensive picture of performance across the Council.
- 3.1.2 The Council Plan projects and activities will continue to have the same Blue, Red, Amber, Green (BRAG) status as in previous quarters:



Note: For key activities/project which sit within the Capital Programme the colour coding for the overall project status is used.

3.1.3 The key indicators and measures have been reviewed and there has been a move towards more outcomes-based indicators/measures. Where possible, trend data has also been included. In addition, where appropriate each indicator/measure has a target or an expected range, so it will be easier to tell if performance is expected or not. The key for the indicators and measures is as follows:



3.1.4 The indicators and measures will evolve and will continue to develop as the Council's new priorities become clearer.

3.1.5 In addition, the quarterly monitoring had included a document with the update on the Council's key strategies and plans. This was produced every six months. Some of the updates on the key strategies and plans are provided via the Council Plan monitoring, for example the Climate Change Action Plan, the Cultural Strategy, the Strategic Economic Framework and the Supporting Communities Strategy. However, there were a number of adopted/agreed key strategies and plans that were not covered. These are:

- Customer, Digital & Technology Strategy
- Equality, Diversity and Inclusion Action Plan
- Housing and Homelessness Strategy
- The People Strategy
- The Local Plan

An update on the achievements from these plans is included in Annex A and will be reported on each quarter going forward.

3.1.6 Although performance management arrangements sit under the Policy, Climate and Sustainability portfolio, the data within this report is provided by all services. Therefore, to give a clearer picture of performance to Portfolio Holders the new performance monitoring document is laid out under Cabinet portfolios.

3.2 Delivery of the Portfolios

Leader

3.2.1 Residents' survey questions on satisfaction with way the council runs things and whether the council acts on the concerns of residents, have been added in this section. These questions were last asked in 2023 and will asked again in

the 2025 residents survey. It is proposed that these will be asked every year to enable more regular monitoring in the future.

- 3.2.2 From Q3, monitoring of the actions from Corporate Peer Challenge will be included in this section of the report.

Enabling Services

- 3.2.3 Following the introduction of the Freedom of Information tracker tool in July, the percentage of information requests responded to on time has improved and is closer to the 90% response rate expected by the Information Commissioners Office.
- 3.2.4 New indicators and measures in this portfolio include customer satisfaction with customer services, the website feedback score, the website accessibility score and website content quality.

Neighbourhood Services

- 3.2.5 This portfolio has the most indicators and measures as it covers the Council's Operational Services. Performance measures that have been introduced this quarter include crime and safety measures, cleanliness indicators, rough sleepers' data and Princes Hall's attendance figures.
- 3.2.6 The number of violence at work incidents have increased in Q2. There were 16 reports of verbal abuse and 9 of these incidents were by the same individual. Since then, a different method of logging their contact with the Council has been put in place. Officers at the Council continue to review these figures closely and discuss additional actions that may need to be taken in response to this continued trend.
- 3.2.7 Income from Penalty Charge Notices is expected to be below the agreed budget by the end of the year. However, this may be due to increased compliance as the income from pay and display machines is expected to be higher than the agreed budget at the end of the year.

Policy, Climate & Sustainability

- 3.2.8 This portfolio currently only has two performance measures and work to identify further indicators/ measures will be carried out alongside the development of a new Council Delivery Plan and Council Plan.

Regeneration & Property

- 3.2.9 Council Plan activities identified as 'red' projects this quarter are as follows:

PE3 - Progress the development of a new leisure centre and cultural hub in Farnborough

PL1 – Complete Aldershot town centre's Union Yard regeneration scheme.

3.2.10 In relation to the new leisure centre, a market cost testing exercise indicated that the cost of the current design of the leisure and cultural hub facility was outside of budget scope and unaffordable. Alternative options are being progressed which seek to reduce cost and de-risk delivery.

3.2.11 For Union Yard, following the handover of the student block (Polden Studios) in September, the Council received an updated 'close-out' programme from its contractor outlining their anticipated schedule for the completion of the rest of the scheme. It proposes a phased handover of some residential blocks in December and practical completion of the whole scheme towards the end of January.

3.2.12 Council Plan activities given an 'amber' rating this quarter include:

PL2- Progress the regeneration of Farnborough town centre, including the Civic Quarter

PE3- Update the facilities at the crematorium in Aldershot.

3.2.13 In relation to Farnborough Civic Quarter, the Council is engaging with a range of organisations including Homes England, to explore ways in which the outline planning consent can be implemented.

3.2.14 For Aldershot Crematorium, design complexities in areas that were inaccessible before commencement of works are expected to result in increased project costs and delays. The current programme of works suggests site handover is likely to be in the summer 2025.

Community & Residents

3.2.15 Residents survey questions on whether residents feel like they belong to their local area and whether they feel informed have been included under this portfolio.

3.2.16 Also under this portfolio is the percentage of UKSPF projects on track or completed. This currently stands at 75% with most of the projects that are amber being due to waiting for the outcome of an Arts Council funding bid, where UKSPF grant is intended to be used as match funding.

Development & Economic Growth

3.2.17 Under the Council Plan activities, project PE2- Support the creation of quality, new homes (Rushmoor Homes), is amber this quarter. A review of the company's Business Plan is on hold pending confirmation of the Council's decision on the disposal of the 82 apartments at Union Yard.

3.2.18 New to this portfolio this quarter are vacancy rates for the town centres and unemployment data.

3.3 Corporate Risk Register

- 3.3.1 Risks continue to be routinely reviewed and discussed at both a service level and amongst senior management. The risk management system as a whole continues to be an effective tool for overseeing the Council's risk identification and mitigation activity. The policy and arrangements are currently in review, with wider consultation and development planned to take place during Q4 2024/25. This will include the development of a strategic risk appetite policy.
- 3.3.2 The public version of the risk register (v17.0 attached as annex B) contains information that is redacted or removed due to its sensitive nature. For full transparency these redacted risks are routinely made available to Cabinet, prior to the Cabinet meeting at which they are discussed and at routine meetings with the respective Portfolio Holders.

3.4 Strategic Risks

- 3.4.1 The key strategic risks within v17.0 of the Corporate Risk Register predominantly relate to areas that the Council often only has partial influence upon, including wider community risks such as health outcomes and deteriorating economic conditions. There have been no additional risks identified in this section of the risk register, but there have been updates throughout in the plans to mitigate them.

3.5 Standing Corporate Risks

- 3.5.1 The Council's standing corporate risks are generally more operational in nature and relate to the work of the Council. There has been an update of the mitigation measures in place/planned for the future throughout.
- 3.5.2 Despite the work to mitigate them a number of risks relating to the completion of the Union Yard scheme and the Farnborough Civic Quarter have developed into issues that are now being managed. In addition to the approach to financing the project and capitalisations recently made, the delayed handover of Union Yard has had a financial impact on the project budget. Given the change in the Council's financial position, the Farnborough Civic Quarter proposals are also under review. This has resulted in the risk scores for both of these areas being increased.

3.6 Escalated Service Risks

- 3.6.1 The Council's escalated service risks are generally operational and more transient in nature and are therefore expected to develop and change quicker than others on the register. Overall, the number of risks in this area has remained the same.
- 3.6.2 The inherent risk for the LEP absorption has been decreased, although overall it remains high.

Alternative Options

- 3.7 Not applicable – report for information purposes only.

Consultation

- 3.8 Arrangements for ongoing performance monitoring for the 2024/25 financial year has been carried out in close consultation with the Portfolio Holder and Cabinet.

4. IMPLICATIONS

Risks

- 4.1 Not applicable – report for information purposes only.

Legal Implications

- 4.2 Not applicable – report for information purposes only.

Financial Implications

- 4.3 No direct financial implications are identified from this report, however quality performance management throughout the financial year supports the council in the delivery of services to budget. Through good management the council can support the achievement of value for money when utilising public funds.

Resource Implications

- 4.4 Not applicable – report for information purposes only.

Equalities Impact Implications

- 4.5 Not applicable – report for information purposes only.

Other

- 4.6 No other implications have been identified.

5. CONCLUSIONS

- 5.1. Cabinet's views are sought on the new council performance document and the progress towards delivering key activities/projects and indicators and measures, during the second quarter of 2024/25.
- 5.2. Cabinet is recommended to discuss the risk register, in particular those areas highlighted within this report.

LIST OF APPENDICES/ANNEXES:

Annex A – Rushmoor Borough Council Performance Data – Q2 2024/25

Annex B – Corporate Risk Register v17.0

BACKGROUND DOCUMENTS:

Council Plan April 2023 to March 2026

CONTACT DETAILS:

Report Authors –

Sharon Sullivan, Policy Officer - 01252 398465

sharon.sullivan@rushmoor.gov.uk

Roger Sanders, Corporate Risk Manager – 01252 398809,

roger.sanders@rushmoor.gov.uk

Head of Service –

Rachel Barker, Assistant Chief Executive – 07771 540950

rachel.barker@rushmoor.gov.uk

Rushmoor Borough Council Performance Data

Quarter 2 – 2024/25

July - September

PORTFOLIOS	PAGE
Leader	3
Enabling Services	4
Neighbourhood Services	8
Policy, Climate & Sustainability	14
Regeneration & Property	15
Community & Residents	16
Development & Economic Growth	18

Key

Council Plan projects and activities



Green - indicates that the activities are on course



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



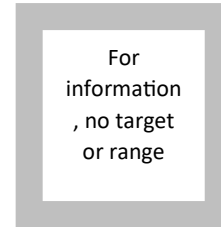
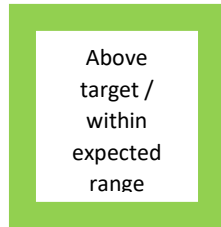
Red - shows that we have not been able to achieve or achieve elements of the activities



Blue – indicates that project has been completed

Note: For key activities/project which sit within the Capital Programme the colour coding for the overall project status is used

Service measures and indicators



Data is affected by the time of year



Data is improving from last period and the figures are up



Data is improving from last period and the figures are down



Data is declining from last period and the figures are up




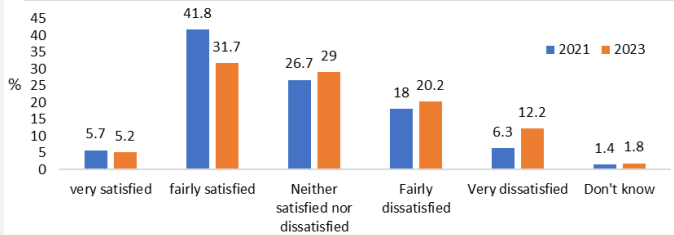

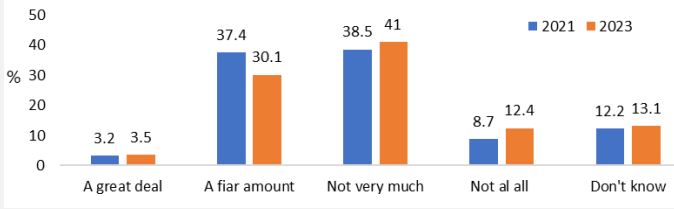
Data is declining from last period and the figures are down





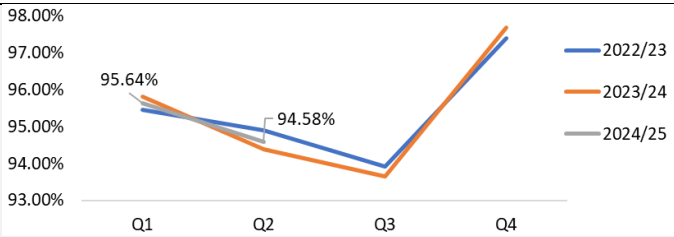
Stable – the figures are same as last period



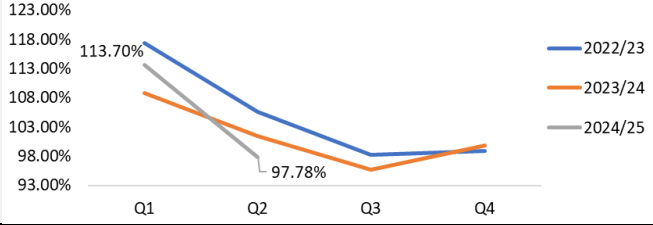
Leader


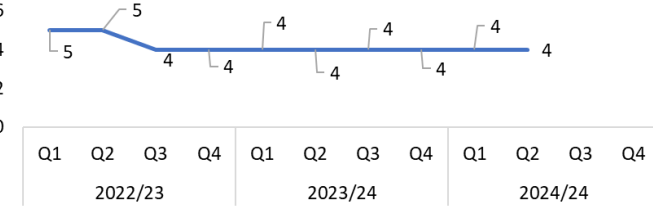
Corporate


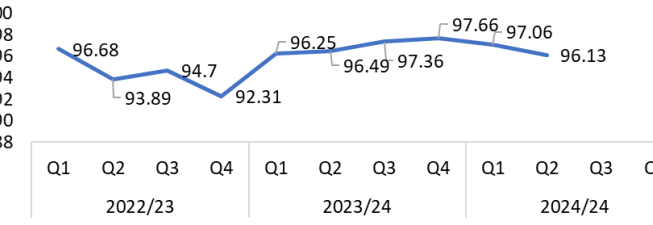
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																					
Satisfaction with the way the Council runs things – % very or fairly satisfied. Reported annually in Q2	36.8% in 2023 47.5% in 2021 felt very or fairly satisfied		51%	Considering everything, how satisfied or dissatisfied are you with the way Rushmoor Borough Council runs things?  <table border="1"> <caption>Satisfaction with Council (2021 vs 2023)</caption> <thead> <tr> <th>Satisfaction Level</th> <th>2021 (%)</th> <th>2023 (%)</th> </tr> </thead> <tbody> <tr> <td>Very satisfied</td> <td>5.7</td> <td>5.2</td> </tr> <tr> <td>Fairly satisfied</td> <td>41.8</td> <td>31.7</td> </tr> <tr> <td>Neither satisfied nor dissatisfied</td> <td>26.7</td> <td>29</td> </tr> <tr> <td>Fairly dissatisfied</td> <td>18</td> <td>20.2</td> </tr> <tr> <td>Very dissatisfied</td> <td>6.3</td> <td>12.2</td> </tr> <tr> <td>Don't know</td> <td>1.4</td> <td>1.8</td> </tr> </tbody> </table>	Satisfaction Level	2021 (%)	2023 (%)	Very satisfied	5.7	5.2	Fairly satisfied	41.8	31.7	Neither satisfied nor dissatisfied	26.7	29	Fairly dissatisfied	18	20.2	Very dissatisfied	6.3	12.2	Don't know	1.4	1.8	<ul style="list-style-type: none"> Will be asked again in the residents' survey 2025 Note: LGA latest figure is 55% (June 2024) but the surveys are not directly comparable due to the methodology and wording of the question.
Satisfaction Level	2021 (%)	2023 (%)																								
Very satisfied	5.7	5.2																								
Fairly satisfied	41.8	31.7																								
Neither satisfied nor dissatisfied	26.7	29																								
Fairly dissatisfied	18	20.2																								
Very dissatisfied	6.3	12.2																								
Don't know	1.4	1.8																								
% of residents that think the Council acts on their concerns – % who think a great deal or a fair amount. Reported annually in Q2	33.5% in 2023 40.7% in 2021 thought a great deal or a fair amount		51%	To what extent do you think the Council acts on the concerns of local residents?  <table border="1"> <caption>Council acts on concerns (2021 vs 2023)</caption> <thead> <tr> <th>Extent</th> <th>2021 (%)</th> <th>2023 (%)</th> </tr> </thead> <tbody> <tr> <td>A great deal</td> <td>3.2</td> <td>3.5</td> </tr> <tr> <td>A fair amount</td> <td>37.4</td> <td>30.1</td> </tr> <tr> <td>Not very much</td> <td>38.5</td> <td>41</td> </tr> <tr> <td>Not at all</td> <td>8.7</td> <td>12.4</td> </tr> <tr> <td>Don't know</td> <td>12.2</td> <td>13.1</td> </tr> </tbody> </table>	Extent	2021 (%)	2023 (%)	A great deal	3.2	3.5	A fair amount	37.4	30.1	Not very much	38.5	41	Not at all	8.7	12.4	Don't know	12.2	13.1	<ul style="list-style-type: none"> Will be asked in the residents' survey 2025 Note: LGA latest figure is 47% (June 2024) but the surveys are not directly comparable due to the methodology and wording of the question (the LGA question doesn't include a 'don't know option') 			
Extent	2021 (%)	2023 (%)																								
A great deal	3.2	3.5																								
A fair amount	37.4	30.1																								
Not very much	38.5	41																								
Not at all	8.7	12.4																								
Don't know	12.2	13.1																								

Finance

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																				
Council Tax collection 	94.58% Data compared to this quarter last year		TBC	 <table border="1"> <caption>Council Tax Collection Trends</caption> <thead> <tr> <th>Quarter</th> <th>2022/23 (%)</th> <th>2023/24 (%)</th> <th>2024/25 (%)</th> </tr> </thead> <tbody> <tr> <td>Q1</td> <td>95.64%</td> <td>95.64%</td> <td>95.64%</td> </tr> <tr> <td>Q2</td> <td>94.58%</td> <td>94.58%</td> <td>94.58%</td> </tr> <tr> <td>Q3</td> <td>93.8%</td> <td>93.8%</td> <td>93.8%</td> </tr> <tr> <td>Q4</td> <td>97.5%</td> <td>97.5%</td> <td>97.5%</td> </tr> </tbody> </table>	Quarter	2022/23 (%)	2023/24 (%)	2024/25 (%)	Q1	95.64%	95.64%	95.64%	Q2	94.58%	94.58%	94.58%	Q3	93.8%	93.8%	93.8%	Q4	97.5%	97.5%	97.5%	<ul style="list-style-type: none"> Q2 data is slightly higher than the same point last year (0.2%)
Quarter	2022/23 (%)	2023/24 (%)	2024/25 (%)																						
Q1	95.64%	95.64%	95.64%																						
Q2	94.58%	94.58%	94.58%																						
Q3	93.8%	93.8%	93.8%																						
Q4	97.5%	97.5%	97.5%																						


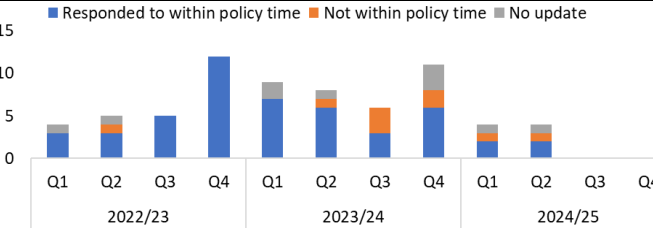
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Business Rates Collection (NNDR) 	97.78% Data compared to this quarter last year		TBC		<ul style="list-style-type: none"> The collection rate has decreased due to a recent large increase in rateable value on three accounts


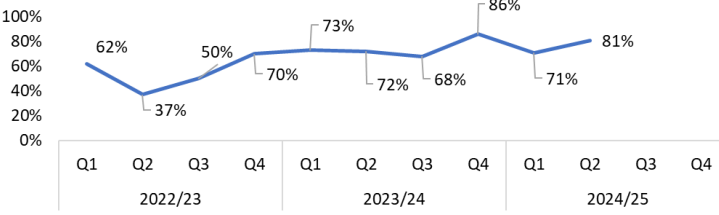
Number of days to process new housing benefit claims	4 days - estimate		In the top quartile compared to other areas		<ul style="list-style-type: none"> Q1 and Q2 are currently estimates In Q4 2023/24 Rushmoor was the quickest at processing new claims in the county.
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% of invoices paid on time (within 30 days)	96.13		95% (FSB – Prompt Payment Code)		Services with the highest number of outstanding invoices in Q2: <ul style="list-style-type: none"> Democracy 8 invoices Property & Growth 8 invoices Operational Services 7
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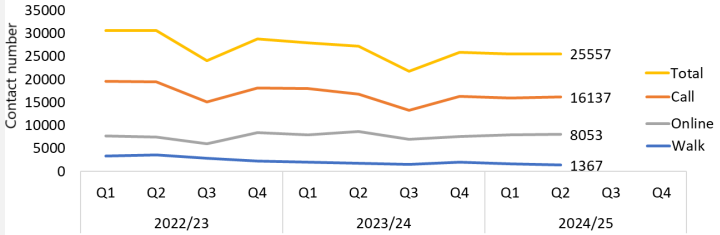
Enabling Services


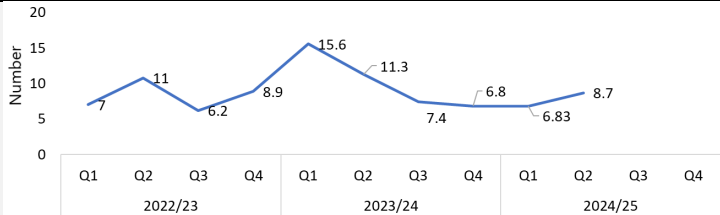
Corporate


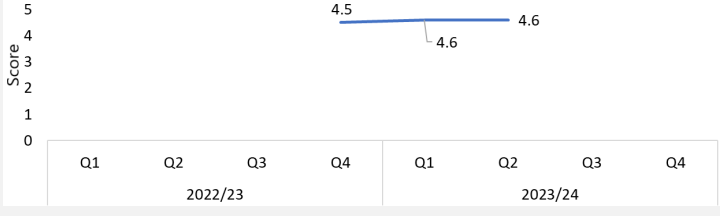
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Corporate Complaints – % responded to within policy time (stage 1)	50% (last quarter 50%)		100%		Four complaints this quarter, one about a member of staff, one about parking issues, one about a weather station and one about the fit and proper test


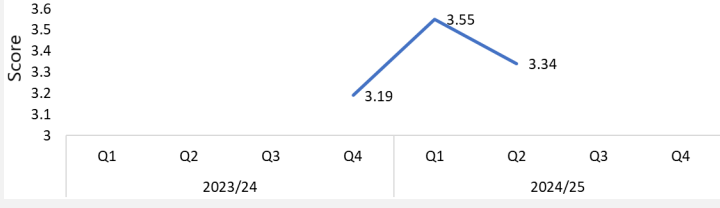
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																								
% Freedom of Information requests responded to on time <i>One month behind</i>	81%		90% Expected % by the Information Commissioner's Office (ICO)	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022/23</td> <td colspan="4">2023/24</td> <td colspan="4">2024/25</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022/23				2023/24				2024/25				<ul style="list-style-type: none"> 137 FoI requests in Q2 In mid-July the new FOI Tracker was introduced and this has resulted in an increase in Fols being responded to on time.
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022/23				2023/24				2024/25																					


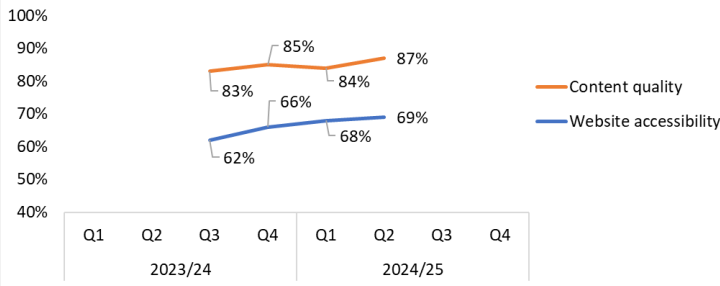

Customer Services

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																								
Overall customer contact with Customer Services (CS)	25,557 CS customer contacts (last quarter 25,470)		We would like to see a reduction in contact as customers switch to more digital methods of contact	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022/23</td> <td colspan="4">2023/24</td> <td colspan="4">2024/25</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022/23				2023/24				2024/25				<p>In Q2 there were:</p> <ul style="list-style-type: none"> 1,367 walk in customers 8,053 emails, app and forms 16,137 telephone calls
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022/23				2023/24				2024/25																					

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																								
Call abandon rate	8.7% (last quarter 7.4%)		8-10%	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022/23</td> <td colspan="4">2023/24</td> <td colspan="4">2024/25</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022/23				2023/24				2024/25				<ul style="list-style-type: none"> In the last quarter, the Customer Services have been offered 16,137 calls and answered 14,733 calls.
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022/23				2023/24				2024/25																					



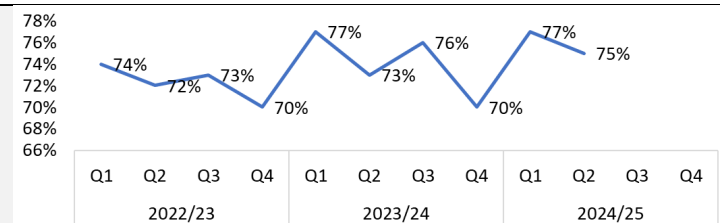
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																
Customer satisfaction with Customer Services	4.6		4.3 Score :1 poor to 5 excellent	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022/23</td> <td colspan="4">2023/24</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022/23				2023/24				<ul style="list-style-type: none"> Customers are asked to score their experience between 1 – 5. 223 customers left feedback after their call with customer services, 189 (85%) left a score of 5, rating their experience as excellent.
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4														
2022/23				2023/24																	

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment															
Website feedback score	3.34 (out of 5 - where 5 is the best)		Above 3.25 (Baseline score for 2023)	 <table border="1"> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>2023/24</td><td>3.19</td><td></td><td></td><td></td></tr> <tr><td>2024/25</td><td>3.55</td><td></td><td></td><td>3.34</td></tr> </table>	Year	Q1	Q2	Q3	Q4	2023/24	3.19				2024/25	3.55			3.34	<ul style="list-style-type: none"> Positive feedback about the electoral canvass and recent events we have held. Some negative feedback around roads and parking
Year	Q1	Q2	Q3	Q4																
2023/24	3.19																			
2024/25	3.55			3.34																

Website accessibility - Automated accessibility score from Silktide	69%		TBC – the Council working to improve the accessibility and content of our website and are aiming to increase the scores over time	 <table border="1"> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>2023/24</td><td>62%</td><td>66%</td><td>68%</td><td>69%</td></tr> <tr><td>2024/25</td><td>83%</td><td>85%</td><td>84%</td><td>87%</td></tr> </table>	Year	Q1	Q2	Q3	Q4	2023/24	62%	66%	68%	69%	2024/25	83%	85%	84%	87%	<ul style="list-style-type: none"> Increased accessibility score by improving tables on our website and continued improvements to the accessibility of PDF documents <p><i>Note: Diginclusion last carried out a full manual accessibility check (recommended best practice) in April 2022.</i></p>
Year	Q1	Q2			Q3	Q4														
2023/24	62%	66%	68%	69%																
2024/25	83%	85%	84%	87%																
Content quality - Automated content quality score from Silktide	87%																			

Top 10 website page views this quarter:

- | | | |
|--|--|--|
| 1. Bin collection day finder, 21326 | 4. How to pay your council tax, 4867 | 7. Bin collections, 3882 |
| 2. Parliamentary election results - 4 July 2024, 13382 | 5. Diary of funeral services, 4359 | 8. Paying your council tax, 3714 |
| 3. Aldershot Lido, 5374 | 6. Search for, or comment on, a planning application, 4770 | 9. Rushmoor car boot sale, 3602 |
| | | 10. Tell us you are moving home online, 3573 |


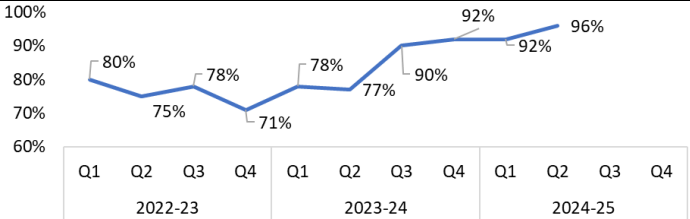

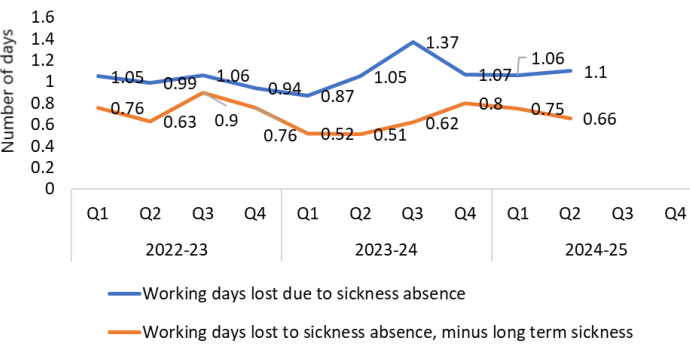
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																				
% of transactions through digital services versus other channels 	75% of 7,352 transactions		70% – 80%	 <table border="1"> <tr><th>Year</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr> <tr><td>2022/23</td><td>74%</td><td>72%</td><td>73%</td><td>70%</td></tr> <tr><td>2023/24</td><td>77%</td><td>73%</td><td>76%</td><td>70%</td></tr> <tr><td>2024/25</td><td>77%</td><td></td><td></td><td>75%</td></tr> </table>	Year	Q1	Q2	Q3	Q4	2022/23	74%	72%	73%	70%	2023/24	77%	73%	76%	70%	2024/25	77%			75%	<ul style="list-style-type: none"> A slightly lower percentage this quarter but still in the expected range.
Year	Q1	Q2	Q3	Q4																					
2022/23	74%	72%	73%	70%																					
2023/24	77%	73%	76%	70%																					
2024/25	77%			75%																					

Quarterly update on the Customer, Digital & Technology Strategy:

Latest headlines:

- Switch to garden waste renewal notifications to emails exceeding expectations (76% cost reduction)
- New digital service and campaign to encourage people to receive council tax bills by email goes live from October 24.
- Project to improve effectiveness and efficiency of Freedom of Information request responses complete and [findings published on council website](#) – new tracking system in place with further improvements to follow.
- Tell us you're moving home research complete and [findings published on council website](#) – waiting for capacity to start technical feasibility and viability assessment
- Planning for major update to websites underway
- Corporate Services Improvement & Intranet Project – expected to start in Q4

People


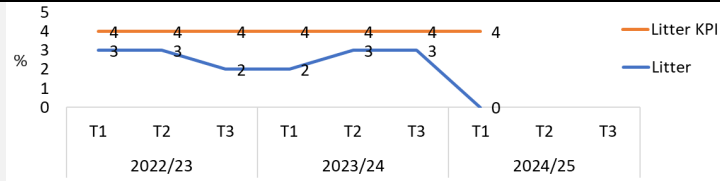

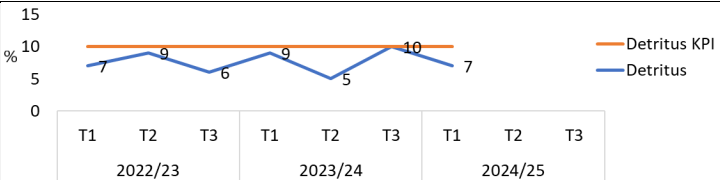

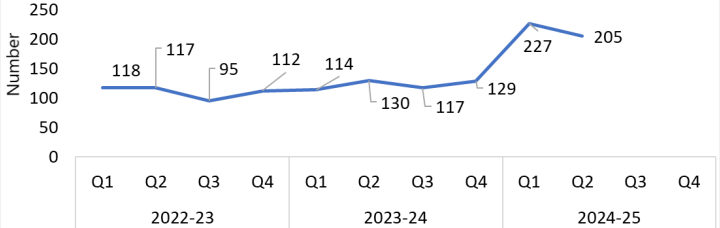
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																								
% of mandatory training completed in the quarter	96%		95%	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022-23</td><td colspan="4">2023-24</td><td colspan="4">2024-25</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022-23				2023-24				2024-25				<ul style="list-style-type: none"> • 39 members of staff currently have at least 1 module overdue. Weekly reminders sent from the system and bi-monthly reminders sent to individuals by the People Team.
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022-23				2023-24				2024-25																					
Working days lost due to sickness per FTE	1.1 days		TBC	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td><td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022-23</td><td colspan="4">2023-24</td><td colspan="4">2024-25</td> </tr> </table> <p>— Working days lost due to sickness absence — Working days lost to sickness absence, minus long term sickness</p>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022-23				2023-24				2024-25				<ul style="list-style-type: none"> • There were 48 sickness episodes in Q2 and 256 working days lost. • The most common reason for sickness episodes was Cold, Cough, Flu. • The most common reason for sickness days was anxiety, stress & depression. <p>Note: Long term sickness is 20 days or more in a row (four weeks)</p>
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022-23				2023-24				2024-25																					



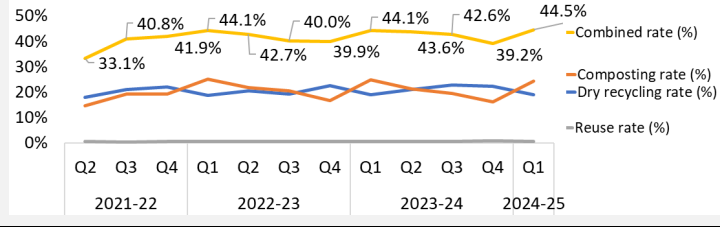


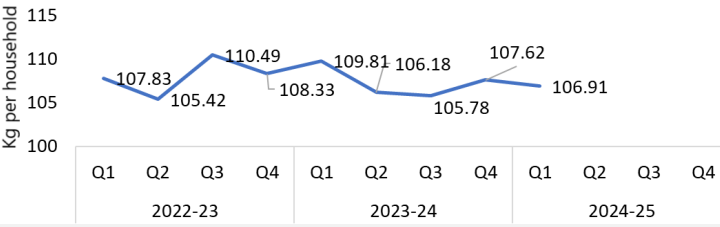


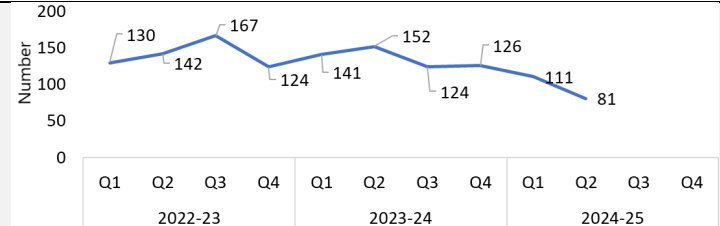
Quarterly update on The People Strategy:
 The People Strategy is due to be updated this year. Some early considerations for the development of the updated People Strategy include:

- Change of leadership and cultural shift that will come with a new administration, and associated support for staff.
- Challenging financial backdrop and emerging Cabinet priorities requiring some agility around strategy objectives
- Intent to develop a narrative to bring the People Strategy to life and set the context.
- Likely areas of focus to include recruitment/retention, succession planning, EDI, health and wellbeing, development, leadership, change, employee expectations in a changing world (including generational difference, flexible working and neurodiversity in the workplace) and others (to be determined based on feedback).
- Staff engagement sessions planned to build on current data and evidence and inform development of the updated strategy.
- Rebranding to be considered.


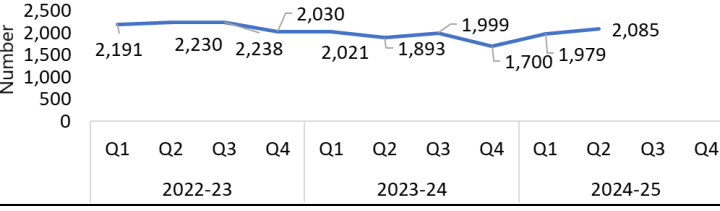
Neighbourhood Services


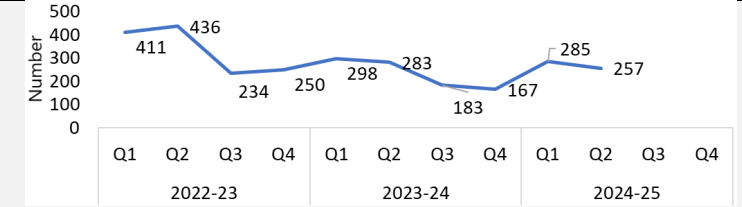

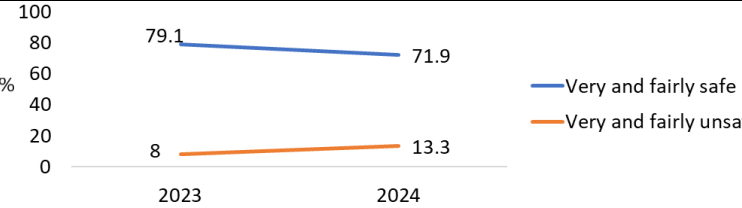

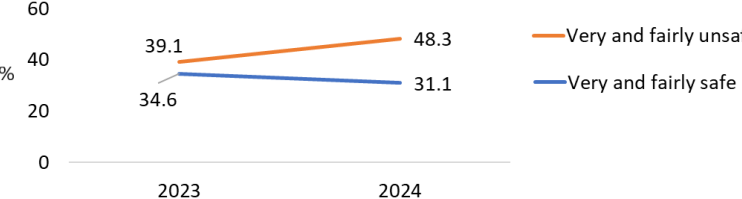
Clean streets

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Cleanliness indicator – litter Reported 3 times a year	T1 2024/25 0%		KPI below 4% for litter		<ul style="list-style-type: none"> • Below the KPI
Cleanliness indicator – detritus Reported 3 times a year	T1 2024/25 7%		KPI Below 10% for detritus		<ul style="list-style-type: none"> • Below the KPI
Fly-tipping instances	205		TBC		In Q1 the calculation of the number of fly-tip incidents changed from fly-tips on public land to all reported fly tips, this has resulted in an increase in the number of fly-tipping incidents <ul style="list-style-type: none"> • There are 6 FPNs issued for fly tipping in Q2


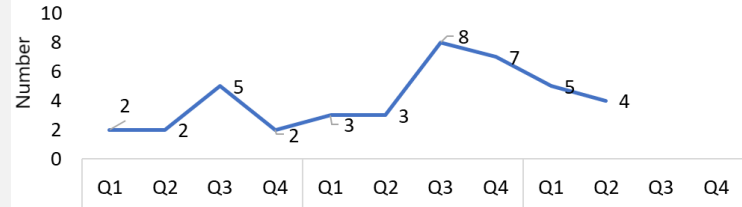
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Recycling rate One quarter behind 	44.5% (44.1% Q1 last year)		Above 43%		<ul style="list-style-type: none"> Slightly up from Q1 last year Estimate for Q1: 43%
Residual waste - kg per household One quarter behind 	106.91 (109.81 Q1 last year)		Under 110kg		
Missed bins 	81 (152 this quarter last year)		KPI 60 missed bins per month (180 a quarter)		


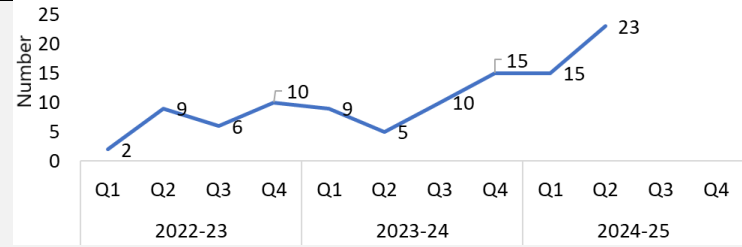
Place protection


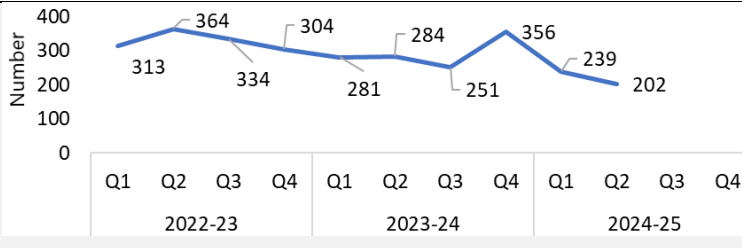
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Number of crimes Pack Page 131	2,085		No target - Police data		

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																								
Number of antisocial behaviour incidents	257		No target – Police data	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022-23</td> <td colspan="4">2023-24</td> <td colspan="4">2024-25</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022-23				2023-24				2024-25				
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022-23				2023-24				2024-25																					
% of residents feeling safe during the day <i>Reported annually in Q2</i>	79.1% safe 13.3% unsafe		We would like to see an increase	 <table border="1"> <tr> <td>2023</td> <td>2024</td> </tr> <tr> <td>Very and fairly safe: 79.1</td> <td>Very and fairly safe: 71.9</td> </tr> <tr> <td>Very and fairly unsafe: 8</td> <td>Very and fairly unsafe: 13.3</td> </tr> </table>	2023	2024	Very and fairly safe: 79.1	Very and fairly safe: 71.9	Very and fairly unsafe: 8	Very and fairly unsafe: 13.3	<ul style="list-style-type: none"> There has been a reduction in the feelings of safety during the day 																		
2023	2024																												
Very and fairly safe: 79.1	Very and fairly safe: 71.9																												
Very and fairly unsafe: 8	Very and fairly unsafe: 13.3																												
% of residents feeling safe after dark <i>Reported annually in Q2</i>	31.1% safe 48.3% unsafe		We would like to see an increase	 <table border="1"> <tr> <td>2023</td> <td>2024</td> </tr> <tr> <td>Very and fairly safe: 34.6</td> <td>Very and fairly safe: 31.1</td> </tr> <tr> <td>Very and fairly unsafe: 39.1</td> <td>Very and fairly unsafe: 48.3</td> </tr> </table>	2023	2024	Very and fairly safe: 34.6	Very and fairly safe: 31.1	Very and fairly unsafe: 39.1	Very and fairly unsafe: 48.3	<ul style="list-style-type: none"> There has been a reduction in the feelings of safety after dark 																		
2023	2024																												
Very and fairly safe: 34.6	Very and fairly safe: 31.1																												
Very and fairly unsafe: 39.1	Very and fairly unsafe: 48.3																												

Corporate Health & Safety

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																								
Number of accidents at work	0		No target	 <table border="1"> <tr> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> <td>Q1</td><td>Q2</td><td>Q3</td><td>Q4</td> </tr> <tr> <td colspan="4">2022-23</td> <td colspan="4">2023-24</td> <td colspan="4">2024-25</td> </tr> </table>	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	2022-23				2023-24				2024-25				<ul style="list-style-type: none"> Near misses added Q1 2023/24 Majority minor incidents such as slips, trips and falls. One incident of accidental release of Asbestos by contractor, non-notifiable, no staff or public exposed, full investigation carried out.
Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4																		
2022-23				2023-24				2024-25																					

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																				
Violence at work	23 16 verbal abuse/threats 7 other incidents		No target	 <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2022-23</td> <td>2</td> <td>9</td> <td>6</td> <td>10</td> </tr> <tr> <td>2023-24</td> <td>9</td> <td>5</td> <td>10</td> <td>15</td> </tr> <tr> <td>2024-25</td> <td>15</td> <td>15</td> <td>23</td> <td></td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2022-23	2	9	6	10	2023-24	9	5	10	15	2024-25	15	15	23		<ul style="list-style-type: none"> Of the 16 reports of verbal abuse, 9 incidents were by the same individual. A different method of logging their contact with the Council has been put in place. Other reports are predominately third party reports e.g. from Police or safeguarding nature e.g. threatening to harm themselves.
Year	Q1	Q2	Q3	Q4																					
2022-23	2	9	6	10																					
2023-24	9	5	10	15																					
2024-25	15	15	23																						

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																				
Number of homelessness enquiries	202		TBC	 <table border="1"> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2022-23</td> <td>313</td> <td>364</td> <td>334</td> <td>304</td> </tr> <tr> <td>2023-24</td> <td>281</td> <td>284</td> <td>251</td> <td>356</td> </tr> <tr> <td>2024-25</td> <td>239</td> <td>202</td> <td>202</td> <td>202</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2022-23	313	364	334	304	2023-24	281	284	251	356	2024-25	239	202	202	202	<p style="text-align: right;">Housing services</p> <p>Comment</p> <ul style="list-style-type: none"> The triage process has been refined so those who actually only required housing advice, or to be signposted to another service, are not put down the homeless route This has seen a reduction in the numbers being classed as a homeless enquiry. However, there has not been a reduction in the numbers seeking support/advice.
Year	Q1	Q2	Q3	Q4																					
2022-23	313	364	334	304																					
2023-24	281	284	251	356																					
2024-25	239	202	202	202																					

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Homelessness duty owed, % housed for 6 months at the end of 56 days – currently two quarters behind	58.3% Q4		TBC		<ul style="list-style-type: none"> Q1 and Q2 data not released yet Our data shows that in Q1 62.8% of prevention were cases closed due to be housed In Q4 is above the % for the South East and England. Tables on homelessness - GOV.UK (www.gov.uk)

Rough sleepers	7 Rough sleepers at the end of the quarter		TBC		
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B&B costs	Estimated £69,677		TBC		<ul style="list-style-type: none"> Awaiting confirmation of the Net B&B figure for Q2
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Commercial services

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Number of cremations	178		947 in 2024/25 (237 a quarter)		<ul style="list-style-type: none"> Average 14 funerals per week in Q2. Target is average 18.5 funerals per week over full year


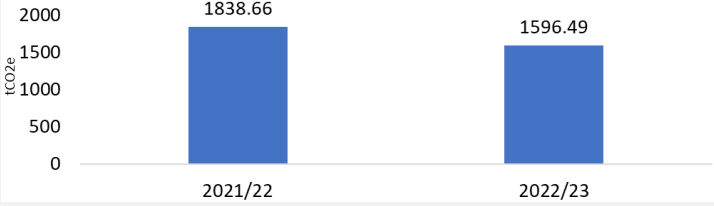
Indicator/measure	Actual this quarter	Status	Target/ expected range	Trend	Comment
Princes' hall income Professional Show Profit 	£18,353 (£25,611 Q2 last year)		Budget for 2024/25 £180,000		<ul style="list-style-type: none"> Timing of professional show programme varies each year. Number of shows in Q2 always less as weekends dominated by dance school hires, and auditorium dark for three weeks every August
	£28,215 (£25,611 Q2 last year)		Budget for 2024/25 £192,000		<ul style="list-style-type: none"> Income heavily influenced by events programme. Always fewer events in Q2, with pantomime season providing biggest income in Q3.
PCN income	£19,047		Budget for 2024/25 £100,000		<ul style="list-style-type: none"> Forecasting £20,000 adverse end of year, (£80,000 total). Increased compliance reflected in favourable Pay & Display income, below.
Car Parking income 	£246,229 (£229,319 Q2 last year)		Budget for 2024/25 £1,032,000		<ul style="list-style-type: none"> Forecasting £31,000 favourable by end of year (£1,063,000 total).

Policy, Climate & Sustainability

Council Plan Performance









Council Plan activities/projects	Last quarter Q1	This quarter Q2	Comment
PL5- Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations			<ul style="list-style-type: none"> Work to refresh the Climate Change Action Plan is now underway and due to conclude in early 2025. Eco Fair delivered at Southwood Visitor Centre with nine stallholders and contributors attending. Showing residents how to live more sustainably as well as being able to buy sustainable and upcycled products. Approximately 100 young people were engaged in activities. Stakeholder meeting for Rushmoor Climate Community has been undertaken where the aims and terms of reference for the group were agreed. The Launch event was held on the 8th October and promotion is underway.

Sustainability

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment						
Carbon footprint – Annual data	2022/23: 1,596.49* tCO2e		We would like to see a decrease in tCO2e	 <table border="1"> <caption>Carbon Footprint Data</caption> <thead> <tr> <th>Year</th> <th>tCO2e</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>1838.66</td> </tr> <tr> <td>2022/23</td> <td>1596.49</td> </tr> </tbody> </table>	Year	tCO2e	2021/22	1838.66	2022/23	1596.49	<ul style="list-style-type: none"> <i>*preliminary figures for 22/23 calculated.</i> Working with Carbon Footprint Ltd. on their new Sustrax tool to make this figure more accurate, so there could be some variance. This new version of the tool will enable better tracking and analysis of emissions. Data for a renewed footprint will be undertaken soon
Year	tCO2e										
2021/22	1838.66										
2022/23	1596.49										





Regeneration & Property

Council Plan Performance


Council Plan activities/projects	Last quarter Q1	This quarter Q2	Comment
PE3 - Progress the development of a new leisure centre and cultural hub in Farnborough			A market cost testing exercise indicated that the cost of the current design of the leisure and cultural hub facility was outside of budget scope and unaffordable. Alternative options are being progressed which seek to reduce cost and de-risk delivery.
PL1 – Complete Aldershot town centre’s Union Yard regeneration scheme			Following the handover of the student block (Polden Studios) in September, the Council received an updated ‘close-out’ programme from its contractor outlining their anticipated schedule for the completion of the rest of the scheme. It proposes a phased handover of some residential blocks in December and practical completion of the whole scheme towards the end of January.
PL2- Progress the regeneration of Farnborough town centre, including the civic quarter			The Council is engaging with a range of organisations including Homes England, to explore ways in which the outline planning consent can be implemented.
PE3- Update the facilities at the crematorium in Aldershot			Design complexities in areas that were inaccessible before commencement of works are expected to result in increased project costs and delays. The current programme of works suggests site handover is likely to be in the summer 2025.

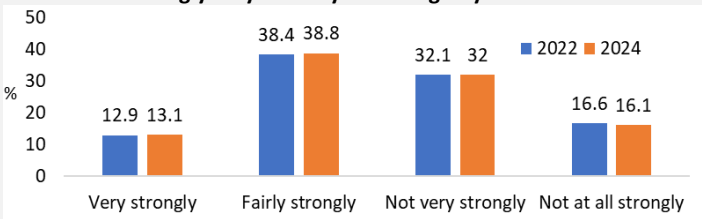
Community & Residents

Council Plan Performance

Council Plan activities/projects	Last quarter Q1	This quarter Q2	Comment
PE1- Work with public and voluntary sector partners to support our residents			<ul style="list-style-type: none"> Youth Cafe running weekly and attendance building with 10-15 young people regularly attending, and the operational delivery of the project has been reviewed. Rushmoor Youth Influence dates set for 6th November and 12 December 2024. November session to focus on mental and physical health. December session to be used as a follow up and review social media project. On going support to Ukraine residents being provided with 10 surgery appointments carried out in this quarter (July – September 2024), also working together with other RBC departments to resolve housing, benefit, council tax and integration queries.
PE4 - Working with partners, encourage more residents to be active and have healthier lifestyles			<ul style="list-style-type: none"> Whole Systems Approach (WSA) to obesity work ongoing with partners with a stakeholder meeting planned for November. Public health officers engaging with planning and offering spatial planning expertise for the local plan. Live Longer Better (LLB) grant bid progressing well, which if successful will be used to support independent and healthy living for older people

UKSPF

Indicator/measure	Actual this quarter	Status	Target/ expected range	Comment
Percentage of UKSPF projects on track	September 75.0% (91.7% June)		80% - 100%	<p>Amber projects this quarter:</p> <ul style="list-style-type: none"> Most of the amber projects are due to waiting for the outcome of an Arts Council funding bid, where UKSPF grant has been used as match funding. CP6- Enhancement of public realm to enable events programme in Farnborough - this is amber due to uncertainty around the schedule and budget. Procurement has started, which should resolve uncertainty. <p>No red projects at the end of Q2.</p>







Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment																																																																														
% of residents that felt they very strongly or fairly strongly belonged to their local area Reported annually in Q2	51.9% in 2024 51.3% in 2022 felt they belonged to their local area		TBC	How strongly do you feel you belong to your local area?  <table border="1"> <caption>How strongly do you feel you belong to your local area?</caption> <thead> <tr> <th>Category</th> <th>2022 (%)</th> <th>2024 (%)</th> </tr> </thead> <tbody> <tr> <td>Very strongly</td> <td>12.9</td> <td>13.1</td> </tr> <tr> <td>Fairly strongly</td> <td>38.4</td> <td>38.8</td> </tr> <tr> <td>Not very strongly</td> <td>32.1</td> <td>32</td> </tr> <tr> <td>Not at all strongly</td> <td>16.6</td> <td>16.1</td> </tr> </tbody> </table>	Category	2022 (%)	2024 (%)	Very strongly	12.9	13.1	Fairly strongly	38.4	38.8	Not very strongly	32.1	32	Not at all strongly	16.6	16.1	<ul style="list-style-type: none"> Next to be asked in the residents survey 2025 Note: Community Life Survey by the Department for Culture, Media, and Sport latest figure is 61% (2024) but the surveys are not directly comparable due to the methodology and wording. 																																																															
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% of residents that feel informed – very or fairly informed Reported annually in Q2	68.9% in 2023 76.1% in 2021 felt very or fairly informed		54% (latest LGA figure)	How well informed do you think we keep you about our services and what is happening in the area?  <table border="1"> <caption>How well informed do you think we keep you about our services and what is happening in the area?</caption> <thead> <tr> <th>Category</th> <th>2021 (%)</th> <th>2023 (%)</th> </tr> </thead> <tbody> <tr> <td>Very well informed</td> <td>15</td> <td>12</td> </tr> <tr> <td>Fairly well informed</td> <td>61.1</td> <td>57</td> </tr> <tr> <td>Not very well informed</td> <td>16.9</td> <td>21.3</td> </tr> <tr> <td>Not well informed at all</td> <td>5</td> <td>7.5</td> </tr> <tr> <td>Don't know</td> <td>1.9</td> <td>2.3</td> </tr> </tbody> </table>	Category	2021 (%)	2023 (%)	Very well informed	15	12	Fairly well informed	61.1	57	Not very well informed	16.9	21.3	Not well informed at all	5	7.5	Don't know	1.9	2.3	<ul style="list-style-type: none"> Although a reduction in percentage. The % is still high in comparison to LGA figures Next to be asked in the resident's survey 2025 Note: LGA latest figure is 54% (Feb 2024) but the surveys are not directly comparable due to the methodology and wording. 																																																												
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Equality, Diversity and Inclusion


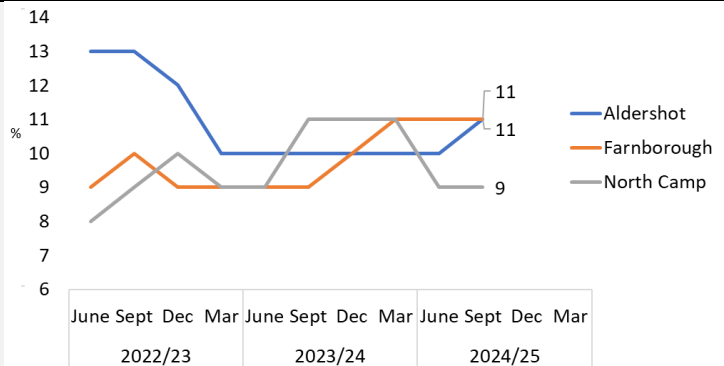


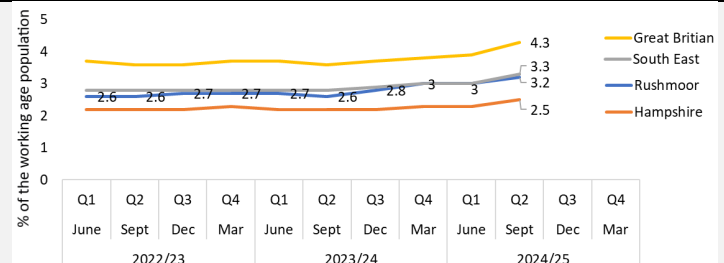
Quarterly update on the Equality, Diversity and Inclusion Action Plan:
 Cabinet consider [report ACE2411](#) on Public Sector Equality Duty at their meeting on **15 October**.
 Equality Impact Assessment project findings and recommendations to be considered by Assistant Chief Executive and Corporate Management Team

Development & Economic Growth


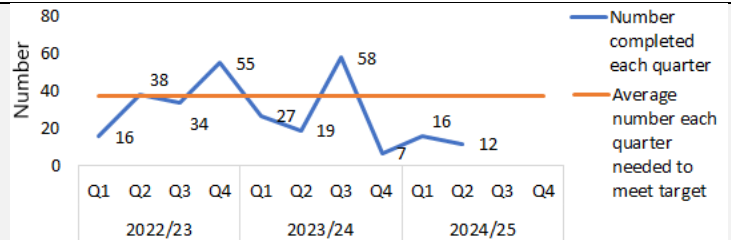
Council Plan Performance

Council Plan activities/projects	Last quarter Q1	This quarter Q2	Comment
PE2- Support the creation of quality, new homes (Rushmoor Homes)			<ul style="list-style-type: none"> RHL continues to manage its own portfolio of 10 properties and 10 properties on behalf of the council A Review of the company’s Business Plan is on hold pending confirmation of the Council’s decision on the disposal of the 82 Apartments at Union Yard The company continues to move forward with reducing its dependence on the Council and has now established its own financial system, appointed Menzies as its accountant and set up a business bank account.
PE5 - Support key business sectors and help people to access the opportunities that they offer			<ul style="list-style-type: none"> Engagement with business communication channels remains positive. A new LinkedIn group has launched (Rushmoor Employment and Skills Network) intended to help partners share information on employment and skills e.g. specific job opportunities. The Farnborough International Airshow provided a platform for RBC to work with partners, such as Farnborough Aerospace Consortium, to engage partners on the development of aerospace cluster in Farnborough. Rushmoor continues to support businesses in North Camp recover from the impact of severe business disruption caused by extensive roadworks. Recent projects to help local residents access employment, skills and training include a Job Fair in Aldershot (September) and a second construction business breakfast held at the offices of Herrington Carmichael (September) with work planned on promoting skills, employment and training opportunities during a careers expo at Farnborough International (October 2024) and via direct marketing material to be launched in January 2025.
PL4 - 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.			<ul style="list-style-type: none"> Events this quarter include Playfest (August 2024) and various activities under the banner of Rushmoor Heritage Festival (Sept 2024). New events recently run include a Pre-loved Children’s Market in Aldershot 9 September 2024). Monthly craft fayres continue to be held in both towns, and the weekly car boot sale is now established in Aldershot. Upcoming events in the town centres include Halloween Wizard Schools (October 2024) and Christmas Light Switch-Ons (November 2024). A bid for Arts Council England Place Partnership funding was submitted in August with a decision expected in October 2024. A UKSPF funded Shop Front Improvement Grant scheme has launched with two grants awarded so far.

Economy and Growth

Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Town Centre vacancy rates	Aldershot 11%		Stable or a reduction		<ul style="list-style-type: none"> All town centres are performing consistently, with the vacancy rate in all three locations lower than the national average which sits at 14% (as measured by the Local Data Company). There have been some shop enclosures in Aldershot in the past quarter
	Farnborough 11%		Stable or a reduction		
	North Camp 9%		Stable or a reduction		
Unemployment - Claimant Count % of the working age population	3.2% September		Stable or a reduction		<ul style="list-style-type: none"> 2,110 people are claiming principally for being unemployed in September 2024


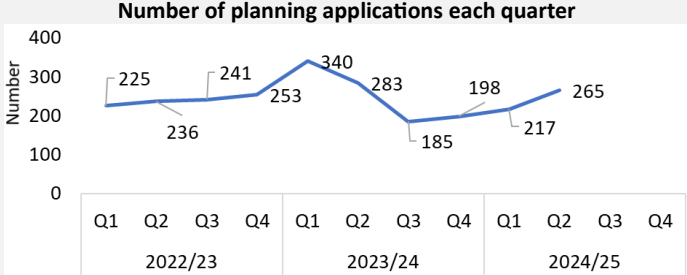


Strategic Housing


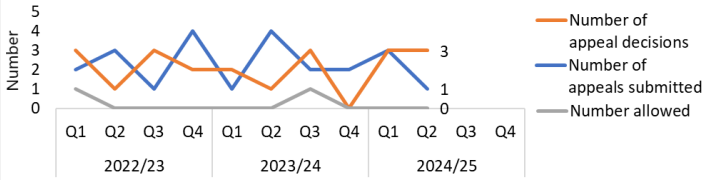
Indicator/measure	Actual this quarter	Status	Target/expected range	Trend	Comment
Gross affordable housing completions	12 Three-year figure stands at 282 with two quarters left		450 completions over any three year period		<ul style="list-style-type: none"> Q1 has been revised to include an additional 6x shared ownership units delivered at Wellesley. Q2 includes 6 of the 11 s106 shared ownership units at Savoy

			(Average 37.5 per quarter)		Place where sales are progressing <ul style="list-style-type: none"> All the affordable homes delivered in Q2 have been shared ownership.
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Quarterly update on the Housing and Homelessness Prevention Strategy 2023 – 2027:
 The [Housing and Homelessness Strategy](#) provides a comprehensive review of provision in the Borough and provides details of the Council’s policies and action plan to address those key issues going forward. The new strategy was agreed by Cabinet in September 2023 and Council in October 2023. An update was presented to the Overview and Scrutiny Group in June 2024.. [Agenda for Overview and Scrutiny Committee on Thursday, 13th June, 2024, 7.00 pm - Rushmoor Borough Council](#). Actions have been fed through to individual service plans and the new administration is giving consideration to the priorities it wants to take forward

Planning

Indicator/measure	Actual this quarter	Status	Target/ expected range	Trend	Comment
Applications determined within time	Major 50%		Major 60% (13 weeks)		<ul style="list-style-type: none"> There were two major applications in Q2. One was not determined within statutory timescales. This in part due to the applicant not agreeing to a PPA, and appealing on the ground of ‘non determination’ The number of planning applications includes 16 Misc28 [telecom notifications]. From now on these will be noted, as they are included in the data but are technically not planning applications
	Minor 77.7%		Minor 65% (8 weeks)		
	Other 89.8%		Other 80% (8 weeks)		

Indicator/measure	Actual this quarter	Status	Target/ expected range	Trend	Comment
Planning appeals allowed	0%		Under 40%		<ul style="list-style-type: none"> No planning appeals allowed in Q2

If you would like to know more about Development Management performance, a full quarterly report is presented at Development Management Committee. The Q2 report was presented at the meeting on the 23 October 2024: [Agenda for Development Management Committee on Wednesday, 23rd October, 2024, 7.00 pm - Rushmoor Borough Council](#)

Quarterly update on the Local Plan:

The Rushmoor [Local Plan](#) was adopted in February 2019. The Council was required to review the adopted Local Plan within five years of adoption and, as result of this review, the decision was made that a new Local Plan will need to be prepared. Progress on the preparation of the new Local Plan has been delayed, whilst Officers await the outcomes of planning reforms and this has been further delayed due to the General Election.

Rushmoor Borough Council - Corporate Risk Register v17.0 25/10/24 (PUBLIC)

Risk Title	Risk Owner	Risk Type	Risk Description & Potential Outcomes	Inherent Risk Score	Inherent Risk Rating	Inherent Risk Trend	Existing Controls / Mitigation	Residual Risk Score	Residual Risk Rating	Residual Risk Trend	Additional Mitigation Planned	Target Risk Score	Target Risk Rating	Traget Risk Trend
Strategic Risks (ST) - Total 8 (+/- 0)														
Securing infrastructure investment	Nick Irvine	ST	Inability to attract infrastructure investment through the public and private sector to support priorities and projects identified in the Council Business Plan. In particular, failure to secure investment in the area could lead to a decrease in Rushmoor's competitiveness and attractiveness and put at risk the stated aim for a thriving Rushmoor economy, vibrant town centres and strong communities who are proud of the area.	16	High	↔	Work with public and private sector infrastructure providers and funders. Utilising UK Shared Prosperity Fund to assist with public realm improvements in Farnborough town centre. Horizon scanning in relation to the levelling up agenda and its implications for Rushmoor. Horizon scanning by Policy Team for future funding opportunities.	12	High	↔	Explore Regeneration and Growth Partnership arrangement with Hampshire County Council. Engage effectively with other opportunities to access Government funding. Continue to secure support from local stakeholders for projects - including residents, HCC and MP. Engage with utility providers with a view to understanding lead in times for additional capacity.	6	Medium	↔
Financial sustainability of public sector partners	Paul Shackley	ST	The financial sustainability of a wide group of public sector partners is negatively impacted, resulting in reduced service provision by all. In this scenario, the range and quality of services available to residents could be affected. This could have negative repercussions for health, education, community outcomes and economic outcomes identified in the Council Business Plan It is possible that the Council would be expected to meet some of this 'gap' in provision thus exposing the Council to potential financial and reputational risk.	12	High	↔	Close partnership working at a senior officer and political level with the Council's public sector partners. Members and Officers are well briefed on potential implications/risks arising from decisions taken by other public sector partners Responses to relevant consultation documents (HCC budget consultations) and undertake further planning activity in light of proposals.	8	High	↔	Continued horizon scanning/monitoring of the broader policy context, particularly in the post general election period and following the budget in October 2024.	6	Medium	↔
Deteriorating economic conditions	Tim Mills	ST	Adverse changes to the economy could result in the loss of major employers within the borough and/or impacts on particular sectors of the economy. This could result in increasing levels of unemployment and higher levels of deprivation and inequality. Impact of rising inflation on the cost of living and consumer confidence. Low business confidence impacting on investment decisions inc. business lettings. Changes of this nature have potential implications for the council in terms of increased demand for services and adverse financial impact. There is also a reputational risk if the council is not seen to be adequately responding to economic changes or shocks.	9	High	↔	Partnership working with other organisations on support for the economy and local businesses. Engagement with businesses and business networks. Maintaining an understanding of local economic conditions – tracking economic indicators at a local level. Ensuring that key issues/ events are escalated to CMT/ ELT at the appropriate time. Strategic Economic Framework agreed in April 2022. Close working with business rates team on hardship and growth incentive reliefs to retain businesses and secure investment.	9	High	↔	Revised package of business support being delivered from September 2022 onwards: Inclusive 1-1 business advice and support SeedL - training hub Regular business surveys to understand business needs. Business support element of UKSPF. Strategic Economic Framework implementation.	6	Medium	↔
Decline in the retail sector/town centre uses and subsequent impact on town centres	Tim Mills	ST	Economic and social changes have a more significant negative impact on Farnborough and Aldershot town centres, and other district centres and therefore reduce the ability to deliver the Council Plan priority of delivering vibrant town centres. This could result in a significant number of empty retail units, a loss of facilities and amenities (e.g. high street banking) for residents and a possible increase in crime and anti-social behaviour. A decline in the retail sector will also have an impact on business rates income for the Council. Changes to Permitted Development Rights undermine Town Centre regeneration. Store closures e.g. Body Shop, and chains such as Cineworld in financial difficulty, demonstrate the potential further retrenchment of the retail and hospitality sector.	9	High	↔	Programmes of town centre regeneration in both Aldershot and Farnborough which give consideration to future economic and social trends. Dedicated resource within EPSH, working with retail sector and other partners to support town centre businesses. Activity in both town centres to maintain/increase footfall e.g. cultural and arts activity	9	High	↔	Close engagement with and ongoing provision of business support to town centre businesses. Work with police to tackle increased or perceived increase in ASB/Crime in the town centres. Vibrant town centre events and additional markets/craft fayres planned. Union Yard being completed.	6	Medium	↔
Poor Educational Attainment	Rachel Barker	ST	Educational attainment continues to present challenges. This may have an impact on deprivation, unemployment etc. Impact on the area's local reputation. May impact on service demand.	9	High	↔	HCC responsible for Education, RBC supporting role. Priorities set out in the Supporting Communities Action Plan – focus on increasing aspirations. Joint work on supporting families with Hampshire Children's Services.	9	High	↔	Ongoing dialogue with headteachers of key educational establishments. Engaging with young people relating to skills, development and opportunities, in line with the supporting communities strategy and action plan and emerging Young Peoples Plan. Youth engagement item considered at PPAB in July and September 2024 and further engagement to take place before finalised later in 2024.	6	Medium	↔
Changing external policy context	Rachel Barker	ST	Significant fast track change which can have significant impact on services, levels of available resources or the Council's financial position all of which could adversely impact on the Council's ability to deliver its priorities. Reputational risk if the Council is unable to sufficiently adapt to the changing environment.	12	High	↔	Service level risk assessments to consider impacts of potential policy changes on individual Council services. Policy, Strategy, and Transformation team to support ELT and CMT with 'horizon scanning' which will assist the Council in identifying and where possible responding to some changes. Ongoing analysis of policy and budget announcements.	8	High	↔	Continued engagement with Government officials and other partners. Retained capacity on PPAB work plan.	6	Medium	↔

<p>Poor Health Outcomes within Borough (e.g. obesity, mental health etc)</p>	<p>Rachel Barker</p>	<p>ST</p>	<p>Rushmoor has areas where there are health inequalities and health deprivation. Additional stress and burden on local services – including partner agencies.</p> <p>Aging population. Areas of deprivation have poorer health outcomes and higher demands associated.</p> <p>Diabetes, highest smoking rate in Hampshire, high instance of obesity and inactive adults.</p> <p>Mental Health and wellbeing – lack of funding available at local level</p> <p>ICB restructure and loss of NHS Place team will reduce capacity and support at place level to deliver local intervention programmes.</p> <p>HCC savings to potential impact health and well being of vulnerable residents</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Supporting Communities Strategy and Action Plan adopted</p> <p>Joint working with partners, particularly with the ICS, HCC and the PCNs with a range of initiatives and plans in place or being developed.</p> <p>Targeted school Projects to include increased physical activity and reducing obesity in the Borough. Whole systems approach to Obesity with HCC</p> <p>Identified as a priority for the Council. Executive Director is a member of the ICS Board.</p> <p>Identify priority health outcomes for RBC with new PH - based on new JNSA data and adjust resources accordingly where possible.</p> <p>Refresh of SC Strategy to consider data and focus health objectives (1st Nov)</p> <p>Focused Projects incorporated within new Service Business Plan</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>	<p>Review approach to resourcing (in conjunction with partners, in particular the ICS and HCC).</p> <p>Discussions with portfolio holder on ambitions and plans for delivery. Targeted projects in service plan to address inactivity.</p> <p>Working with Energise me and Public Health to identify additional resource opportunities</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>
<p>Demographic change</p>	<p>Rachel Barker</p>	<p>ST</p>	<p>Changes in Rushmoor’s demography could impact on services required or expected by residents as well as how they engage with the economy or society more generally.</p> <p>Any sudden shifts in demography may not be visible to the Council for a period of time which could result in services not being delivered effectively or efficiently and could impact on the Council’s ability to deliver its aim of having strong communities who are proud of their area.</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>	<p>Community engagement work may identify some changes ahead of them being reported in data sets. Review and analyse publicly available datasets, alongside those held by the Council.</p> <p>Work with partners to understand trends that exist at a larger geography and potential implications (e.g. aging populations).</p> <p>Census information reviewed and shared widely across the Council and with partners so that trends and their implications are understood.</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>	<p>Additional community engagement work planned in 2024/25 and 2025/26 which might help to identify any key trends.</p>	<p>2</p>	<p>Low</p>	<p>↔</p>

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

<p>Threat of Cybercrime & Data Loss</p>	<p>Ian Harrison</p>	<p>SC</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>
<p>Major Data Breach – non-technical (human and physical)</p>	<p>Ian Harrison</p>	<p>SC</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>8</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>6</p>	<p>Medium</p>	<p>↔</p>
<p>PCI DSS compliance</p>	<p>Peter Vickers</p>	<p>SC</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>
<p>Insufficient funding to proceed with projects</p>	<p>Karen Edwards</p>	<p>SC</p>	<p>The Council cannot commit to fund the programme of projects, within the regeneration and property programme.</p> <p>Failure to deliver the schemes as a result of a lack of funding and team resources will not meet the overarching strategy objective as stated in the Council Business Plan to deliver additional income or capital and regenerate our town centres.</p> <p>The recent increases in interest rates makes affordability of funding more challenging. In addition, build costs remain high and there are little to no incentives in the buyer’s market e.g. help to buy to generate interest in development.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Secured some external grant funding to assist with bridging funding gaps.</p> <p>A Financial Recovery Plan (FRP) has been developed to ensure that the Council can be on a sustainable footing over the medium term. A target for capital receipts has been established to assist with reducing the level of external borrowing and associated revenue implications.</p> <p>There will need to be sufficient headroom created to allow for further borrowing in the absence of external grant funding.</p>	<p>12</p>	<p>High</p>	<p>↔</p>	<p>Seek additional grant funding to mitigate the risk to the Council. Obtain detailed expert advice and carry out due diligence on major projects and capital commitments. Consider joint ventures and other methods of delivery in order to share the risk/reward. Continue to review financial position in order to determine capacity to support regeneration and property projects. Review opportunities for receipts in the context of income received from these assets. Expedite actions to enable disposal of identified assets. Work with members to establish priorities for commitment of available funding against regeneration programme Consider the further prioritisation, slowing and reprofiling of the programme</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>
<p>Lack of employee alignment, engagement and development will reduce organisational performance</p>	<p>Belinda Tam</p>	<p>SC</p>	<p>A high performing organisation requires employees to be engaged, aligned and developed – significant risk of performance targets not being achieved if these areas are not developed. Increased risk of inability to recruit and retain. Due to the age profile there is a risk of losing knowledge and experience in coming years.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Developmental activities: •Annual Development Reviews May-Aug, with learning needs feeding into the corporate Learning and Development plan, and individual service L&D needs/CPD identified •eLearning platform for compliance and self-developmental training, with reminders when training due •Bespoke leadership development & leadership development with partners, ongoing internal communications via Staff Live, Viva Engage, People Portal, email, team meetings, 121s • Regular and ongoing engagement activities e.g. around savings/transformation and other priority areas. Regular review of people engagement opportunities and attract, recruit and retention policies.</p>	<p>8</p>	<p>High</p>	<p>↔</p>	<p>Review employee engagement initiatives.</p>	<p>4</p>	<p>Medium</p>	<p>↔</p>
<p>Leisure and Cultural Hub - Major Project</p>	<p>Nick Irvine</p>	<p>SC</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>16</p>	<p>High</p>	<p>↔</p>	<p>Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.</p>	<p>4</p>	<p>Medium</p>	<p>↑</p>

Financial Sustainability	Peter Vickers	SC	Cost of borrowing does not track within the assumptions built into the MTFS. Resulting in additional unplanned financial pressure that will require additional mitigation to be identified.	12	High	↔	MTFS planning process identifies strategy to manage the impact of such an occurrence built into future spending plans. Full review of the assumptions in the MTFS presented to February 2024 Full Council will be reported to July Full Council with an update on the action plan to bring costs back to a sustainable level, including use of reserves. CIPFA have provided an independent review and due diligence on the capacity for the Council to deliver the required actions. Key findings are the actions taken by the Council are sound and further governance adjustments have been recommended for adoption.	12	High	↔	MTFS update due to Cabinet in November 2024 which will report on assumption updates. If additional mitigation strategy is required, permissions will be sought through committees as appropriate.	6	Medium	↔
Regeneration of town centres does not deliver economic, community and financial benefits - see major projects	Karen Edwards	SC	Anticipated project expenditure of circa £300m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in both town centre major projects. Reputation for delivery will be tested. High intensity of resource required with many interdependent parts - leisure, civic, public realm, retail, hotel, highways etc Publicly, politically and financially RBC's regeneration interventions are deemed a failure negatively impacting the Council.	12	High	↔	Comprehensive regeneration programme governance process implemented. (Board meets 6-weekly) Regular Cabinet and Member reporting External due diligence engaged External grant funding secured Wider Town Centre Strategy for Farnborough completed and adopted by Cabinet in Summer 2022	12	High	↔	Further public/market engagement planned. Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce Council financial exposure - Homes England / One Public Estate etc. Engaging with the market/landowners to establish alternative delivery routes for Farnborough town centre schemes.	6	Medium	↔
Civic Quarter, Farnborough - Major Project	Nick Irvine	SC	Anticipated project expenditure of circa £250m expected to require RBC borrowing / rental guarantees / external funding to fulfil. High levels of public and political interest in scheme. Reputation for delivery will be tested. Publicly, politically and financially RBC's regeneration intervention is deemed a failure negatively impacting the Council.	12	High	↔	Comprehensive regeneration project governance process implemented - Capital Programme Board meets every 6 weeks Regular Cabinet and Member reporting. External due diligence engaged. Public engagement undertaken in September 2021. Outline Planning application approved (subject to s106) in February 2023. OPE funding of £1.75m secured to assist with early enabling works - demolition/utilities diversions. No commitment to further expenditure at this stage.	12	High	↔	Programme / scheme viability to be reviewed regularly. Seek further external grant funding to reduce RBC exposure - Homes England / One Public Estate Engage with the market/landowners to establish alternative delivery route including disposal that will reduce the financial risk to RBC.	4	Medium	↔
Union Yard, Aldershot - Major Project	Karen Edwards	SC	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↑	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↑	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	4	Medium	↑
Climate Change – Failure to deliver ambition for a carbon neutral Council by 2030.	Rachel Barker	SC	Risk of not delivering high profile organisational objective due to insufficient resources or lack of support because of other priorities Climate Change officer funded until July 2025	9	High	↔	Development of an action plan and assessing resourcing requirements. Arrangements to deliver projects with partners have been established. Allocation of ringfenced resource to deliver project. Projects incorporated within Service Business Plans as part of the Review of the Climate Change Action Plan. Climate Change Action Plan 2023 - 26 agreed by Cabinet in July 2023. Development of Rushmoor Climate Community Group to engage residents in climate and environmental issues Climate Change Strategy due March 2025.	6	Medium	↔	Discussions with portfolio holder on ambitions and plans for delivery Reviewing opportunities for external funding to support on going officer costs.	6	Medium	↔
Governance and Decision Making – Not meeting statutory deadlines. Legal challenge to a high profile, or regeneration related, or high value decision made by the Cabinet, Committees or under delegated powers.	Ian Harrison	SC	Risk of non-compliance with legal requirements. Financial loss from costs of defending, or costs of halting development works. Reputational risk. Risk of delay in delivering key organisational objectives.	9	High	↔	Governance Group meets weekly to consider more complex decision-making matters including Interests and Member engagement. Delegated decision making is monitored by the Governance Group. Strengthening of the governance arrangements with improvements to understanding, learning and development for Members on the CGAS committee - ongoing training programme refreshed annually. Members receive initial induction training by end of July in each civic year. Independent Person recruited as a member of CGAS, offering independent oversight, particularly from an audit perspective. Constitution kept under review in liaison with a subgroup of CGAS (the Constitution working group). Training on decision making provided to CMT/Service Managers. There is a guidance note for Executive Decision Making. Timetables and reminders for deadlines provided by meeting administrators. Senior Managers deliver Corporate Induction on Constitution for staff. Governance arrangements reviewed during CIPFA and Peer Review Q2 2024/25. Recommendations call for independent review of arrangements which is to be commissioned early Q3 2024/25 from the Centre for Governance & Scrutiny.	6	Medium	↔	Continue to integrate risk management in corporate governance arrangements - continual improvement. Review of Risk Management Policy and arrangements due to commence during Q3 2024/25, including exploration of a Risk Appetite Policy. Ensure horizon scanning continues within sector. Noted continued relevance/importance in light of ongoing s114 activity in Local Government.	6	Medium	↔

Reduced Income from Property Portfolio	Tim Mills	SC	Significant loss of income from the Council's property portfolio arising from a variety of reasons including deteriorating economic conditions, downturn in the property market and changing consumer or business habits.	9	High	↔	Establishment of a Capital Programme and Property Advisory Group (CPPAG) to monitor performance and advise on necessary actions alongside the appointment of LSH Investment Management (LSHIM) to asset manage part of the portfolio and support current in-house skill, knowledge and capacity. Also, the establishment of a Commercial Property Reserve to act as a buffer for any significant in-year loss of income. Prudent budgeting on Meads and Property Budget and early securing of key rents allows room for level of deterioration	6	Medium	↔	Managing income through payment plans, where necessary. Increased emphasis by the service in managing debts. Working with tenants directly and with LSHIM to identify issues and actions and reporting to CPPAG. Utilisation of asset management system to enable more targeted action. Identifying additional resource to underpin this important source of income by working on options to re-occupy vacant properties and identifying funds for improving the properties for quicker lettings and reducing the rent-free periods. Evaluating opportunities to create additional income to support the Council's financial position and bring forward where possible. This includes repurposing existing assets and adopting an agreed commercial approach to new ground leases. Updating of Asset Management Forecast of 7 year events including ensuring all reviews etc. are undertaken pro-actively and increased focus on debt management Option to look at reserve funding on income profile, i.e. forecast income and budget income are different	6	Medium	↔
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Escalated Service Risks (ES) - Total 6 (+/- 0) 2 Redacted

Major Planning Appeal (Airport)	Tim Mills	ES	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	9	High	↔
Failure to reprovide temporary accommodation	Tim Mills	ES	Failure to reprovide temporary accommodation leads to increased street homelessness with significant impact on Town Centres, much poorer outcomes for homeless people, increased costs for the Council through use of Bed and Breakfast and reputational damage due to impacts on individuals and towns. The economic climate causes increased demand and potential losses of landlords. North Lane Lodge has now been re-provided and the council now needs to prioritise the re-provision of Clayton Court by the end of 2025. In addition to the lease ending, the building is of poor quality. We also now have the challenge of other boroughs securing good quality temp in the borough therefore reputational risk of RBC not providing to meet its own demand in good quality accommodation.	12	High	↔	Temporary Accommodation project seeking to identify, purchase and repurpose accommodation to replace Clayton Court by end 2025	9	High	↔	Review of previous options and potential ways forward with Cabinet Oct 24	4	Medium	↔
Resettlement schemes and asylum seeker accommodation in the borough	Rachel Barker	ES	Resettlement of refugees and accommodation of asylum seekers in the borough may result in reduced levels of community cohesion and increased service demand. These people may be destitute and have complex needs. The associated funding position is complex, uncertain, and may not meet demand. Changes can happen swiftly and may cause short term pressure on resources.	12	High	↔	Close working with relevant teams across the Council (community, housing, comms & community safety) and with regular briefings to staff and Members. Close working with external stakeholders including police, SMP, County Council, Home Office and their contractors: Clear Springs, Finefair, and Crown Lodge Accommodation Resettlement Programme Manager appointed and coordinating activity across the Council. Attendance at relevant multi agency forums.	12	High	↔	Reactive and proactive communications with public and local residents. Continued discussions with Home Office regarding the need for funding package to be signed off October 24 - Community Cohesion Working Group to meet and consider approach to recovery from unrest.	4	Medium	↔
LEP absorption into County leads to loss of services and funding	Tim Mills	ES	Potential diversion of any funding to other purposes or areas following the abolition of the EM3 LEP. HCC less responsive to the economic needs of Rushmoor.	9	High	↓	Active engagement with HCC to ensure the needs of Rushmoor's economy are realised including direct representation on the HPPB.	8	Medium	↔	Enhance engagement with economic development leads at HCC including via senior officers.	4	Medium	↔
Inaccurate reporting of financial position	Peter Vickers	ES	Financial reports to Cabinet provide inaccurate financial information leading to poor decision making. Budget holders unaware of budget and spend position Decisions are made on incorrect assumptions Decisions are taken on an ad-hoc basis without understanding or consideration of wider financial position.	8	High	↔	Budget monitoring process and quarterly reporting appropriately resourced. Training and support provided to all budget managers. Financial forecast is reviewed by Head of Finance prior to publication.	6	Medium	↔	Finance team capacity and skills are currently under review. Prioritisation of financial management focus based upon risk assessment and materiality of numbers i.e. focus on high value aspects and most likely to go off track. Clarity and transparency of reporting being improved. Integrity of forecasts being reviewed ensuring correlation to assumptions in the budget, history of variances and experience in the current external environment.	4	Medium	↔
Changing priorities and outcomes from either RDP partner	Karen Edwards	ES	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	12	High	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	6	Medium	↔	Redacted. Full remediation plan in place – details are not included in this register due to their sensitive nature.	1	Low	↔

CABINET

COUNCILLOR ABE ALLEN
ENABLING SERVICES PORTFOLIO HOLDER

26 NOVEMBER 2024

KEY DECISION: NO

REPORT NO. PEO2402

NEW PREVENTION OF SEXUAL HARASSMENT POLICY**SUMMARY AND RECOMMENDATIONS:**

This report seeks Cabinet's approval for the implementation of a new Prevention of Sexual Harassment Policy. This reflects a recent legislative change known as the Worker Protection Act that came into effect on the 26 October 2024.

This new law introduced enhanced responsibilities for employers to proactively prevent workplace harassment, specifically in relation to sexual harassment, and strengthens protections for all employees.

It is recommended that Cabinet approve the proposed Prevention of Sexual Harassment Policy as set out at Appendix 1 of the report.

1. INTRODUCTION

- 1.1. The Worker Protection (Amendment of the Equality Act 2010) Act came into effect on 26 October 2024. This Act places a legal duty for employers to proactively take reasonable steps to prevent sexual harassment in the workplace.
- 1.2. Under the new Act, organisations are required not only to respond to incidents of harassment but to take proactive measures to prevent such incidents from occurring in the first place. The measures include:
 - Implementing policies that actively prevent harassment in the workplace,
 - Training all employees and managers on recognising and addressing inappropriate behaviour
 - Creating a safe and supportive environment where employees feel comfortable reporting any concerns.
- 1.3 The Act also covers sexual harassment by third parties, such as customers, suppliers, clients or visitors.

2. BACKGROUND

- 2.1. The Council believes that all employees have the right to be treated with dignity and respect and strives to create a working environment that reflects this. A Dignity at Work Policy is already available providing managers and employees with information and guidance on how to address bullying and harassment in the

workplace. However, it is recommended that a separate Prevention of Sexual Harassment Policy is provided to reflect that sexual harassment is a specific form of harassment.

- 2.2. This policy will also demonstrate how seriously the council is taking its obligations to provide a safe system of work for all employees, providing a clear position that sexual harassment of employees will not be tolerated and it is unlawful, whether caused by colleagues or third parties including customers, suppliers, clients or visitors.
- 2.3. This policy applies to all employees and provides detailed guidance and reporting mechanisms for employees to raise concerns.

3. PREVENTION OF SEXUAL HARASSMENT POLICY

- 3.1. The new Prevention of Sexual Harassment Policy specifically outlines the following:
 - The definitions of sexual harassment
 - What action will be taken to address it
 - How it should be reported and investigated
 - Roles and responsibilities
 - What support is available to employees affected by sexual harassment
- 3.2. Sexual harassment is the unwanted behaviour of a sexual nature which has the effect of violating someone's dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for them.
- 3.3. Employers have a duty to protect the health, safety and welfare of their employees and others who may be affected.
- 3.4. The roles and responsibilities for Managers, Employees, the People Team and Unison (and any other body or individual representing employees) in preventing sexual harassment in the workplace are included in this policy as follows:
 - **Employees** have a responsibility for their behaviour and to modify if necessary, treat colleagues and any other individuals they come in to contact with through the course of their work with respect, report any sexual harassment that they may witness and undertake training/awareness sessions
 - **Managers** have a responsibility to demonstrate high standards of behaviour, be vigilant and aware of any issues, challenge any signs of sexual harassment, respond promptly to any complaints of sexual harassment, ensure a full investigation is conducted into any complaints raised and undertake training/awareness sessions
 - **People Team** have a responsibility to promote an environment free from sexual harassment, regularly review policy, record and monitor numbers of complaints, advise employees of their rights under this policy, support

Investigating Officers and arrange and participate in training and awareness sessions

- **Unison** has a role to provide advice and support through both the informal and formal stages to their members.

3.5 The policy includes the procedure for reporting sexual harassment recognising that employees who have been subject to sexual harassment may feel vulnerable and reluctant to raise a concern or may be unsure of how to raise one. All employees raising a sexual harassment matter will be listened to and all concerns will be taken seriously.

3.6 The process and procedure, included in the policy, encourages resolving issues quickly and informally in the first instance. Where the nature of the concern is so serious that informal resolution is not appropriate, or these processes have not succeeded in bringing about changes, a formal complaint should be raised. A workflow diagram is included as an appendix in the policy which will guide employees through the process.

3.7 Raising a sexual harassment matter can be distressing for all those involved and support is available through the Employee Assistance Programme (EAP) Helpline with advice and counselling together with support from the internal Employee Support Team. This team are equipped with the knowledge and skills to listen to any concerns and guide employees towards appropriate help as needed.

Alternative Options

3.8 The Council could choose to not approve the Prevent Sexual Harassment Policy but this would be present a risk of not providing an up to date policy for all employees to refer to if they want to report a sexual harassment matter.

Consultation

3.9 The new Prevention of Sexual Harassment Policy has been discussed with managers and Unison have also reviewed the policy and there are no changes to make.

4 IMPLICATIONS

Risks

4.1 The purpose of the implementation of the policy is to ensure that the Council reflects the legal duty required by employers to take reasonable steps to prevent sexual harassment between employees as well as harassment by third parties. The risks associated with not taking reasonable steps is that enforcement action may be taken and that it would have a negative impact on the personal and working life of individuals and on workplace culture and productivity.

Legal Implications

- 4.2 If an employer does not comply with the preventive duty, they are breaking the law. The preventative duty is a new duty under the Equality Act 2010 which requires employers to take “reasonable steps” to prevent sexual harassment of their employees. An individual cannot bring a claim against their employer for the preventative duty. An individual must first bring a claim against their employer for sexual harassment. If the claimant is successful, a breach of the employment duty will automatically be examined. A breach of the duty may lead to an uplift in compensation by up to 25% at an Employment Tribunal. The amount awarded should reflect the gravity of the breach.

S Thorp – Corporate Manager, Legal Services

Financial Implications

- 4.3 There could be an uplift in compensation by up to 25% awarded to an individual’s claim of sexual harassment if it is successful in an employment tribunal.

Resource Implications

- 4.4 There are no resource implications associated with this policy.

Equalities Impact Implications

- 4.5 This policy will have a positive impact by providing information and a process for individuals to raise a sexual harassment concern.

5 CONCLUSIONS

- 5.1 The implementation of the new Prevent Sexual Harassment Policy will provide all employees with information and guidance on how to report a sexual harassment concern. All employees will be listened to and matters dealt with promptly. Support mechanisms are also provided. The Council will be reflecting their legal duty required by employers to take reasonable steps to prevent sexual harassment of employees, as well as harassment by third parties. The risks associated with not taking reasonable steps is that enforcement action may be taken and that it would have a negative impact on the personal and working life of individuals and on workplace culture and productivity.

APPENDICES

A – Prevention of Sexual Harassment Policy

CONTACT DETAILS:

Report Author – Estelle Rigby, Principal People Business Partner
(estelle.rigby@rushmoor.gov.uk)

Report Author – Belinda Tam, Corporate Manager – People
(belinda.tam@rushmoor.gov.uk)

Head of Service – Karen Edwards, Executive Director
(karen.edwards@rushmoor.gov.uk)



Prevention of Sexual Harassment Policy

1. Introduction

Every employee has the right to be treated with dignity and respect and Rushmoor Borough Council aims to create a working environment that reflects this. This policy applies to all employees.

Sexual harassment will not be tolerated and it is unlawful. It can be destructive and can lead to stress, accidents, illness and poor performance. All employees are responsible for their own behaviour and are expected to behave in a way that promotes an inclusive, non-hostile work environment for themselves and their colleagues.

However, the Council recognises that there may occasionally be occurrences of sexual harassment and it is important that there is a framework in place to deal with such incidents. Where possible, such issues should always be resolved quickly and informally.

This policy outlines:

- The definitions of sexual harassment
- What action will be taken to address it
- How it should be reported and investigated
- Roles and responsibilities
- What support is available to an employee affected by sexual harassment

The Council will not tolerate sexual harassment in any form. Any employee found to have been involved in sexual harassment, or who raises or supports a concern that they know to be false, may face disciplinary action. Employees raising a concern of sexual harassment should be assured that it will be treated seriously and confidentially. They will not suffer any form of victimisation for raising a concern, nor for acting as a witness in an investigation.

2. What is Sexual Harassment?

Sexual harassment is a specific form of harassment, and it can often be subtle, indirect, or even unintentional. Sexual harassment is unlawful under the Equality Act 2010 ('the Act'). It is also unlawful to treat someone less favourably because they have either submitted a complaint of sexual harassment or have rejected such behaviour. Any third-party harassment

where a person is harassed by someone who is not an employee, including customers, suppliers, clients or visitors is also covered.

Under the Act sexual harassment is defined as occurring when a person engages in unwanted conduct of a sexual nature that has the purpose or effect of:

- Violating someone's dignity, or
- Creating an intimidating, hostile, degrading, humiliating or offensive environment.

Sexual harassment includes a wide range of behaviours including but not limited to:

- Sexual comments or jokes
- Displaying sexually graphic pictures, posters, or photographs
- Suggestive looks, staring or leering
- Propositions and sexual advances
- Making promises in return for sexual favours
- Sexual gestures
- Intrusive questions about a person's private sex life or a person discussing their own sex life
- Sexual posts or contact on social media
- Spreading sexual rumours about a person
- Sending sexually explicit emails or text messages
- Unwelcome touching, hugging, massaging or kissing
- Criminal behaviour, including sexual assault, stalking, grooming, indecent exposure and sending offensive communications
- Predatory behaviour
- Coercion

Sexual interaction that is invited, mutual and consensual is not sexual harassment because it is not unwanted, however this could change and become unwanted in time. An individual can experience sexual harassment from someone of the same or different sex.

Sexual harassment can be a one-off event and does not need to be directed at a person. It can be witnessed or overheard.

3. Application of the policy

This policy applies to any unwanted conduct that occurs in the course of a person's work and which takes place at their place of work, including in their home whilst working from home, on their commute, or at/while travelling to a place which is not their place of work. This policy also applies to an offsite work-related activity, including a social event, business trip, training session or conference.

The sexual harassment of employees will not be tolerated, whether caused by those that work at the council or third parties including customers, suppliers, clients or visitors.

4. Roles & Responsibilities

4.1 *Employers Duty of Care*

The law imposes a duty of care on employers to provide a safe system of work for all employees. This includes a specific obligation to protect the health, safety and welfare of their employees and others who might be affected. In discharging this legal duty, we recognise that there are certain measures that can help to prevent sexual harassment in the workplace.

We are committed to the adoption and operation of such measures, including:

- Good management practices: including anti-discrimination management practices, competent and respectful people management, awareness of the conditions that can allow sexual harassment to become prevalent and consistency in taking appropriate preventions and interventions (including prompt and unambiguous action to visibly demonstrate that concerns regarding sexual harassment will be taken seriously)
- Risk assessments: that include consideration of factors that can increase the risk of sexual harassment including: work-place stress, power imbalances, job insecurity, lone working, customer-facing duties.
- Awareness-raising: about the nature and impacts of sexual harassment, common reactions to sexual harassment and the requirement of respectful behaviour for employees to create a culture free from harassment and identify and address incidents when they occur.
- Appropriate and targeted training: on sexual harassment and about this policy for all employees, including managers at all levels of the organisation.

4.2 *Employees*

All employees have a responsibility to:

- Take responsibility for their behaviour and modify it if necessary
- Treat all colleagues, customers and any other individuals they come in to contact with through the course of their work with respect
- Be sensitive to the feelings of others and try to avoid causing offence or upset.
- Report any sexual harassment that they may witness
- Challenge any behaviours or actions from others that could be considered sexual harassment.
- Support and come forward for any complaints which they witness.
- Undertake training/awareness sessions

4.3 **Managers**

Managers have a responsibility to:

- Demonstrate high standards of behaviour and role model our Rushmoor values
- Be vigilant and aware of any issues, and to challenge any signs of sexual harassment amongst their employees and colleagues
- Respond promptly to any complaints of sexual harassment
- Ensure a full investigation is conducted into any complaints raised to them and to take responsibility for seeing the issue through to resolution in a timely manner
- Initiate the disciplinary process if sexual harassment is indicated.
- Undertake relevant training

4.4 **People Team**

The People Team have a responsibility to:

- Promote an environment free from sexual harassment
- Regularly review policy, and to record / monitor numbers of complaints
- Advise employees of their rights under this policy
- Support investigating officers in investigating complaints.
- Arrange appropriate training / awareness sessions

4.5 **Unison**

Unison has a role to provide advice and support through both the informal and formal stages to their members.

5. **Outline of terms**

For the purposes of this policy, the following terms will be used:

Person raising the concern	A person claiming to have been sexually harassed, or who finds the behaviour offensive but has not themselves been subjected to sexual harassment
Person complained of	The person alleged to have carried out the sexual harassment
Witnesses	Anyone who may have seen or heard the alleged sexual harassment
Responsible Manager	The person to whom the concern is raised and is responsible for appointing a mediator or investigating officer
Investigating Officer	The officer responsible for investigating any complaints of sexual harassment

6. Reporting sexual harassment

The Council recognises that employees who have been subject to sexual harassment may feel vulnerable and reluctant to raise a concern, or may be unsure how to raise one. They may also worry that their concerns sound trivial and fear the repercussions of doing so, particularly if the concern relates to their manager or another senior colleague.

Employees should be assured that it is their right to raise matters of sexual harassment and that they will be listened to. They will not be subjected to any negative repercussions by raising a concern as long as it was raised in good faith and with genuine belief that there was a problem.

Any employee who believes that they have been subject to, or may have witnessed sexual harassment, is encouraged to report the issue at the very earliest of stages, i.e. as soon as possible after the first time such treatment occurs. Even if the concern is unfounded it doesn't mean there wasn't a genuine belief that sexual harassment was taking place.

Employees should be assured that any concern raised of sexual harassment will be taken seriously and will be fully investigated. It will be dealt with promptly, with sensitivity and in the strictest possible confidence.

7. Informal Resolution

Employees are actively encouraged to try to resolve issues quickly and informally in the first instance. This approach aims to limit the damage caused to all parties and helps to maintain a positive working environment.

In some circumstances, the informal route will not be appropriate, for example if the person concerned has used violence towards the employee. In this instance, the issue should be raised as a formal complaint without delay. All matters should be addressed as soon as possible.

Employees are expected to keep and provide when required a written record of incidents, recording dates, times, what happened, any witnesses and their feelings at the time. The record can be used to provide specific examples of the behaviour causing concern at this informal stage or it may be used as evidence if the issue should become a formal complaint at a later stage. However, it is recommended that issues are reported or acted upon soon after they occur, as this will mean the incident is fresh in the mind of the person complained about.

If the concern is about a Councillor or a member of the public, this is not covered under this policy however the Sexual Harassment Report Form (see below) should be completed and raised with your line manager in the first instance.

7.1 *Talking to the person concerned*

Many issues can be resolved through informal discussion between the employee and the person to whom the issue is related, as this allows problems to be quickly resolved and helps maintain a positive working environment. Informal discussions are particularly effective in cases where the person complained of may not be aware that their behaviour is unwelcome or offensive. An informal discussion should lead to greater understanding between the parties involved and an agreement that the behaviour will cease.

Take time to plan what to say and ensure examples are provided of where the person's actions have caused offence or upset. The employee should explain how the other person's actions or behaviour made them feel and ask them to stop the behaviour that caused offence or distress. The person may not realise they are doing it or that they have caused offence.

7.2 *Talking to your line manager*

Alternatively, the person raising the concern may wish to discuss the matter with their line manager. The line manager may be able to talk to the person on their behalf, facilitate a meeting where the concerns can be raised, or offer advice on how to approach the situation.

7.3 *Writing a letter*

If the employee does not feel able to confront the person, and as a last resort before progressing to the next stage, they could consider writing down their concerns and sending it to the person concerned. It should state exactly what behaviours or actions the employee objects to, providing examples where possible, and it should ask the person to stop. Copies should be kept of any written correspondence.

8. **Formal Complaint**

Where the nature of the concerns is so serious that informal resolution is not appropriate, or these processes have not succeeded in bringing about the desired changes, a formal complaint should be raised.

8.1 *The process for raising a formal complaint (please see Appendix 1 for a summary flow chart):*

The employee raising the concern should complete the 'Sexual Harassment Report Form' outlining the allegations (**Appendix 2**). They should include the full details, whom the complaint is against, and give details of dates, times and places where issues have occurred, as well as the names of any witnesses.

The form should be given to the line manager or if their manager is the person they wish to raise the concern about, they may speak to the next level of management or a member of the People Team, who will then refer the matter to another appropriate manager. The manager to whom the formal complaint is raised will be the Responsible Manager who will oversee the process from this point forward.

The Responsible Manager will appoint an Investigating Officer, who is responsible for investigating any complaints of sexual harassment.

The Investigating Officer and a member of the People Team will assess if there is a need for further investigations. In most circumstances, the next step will be to investigate the matter with the employee raising the concern to establish further detailed facts.

The Investigating Officer and People Team member will then advise the person complained of that a complaint has been received if they are not already aware. If this is the first time they have been advised of an issue, they will be advised of the details of the complaint and be invited to a meeting to discuss further.

The Investigating Officer and a member of the People Team will interview the person complained of to establish detailed facts and to question their recollection of events and behaviours. Notes of the meeting will be taken and the person complained of will be asked to sign a set of notes that capture the key points of the discussion.

Following this initial stage, the Investigating Officer and People Team member will need to assess the information gathered.

If the case thus far suggests that there were witnesses to the issue, they should be interviewed and asked their recollections of the issue. They will also be asked to sign a set of notes that represent the key points discussed at interview.

At the end of the investigation, the Investigating Officer will submit a report to the Responsible Manager to enable a decision on what the next step should be.

The Responsible Manager will communicate the findings of the investigation to both the person raising the concern and the person complained of. They will also be advised of what happens next both verbally and in writing.

The Responsible Manager may decide that:

- There is insufficient evidence to progress the complaint further;
- There is some evidence of misconduct but the matter should be dealt with at the informal stage of the disciplinary procedure;
- There is evidence of misconduct and the matter should be dealt with at a formal hearing under the disciplinary procedure.

If the decision is taken to proceed to a formal hearing under the Disciplinary Procedure, the investigation and report produced under this procedure will become the basis of the management case at the disciplinary hearing without the need for further investigation. For further details, please refer to the Disciplinary Procedure.

8.2 *Right of appeal by person raising the concern*

The person raising the concern will receive feedback on the findings of the investigation, although the full investigation report may not be shared with them for reasons of confidentiality.

If they are unhappy with the findings, they have a right to appeal. The appeal should be addressed to the People Team and made in writing within seven calendar days of receipt of feedback on the outcome of the investigation. The grounds for any such appeal must relate to one of the following:

- The process of the investigation was procedurally flawed
- Their complaint has not been taken sufficiently seriously
- Significant evidence has come to light that is relevant to the case but has not been considered.

The People Team will appoint a suitable manager to review the report and consider whether the process of the investigation was fair and / or whether the conclusions are reasonable. There will be no re-investigation of the complaint, unless the investigation has been found to be fundamentally flawed.

If the decision is taken to move into the disciplinary process to address the actions of the person complained of, that person will, as part of the disciplinary process, have the right of appeal under the Disciplinary Procedure against any formal sanctions arising from the process.

The person raising the complaint has no right to appeal the outcome of the disciplinary hearing.

9. *Duty of Care*

From time to time, an employee will speak to a colleague, their line manager or a member of the People Team regarding sexual harassment. They often just want to talk the matter through with someone and to seek advice.

The employee may request that no further action is taken and this will be respected wherever possible.

However, the Council has a duty of care to all employees. If the issues raised are of a sufficiently serious nature, the employee's request for confidentiality may be overridden by the council's duty of care to all employees. For example, if issues are raised that affect the health (mental or physical), safety or well-being of employees these will need to be addressed. Employees will be told if this applies when they raise the issue. Care will be taken to address these issues without reference to the employee who raised the concern.

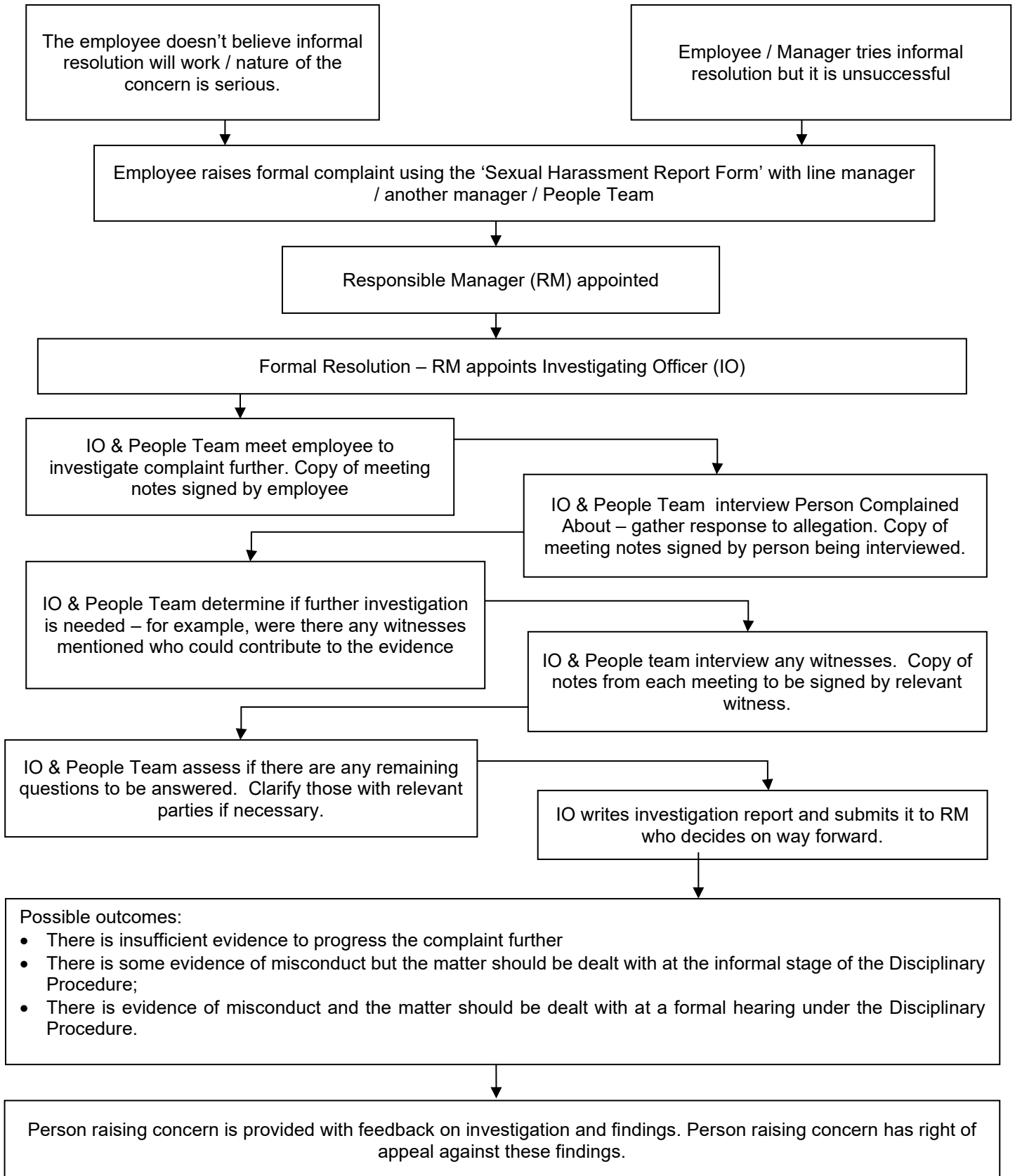
10. Additional Support

Sexual harassment concerns are very distressing for all involved. Any employee affected by sexual harassment is reminded that they may use the Employee Assistance Programme (EAP) Helpline for advice and counselling.

Alongside the Council's EAP there is also an internal Employee Support Team. This team are equipped with the knowledge and skills to listen to any concerns, provide reassurance and guide employees towards appropriate help as needed.

Employees may also speak to the People Team for guidance on the policy and Unison members are advised to contact their union representative.

Process for Managing Sexual Harassment Concerns



Sexual Harassment Report Form

This form should be used to raise any breach of this policy and will form the starting point for any subsequent investigation. The information provided will be used for monitoring purposes.

Name	
Department	
Name of the person(s) complained of	
Their department (if known)	
Their position (if known)	
Please outline the actions or behaviours that you wish to complain about, providing specific examples and instances where possible, including dates and places (please continue on a separate sheet if you need to):	

Please describe how you felt at the time:			
Were there any witnesses? If so, who?			
Please outline any informal action that you have taken regarding this matter:			
Have you reported this before to anyone? If so, please outline who you reported it to, when you reported it and what action followed:			
Signed		Date	

CABINET

COUNCILLOR ABE ALLEN
ENABLING SERVICES
PORTFOLIO HOLDER

26 NOVEMBER 2024

KEY DECISION? NO

REPORT NO. ACE2413

PROCUREMENT STRATEGY 2025 – 2028**SUMMARY**

Procurement legislation in the UK is in the process of being significantly reformed, most notably with the introduction of the Procurement Act 2023 (due to come into force February 2025). As a result, the Council is required to review and update its Contract Standing Orders (CSOs) within its constitution and its Procurement Strategy (attached as Annex A).

The current Procurement Strategy covers the period 2020 to 2024. The new Strategy sets out the Council's strategic vision and priorities for procurement for the next three years, from 2025 to 2028. As a duty of the new Act, it also has regard to, and aligns with, the National Procurement Strategy.

RECOMMENDATION:

Cabinet is recommended to approve and adopt the revised Procurement Strategy attached to this report, including the introduction of new performance measures from 1st April 2025.

1. INTRODUCTION

- 1.1. This paper presents the Council's revised Procurement Strategy for 2025 to 2028, attached as Annex A.
- 1.2. This strategy has been developed to align with the Council's strategic vision and objectives, such as supporting and promoting the use, wherever possible, of local businesses and SMEs, and delivering on the agenda of wider social value and sustainability.
- 1.3. Upon agreement, the Council will go on to develop its revised Contract Standing Orders (CSOs) in February 2025 and embed delivery within service plans for 2025/26.
- 1.4. This strategy also introduces new performance measures in order to effectively monitor the Council's performance against these objectives.

2. BACKGROUND

Procurement Reform

- 2.1. Procurement is the process of acquiring goods, works and services. The process spans the whole life cycle, from identification of needs to the monitoring of performance, through to the end of a contract or the end of the useful life of an asset.
- 2.2. The importance of effective procurement has never been greater for local government. The demand for public services is increasing, while resources have reduced significantly in real terms. The pressure to find greater efficiencies and improve productivity is driving Rushmoor to look for different ways to deliver better public services for its community.
- 2.3. In addition to these pressures, the reform of procurement legislation through the introduction of the Procurement Act 2023 means that the Council has been required to review and redefine its arrangements.
- 2.4. Importantly, in introducing the Procurement Act 2023, the Government replaces the concept of contracts that are the 'most *economically* advantageous' with 'most advantageous'. This subtle change draws attention to the fact that delivering the quality and wider community benefits required may not always be delivered by the tender of the lowest value.

Supporting local Small & Medium-sized Enterprises (SMEs) and the Voluntary, Community and Social Enterprise (VCSE) Sector

- 2.5. VCSEs are a collective term for the Voluntary, Community and Social Enterprise (VCSE) sector. Over 75 percent of VCSEs deliver public services where they are based, with strong links to that locality. Their place-based solutions can create a greater impact for those most in need, who are hard for the traditional public sector to reach.
- 2.6. VCSEs contribute to economic growth, making the economy more innovative, resilient and productive. They can open up opportunities for people to engage with their community, foster belonging and enrich lives. Therefore the VCSE sector's unique role in public services is vital.
- 2.7. Small and medium-sized enterprises (businesses) are known as SMEs. In relation to its procurement activities, the UK Government currently defines SMEs in accordance with the table below:

Size of business	Staff headcount	Annual turnover
Medium	Under 250	Under £44 million
Small	Under 50	Under £9 million
Micro	Under 10	Under £2 million

- 2.8. Historically, SMEs have faced a range of barriers in accessing procurement opportunities and in winning contracts. These barriers include but are not limited to;

- contracting authorities being unaware of SMEs and the types of goods and services they can potentially provide;
- SMEs viewing the procurement process as overly bureaucratic;
- SMEs not having the capacity to bid for opportunities and compete with large business; and
- the process of procurement often being undertaken on the basis of cost therefore ruling out the ability of SMEs to demonstrate their wider value.

2.9. The Council's reviewed Procurement Strategy seeks to address these barriers and monitor performance in the number of contracts awarded to SMEs and VCSEs.

2.10. In addition, the Council will, wherever possible, look to use local suppliers. A supplier can be considered 'local' where the organisation's operations are carried out within the same UK region as Rushmoor Borough Council (consisting of the nine counties of Buckinghamshire, East Sussex, Hampshire, the Isle of Wight, Kent, Oxfordshire, Berkshire, Surrey and West Sussex).

2.11. This definition would have the Council consider any organisation within the Southeast region of the UK as being local. It would however be of greater benefit to the communities Rushmoor serves if the organisation is based within Rushmoor itself, or employs people from within Rushmoor. Although this is not always appropriate to consider during a procurement process, wherever possible it should form part of the assessment criteria.

3. DETAILS OF THE PROPOSAL

Approval of the Procurement Strategy 2025 to 2028

3.1. It is proposed that Cabinet approves and adopts the attached refreshed and revised Procurement Strategy, enabling the Council to clearly define its new objectives and align its business activity in this area.

3.2. The practical delivery of these objectives will be set out in service planning for 2025-26 and through the update of the Council's CSOs, due to be completed by the end of February 2025.

Performance Indicators

3.3. Currently the Council does not have performance indicators for procurement, despite the level of spend the Council commands and the positive influence it could potentially have in the local area if it were to focus on local SMEs and VCSEs when the opportunity arises.

3.4. The following datasets are suggested outcome measures that will be used to interpret the success of the new procurement strategy:

- Percentage (%) of new procurement activity over £5k where social value had a weighting of 10% or greater in the assessment criteria
- Percentage % of new contracts over £5k provided to organisations based within the Southeast Region
- Percentage % of new contracts over £5k provided to SMEs or VCSEs

3.5. In addition, when the Council has data sets that allow longer term comparisons to take place (either by successfully creating historic/base line data – or once data has been collected for a sufficient time frame), to also record/report:

- Percentage (%) increase in numbers of contracts given to SMEs or VCSEs
- Percentage (%) increase in contracts given to organisations located in the Southeast Region

Alternative Options

3.6. No alternative options are available as the Council is required make these changes to reflect the Procurement Act 2023. The content of the Strategy can be updated and/or varied based on Member feedback prior to implementation.

Consultation

3.7. All key stakeholders within the Council have been consulted during the development of this revised strategy, including Finance and Legal Services.

3.8. The proposed strategy was taken to PPAB on 23rd July 2024 for their comment and feedback, to aid in its development. A high level of engagement was received, with a great deal of interest from Members given its cross-cutting nature.

3.9. All PPAB comments were considered and as a result the strategy was strengthened in a number of areas. This included the areas of sustainability and climate change, the inclusion of ethical employment and the inclusion of a commitment to work with the Economy and Growth team to engage with local organisations.

4. IMPLICATIONS (of proposed course of action)

Risks

4.1. There are no significant risks associated with this strategy. Greater risk implications would exist should the Council not have in place a procurement strategy that does align with the national strategy.

Legal Implications

4.2. No significant legal implications if appropriately aligned with National strategy.

Financial Implications

4.3. Moving to determining procurement by the 'most advantageous' tender indicates that cost may not always be the overriding factor during future procurement activity. In order to deliver greater social value, promote the use of local SMEs/VCSEs or favour bids with greater emphasis on sustainability, it must be recognised that there may be an associated increase in costs. This would be discussed and agreed on a case-by-case basis and no procurement activity will be designed to exceed agreed budgets.

Resource Implications

4.4. No implications for resources, delivery will be through the work of the existing Procurement Team arrangements.

Equalities Impact Implications

4.5. The equality impact assessment screening tool guidance indicates no negative impact on the community. On the contrary, the strategy is designed to be beneficial to the local community and have a universally positive impact.

Other

4.6. No other implications for consideration.

5. CONCLUSIONS

5.1. The Cabinet is recommended to:

- Approve and adopt the revised Procurement Strategy 2025-28

6. LIST OF APPENDICES/ANNEXES:

- Annex A – Rushmoor Borough Council Procurement Strategy 2025-2028 v2.0

7. BACKGROUND DOCUMENTS:

None

8. CONTACT DETAILS:

Report Authors –

Roger Sanders, Corporate Risk Manager – 01252 398809
roger.sanders@rushmoor.gov.uk

Head of Service –

Rachel Barker, Assistant Chief Executive – 07771 540950
rachel.barker@rushmoor.gov.uk



Procurement Strategy

2025–2028

Version 2.0 26/11/2024

Review Date 31/12/2028

Rushmoor Borough Council Procurement Strategy 2025 – 2028

1 Introduction

- 1.1 Procurement is the process of acquiring goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole life cycle, from identification of needs to the monitoring of performance, through to the end of a contract or the end of the useful life of an asset.
- 1.2 The importance of effective procurement has never been greater for local government. The demand for public services is increasing, while resources have reduced significantly in real terms. The pressure to find greater efficiencies and improve productivity is driving the Council to look for different ways to deliver better public services for its community. In addition, the reform of procurement legislation through the introduction of the Procurement Act 2023 means that the Council has been required to completely review and redefine its arrangements.
- 1.3 The impact of procurement is far greater than just the definition of a 'process'. The Council can play a pivotal role in promoting economic growth, sustainability, and community well-being for the local area.
- 1.4 In introducing the Procurement Act 2023, the Government replaces the concept of contracts that are the 'most economically advantageous' with 'most advantageous'. This subtle change draws attention to the fact that delivering the quality and wider community benefits required may not always be delivered by the tender of the lowest value.
- 1.5 This strategy sets out the Council's vision for procurement and priorities for the next 3 years to 2028. As a duty of the new Act, it also incorporates the National Procurement Strategy (as came into force on 28th October 2024).
- 1.6 The Council aims to deliver quality services that are responsive to the needs of the local community and deliver optimum value for money. It is also important that the strategy reflects both the Council's compliance obligations and its procurement aspirations.
- 1.7 Effective procurement forms a continuous cycle of action and improvement, from identification of needs through to the review of delivery and achievement of outcomes. It includes procurement and contract management activity. The stages are interdependent – with each stage building on the previous in order to improve outcomes.
- 1.8 Appendix 1 sets out the governance, structure and responsibilities for procurement across the Council. These must be viewed in conjunction with the Council's Contract Standing Orders, Scheme of Delegation and Financial Regulations found within the constitution.
- 1.9 The strategy in itself will not lead to effective procurement; it is the commitment of the Council's members, senior managers and staff undertaking procurement activity which is key to its success.

- 1.10 Rushmoor's vision and aims set out in this strategy detail the contribution that effective procurement arrangements can make to a range of socio-economic factors. These include a successful local economy, a thriving voluntary sector, community empowerment and value for money.

2 Rushmoor's Vision for Procurement

- 2.1 The Council's vision for procurement over the term of this strategy is to **demonstrate value for money through the effective procurement of goods, services and works on a whole life basis, whilst generating wider benefits for the local community and taking positive steps wherever possible to reduce the impact on the environment.**

3 Strategic Procurement Aims

- 3.1 Success of this strategy will depend on several factors:
- Political and senior management endorsement and support
 - Council-wide recognition of the importance of the role of procurement in delivering improvement and efficiency
 - Improved forward planning by service areas
 - Co-ordination of procurement across Council departments to achieve potential economies of scale
 - Adequate resourcing of projects for procurement activity
 - Adequate support and resource throughout the procurement cycle
 - Continuous effective management of risk
 - Management of performance shortfalls and adequate tools to tackle poor performance
 - Engaging with Rushmoor's businesses to ensure local Small and medium-sized enterprises (SMEs) and voluntary, community and social enterprises (VCSEs) can benefit from local procurement opportunities
 - Continuity of knowledge throughout the procurement phases and the delivery of regular and effective training
 - Designing and managing all procurement activity and associated procedures in order to enhance achievement of the Council's strategic aims

The Council's strategic procurement aims are as follows:

3.2 Achieving Value for Money

Value for money is paramount in fulfilling the Council's commitment to taxpayers and delivering public services efficiently. The Council will place value for money at the forefront of all procurement activities. This means optimising the use of public funds by balancing effectiveness, efficiency and economy over the life-cycle of a product, service or works to achieve the intended outcomes of the procurement. This includes wider socio-economic and environmental benefits and impacts.

Value for money does not always mean the lowest cost. There are many aspects to achieving value for money through procurement. Consideration should be given to selecting a procurement model that is proportionate to the value and risk of individual contracts.

It also requires a proportionate approach to the evaluation of cost and quality; where the costs can be broadly predetermined there will be a higher weighting towards quality and other strategic goals.

3.3 Delivering Social Value

Wider benefits to the local community are often referred to collectively as the delivery of 'social value'. The delivery of social value will be considered within all procurement activities where it is possible and reasonable to do so.

The foundations of social value in procurement are in the Social Value Act 2012. This places a requirement on the Council to:

“Consider, prior to undertaking the procurement/commissioning process, how any services procured might improve economic, social, and environmental well-being”.

It requires the Council to consider how the services procured might improve the economic, social and environmental well-being of the area.

The Local Government Act 2000 further reminds the Council that fundamentally, an objective of any local authority should be:

“The promotion or improvement of the economic, social and environmental well-being of their area.”

Alongside the Council's local priorities, all procurement activity must have regard to the following outcomes, where it is relevant to the subject matter of the contract and proportionate to do so:

- Creating resilient local businesses and opportunities for quality local employment and skills development.
- Encourage the delivery of works and services by groups in the local charity or voluntary sector
- Improving innovation, supply chain resilience and security of supply
- Taking positive steps to tackle climate change and reducing waste

Procurement activity will be structured to achieve these aims; including the specification of goods, services or works to be purchased or the award criteria which will determine the most advantageous tender.

Whilst it will be beneficial to consider such additional benefits, achieving them without overburdening suppliers is crucial. Officers will ensure that they do not place onerous requirements on suppliers or use disproportionate clauses in tenders and contracts.

As a priority area for the Council, the Social Value Policy is attached at Appendix 2 and sets out the Council's approach to ensure that all resources are used wisely and that they protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

The Council will look to manage its spend effectively to bring social, environmental and economic advantages to the community. The Council recognises the significant challenge in balancing and promoting open, fair and transparent procurement whilst ensuring that the local community benefits. Where possible, the Council commits to actively supporting local businesses, small businesses and Voluntary Community Social Enterprises to help them bid for work seeking to ensure the most appropriate route to market is taken.

3.4 Promoting Carbon Reduction and Sustainability

Sustainability is an important consideration when making procurement decisions and helps ensure that the Council considers the environmental impact of procurement decisions, including the reduction of waste.

Officers will have regard to the Climate Change Statement, strategic framework and action plan developed to ensure the Council can achieve its objective of becoming carbon neutral by 2030. This will only be achievable if Carbon impacts are considered as part of all procurement exercises.

Sustainable procurement is a culture and should be considered in the development of specifications as well as in the evaluation of procurement exercises.

The first step in sustainable procurement is reducing the need to procure. It is also important to pay attention to the whole life cost/lifecycle and longevity of a product, reducing the use of 'single use' products where possible is a simple way to incorporate sustainable procurement.

Consideration of the supply chain is important but not just of the supplier itself – where possible there needs to be consideration of how a supplier sources raw materials and/or product, as well as subcontractors.

The following examples highlight how the Council can promote carbon reduction / sustainability measures:

- Whole-life costs should be considered, e.g. is a higher capital cost offset by reduced operational costs due to a more energy efficient product.
- Products which are harmful to the environment will not be purchased where a less damaging alternative is available. e.g., the use of independently certified wood from sustainable forests e.g., FSC.
- A reduction in quantity and/or quality (where direct environmental benefit is evident) should be considered in any specification.
- Consideration of draw down contracts, where supplies are delivered under the contract as the need arises, rather than requiring upfront numbers of products which lay unused and will ultimately be disposed of. e.g. quantities of promotional leaflets.
- The Council will specify products which are made from recycled products, at end of life can be recycled, can be re-used, or will biodegrade, wherever possible.

- Products which operate in an energy efficient manner should be specified and those which cause minimal damage to the environment in their production, distribution, use and disposal should be considered more highly when awarding marks in the allocated quality question.
- Suppliers are key to the delivery of sustainable procurement. They will be encouraged to continually improve their sustainability profile. Understanding how suppliers manage their waste is a simple first step in determining the sustainability principles of a supplier. For example, if they are not separating waste for recycling they are unlikely to consider sustainability at the heart of their business;
- The Council is working towards the reduction of the carbon footprint of its premises and will continue to pursue this by actively reducing its energy consumption in relation to its associated contracts within this area. Proactive steps should be scored as well as suppliers demonstrating they procure fuel from sustainable sources e.g. the use of green energy supplier or biofuels.
- The use of environmentally positive selection criteria based on sustainability principles should be applied where appropriate.

3.5 Improving Commercial Focus, Enhanced Transparency and Accountability

Nationally there is a drive to improve public sector commissioning and procurement to help transform the way public services and value for money are delivered.

In common with many other local authorities, the Council faces significant financial pressures over the medium-term. Savings need to be made by using spending power innovatively and strategically. Understanding current spend habits and supply base, contract reviews, competition and procurement best practice will assist in delivery of savings.

This means improving the skills of our leaders, both members and officers, so their teams can design service provision, influence external parties, and shape and manage markets to get the best outcomes.

This can be done by creating commercial opportunities, effectively managing contracts and supplier relationships and incorporating effective risk management.

Spending public money requires high levels of accountability and transparency. Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the Government through statute and case law, and locally through the Council's constitution.

The Council will continually improve upon its transparency in procurement processes, providing stakeholders with visibility required by the Procurement Act 2023, associated regulations and The Local Government Transparency Code 2015.

The Council has an obligation under the Modern Slavery Act 2015 to take a robust approach to slavery and human trafficking and is committed to ensure that the Council's contractors and suppliers comply fully with the Modern Slavery Act 2015, wherever it applies.

The Council has adopted the transparency statement (Appendix 3) as part of the commitment to disrupting Modern Slavery.

The Equality Act (2010) (the Act) sets out anti-discrimination law in the UK. It identifies 'protected characteristics': age, disability, gender reassignment, race, religion or belief, sex, sexual orientation, pregnancy and maternity and marriage and civil partnerships. The Act sets out the public sector equality duty (PSED) which applies to most public authorities in England, such as local authorities, police, schools, universities and central government departments. It also applies to organisations carrying out a public function. It therefore includes private companies or voluntary sector organisations that have been contracted to carry out public functions on behalf of a public authority.

The Council will take appropriate steps to ensure that it's suppliers engage in ethical employment practices, such as applying the real living wage and having effective welfare, health policies, anti-bullying and harassment policies, to name but a few examples.

The Council is committed to ensuring that procurement and equality are appropriately integrated to ensure compliance with its statutory obligations and to promote its vision of valuing diversity throughout its partnership and contractual working.

In practice the Council will take this into account in its tender evaluation and contracting processes, a potential contractor's approach to equality in terms of its employment practices and service delivery. It will do this by asking potential contractors relevant questions and including appropriate provisions in its contract documents relating to these matters. This enables the Council to meet its continuing legal obligation to comply with the duty.

3.6 Small and Medium-sized Enterprises

Small and medium-sized enterprises (SMEs) are the backbone of the economy. It is vital the Council supports businesses to achieve sustainable growth and opens up public procurement opportunities to more SMEs, voluntary, community and social enterprises (VCSEs) creating a thriving, competitive marketplace. SMEs not only play a key role in communities by providing a local service and employment but can also offer innovative solutions to public service delivery.

The Council will take steps where appropriate to ensure that we level the playing field for SMEs, VCSEs and start-ups to compete in public procurement by reducing and removing barriers in its procurement processes. Wider engagement with local businesses, the voluntary sector and educational establishments will form a key part of the Procurement Service's annual work plans, working with the Economy and Growth Team to ensure local businesses have the opportunity to benefit from local procurement opportunities.

Appendix 1: Roles and Responsibilities

Members are responsible for:

- Cabinet are responsible for this Procurement Strategy and reviewing progress on the strategic aims.
- Corporate Governance, Audit and Standards Committee (CGAS) are responsible for ensuring compliance with the Contract Standing Orders.
- Procurement activity may require direct Member involvement during key decisions in the procurement process, for example as part of a major procurement project where:
 - A new service or a substantially varied service is being considered.
 - There is high public interest.
 - There is significant reputational or financial risk.
 - There is a significant risk of failing to meet legislative requirements.

Corporate Management Team (CMT) are responsible for:

- Management of the strategy and to review progress against the implementation of the actions.
- Strategic leadership and governance of procurement.
- Ensuring the Procurement Strategy aligns with corporate objectives.
- Overseeing the arrangements for procurement and to ensure they are operating effectively.
- Ensuring value for money and risk management are considered as part of any procurement activity.
- Ensuring equality and sustainability are considered at each stage of the procurement process.

Services Managers and Relevant Staff are responsible for:

- Each relevant service manager is responsible for ensuring that the staff in their areas have the right level of skills to deliver effective procurement and will also monitor all procurement activity in their services.
- Staff involved directly with the purchase of goods, services and works must ensure they comply with this strategy, and the Contract Standing Orders, with reference to guidance made available by the Procurement Team; and conduct relationships with suppliers and the Council in an ethical and appropriate manner to ensure they promote their employer in a positive way.

The Service Manager for Procurement is responsible for:

Maintaining procurement guidance in line with best practice, and to monitor procurement activity across the Council, including:

- Coordinating this procurement strategy on behalf of the Council and leading on the implementation of the procurement aims.
- Providing guidance to contract owners in the control and management of contracts.
- Development and maintenance of procurement documentation, procedures, guidance and web pages to publicise procurement plans, information and advice to potential suppliers and staff; to comply with transparency requirements and promote the vision and strategy.

- Providing assistance to contract owners in the planning and co-ordination of improvement of current contracts, business continuity, exit strategies and post contract appraisals and reviews.
- Ensuring the procurement process eliminates the potential for fraud and favouritism towards any supplier.
- Supplier analysis to identify supplier base, spend per supplier, spend per category.
- Coordinate and monitor the Council Contracts Register to allow improved advanced planning for procurement and contract management activity.
- Organising training for staff, to include specific procurement training, induction and Contract Standing Orders.

Appendix 2: Rushmoor Borough Council Social Value Policy

Introduction

This policy outlines the approach that will be taken in order to ensure that all resources are used wisely, that the Council protects and enhances the environment whilst ensuring the efficient use of resources and delivery of value for money.

What is Social Value?

The Public Services (Social Value) Act 2012 requires the Council to consider how the services it procures might improve the economic, social and environmental well-being of the area. It is defined as improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly, additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.

Definitions of Economic, Social and Environmental Outcomes

Economic outcomes: providing contributions to the local economy and economic growth that supports social outcomes. Retaining, re-circulating and leveraging funds in local areas – a wider contribution to skills, tackling unemployment and maintaining employment.

Social outcomes: contributing to a vibrant and healthy community. Community based actions. Equality, diversity, cohesion and inclusion – local relationships, partnerships and people.

Environmental outcomes: relate to protecting, promoting and enhancing the environment. Supporting local activities to improve the environment.

These outcomes are defined as:

- Helping the VCSE sector in Rushmoor to become more sustainable
- Delivering more targeted employment and skills opportunities for Rushmoor residents
- Engaging with SMEs in Rushmoor and the local area about supply chain opportunities and public sector procurement processes;
- Ensuring that all goods, works and services the Council procures are sourced ethically
- Supporting Rushmoor Borough Council's commitment to become carbon neutral by 2030

Aims of the Policy

The Council aims to ensure that expenditure benefits local communities wherever possible. The Council will:

- **Encourage a diverse base of suppliers:** Promoting supplier diversity; including the participation of local SME's and 3rd sector organisations, and local suppliers in general.
- **Meeting targeted and recruitment and training needs:** Offering a range of apprenticeships, training and skills development opportunities as well as employment opportunities for local people.

- **Community Benefits:** Maximising opportunities for local organisations to participate in our supply chains and encouraging suppliers to make a social contribution to the local area.
- **Promoting greater environmental sustainability:** Minimising waste and pollution, supporting carbon reduction initiatives, furthering energy efficiency and other sustainability programmes.
- **Promoting fair employment practices:** Ensuring workforce equality and diversity in supply chains
- **Improving council economic sustainability:** Engaging businesses in delivery of additional social value will have a range of direct and indirect economic benefits to the Council. This includes improving viability of SMEs in the borough, providing additional support to third party providers to ensure better community benefits, and resulting in the eventual reduction in costs to the Council of providing services

Appendix 3: Modern Slavery Transparency Statement

Introduction

This statement sets out Rushmoor Borough Council's (the Council's) commitment to understanding all potential modern slavery risks related to its business and measures taken to ensure that there is no slavery or human trafficking in its own business, or in its supply chains.

The Council recognises its responsibility to notify the Secretary of State of suspected victims of human trafficking as introduced by Section 52 of the Modern Slavery Act 2015, as well as its general responsibility under safeguarding to take a strong approach to any allegations of modern slavery and human trafficking.

The Council is committed to preventing slavery and human trafficking in its corporate activities and to ensuring that its supply chains are free from slavery and human trafficking. The Statement sets out practices already in place at the Council and committed actions moving forward.

What is modern slavery?

Modern slavery encompasses human trafficking, slavery, servitude and forced labour and can include:

- sexual exploitation;
- labour exploitation;
- forced criminality;
- organ harvesting;
- domestic servitude;
- debt bondage.

Anyone can become a victim of modern slavery, with particularly vulnerable groups including:

- unaccompanied, internally displaced children;
- children accompanied by an adult who is not their relative or legal guardian;
- young girls and women;
- former victims of modern slavery or trafficking;
- homeless individuals.

Partnerships

The Council works in partnership with a wide number of agencies in order to combat modern slavery, including:

- Safer North Hampshire Community Safety Partnership
- Hampshire Constabulary
- Hampshire and Isle of Wight Modern Slavery Partnership

The Hampshire and Isle of Wight Modern Slavery Partnership's main objectives include:

- To raise awareness of modern slavery
- To combat modern slavery by working in partnership
- To identify and support victims of modern slavery
- To pursue perpetrators of modern slavery

The Hampshire and Isle of Wight Modern Slavery Partnership provides guidance, training and best practice to partners across the County, ensuring all organisations are equipped to tackle this issue.

At a local level, Safer North Hampshire work with Hampshire Constabulary to identify and manage any victims or perpetrators of modern slavery. Safer North Hampshire operate under the Crime and Disorder Act 1998 and the duty to prevent crime and disorder, which includes modern slavery and trafficking. A monthly meeting, the Vulnerabilities Operational Group tracks individuals of note as well as resulting actions.

Policies

The Council reviews its policies and procedures on an ongoing basis to ensure they remain compliant and fit for purpose. The following policies and procedures are considered to be key in meeting the requirements of the Modern Slavery Act.

- **Safeguarding**
Rushmoor Borough Council is committed to safeguarding the welfare of children and vulnerable adults. The Council has a comprehensive Safeguarding Policy which all staff and councillors are expected to read and adhere to. The Council carries out Safeguarding training for all frontline staff biennially, has Safeguarding champions across departments and participates in multi-agency partnerships to protect and safeguard people.
- **Recruitment**
Rushmoor Borough Council vets all new employees ensuring they are able to confirm identity, qualifications and are eligible to work in the United Kingdom as well as following up references. The Council safeguards agency workers by ensuring agencies used are reputable and have appropriate policies in place to safeguard workers.
- **Pay**
The Council operates a job evaluation scheme to ensure employees are paid fairly and equitably, taking into account The Equality Act 2010 and the National Joint Council for Local Government Services. The council's pay and reward policy is based on fairness, affordability, consistency, flexibility, market rates and to encourage and reward achievement.
- **Employee Code of Conduct**
The council's Employee Code of Conduct makes clear to employees the actions and behaviours expected of them when representing the council.

The Employee Code of Conduct promotes a high standard of conduct based around honesty, accountability and respect to maintain public confidence in services provided, with any breaches thoroughly investigated.

- **Whistleblowing**

The Whistleblowing policy forms part of the council's corporate governance arrangements to ensure that employees are confident in the reporting and investigation of malpractice including fraud, corruption, and unethical conduct.

- **Members Code of Conduct**

The Members Code of Conduct details Members responsibilities with regard to dealing with residents and all members of the community in a fair manner, putting the public interest first.

Supply Chains

It is a priority for the Council to ensure ethical trading, responsible sourcing and prevention of modern slavery and human trafficking throughout its supply chains.

The Council is committed to:

- full transparency of its supply chain;
- ensuring people who provide products and services used by the council are treated fairly, and their fundamental human rights protected and respected;
- ensuring new suppliers understand the council's requirements before commencing any work, and that existing suppliers comply with these requirements.

The Council procures goods and services from various suppliers which is governed by the Procurement Strategy and related Terms and Conditions.

The Council will carry out due diligence to ensure suppliers are aware of its expectation during any bid or tendering process, and again prior to new contracts being signed. The Council may request evidence of adequate Modern Slavery policies and procedures from any potential new suppliers, as well as existing ones. Prior to being engaged, all new suppliers will provide written confirmation of compliance with the Modern Slavery Act.

Suppliers may be requested to agree to the Council's Standard Safeguarding Contract Clauses.

If a current supplier is found to meet all statutory requirements but has policies that are lacking or could be improved we may look to work in collaboration with them to improve these, or alternatively suggest an appropriate agency who can assist.

Should the council have serious concerns around a suppliers policies and the safety of those working for them, this should be immediately referred to the councils Senior Management as well as the Contract Manager, and a suitable escalation process followed.

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CABINET

COUNCILLOR KEITH DIBBLE
DEVELOPMENT & ECONOMIC GROWTH PORTFOLIO
HOLDER

26 NOVEMBER 2024

KEY DECISION? NO

REPORT NO. PG2431

REVIEW OF CHARGES FOR PRE-APPLICATION ADVICE

SUMMARY AND RECOMMENDATIONS:

Since the last review of pre-application fees in 2021, the complexity of the planning process has increased, increasing the time demands for officers but also requiring the assistance of other specialisms within the Council. This report sets out the findings and recommendations of the review of such charges.

Recommendation(s) requiring decision.

- (a) Continue the practice of charging for pre-application discussions.
- (b) With effect from 1st December 2024, set charges as set out Section 7 of this report;
- (c) Confirm that the minimum householder/minor development charge will continue to apply to requests for pre-application advice, irrespective of the proposal type, made by community/charity groups which demonstrate that they meet all the following criteria:
 - A registered charity
 - With headquarters in Rushmoor Borough
 - Involved in activity which serves the people of Rushmoor
 - Not part of a national charity with multiple UK or international offices

Pre-application charges

1. INTRODUCTION

- 1.1. Charges to potential planning applicants and developers for discussion and advice before the submission of planning applications were introduced in Rushmoor with effect from 1st February 2017. After one year the practice was reviewed and charges amended to include an approximate increase of 20%, reflecting the parallel government decision to increase planning fees by the same percentage. On the 1st April 2021 fees were then reviewed and increased.
- 1.2. The charges were introduced in pursuance of the corporate objective to establish a sound financial position, make sustainable budgetary savings,

investigate new sources of income and implement channel shift, whilst maintaining a high level of service.

- 1.3. Pre-application charging cannot be used to make a profit and must only cover its own costs¹. In appropriate circumstances, authorities are permitted to charge as a means of meeting, and effectively regulating demand for pre-application advice. The key role of Local Planning Authorities in encouraging other parties to take maximum advantage of the pre-application stage is cited in the National Planning Policy Framework and forms an essential part of our planning process at Rushmoor.
- 1.4. For clarity, the introduction of charging was not accompanied by a moratorium on providing informal advice to telephone callers. However, it should be noted that given the complexity of the Planning System, only relatively basic advice is given in this way. It is therefore commonplace for initial contact to be in the form of a telephone call, and for the resulting discussion to lead to a decision by the potential applicant as to whether to make a pre-application submission requiring payment of a fee.

2. BACKGROUND

2.1. The Cabinet decision to increase the pre-application charges (19th January 2021) resulted in the following being introduced:

- £70 for small householder developments, domestic outbuildings and advertisements;
- £120 for two storey/complex and large householder extensions;
- £240 for changes of use (land and floor space);
- £405 for single house schemes and simple minor developments;
- £860 for small major schemes and medium sized housing developments; and £1340 plus £195 per additional meeting for major developments.

2.2. These charges are also Index Linked, increasing each April².

2.3. In 2017/2018 it was estimated at the time of the initial introduction that pre-application charges could generate up to £30,000 - £40,000 gross per annum.

2.4. The below table demonstrates the actual income from pre-application in the proceeding years;

Financial Year	2017-2018	2018-2019	2019-2020	2020-2021	2021-2022	2022-2023	2023-2024
Actual	£31,136	£32,363	£23,584	£29,907	£39,740	£33,636	£36,429
Budget	£25,000 ³	£36,000	£29,000	£30,000	£36,000	£36,000	£36,000
variance	+6,136	-3,637	-5,416	-93	+3,740	-2,364	+429

¹ [Local Government Act 2003 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

² By the Consumer Price Index

- 2.5. The introduction of the charges on 1st February 2017 fell part-way through the final quarter of the financial year. The original budget estimate for receipts from pre-application planning charges for the 2017-18 financial year 2017-18 was set at £30,000. In the event, pre-application discussions with developers initially declined, resulting in a revised estimate of £25,000 for that and future years. However, income picked up later in the year and the outturn for 2017-18 was £31,136.
- 2.6. The annual performance reports to the Development Management Committee show the outturn figures for 2018-19 were £32,363 against a budget estimate of £36,000 and for 2019-20, when the estimate was again revised to reflect the period of political and economic uncertainty, income was £23,584 against a budget estimate of £29,000.
- 2.7. In the 2020-2021 financial year, exceptional circumstances are again expected to be a significant factor. The initial pre-application budget estimate was £36,000, and this was revised down to £30,000 and the income was £29,907.
- 2.8. The budget of £36,000 was reinstated in 2021-2022 and has remained since. Whilst there was a negative fluctuation in pre-application income in 2022-2023, this was not significant. Pre-application fees in Q1 of 2024 performed to budget.

Customer service and Service delivery

- 2.9. Pre-application services are discretionary, but have significant value in the planning process. Pre-application engagement by prospective applicants offers significant potential to improve both the efficiency and effectiveness of the planning application system and improve the quality of planning applications and their likelihood of success. The pre-application service can achieve this as a result of;
 - a. providing an understanding of the relevant planning policies and other material considerations associated with a proposed development
 - b. working collaboratively and openly with interested parties at an early stage to identify, understand and seek to resolve issues associated with a proposed development, including, where relevant, the need to deliver improvements in infrastructure and affordable housing
 - c. discussing the possible mitigation of the impact of a proposed development, including any planning conditions
 - d. identifying the information required to accompany a formal planning application, thus reducing the likelihood of delays at the validation stage.
 - e. putting in place a Planning Performance Agreement where this would help with managing the process and agreeing any dedicated resources for progressing the application.
- 2.10. Whilst not quantifiable, feedback from the Council's pre-application service has on the whole been welcomed by applicants. The process has been effective in adding value and efficiency to the planning process, and benefits both applicants

and the authority without discouraging engagement. This is particularly given its pivotal role in the allocation of SPA mitigation in accordance with the Council's Thames Basin Heaths Special Protection Area (AMS⁴), and the resolution of the complexities associated with Biodiversity Net Gain (BNG).

3. DETAILS OF THE PROPOSAL

- 3.1. The review investigated two main attributes 1) the actual time taken by officers when determining pre-application discussions, along with understanding what other council specialism were consulted, and 2) bench marking against the surrounding authorities⁵.

Actual time taken by officers.

- 3.2. The legal basis on which charging is permitted remains one of cost recovery. Any analysis of, and decision to amend pre-application charges should therefore be based on the actual costs incurred.
- 3.3. In order to examine the cost recovery implications of the service provided, information was collected by officers with regards to;
- application type
 - what other officers were involved in the pre-application service, and
 - how many hours they took from receipt of pre-application to the issue of the report.
- 3.4. Focus groups were then set up to discuss these timescales. Those other officers identified to be involved were asked the same. This information has been brought together in the table below.
- 3.5. The cost of the delivery of pre-application services also relies on general overheads, and these should also be considered. The figures from the Finance team include overhead cost of office accommodation, IT costs, general support from other services, insurance, and an estimated 24/25 pay award⁶. It should be noted that these costs exist regardless of whether the authority provides a pre-application service or not.
- 3.6. Previous reviews of pre-app fees only considered Planning Officer time. However, it is apparent that officers are consulting a range of experts within the council, including our Ecologists, Tree Officer, Policy Officers, and Environmental Health Officers – and this has resource implications. This is in part due to the increasing complexity of the planning process, such as the introduction of BNG, but also the development of greater cross-departmental

⁴ [Rushmoor Avoidance and Mitigation Strategy 2024](#)

⁵ Previous reviews have only benchmarked against Hampshire Authorities, however as the borough borders Hart, Guildford and Waverly, and agents do not work within County Boundaries but general areas, it was considered appropriate to undertake the review in this way.

⁶ When agreed and implemented, this is paid retrospectively dating back to the start of that financial year, and so is counted as a cost of service delivery from the start of the new fees.

collaboration. Pre-application discussions with other statutory consultees is considered to be vital, ensuring that any concerns within these specialized areas are brought up now and resolved prior to the determination of any such planning application – the fundamental purpose of such service. Ultimately, the benefit of this is that applicants are offered a pre-application response that is more thorough, offering a greater level of certainty in decision outcome, and a quicker decision.

3.7. The below table sets out the general amount of time taken on each pre-application type by officer type. As the lead officer, the Planner spends the greatest time on the pre-application – undertaking a site visit, reviewing and digesting information, writing reports and preparing for and conducting meetings. Time is also required by supporting staff, including administration and line and management. It is also clear that the more complex the site, the more time demands are placed on a variety of officers.

Application type	Time taken by officer type per hour/minutes								
	Planner	Admin	Line Manager	Service Manager/ Head of Service	trees	policy	Ecology	Env. health	Housing
Householder basic	0.5	10	0						
Householder simple	1.30hr	15m	10m		15m		15m		
Householder complex	2-4 hrs	15m	10m		15m		30m	10m	
Minor residential (1-2)	5-24hrs	15m	15m		30m	30mins	2hr	20m	
Small Major residential (3-9)	1-2 weeks (30 – 60 hrs)	20m	1hr	15min	30m	30m	2hr	30m	30min
Medium Major residential (10-24)	1-3 weeks (30 - – 90)hrs	30m	30min	30hrs	1hr	30min	3hr	60m	1hr
Larger medium majors (25-49)	2-4 weeks (60 – 120 hrs)	30	1hr	1hr	1hr	1hr	3hr	60m	1hr
Large Major Residential (50+)	40hrs +	1hr+	3hrs+	3hr+	1hr+	3hr+	3hr+	2hrs+	1hr+
Minor commercial	4 – 30hrs	20m	30m	30mins	30m	30min	2hr	1hr	
Small Major commercial	24hrs-45hrs	30m	1hr	1hrs	30m	2hr	3hr	2hr	
Major commercial	37hrs+	60m+	120m+	3hrs+	60m+	3hr+	3hr+	1hr+	

3.8 It should be noted that external consultees including Hampshire highways, Natural England, Environment Agency etc. have their own Pre-application services that the applicant is required to apply for separately and is not costed in the pre-application fees.

4 COST CONSIDERATIONS

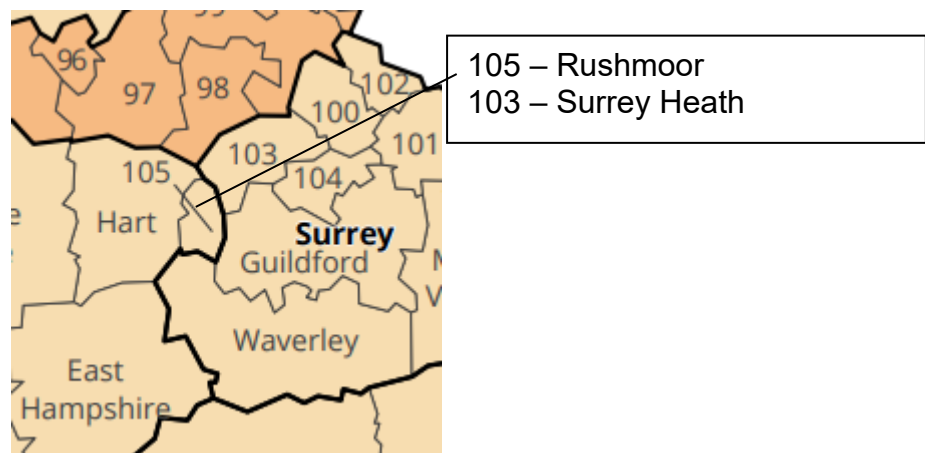
4.1 It should be noted that income receipts from pre-app are subject to VAT at 20% meaning the actual receipt from a householder charge of £40.00 is £33.00, a minor development charge of £270.00 is £225.00 and a Major development charge of £720.00 is £600.00.

4.2 The cost for pre-application services also needs to consider the costs of a planning application. If the cost is too high, it is tempting for applicants to 'just submit' the application, potentially resulting in additional demands on officers and resources to resolve concerns at this stage, and even at appeal.

4.3 Pre-app fees have increased in line with RPI. However, as the pre-app fees have been developed using cost based on officer time, it is proposed that they are reviewed on a yearly basis in line with increases in the Council's costs.

Fee benchmarking

4.4 Fee benchmarking across neighbouring authorities provides a reflective comparison both in terms of cost and services provided. Whilst previous pre-app fee reviews focused on Hampshire Authorities, many of the agents using such service also use those of the surrounding authorities – which are Guildford, Waverley, Hart and Surrey Heath. It is considered that this is a better benchmark than Hampshire, to which the authority is at the tip of.



4.5 Many LPAs now offer a 'tiered' service with varying levels of service from a 'basic' (e.g. no meetings) to a 'Gold' (e.g. with meetings and site visit). Rushmoor currently only offers one type of standard, which would be equivalent to 'Gold'. Some consideration was had to whether the team should offer a 'Silver' or 'Bronze' level too.

- 4.6 The customer benefit of such range of service provision is that they can pay a lower fee but accepting a lesser service. The benefit for the Council is that less staff time is required to deliver on such service. However, there are a number of reasons why this is not considered to result in a beneficial outcome in terms of service delivery or cost saving for Rushmoor.
- 4.7 The provision of a range of pre-application 'levels of service' versus a single 'gold' standard would not have a material impact upon the staff cost. The level of demand would not alter to the extent that any additional staff or reduction would be required to ensure service delivery. The additional concern is that whilst delivering a less detailed pre-application service (e.g. no site visit or internal consultees) would be cheaper in terms of resource cost, this is likely to result in additional resource cost at planning application stage. This is because a more detailed pre-application (e.g Gold Standard) is more likely to spot issues (via site visit and consultees) which can be addressed at the pre-application stage. With a cheaper but 'lesser' service, these issues may not be captured and instead come to light during the planning application, and result in additional officer resource trying to address them.
- 4.8 The pre-application fees are to be reviewed on an annual basis.
- 4.9 Therefore, there are no proposed changes to the level of service that Officers provide in the delivery of the pre-application service. Rushmoor prides itself on offering a 'gold standard' preapplication service as standard.
- 4.10 For clarity, the fee for pre-application discussions at Rushmoor includes;
- Planning Officer (of the appropriate experience) consideration of the submission, a history search, a site visit, and review of a set of revised documents.
 - Internal consultation (Ecology, Environmental Health as required)⁷
 - a meeting with relevant officers⁸,
 - and a written response.
- 4.11 For clarity, if a significant revision of the case is required, or more than one revision has been provided, then a new pre-application fee may be required. This is at the discretion of the officer dealing with the pre-application submission.
- 4.12 Details of the fees of adjoining authorities are provided in appendix A.

Use of Planning Performance Agreements (PPAs)

- 4.13 A planning performance agreement is a project management tool which the local planning authorities and applicants can use to agree fees, timescales, actions and resources (including fees) for handling particular applications. A

⁷ Hampshire County Council's Highways team have their own consultation process

⁸ Whether an officer allows additional meetings is to their discretion.

planning performance agreement is agreed voluntarily between the applicant and the local planning authority prior to the application being submitted, and can be a useful focus of pre-application discussions about the issues that will need to be addressed.

- 4.14 The use of PPAs for some types of pre-application types enables officers to tailor timescales and cost based on expected resource demands. This is particularly useful where the application type can result in a wide range of resource demands, or where a set fee cannot be easily established.
- 4.15 The resource cost of such PPAs will be based on expected officer time (as per the above) along with any relevant consultant fees should they be required.

5 Proposed fees

Householder Pre-App

5.1 The current fee for householder applications is significantly below that of the actual cost of offering the service, and significantly below the cost of the planning application to be submitted. Indeed, National Government are currently consulting on the proposal to increase householder planning applications fees, recognising that they do not cover the authorities' costs⁹. However, a consideration of any unintended consequences of any fee increase needs to be considered. Officers report that many householders will not seek advice if the fee is too high, resulting in potentially increased number of householder related planning enforcement cases. As there is no fee recovery for enforcement investigations, this is a consideration. Officers often advise householders to apply for pre-application advice to help shape proposals/ advise on whether express permission is required. Also, if the fee is close to that of the planning application fee, then there is a concern that we will receive subpar planning applications that officers will need to spend time to resolve, rather than addressing them earlier at the pre-application stage. This is particularly noting the 'complex' cases, where the actual cost is closer to that of a planning application. A balance is to be struck, and results in the suggested fees. This results in RBC providing a service that is within the range of fees supported by the surrounding authorities and recovers the staff cost. This can be revisited should the planning application fee increase as part of the standard annual review.

Development Category		Current	RBC staff	Surrounding authority cost range	Planning fee ¹⁰	Proposed fee
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⁹ [Proposed reforms to the National Planning Policy Framework and other changes to the planning system - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/proposed-reforms-to-the-national-planning-policy-framework-and-other-changes-to-the-planning-system)

¹⁰ A consultation is live to increase this to £528

			plus 'oncost'			
Householder	Basic enquiries with formal response ¹¹	£0	£55	£0 - £150	£258	£55
	Small ¹²	£80	£165	£150-251	£258	£165
	Complex ¹³	£135	£191 – 313	£150-310	£258	£200

Residential pre-app

- 5.2 The demands placed on officers assessing residential pre-application submissions is akin to that of a Planning Application. All new net residential development in the borough requires SPA (Thames Basin Heaths Special Protection Area) mitigation, and in accordance with the AMS (Avoidance and Mitigation Strategy¹⁴) only policy complaint schemes can secure this. In addition, it is only at pre-application stage that such allocation can be secured. This includes for C4 and Sui-generis Houses in Multiple Occupation, and care home development.
- 5.3 This level of resource input was reflected in the officer responses. Officers are spending a similar time reviewing pre-application submissions as they would with a planning application. The fundamental difference in terms of time resource is that with the pre-application, there is no public consultation or consultation with those consultees outside the borough (e.g. Environment Agency, Natural England) – which indeed can take significant officer resource. Due to the need to be clear on development plan compliance, and the time it takes to allocate SPA mitigation, all pre-application schemes take a considerable amount of officer time.
- 5.4 Generally, officers spent less time on single dwelling schemes than larger schemes, as the sites tended to be less complex, with the larger sites usually resulting in additional complexities. For instance, the need for affordable housing viability testing. However, there was an observed considerable overlap of officer time taken between the smaller and larger housing schemes, and the reason for this is that often many of the same issues can arise with residential schemes regardless of their size. For instance, BNG (Biodiversity Net Gain), Highways Concerns, and design and layout. For clarity, such fees include proposals for new build and changes of use.
- 5.5 The greatest range of officer time was observed with the larger major schemes, with some smaller schemes taking longer than larger schemes to complete. Whilst schemes with more than 50 residential units are relatively uncommon, and given their general complexity it is considered that these should be addressed via a bespoke PPA.

¹¹ Simple enquiries, requiring little offer time e.g. Constraints, PD rights, simple outbuildings and fences. No internal consultee or line manager support.

¹² Single storey extensions, roof extensions, garden buildings,.

¹³ Householder two storey and large scale extensions and/ or multiple extensions.

¹⁴ [Rushmoor Avoidance and Mitigation Strategy 2024](#)

5.6 This results in RBC providing a service that is within the range of fees supported by the surrounding authorities, recovers the staff cost, and some of the overhead costs used in providing such service.

Development Category		Current	RBC staff plus 'oncost'	Surrounding authority cost range	Planning fee	Proposed fee
Minor residential	1 -2 dwelling	£450	£540-£893	£155 – £1035	£578 per dwelling	£600
Minor residential	3-9	£450	£1,134 - £1982	£289 - £1500	£1,734 for 3 dwellings+ £578 each additional dwelling	£1,200
Major Residential	10-24	£960	£2,617 - £8,185	£1445 - £3612	£6,310 (10 units)+£578 per dwelling	£2,700
Larger major residential	25-49	£1500	£3,440 - £8,975	£4,073 – £5000 (+ Bespoke)	£16,224 + £624 per dwelling (over 26)	£4,000
Larger major residential	50+	£1500	£8,676 - £23,104	£5000 - £10,000	£30,860 (+ 186 for each additional dwelling, max fee £405,000)	Bespoke PPA
HMO	C3-C4 & Sui-generis	£450	£468 - £1,500	Not specified	£578	£550

Commercial pre-app

5.7 Commercial Pre-apps include these applications where additional floor space is proposed or a new building, for example offices, and warehouses. The current pre-application charging schedule splits major commercial fees into two with a split at 2000sqm between the lower and higher fee. The surveys found that officer time was not clearly split at this point, and this was reflected in the fees of surrounding authorities, resulting in similar fee categories. A split is proposed to stagger the fee to provide more cost points based on scheme size. The biggest jump in officer resource is with the larger pre-applications (5001sqm +), which the authority rarely receives. Given the likely complexity of issues, and the bespoke nature of such, it is considered a bespoke fee via a PPA is arranged.

5.8 This results in RBC providing a service that is within the range of fees supported by the surrounding authorities and recovers the staff cost, and some of the overhead cost of providing such service.

Development Category		Current	RBC staff plus 'on costs'	Surrounding authority cost range	Planning portal fee ¹⁵	Proposed fee
Minor commercial (new build or extensions)	1 – 999sqm	£450	£688-£2101	£98 - £1000	£393 - £8162	£1000
Major commercial (new build or extensions)	1000sqm-5000sqm	£960 if below 2000sqm	£2,415-£4,957	£2201.5 - £3000	£8806 - £16,848	£2500.
Large Major Commercial (new build or extensions)	5001 SQM+	£1500	£4,377-£6,770	£5,000 +£8000	£33,842 +	Bespoke PPA

Other Development

- 5.9 There are a number of other development types that do not neatly fall within a clear category, these include Changes of Use, Telecommunications, works to Listed Buildings, Protected Trees (TPOs and CATs), and Advertisement Consents, and these are grouped under 'Other Development'.
- 5.10 Rushmoor current pre-application fees have a set fee for changes of use (floor space and land, but excluding residential), currently £270. Pre-application or planning applications for the change of use of land are infrequent at Rushmoor, increasing the fee to £650 for up to 1HA would recoup the cost of providing such service, and whilst higher than the application fee, provides an opportunity for the applicant to resolve concerns prior to submission. The costs associated with such applications over 1HA are significantly over the planning application fee, and given the rarity of such applications it is considered reasonable to require a bespoke PPA.
- 5.11 With regards to the change of use of buildings/ structures, the £270 fee does not cover such costs. Rushmoor receives a number of these such applications, and these relate mainly to businesses moving into new premises, which is encouraged corporately.
- 5.12 The majority of the surrounding councils do not offer a separate 'floor space change of use' fee at the 'Gold Standard' level, and instead use the 'commercial' pre-app fee. To encourage communication with the planning team in these instances for small schemes, the pre-app fee is to be kept relatively low. However, schemes of over 1000sqm can be significantly more resource intensive, and a PPA is required to ensure a balance between cost recuperation and encouraging discussion.
- 5.13 The Council infrequently receives pre-application submissions for works to Listed Buildings and in the majority those cases do not require external advice. In terms of resource spent, most Listed Building pre-apps (like applications) are accompanied with a request for Planning Advice, and in these cases if the issues are 'simple' then there is no additional pre-app charge, if no development then a fee of £165 should apply. Most of such schemes comprises small internal changes with a time scale of a simple householder scheme. However, as the

¹⁵ Fee for non-change of use is based on SQM of new floor space. COU has a fixed fee.

Council does not have its own Conservation Officer, external advice would need to be sought for the more complex cases, resulting in an additional cost. In these cases, a bespoke PPA would be required.

- 5.14 This results in RBC providing a service that is within the range of fees supported by the surrounding authorities and recovers the staff cost, and some of the overhead cost of providing such service.
- 5.15 The LPA has its own Tree offer who determines CATs (Conservation Area Consents) and TPO consent applications (Tree Protection Order) and pre-applications. These are currently free but come at a cost to the LPA through the use of resource. A careful balance is required to ensure that applicants are not discouraged to apply for pre-application advice, resulting in a drain in office resource resolving issues at consent stage. Officers note that it is often difficult to encourage people to apply for TPO/CAT consent and the addition of a fee would make this harder. On balance, it is considered appropriate to continue no fee for these. The same is applied for Telecommunication proposals.

Development Category		Current	RBC staff plus 'on cost'	Surrounding authority cost range	Planning portal fee	Proposed fee
Change of use – commercial floor space (No extension or new buildings)	1-999sqm	£270	£613-£1,790	N/A	£578	£450
Change of use – commercial floor space (no extensions or new build)	1000sqm+	£270	£2,438--£4,981	N/A	£578	Bespoke PPA
Change of Use of land (non-residential)	Up to 1HA	£270	£662 – £1,367	265-900 ¹⁶	£578	£500
	Over 1HA	£270	£2,198 - £3,490		£578	Bespoke PPA
Works to Listed Buildings		£0		£250 - £900	£0	Simple case no development - £165. Complex cases PPA
TPO Trees and Trees in Conservation Areas		£0	£225	Case by case or £900	£0	£0
Advertisement consent		£0	£260-£400	Guildford - £900	£165	£100
Telecomms		£0	£147-£296	None stated		£0

Exemptions and concessions from charging

¹⁶ Based on a silver service and a gold

5.16 The current charging schedule includes three exemptions and these are proposed to remain. The first is in respect of the Wellesley (Aldershot Urban Extension) development, the reason being that Grainger PLC, through the S.106 agreement associated with the development, are providing funding for a full time Council Officer post for a ten-year period. The responsibilities of that officer include providing pre-application advice on future stages of implementation of the project. The second is in respect of the Council's own developments. This does not however relate to development schemes where the Council is involved as a partner or developer in commercial development and regeneration. The third relates to schemes submitted for pre-application advice by locally registered charities which serve the people of Rushmoor, and takes the form of the minimum charge (applicable to householder schemes and minor developments) regardless of the scheme involved.

6. Projected Impact upon pre-app income

6.1 The setting of the proposed fee increase has considered the potential for to put off some applicants on seeking the service, and fees have been adjusted at that stage to avoid such behaviours. The impact upon pre-application income has been calculated based on the type of pre-application submissions over the last year (September 23 – September 24) using the new fee structure.

6.2 The below income from existing fees does not align with fees received in the last financial year, and this is largely due to the difference in dates to which the data has been drawn (September to September rather than April – April)¹⁷. The changes result in an increase of 61% fee income. This largely due to the increase of the fees for residential development. It is therefore estimated that the fee changes could bring around £65,000 PA.

	Income from existing fees	Income from proposed fee
Total	£41,700	£67,525

7. Proposed fee structure

7.1 The resulting proposed fee structure is presented below.

¹⁷ Actual income from the period September 1st 23 – 31st August 24 was £39,746.51, and pre-app fees 'received' as per Uniform should have been £41,700 a difference of £1,953.49. The reason for this is being explored.

Development Category		Proposed fee
Householder	Basic	£55
	Small	£165
	complex	£200
Minor residential	1 dwelling	£600
Minor residential	2-9	£1,200
Major Residential	10-25	£2,700
Larger major residential	26-49	£4,000
Larger major residential	50+	Bespoke PPA
HMO	C3-C4 & Sui-generis	£550
Minor Commercial (non COU)	1-999sqm	£1000
Major commercial (non COU)	1000sqm - 5000sqm -	£2500
	2500sqm – 5000sqm	Bespoke PPA
Large Major Commercial (non COU)	5001 sqm+	Bespoke PPA
Change of Use (non-residential)	Up to 1HA 04 999sqm	£450
	Over 1HA or over 1000sqm	Bespoke PPA
Works to Listed Buildings	Simple case + planning permission not required	£165.
	Simple case + Planning permission required	Included as part of the Planning pre-app fee
	Complex cases	Bespoke PPA
TPO Trees and Trees in Conservation Areas		£0
Other	Advertisement consent,	£100
	Telecommunications	£0
	Other minor development	Bespoke PPA
	Other major development	Bespoke PPA

8. Alternative Options

- 8.1 There is no obligation on the council to adopt pre-application charges and the proposed revised pre-application fee increases seek to recover the of providing such service, whilst not diminishing the demands for such service. The alternative options are;

1. Not to charge pre-application fees
 2. Keep the current charging schedule
 3. Amend the proposed charging schedule
- 8.2 As the Council has identified a requirement to make substantial revenue savings on an ongoing basis. Therefore, not charging pre-application fees or maintaining charges are not considered acceptable options.
- 8.3 Amendments to the schedule could be made to increase fees further however for reasons detailed in the report this could reduce the use of the pre-application services which would result in more work with regard to submitted planning applications or enforcement. The recommended changes are considered to strike the best balance in maintaining high quality services, avoiding generating additional work and maximising income.

9. Consultation

- 9.1 This fee structure has been discussed with development management officers to seek their views both in a larger group setting and in smaller officer grade groups. Their comments have been incorporated within the results.

10 IMPLICATIONS (of proposed course of action)

Risks

- 10.1 Risks identified in previous reports were the possibility of public concern over a fee being taken from developers for private discussions, meetings and advice, in advance of planning applications giving rise to a perception that subsequent decisions on the applications would not be impartially taken; potential conflict with developers who have paid for advice but whose applications are unsuccessful; that charging would deter pre-application engagement and interrupt the flow of work through the system; that the proposed measures will not result in savings and additional income at the levels estimated; and that additional costs in staff and resources would be incurred in administering the new measures.
- 10.2 The report considers the above risks with regard to the individual fees and has addressed them as far as possible in setting the fees.
- 10.3 No formal complaints regarding the practice or ethics of pre-application charging have been received since introduction and existing staff resources are available to cope with the associated work.

Legal Implications

- 10.4 Councils can choose to recover the cost of pre-application work by making a charge under section 93 of the Local Government Act 2003 for providing a discretionary service. When making a charge, councils must set the charge at a level that does not generate a surplus. For this reason, Local Planning

Authorities (LPAs) should review their fees regularly and compare costs and incomes. Fees should be kept as simple and transparent as possible.

- 10.5 These comments have been reviewed by S Thorp, Corporate Manager – Legal Services.

Financial Implications

- 10.6 Through full recovery of costs of delivering the pre-application planning service, the councils wider financial position is protected. Incomes and costs should be break-even over a medium-term period, and regular review of charges to achieve this is appropriate.

- 10.7 As detailed above, the proposed changes to charges is projected to increase income to the council to better reflect the costs the council is currently incurring for this service.

- 10.8 Rosie Plaistowe – Financial Services Manager & Deputy S151

Resource Implications

- 10.9 No additional resource is required to deliver the pre-application service.

Equalities Impact Implications

- 10.10 The Equality Act 2010 requires local authorities to comply with the Public Sector Equality Duty. Taking into account all known factors and considerations, the requirement to consider, and have due regard to, the needs of diverse groups to eliminate discrimination, advance equality of opportunity and access, and foster good relations between different groups in the community. All pre-application submissions are assessed to make sure that the subsequent determination of the development proposal is compatible with the Act. If there is a potential conflict, this will be highlighted in the report on the relevant item. The cost for householder schemes and community/ charity groups are relatively low (£165/£200), and general informal planning advice is still provided without charge. Therefore, it is not considered that the proposal to increase fees would hinder opportunity and access to such service.

11 CONCLUSIONS

- 11.1 Since the last review of pre-application fees in 2021, the complexity of the planning process has increased, increasing the time demands for officers but also recognising the assistance of other specialisms within the Council. Since its introduction the pre-application service has a positive contribution to the planning service and delivery of development by providing greater certainty for applicants on likely decision outcome and enabling pre-formal submission problem resolution, ultimately resulting in development of a higher quality. The

pre-application service also provides an income that has been close to its budgetary estimates.

- 11.2 Risks such as factors outlined as risks prior to introduction have not given rise to organizational or reputational issues during this initial period.
- 11.3 Increasing the charges to reflect the cost of providing this discretionary service would be appropriate.

LIST OF APPENDICES/ANNEXES:

Appendix 1 – Pre-app fees of surrounding authorities.

CONTACT DETAILS:

Report Author – Katie Herrington / katie.herrington@rushmoor.gov.uk

Head of Service – Tim Mills / Tim.Mills@rushmoor.gov.uk

Appendix 1: Pre-app fees of surrounding Authorities.					
Development Category		Hart	Waverley ¹⁸	Surrey Heath ¹⁹	Guildford
Householder	small	£251 + 125 ph.; ²⁰	(Silver) £285	£150.00	silver ²¹ £180
	complex	£310 ²² + £50 SV ²³			
Minor commercial	1-999sqm	25% of planning fee (up to £7,816)	Up to 250sqm Bronze £463, silver £924.90 Over 250sqm Bronze and Silver - bespoke Gold – Bespoke	£1,000.00	up to 250sqm Bronze ²⁴ £168 , silver ²⁵ £280
					500sqm Bronze £280 , Silver £400
Major commercial	1000sqm+			1,000 - 4,000 sqm £3000 5,000 - 9,999 £5,000 ; 10,000+ £8,000	1000sqm Bronze £450, Silver £735 up to 2500sqm Bronze - £565 , Silver £845 over 2500 sqm Bronze £845 , Silver £2,250
Minor Residential		1-9 Units - 25% of planning fee (£144+)	1 Unit - Gold £750	£500.00	1 – 4 Units Bronze £250.00 Silver £450 Gold - Bespoke
			2 – 9 units – Bronze £950 , Silver £1400		2-4 (£1,000); 2-9 £1,500
Major residential		25% of planning fee (10 Units £1,445), 25 units £3612.5 , 50 units £7225	Bespoke	10-20 £2,500 , 21-40 £3,500 , 41-60 £5000 ; 61-80 £7,000 ; 81-99 £8,000 ; 100+ £10,000	10-49 = Bronze - £750, Silver £1000, 50-99 Silver £2500, Gold bespoke
Non Resi COU	Up to 1HA	Not stated	Not stated	Not stated.	£900
	Over 1HA	Not stated	Not stated	Not stated	£900
TPOs,		Case by case	Not stated	Not stated	£900
Advertisement Consent		Not stated	Not stated	Not stated	£900
Listed Building		£433	£59 - £593		
HMOs		Not stated	Not stated	Not stated	Not stated
'Other Development' (LB, COU, Advert, Telecom)		Not stated	£265 (silver)	Not stated	£900

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- ¹⁸ [Waverley Borough Council - Pre-application planning advice](#)
- ¹⁹ [Commercial and mixed-use \(including Change of Use\) Advice | Surrey Heath Borough Council](#)
- ²⁰ No meeting
- ²¹ SV, consult tree officer and ecologist, written response
- ²² With meeting
- ²³ Add for site visit
- ²⁴ (check planning constraints, comments on app amended after refusal, bullet point response.
- ²⁵ SV, consult tree officer and ecologist, written response

CABINET

COUNCILLOR HALLEH KOOHESTANI
CHAIRMAN OF THE OVERVIEW AND SCRUTINY
COMMITTEE26TH NOVEMBER 2024

KEY DECISION: NO

REPORT NO. ACE2415

**REPORT OF THE OVERVIEW AND SCRUTINY COMMITTEE REGARDING
RUSHMOOR VOLUNTARY SERVICES (RVS) SERVICE LEVEL AGREEMENT****SUMMARY AND RECOMMENDATIONS:**

At the Overview and Scrutiny meeting (OSC) on 24th October, Rushmoor Voluntary Services (RVS) gave a presentation to Members reporting on the performance of Quarters 1 and 2 for 2024/25 and the 2023/24 Annual Report, in line with the Service Level Agreement with the Council.

The Committee recommended that the Cabinet:

- consider a multi-year funding agreement from 2025/26
- consider bridging the gap in funding as a result of any withdrawal of the Hampshire County Council grant to RVS from 2025/26
- consider waiving the rent of £20,000, due to Rushmoor Borough Council through 100% rent relief

1. INTRODUCTION

- 1.1. At the Overview and Scrutiny meeting (OSC) on 24th October, Rushmoor Voluntary Services (RVS) gave a presentation to Members reporting on their performance, in line with the Service Level Agreement with the Council.

2. BACKGROUND

- 2.1. The Council has a Service Level Agreement with RVS and provides them with an annual core grant. The existing grant is £64,550
- 2.2. The grant was reduced by 10% in 2021 with a further 5% reduction in 2022. The grant has not accounted for inflationary pressures.

3. DETAILS

3.1. The presentation from RVS included the following:

- The role of RVS as an umbrella organisation supporting local voluntary and community groups
- Key projects and activities supported or delivered by RVS
- Income and expenditure information
- Impact of RVS on the local community including trend in volunteer numbers over time
- Support to the Council and other organisations including funding they have supported others to secure for the Borough
- The financial challenges and risks to the organisation

3.2. CHALLENGES AND RISKS IDENTIFIED BY RVS

3.3. **Financial Position.** The level of grant from core funding partners has declined since 2021. RVS have operated at a deficit for the last two years and utilised their reserves to mitigate the reduction in funding and the increased inflation pressures.

3.4. **Continued financial challenges for funding partners** RVS are reliant upon external grants to support the delivery of their core services. Continued funding pressures on Rushmoor Borough Council and Hampshire County Council has resulted in a reduced level of funding for RVS and increased long term risk to their future sustainability.

3.5. **Rushmoor Borough Council.** Due to financial pressures the Council reduced the grant to RVS by 10% in 2021 with a further 5% reduction in 2022. This created additional pressure on their ability to maintain staffing levels and deliver core services.

3.6. **Service Level Agreement:** The Council provides RVS with a one-year funding agreement. RVS outlined that a three-year funding agreement would help their long-term financial planning.

3.7. **Hampshire County Council** - As part of the recent savings programme HCC are removing the £29,000 infrastructure grant, they currently provide RVS. This will significantly impact their ability to sustain services at their current level. In addition, HCC are also reviewing the Community Transport Agreement which will require RVS to reconsider their existing operational model to make it financially viable.

3.8. **Rent Relief:** RVS currently pay £20,000 pa to lease space at the Council offices. This is placing an increasing pressure on the organisation given the existing financial challenges outlined above.

4. IMPLICATIONS (of proposed course of action)

Risks

Legal Implications

- 4.1. In recognition of the Council's financial position and on-going financial challenges the Council's legal advice to date has been to provide a Service Level Agreement for one year only which is reviewed on an annual basis.

Financial Implications

- 4.2. An increase in the core grant or provision of 100% rent relief would have a significant financial impact on the Council.

Equalities Impact Implications

- 4.3. An equalities impact assessment has not yet been undertaken and will follow (if necessary) following consideration of this report.

5. CONCLUSIONS

- 5.1 The Committee recommend that the Cabinet

- consider a multi-year funding agreement from 2025/26
- consider bridging the gap in funding as a result of the withdrawal of the Hampshire County Council grant from 2025/26
- consider waiving the rent of £20,000 through 100% rent relief

LIST OF APPENDICES/ANNEXES:

Appendix 1 - Draft minutes of the Overview and Scrutiny meeting on 24th October 2024.

CONTACT DETAILS:

Report Author – Emma Lamb Emma.lamb@rushmoor.gov.uk

Head of Service – Rachel Barker Rachel.barker@rushmoor.gov.uk

OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Thursday, 24th October, 2024 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Halleh Koohestani (Chairman)
Cllr Nadia Martin (Vice-Chairman)
Cllr S. Trussler (Vice-Chairman)

Cllr A.H. Crawford
Cllr P.J. Cullum
Cllr C.P. Grattan
Cllr Bill O'Donovan
Cllr M.J. Tennant

Apologies for absence were submitted on behalf of Cllr Leola Card, Cllr Thomas Day and Cllr G.B. Lyon.

Cllrs S.J. Masterson, T.W. Mitchell and Sarah Spall attended the meeting as Standing Deputies.

16. MINUTES OF THE PREVIOUS MEETING

The minutes of the meetings held on 12th September and 19th September, 2024 were agreed as a correct record.

17. RUSHMOOR VOLUNTARY SERVICES - SERVICE LEVEL AGREEMENT - ANNUAL REPORT

The Committee welcomed Rushmoor Voluntary Services' Chief Executive, Donna Bone, Chair of Trustees, Andrew Lloyd and the Council's Community and Partnerships - Service Manager, Emma Lamb, who were in attendance to report on the 2023/24 Annual Report and Quarters 1 and 2 for 2024/25, in line with the Service Level Agreement with the Council.

Ms Bone, gave a presentation which explained that Rushmoor Voluntary Services (RVS) were the umbrella organisation, referred to as a Council for Voluntary Services (CVS), in place to support local voluntary and community groups. Its mission had been to support the people of Rushmoor to play a full and active part in the life of the local community in partnership with the voluntary, statutory, and business sectors. It was noted that RVS provided information, guidance and support to 340 member organisations.

The Committee were advised that RVS had 120 established 'Rushmoor Responder' volunteers who were available to do ad hoc, bite sized volunteering, on a flexible basis. In addition, it was noted that since April 2023, 425 local staff and volunteers

had been trained, 481 volunteers had been placed in local groups and staff had assisted with funding bids worth over £1.4million.

Key activities for RVS included:

- Community Transport – it was noted that an average of 791 passenger journeys were made every month across Hart and Rushmoor and the minibuses were hired out by organisations on average 570 times a year.
- Home Support – it was noted that RVS provided Home Help to over 200 households across the Borough and the befriending/buddying service had been thriving, with 326 telephone calls and 445 visits being made by volunteers.
- Partnership working – It was advised that RVS worked with partners to provide services/initiatives across the Borough. Examples included the Repair Café, Grub Hub, Warm Hubs and Rushmoor Link. In partnership with the NHS, RVS had also supported work on reducing healthcare inequalities for children and young people – the initiative had helped to foster volunteering skills/interest in younger people.

The Committee reviewed RVS's core CVS service budget income which came from grants totalling £134,800 for 2024/25. Looking to the future, it was advised that Hampshire County Council (HCC) would be removing their grant contribution, which had totalled £29,000 in 2024/25, for 2025/26. It was estimated that RVS could operate for one year at a cost of around £650,000 and had been operating at a deficit for the past two years. It was recognised that HCC and the Council were both facing financial challenges, however some growth was required to keep operating going forward.

The Committee discussed the report and presentation and when asked how the Council could assist, Ms Bone advised that a three year funding agreement from the Council would help plan for the future and assistance with a new lease for the space occupied at the Council Offices. A discussion was also held on the demographic of volunteers, it was advised that since the pandemic a number of volunteers with lived experience naturally retired leaving a huge deficit. The Rushmoor Responders, which had been established from the volunteers who had come forward during the pandemic, were a vital database of people who could be called upon for volunteering opportunities. It was also important to foster and continue to engage with young people through the local schools and colleges, creating opportunities for Duke of Edinburgh volunteering and build understanding of what can and can't be done in the sector as a young person.

It was advised that RVS and Hart Voluntary Action (HVA) intended to work jointly going forward, condensing the number of meetings held per year by hosting jointly and using survey data to seek opportunities for more collaborative working.

In response to a query on how key performance indicators (KPI) were measured, Ms Lamb advised that quarterly performance meetings were held with RVS, and the

excellent partnership with the Council had been highlighted in the recent Peer Review. Ms Lamb, was very confident that RVS delivered on its KPIs.

The Committee discussed the implications should RVS cease to exist, and opportunities for funding from alternative sources.

The Committee RECOMMENDED that the Cabinet:

- consider a multi-year funding agreement from 2025/26
- consider bridging the gap in funding as a result of any withdrawal of the Hampshire County Council grant to RVS from 2025/26
- consider waiving the rent of £20,000 due to Rushmoor Borough Council through 100% rent relief

ACTION

What	By Whom	When
Provide a spreadsheet of costs showing income and expenses for 2024/25 to date.	Donna Bone, Chief Executive, RVS	November 2024
Share survey results from 2023/24	Donna Bone, Chief Executive, RVS	November 2024

The Chairman thanked Ms Bone, Mr Lloyd and Ms Lamb for their presentation.

18. **WORK PLAN**

The Committee noted the current Work Plan and the items for the meeting on 28 November, which included the Leaders Priorities and the Risk Register.

The Committee discussed a recent Record of Executive Decision which related to the delayed release of Union Yard. It was agreed that the option of an additional meeting would be considered to look at the situation in more depth.

The meeting closed at 8.56 pm.

CLLR HALLEH KOOHESTANI (CHAIRMAN)

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of the Local Government Act 1972.

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