

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 17th March, 2026 at 7.00 pm*

To:

Cllr Gareth Williams, Leader of the Council
Cllr Sophie Porter, Deputy Leader and Healthy Communities & Active Lives Portfolio Holder

Cllr Gaynor Austin, Finance & Resources Portfolio Holder
Cllr Keith Dibble, Housing & Planning Portfolio Holder
Cllr Christine Guinness, Pride in Place / Neighbourhood Services Portfolio Holder
Cllr Julie Hall, Economy, Skills & Regeneration 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 3rd March, 2026 (copy attached).

3. **BUDGET MANAGEMENT - MONTH 10** – (Pages 7 - 18)
(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

To consider Report No. FIN2611 (copy attached), which sets out the Council's forecasted financial position for 2025/26 as at the end of January, 2026.

4. **BUSINESS RATES - SUPPORTING SMALL BUSINESS RATES RELIEF 2026 AND PUBS AND LIVE MUSIC VENUE RELIEF 2026/27** – (Pages 19 - 44)
(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

To consider Report No. FIN2612 (copy attached), which sets out two new local discretionary relief policies for adoption.

5. **COMMUNITY IMPACT REPORT - GRANT SCHEMES** – (Pages 45 - 92)
(Cllr Sophie Porter, Healthy Communities & Active Lives Portfolio Holder)

To consider Report No. ED2602 (copy attached), which sets out the community impact of the Pride in Place and Support Communities granted awarded in the 2024/25 financial year.

6. **REVIEW OF THE COUNCIL'S STATEMENT OF LICENSING POLICY IN RESPECT OF THE LICENSING ACT 2003** – (Pages 93 - 192)
(Cllr Christine Guinness, Pride in Place / Neighbourhood Services Portfolio Holder)

To consider Report No. OS2607 (copy attached), which sets out proposed changes to the Council's Statement of Licensing Policies.

7. **RUSHMOOR BOROUGH COUNCIL ASSET MANAGEMENT STRATEGY (LAND AND BUILDINGS) AND COMMUNITY RENTS AND SUBSIDY POLICY** – (Pages 193 - 224)
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

To consider Report No. PG2604 (copy attached), which sets out a proposed Asset Management Strategy and Community Asset Rents and Subsidy Policy.

8. **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 items to avoid the disclosure of exempt

information within the paragraphs of Schedule 12A to the Local Government Act, 1972 indicated against such items:

Item No.	Schedule 12A Para. No.	Category
9	1, 3 & 4	Information relating to an individual, financial or business affairs or labour relations
10	3	Information relating to financial or business affairs

9. **STRATEGIC MANAGEMENT ARRANGEMENTS** – (Pages 225 - 234)
(Mr Ian Harrison, Interim Managing Director)

To consider Exempt Report No. MD2601 (copy attached), which provides an update on work underway to put in place new strategic management arrangements to enable the Council to maintain services, ensure that the Council Delivery Plan 2026-28 is delivered and to manage the impact of Local Government Reorganisation (LGR).

10. **DISPOSAL OF NO. 101 HAWLEY LANE, FARNBOROUGH** – (Pages 235 - 240)
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

To consider Exempt Report No. PG2608 (copy attached), which sets out an update on the disposal of the freehold interest in No. 101 Hawley Lane, Farnborough following revised terms.

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CABINET

Meeting held on Tuesday, 3rd March, 2026 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Gareth Williams, Leader of the Council
Cllr Sophie Porter, Deputy Leader and Healthy Communities & Active Lives Portfolio Holder

Cllr Gaynor Austin, Finance & Resources Portfolio Holder
Cllr Keith Dibble, Housing & Planning Portfolio Holder
Cllr Christine Guinness, Pride in Place / Neighbourhood Services Portfolio Holder
Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **16th March, 2026**.

68. **DECLARATIONS OF INTEREST –**

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

69. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 10th February, 2026 were confirmed and signed by the Chair.

70. **LOCAL PLAN TIMETABLE AND NOTICE TO COMMENCE PLAN-MAKING –** (Cllr Keith Dibble, Housing & Planning Portfolio Holder)

The Cabinet considered Report No. PG2602, which set out matters relating to the production of a new local plan for Rushmoor.

Members were informed that the Local Development Scheme, containing the local plan timetable, was now out of date. The purpose of this item was, therefore, to present an updated timetable for the production of Rushmoor's Local Plan, along with seeking approval of a notice to commence plan-making, which was required to be published four months before the Council intended to commence the 30-month plan preparation period for the new local plan.

In discussing the report, Members expressed support for the proposed approach, which would enable the Council to progress Rushmoor's local plan as far as possible prior to the vesting of the new unitary authority. It was confirmed that the adoption of the final local plan would need to be undertaken by the unitary council covering the Rushmoor area.

The Cabinet RESOLVED that

- (i) the publication of the Local Plan Timetable be approved, with the Executive Head of Property and Growth, in consultation with the Housing & Planning Portfolio Holder, being authorised to amend or add any information to the timetable to ensure compliance with guidance and/or regulations; and
- (ii) the publication, in May 2026, of the Notice to Commence Plan-Making be approved, with the Executive Head of Property and Growth, in consultation with the Housing & Planning Portfolio Holder, being authorised to make any changes to the wording to ensure compliance with guidance and/or regulations.

71. NEW ENGAGEMENT OF AGENCY WORKERS AND CONSULTANTS POLICY AND PROCEDURE –

(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

The Cabinet considered Report No. PEO2603, which set out details of a new Engagement of Agency Workers and Consultants Policy and Procedure for adoption.

It was explained that the Council's use of agency workers and external consultants played an important role in maintaining service delivery, especially where specialist expertise was required. Members were informed that the policy would help to ensure that these engagements were consistent, transparent and compliant with organisational and legislative requirements.

The Cabinet RESOLVED that the proposed Engagement of Agency Workers and Consultants Policy and Procedure, as set out in Appendix 1 of Report No. PEO2603, be approved.

72. FARNBOROUGH LEISURE CENTRE - CONSTRUCTION CONTRACT AWARD –
(Cllr Sophie Porter, Deputy Leader and Healthy Communities & Active Lives Portfolio Holder)

The Cabinet considered Report No. REG2601, along with appendices, some of which were exempt, which provided an update on the Farnborough Leisure Centre Project and sought approval to enter into a Development Management Agreement for RIBA Stage 5 (construction and handover) onwards for the delivery of a new leisure centre.

The report set out in detail the background to the project and a summary of the decisions that had been taken to date. Members were informed that the total cost to deliver the new leisure centre, playground and surface car park was £27.5 million. £18.5 million of this would be provided by the successful Levelling Up (now known as the Local Regeneration Fund) bid. This would mean the Council would need to borrow an additional £8.8 million to deliver the project. This borrowing would have a revenue implication of interest costs and Minimum Revenue Provision (MRP) charges. The revenue implications of additional borrowing and other revenue costs of operating the site detailed in the report were intended to be funded from the leisure centre operator income, following the successful award of the operator

contract, as approved by the Cabinet on 10th February, 2026. The financial modelling and implications were set out in Section 5 of the report and in the Exempt Appendix A.

The Cabinet was advised that this matter had been considered by the Council's Overview and Scrutiny Committee at its meeting on 24th February, 2026. The Committee had asked for four matters to be reported to the Cabinet, relating to the early circulation of papers, the environmental impacts of the development, protections for the Council in the event of contractor insolvency and the reinvestment of surpluses. Members thanked the Committee for its input and these factors were considered as part of the discussion of the item.

Information relating to the contract, risks and mitigations were set out in Section 7 of the report and the key milestones for the project were contained in Section 8, with a detailed current programme at Appendix E. Section 10 set out more information regarding the risks, along with the legal, financial, resource and equalities impact implications.

In discussing the report, Members expressed strong support for the proposal, which was considered to offer an excellent facility that was shown to be affordable and funded, despite the considerable financial challenges faced by the Council at this current time.

The Cabinet

- (i) **RESOLVED** that
 - (a) the progress with the design of the leisure centre and changes made as a result of feedback during the leisure centre operator procurement process, as set out in Report No.REG2601, be noted;
 - (b) the progress of the planning submission for the Farnborough Leisure Centre, as set out in the Report, be noted;
 - (c) subject to planning permission being granted and review of the contractor's proposals, the Executive Director, in consultation with the Executive Head of Finance, the Interim Monitoring Officer and Corporate Manager – Legal Services and the Healthy Communities & Active Lives Portfolio Holder, be authorised to enter into a Development Management Agreement with Alliance Leisure Services Limited, as set out in Section 6.3 of the Report, for the delivery of a new leisure centre and surface car park in Farnborough town centre;
 - (d) the continuation of the utilisation of the revenue capacity funding received from MHCLG against revenue costs associated with the project be approved;
 - (e) the Executive Head of Finance be authorised to update the Capital Strategy and Treasury Management Strategy, in line with the approval of capital budget and funding set out above, be approved;

- (f) the use of the Council's powers to appropriate the Queensmead Car Park, Farnborough and the site of the previous Pinehurst Car Park, as set out in the plan at Appendix K of the Report, for planning purposes under Section 122 of the Local Government Act 1972 be approved;
 - (g) the use of Section 203 of the Housing and Planning Act 2016 to remove any legal constraints to development be approved, with the Interim Monitoring Officer and Corporate Manager – Legal Services and Section 151 Officer, in consultation with the Executive Head of Property and Growth, being authorised to agree any compensation payable to beneficiaries of rights under Section 204 of the Housing and Planning Act 2016, following due diligence of their claim;
 - (h) the decision of the Interim Monitoring Officer and Corporate Manager – Legal Services as to protective measures be noted, with the Interim Monitoring Officer and Corporate Manager – Legal Services, in consultation with the Executive Head of Finance, being authorised to negotiate the terms of the protective measures to not exceed £100,000 (Cabinet noted the £100,00 did not appear in the projected costs set out in the Report as the outcome of the negotiations was not yet known); and
- (ii) **RECOMMENDED TO THE COUNCIL** that the Executive Head of Finance and Section 151 Officer be authorised to put in place a Capital Budget up to £27.5 million for the project to be funded by external funding (Levelling Up Programme/Local Regeneration Fund), S106 funds and borrowing as set out in Section 4.2 of Report No. REG2601.

73. 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
74 & 75	3	Information relating to financial or business affairs

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

74. DISPOSAL OF NO. 168 HIGH STREET, GUILDFORD –
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

The Cabinet considered Exempt Report No. PG2603, which sought approval to dispose of the freehold interest in No. 168 High Street, Guildford, subject to the finalisation of terms.

Members were informed that this disposal would contribute to the delivery of the Council's Financial Recovery Plan and was, therefore, a key priority. It was confirmed that the likely disposal value either met or exceeded that set out in the Financial Recovery Plan and had been tested through a competitive market exercise. The Exempt Report set out the process that had been carried out so far and Members were informed that a preferred purchaser had been selected.

The Cabinet expressed strong support for the proposed approach as making a significant contribution towards improving the Council's financial position.

The Cabinet RESOLVED that

- (i) the agreement, in principle and subject to final legal due diligence, to the disposal of the freehold interest in No. 168 High Street, Guildford, as set out in Exempt Report No. PG2603, be approved; and
- (ii) the Executive Head of Property and Growth, in consultation with the Executive Head of Finance, the Interim Monitoring Officer and Corporate Manager – Legal Services and the Economy, Skills & Regeneration Portfolio Holder, be authorised to confirm the final terms of the disposal.

75. NOS. 16-18 THE MEADS, FARNBOROUGH - BUDGET APPROVALS –
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

The Cabinet considered Exempt Report No. REG2504, which set out a proposal to consider increasing the capital budget allocation to enable the proposed building works at Nos. 16-18 The Meads, Farnborough to be successfully delivered.

Members were informed that this approach was in accordance with the recommendations outlined in Exempt Report No. REG2504, which the Cabinet had approved at its meeting on 16th September, 2025. It was also explained that the current exempt report detailed the Council's proposed approach to financial risk mitigation in respect of the preferred contractors for the works.

The Cabinet was supportive of the proposed approach to deliver this important project as part of the Council's ongoing priority to regenerate Farnborough town centre.

The Cabinet RESOLVED that

- i) an increase to the project's capital budget of up to the sum set out in Exempt Report No. REG2602 to enable the works to be successfully delivered be approved, to be funded from capital receipts allocated to commercial lettings in the 2025/26 Capital Programme; and
- ii) the risk mitigation strategy, as set out in Section 4 of the Exempt Report, be noted.

The Meeting closed at 7.57 pm.

CLLR GARETH WILLIAMS, LEADER OF THE COUNCIL

CABINET

COUNCILLOR GAYNOR AUSTIN
FINANCE PORTFOLIO HOLDER
REPORT NO. FIN261117TH MARCH 2026

KEY DECISION? NO

BUDGET MANAGEMENT – MONTH 10**SUMMARY AND RECOMMENDATIONS:**

This report sets out the forecasted financial position for 2025/26 as at the end of January 2026.

CABINET is recommended to:

- i. Note the Revenue budget forecast as set out in Section 3 of the report;
- ii. Approve the write off's as set out in Section 4 of the report;
- iii. Note the Capital budget forecast as set out in Section 5 of the report.

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 an update on the forecasted outturn position against approved budget for the current financial year 2025/26 based upon service manager information as at the end of January 2026 with additional finance due diligence. The forecast position presented in this report therefore represents the Heads of Service and Service Managers forecast outturn assumptions and explanations.

2. BACKGROUND AND EXECUTIVE SUMMARY

- 2.1. The Council has a statutory obligation to set and maintain a balanced budget. In February 2025 the Council identified a significant challenge to its future financial sustainability (as set out at the February 2025 Budget Council).
- 2.2. The forecast outturn for 2025/26 projects the council is working within its approved budget and will achieve the full £1.8million savings requirement.

3. CURRENT YEAR FINANCIAL PERFORMANCE**Revenue Account**

- 3.1. The Original Budget for 2025/26 was approved by Council at their meeting in February 2025. The latest Approved Budget also includes 2024-25 budget carry forwards of £101k as noted in the July 2025 Outturn report, a number of supplementary budget approvals and movements to and from Earmarked reserves. The month 10 forecast outturn and variance on approved budget is presented in the table below.

	2025-26 Original Budget £'000	2025-26 Approved Budget £'000	2025-26 Forecasted Outturn £'000	2025-26 Forecast Variance £'000
Economy, Skills & Regeneration	(4,868)	(5,238)	(5,592)	(353)
Finances & Resources	3,873	4,544	4,015	(529)
Healthy Communities & Active Lives	3,730	3,915	4,002	87
Housing & Planning	2,613	2,576	2,487	(93)
Leader/Communications	25	30	21	(9)
Policy, Performance & Sustainability	578	1,303	1,171	(131)
Pride in Place & Neighbourhood Services	7,929	8,048	7,674	(374)
Subtotal	13,879	15,178	13,776	(1,402)
Less: Reversal of Accounting Entries	(2,957)	(2,944)	(2,944)	-
Net Service Revenue Expenditure	10,922	12,234	10,831	(1,402)
<u>Corporate Income & Expenditure</u>				
Minimum Revenue Provision (MRP)	2,133	2,133	2,150	17
Interest Receivable	(1,402)	(1,401)	(2,491)	(1,089)
Interest Payable	6,490	6,489	7,181	692
Vacancy Savings	(400)	(500)	-	500
Recurrent Savings	(1,784)	-	-	-
Pooled Funds	1,000	-	-	-
NI Compensation Grant	(152)	(152)	(137)	15
Union Yard Holding Hosts Provision	221	-	-	-
Irrecoverable VAT	-	-	97	97
Contract Inflation	362	102	-	(102)
RCCO	-	35	35	-
Movement in Earmarked Reserves	587	(784)	(835)	(51)
Movement in General Reserves	(3,421)	(3,599)	(3,599)	-
Net General Fund Revenue Budget	14,556	14,557	13,233	(1,323)
Funded by:				
Council Tax	(8,039)	(8,039)	(8,039)	-
Business Rates	(5,071)	(5,071)	(4,567)	504
Collection Fund	(31)	(31)	(35)	(4)
New Homes Bonus	(512)	(512)	(512)	-
Extended Producer Responsibility	(615)	(615)	(870)	(255)
Other Grant Income	-	(39)	(39)	-
Funding Guarantee	(118)	(118)	(118)	-
Revenue Support Grant	(170)	(131)	(131)	-
Total Funding	(14,556)	(14,556)	(14,311)	245
Core (Surplus)/Deficit	-	-	(1,078)	(1,078)

(-) represent a saving on budget or additional income

- 3.2. Service budgets project an overall £1.1m underspend on approved budgets in addition to the planned £1.8m savings which were removed from the approved

budget. The £1.1m underspend has been analysed in the table below to demonstrate the nature of the income and expenditure generating the saving across the service portfolio's.

	Economy, Skills & Regeneration	Finance & Resources	Healthy Comm & Active Lives	Housing & Planning	Leader	Policy, Perform & Sustain	Pride in Place /N'hood Service	Grand Total
EXPENDITURE								
Staff Costs	(149)	(387)	76	(152)	(9)	(91)	(130)	(842)
Contracted Services	0	0	(63)	(1)	0	0	(42)	(106)
Utilities	(145)	0	(7)	0	0	0	(246)	(397)
Maintenance	(1)	0	83	0	0	0	(26)	56
Other Costs	(2)	(43)	135	(8)	6	(4)	(62)	23
IT costs	0	(60)	0	0	0	(0)	0	(60)
Grant Support	0	0	(2)	0	0	0	0	(1)
Transfer payments	0	0	5	0	0	0	0	5
INCOME								
Fees & Charges	10	(10)	(85)	96	(6)	(17)	150	138
Property Related Income	(62)	0	4	0	0	0	65	7
Grants & Contributions	(3)	(25)	1	(25)	0	(10)	(64)	(126)
Other Income	(1)	(5)	(60)	(3)	0	(11)	(19)	(98)
GRAND TOTAL	(353)	(529)	87	(93)	(9)	(131)	(374)	(1,402)
Vacancy savings								500
TOTAL								(902)

Delivery of budget savings target

- 3.3. Full Council on 27th February 2025 approved the 2025/26 revenue and capital budget and the 2025-28 Medium Term Financial Strategy (MTFS). The council set a 2025-26 balanced budget with a planned reserve drawdown of £3.4m and a savings target of £1.8m of net budget reduction in 2025-26. As reported in the July Outturn Report, the latest forecast shows the savings target has been achieved through temporary service budget reductions and pooled fund dispensations being extended by government.

Key Service Variations

- 3.4. The staff salary budget forecasts an underspend of £842k, inclusive of temporary and interim staff, comfortably overachieving the £500k staff turnover/vacant posts savings target.
- 3.5. The contracted services £106,000 underspend includes £55,000 credit forecast due to performance at the Aldershot Pools and Lido following a positive season and circa £30k savings on ground maintenance and street cleaning variations.
- 3.6. Utilities are forecast an underspend of £397,000. £225,000 is due to the Crematorium site being out of use during the building works, reducing both

energy costs and the Council has been successful in removing the site from being charged Business Rates for the duration of works. A refund of £176,989 has been achieved and reflected in this forecast. Some of these savings will be one-off, however the new site will deliver energy efficiency savings following the refurbishment. In addition, the utility savings include £179,000 of energy savings at Union Yard energy centre which is set off by reduced income within the property related income line.

- 3.7. Fees and charges are forecast to be £138,000 short of the budget. This is made up of a number of demand-led areas including;
- Crematorium – £167,000 – partially due to delay in opening site and reduced demand whilst main site under refurbishment
 - Planning Application Income - £113,000
 - Car Parks Fines - £19,000
- 3.8. The council has managed its cashflow requirement in year to ensure temporary cashflow surpluses are invested on the money markets at the highest available rates resulting in a £1.1m overachievement of its investment income. The surplus cash has been generated by the council taking the opportunity to borrow to repay maturing debt (borrowing) when the rates were favourable. Despite this strategy, the cost of borrowing has exceeded the interest budget by £692k due to several capital receipts not materialising as planned within the cashflows, such as the Union Yard £14m due in August 2025.
- 3.9. Retained business rates enables the council to retain growth above the government determined baseline funding level set for the council and this was reflected in the financial forecast. The government has rebased the business rates formula and revalued all rateable values. This has enabled previous appeals provisions to be reviewed and reduced by £2.5m of which the council will retain 40% before calculation of levies within the retention mechanism. Total growth in 2025-26 is forecast to be £2.9m, including the £2.5m reduction in provision. Legislation requires this growth to be accounted for in the following financial year and is already accounted for in the 2026-27 budget. However, the council must pay the additional levies due on this growth in the current year resulting in a reduction of retained business rates this year of £0.5m as shown in the forecast.
- 3.10. Additional £255k of extended producer funding has been received for recycling waste packaging, the February budget included a provisional figure pending confirmation of the conclusion of the scheme negotiations.

4. Write Offs

- 4.1. As per financial procedure rule (E60) write offs are sought for the following:

Type of Debt	Value	Details	Approval required
Business Rates	£14,171.80	Bailiff has investigated, 'debtor absconded'	Cabinet

5. Capital

- 5.1. The original Capital Programme estimate for 2025/26 was approved by Council at their meeting in February 2025 totalling £4.8million.
- 5.2. Cabinet also considered slippage requests in July 2025 of £3.6million, and supplementary budgets of £365k. Additional project approvals for the Leisure Centre site, Crematorium, Loungers and other externally funded projects resulted in a total revised budget of £12.5m.
- 5.3. The current anticipated outturn forecast for 2025/26 amounts to a spend of £7.8million – resulting in £3.0m proposed to be reprofiled to 2026-27. Approval for these capital project budget rescheduling will form part of the outturn position once final project positions are known.
- 5.4. Details of forecast project expenditure and funding are detailed in [Appendix 1](#).
- 5.5. Several of the projects detailed are subject to external requirements or further delegations:
- Union Yard fit out contributions depend on lease negotiations and requirements of potential tenants.
 - The Asset Management provision and Service Review provision is subject to separate approvals and asset requirements that arise.
 - The Union Yard Right to Light budget is subject to claims submitted and negotiations.

6. Capital Receipts Delivery

- 6.1. The table below outlines the delivery of capital receipts, detailing the sources, values, and timing of receipts received or anticipated during the reporting period.

	Budgeted Value	Budgeted Disposal Month	Forecast Value	Forecast Disposal Month	Change in Value	Delay in months
	£		£		£	
Devereux House	1,500,000	May-25	1,500,000	May-26	-	12
Hawley Lane	3,600,000	Jul-25	3,600,000	Apr-26	-	9
Optrex Lane	1,500,000	Sep-25	1,600,000	Mar-26	100,000	6
Meads Block 3	2,000,000	Oct-25	2,000,000	Apr-27	-	18
Union Yard - 82 units	15,000,000	Sep-25	14,500,000	May-26	-500,000	8
Farnborough International Loan repayment			2,150,000	Feb-26		-4

- 6.2. The forecast Farnborough Internation Loan repayment is a proportion of the outstanding balance that was due in June 2026 but was repaid early in February 2026.

7. Alternative Options

- 7.1. 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.
- 7.2. 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.

8. Consultation

- 8.1. No specific consultations have been undertaken outside of the elected member of the council.

9. IMPLICATIONS

Risks and Uncertainties

- 9.1. The cost of borrowing remains a risk to the council at present for the MTFS period. The years planned borrowing has now been put in place for this financial year, with many transactions below the original 5% assumption. External borrowing was minimised throughout 2024/25, however, the value of borrowing the council holds remains high. Cashflow continues to be managed to minimise net interest costs.
- 9.2. Delays to disposals of capital receipts have had an impact on borrowing costs in year and may impact future years within the MTFS depending on how much timeframes slip.
- 9.3. In addition, the financial performance of the energy centre at Union Yard is impacted by the disposals of residential units at the site and take up of the service by commercial tenants.
- 9.4. Property portfolio rental streams are a sizable contributor to the council's income, supporting the funding of debt costs. Properties remain at risk of vacancies which both prevent income achievement but can incur additional costs of rates, maintenance, and security.
- 9.5. There are currently two properties within the council's portfolio with leases to businesses considered to be at risk of administration. Therefore, there are risks to future income at these sites and a potential that outstanding debts will be uncollectable.

- 9.6. As reported previously, the Crematorium project has created a partial exemption breach in 2025/26. The impact is forecast within reported numbers at £498k of additional VAT cost for capital and £97k of revenue. Officers are being supported by Tax Consultants to challenge this position, however the risk currently remains, and a final position will not be known until the end of the financial year.
- 9.7. Following the refurbishment at the crematorium, the facilities are now considered as fully mercury abated. Charges for mercury abatement have now ceased to be charged, however clarity is being sought regarding the transition period regarding the charges made to date. A small refund may be payable to customers once dates for the charges are confirmed.

Legal Implications

- 9.8. Under the Council's Finance Procedure Rules, the Executive Head of Finance is responsible for the proper administration of the Council's financial affairs and advising on the corporate financial position. It is the responsibility of Executive Directors, Heads of Service, Corporate Managers and Service Managers to consult with the Executive Head of Finance and seek approval on any matter liable to affect the Council's finances materially, before any commitments are incurred.

Comments approved by Interim Monitoring Officer & Corporate Manager, Legal Services

Financial and Resource Implications

- 9.9. Financial implications are set out within the report.

Equalities Impact Implications

- 9.10. No direct impact.

Other

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

10. CONCLUSIONS

- 10.1. The council set a 2025-26 balanced budget with a planned reserve drawdown of £3.4m and a savings target of £1.8m of net budget reduction in 2025-26. The latest forecast shows the savings target has been achieved.
- 10.2. If the in-year financial situation determines, cost controls can be implemented to slow down the rate of expenditure until the situation is resolved.

10.3. Overall, the financial position over the MTFS period continues to be challenging, progress is being made and officers will continue to monitor closely and report updates regularly to councillors.

BACKGROUND DOCUMENTS:

- Budget Management - Outturn 2024/25– 8th July 2025
- General Fund Budget 2025/26 and Medium Term Financial Strategy 2025/26 to 2028/29 - Council – 27th February 2025

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APPENDIX 1

Scheme	2025/26 Budget	Additional Slippage	Additional Approved Schemes	Total Revised Budget	Forecast Outturn	Variance	Carry Forward Request	Over / (Under) Spend	Transfer to Earmarked Reserve
Union Yard / Meads commercial units lease contributions	850,000	175,000	(521,000)	504,000	55,000	(449,000)	449,000		
Union Yard Right to light	400,000			400,000	9,875	(390,125)		(390,125)	
Farnborough Leisure Centre			2,010,000	2,010,000	1,630,040	(379,960)	379,960		
Southwood Park (s106 / SANG)	-	285,000		285,000	12,944	(272,056)	272,056		
Crematorium	366,000	1,636,000	1,612,000	3,614,000	3,614,000	-			
Loungers (Meads)			521,000	521,000	30,000	(491,000)	491,000		
Hawley Lane disposal	-		5,593	5,593	5,593	-			
Ashbourne House	-	74,000		74,000	(18,463)	(92,463)	74,000	(18,463)	
Frimley 3.2 disposal			17,371	17,371	17,371	-			
Aldershot Ski Centre			99,000	99,000	5,000	(94,000)	94,000		
Beaumont House			20,000	20,000	20,000	-			
Civic Quarter Infrastructure		605,000		605,000	-	(605,000)			(605,000)
CCTV	-			-	27,610	27,610		27,610	
Food Waste	7,000			7,000	7,000	-			
Wheeled Bins	120,000			120,000	120,000	-			

Disabled Facilities Grants	1,111,000			1,111,000	1,111,000	-			
Aldershot Pools Solar panels	-	71,000		71,000	71,000	-			
Asset Management provision	800,000		(119,000)	681,000	381,000	(300,000)	300,000		
ICT Services Capital Schemes	140,800	650,000		790,800	166,000	(624,800)	575,550	(49,250)	
Meads block 4 contract costs (UKSPF)			95,400	95,400	95,400	-			
Ceremonial Asset Construction		13,000		13,000	10,368	(2,632)		(2,632)	
Various S106 projects	-	115,000	364,900	479,900	142,132	(337,768)	345,615	7,847	
Service review capitalised costs provision	1,000,000			1,000,000	240,000	(760,000)		(760,000)	
TOTAL	4,794,800	3,624,000	4,105,264	12,524,064	7,752,870	(4,771,194)	2,981,181	(1,185,013)	(605,000)

Scheme	2025/26 Budget	Additional Slippage	Additional Approved Schemes	Total Revised Budget	Forecast Outturn	Variance	Carry Forward Request	Over / (Under) Spend	Transfer to Earmarked Reserve
Funded by:									
Developer contribution to Wheeled bins	20,000			20,000	20,000	-			
S106/ SANG Grant (Southwood Park)		285,000		285,000	285,000	-			
S106 (Play Areas etc)		115,000	364,900	479,900	142,132	(337,768)	345,615	7,847	
Disabled Facilities Grants	1,111,000			1,111,000	1,111,000	-			
LUF Grant			2,010,000	2,010,000	1,630,040	(379,960)	379,960		
OPE Grant		605,000		605,000	-	(605,000)			(605,000)
Community Grant		13,000		13,000	10,368	(2,632)		(2,632)	
Swimming Pool Fund		71,000		71,000	71,000	-			
UKSPF			95,400	95,400	95,400	-			
Capital Receipts	3,050,000	825,000	22,964	3,897,964	763,839	(3,134,125)	1,984,000	(1,150,125)	
CAMEO Levy			553,000	553,000	553,000	-			
Borrowing	613,800	1,710,000	1,059,000	3,382,800	3,071,091	(311,709)	271,606	(40,103)	
Total funding:	4,794,800	3,624,000	4,105,264	12,524,064	7,752,870	(4,771,194)	2,981,181	(1,185,013)	(605,000)

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CABINET

COUNCILLOR GAYNOR AUSTIN
FINANCE & RESOURCES PORTFOLIO
HOLDER
REPORT NO. FIN2612

17th March 2026KEY DECISION? ~~YES~~/NO

**BUSINESS RATES – SUPPORTING SMALL BUSINESS RATES RELIEF 2026
AND PUBS AND LIVE MUSIC VENUES RELIEF 2026/27**

SUMMARY AND RECOMMENDATIONS:

This report seeks approval for the adoption of two local discretionary relief policies that will enable the Council to award business rates relief to eligible businesses with effect from 1 April 2026. The proposed policies are:

- Supporting Small Business Rates Relief 2026 Policy
- Pubs and Live Music Venue Relief 2026/27 Policy

The details and eligibility criteria for each policy are outlined within this report.

Recommendation(s) requiring decision.

Cabinet is recommended to:

- 1) Establish a local Supporting Small Business Rates Relief policy for reducing business rates liability.
- 2) Establish a local Pubs and Live Music Venues Relief 2026/27 policy.
- 3) Delegate authority to the Finance & Resources Portfolio Holder, in consultation with the Revenues Manager (Council tax and Business Rates), to determine the awards of relief and to resolve any disputes regarding eligibility for Supporting Small Business Rates Relief and Pubs and Live Music Venues Relief.

1. INTRODUCTION

- 1.1. The purpose of this report is to determine the level of discretionary rate relief to be applied under the Supporting Small Business Rates Relief (SSBR) scheme for the period 1st April 2026 to 31st March 2029, aligning with the end of the 2023 rating list.

- 1.2. This report also sets out the proposed level of discretionary rate relief to be applied under the Pubs and Live Music Venue Relief Scheme for the financial year commencing 1st April 2026.
- 1.3. These are government led initiatives and the Council is keen to support businesses as far as possible.

2. BACKGROUND

Supporting Small Business Rates Relief (SSBR) Scheme 2026

- 2.1 In the Autumn Statement 2025, the Chancellor announced the introduction of a new scheme of Discretionary Rate Relief. The purpose of this scheme is to support Business Ratepayers who experience significant increases in their business rates liability as a result of the national 2026 Non-Domestic Rating Revaluation.

Local authorities will be responsible for administering this discretionary support in line with national guidance, ensuring that assistance is targeted at those most adversely affected by the revaluation changes.

- 2.2 The Chancellor further confirmed that this new Discretionary Rate Relief scheme will also provide support to businesses that lose eligibility for the 40% Retail, Hospitality and Leisure Relief (RHL), which will end on 31 March 2026. From 1 April 2026, this relief will be replaced by a national Retail Multiplier, and the discretionary scheme is intended to help mitigate the financial impact on ratepayers by transitioning them out of RHL Relief.

Pubs and Live Music Venues Relief Scheme (PLMVRS)

- 2.3 On 27th January 2026, the Government announced that, for the financial year 2026-27, eligible pubs and live music venues will receive a 15% Business Rates Relief, in addition to the support confirmed at the 2025 Autumn Statement, through the SSBR package.
- 2.4 The Government's policy intention is that this additional relief should apply specifically to pubs and live music venues that meet the eligibility criteria. The relief is to be awarded only to occupied properties; unoccupied premises will not qualify.

Government Guidance

- 2.5 The Government has issued guidance setting out the eligibility criteria for awarding both SSBR and the PLMVRS. This guidance has been used to inform and shape the Council's local policies for administering these reliefs.

The Government guidance does not replace existing legislation, or any other mandatory or discretionary reliefs available under the business rates system. It is intended to support local authorities in applying the reliefs consistently.

2.6 Full details of the guidance for SSBR and PLMVRS can be found at

[Business Rates Relief: 2026 Supporting Small Business Relief, local authority guidance - GOV.UK](#)

[Business rates: Pubs and live music venues relief - local authority guidance - GOV.UK](#)

3 DETAILS OF THE PROPOSAL

General

Supporting Small Business Rates Relief (SSBR) Scheme 2026

3.1 Full details of the SSBR are provided in Annexe 1 of this report. A summary is outlined in paragraphs 3.2 to 3.4 below.

3.2 SSBR is a relief scheme designed to support eligible businesses who face significant increases in their rates bills as a result of losing some or all of their Small Business Rate Relief following the 2026 revaluation.

3.3 The scheme will also provide support to businesses that will no longer be eligible for the Retail, Hospitality and Leisure Relief, which is due to end on 31 March 2026. The relief will be replaced by the new Retail, Hospitality and Leisure Multiplier, which will result in an increase in business rates for affected businesses.

3.4 To assist these customers, the SSBR scheme will limit annual increases to either a maximum rise of £800.00 or the applicable cap, used in the transitional relief scheme – whichever is greater. The transitional caps are as follows:

Rateable Value	% Cap
Up to £20,000	5%
£20,001 to £100,00	10%
Over £100,000	30%

Pubs and Live Music Venues Relief Scheme (PLMVRS)

3.5 Full details of the PLMVRS are provided in Annexe 2 of this report. A summary is outlined in paragraphs 3.6 to 3.11 below.

3.6 The PLMVRS scheme will be available to occupied public houses and live music venues.

3.7 The value of the relief will be 15% for each chargeable day after the application of any mandatory relief and certain other discretionary relief in line with the guidance provided by the MHCLG.

Pubs

3.8 There is no definitive description of a traditional pub or public house in law which could be readily used by billing authorities to determine eligibility. Therefore, Government's policy intention is that eligible public houses should: -

- Be open to the general public
- Allow free entry other than when occasional entertainment is provided
- Allows drinking without requiring food to be consumed; and
- Permit drinks to be purchased at a bar.

3.9 For these purposes, it should exclude: -

- Restaurants
- Cafes
- Nightclubs
- Hotels
- Snack bars
- Guesthouses
- Boarding houses
- Sporting venues
- Music venues
- Festival sites
- Theatres
- Museums
- Exhibition halls
- Cinemas
- Concert halls
- Casinos

Live Music Venues

3.9 For the purposes of this policy, Live Music Venues are defined as properties that are wholly or mainly used for the performance of live music for the purposes of entertaining an audience.

3.10 A property may remain eligible as a Live Music Venue where it is used for other activities, but only where such activities meet both of the following conditions.

(a) The activities are ancillary or incidental to the performance of live music. Examples include, but are not limited to, the sale of food or drink to audience members.

(b) The activities do not affect the primary use of the premises for live music performance. This includes cases where the alternative activity is infrequent, such as use of the venue as a polling station or for a fortnightly community event.

- 3.11 Properties are not considered Live Music Venues for the purpose of this relief if the premises are wholly or mainly used a nightclub or theatre under the Town and Country Planning (Use Classes) Order 1987 (as amended).

4 IMPLEMENTATION

- 4.1 Once the schemes are approved, new software will be applied to the Business Rates system to accurately calculate the business rates bills for all those businesses eligible for SSBR Relief and PLMVRS Relief.
- 4.2 The businesses set to qualify for SSBR Relief and PLMVRS Relief have been identified and will automatically have the relief applied to their Business Rates Bills.
- 4.3 Both schemes will also be available on the Council's website.

5 IMPLICATIONS

Legal Implications

- 5.1 Local Authorities are expected to deliver the SSBR and PLMVRS schemes through use of their discretionary relief powers under Section 47 of the Local Government Finance Act 1988.
- 5.2 The issue of some discretionary rate reliefs and discounts are considered as qualifying as "subsidy" and is of some significance.
- 5.3 Broadly, any awards of discretionary rate relief or discounts are subject to Subsidy Control. The Subsidy Control Act allows a business to receive £315,000 in a three-year period (consisting of the current financial year and the two previous financial years).
- 5.4 Where it is clear to the Council that awarding relief would cause a business to breach the Subsidy Control limits, the Business Rates Team will withhold the relief. In such cases, the Council will notify the business and advise that it must submit a formal application, including a declaration confirming that receipt of the relief will not result in a breach of Subsidy Control requirements.

Financial Implications

- 5.5 If all identified eligible businesses are awarded SBRR, the total value of relief granted is estimated to be approximately £1.4 million for the 2026/27 financial year, with the total amount reducing in subsequent years, where businesses reach the required level of business rates to pay.

This level of support is expected to benefit 432 businesses within the borough.

- 5.6 If all identified eligible businesses are awarded PLMVRS, the total value of relief granted is estimated to be approximately £56k for the 2026/27 benefitting 28 businesses.

- 5.7 Central Government will reimburse billing authorities awarding Supporting Small Businesses Relief and Pub Relief within the rates retention scheme for the actual cost of awarding relief.
- 5.8 Therefore, there will be no financial impact on the Council but would have significant benefit to certain ratepayers within the Borough.

Equalities Impact Implications

- 5.9 There are no negative equalities impacts associated with the implementation of these relief policies. The Council is mandated by Government to award both the Supporting Small Business Rates Relief (SSBR Relief) and the Pubs and Live Music Venue Relief Scheme (PLMVRS Relief).

However, as these reliefs are being administered through the Council's discretionary powers under section 47 of the Local Government Finance Act 1988 (as amended), the Council is required to adopt a formal policy framework to ensure the proper, lawful, and consistent delivery of both schemes.

6 CONCLUSIONS

- 6.1 In conclusion, Cabinet is asked to approve the new Supporting Small Business Relief Policy and Pubs and Live Music Venue Relief Policy as laid out in Appendix 1 and Appendix 2 of this report.
- 6.2 The reliefs will be delivered using existing Discretionary Relief Powers under Section 47 Local Government Finance Act 1988 and the Council will be reimbursed for all relief awarded under these schemes.
- 6.3 The proposals to assist businesses in the borough will directly benefit a substantial number of businesses and public houses in what is at present a challenging sector.
- 6.4 The Finance and Resources Portfolio Holder is supportive of the Supporting Small Business and Pubs and Live Music Venues Policy.

LIST OF APPENDICES/ANNEXES:

Appendix 1 – Supporting Small Business Rates Relief 2026 Policy
Appendix 2 – Pubs and Live Music Venues Relief 2026/27 Policy

BACKGROUND DOCUMENTS:

S.47 Local Government Finance Act 1988
Supporting Small Business Rates Relief 2026 – Local Authority Guidance
Pubs and Live Music Venues Relief – Local Authority Guidance

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Rushmoor Borough Council
Supporting Small Business Rates Relief
Scheme
(1 April 2026 to 31 March 2029)

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1.0 Purpose of the Policy

- 1.1 The purpose of this policy is to determine the level of discretionary relief to be awarded in respect of Supporting Small Business Rates relief for the financial year commencing 1st April 2026 until 31st March 2029.
- 1.2 This is a Government led initiative and the Council is keen to support businesses as far as possible.

2.0 Introduction

- 2.1 At the 2025 Autumn Budget the Chancellor announced that the 2026 SSBR scheme will cap bill increases at £800 per year or the relevant caps within transitional relief (whichever is the greatest) for any business losing eligibility for certain reliefs, including Small Business Rate Relief and Rural Rate Relief, at the 2026 revaluation.

3.0 How will 2026 SSBR be provided?

- 3.1 For 2026/27 to 2028/29, the government will, in line with the eligibility criteria set out in this guidance, reimburse local authorities that use their discretionary relief powers under section 47 of the Local Government Finance Act 1988, to grant 2026 SSBR.
- 3.2 It will be for individual local authorities, which administer the 2026 SSBR, to adopt a local scheme and determine in each individual case when, having regard to this guidance, to grant relief under section 47.
- 3.3 Central government will reimburse billing authorities and major precepting authorities for the actual cost to them under the rates retention scheme of the 2026 SSBR that falls within the definitions in this guidance.

Who is eligible for the 2026 SSBR and how much relief will be available?

- 3.4 2026 SSBR will help those ratepayers who at the revaluation are seeing large increases in their bills as a result of losing some or all of their:
 - (a) Small Business Rate Relief or Rural Rate Relief;
 - (b) 40% Retail Hospitality and Leisure Relief, and/or;
 - (c) 2023 Supporting Small Business Relief.
- 3.5 Charities and Community Amateur Sports Clubs, who are already entitled to mandatory 80% relief, are not eligible for 2026 SSBR.

- 3.6 To support eligible ratepayers, 2026 SSBR will ensure that the increase in the bills of these ratepayers is limited to £800 per year or the relevant caps within transitional relief whichever is the greater.
- 3.7 For those ratepayers receiving 2023 SSB relief on 31/3/26 (including those also receiving SBRR, Rural Rate Relief and/or RHL Relief on 31/3/26), any eligibility for 2026 SSBR will end on 31 March 2027.
- 3.8 All other eligible ratepayers remain in 2026 SSBR for either 3 years or until they reach the bill they would have paid without the scheme.
- 3.9 A change of ratepayers will not affect eligibility for the Supporting Small Business scheme but eligibility will be lost if the property falls vacant or becomes occupied by a charity or Community Amateur Sports Club.
- 3.10 There is no second property test for eligibility for the 2026 SSBR scheme. However, those ratepayers who during 2025/26 lost entitlement to Small Business Rate Relief (because they failed the second property test) but have, under the rules for Small Business Rate Relief, been given a 12 month period of grace before their relief ended (or from 27/11/25 3 years) - can continue on the 2026 SSBR scheme for the remainder of their period of grace.

Sequence of reliefs

- 3.11 Hereditaments eligible for charity or Community Amateur Sports Club relief or hereditaments which are unoccupied are not eligible for 2026 SSBR. And, for the avoidance of doubt, small business rate relief or rural rate relief should not be applied to further reduce the bill found under 2026 SSBR.

For example,

- a non-RHL ratepayer eligible for Small Business Rate Relief whose rateable value has increased from £3,000 (paying £0 in 2025/26) to £14,000 would be paying the following in 2026/27 before 2026 SSBR:

Bill before reliefs (including 1p Transitional Relief Supplement):	£6,188
<hr/>	
Bill after transitional relief:	£1,572
<hr/>	
Bill after Small Business Rate Relief (@1/3)	£1,048

- After 2026 SSBR the bill for 2026/27 would be reduced to £800. No further Small Business Rate Relief should be applied to the £800 bill. No addition for Transitional Relief Supplement is made to a bill within SSBR.

- 3.12 The same principle applies to properties for which a Section 44A certificate has been granted (apportionment of rateable values for partly occupied properties).

- 3.13 The presence of a section 44A certificate should not further reduce the bill found under 2026 SSBR.
- 3.14 All other discretionary reliefs, including those funded by section 31 grants, should be considered **after** the application of 2026 SSBR.

Subsidy control

- 3.15 The 2026 SSBR is likely to amount to a subsidy. Therefore, any relief provided by local authorities under this scheme will need to comply with the UK's domestic and international subsidy control obligations.
- 3.16 To the extent that a local authority is seeking to provide relief that falls below the Minimal Financial Assistance (MFA) thresholds, the Subsidy Control Act allows an economic actor (e.g. a holding company and its subsidiaries) to receive up to £315,000 in a three-year period (consisting of the 2026/27 year and the two previous financial years). MFA subsidies cumulate with each other and with other subsidies that fall within the category of 'Minimal or SPEI financial assistance'. Any other subsidies claimed under the Small Amounts of Financial Assistance limit of the Trade and Cooperation Agreement should be counted under the £315,000 allowance.
- 3.17 In those cases where it is clear to the local authority that the ratepayer is likely to breach the MFA limit then the authority should automatically withhold the relief. Otherwise, local authorities may include the relief in bills and ask the ratepayers, on a self-assessment basis, to inform the authority if they are in breach of the MFA limit.
- 3.18 MFA subsidies above £100,000 are subject to transparency requirements. This is not cumulated per beneficiary but applies per subsidy award. This means that for every individual subsidy provided of more than £100,000, the local authority will need to include details of the subsidy on the subsidy control database.

Recalculations of reliefs

- 3.19 As with other reliefs, the amount of SSBR awarded should be recalculated in the event of a change of circumstances. This could include, for example, a backdated change to the rateable value or to the hereditament. This change of circumstances could arise during the year in question or during a later year.

4.0 Detailed guidance for operation of the 2026 Supporting Small Business Relief (2026 SSBR)

Day 1 Eligibility for the Scheme

- 4.1 For 1 April 2026, a hereditament will be eligible for 2026 SSBR where:

- (a) the chargeable amount for 31 March 2026 was calculated in accordance with:
 - (i) paragraph 4 of Schedule 4ZA (SBRR not in transitional relief), or
 - (ii) regulation 12(6) of, or paragraph 4(5) or 5(5) of the Schedule to, the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2022 SI 2022 No. 1403 (SBRR within transitional relief), or
 - (iii) paragraph 5 of Schedule 4ZA by virtue of paragraph 8 of Schedule 4ZA (Rural Rate Relief), or
 - (iv) section 47 by virtue of being eligible for schemes introduced by local authorities to deliver:
 - a. the 2023 Supporting Small Business Relief Scheme as set out in guidance issued by this Department on 21 December 2022, or
 - b. the 2025/26 Retail, Hospitality and Leisure Scheme as set out in guidance issued by this Department on 16 January 2025, and
- (b) the hereditament for 1 April 2026 was occupied, and
- (c) the ratepayer for 1 April 2026 was not a charity or trustees for a charity or a community amateur sports club eligible for relief under paragraph 2 of Schedule 4ZA or regulation 12(5) of, or paragraphs 2(4), 3(4), 4(4) or 5(4) of the Schedule to, the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2026.

4.2 Where a hereditament meets these criteria then the rules for determining a chargeable amount below will apply provided that the chargeable amount within the 2026SSBR scheme is less than it would otherwise be absent the 2026 SSBR scheme.

Ceasing of eligibility for the scheme after 1 April 2026

- 4.3 After 1 April 2026, 2026 SSBR will cease to apply where:
- (a) the chargeable amount for a day found under 2026 SSBR is the same as or more than the chargeable amount found in the absence of 2026 SSBR. This ensures that where, for example, the increase in the chargeable amount in 2026 SSBR would take the bill above the level it would otherwise have been then the hereditament will drop out of 2026 SSBR. It also ensures that where, for example, with effect from after 1 April 2026, the hereditament becomes eligible for 100% Small Business Rate Relief then they also fall out of 2026 SSBR, or
 - (b) the ratepayer changes to a charity or trustees for a charity or a community amateur sports club eligible for relief under paragraph 2 of Schedule 4ZA or regulation 12(5) of, or paragraphs 2(4), 3(4), 4(4) or 5(4) of the Schedule of the Schedule to, the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2026, or
 - (c) the hereditament for a day is unoccupied, or
 - (d) in respect of days from the 1 April 2027 onwards the hereditament had its chargeable amount for 31 March 2026 found by section 47 by virtue of being eligible for schemes introduced by local authorities to deliver the 2023 Supporting Small Business Relief Scheme as set out in guidance issued by this Department on 21 December 2022. For the avoidance of doubt, such hereditaments which were also eligible for SBRR/RRR or RHL Relief on 31 March 2026 will also cease to be eligible for 26 SSBR from 1 April 2027.

- 4.4 Furthermore, where the ratepayer during 2025/26 lost entitlement to small business rate relief because they failed the 2nd property test but have, under the rules for small business rate relief, been given a 12 month (or from 27/11/25 3 years) period of grace before their relief ended (and therefore was still entitled to small business rate relief on 31 March 2026), then eligibility for 2026 SSBR will cease at the end of that period of grace.
- 4.5 Hereditaments which cease to be entitled to 2026 SSBR for a day cannot return to eligibility if their circumstances change from a later day. For example, if a property falls unoccupied it will not then be eligible for 2026 SSBR if it subsequently becomes occupied again.

Eligibility post 1 April 2026 by virtue of a regulation 17 certificate

- 4.6 As with the transitional relief scheme, where the valuation officer issues a certificate of rateable value under regulation 17 of the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2026 certifying the correct rateable value at 1 April 2026 (in circumstances where they cannot by rule now amend the list for 1 April 2026) then eligibility for 2026 SSBR and the calculation of 2026 SSBR should be revisited using the regulation 17 certified value in place of the value shown in the list for 1 April 2026. As with the transitional relief scheme, this should have effect as regards the days referred to in regulation 17(4) (the effective date of when the list was altered to correct the inaccuracy and subsequent days) or regulation 17(5) (where no alteration has been made).
- 4.7 This ensures that those ratepayers whose compiled list 2026 rateable values are increased by the Valuation Officer but only from the date the list is altered may still be eligible for SSBR from that point onwards. This ensures those ratepayers are not penalised just because the increase in their rateable value was not backdated to 1 April 2026. This follows the same principle which exists in the transitional relief scheme.

Chargeable Amount under the Supporting Small Business Scheme

- 4.8 Where 2026 SSBR applies then MHCLG will fund local authorities to apply a chargeable amount under section 47 of the 1988 Act for the period 1 April 2026 to 31 March 2029 found in accordance with the rules in Part 1 to Part 3 of the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2026 (“the 2026 TR Regulations”) subject to the following changes.

Base Liability

- 4.9 References in the 2026 TR Regulations to the Base Liability (BL) for 2026/27 should be taken to be the chargeable amount for 31 March 2026 x 365 for the hereditament adjusted as necessary for the assumption that:

- (i) section 47 did not apply for 31 March 2026 other than where the hereditament was eligible for the 2023 Supporting Small Business Relief Scheme or the 2025/26 Retail, Hospitality and Leisure Scheme,
- (ii) The ratepayer on 31 March 2026 was not a charity or a CASC,
- (iii) the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2022 SI 2022 No. 1403 did not apply for 31 March 2026 (the 2023 Transitional Relief Scheme), and
- (iv) the City of London's special authority multiplier and small business multiplier for 2025/26 were 55.5p and 49.9p respectively.

4.10 This ensures the starting BL for hereditaments eligible for 2026 SSBR include the SBRR, rural rate relief, 2023 SSBR or 2025/26 RHL relief for 31 March 2026 but assumes there was no transitional relief or charity relief .

4.11 Where as a result of the subsidy control limits the amount of RHL relief awarded for 31 March 2026 for a hereditament is less than 40% then the 2026/27 BL for that hereditament should reflect the actual level of RHL relief awarded for 31 March 2026.

4.12 Where a certificate has been issued under regulations 18 or 19 of the Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2026 then BL for 2026/27 should be found in line with the above but on the assumption that the rateable value in the rating list was the rateable values as certified.

4.13 References in the 2026 TR Regulations to BL for 2027/28 and 2028/29 should be taken to be references to “(BL x AF) or (BL + 800) whichever is the greater” from the year immediately preceding the year concerned.

Recalculation of chargeable amount for 31/3/26 for the purposes of BL in the 2026 SSBR Scheme

4.14 Where a hereditament which is eligible for 2026 SSBR was receiving transitional relief on 31 March 2026 it will, therefore, be necessary, for the purposes of determining BL in the 2026 SSBR scheme, to recalculate the chargeable amount for 31 March 2026 on the assumption that transitional relief did not apply.

4.15 For those ratepayers receiving SBRR, Rural Rate Relief and/or RHL relief on 31/3/26 (but not 23 SSBR), this recalculation for 31/3/26 will give a different figure to the actual chargeable amount. This is because all of those reliefs apply a set percentage relief to the sum after transitional relief – i.e. they are “top down” reliefs.

4.16 The same is not true for those receiving 2023 SSBR on 31/3/26. 2023 SSBR is a “bottom up” calculation where the chargeable amount is found by increasing the liability for the previous year (in that scheme by £600). Transitional relief therefore has no bearing upon the final chargeable amount of a bill found by 2023 SSBR. In these cases, recalculating the 31/3/26 bill ignoring transitional relief gives the same

result. The value of the 2023 SSBR will just compensate for the loss of transitional relief to deliver the same outcome for 31/3/26. This is as intended.

Calculation of Chargeable Amount

- 4.17 References in the 2026 TR Regulations to “(BL x AF)” should be taken to be references to “(BL x AF) or (BL + 800) whichever is the greater. This ensures the bill increase is the greater of £800 or the increase under the caps in the transitional relief scheme.
- 4.18 Regulations 12(6) & (7) of the 2026 TR Regulations should be assumed to have been omitted. This ensures SBRR is not also applied to the capped bill in 2026 SSBR. This avoids double counting of relief if the hereditament is in the SBRR taper.
- 4.19 No change is made to the meaning of NCA from that in the 2026 TR Regulations. Therefore, as with the 2026 TR Regulations, the Transitional Relief Supplement in 2026/27 will be added to NCA. Again, as with the 2026 TR Regulations, there should be no separate addition to bills for hereditaments eligible for 2026 SSBR such that, for example, an eligible ratepayer losing their 100% SBRR on 1 April 2026 would under the 2026 SSBR scheme pay £800 in 2026/27 and not £800 plus the Transitional Relief Supplement.
- 4.20 For the avoidance of doubt, the rules for changes in rateable value with effect from after 1 April 2026 (regulation 13) will continue to apply as normal subject to the amendments above. This ensures that, for example, later increases in rateable value are paid in full in the normal way. As with the main transitional relief scheme, references to the rateable value in the list should, if the hereditament is eligible for Improvement Relief, be taken to be references to the rateable value less the value of the Improvement Relief certificate.

Splits and mergers

- 4.21 Hereditaments will be eligible for 2026 SSBR where they have:
- (a) come into existence because of the circumstances described in paragraph 1 of the 2026 TR Regulations, and
 - (b) where one of the hereditaments from which the new hereditament was formed in whole or in part was for the day immediately before the creation day eligible for 2026 SSBR.
- 4.22 2026 SSBR will not apply or cease to apply to splits and mergers in the circumstances described above (Ceasing of eligibility for the scheme after 1 April 2026).
- 4.23 The number of hereditaments eligible for 2026 SSBR which then split or merge is likely to be small and devising rules in particular for mergers with properties outside of 2026 SSBR would be complex. Therefore, as with the previous SSBR schemes, the government has concluded it would be disproportionate to devise detailed rules to

prescribe the chargeable amounts in the various circumstances which could arise from a split or a merger.

4.24 Instead, for hereditaments meeting the criteria above, MHCLG will fund local authorities to apply a chargeable amount under section 47 of the 1988 Act found in accordance with the following principle:

(a) that the protection offered by 2026 SSBR (that the bill will not rise by more than £800 p.a. or the transitional reliefs caps whichever is the greater) will continue to apply in principle to that part of the newly created hereditament which was immediately before the creation day in 2026 SSBR, and

(b) that increases (or reductions) in overall rateable value arising from the split or merger are not subject to the protection of 2026 SSBR.

4.25 For simple splits of hereditaments previously eligible for 2026 SSBR, authorities may wish to simply apportion the chargeable amount in the SSB scheme for the hereditament before the split in line with the change in rateable value from the split (i.e. in line with the principle in the Schedule of Non-Domestic Rating (Chargeable Amounts) (England) Regulations 2026).

4.26 For mergers and reorganisations, the authority will have to estimate the degree to which, in line with the principle of the 2026 SSBR scheme, that part of the hereditament which was formerly eligible for 2026 SSBR should continue to receive support under the 2026 SSBR scheme. MHCLG does not expect authorities to seek any formal apportionments of the rateable value for this purpose.

5.0 Effect on the Council's Finances

5.1 As this is a government led initiative, grants for the full amount awarded will be available through section 31 of the Local Government Act 2003.

6.0 Administration of Discretionary Relief

6.1 The following section outlines the procedures followed by officers in granting, amending, or cancelling discretionary relief and reduction. This is essentially laid down by legislation¹

Applications and Evidence

6.2 Supporting Small Business rates relief will be awarded automatically by the Council.

¹ The Non-Domestic Rating (Discretionary Relief) Regulations 1989

- 6.3 **The Council will provide this service and provide guidance free of charge. Ratepayers are encouraged to approach the Council direct and NOT pay for such services through third parties.**

Granting of relief

- 6.4 In all cases, the Council will notify the ratepayer of decisions via their rates demand and details will include:
- The amount of relief granted and the date from which it has been granted;
 - The new chargeable amount; and
 - A requirement that the applicant should notify the Council of any change in circumstances that may affect entitlement to relief.
- 6.5 This relief is to be granted from the beginning of the financial year in which the decision is made or when liability begins whichever is the later.
- 6.6 Variations in any decision will be notified to ratepayers as soon as practicable

7.0 Scheme of Delegation

Granting, Varying, Reviewing and Revocation of Relief

- 7.1 All powers in relation to reliefs are given under the Local Government Finance Act 1988, the Local Government and Rating Act 1997, the Local Government Act 2003, and the Localism Act 2011. However section 223 of the Local Government Act 1992 allows for delegation of decisions by the Council to Cabinet, Committees, Sub-Committees or Officers.
- 7.2 For the purposes of this policy, the Revenues & Benefits Service Manager will be able to award, revise or revoke any award of Supporting Small Business Relief.
- 7.3 Applications that are refused will, on request, be reconsidered if additional supporting information is provided or the refusal is subsequently considered to be based on a misinterpretation of the application.

8.0 Reviews

- 8.1 Where the Council receives an appeal from the ratepayer regarding the granting, non-granting or the amount of any Supporting Small Business Relief, the case will be reviewed by the Revenues & Benefits Service Manager. Where a decision is revised, then the ratepayer shall be informed, likewise if the original decision is upheld.
- 8.2 Where the ratepayer wishes to appeal the decision, the case will be considered by the Council's Section 151 Officer whose decision on behalf of the Council will be final.

- 8.3 Ultimately the formal appeal process for the ratepayer is Judicial Review although the Council will endeavour to explain any decision fully and openly with the ratepayer.

9.0 Reporting changes in circumstances

- 9.1 Where any award is granted to a ratepayer, the Council will require any changes in circumstances which may affect the relief, to be reported as soon as possible or in any event within 21 days of the change. This will be important where the change would result in the amount of the award being reduced or cancelled.
- 9.2 Where a change of circumstances is reported, the relief will, if appropriate, be revised or cancelled as appropriate. Where any award is to be reduced, the Council will look to recover the amount from the date the change of circumstances occurred.

10.0 Fraud

- 10.1 Where a ratepayer falsely applies for any relief, or where the ratepayer provides false information, makes false representation, or deliberately withholds information in order to gain relief, prosecutions will be considered under the Fraud Act 2006.

**Rushmoor Borough Council
Pubs and Live Music Venues Relief
(2026-27)**

Contents

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1.0 Purpose of the Policy

- 1.1 The purpose of this policy is to determine the level of discretionary relief to be awarded in respect of the Pubs and Live Music Venues Relief for the financial year commencing 1st April 2026.
- 1.2 This is a government led initiative and the Council is keen to support certain businesses within this sector.

2.0 General Explanation

- 2.1 The government on 27 January 2026 that in 2026-27, eligible pubs and live music venues will benefit from a 15% business rates relief on top of the support announced at Budget 2025. Their bills will then be frozen in real terms for a further 2 years.
- 2.2 The pubs and live music venues relief will be delivered via section 47 (discretionary relief) funded by section 31 grant.
- 2.3 The government's policy intention is that pubs and live music venues should be eligible for the relief. **The relief should apply to occupied properties only.**

Pubs

- 2.4 Relief should only be awarded to pubs which meet all of the following characteristics:
 - (a) is open to the general public
 - (b) allows free entry other than when occasional entertainment is provided
 - (c) allows drinking without requiring food to be consumed
 - (d) permit drinks to be purchased at a bar
- 2.5 For these purposes, the meaning of pub does not include:
 - (a) restaurants, cafes, nightclubs, snack bars
 - (b) hotels, guesthouses, boarding houses
 - (c) sporting venues
 - (d) festival sites, theatres, cinemas
 - (e) museums, exhibition halls
 - (f) casinos
- 2.6 The proposed exclusions in the list in the paragraph above is not intended to be exhaustive and it will be for the local authority to determine those cases where eligibility is unclear.
- 2.7 Where eligibility is unclear authorities should also consider broader factors in their considerations – i.e., in meeting the stated intent of policy that it demonstrates the

characteristics that would lead it to be classified as a pub by the natural meaning of the word. For example, being owned and operated by a brewery.

Live music venues

- 2.8 Live music venues are properties that are:
- (a) wholly or mainly used for the performance of live music for the purpose of entertaining an audience
 - (b) can be used for other activities but only if those other activities are:
 - (i) ancillary or incidental to the performance of live music (e.g. the sale of food or drink to audience members)
 - (ii) Do not affect the primary use of the premises for the performance of live music (e.g. because the activities are infrequent such as use of the venue as a polling station or fortnightly community event)
- 2.9 Properties are not a live music venue for the purpose of this relief if the property is wholly or mainly used as a nightclub or a theatre, for the purposes of the Town and Country Planning (Use Classes) Order 1987 (as amended).
- 2.10 There may be circumstances where it is difficult to tell whether an activity is a performance of live music or, instead, the playing of recorded music. Although we would expect this to be clear in most circumstances, guidance on this may be found in [Chapter 16 of the statutory guidance](#) issued in April 2018 under section 182 of the Licensing Act 2003.

How much relief will be available?

- 2.11 The eligibility for the relief and the relief itself will be assessed and calculated on a daily basis. The following formula should be used to determine the amount of relief to be granted for a chargeable day for a particular hereditament in the financial year 2026-27:

Amount of relief to be granted = $V \times 0.15$ (i.e. 15% relief) where:

V is the daily charge for the hereditament for the chargeable day after the application of any mandatory relief and certain other discretionary reliefs in line with the list below.

- 2.12 This should be calculated ignoring any prior year adjustments in liabilities which fall to be liable on the day. The relief is not subject to any cap.
- 2.13 The relief should be applied after mandatory reliefs and other discretionary reliefs funded by section 31 grants have been applied, but before those where local authorities have used their wider discretionary relief powers introduced by the Localism Act 2011, which are not funded by section 31 grants.

- 2.14 However, as required in the NNDR guidance notes, the former categories of discretionary relief available prior to the Localism Act 2011 (i.e. charitable/CASC and not for profit) should be applied first in the sequence of discretionary reliefs and, therefore, before pubs and live music venues relief. Authorities may use their discretionary powers to, at cost to themselves, offer further relief outside this scheme or additional relief to hereditaments within the scheme. However, where an authority applies a locally funded relief under section 47, this should be applied after the pubs and live music venues relief.
- 2.15 The ordering should be applied in following sequence:
- (a) Improvement Relief
 - (b) Transitional Relief
 - (c) Other mandatory Reliefs (as determined in legislation)
 - (d) Section 47 Discretionary Relief in the following order:
 - i. 2026 Supporting Small Business (SSB)
 - ii. Former categories of discretionary relief available prior to the Localism Act 2011 (i.e. charitable, CASC, not for profit) should be applied first in the sequence of discretionary reliefs, after SSB
 - iii. Other discretionary (centrally funded) including Freeport relief
 - iv. 2026-27 pubs and live music venues relief scheme
 - v. Other locally funded scheme.

3.0 The Subsidy Control

- 3.1 To the extent that the Council is seeking to provide relief that falls below the Minimal Financial Assistance (MFA) thresholds, the Subsidy Control Act allows an economic actor (e.g., a holding company and its subsidiaries) to receive up to £315,000 in a 3-year period (consisting of the 2026-27 year and the 2 previous financial years). MFA subsidies cumulate with each other and with other subsidies that fall within the category of 'Minimal or SPEI financial assistance'
- 3.2 In those cases, where it is clear to the Council that the ratepayer is likely to breach the cash cap or the MFA limit, then the Council will automatically withhold the relief.
- 3.3 MFA subsidies above £100,000 are subject to transparency requirements. This is not cumulated per beneficiary but applies per subsidy award. This means that for every individual subsidy provided of more than £100,000, the Council will include details of the subsidy on the subsidy control database.

4.0 Effect on the Council's Finances

- 4.1 As this is a government led initiative, grants for the full amount awarded will be available through section 31 of the Local Government Act 2003.

5.0 Administration of Discretionary Relief

- 5.1 **The Council will provide this service and provide guidance free of charge. Ratepayers are encouraged to approach the Council direct and NOT pay for such services through third parties.**

6.0 Scheme of Delegation

- 6.1 All powers in relation to reliefs are given under the Local Government Finance Act 1988, the Local Government and Rating Act 1997, the Local Government Act 2003, and the Localism Act 2011. However section 223 of the Local Government Act 1992 allows for delegation of decisions by the Council to Cabinet, Committees, Sub-Committees or Officers.
- 6.2 For the purposes of this policy, the Revenues and Benefits Service Manager will be able to award, revise or revoke any award of Film Studio relief.

7.0 Reviews

- 7.1 Where the Council receives an appeal from the ratepayer regarding the granting, non-granting or the amount of any relief, the case will be reviewed by the Revenues and Benefits Service Manager. Where a decision is revised, then the ratepayer shall be informed, likewise if the original decision is upheld.
- 7.2 Where the ratepayer wishes to appeal the decision, the case will be considered by the Council's Section 151 Officer whose decision on behalf of the Council will be final.
- 7.3 Ultimately the formal appeal process for the ratepayer is Judicial Review although the Council will endeavour to explain any decision fully and openly with the ratepayer.

8.0 Reporting changes in circumstances

- 8.1 Where any award is granted to a ratepayer, the Council will require any changes in circumstances which may affect the relief, to be reported as soon as possible or in any event within 21 days of the change. This will be important where the change would result in the amount of the award being reduced or cancelled.

- 8.2 Where a change of circumstances is reported, the relief will, if appropriate, be revised or cancelled as appropriate. Where any award is to be reduced, the Council will look to recover the amount from the date the change of circumstances occurred.

9.0 Fraud

- 9.1 Where a ratepayer falsely applies for any relief, or where the ratepayer provides false information, makes false representation, or deliberately withholds information in order to gain relief, prosecutions will be considered under the Fraud Act 2006.

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CABINET

COUNCILLOR SOPHIE PORTER
HEALTHY COMMUNITIES & ACTIVE LIVES
PORTFOLIO HOLDER
REPORT NO ED2602

17 MARCH 2026

KEY DECISION NO

COMMUNITY IMPACT REPORT - GRANT SCHEMES**SUMMARY AND RECOMMENDATIONS:**

This report provides Cabinet with an overview of the Pride in Place and Supporting Communities grants for the 2024/25 financial year. Its purpose is to share the impact of the funded projects and demonstrate how these grants have contributed to the delivery of the Council's priorities.

Recommendation

That Cabinet notes the findings of this report, along with the published annual reports, which showcase the grant recipients, the outcomes achieved through the grants and the impact on the local community.

1. INTRODUCTION

- 1.1. This report outlines the positive community impact achieved through projects funded by the Council's Supporting Communities and Pride in Place grant schemes for the 2024/2025 financial year. The purpose of the report is to inform Cabinet of the impacts the funding has delivered across the community and to demonstrate how the grant schemes support the Council to deliver its strategic priorities.
- 1.2. The report focuses purely on the Supporting Communities and Pride in Place (UKSPF) grants. It highlights the community benefits for residents, partners and the wider community. Detailed impact reports for each programme are attached as appendices.
- 1.3. The report does not cover the Rushmoor Together Grant scheme, which only allocated funding from the summer 2025, nor does it include the Rushmoor Lottery and Farnborough Airport grant programmes. Annual reports for the Lottery and the Airport will be presented in due course. A Rushmoor Together report is due in 2027.

2. BACKGROUND

- 2.1. The Council's Community & Partnerships Service oversees the management of the Council's community grant programmes. This includes

Supporting Communities, Pride in Place, Rushmoor Together, Farnborough Airport Environmental grants and the Rushmoor Community Lottery grants.

- 2.2. All grant applications are evaluated against the specific criteria of each scheme, considering factors such as community need, the potential impact on residents and communities, deliverability and value for money.
- 2.3. This report focuses on the Supporting Communities and Pride in Place grants only.

3. ALLOCATION OF GRANT FUNDING

- 3.1. In 2024/25, the council allocated a total of **£67,378** in grants across the two programmes:

Grant Programme	Budget	Max Grant Available	Amount Allocated	Number of Projects supported
Supporting Communities	20k	1k	20	28
Pride In Place (UKSPF)	50k	5k	47,376*	16
			67, 378 *The remainder was rolled over for Pride in Place 25/6	44

Supporting the Council’s Delivery Plan.

- 3.2. Supporting Communities and Pride in place grants support the delivery of two key Council priority areas:
 - Community & Wellbeing: Active lives, Healthier & Stronger communities and
 - Pride In Place: Clean, safe and vibrant neighbourhoods.
- 3.3. Pride in Place grant applications require applicants to demonstrate how they will contribute to one or more of the following outcomes: Supporting community integration initiatives, improving access to physical and/or cultural activities, improving access to local amenities and green space, Building capacity and capabilities of community groups.
- 3.4. Supporting Communities grant applications require applicants to demonstrate how their project will have a positive impact on: Physical or mental health, economic hardship, connecting communities.

- 3.5. Through relatively modest levels of investment, the grants support the Council's role as a community leader and enabler, empowering local organisations to deliver community activity, leveraging significant volunteer time and strengthening local capacity.
- 3.6. Many of the funded projects have helped to increase physical activity, support mental health and wellbeing, encourage cohesion, reduce social isolation and provide early support to vulnerable residents. This preventative approach can reduce demand on statutory services over time.

4. IMPLICATIONS

Risks

- 4.1. Successful applications are required to provide feedback and are subject to monitoring and evaluation.

Legal Implications

- 4.2. All Community grants are subject to grant conditions and eligibility checks.

Financial and Resource Implications

- 4.3. All grants were awarded within the approved 2024/25 budget allocation per grant. Expenditure has been monitored to ensure compliance with financial governance policies. No overspend has occurred. The small underspend on Pride in Place was rolled over to the 25/26 Pride in Place budget.

Equalities Impact Implications

- 4.4. Demonstrating how the funded activities have helped to reduce inequalities and increase diversity, inclusion and access in Rushmoor is a grant reporting requirement.

5. CONCLUSIONS

- 5.1. Cabinet note the findings of this report, along with the published annual impact reports, which showcase the grant recipients, the outcomes achieved through the grants and the impact on the local community.

LIST OF APPENDICES:

Pride in Place Impact Report
Supporting Communities Impact Report

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IMPACT REPORT 2024/25



PRIDE IN PLACE 2024-25 AWARDS

RUSHMOOR
BOROUGH COUNCIL

FOREWORD

This year's report celebrates the brilliant projects made possible through the Pride in Place Grant programme and shows just how much can be achieved when local people are supported to shape the places they care about.

Right across the borough, community groups, volunteers, and residents have rolled up their sleeves to deliver projects that enhance shared spaces and bring neighbours closer together. From greener streets and better access to local facilities, to lively celebrations of arts, culture, and heritage, every project has added something special. Along the way, people have picked up new skills, enjoyed healthier lifestyles, and grown a real sense of pride in where they live. Together, these projects reflect a shared vision for Rushmoor as a vibrant, inclusive, and welcoming place for all.

Equally inspiring is the collaborative spirit behind the work. Local organisations and residents working side by side have shown the real power of partnership in creating positive, lasting change. Their energy and commitment are helping to build a stronger, more connected community that we can all be proud of.



Cllr Sophie Porter

Healthy Communities & Active Lives Portfolio Holder
Rushmoor Borough Council

GRANTS AWARDED IN 2024/25

SUMMARY OF GRANTS AWARDED

Rushmoor Voluntary Service £4,539

Blooming Minds green social prescribing program

Hampshire and Surrey Hills Men's Choir

£3,757

Recruitment to combat loneliness

Spaces for Growing £1,260.55

Wildflower Seedbombs Initiative in Rushmoor

Rushmoor Pride £500

Community fun day and Pride march

Nutkhut £4,999

The Poppies Blow

West End Centre & Hampshire Cultural

Trust £919

Suffolk Puffs Community Arts

Community Matters Partnership Project

£1,740

Corporate and annual volunteering days

St. Peter's Church £5,000

Celebrating Community

The Aldershot Civic Society £5,000

Municipal Gardens

AMC Wellbeing Café £2,460

Aldershot Heritage Pictures

Rushmoor Eco Warriors £3,773

Cleaner Streets for Rushmoor

West End Centre & Hampshire Cultural

Trust £5,000

The Places that Link Us*

Spaces for Growing £1,000

Pride in the Community

Aldershot Cricket Club £1,300

Wildflower Meadow*

Alderwood Senior School £1,128

North Town Art Project

Farnborough FC Community Trust £5,000

Community Café and Hub

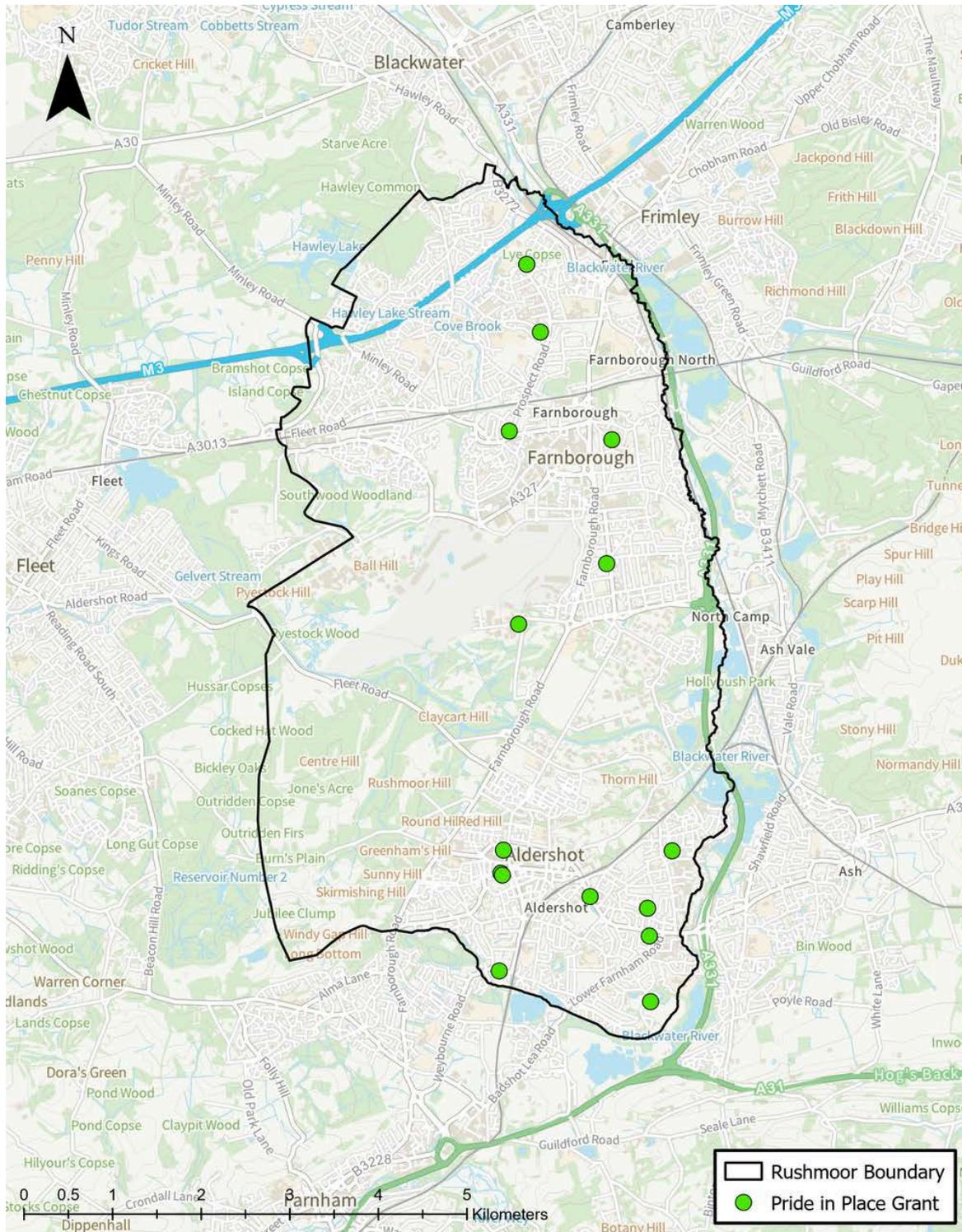
TOTAL AWARDED

FOR 2024/25:

£47,376

*Projects awaiting feedback **Back Page 51**

AWARDS 2024 - 2025



This map illustrates distribution of awards throughout the Borough. Some awards aren't shown as a marker on the map if they span a wider area or multiple locations.

FEEDBACK FROM PROJECTS AWARDED IN 2024/25

Rushmoor Voluntary Service

Pride in Place award: £4,539 | Total project cost: £4,539

Blooming Minds Social Prescribing Program

Adults experiencing depression, anxiety, grief, isolation and low confidence took part in weekly nature-based sessions, including gardening, creative outdoor activities, gentle exercise, visits to green spaces and meeting community organisations.

Assessments showed clear improvements in participants social connections, confidence, physical activity levels, mental wellbeing as well as learning new skills. Participants reported they felt less isolated, their motivation and routines had improved, and they had greater confidence to join a community group or take part independently in local activities. Many progressed into volunteering and/or joined a local group, and some even took steps towards work or training. Case studies highlight increased resilience, stronger social networks, and improved emotional wellbeing.

‘You will never really know how much you have given me!! – thank-you so much.’

“I will definitely be going on to do volunteering as a gardener at the day center where my late husband used to go.”



“Blooming minds has opened up the world and I don’t have to feel on my own. I think I’ll start by volunteering at Reg’s Garden.”

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Hampshire and Surrey Hills Men's Choir

Pride in Place award: £3,757 | Total project cost: £3,757

Recruitment to combat loneliness

The funding was used to recruit new members to the choir and was extremely successful with over 30 men coming to the pizza and pint introduction event at the Hogsback Brewery in April. Following this the numbers of singers increased from 30 active singers to 45 and provided the impetus in the following months to increase the number of singers to 54. The new singers were registered and provided with singing lessons. The vibrant choir now has at least 4 excellent singers who are brilliant soloists.



“Men who share a love of singing and serving the local community and raising money for local charities along the way”

The choir is run solely for adult males and the funding has provided a beneficial outcome for men with both physical and mental health issues, as singing has many notable positive health benefits.

The choir is a charity and has raised a significant amount of money for local good causes. Because the singing standard (and volume) of the choir has significantly improved, they are drawing ever bigger audiences and thus raising bigger sums for local charities.

Spaces for Growing

Pride in Place award: £1,260.55 | Total project cost: £1,260.55

Wildflower Seedbombs Initiative in Rushmoor

The funding created two permanent features that continue to bring daily benefits to local people:

- Cherrywood School sensory garden: a new bench, supporting children who choose to visit the sensory garden when they feel the need for reflection, calm, or exploration (numbers not formally recorded, but accessible to the whole school community).
- Alma House community garden, North Town: a raised planter, benefitting around 20 residents in this sheltered housing community who enjoy and maintain it as part of their shared green space.



Future impact: Both the planter and bench are permanent fixtures that will continue to benefit residents and children for years to come, while the self-seeding nature of poppies ensures that the workshop activity will leave a recurring visual and symbolic mark across the seven wards reached.



“A significant outcome was the diversity of engagement. Children, young people, adults, and older residents all took part, creating rare intergenerational contact and strengthening community links across Aldershot and Farnborough.”

“Children, families, and older residents talked together, sparking new conversations about nature, remembrance, and community pride.”



Rushmoor Pride

Pride in Place award: £500 | Total project cost: £1,000

Community fun day and Pride march

This was the first Rushmoor Pride event and it aimed to connect with the local LGBTQIA+ community, encourage community engagement, foster community cohesion and have fun. With 200 participants parading through Aldershot and engaging in various activities, boosting foot traffic and benefiting local businesses in the town center.



This lively celebration received a £500 Pride of Place grant and was made possible by a dedicated team of volunteers who organised the festivities. Their efforts not only highlighted the importance of inclusivity but also showcased the spirit of togetherness within the community.

Pride



‘Rushmoor Pride is set to be an annual event where the community can come together to celebrate love, diversity, and inclusion.’



Nutkhut

Pride in Place award: £4,999 | Total project cost: £11,400

The Poppies Blow

This large, illuminated silk poppy stands as a visually and emotionally impactful centerpiece. Inspired by Lieutenant Colonel John McCrae's poem *In Flanders Fields*, it is designed to commemorate the sacrifices of armed forces personnel, it honor's our local heritage and enhances the cultural landscape of Rushmoor through artistic innovation.

Crafted from lightweight, fire-retardant silk and professionally batiked and dyed, the poppy offers vibrant daytime visibility and a glowing nighttime presence. It has become a focal point for remembrance and reflection, with public feedback describing it as "beautiful," "magical," and "a symbol of sacrifice and resilience."

"Seeing the poppy fills me with pride. It's a powerful tribute
that reminds us to honour and remember." Andrea



"This installation is more than just art; it's a symbol of sacrifice and resilience"
Ralph

"Beautiful & Magical - By day, the poppies stand bold and bright, and by night, they glow with a quiet, almost magical presence. It's breathtaking." Ashok

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West End Centre and Hampshire Cultural Trust

Pride in Place award: £919 | Total project cost: £1,219

Suffolk Puffs

The Suffolk Puff project was developed to engage residents in arts and cultural activities, promoting wellbeing and fostering community cohesion. The project culminated in the creation of a vibrant community art piece that is a colourful representation of Rushmoor's diverse community, which was proudly displayed at the West End Centre's Annual Open Exhibition.

Nearly 60 participants made over 300 puffs, tripling the original target of 100. Many participants made additional puffs from home, showing personal pride and commitment to the project. Children were especially enthusiastic, creating puffs that were turned into take-home items like hair slides and badges.



“Good community project. Excellent at using recycled materials. Fun for all ages!”

“Quick and easy to participate using recycled scraps”

“Unique colourful creations. Easy for all ages and abilities”



Community Matters Partnership Project

Pride in Place award: £1,740 | Total project cost: £1,740

Corporate and annual volunteering days

CMPP's Pride of Place Grant was used to purchase tools and equipment such as rakes, shears, a jet wash, wheelbarrows, and storage tubs for corporate volunteering days. The purchase of this equipment has significantly enhanced their ability to support local charities and community projects across Rushmoor.

Since receiving the grant, CMPP has supported 36 charities by hosting volunteering days using the new equipment. These tools will continue to be used in future projects, extending the impact of the funding well beyond the initial spend. Many of the charities involved had limited or no tools of their own, so CMPP's ability to bring equipment made a significant difference.



Frogmore Care and Wellbeing Centre were absolutely elated to have their neglected garden transformed and given the care and attention that it desperately needed.

100 volunteers raked leaves across 8 acres of land at Frimhurst Family House, a unique residential center that offers respite and support to families facing poverty, discrimination, and social exclusion.



St. Peter's Church

Pride in Place award: £5,000 | Total project cost: £6,206

Celebrating Community

Funding enabled St Peter's Church and the Lighthouse Club to deliver a vibrant and impactful program for children and young people in the community. Themed sessions such as *Love Farnborough* and *Adventure to Africa* encouraged environmental awareness, cultural exploration, and community pride through creative activities, games, and discussions. A Kids Sleepover brought together 50 children aged 7–11 for a weekend of crafts, games, and shared meals, providing a safe and inclusive space to build friendships and enjoy new experiences.



Lighthouse club parent said:
“This is a safe space where my daughter can come to meet other children and I know she will always have fun – she always comes out covered in paint or pen or with some crazy creation”

Lighthouse Club child: “I wish Lighthouse club was every day”

The youth programme was expanded into two distinct groups: **Youth Café**, a relaxed and supportive environment offering affordable meals, games, and life skills workshops such as baking, sewing, and boxing; and **Encounter**, which focused on personal development. Over 60 young people regularly attended these sessions, with many reporting increased confidence, new friendships, and a strong sense of belonging.

Sleepover parent: “Thank you very much for running the Sleepover! Z & S had an amazing time! They were still buzzing on Sunday. Yes, tired but really happy how it all went! We were so overjoyed to see the video and what a great time they've had! Full of activities and fun. So thank you for this opportunity”



The Aldershot Civic Society

Pride in Place award: £5,000 | Total project cost: £20,000

Municipal Gardens

The Friends of Municipal Gardens successfully revitalised key areas of the park by replacing dead hedging with Ilex Crenata and replanting lost shrubs and perennials. A dedicated community group now runs weekly volunteer-led maintenance sessions, fostering a strong sense of local ownership and pride. The project has significantly enhanced the park's appearance for everyday users and memorial service attendees, and has received widespread appreciation from the public, along with valuable support from SERCO.



Several local people from the neighbourhood have been inspired to join our gardening team

People who use the park regularly, whether walking their dog or walking into town, have benefitted from the improved environment

We have had many compliments and thanks for our work



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The Rushmoor Binfluencers (Prev. Rushmoor Eco Warriors)

Pride in Place award: £3,773 | Total project cost: £3,773

Cleaner Streets for Rushmoor

A dedicated community litter-picking group committed to keeping Rushmoor clean and promoting local pride. They volunteer at local events such as Picnic and Pop and Victoria Day and have partnered with Aldershot and Fleet Rugby Club, Wellesley Residents Association, Blackwater Valley Countryside Partnership, Surrey Sustainability Society, North Camp Community Support Group, and North Camp Methodist Church. They support schools and youth groups with tailored sessions on litter and recycling and help transform outdoor spaces for community projects. They also helped a supported accommodation clean up their outside area, and one volunteer found employment through volunteering with the Binfluencers!



The future generation of our planet's caretakers ❤️ So important to inspire them to look after the natural world. Well done Binfluencers and of course the children of Ferns Primary School.

Their efforts create cleaner, safer neighbourhoods, strengthen community cohesion, and improve wellbeing. Litter picking doesn't just tidy up - it builds social connections, boosts emotional health, and encourages physical activity. Together, they make Rushmoor a place everyone can be proud of.

1,026 bags collected

2025 sessions:

- 72 group picks
- 4 children's themed events
- 7 sessions with schools
- 49 solo volunteer picks
- 5 uniformed group sessions
- 3 local businesses picks

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234 volunteers and 8 dogs!

AMC Wellbeing Café

Pride in Place award: £2,460 | Total project cost: £3,460

Aldershot Heritage Pictures

The Aldershot Heritage Pictures project is a community arts initiative designed to celebrate Aldershot’s history while supporting local wellbeing. The project created 15 handmade applique pictures depicting heritage landmarks such as the Wellington Statue, the Barracks, the Observatory, and the Prince Consort Library.

The artworks were produced using a wide range of crafting techniques including sewing, embroidery, beading, cross-stitch, clay modelling and wood engraving which taught people how to use different skills and ignited creative interests. The project was delivered through the AMC Wellbeing Café, supported by external workshops and contributions from community groups such as residents of the Beaumont Retirement Village. Each artwork includes a description card explaining its historical relevance.



The pictures were displayed at Victoria Day and around Aldershot Town Centre, forming the basis of a children’s treasure hunt in which participants located each artwork and recorded its corresponding number to earn a certificate.

The project strengthened local connections, encouraged collaboration across community groups and schools, and demonstrated a clear appetite for further creative community-led initiatives in Aldershot.

Alderwood Senior School

Pride in Place award: £1,128 | Total project cost: £1,128

North Town Art Project

The North Town Art Project has transformed a set of frequently graffitied hoardings into a vibrant outdoor gallery showcasing artwork and photography by Alderwood School students. The installation has brought colour, nature-inspired imagery, and creativity into an area that had long lacked visual appeal.

By replacing blank panels with student-designed artwork, the project has reduced vandalism, encouraged respect for shared spaces, and boosted pride in the local environment. It offered students the chance to see their work professionally displayed, inspiring confidence and creativity across the school.



The project has had a meaningful impact on the community, benefiting around 3,000 residents who pass by the site daily. It has uplifted the area, celebrated young talent, and strengthened community identity by turning a once-neglected space into something people feel proud of.



Spaces for Growing

Pride in Place award: £1,000 | Total project cost: £1,000

Pride in the Community

The project aimed to enhance local green spaces by installing a raised planter in the new Prospect community pocket park and distributing 2,000 packets of British native poppy seeds through libraries and weekly markets in Aldershot and Farnborough. It responded to community consultations that showed a strong desire for accessible natural spaces and opportunities to connect with the environment. Drawing on Aldershot's military heritage, the project used the symbolic significance of poppies to create a meaningful visual tribute across the borough.

By encouraging residents to plant seeds and engage with the new green area, the project strengthened community connections, supported wellbeing, and boosted biodiversity through pollinator-friendly planting. Spaces for Growing worked with volunteers and local partners to install the planter, coordinate seed distribution, and support ongoing community involvement.



Farnborough FC Community Trust

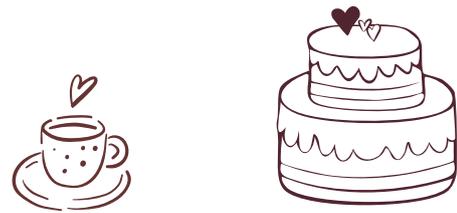
Pride in Place award: £5,000 | Total project cost: £13,478

Community Café and Hub

The Community Hub provides a warm, safe, and welcoming space where residents, parents, and guardians can meet, socialise, and access low-cost refreshments. It also offers public toilet facilities for people using the nearby park, addressing a long-standing gap in local amenities. The Hub also is used for meetings by local businesses and community groups.



The project has successfully created a focal point for social connection and community cohesion. The Hub benefits parents and guardians from nearby Farnborough Grange schools, residents from the surrounding housing areas, and visitors to the green spaces near the stadium. It reduces the need for people to travel longer distances to find a meeting place and contributes to improved wellbeing by bringing people together.



The Hub's development was supported by conversations with the schools, residents and partners who confirmed the need for a safe community space that people could use.

Overall, the project has established a valued space that has strengthened community connection and laid foundations for continued engagement.





IMPACT REPORT 2024/25

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RUSHMOOR
BOROUGH COUNCIL

IMPACT REPORT 2024/25



SUPPORTING COMMUNITIES GRANT FUND

FOREWORD

It is wonderful to celebrate the energy and passion shown by the local groups who benefited from Rushmoor Borough Council's Supporting Communities grants scheme in 2024-25.

Organisations of all sizes from across the borough came forward with inspiring ideas to bring people together and make a real difference in our communities.

With grants of up to £1,000, the scheme offered flexible support for small projects that have a big impact.

This year's focus sparked a fantastic range of initiatives that reflect the very best of Rushmoor's community spirit.

The objectives were:

- Connecting communities
- Improving wellbeing
- Supporting young people
- Easing financial pressures

What truly stands out is the commitment to all in our community shown by the groups involved. Their projects are helping residents feel more supported and more connected, especially at a time when many are facing real challenges.

This report celebrates their achievements and the positive change they are creating across our borough. I hope it encourages even more local organisations to get involved and continue building a stronger, more connected Rushmoor.

INTRODUCTION

Rushmoor BC's Supporting Communities grants scheme was open to applications during September and October 2024 for projects that would make a difference to people's lives and help bring communities together. The funding of up to £1000, was open to a wide variety of organisations active in the local community.

The aim of this grant scheme is to provide flexible funding for projects that will make a difference to local people's lives.

Our focus for this scheme linked to Rushmoor's Supporting Communities Strategy and aimed to support small, local projects addressing at least one of these themes:

- Connecting communities
- Improving physical and mental health
- Providing aspirations for young people and increasing their resilience
- Helping with economic hardship
- Easing cost of living pressures

Forty-two applications were received, and twenty-eight were granted funding, of which six were fully funded and the rest received partial awards. A further ten applications were agreed to be more appropriately funded via other available Rushmoor BC funding streams.

Groups have up to twelve months in which to spend their grant and complete their project or activity, and this report gathers together much of the feedback received from groups as a condition of receiving a grant.

GRANTS AWARDED IN 2024

SUMMARY OF GRANTS AWARDED

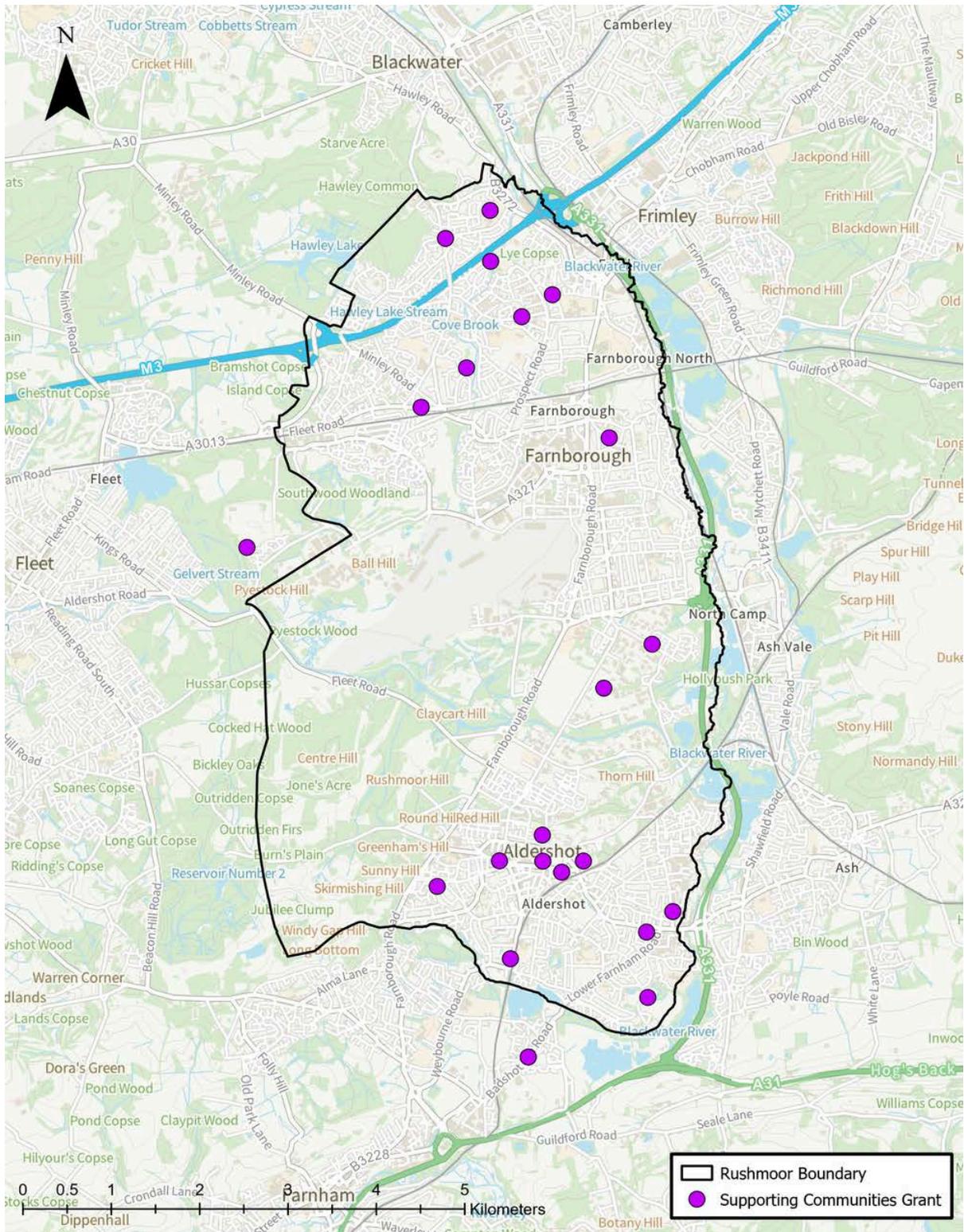
Applicant	Project	Grant award (£)
3rd Farnborough Scouts	Replace clubroom tables and chairs	750
Marlborough Infant School	Imaginative Play Area	684
Little Bears Toddler Group	Play mats and essentials	174
Aldershot Supporters Trust FC	Replace football kit and equipment	700
HomeStart Hampshire	Festive Family Gifts	750
Shots in the Community Foundation	Veterans Christmas Lunch	1000
Rushmoor Concert Band	Purchase new sheet music	895
The Vine	School holiday free lunch packs for families in need	750
Fernlea Preschool (Joy Harris)	Classroom furniture	746
1st Cove Cubs	Group Camp 2025	581
Talavera Infant School	Talavera Families Support Hub	750
Aldershot Underwood Bowling Club	Ditching mat replacement	500
Aldershot Cricket Club	Clubs Volunteer coaching qualifications	675
St. Peter's Church	Foodbank set up	1000

GRANTS AWARDED IN 2024/25

SUMMARY OF GRANTS AWARDED

Applicant	Project	Grant award (£)
MHA Communities	Seated Pilates and activities	715
3rd Cove Brownies	Activities for club	600
Rushmoor Healthy Living	Rehab induction class	750
Community Grub Hub	Accessing additional services	840
Aldershot Methodist Church	AMC Wellbeing Café	700
Hartland Men's Shed	Lathe purchase	950
14th Aldershot (Pegasus) Scout Group	Outdoor activities and heaters	750
4th Aldershot Scouts	Replacement of group tents	800
Oak Farm Learning and Activities Centre	Celebrating OFLAC FAB Café	650
Tice's Meadow	Nestbox Buildathon	570
6th Farnborough Scout Group	Day of adventurous activities	750
2nd Cove Cub Pack	Science Museum Trip	550
Rushmoor Royals	Equipment for swimming competitions	700
Rushmoor Artistic Swimming Club	Costumes and courses for coaches/judges	720

AWARDS 2024 - 2025



This map illustrates distribution of awards throughout the Borough. Some awards aren't shown as a marker if they span a wider area or multiple locations. A small number of awards appear outside the borough, this is where the project involves Rushmoor residents, however the group's base is located just outside the border.

FEEDBACK FROM PROJECTS AWARDED IN 2024/25

Marlborough Infant School

£684

Imaginative Play

The School bought resources for its outside classroom, rebranded as “The Calm Castle”. It includes small world play animals and a table to put them on to promote language and imagination with the preschool children. Also a sturdy outside toy garage and floor mat, and a dolls house and peg people that continue the small world imaginative play and enable the children to play out their own lives as well as imagined scenarios. Bean bags and mats furnished the book corner and made it cosy and comfortable.

There are morning sessions for the preschool to bring the children in as part of their transition into school. This has benefited the children who start school in September and their families. Parents and the preschool have commented that they are feeling positive and calm about the move to school and are already talking about it with more positivity than before.

The space and resources are used every day by the children at lunchtimes. The Calm Castle is used for children who need space away from the noise and hectic movement that the playground provides. Many children benefit hugely from having somewhere to escape and engage in calmer, quieter activities.

10 – 30 children use the resource daily.



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Shots in the Community Foundation

£1000

Veterans Christmas Lunch

The Foundation provided a free two-course Christmas lunch to military veterans. This has helped its aims of reducing veteran isolation and keeping them sociable. By bringing them together for special occasions, that sense of camaraderie and belongingness is renewed.

The Foundation has had plenty of positive feedback from attendees, and now see some more veterans on a regular basis at monthly coffee mornings.

70 military veterans (and family) benefited. The majority of these were over the age of 50 but there were some younger veterans.

“I have met people that I would not previously have met. Engaging with others has been far more beneficial than I could have imagined”

“Our week is brightened up immensely. Swapping stories with our sort of folk is great. Something for this 92 year old veteran to look forward to”



Rushmoor Concert Band

£900

Purchase of new sheet music

The band has been re-invigorated with new music, from modern movie scores such as “No time to Die”, through to Popular pieces such as “Adele in Symphony”, and “Fairytale of New York”. These were played at concerts in 2025 to thousands of people in the local community, including at the Armed Forces Day, and the Aldershot Proms in the Park.

The project has breathed new life into the band and the music it performs to the community. It’s also encouraging to see audiences grow and people return time and time again.

Sheet music is a long-lasting asset that’s shared among other bands in the area, so it will be played many times over by hundreds of players over the years and decades to come.



“Playing great arrangements of modern music has given me a renewed reason to return to playing music”
- *Band Member*



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4th Aldershot Scouts

£800

Replacement of Group tents

The grant purchased four new 4-man tents for use by the Scout, Cub and Beaver groups run by the 4th Aldershot volunteering teams. These were used for the first time in August at the annual summer camp at Ferny Crofts campsite in the New Forest. 28 children from Aldershot attended for the week and spent their time building confidence by participating in a wide range of outdoor adventure activities.

The tents provided camping accommodation for 16 Cubs and Beavers. The Cubs and Beavers all learnt to how erect the tents and worked together as teams to keep their tents clean and tidy for the week.

The camp was a huge success with a lot more children able to attend than many Scout groups would usually consider taking, (28 children for 7 nights is quite a large camp).

The tents have been cleaned and safely stored at the Group HQ in Aldershot. They will be used again for future summer camps and may be used for other expeditions and trips that the group go on.

The children staying in the new tents described them as ‘wicked’ and were happy to boast they had the best tents on camp!



St. Peter's Church, Farnborough

£1000

Set up of new foodbank

The purpose of this grant was to enable the establishment of a foodbank distribution centre at St Peter's Church in partnership with Farnborough Foodbank and under the umbrella of Trussell.

St Peter's Church opened as a distribution centre in March 2025 and since then opens every Tuesday afternoon between 2-4.30pm. In the first 14 weeks of operating 51 referrals were fulfilled which represents 143 people in Rushmoor fed (81 adults and 62 children).

Just six months in, the project has been successfully set up with over 25 recruited and trained volunteers. It is helping to serve the people of Rushmoor on a weekly basis who are referred for emergency food support. Links have been made with the wider church community activities, particularly for children and families, via the Hub, an after-school club held in St Peter's Parish centre on a Tuesday afternoon.

"Thank you very much, means a lot to me"

"I would like to say a massive thank you from myself and on behalf of my Uncle to yourself and all the team at St Peter's. You really did take such a weight off my shoulders helping him and I can't thank you enough"

"I just want to say a heartfelt thank you for coming through for me in this difficult season"



Oak Farm Learning and Activities Centre (OFLAC)

£650

Celebrating OFLAC Café volunteers, and essential equipment

OFLAC held a Celebration event to mark the graduation of participants who completed twelve months of training in the OFLAC Café at Farnborough Library, as well as those that achieved their Food Foundation qualification through MCG Training.

The grant allowed OFLAC to recognise these achievements in a meaningful way, boosting participants' confidence and sense of pride and motivation to succeed. 22 OFLAC members, staff and volunteers attended the celebration. 10-12 adults with learning difficulties are supported each year through training and work experience placements.

OFLAC also purchased some new and essential equipment for the Café, which will continue to benefit new learners by providing a safe, practical and supportive environment to learn valuable life and employment skills.

Graduates said how proud they were to be celebrated for their achievements, and family members and support workers commented on how much progress they had seen in their loved ones' skills, independence and happiness since taking part in the training.



Tice's Meadow Bird Group

£570

Nestbox Buildathon

The grant was used to purchase materials and tools necessary to build and decorate the bird boxes for a community volunteer Buildathon in February 2025. The funding enabled various groups in the community to build, decorate and utilise bird boxes.

1000 nest boxes were built using all the materials purchased, and 50 local people attended through the day to help build and decorate the nest boxes. Painting the boxes were 10+ local families, 1st Aldershot Brownie Pack and Parkside Aldershot.

Decorating of six boxes was also carried out at Waverley Grange Care Home involving as many residents as possible.

The boxes were distributed around the community, such as local green spaces, gardens, farms, schools and allotments.



Rushmoor Royals Swimming Club

£700

Equipment for swimming competitions

The grant purchased a Flash Start unit and a printer to support the swimming competitions hosted throughout the year.

The club hosted competitions in March, May, June and July, and the new equipment played a key role in ensuring these meets ran smoothly and stayed on schedule, as each competition attracts over 300 swimmers.

Importantly, the Flash Start unit enabled several hearing-impaired athletes to compete, making these events more inclusive. This equipment continues to make a significant difference in improving accessibility for all participants.



Home-Start Hampshire

£750

Festive family gifts

Home-Start Hampshire supports families with children aged 0-11 years who, for a myriad of reasons, are finding life challenging.

The impact of financial worries extends beyond housing and finance; stress about finances can impact all areas of life including family relationships and mental and physical health. Many families are feeling isolated and overwhelmed and do not know where to go for support.

Support is focused on helping families make sustainable changes for the long-term benefit of the whole family unit. For the festive period in 2024 Home-Start wanted to be able to provide families with some short-term reprieve, and were able to do this by providing 25 of its supported families, (approximately 32 adults and 40 children), with a £30 grocery voucher..

Vouchers were distributed to families in December and January and the positive impact was significant. Vouchers enabled families a little breathing space at a time of year when financial pressure is often heightened. For those who rely on food banks and similar organisations, the vouchers gave families the opportunity to go shopping themselves and have some independence with the items there were purchasing. The unexpected uplift was welcomed by families and the joy it bought our staff and volunteers to deliver this was also incredibly rewarding.

Families said how welcome the £30 voucher was and what a difference it made to their finances short term, which had a positive impact on their wellbeing too.

Aldershot Underwood Bowling Club

£500

Ditching mat replacement

The grant helped replace the rubber lining for the Green’s ditches. The old ditch liners were made of soft foam rubber and were degenerating due to their age and had moss/grass growing on/through them. This, along with covering the ditch walls, means that the Green itself looks smarter and has helped instil a renewed sense of pride in the Club.

There are 47 playing members, all of whom directly benefit from the improvement in the ditch liners. Plus, the Club hosts up to three games per week during the playing season, and has hosted the Dolly Anstey, a prestigious North Hampshire Women’s Bowling Association competition and received many favourable comments about the condition of the Green. As the new ditch liners can be lifted easily, they will be cleaned and stored indoors over the winter, so should be useable for many years to come.



14th Aldershot (Pegasus) Scout Group

£750

Outdoor activities and heaters

The grant was used to buy heaters that were installed at the Group’s hall. Installing modern heating was cost efficient and the hall was kept warmer during winter months. The shelter and tables have been used for camping and meetings.

It directly benefits 93 children aged between 4 to 14 and the adult volunteers.

Children have been happy that the hall is warmer during the meetings.

Community Grub Hub

£850

Accessing additional support services

The grant contributed towards the utility costs of the Help Hub at the Grub Hub, which provides signposting and support to Grub Hub visitors in partnership with Citizens Advice.

The Help Hub has helped 245 guests to date and about seven new guests each week. From building awareness of support available and helping to access it to directly supporting guests on a weekly basis, feedback from guests suggests that this support has been critical in improving their circumstances, health and lifestyles.

‘I arrived here with nothing , you have given more so much more than just the food and cleaning products , you have reminded me there are good people. I feel safe here.’ (Woman housed at the refuge)

Talavera Infant School

£750

Talavera Families Support Hub

The Talavera Families Support Hub began in September 2024 to create a warm and helpful environment for parents of children with special needs who attend the school. It aims to provide parents with a network of friends as well as professional advice from support agencies.

The grant was used to organise two parent workshops run by Mustard Seed Autism Trust focussed on Sensory and Physical Occupational Therapy. Remaining funds were used to offer direct support by Mustard Seed staff.

In total the grant has allowed 20 families to access Occupational Therapy support.

2nd Cove Cub Pack

£550

London Science Museum trip

The grant supported the travel for a trip to the Science Museum in London by 17 Cubs and Beavers and volunteer adults.

Cubs from all different backgrounds went on the visit. It was very engaging, and entertaining, learning about space, forces, and other science topics. The Cubs went out to space in the 4D cinema!

The feedback from the Cubs was fantastic, and they were all very happy. The attentiveness from a number of neurodiverse cubs, showed how well it was put together.

Rushmoor Artistic Swimming Club

£720

Courses for volunteer coaches and judges

The grant part-funded training for four volunteers/coaches and this has made a huge difference to the club, which has been able to provide additional training sessions for the 156 members and to open new trials for new young members. The entire club has benefited from the funding which is amazing.

This resulted in successes at the National Championships, regional championships, and successful grading days. The club is growing and is welcoming more and more boys and girls every six months.

Two of the Club's younger coaches gained recognition at the Swim England South East Awards, placing 2nd and 3rd for Young Volunteer of the Year.

3rd Farnborough Scouts

£750

Replace Clubroom tables and chairs

The Scout group was able to purchase 80 stackable chairs and trolleys, and 8 Go Pac Tables. These are now being used several times a week by over 140 members of the group from Squirrels to Explorers for a range of activities. They are also used by other community groups who use the Scout HQ from time to time.

The equipment is reliable, safe, and makes good use of the facility's limited storage facilities. It will continue to benefit the group for many years to come.

6th Farnborough Scout Group

£750

Day of adventurous activities

The grant was used towards the sole occupancy of the campsite for the Group day camp, providing a day packed with adventurous activities for 60 children aged 8 to 14 who might not otherwise get to experience this. Activities were Air rifle shooting, Archery, Climbing, tomahawk throwing and survival skills. All attendees developed their skills, got to take part in a larger than normal event and improved the visibility of a community charity.

60 Children gained access to the adventurous activities.

13 leaders/instructors were able to use their permits/qualifications.

Parents of 60 children got to see their children experience adventure and come home tired yet excited.



"Thank you for an amazing day, had great fun"

"Awesome awesome day"

"The young people kept smiling all day and despite the intensity of the day went home grubby and happy"

Aldershot Cricket Club

£475

Club volunteer coaching qualifications

The funding allowed four of the Club's volunteer coaches to gain their ECB coaching qualifications. Two coaches undertook ECB Foundation Coach awards, and two more undertook the ECB Core Coach award.

They previously held no coaching experience but wanted to volunteer for coaching sessions in the youth section. The coaching qualifications have allowed them to get expert guidance and further understanding on how to effectively deliver cricket sessions for the youth section players. Having this knowledge has benefited players with guidance on technical skills.

The coaches who undertook their qualification have stated they are thankful for giving them the opportunity to enhance their coaching skills.

3rd Cove Brownies

£750

Club activities

The Group focussed the grant on educating the girls on nature and wildlife and enjoying this in our local community. The girls learned about hedgehogs and birds and the Group has purchased kits to create hedgehog houses and bird feeders so they can continue to enjoy nature with their families by looking out for them at home.

They also booked Crocodile Encounter, a very informative 90-minute workshop where all the girls got to hold the majority of these rescued animals and learn about animal care and welfare. It was great to see the girls engage, ask questions and gain confidence by holding the animals.

There was also a sleepover at Legoland. The girls stayed in the learning academy and the trip included a special robotics workshop where they were given a task to create a new Legoland ride and build a prototype with Lego, synchronised music and lights.

Feedback from parents for the activities has been extremely positive.

Fernlea Preschool

£750

Classroom furniture

The project was to furnish the new building the Preschool had fundraised towards. The grant went towards the cost of chairs for the children's use and enabled the separation of different age groups with different needs, using the space to enhance the children's learning.

The children have benefited by having a more relaxed and quieter environment in which to learn.

Current and new parents have all commented on the lovely space. The children are really keen to work in the new environment, and equally the staff have commented on the benefits of working with one age group of children.

1st Cove Scout Group

£581

Group Camp 2025

The grant covered camp fees for 40 young people on the Group's Summer Camp, meaning more young people could benefit from time away learning new life skills.

Ages ranged from 4 through to 14, with ten Adult Leaders present throughout the whole week.

The low cost of the camp was seen as great value by parents, who appreciate the time of the volunteers organising such a great camp.

Aldershot FC Supporters Trust

£700

Replace football kit and training equipment

The group funded new football kit for its Sunday league football team. The difference this has made has been very refreshing! The previous kit was worn, torn and tatted. Now, the team are able to play in brand new shirts, and shorts.

20 players have benefited, of ages are between 16 – 30, some of whom genuinely suffer with hardship away from football.

The Vine Centre

£750

School holiday free lunch packs for vulnerable families

This grant was used to help pay for the food allocated to families as part of the Centre's 'Kids Lunches' project during the school summer holiday in 2025, offering assistance to families with the cost of lunches. Each family was offered enough food to cover 5 lunches per child per week. Families were able to access this project quickly and easily as well as find out about other services the Vine Centre has to offer.

The funding directly benefited 72 children from 28 families.



"I honestly don't know how I would have coped this summer without the Vine Centre"



SUPPORTING COMMUNITIES GRANT FUND

IMPACT REPORT 2024/25

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CABINET

COUNCILLOR CHRISTINE GUINNESS
PRIDE IN PLACE / NEIGHBOURHOOD SERVICES
PORTFOLIO HOLDER

17th MARCH 2026

Key Decision? No

REPORT NO. OS2607

**REVIEW OF THE COUNCIL'S STATEMENT OF LICENSING POLICY IN
RESPECT OF THE LICENSING ACT 2003**

SUMMARY AND RECOMMENDATIONS:

This report sets out recommended changes to the Council's Statement of Licensing Policy in respect of The Licensing Act 2003 following review and public consultation as required by the legislation.

Cabinet is requested to –

- 1) Recommend to the Council that the proposed policy and cumulative impact assessment be implemented with immediate effect.

1. INTRODUCTION

- 1.1. There is a legal requirement for review of the Council's Statement of Licensing Policy in respect of The Licensing Act 2003. Due to resource issues in the wider Place Protection Service, and the need to prioritise work across the service, accordingly, including other policy reviews, this commenced later than planned. The review itself took a significant amount of time to ensure that it was comprehensive and that appropriate consultation took place. As such this is now overdue.
- 1.2. A review of the policy has taken place, taking account of changes to the legislation and guidance, and public consultation has been carried out as required. This includes a cumulative impact assessment and the implementation of a cumulative impact policy in Aldershot Town Centre
- 1.3. The comments received during the consultation have been considered, and where appropriate amendments made to the proposed policy
- 1.4. Cabinet is requested to recommend to the Council that the proposed policy and cumulative impact assessment be implemented with immediate effect.

2. BACKGROUND

- 2.1. A full review of the Council's Statement of Licensing Policy in respect of The Licensing Act 2003 is overdue and has therefore been carried out. Consultation has been carried out in accordance with the legislation.
- 2.2. Two responses suggesting amendments to the draft policy, and two responses specifically in support of the implementation of a cumulative impact policy in Aldershot Town Centre were received. These are given as **Appendix A**. All other responses provided no comment.

3. DETAILS OF THE PROPOSALS

- 3.1. The draft statement of licensing policy has been reviewed taking account of the comments a table providing each comment received which suggested a change to the draft policy and any proposed changes made as a result is given as **Appendix B**.
- 3.2. The proposed Statement of Licensing Policy which includes the cumulative impact assessment is given as **Appendix C**.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. There are no risks associated with this report, the policy is overdue for review, and therefore it is necessary for an updated policy to be implemented as soon as possible. Consultation has been carried out in accordance with the legislation, and consideration given to all comments received.

Legal Implications

- 4.2. Section 5 of the Licensing Act 2003 requires the Statement of Licensing Policy to be determined by the Council (as Licensing Authority) every five years. This function cannot be delegated to the Council's Licensing Committee. Any amendments to that Statement are required to be formally considered and approved by full Council following a consultation exercise.
- 4.3. Section 5A requires the licensing authority to review any Cumulative Impact Assessment every three years.
- 4.4. A failure to review the policy in accordance with the statutory timescales and consult properly could result in any decisions and the policy being challenged in the Courts. The Licensing Authority must have regard to the statutory guidance issued under section 182 of the act in preparation of the statement.
- 4.5. The Council's Legal Team were consulted on the proposed policy as part of the wider consultation and raised no concerns.

Financial Implications

- 4.6. There are no financial implications associated with this report, all recommended policy amendments can be borne by existing budgets.

Resource Implications

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

Equalities Impact Implications

- 4.5 An equality impact check found that this proposal would have a positive or neutral impact on people with protected characteristics. Therefore, a full assessment is not required.

Community Safety Implications

- 4.6 The Council's Community Safety Team have been consulted on this policy and have submitted comments in support of the implementation of a cumulative impact policy in Aldershot Town Centre. As such, the only community safety implications are positive.

5 CONCLUSIONS

- 5.1 Review of the Council's Statement of Licensing Policy in respect of the Licensing Act 2003 is overdue. The document has been reviewed taking account of changes in legislation and guidance, consultation has been carried out, and comments received considered accordingly.
- 5.2 Cabinet is asked to recommend to the Council that the proposed policy including the cumulative impact assessment be implemented with immediate effect.

LIST OF APPENDICES/ANNEXES:

Appendix A – Consultation Responses

Appendix B – Consultation Comments and proposed changes

Appendix C – Proposed Statement of Licensing Policy

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Report Author – Shelley Bowman, shelley.bowman@rushmoor.gov.uk, 01252 398162

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

CONSULTATION RESPONSES

FROM HAMPSHIRE CONSTABULARY LICENSING TEAM

From: Philip Dennett (3715) [REDACTED]
Sent: 10 December 2025 10:06
To: Shelley Bowman [REDACTED]
Cc: Rushmoor Council Licensing <Licensing@rushmoor.gov.uk>; Ruth Kerr (27325) [REDACTED]
Subject: RE: Licensing Act Policy Review

CAUTION: This email originated from outside of Rushmoor Borough Council. Do not click links or open attachments unless you recognise the sender and know the content is safe.

Good Morning

I do believe there is a cumulative impact of premise selling alcohol for consumption off the premises. Victoria Road is an area within Aldershot town centre. This area suffers from street drinking and associated crime including public order and related thefts. From my experience the issues are not time specific as ASB continues throughout the day leading into the NTE.

Northern Hampshire Licensing Team suggest that a CIA would benefit the Aldershot town centre area due to the following reasons:

- CIZs are proven to help reduce crime and disorder
- Prevents further saturation of licensed premises which supports key licensing objective of crime prevention.
- Limits pressure on emergency services within the area
- Reduces to risk in regards to over intoxication and over crowding
- Reduces public nuisance for residents – public urination etc.
- The clear requirement for more detailed and higher quality premise licence applications because of the presumption of refusal. The potential of increased transparency in licensing decisions and enables the police to support the local authority in reaching satisfactory conclusions. It is all data driven and therefore leads to less chance of appeals / challenges in regards to licensing decisions.
- This filters out poorer operators and raises standards
- Prevents out of control growth of alcohol led venues
- Encourages operators with strong track records
- Increases co-operation with the local community / police / health bodies.
- Helps meet all 4 licensing objectives.

Further to the above

- A CIZ gives police a stronger footing to make representations to a potential applications when an area is already suffering from saturation and related harm.
- Helps assist in police demand and resource allocation.
- Safer operating models tend to exist within a CIZ.
- Supports early intervention and proactive policing along with problem solving potential.
- Police representations are less personal and can be directed related to the CIZ leading to negotiated conditions at an early stage.

All of the above would directly support the local area and the police interaction with venues and the community leading to a safer and more prosperous DTE and NTE.

Kind Regards

Phil / Ruth

PC 3715 PHIL DENNETT
Force Licensing & Alcohol Harm Reduction Team
Email – [REDACTED]

FROM RUSHMOOR COMMUNITY SAFETY TEAM

From: David Lipscombe [REDACTED]
Sent: 30 December 2025 10:51
To: Rushmoor Council Licensing <Licensing@rushmoor.gov.uk>
Cc: David Lipscombe [REDACTED]
Subject: RE: Consultation - Statement of Licensing Policy

Dear Licensing,

Thank you for the below copy of the revised Statement of Licensing Policy.

Whilst I have no comments on the minor changes to the document, I would like to express my full support for the Cumulative Impact Assessment contained within. I agree with the view that the granting of further licences to sell alcohol for consumption off premises would be inconsistent with our responsibility to promote the licensing objectives and further exacerbate an evidenced street drinking and antisocial behaviour issue in the area. These issues are also having a clear impact on feelings of safety in the area and further granting of licences would impact our ability to tackle this in any meaningful way.

Kind regards,

David Lipscombe
Community Safety Manager
Rushmoor Borough Council

Mobile: [REDACTED]
Email: [REDACTED]

www.rushmoor.gov.uk

FROM RUSHMOOR ENVIRONMENTAL HEALTH TEAM

From: Helen Payne [REDACTED]
Sent: 16 February 2026 08:44
To: Rushmoor Council Licensing <Licensing@rushmoor.gov.uk>
Cc: Helen Payne [REDACTED]; Sandy Muirden [REDACTED]
Subject: RE: Consultation - Statement of Licensing Policy

Hello Shelley

Thank you for consulting the ECP team on the draft statement of licensing policy produced following review.

I have the following comments to make:

- Page 28 Part G. Explanation of what a provisional statement is would be beneficial
- Page 37 Part K. Typographical error in section 11 title. Should read Disapply rather than Diasapply.
- Page 56 Part P. Para 16.38 – can conditions be attached to a TEN without a hearing, if the licensing authority, responsible authority and applicant agree that a hearing is not necessary and the applicant agrees to conditions (from the premises licence?) being attached?
- Page 58 Part Q. Is it only the Police that can object to personal licences, or can other responsible authorities or interested parties also object on other grounds?
- Page 76 Appendix B. Reference in para 2.2 to Rushmoor including a number of outlying villages is inaccurate and does not reflect the urban nature of the borough. Should just say includes the towns of Farnborough and Aldershot.
- Other – no reference to the Live Music Act 2012 in policy.
- Other - The introduction of Appendix B about Rushmoor, has meant that references to the original appendices are now incorrect in the main text body of the policy. E.g. appendix B, is now appendix C re TENS (see Part P), and appendix C is now appendix D (page 12, Part D cumulative impact), Appendix D re relevant considerations is now Appendix E (page 22 and 69) etc
- Page 77 Appendix C. Given the reference to consideration to local residents and adjacent occupiers in para 16.47 re TENS, could the table re temporary events in Appendix C be expanded to include recommendation that the premises uses take appropriate measures to control noise from the temporary licensable activities. The reason for this is to prevent noise disturbance to local residents. The local authority may also take action under other legislation for statutory nuisance under Environmental Protection Act 1990.
- Page 84 Appendix E. section 12 noise, please can you add in the following:
 - Add: Noise management plans
 - Replace 'The employment of a competent noise control consultant' with: The employment of a competent and suitably qualified noise control consultant
 - Replace 'soundproofing, dampening or other anti-vibration measures' with: Installation of soundproofing, air conditioning, acoustic lobbies, acoustic curtains, door seals and closers, dampening or other anti-vibration measures
 - Add: Management of external garden areas and smoking areas including closing times.
 - Add: Management of customers, staff and vehicles when arriving and leaving the premises, including arrangements for home deliveries
 - Add: Signage requesting customers leave premises quickly and quietly, informing of time of external area closure etc
- Section 16 waste and litter:
 - Replace 'Cleaning of the area & emptying of waste receptacles (during opening hours and on closure)' with: Cleaning of the area, including in the vicinity of the premises & emptying of waste receptacles (during opening hours and on closure)

Given the increasing number of outdoor music events being held in the borough, ECP are looking to produce some guidance for operators on controlling noise, light etc to prevent public nuisance.

I am on leave this week, but if you have any queries in the meantime, please speak to Sandy.

Kind regards

Helen

Helen Payne
Principal Environmental Health Officer
Operational Services
Rushmoor Borough Council
[REDACTED]

FROM RUSHMOOR LICENSING TEAM AS A RESPONSIBLE AUTHORITY

From: Rushmoor Council Licensing
Sent: 06 February 2026 12:43
To: Shelley Bowman [REDACTED]
Subject: Response to LA03 Consultation

Hi Shelley,

I have reviewed the policy as a responsible authority for licensing and I believe it would be beneficially to add, that when plans are received via applications, the licensing authority will visit the premises to check the plans are accurate and if they do not reflect the true layout of the premises, the application will be deemed invalid.

We have recently dealt with applications where the plans have not been accurate, and it has had a knock on effect on the work and processes with the applications.

Thank you

Aimee

Aimee Carpenter (Nee Vosser)
Licensing Officer
Rushmoor Borough Council
[REDACTED]

CONSULTATION COMMENTS & PROPOSED CHANGES

Comment	Consideration
<p>It would be beneficially to add, that when plans are received via applications, the licensing authority will visit the premises to check the plans are accurate and if they do not reflect the true layout of the premises, the application will be deemed invalid.</p>	<p>At 5.16 added “This includes applications where a premises plan is required, and the plan is not an accurate reflection of the premises and / or it’s layout.”</p>
<p>Page 28 Part G. Explanation of what a provisional statement is would be beneficial</p>	<p>The policy does not explain in any other section what the authorisation is, this is specified in the legislation. This comment is likely due to the fact that applications for provisional statements are rare, but a business would be aware of the licence required, or would seek guidance. The purpose of the policy to provide information about how we administer the regime rather than to repeat the legislation. As such, no change has been made.</p>
<p>Page 37 Part K. Typographical error in section 11 title. Should read Disapply rather than Diasapply.</p>	<p>This has been corrected.</p>
<p>Page 56 Part P. Para 16.38 – can conditions be attached to a TEN without a hearing, if the licensing authority, responsible authority and applicant agree that a hearing is not necessary and the applicant agrees to conditions (from the premises licence?) being attached?</p>	<p>The answer to this question is no – therefore no change made to policy, but a response has been sent to the responsible authority making the comments to advise.</p>
<p>Page 58 Part Q. Is it only the Police that can object to personal licences, or can other responsible authorities or interested parties also object on other grounds?</p>	<p>The answer to this question is yes only Police can object – therefore no change made to policy, but a response has been sent to the responsible authority making the comments to advise.</p>
<p>Page 76 Appendix B. Reference in para 2.2 to Rushmoor including a number of outlying villages is inaccurate and does not reflect the urban nature of the borough. Should just say includes the towns of Farnborough and Aldershot.</p>	<p>Reference to outlying villages removed.</p>

<p>Other – no reference to the Live Music Act 2012 in policy.</p>	<p>The policy is not intended to be a repeat of legislation. The Live Music Act exempts the need for licensing of Live Music in specific circumstances. There are a number of other exemptions in legislation for lots of different types of entertainment. To cover all of these in the policy would be repetitive and make the policy document excessively long. There is guidance on our website in respect of this. The purpose of the policy is to provide information about how we administer the regime rather than to repeat the legislation. As such, no change has been made.</p>
<p>Other - The introduction of Appendix B about Rushmoor, has meant that references to the original appendices are now incorrect in the main text body of the policy. E.g. appendix B, is now appendix C re TENS (see Part P), and appendix C is now appendix D (page 12, Part D cumulative impact), Appendix D re relevant considerations is now Appendix E (page 22 and 69) etc</p>	<p>The references have been corrected.</p>
<p>Page 77 Appendix C. Given the reference to consideration to local residents and adjacent occupiers in para 16.47 re TENS, could the table re temporary events in Appendix C be expanded to include recommendation that the premises users take appropriate measures to control noise from the temporary licensable activities. The reason for this is to prevent noise disturbance to local residents. The local authority may also take action under other legislation for statutory nuisance under Environmental Protection Act 1990.</p>	<p>Addition of this as recommended.</p>
<p>Page 84 Appendix E. section 12 noise, please can you add in the following:</p> <ul style="list-style-type: none"> ○ Add: Noise management plans ○ Replace 'The employment of a competent noise control consultant' with: The employment of a competent and suitably qualified noise control consultant 	<p>Changes made as recommended</p>

<ul style="list-style-type: none"> ○ Replace 'soundproofing, dampening or other anti-vibration measures' with: Installation of soundproofing, air conditioning, acoustic lobbies, acoustic curtains, door seals and closers, dampening or other anti-vibration measures ○ Add: Management of external garden areas and smoking areas including closing times. ○ Add: Management of customers, staff and vehicles when arriving and leaving the premises, including arrangements for home deliveries ○ Add: Signage requesting customers leave premises quickly and quietly, informing of time of external area closure etc 	
<p>Section 16 waste and litter:</p> <ul style="list-style-type: none"> ○ Replace 'Cleaning of the area & emptying of waste receptacles (during opening hours and on closure)' with: Cleaning of the area, including in the vicinity of the premises & emptying of waste receptacles (during opening hours and on closure) 	<p>Change made as per recommendation</p>



RUSHMOOR
BOROUGH COUNCIL

LICENSING ACT 2003

**STATEMENT OF
LICENSING POLICY
& GUIDANCE**

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PART A

1. FOREWORD

FOREWORD

- 1.1 The Council believes that licensed premises and events are an integral part of society and of our area. There are few people who have not used licensed premises or partaken in some kind of licensable activity at some time, whether it be for business or social purposes.
- 1.2 Society takes the provision of such services largely for granted and expects them to be provided responsibly. We believe that this is exactly as it should be and that residents and visitors to Rushmoor simply want a diverse range of activities delivered in a responsible and safe manner.
- 1.3 However, while we recognise that there are many hardworking licence holders within the industry, who are rightly proud of the service they provide, any service to the public may be subject to abuse or be a target for the less scrupulous in society. This may include those who might use their position to exploit the public, for example by supplying illicit alcohol or taking advantage of vulnerable individuals such as children, those under the influence of alcohol and others.
- 1.4 In view of these concerns, we believe that the provision of alcohol, entertainment and late-night refreshment needs to be appropriately regulated to prevent the less than honest or responsible persons from undertaking such activities. We believe only those individuals and premises that are responsible, safe and suitable to undertake such activities should be permitted to do so.
- 1.5 However, we also recognise, that while regulation of licensable activities seeks to protect the public, a too restrictive approach can work against the public interest by, for example creating barriers of entry to the trade, restricting the day and night time economy and range of social activities available to our communities. We therefore want to ensure that our licensing approach is suitably justified and proportionate to the risks we seek to address and that the costs incurred are commensurate to the benefits.
- 1.6 In summary, we want to enable good business for all concerned by providing quality, timely and value for money licensing services that reasonably ensures the safety and protection of the public and provides for a suitable, varied day and night-time economy for all. This document sets out how we intend to do this within the existing legislative framework and other constraints.

PART B

2. INTRODUCTION & SCOPE

2.1 SUMMARY

2.2 This document sets out Rushmoor Borough Council's statement of licensing policy pursuant to the requirements of Section 5 of the Licensing Act 2003.

2.3 In preparing this document, Rushmoor Borough Council (RBC) has considered the licensing objectives of the Act, together with the Secretary of State's guidance issued under section 182 of the Act. It has also consulted with and considered the responses made by the individuals, agencies and organisations set out in **appendix A**.

2.4 This policy document was approved and adopted by the Council's executive (Cabinet), meeting on the XXXXXXXX and, ratified by Full Council on XXXXXXXX. While subject to review by XXXXXXXX in accordance with the act, this document shall constitute RBC's statement of licensing policy.

2.5 INTRODUCTION & SCOPE

2.6 Background

2.7 The Licensing Act 2003 (the 'Act') provides the legislative framework throughout England & Wales for regulating the supply and retail sale of alcohol, the provision of various entertainments and late night refreshment (collectively known as 'licensable activities').

2.8 Under the Act, RBC along with other authorities is responsible for the licensing of pubs, clubs and other premises in its area where licensable activities take place, together with the licensing of individuals who sell or authorise the sale of alcohol. Councils are also responsible for authorisations permitting temporary licensable activities.

2.9 As a Licensing Authority, the Council is required to prepare and publish a statement of licensing policy in accordance with Section 5 of the Act. This document has been prepared for this purpose and sets out the licensing policies and arrangements the Licensing Authority will normally apply and consider in exercise of its functions under the Act.

2.10 This document will therefore be used to inform our decision making, particularly when making decisions on relevant licence applications, authorisations and/or our general enforcement approach. It acts as a guide to the considerations and standards to be applied in our licensing work together with the roles and responsibilities of those to which it may apply. However, on occasion where it is deemed appropriate, the licensing authority may divert from this policy. In all cases where a

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decision is made that differs from this policy, clear reasons will be given.

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

2.12 Applicability

2.13 This document applies to the functions of RBC as a Licensing Authority under the Licensing Act 2003 (and related legislation) and to any licensable activities within the Borough of Rushmoor as defined in **appendix B**.

2.14 Other documents and references

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

- (a) RBC Corporate sanctions and enforcement policy;
- (b) RBC Guidance notes for applicants (various);
- (c) RBC Hearing procedures;
- (d) RBC Hearings protocol; and
- (e) RBC Pool of model conditions;

2.15 IMPLEMENTATION

2.16 This policy shall take effect from XXXXXX and will override and supersede all existing Council policy and guidance in relation to The Licensing Act 2003.

2.17 The policy will remain effective for a maximum period of 5 years but will be kept under review. Where appropriate, the Council will consult on any proposed revisions, to reflect changes in the law and best practice.

PART C

3. LICENSING PRINCIPLES, OBJECTIVES & GENERAL CONSIDERATIONS

3.1. GENERAL

3.2. A number of authorisations and administrative procedures may be sought, held or applied for under the Act. The policies and considerations to be applied will generally depend on the nature of the authorisation sought / held and/or the circumstances of the case.

3.3. General application of policies, objectives and considerations

3.4. Paragraphs 3.7 to 3.47 below are of general applicability and will normally be applied in respect of any function of the Licensing Authority under the Act.

3.5. Guidance, policies and considerations for specific authorisations

3.6. In addition, the specific sections set out in Table 1 below will normally be applied in respect of the specific authorisations to which it refers.

Table 1
Guidance, policies and considerations for specific authorisations

Premises Licence	See Part F	From page 19
Provisional Statement	See Part G	From page 28
Variation (various)	See Part H	From page 29
Transfer of a premises licence	See Part L	From page 41
Interim authority notice	See Part M	From page 43
Review	See Part N	From page 45
Club premises certificate	See Part O	From page 49
Temporary event notice	See Part P	From page 53
Personal licence	See Part Q	From page 58

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3.7. FUNDAMENTAL PRINCIPLES & OBJECTIVES

3.8. Guiding Principle

3.9. In carrying out its functions under the Act, the Licensing Authority will seek to regulate licensable activities in the public interest and will, where appropriate, seek to enable good business for all concerned. We will endeavour to do this by providing quality, timely and value for money licensing and regulatory services with a view to promoting the following licensing objectives -

- (a) To prevent crime & disorder;
- (b) To ensure public safety;
- (c) To prevent public nuisance; and
- (d) To protect children from harm.

NB: The Licensing Authority shall give paramount consideration to the licensing objectives and consider each objective to be of equal importance, giving them their widest possible interpretation and meaning.

3.10. Designated body for protection of children from harm

3.11. The licensing authority recognises the child protection team, the safeguarding unit, Hampshire County Council as the body competent to advise it on the protection of children from harm, and therefore as a responsible authority in respect of the Act.

3.12. GENERAL LICENSING PRINCIPLES

3.13. General principles

3.14. Where entitled to do so, the Licensing Authority will normally -

- (a) consider any matter for its determination objectively and on its own individual merits;
- (b) consider the nature, type and extent of any effect on the promotion of the licensing objectives; and
- (c) focus on matters that are within the control of individual applicants and others in possession of relevant authorisations, the premises where licensable activities are to be provided and the area in the vicinity of the premises concerned.

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3.15. Promotion of Equality

3.16. The Equality Act 2010 places a legal obligation on public authorities to have due regard to the need to eliminate unlawful discrimination, harassment and victimisation; to advance equality of opportunity and to foster good relations between persons with different protected characteristics. The licensing authority will have due regard to these aims in exercising its functions.

3.17. Control of third parties

3.18. Licensing laws will not normally be used as a mechanism for the general control of individuals once they leave the vicinity of licensable activities and/or premises and therefore, beyond the direct control of the individual, club or business concerned. However, this does not negate the need for suitable dispersal, cleansing and other management arrangements in the vicinity of the premises concerned that may be appropriate to promote the licensing objectives.

3.19. OTHER RELEVANT CONSIDERATIONS

3.20. Integration of policies, strategies and objectives

3.21. The Licensing Authority may, where it is entitled to do so and, in so far as they are relevant to the promotion of the licensing objectives and the particular circumstances of the case, have regard to, but not be bound by, the aims, objectives and findings of any published governmental strategies and plans.

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

3.23. In exercising its functions, the Licensing Authority will, where appropriate and, without compromising the licensing objectives, take account of the need to encourage and promote all forms of entertainment for the wider cultural benefit of its communities.

3.24. The licensing authority will also consider the prevalence of crime types e.g. violence against women & girls, spiking, sexual harassment etc. and other issues in exercising its functions.

3.25. Licensing Hours

3.26. The Licensing Authority may, where it is entitled to do so and, in so far as they are relevant to the promotion of the licensing objectives and the particular circumstances of the case, take account of the impact that licensing hours may have -

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- (a) on the development of a thriving and safe day-time, evening and night-time economy;
 - (b) in providing consumers with greater choice and flexibility; and
 - (c) in helping to ensure that concentrations of customers leaving premises simultaneously are avoided; helping to reduce friction and other problems of disturbance, crime and disorder at late night food outlets, taxi ranks and other sources of transport etc.
- 3.27. Through (and subject to) the promotion of the licensing objectives, the Licensing Authority will, where it is entitled to do so, normally seek to reduce the potential for concentrations and/or achieve a gradual dispersal of people from licensed premises through flexible licensing / opening hours.
- 3.28. With regard to shops, stores and supermarkets, unless there are compelling reasons for restricting licensing hours, the Licensing Authority will, where it is entitled to do so, normally allow such premises to be free to provide sales of alcohol for consumption off the premises at any times when the outlet is open for business.
- 3.29. **Partnership Working**
- 3.30. Where possible and appropriate, the Licensing Authority will seek to work with partners and where available to support initiatives (e.g. Pubwatch, CAP) to achieve its aims and ensure the promotion of the licensing objectives.
- 3.31. **Economy, Employment & Investment**
- 3.32. In exercising its functions, the Licensing Authority may, where it is entitled to do so and, in so far as they are relevant to the licensing objectives, also take into consideration the following -
- (a) the needs of the local economy;
 - (b) the employment situation in the area;
 - (c) the need for new investment; and
 - (d) the impact of licensing on the provision of regulated entertainment.
- 3.33. **LICENSING POLICY & SECRETARY OF STATES GUIDANCE**
- 3.34. In exercising its functions, the Licensing Authority will, where appropriate, have regard to -
- (a) this statement of licensing policy;

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- (b) any guidance issued by the Secretary of State under section 182 of the Act; and
- (c) the Council's Corporate sanctions and enforcement policy.

3.35. NON RELEVANT MATTERS

3.36. Relevance to the licensing objectives

3.37. In exercise of its functions, the Licensing Authority will not generally consider any matters that are not related to the licensing objectives.

3.38. Need, demand & competition

3.39. The Licensing Authority does not generally consider that need (i.e. commercial demand), or competition between rival operators, are relevant to its functions under the Act. The Licensing Authority will usually consider these as matters for the market.

3.40. DUPLICATION & OTHER RELEVANT LEGISLATION

3.41. General Expectation of Compliance

3.42. The Licensing Authority expects those providing licensable activities to fully comply with all other relevant legislation (e.g. Health & Safety) applicable to the premises and the activities carried on there. The Licensing Authority will therefore normally seek to avoid duplication with other regulatory regimes in exercise of its functions. However, non-compliance with other legislation and associated agency requirements, may be taken into account insofar as it provides an indicator of the management of the premises and the wider picture and/or confidence in management to suitably promote the licensing objectives.

3.43. Other authorisations and permissions

3.44. The Licensing Authority expects those providing licensable activities to ensure that they have obtained all necessary authorisations and permissions before proceeding with any licensable activities or associated applications (e.g. planning permission, landowner permission etc). A relevant authorisation under the Licensing Act 2003 does not and shall not be taken to give or imply approval for any other activity regulated by this or any other authority. Prospective applicants are advised to check to ensure that their proposals / arrangements are suitably authorised in all respects.

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3.45. Planning & Building Control Requirements

3.46. The Licensing Authority notes that the use of premises for sale or provision of alcohol, entertainment or late night refreshment may be subject to control by the local Planning Authority and that such uses may require planning permission or must otherwise be lawful under planning legislation. The Licensing Authority notes that planning permission is usually required for new premises and/or the change of use of premises while building control approval is often required for structural alterations.

3.47. While applications for relevant authorisations may be made pending any planning permission, the Licensing Authority normally expects these to be made by businesses with planning consent for the property and uses concerned. The Licensing Authority considers provisional statements the most appropriate authorisation pending application for planning consent.

NB: The grant or variation of a relevant authorisation by the Licensing Authority does **not** relieve the applicant (or licence holder) of the need to apply for and obtain planning permission or building control approval where this may be appropriate. This includes any alterations that may be necessary in order to comply with any licensing requirements. Premises operating in breach of any planning permission and/or associated restrictions (e.g. permitted hours of use) may commit an offence and may be liable to formal action under planning law.

3.48. The Licensing Authority would impress that planning, building control and licensing regimes are separate legislative regimes that involve consideration of different (albeit sometimes related) matters. In view of this and so as to ensure a clear separation of planning and licensing systems, licensing applications will, in all cases, be considered wholly independently of planning applications.

3.49. Licensing applications will not be treated as a re-run of any planning application. The Council will treat the outcome of any licence and/or planning application as entirely separate.

PART D

4. CUMULATIVE IMPACT

4.1. CUMULATIVE IMPACT OF LICENSED PREMISES

4.2. The Licensing Authority recognises that the number, type and concentration of licensed premises in any given area, may have a 'cumulative impact' on one or more of the licensing objectives (e.g. problems with nuisance, crime and disorder etc.) over and above the impact of the individual premises themselves. It also recognises that such problems may occur both in the vicinity of and at some distance from the premises concerned.

4.3. ARRANGEMENTS TO TACKLE CUMULATIVE IMPACT

4.4. Adoption of Cumulative Impact Assessment

4.5. The Licensing Authority has adopted a cumulative impact assessment which is given at **appendix D** in respect of the Aldershot Town Centre area (specifically defined in appendix). It identifies issues with cumulative impact specifically related to premises licensed to sell alcohol for consumption off the premises.

4.6. For these purposes, any future applications for the sale of alcohol for consumption off the premises, within the defined area will be considered by the responsible authorities (including the licensing authority), taking account of the cumulative impact assessment. Where it is deemed that the granting of the application would add to the cumulative impact on the licensing objectives, a relevant representation will be made.

4.7. In determining any application where a relevant representation is made in accordance with the cumulative impact assessment, the licensing committee or sub-committee will consider the application and representations in light of the individual circumstances of the case and may where appropriate, depart from the cumulative impact assessment. However, where they are satisfied that the grant of the application would undermine the promotion of one or more of the licensing objectives and that appropriate conditions would be ineffective in preventing the problems involved the application will be refused.

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4.8. Other Controls for Controlling Cumulative Impact

4.9. Regardless of whether or not a cumulative impact assessment is in place for the location of an application, the Licensing Authority recognises and will, where appropriate, seek to promote, use and consider (where entitled to do so) alternative mechanisms to control the anti-social behaviour of consumers after leaving licensed premises.

4.10. These may include -

- (a) planning control;
- (b) positive measures and local initiatives to create a safe and clean town centre environment in partnership with local businesses, transport operators and other departments of the local authority;
- (c) the provision of physical measures and services such as CCTV surveillance systems, taxi ranks, taxi marshalling schemes, provision of public conveniences, street cleaning and litter patrols;
- (d) 'public spaces protection orders' to control the drinking of alcohol in public spaces under the Anti-social Behaviour, Crime and Policing Act 2014;
- (e) the confiscation of alcohol from individuals in designated areas;
- (f) enforcement against disorder and anti-social behaviour including the issuing of community protection warnings, notices and fixed penalty notices;
- (g) the prosecution of any personal licence holder or member of staff at licensed premises who sells alcohol (whether or not by proxy) to people who are drunk or underage;
- (h) Responsible Authority powers to close down instantly for up to 48 hours any licensed premises or temporary events on grounds of disorder, the likelihood of disorder or excessive noise emanating from the premises; and
- (i) the power of the Police, Licensing Authority and other Responsible Authorities, councillors and / or any other person to seek a review of a relevant authorisation.

PART E

5. GENERAL ADMINISTRATIVE ISSUES

5.1. APPLICATIONS, NOTICES & REPRESENTATIONS

5.2. Equality of opportunity

5.3. Subject to the requirements of the Act, nothing in this statement of policy shall override or undermine the right of any individual or business -

- (a) to apply for one or more of the authorisations under the Act and, where appropriate, to have that application considered on its individual merits;
- (b) to make representations on an application or to seek a review of an authorisation where provision has been made for them to do so; or
- (c) who is aggrieved by the decision of the Licensing Authority to appeal against that decision to the Courts where provision has been made for them to do so.

5.4. Local Authority Licences

5.5. Nothing within this document prevents Rushmoor Borough Council from applying to the Licensing Authority for any of the authorisations provided for under the Act. Subject to the requirements of the Act, RBC may seek multiple and/or global licences for public events and spaces within the community in its own name. This is inclusive of village greens, parks, market squares, community halls and local authority owned premises etc.

5.6. In considering any application by Rushmoor Borough Council for any licence or authorisation provided for under the Act, the Licensing Authority will ensure that the licensing committee and its officers consider the matter from an entirely neutral standpoint.

5.7. Submission of applications, notices and representations

5.8. Except applications made entirely electronically, all applications, notices and representations must be sent to the Licensing Authority care of the following –

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

Telephone: 01252 398855
Email: licensing@rushmoor.gov.uk
Website: www.rushmoor.gov.uk

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5.9. Making an application or serving notice

5.10. While it is not the purpose of this document to detail how to make an application for any of the authorisations established by the Act, the Licensing Authority will prepare and maintain suitable guidance notes for applicants for this purpose.

5.11. Guidance notes for applicants will be maintained on our website (www.rushmoor.gov.uk) and / or shall be made available on request by contacting our licensing team via telephone 01252 398855 or email at licensing@rushmoor.gov.uk.

5.12. Responsible Authority Notifications

5.13. The Licensing Authority will endeavour to send an electronic copy of every application it receives to the relevant Responsible Authorities. Whilst the Act requires us to do this on behalf of the applicant only for electronic applications, it is the opinion of the Licensing Authority that it is more economic, environmentally friendly, consistent and helpful to all parties to do this for all applications.

5.14. However, whilst it can provide acknowledgement that it has sent applications to the relevant Responsible Authorities on request, the Licensing Authority asserts that it remains the responsibility of applicants to ensure all relevant applications are made in accordance with the relevant statutory requirements.

5.15. Validity of applications or notices

5.16. The Licensing Authority will only accept and, where appropriate, process applications and notices that **fully** comply with all relevant legislative requirements. Conversely, applications and/or notices will be treated as being invalid where they fail to comply with all relevant legislative requirements. This includes applications where a premises plan is required, and the plan is not an accurate reflection of the premises and / or it's layout.

5.17. Where it considers it appropriate to do so, the Licensing Authority may return or 'hold' an invalid application depending on the nature of any problem with it. Where we 'hold' an application and / or receive application documents and submissions on a 'piecemeal' basis, the application / notice will not be treated as validly made until we have received the last required submission necessary to comply with the legislative requirements. In these circumstances, we will treat any statutory timescales for processing and/or determination of the application as having been (re)set from the date the last required submission was made.

NB: This may affect advertising requirements and applications may need to be re-advertised in accordance with any revised timescales.

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- 5.18. The Licensing Authority will reject an application, where the applicant persistently fails to supply required information .
- 5.19. **Safeguarding against document fraud**
- 5.20. So that it can satisfy itself against forgery and the potential for fraud, the Licensing Authority will normally require, where appropriate, **all** submissions to –
- (a) be in and up-to-date; and
 - (b) be suitably addressed; and
 - (c) suitably cross reference (i.e. be consistent with all other relevant documents and submissions).
- 5.21. Photocopies, scans, emails and/or similar will **not** be accepted in respect of DBS certificates, unless the check was an online check.
- 5.22. Where appropriate, we will treat any document as being invalid where it is not in original form (subject to stated exception), is out of date, bears incorrect details, cannot be validated or where we otherwise suspect it may have been forged, improperly altered or tampered with. Further, the Licensing Authority will normally refuse any licence application and/or review any licence held where any document submitted as part of an application and/or in maintenance of any licence is suspected to be fraudulent, inaccurate and/or out of date.
- 5.23. **Disclaimer**
- 5.24. The Licensing Authority accepts no liability for rejection, loss or delays incurred due to late submission or the submission of an incomplete application; howsoever caused.
- 5.25. **USE & EXCHANGE OF INFORMATION**
- 5.26. **Data Protection & Exchange of Information**
- 5.27. The licensing authority will comply with the Data Protection legislation and the Council's Data Protection policy. As a public task, the licensing authority may use and process sensitive and / or personal data where this is necessary for the exercise of its functions.
- 5.28. **Confidential information**
- 5.29. The licensing authority recognises that it is subject to legal restrictions on confidentiality of certain information it requires and holds in order to determine applications for, and/or to supervise, the various licences it issues (e.g. criminal conviction and similar background disclosures).

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

5.31. Keeping personal information up-to-date

5.32. To allow for communications and ensure that authorisations remain valid, licence holders must keep the Licensing Authority advised (as soon as reasonably practicable) of any change of name, address or contact details (telephone, mobile, email address etc). Where appropriate the Licensing Authority may check any change of details and require suitable proof of identity and evidence of the change(s) made.

5.33. As the Licensing Authority may have urgent cause to contact licence holders / designated premises supervisors in circumstances and situations that may affect public safety or protection (e.g. in respect of upcoming events etc.), the Licensing Authority will take a serious view of any individual who fails to advise it of any relevant change in details.

5.34. Whilst other channels of communication are available (e.g., telephone, face to face, letter) the licensing authority will generally send written communications and reminders by email. As such, all applicants, licence holders and designated premises supervisors are asked to provide an email address for associated correspondence where possible.

5.35. LICENSING REGISTER & PROVISION OF INFORMATION

5.36. Licensing register

5.37. The Licensing Authority is required to maintain a public register of all authorisations that it issues, together with other information.

5.38. A hard copy of the public register may be obtained, for a fee, from Rushmoor Borough Council, Council Offices, Farnborough Road, Hampshire GU14 7JU, telephone (01252) 398855.

5.39. Publishing of applications and licences

5.40. For ease of access, reference and transparency, it is the policy of the Licensing Authority to also publish a redacted copy of any licence or application open to representations on our website www.rushmoor.gov.uk. Relevant applications will be published in this way for the duration of the relevant representations period.

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5.41. DELEGATION OF FUNCTIONS

5.42. Exercise & Delegation of Functions

5.43. In the interests of speed, efficiency and cost-effectiveness the Licensing Authority will, where possible, delegate licensing decisions and functions to officers. Where the determination of the matter under delegated powers is precluded by law, then it will be decided by the Licensing Committee or a Sub-Committee thereof. Within these constraints, functions and responsibilities will be delegated in accordance with the Council's scheme of delegation .

PART F

6. PREMISES LICENCES

6.1. MAKING AN APPLICATION FOR A PREMISES LICENCE

6.2. We will normally accept and, where appropriate, consider those applications that comply with the legislative requirements and are accompanied by the following –

- (a) a completed application form (including operating schedule);
- (b) a plan of the premises in the required form;
- (c) a form of consent of the individual to be designated as premises supervisor (only where licensable activities include the sale of alcohol);
- (d) the appropriate fee; and
- (e) where the applicant comprises one or more individuals; documentation showing proof of their eligibility to work in the UK.

NB: Licence holders and applicants should note, that a Premises Licence automatically lapses where the licence holder is no longer eligible to work in the UK, or in the case of a limited company if it ceases to exist (e.g. struck off, dissolved etc.)

6.3. Issues in respect of plan(s) of the premises

6.4. The Licensing Authority expects, and may check through unannounced visits to premises, that submitted plans are both accurate and up-to-date and show all prescribed details and features.

6.5. In addition to the prescribed details and features, applicants are encouraged to provide the following information to assist with the assessment of plans by the Responsible Authorities; namely -

- (a) dimensions of the floor area (of each room / area);
- (b) dimensions of any area to be used as standing or seating;
- (c) dimensions of fire exit doors;
- (d) dimensions of escape routes; and
- (e) location of any CCTV cameras

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6.6. Issues in respect of the operating schedule

6.7. The operating schedule is a part of the application form where applicants must detail the relevant licensable activities to be conducted on the premises, the hours / times during which licensable activities are to take place; together with the hours / times that the premises are open to the public. Operating schedules must also specify any period for which a licence is to be effective (only where any licence is to have effect for a limited period) and whether any sales of alcohol are for consumption on or off the premises, or both.

6.8. The applicant must also specify in the operating schedule the steps that they propose to take to promote the licensing objectives. As these may be transposed into conditions of a premises licence (where granted), the following actions are strongly recommended.

6.9. Risk assessments

6.10. By way of informing the steps that they propose to take to promote the licensing objectives, the Licensing Authority strongly recommends that applicants carry out a thorough risk assessment in respect of the following matters –

(a) their proposals (e.g. proposed licensable activities, hours of operation, capacities, the premises to be used and/or local environment etc);

(b) the impact of these on each licensing objective;

(c) any information provided in any local area profile provided by the Council; and

(d) the considerations set out in paragraphs 6.17 to 6.21 below.

6.11. Liaison with Responsible Authorities

6.12. While not required to do so, the Licensing Authority strongly recommend that applicants consult the relevant Responsible Authorities about the preparation of risk assessments and/or the identification of the steps necessary to promote the licensing objectives at the earliest possible opportunity (preferably before formally submitting their applications). However, it must be noted that these authorities are not responsible for drawing up applications, which remain the sole responsibility of the applicant. It is for the applicant to consider if and how to identify and address relevant matters.

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6.13. Venue Characteristics

6.14. In order that applicants, Responsible Authorities and other persons can assess what measures may be appropriate to promote the licensing objectives, it is strongly recommended that operating schedules also include -

- (a) a description of the style and characteristics of the business and the premises concerned;
- (b) the extent to which tables and chairs, general seating and other fixtures or fittings are to be provided;
- (c) the type and nature of the activities to be provided on the premises (whether licensable or not); and
- (d) a description of any adult entertainment to be provided at the premises (e.g. that involve nudity, striptease, pole-dancing, lap-dancing or other activities of a sexual or adult nature and/or content).

6.15. The general content of operating schedules and the steps to be taken to promote the licensing objectives

6.16. General considerations

6.17. The Licensing Authority recommends (to applicants) and will, where it is entitled to do so, seek to ensure that the steps taken to promote the licensing objectives are -

- (a) realistic
- (b) precise, unambiguous and coherent; and
- (c) within the control of the applicant / management of the premises.

6.18. The Licensing Authority recommends (to applicants) and will, where it is entitled to do so, seek to ensure that the steps taken to promote the licensing objectives are generally suitable and sufficient for –

- (a) the character, nature, size, type, layout and style of the business and the premises concerned;
- (b) the circumstances and location of the premises concerned together with the nature of the area in which the premises are situated and/or where the activities are to be provided;
- (c) the permitted hours for provision of licensable activities;
- (d) the nature and type of licensable activities to be provided at the premises;

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- (e) the demographic of the target market; and
- (f) the nature and needs of the local community.

6.19. Other relevant considerations

6.20. The Licensing Authority recommends (to applicants) and will, where it is entitled to do so, consider the following matters in review of the operating schedule and, where appropriate, in determination of the measures to be taken to promote the licensing objectives; namely -

- (a) the offences created by or detailed in the Act;
- (b) the policies and considerations listed at **appendix E**;
- (c) any guidance documents;
- (d) our current pool of model conditions;
- (e) the Secretary of State's guidance (issued under Section 182 of the Licensing Act 2003);
- (f) the pool of model conditions contained in the Secretary of State's guidance (issued under Section 182 of the Licensing Act 2003);
- (g) any relevant strategies and plans as detailed in paragraphs 3.15 to 3.19; and
- (h) current best practice.

NB(1):These considerations should not be seen as a comprehensive or exhaustive checklist or, in any way, be regarded as standards to be automatically applied in all cases.

NB(2):With reference to item (a) above, measures / steps duplicating the offences under the Licensing Act 2003 are unnecessary. However, applicants may wish to specify how they intend to avoid committing such offences.

6.21. Applicant measures to promote the licensing objectives

6.22. Applicants may volunteer any measures they intend to take to promote the licensing objectives. However, applicants should be aware that any specified steps may be transposed into a condition of the premises licence (where granted). The Licensing Authority will transpose such conditions in accordance with this policy (see Part S below). As conditions are enforceable in law, applicants should also be aware that any breach of conditions may give rise to prosecution (see also 19.27 below) and / or review of the licence.

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- 6.23. **Large / outdoor events and/or specialised activities**
- 6.24. Special issues and considerations may arise where large-scale, outdoor and/or specialised events are proposed. For this reason, the Licensing Authority **strongly recommends** that applicants –
- (a) give notice (at the earliest possible opportunity **and** well before any formal application is submitted) of any proposed large / outdoor / special event, using the online form on the website www.rushmoor.gov.uk; and
 - (b) discuss and develop any relevant event application proposals through a safety advisory group (SAG) (see below), where appropriate or otherwise invited to do so.
- 6.25. **What we mean by ‘large / outdoor / special events’**
- 6.26. For the purposes of this section, large / outdoor / special events shall be given their widest possible interpretation and meaning and shall include, but not be limited to, those events –
- (a) where specialised or unique activities, equipment or environments may be used or provided;
 - (b) of a significant size, nature or complexity; and/or
 - (c) that present a risk of disruption to the local community, local services or infrastructure.
- 6.27. **What is the Safety advisory group (SAG)?**
- 6.28. As special considerations may apply, it is the policy and role of the Licensing Authority to facilitate and, where appropriate, help co-ordinate a safety advisory group (SAG) in connection with relevant proposals, applications and authorisations concerning large / outdoor / special events.
- 6.29. The SAG is a unique forum convened to consider the necessary policies, plans, procedures and/or risk assessments for relevant events. It may comprise of a mix of Responsible Authorities and other relevant agencies with an interest in the management and organisation of such events. SAG membership will vary according to the circumstances.
- NB:** Whilst SAGs are a useful means to help identify the relevant considerations and steps necessary to promote the licensing objectives in respect of large / outdoor / special events and therefore help develop relevant application proposals, they are not responsible for ‘sign off’ or approval of such steps. This is a matter for the applicant.

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6.30. When is the SAG used?

6.31. A SAG may be convened at an applicant's request or at the request of any relevant agency.

6.32. SAG limitations and benefits

6.33. It must be noted that SAGs are **not** responsible for the content of applications, which remains the sole responsibility of the applicant. The applicant must consider if and how to address the issues raised by the SAG and/or those matters outlined in this document. However, experience shows that applicants that go through the SAG process are less likely to attract representations in respect of their proposals.

NB: SAGs **do not** relieve Responsible Authorities or other persons of the need to make relevant representations where they believe this is appropriate (see Part R below).

6.34. ADVERTISING APPLICATIONS

6.35. Prescribed matters

6.36. All applications for relevant authorisations must be advertised in the prescribed manner. The Licensing Authority expects and may check (inclusive of unannounced visits to premises) to ensure that applications that must be advertised, have been advertised correctly.

6.37. Where application in a newspaper is required, the licensing authority recommends that steps to do this are not undertaken until such time as the licensing authority has confirmed that the application is valid, to reduce the likelihood of the need to re-advertise at additional cost to the applicant.

6.38. Failure to advertise relevant applications

6.39. The Licensing Authority will not accept an application where the applicant fails to advertise when required to do so, fails to advertise the prescribed information or for the prescribed period. The Licensing Authority will similarly not accept any application where, on advert, insufficient time is provided for Responsible Authorities and other persons to consider and, where appropriate, make representations.

6.40. If these circumstances, the Licensing Authority may, where it considers it appropriate to do so, treat any relevant application afresh and carry over any fees paid, provided that the application is subsequently advertised correctly for the minimum statutory periods required. In these circumstances, the Licensing Authority may establish dates by which the application must be (re)advertised and by which representations must be made and (re)set statutory application timescales accordingly.

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6.41. NEGOTIATED CONDITIONS

6.42. Given the costs of relevant licence applications and associated hearings, the Licensing Authority will normally apply a pragmatic approach to making application changes. This is subject to a policy of 'no detriment' which, for these purposes, will normally be considered in its widest sense but generally taken to mean no additional impact, impairment or disadvantage to or on –

(a) the licensing objectives, permitted hours, capacity or some other specific term; and/or

(b) the Responsible Authorities or other persons to make representations and/or suitably respond to any changes in a timely manner.

6.43. Accordingly, where a Responsible Authority or other person, believes that an application operating schedule is insufficient to promote the licensing objectives, the Licensing Authority would encourage their contact with the applicant to negotiate appropriate conditions that deal with their concerns. Where appropriate, the Licensing Authority will normally accept such negotiated conditions as an amendment to an application where the applicant submits a written copy of their acceptance of the conditions concerned to the Licensing Authority during the representation period.

NB: This does not negate the need for a hearing of the Licensing sub-committee to be held to determine any application where other relevant representations are received. However, where appropriate, any negotiated conditions would be considered as part of the application at any such hearing.

6.44. DETERMINATION OF RELEVANT APPLICATION

6.45. Where relevant representations are received, the Licensing Authority must hold a hearing to consider the merits of the application unless the applicant, the Licensing Authority and all parties who have made representations agree a hearing is not necessary.

6.46. Where no representations are received, the Licensing Authority must grant the relevant authorisation sought subject to -

(a) any mandatory conditions;

(b) conditions that are consistent with the operating schedule; and

(c) conditions added to the operating schedule during the representation period by the applicant, on negotiation with a Responsible Authority or any other person.

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6.47. The guidance, policies and considerations set out in Part R below will normally be applied in respect of representations and those that can make them, while those set out in Part S below will normally be applied in respect of applicable conditions.

6.48. APPLICATIONS FOR A PREMISES LICENCE FOR PREMISES FOR WHICH A PROVISIONAL STATEMENT WAS MADE

6.49. When an individual subsequently applies for a premises licence in respect of premises for which a provisional statement has been made, representations by Responsible Authorities and other persons will normally be excluded where -

- (a) the application for the premises licence is in the same form described in the application for the provisional statement; and
- (b) the works specified in the provisional statement have been satisfactorily completed; and
- (c) there has been no material change in circumstances concerning the relevant premises or the area in the vicinity of the premises since the provisional statement was made; and
- (d) the individuals / bodies making the representations could have made the same (or substantially the same) representations about the application at the time of the application for the provisional statement, but failed to do so without good reason.

6.50. What we mean by 'satisfactorily completed'

6.51. The Licensing Authority will normally take any reference to the work being satisfactorily completed to mean that work at the premises has been completed in a manner that substantially complies with the schedule of works accompanying the application for the provisional statement.

6.52. What we mean by 'substantially the same'

6.53. The Licensing Authority will normally consider the term 'substantially the same' on the basis of fact and degree. However, the Licensing Authority will, where appropriate, consider any changes in circumstances on the basis of its [potential] impact on the licensing objectives.

6.54. Inspection of premises on application for a premises licence

6.55. The Licensing Authority recognises that material changes are more likely to arise when significant periods of time pass between the issue of a provisional statement and the completion of premises / works.

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- 6.56. Officers of the Licensing Authority may therefore carry out an inspection of premises which are the subject of an application for a premises licence (for which a provisional statement was made) to assess and comment on (where entitled to do so) the degree to which the premises or the area in the vicinity have changed.
- 6.57. **EXHIBITION OF FILMS NOT CLASSIFIED BY THE BBFC**
- 6.58. Those wishing to exhibit a film not already classified by the BBFC can apply to the BBFC to classify it.
- 6.59. Notwithstanding the above, in accordance with the mandatory conditions of the Act, the Licensing Authority will consider and make recommendations in respect of the restriction of children to any film that has not been classified by the British Board of Film Classification (BBFC), where there is an intention to exhibit it within their area.
- 6.60. Requests to this effect should be made by completing the application form (available online www.rushmoor.gov.uk or by contacting the licensing authority) and be accompanied by a copy of the film and payment of the appropriate fee. To allow for an appropriate assessment, films must be provided in spoken English or with English subtitles and must be supplied in a viewable format (e.g. password protected web viewing or DVD). Please note Blu-ray will not be accepted. The request should be submitted at least 28 days before the proposed screening.
- 6.61. Where appropriate, the Licensing Authority will review the film and consider any appropriate restrictions. For these purposes, the Licensing Authority will apply and consider any BBFC guidance in force at the time.

PART G

7. PROVISIONAL STATEMENTS

7.1. MAKING AN APPLICATION FOR A PROVISIONAL STATEMENT

7.2. We will normally accept and, where appropriate, consider those applications that comply with the legislative requirements and are accompanied by the following –

- (a) a completed application form (including a schedule of works); and
- (b) the appropriate fee.

7.3. What we mean by a 'schedule of works'

7.4. A schedule of works is part of the application form that includes particulars of the premises to which the application relates and of the licensable activities for which the premises are to be used. The schedule of works also provides the opportunity to specify the steps the applicant proposes to take to promote the licensing objectives.

7.5. It must also include detailed plans of the work being or about to be done at the premises. For this purpose, the Licensing Authority recommends that any plan generally contains, where possible, the same or similar information as required for grant / variation of a premises licence.

7.6. Completing a schedule of works

7.7. A schedule of works is similar to and should be considered and completed in a similar way to an operating schedule (see 6.6 to 6.17). References in this policy document which cover the arrangements for completion of an operating schedule (see premises licences) should also be read and generally be applied for the purposes of any application for a provisional statement.

7.8. Other requirements

7.9. Applications for provisional statements must be advertised and determined in a similar way to premises licences (see 6.31 to 6.34). Where appropriate, references in this policy document which cover premises licences should be read and generally be applied for the purposes of any applications for a provisional statement.

PART H

8. VARIATION OF A RELEVANT AUTHORISATION

8.1. WHAT WE MEAN BY 'VARIATION'

8.2. The holder of a club premises certificate or premises licence may, seek to amend their authorisation by way of an application to vary it, at any time. The process to be followed and the considerations to be applied will generally depend on the nature of the variation sought and its potential impact on the licensing objectives.

8.3. Different types of variation

8.4. There are four types of variation procedure. These, together with the specific guidance, policies and considerations that will normally be applied to each are set out in the sections shown in Table 2 below.

Table 2 - Different types of variation

'Full' variation of a relevant authorisation	See Part H	From page 36
Minor Variation(s)	See Part I	From page 38
Variation to specify a new individual as premises supervisor	See Part J	From page 41
Variation to disapply the requirement for a premises supervisor	See Part K	From page 44

8.5. SCOPE OF 'FULL' VARIATION(S)

8.6. The 'full' variation procedure does not apply to changes of the premises supervisor or to disapply the requirements for a premises supervisor. Different procedures apply as outlined in table 2 above.

8.7. Similarly, the Licensing Authority cannot permit variations to amend the expiry date of a time-limited authorisation or otherwise transfer the licence from one premises to another. In these cases, an application for grant of a new authorisation will normally be required.

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8.8. APPLICABLE CONSIDERATIONS

8.9. Application procedures for a 'full' variation are similar to those for premises licences (see Part F) and club premises certificates (see Part O). Where appropriate, references in this policy document which cover such arrangements and the associated considerations for premises licences should be read and generally be applied for the purposes of any 'full' variation application.

8.10. However, the following matters shall, in addition, apply to 'full' variation applications.

8.11. Variation of operating schedules

8.12. To avoid confusion, operating schedules for applications for variation of a relevant authorisation should contain only details of those matters to be varied. Everything else on the original licence will remain.

8.13. DETERMINATION OF 'FULL' VARIATION OF A RELEVANT AUTHORISATION

8.14. Where relevant representations are received, the Licensing Authority must hold a hearing to consider the merits of the application unless the applicant, the Licensing Authority and all parties who have made representations agree a hearing is not necessary.

8.15. Where no representations are received, the Licensing Authority must grant the variation as sought subject only to -

(a) any mandatory conditions;

(b) conditions that are consistent with the operating schedule;

(c) any amendments made to the application, accepted during the representation period.

8.16. The guidance, policies and considerations set out in Part R below will normally be applied in respect of representations and those that can make them, while those set out in Part S below will normally be applied in respect of conditions.

PART I

9. MINOR VARIATION(S)

9.1. WHAT WE MEAN BY 'MINOR VARIATION'

9.2. Holders of relevant authorisations may, at any time, apply for minor variation to their licence to authorise -

- (a) minor changes to the structure or layout of a premises;
- (b) small adjustments to licensing hours (see 9.3 and 9.4 below);
- (c) the removal of out of date, irrelevant or unenforceable conditions;
- (d) the addition of volunteered conditions; and / or
- (e) the addition of certain licensable activities.

9.3. With reference to the above, it is the view of the Licensing Authority that only small changes that have no adverse impact on the licensing objectives are suitable for disposal through the minor variations process. In any other case, a full variation will normally be required.

9.4. The following are not considered suitable for minor variation and alternative arrangements should be applied (see Part H). These include applications to vary a relevant authorisation so as to -

- (a) extend the period for which the licence has effect;
- (b) transfer the licence from one premises to another;
- (c) vary substantially the premises to which it relates;
- (d) specify, in a premises licence, an individual as the premises supervisor;
- (e) add the retail sale or supply of alcohol as an activity authorised by the licence;
- (f) authorise the retail sale or supply of alcohol between 23:00pm and 07:00am;

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- (g) authorise an increase in the amount of time on any day during which alcohol may be sold by retail or supplied;
- (h) include the alternative condition regarding the supervision of alcohol sales; or
- (i) increase the area for consumption of alcohol.

9.5. MAKING AN APPLICATION FOR MINOR VARIATION

9.6. We will normally accept and, where appropriate, consider those applications that comply with the legislative requirements and are accompanied by the following –

- (a) a completed application form (inclusive of any volunteered conditions);
- (b) the relevant premises licence documents (where appropriate);
- (c) a plan of the premises (where appropriate); and
- (d) the appropriate fee.

9.7. What we mean by ‘volunteered conditions’

9.8. Applicants may volunteer any conditions to be imposed on a relevant authorisation as part of the minor variations process.

9.9. Relevant considerations and means of identification of measures that promote the licensing objectives are set out from 6.6 to 6.17 above. The guidance, policies and considerations set out in Part S below are applicable in respect of conditions.

NB: Other than volunteered conditions, licensing authorities cannot impose conditions on a relevant authorisation through the minor variations process.

9.10. GENERAL PROCESS & OTHER RELEVANT CONSIDERATIONS

9.11. Advertising of minor variations

9.12. Applications for minor variation must be advertised in a similar way and contain similar information to that set out for applications for a premises licence (see Part F). Where appropriate, references in this policy document which cover advertising arrangements for premises licences should also be read and generally be applied for the purposes of any application for minor variation.

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9.13. Determination of minor variations

9.14. On receipt of a valid application for minor variation, the Licensing Authority will normally consider the potential effect of the proposed variations and their impact on the promotion of the licensing objectives in light of any existing conditions or conditions volunteered by the applicant.

9.15. The Licensing Authority may also consider the combined effect of any series of applications for successive small changes which in themselves may not be significant, but which cumulatively may impact adversely on the licensing objectives.

9.16. Where there is any perceived potential negative impact on the licensing objectives or, in cases where it is unclear, we will normally consult with as many of the 'Responsible Authorities' as we think fit to canvass their views. While taking into account any 'relevant representation(s)' made by any other person (see Part R), the Licensing Authority will place **significant** weight on the views of any Responsible Authority it has consulted.

9.17. The Licensing Authority will normally refuse the application where it considers that any proposed minor variation (whether considered separately or together (if more than one)) have an adverse effect on the promotion of the licensing objectives. A minor variation will normally be granted as sought if the proposed variations do not have an adverse effect on one or more of the licensing objectives. **NB:** There is no right to a hearing (as for the 'full' variation procedure).

9.18. Automatic refusal of minor variations

9.19. By law, an application for minor variation is deemed refused if the Licensing Authority fails to determine it within certain statutory timescales. In these circumstances, the applicant is entitled to a full refund of the fees paid. However, if this is due to an error or fault on our part, we may, with the applicant's agreement, treat the application as a new application (i.e. from the date of agreement) and/or treat the fee originally submitted as the fee for any new application.

PART J

10. SPECIFICATION OF INDIVIDUAL AS DESIGNATED PREMISES SUPERVISOR (DPS)

10.1. SPECIFICATION OF 'DESIGNATED PREMISES SUPERVISOR' (DPS)

10.2. In every premises licensed for the retail sale of alcohol (except community premises where the requirement for a designated premises supervisor has been disapplied), a personal licence holder must be specified as the 'designated premises supervisor' (DPS).

10.3. What we mean by 'designated premises supervisor'

10.4. The Licensing Authority expects the designated premises supervisor (DPS) will normally be the person who has / will be given day-to-day responsibility for running the premises by the premises licence holder. The Licensing Authority considers that the DPS should be immediately identifiable and have sufficient authority and control of the premises and the activities carried on there to deal with any problems arising there swiftly and effectively.

10.5. WHAT WE MEAN BY 'VARIATION TO SPECIFY AN INDIVIDUAL AS 'DESIGNATED PREMISES SUPERVISOR'

10.6. The holder of a premises licence may, if the licence authorises the retail sale of alcohol) apply to vary the licence so as to specify (i.e. designate) a new individual as the premises supervisor at any time.

10.7. GENERAL PROCESS & OTHER RELEVANT CONSIDERATIONS

10.8. Police objection to designation of Premises Supervisor

10.9. In exceptional circumstances, the Police may object to the designation of a new premises supervisor where they believe an appointment would undermine the crime prevention objective. Where the Police object, the applicant is entitled to a hearing before the Licensing Committee or one of its Sub-Committees to determine the application, unless all parties agree that a hearing is unnecessary.

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10.10. Relevant considerations to Police objections

10.11. Where Police objection to the designation of a new premises supervisor is received, the Licensing Authority will, at any subsequent hearing, confine its consideration of the objections to the prevention of crime and disorder objective only.

10.12. Within the context of the crime and disorder objective, the Licensing Authority will normally have regard to the degree and extent to which the matters or circumstances giving rise to the objections are genuinely exceptional. While not exhaustive, the Licensing Authority may consider the following, namely -

- (a) the previous [management] record of the proposed individual;
- (b) the propriety of the proposed individual;
- (c) the criminal history of the proposed individual;
- (d) the (in)experience of the proposed individual; and
- (e) the circumstances / history of the premises which the proposed individual is to supervise.

10.13. As a DPS is expected (as appropriate) to exercise authority and control over the premises to which they have been designated, together with the activities carried on there, the Licensing Authority considers that the position of DPS carries with it **significant** responsibility. The Licensing Authority will therefore, within the context of the crime and disorder objective, consider any Police objections with this level of responsibility in mind.

10.14. The Licensing Authority will also take account of anything an applicant or individuals representing them, say about the application or the status of the proposed individual.

10.15. In circumstances where individuals take up their post as a designated premises supervisor immediately (subject to application for immediate effect), the Licensing Authority may, where it is entitled to do so, consider whether the individual should be removed from the post.

10.16. Review of DPS arrangements

10.17. The Licensing Authority reminds licence holders and designated premises supervisors that any Responsible Authority and/or other person may seek (amongst other matters) the removal of a designated premises supervisor on review of the premises licence.

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10.18. Where application for review is made, the Licensing Authority may, where appropriate, similarly consider those matters identified in 10.10 to 10.15 above in determination of the review (see also Part N).

PART K

11. VARIATION TO DISAPPLY THE REQUIREMENT FOR A PREMISES SUPERVISOR

11.1. WHAT WE MEAN BY 'DISAPPLICATION OF THE REQUIREMENT FOR A PREMISES SUPERVISOR'

11.2. In certain circumstances, community premises may apply to vary their premises licence to disapply certain mandatory conditions, which require a premises supervisor. The effect of disapplication means that sales of alcohol may lawfully be made on such premises without the authorisation of a personal licence holder and that the premises may operate without a Designated Premises Supervisor (DPS).

11.3. While no other conditions may be disapplied by this procedure, such an application may only be made if the licence holder is, or is to be, a committee or board of individuals with responsibility for the management of the premises. The effect of the procedure means that the licence holder (i.e. the management committee) becomes responsible for the supervision and authorisation of alcohol sales on the premises.

11.4. What we mean by 'community premises'

11.5. The Licensing Authority will normally take the term 'community premises' to include places such as church halls, chapels, community and village halls or some other similar building. While usually self-evident whether premises form part of community premises; the Licensing Authority may consider on a case by case basis, how the premises are predominantly used and, whether they are genuinely made available for community benefit most of the time, are accessible by a broad range of individuals and sectors of the local community and whether they are available for purposes which include purposes beneficial to the community as a whole.

11.6. The Licensing Authority considers the fact that premises are available for private hire to the general public is not itself sufficient to qualify premises as 'community premises'. Where appropriate, the Licensing Authority may consider whether premises used largely for private hire by individuals or private entities are genuinely, by their nature, 'community premises', as reflected in their predominant use, and not only in the usefulness of the premises for members of the community for private purposes.

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11.7. The Licensing Authority will **not** normally consider premises to be community premises where use of the premises is contingent upon membership of any particular organisation. However, the hire of the premises to individual organisations and users who restrict their activities to their own members and guests would not necessarily conflict with the status of the premises as 'community premises', provided the premises are generally available for use by the community in the sense described above.

11.8. What we mean by 'management committee'

11.9. The Licensing Authority will normally take the terms 'management committee' or 'board of individuals' to mean any formally constituted, transparent and accountable management committee or structure which has the capacity to provide sufficient management and oversight of the premises to minimise any risks to the licensing objectives.

11.10. GENERAL PROCESS & OTHER RELEVANT CONSIDERATIONS

11.11. Management of the premises

11.12. Before it may grant disapplication, the Licensing Authority must be satisfied that arrangements for the management of the premises by the committee are sufficient to ensure adequate supervision of alcohol sales on the premises. The Licensing Authority therefore expects applicants to clearly set out how the premises is managed, its committee structure and how the supervision of alcohol sales is to be ensured in different situations (e.g. when the premises are hired for private parties). The Licensing Authority also expects details of how responsibility for this is to be determined in individual cases and/or reviewed by the committee in the event of any issues arising.

11.13. In deciding whether management arrangements are suitable, the Licensing Authority will normally consider and, strongly recommends that applicant committees submit their applications with copies of any constitution or other relevant management documents that, in addition to the matters detailed above, show the structure, contact details and relationship of its key officers e.g. Chair, Secretary, Treasurer etc. The Licensing Authority will similarly consider the use and hire of the premises by third parties and expects effective hiring agreements to be in place, particularly for events that include the sale of alcohol. We similarly recommend the submission of all relevant hire agreements (where applicable).

11.14. Where arrangements are not clear, we may ask for further details or information to confirm that the management committee is properly constituted and accountable before taking any decision on whether to grant the application (subject to the views of the Police).

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11.15. Police objection to disapplication of Premises Supervisor

11.16. In exceptional circumstances, the Police may object to a request for disapplication where they believe it would undermine the crime prevention objective. Where the Police object, the applicant committee is entitled to a hearing before our Licensing Committee or one of its Sub-Committees to determine the application, unless all parties agree that a hearing is unnecessary.

NB: The Police are the only Responsible Authority that may make representations about this type of application. However, any Responsible Authority and/or other person can seek the reinstatement of the relevant mandatory conditions on review of the licence.

11.17. Relevant considerations to Police objections

11.18. Where Police objection is received, the Licensing Authority will, at any subsequent hearing, confine its consideration of the objections to the prevention of crime and disorder objective only.

11.19. Within the context of the crime and disorder objective, the Licensing Authority will have regard to the degree and extent to which the matters or circumstances giving rise to the objections are genuinely exceptional. While not exhaustive, the Licensing Authority may consider the following, namely -

- (a) the previous [management] record of the premises;
- (b) the [proposed] management arrangements of the premises;
- (c) the criminal history of any individuals in the [proposed] management committee;
- (d) the (in)experience of the [proposed] committee;
- (e) any incident history at the premises; and
- (f) the circumstances, nature and/or use of the premises and the activities provided there (inclusive of hire arrangements).

11.20. As disapplication effectively makes the licence holder (i.e. the management committee) responsible for the supervision and authorisation of alcohol sales on the premises, the Licensing Authority considers that the position of those in the committee carries with it **significant** responsibility. The Licensing Authority will therefore, within the context of the crime and disorder objective, consider any Police objections with this level of responsibility in mind.

11.21. The Licensing Authority will also take account of anything an applicant or individuals representing them, say about the application or the status of the proposed individual.

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11.22. Maintenance of suitable management arrangements

11.23. Management committees are strongly encouraged to notify the Licensing Authority, together with the Police of any key changes in their committee's composition (e.g. to the Chair, Secretary, Treasurer etc.).

11.24. We would caution that failure to do so may form the basis of a legitimate review of the premises licence, or be taken into account in determination of any subsequent application.

11.25. Review of disapplication arrangements

11.26. The Licensing Authority reminds those who have disappplied relevant requirements that any Responsible Authority and/or other person may seek (amongst other matters) the reinstatement of the relevant mandatory conditions on review of the premises licence.

11.27. Where application for review is made, the Licensing Authority may, where appropriate, similarly consider those matters identified in 11.17 to 11.21 above in determination of the review (see also Part N).

PART L

12. TRANSFER OF PREMISES LICENCE

12.1. WHAT WE MEAN BY 'TRANSFER OF A PREMISES LICENCE'

12.2. Any person that may apply for a premises licence may apply for an existing premises licence (held by someone else) to be transferred to them so that they become the premises licence holder (e.g. when a business involving licensable activities is sold to a new owner). A transfer effectively changes the identity and responsibilities of the licence holder and, while a transfer can take immediate effect pending determination of a transfer application, a transfer does not alter the licence in any other way.

12.3. GENERAL PROCESS & OTHER RELEVANT CONSIDERATIONS

12.4. Police objection to transfer of a premises licence

12.5. In exceptional circumstances, the Police may, within a limited period following its receipt, object to an application for transfer where they believe it would undermine the crime prevention objective. Where the Police object, the applicant is entitled to a hearing before the Licensing Committee or one of its Sub-Committees to determine the application, unless all parties agree that a hearing is unnecessary.

12.6. Relevant considerations to Police objections

12.7. Where Police objection to a transfer is received, the Licensing Authority will, at any subsequent hearing, confine its consideration of the objections to the prevention of crime and disorder objective only.

12.8. Within the context of the crime and disorder objective, the Licensing Authority will have regard to the degree and extent to which the matters or circumstances giving rise to the objections are genuinely exceptional. While not exhaustive, the Licensing Authority may consider the following, namely -

- (a) the previous [management] record of the transferee;
- (b) the criminal history of transferee;
- (c) the involvement in crime and disorder of any business or individuals linked to the transferee;
- (d) any incident history at the premises; and

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(e) the circumstances, nature and/or use of the premises and the activities provided there.

12.9. As a transfer effectively makes the transferee the licence holder for the premises, the Licensing Authority considers that the position carries with it **significant** responsibility. The Licensing Authority will therefore, within the context of the crime and disorder objective, consider any Police objections with this level of responsibility in mind.

12.10. The Licensing Authority will also take account of anything an applicant or individuals representing them, say about the application or the status of the transferee.

12.11. Reviews of premises licence and arrangements

12.12. The Licensing Authority reminds those to whom a licence is transferred that any Responsible Authority and/or other person may seek a review of the premises licence at any time.

12.13. Where application for review is made, the Licensing Authority may, where appropriate, similarly consider those matters identified in 12.6 to 12.10 above in determination of the review (see also Part N).

PART M

13. INTERIM AUTHORITY NOTICES

13.1. WHAT WE MEAN BY 'INTERIM AUTHORITY NOTICE'

13.2. Ordinarily, a premises licence will lapse on the death, incapacity or insolvency of the holder. An interim authority notice is a special arrangement that allows for the continuation of permissions under a premises licence in circumstances when the licence holder dies suddenly, becomes bankrupt or mentally incapable.

13.3. The effect of an interim authority notice is to reinstate the premises licence as if the person giving the notice is the holder of the licence. This allows licensable activities to continue under authorisation of the premises licence for a maximum period of two months pending its formal disposal or transfer.

NB: Applicants should note that an interim authority notice ceases to have effect and that any associated premises licence will lapse, unless an application to transfer it is made within the two-month period. The carrying on of licensable activities may therefore be unlawful in these circumstances.

13.4. Who can give an interim authority notice

13.5. The procedure is normally available to a person with a legal interest in the premises as freeholder or leaseholder, or by a person connected to the former holder of the licence.

13.6. GENERAL PROCESS & OTHER RELEVANT CONSIDERATIONS

13.7. An interim authority notice may be given to the Licensing Authority within a limited period beginning the day after the day the licence technically lapsed. The notice becomes effective as soon as it is served on the Licensing Authority within this time and the premises may continue to be used for the provision of permitted licensable activities.

13.8. Police objection to interim authority notice

13.9. In exceptional circumstances, the Police may, within a period of 48 hours of its receipt, serve notice on the Licensing Authority where they believe that failure to cancel the interim authority notice would undermine the crime prevention objective. Where the Police serve such a notice, the Licensing Authority will hold a hearing to decide whether or not to cancel the interim authority notice.

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13.10. Relevant considerations to Police objections

13.11. Where Police objection to the interim authority notice is received, the Licensing Authority will, at any subsequent hearing, confine its consideration of the objections to the prevention of crime and disorder objective only.

13.12. Within the context of the crime and disorder objective, the Licensing Authority will have regard to the degree and extent to which the matters or circumstances giving rise to the objection(s) are genuinely exceptional. While not exhaustive, the Licensing Authority may consider the following, namely -

- (a) the previous [management] record of the relevant individuals;
- (b) the propriety of the relevant individuals;
- (c) the criminal history of the relevant individuals;
- (d) the (in)experience of the proposed individuals; and
- (e) the circumstances / history of the premises which the relevant individual(s) seek to maintain.

13.13. As an interim authority notice effectively reinstates the premises licence as if the person giving the notice is the holder of the licence, the Licensing Authority considers that the use of such a notice carries with it **significant** responsibility. The Licensing Authority will therefore, within the context of the crime and disorder objective, consider any Police objections with this level of responsibility in mind.

13.14. The Licensing Authority will also take account of anything a relevant individual or individuals representing them, say about the notice or the status of the relevant individuals concerned.

PART N

14. REVIEW OF A RELEVANT AUTHORISATION

14.1. WHAT WE MEAN BY 'REVIEW'

14.2. Where a relevant authorisation has effect, a Responsible Authority or any other person, may apply to the Licensing Authority to review the authorisation because of some matter arising at the premises that affects one or more of the licensing objectives. A review of a relevant authorisation will also normally follow any action by the Responsible Authorities to close down premises for up to 48 hours and on order of the Courts.

14.3. GENERAL PROCESS & OTHER RELEVANT CONSIDERATIONS

14.4. Notification of Responsible Authorities and licence holder

14.5. A copy of any application for review, together with accompanying documents (if any) must be given to the holder of the relevant authorisation **on the same day** on which it is submitted to the Licensing Authority, by the applicant.

14.6. So as to ensure that the application procedure has been correctly followed, it is the policy of the Licensing Authority to check with the premises licence holder that they have received a copy of a review application. Failure to give a copy of the application of review to the premises licence holder on the same day it is submitted to the Licensing Authority will normally render the application invalid / void.

14.7. Rejection of grounds for review

14.8. The Licensing Authority will normally reject any grounds for review where satisfied that it is not relevant to one or more of the licensing objectives or, in the case of a review lodged by an other person if satisfied it is frivolous, vexatious or repetitious.

14.9. What we mean by 'frivolous' and 'vexatious'

14.10. The criteria set out at 18.36 below will normally be applied in determination of these terms.

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14.11. What we mean by 'repetitious'

14.12. The Licensing Authority will normally consider a ground for review to be repetitious where it is one that is identical or substantially similar to -

- (a) any grounds for review specified in an earlier application for review made in relation to the same authorisation which has already been determined;
- (b) representations considered by the Licensing Authority when the authorisation was first granted;
- (c) representations which would have been made when the application was first made and which were excluded by reason of the prior issue of a provisional statement;

and, a reasonable interval has not elapsed since the earlier review or the grant of the authorisation.

NB: The exclusion of a representation on grounds that it is repetitious does not apply to representations made by Responsible Authorities, which may make more than one request for review within any given period.

14.13. What we mean by 'reasonable interval'

14.14. For the purpose of defining a repetitious representation, the Licensing Authority will normally take a reasonable interval to mean a period no shorter than 12 months unless there are compelling circumstances.

14.15. Advertisement of review

14.16. The Licensing Authority must advertise any application for review by way of one or more site notices on or adjacent to the premises concerned. The application will also be advertised on the local authority's website www.rushmoor.gov.uk.

14.17. The Licensing Authority generally expects the co-operation of the relevant premises in displaying any such notices and, where appropriate, may check to ensure that any notices remain displayed for the required period. Failure to display any such notices for the required period may be reported to the relevant Licensing Committee.

14.18. DETERMINATION OF A REVIEW

14.19. In deciding which of the permitted steps to take, the Licensing Authority will normally seek to address the causes of the relevant concerns that the review and any associated representations identify. However, the Licensing Authority may take one or more permitted steps as a legitimate means of deterring the holder from allowing the problems that gave rise to the review to happen again (e.g. to suspend a licence

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over a weekend). As this may result in a detrimental financial impact, the Licensing Authority will normally only resolve such a deterrent where it is appropriate and proportionate to the promotion of the licensing objectives.

14.20. Representations and conditions

14.21. Where reviews arise, the guidance, policies and considerations set out in Part R below will normally be applied in respect of representations and those that can make them, while those set out in Part S below will normally be applied in respect of conditions.

14.22. Matters of review which may give rise to revocation

14.23. Where reviews arise, the Licensing Authority will treat the following matters **particularly seriously** and, where appropriate, may consider the revocation of the relevant authorisation – even in first instance – where it determines that the crime prevention objective is being undermined by use of the premises –

- (a) for the sale and distribution of drugs controlled under the Misuse of Drugs Act 1971 and/or the laundering of the proceeds of drug crime;
- (b) for the sale and/or distribution of illegal firearms;
- (c) for the evasion of copyright in respect of pirated or unlicensed films or music;
- (d) for the illegal purchase and/or consumption of alcohol by minors;
- (e) for prostitution or the sale of unlawful pornography;
- (f) by organised groups of paedophiles to groom children;
- (g) as the base for the organisation of criminal activity (especially by gangs);
- (h) for the organisation of racist activity or the promotion of racist attacks;
- (i) for employing a person who is disqualified from that work by reason of their immigration status in the UK;
- (j) for unlawful gaming and gambling activities; and/or
- (k) for the sale or storage of smuggled alcohol or tobacco, or where the source of the alcohol or tobacco is unknown or untraceable.

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14.24. SUMMARY REVIEWS

- 14.25. Where the police consider that a premise licensed for the sale of alcohol by virtue of a premises licence, are associated with serious crime, disorder or both they may make an application for a summary review of a premises licence.
- 14.26. Where this is the case, the licensing sub-committee will determine what interim steps are appropriate to address the immediate risk of serious crime or serious disorder occurring.
- 14.27. The Licensing Authority will not normally give the premises licence holder an opportunity to make representations prior to determining the interim steps, however may do so where it considers it is appropriate and feasible to do so in the circumstances.
- 14.28. Where the sub-committee determine that the interim steps must take immediate effect, the Licensing Authority will normally notify the premises licence holder in the first instance by the most expedient means possible e.g. telephone call. Following this, the premises licence holder will also be notified in writing.
- 14.29. Following notification of the interim steps the premises licence holder may make written representations at any time between being notified of the interim steps and a subsequent review hearing. The hearing will be held to consider any representations, together with the senior officer's certificate that accompanied the original application and the chief officer's representations (if any). Any hearing panel will consider whether the interim steps are appropriate for the promotion of the licensing objectives, and determine whether to confirm, modify or withdraw the steps taken. This hearing will be held within 28 days of the day after the original application is received.

PART O

15. CLUB PREMISES CERTIFICATES

15.1. What we mean by ‘qualifying club’

15.2. A club will normally be considered a qualifying club in respect of its activities provided that -

- (a) under the rules of the club, individuals may not be admitted to membership, or be admitted as candidates for membership, to any of the privileges of membership without an interval of at least two days between their nomination or application for membership or their admission;
- (b) under the rules of the club, individuals becoming members without prior nomination or application may not be admitted to the privileges of membership without an interval of two days between them becoming members and their admission;
- (c) the club has a minimum of 25 members;
- (d) the club is established and conducted in good faith as a club; and
- (e) alcohol is not supplied, or intended to be supplied, to members on the premises otherwise than by or on behalf of the club; and that certain other conditions on the sale / supply of alcohol are complied with.

15.3. Qualifying clubs should not be confused with proprietary clubs, which are clubs run commercially by individuals, partnerships or businesses for the purposes of profit. Proprietary clubs will require a premises licence and are not eligible for a club premises certificate.

15.4. What we mean by ‘qualifying club activities’

15.5. For the purposes of obtaining a club premises certificate, the qualifying club activities include -

- (a) the supply of alcohol by or on behalf of the club to, or to the order of a member of the club;
- (b) the sale by retail of alcohol by or on behalf of a club to a guest of a member of the club for consumption on the premises where the sale takes place; and,
- (c) the provision of regulated entertainment, where that provision is by or on behalf of the club for members of the club, or members of the club and their guests.

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15.6. What we mean by ‘established and conducted in good faith’

15.7. In deciding whether a club is established and conducted in good faith as a club, the Licensing Authority will normally consider the following matters -

- (a) any arrangements restricting the club's freedom of purchase of alcohol;
- (b) any provision in the club rules, or arrangements, under which money or property of the club, or any gain arising from the carrying on of the club is or may be applied otherwise for the benefit of the club as a whole or for charitable, benevolent or political purposes;
- (c) the arrangements for giving members information about the finances of the club;
- (d) the books of account and other records kept to ensure the accuracy of that information; and
- (e) the nature of the premises occupied by the club.

15.8. GENERAL PROCESS & RELEVANT CONSIDERATIONS

15.9. Arrangements for applying for or seeking to vary a club premises certificate are similar to those for premises licences (see Part H). References in this policy document which cover the arrangements and considerations for premises licences should therefore be read and generally be applied for the purposes of any applications for the grant or variation of a club premises certificate. The terms ‘applicant’, ‘operating schedule’ ‘relevant authorisation’ and ‘relevant application’ should be construed accordingly.

15.10. The following matters shall, in addition, usually apply both before and after the grant or variation of a club premises certificate.

15.11. Club rules

15.12. Clubs must include a copy of the rules of the club with their applications. Any subsequent alteration to the club rules must also be notified to the Licensing Authority as required by law.

15.13. Where the rules of the club indicate that it does not meet the qualifying conditions (see above), a club premises certificate will **not** normally be granted. In the case of notifications of a change to the club rules, the Licensing Authority may issue a notice of withdrawal of its club premises certificate where it appears that the club has ceased to meet the qualifying conditions.

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15.14. Representations and conditions

15.15. The Licensing Authority recognises that the supply of alcohol and the provision of regulated entertainments in clubs, give rise to different issues for licensing law than those presented by commercial enterprises that are open and sell direct to the public.

15.16. The Licensing Authority shall therefore, where it is entitled to do so, consider relevant representations and/or the imposition of conditions to a club premises certificate, with regard to, but not be bound by, the following considerations -

- (a) qualifying clubs are non-profit making clubs.
- (b) qualifying club activities take place on premises to which the public generally do not have access.
- (c) qualifying clubs generally operate under codes of discipline and club rules that apply to their members and guests.
- (d) the costs of conditions attached to a club premises certificate will generally be borne by individual members of the club and cannot generally be recovered by passing costs on to the general public.

15.17. OTHER MATTERS

15.18. Guest arrangements

15.19. The Licensing Authority notes that the Act does not define the term 'guest' and will therefore normally interpret it to include those invited by the qualifying club e.g. away sports teams or any individual member to use the club facilities.

15.20. In recognition of the above, the Licensing Authority cautions against the management and/or acceptance of guests to the point where the club is either alleged to be, or is in effect, providing commercial services to the general public that is contrary to its qualifying club status e.g. an event advertised and open to any member of the public.

15.21. To help avoid any risk to their qualifying club status, it is recommended that clubs formally determine the manner in which guests are admitted to their premises and that this be clearly set out in its club rules. To demonstrate this, it is recommended that members of the club generally 'sign in' their guests and that this record be periodically reviewed by relevant officers of the Club Committee.

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15.22. Hiring and use of club premises / facilities by the public

15.23. Under the terms of a club premises certificate, a club may only provide qualifying club activities (including the sale / supply of alcohol) to its members and their bona fide guests.

15.24. Therefore, where a qualifying club wishes to offer its facilities commercially for use by the general public (including the sale of alcohol) it may need to apply for a premises licence (see Part F). Alternatively, an individual on behalf of the club may give, subject to the statutory limitations, a temporary event notice (see Part P) to cover any occasion where the club sell alcohol to the public or hire out their premises for use by the public.

15.25. Withdrawal of club premises certificates

15.26. The Licensing Authority cautions that it will normally issue a notice of withdrawal of a club premises certificate to any club where it appears that it has ceased to meet any of the qualifying conditions.

PART P

See also
Appendix C

16. TEMPORARY EVENT NOTICES (TENs)

16.1. WHO CAN SUBMIT A TEMPORARY EVENT NOTICE

16.2. A TEN may, subject to statutory limitations, be given to the Licensing Authority by any individual (the ‘premises user’) aged 18 or over where it is intended to use premises for one or more temporary licensable activities.

16.3. What we mean by ‘premises user’

16.4. The Licensing Authority will treat the ‘premises user’ to be the individual who gave the TEN, their associate or someone who is in business with the relevant premises user in respect of the same premises.

16.5. An ‘associate’ of a premises user is taken to mean the spouse or civil partner, children, parents, grandchildren, grandparents, brother or sister, an agent or employee or the spouse or civil partner of any of the people listed.

16.6. TENs vs premises licence

16.7. A temporary event notice does not preclude an application for, or the holding of, a premises licence (or club premises certificate). However, where one or more of the statutory TEN limitations are exceeded, a full premises licence (or club premises certificate) is required to cover any period where temporary licensable activities are to be provided.

16.8. STATUTORY LIMITATIONS

16.9. Premises and activity limitations

16.10. A TEN may only be served on the Licensing Authority where -

- (a) the temporary event and activities do not exceed 168 hours in duration;
- (b) the temporary event and activities do not involve the presence of more than 499 people at any one time (including staff and entertainers);
- (c) there has been a minimum of 24 hours between different temporary events at the same premises;

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- (d) the same premises has not been used for temporary events with licensable activities on no more than 15 occasions in a calendar year; and
- (e) the maximum aggregate duration of the periods covered by TENs at the premises is no more than 21 days in a calendar year.

16.11. Premises user limitations

16.12. The number of TENs given by a personal licence holder is limited to 50 notices in one calendar year (10 of which can be late TENs), whilst the number of notices given by a non-personal licence holder is limited to 5 notices in one calendar year (2 of which can be late TENs).

16.13. RELEVANT CONSIDERATIONS & THE NOTICE PROCESS

16.14. Statutory notice period

16.15. All standard TENs must be served on the Licensing Authority at least **10 working days** before the day on which the event begins. Any TEN served on the Licensing Authority between 5 and 9 working days before the date on which the event begins will be considered a Late TEN.

16.16. Whilst TENs can be given with relatively short notice, the licensing authority encourage premises users to provide earlier notice of events where possible. Whilst there is no restriction on how far in advance a TEN application can be made, given the temporary nature of the events they cover, the licensing authority would normally recommend that applications are made no more than 6 months ahead of the proposed event.

NB: The Licensing Authority has no discretion and, will **NOT** accept TENs served on it with less than 5 working days before the day on which the event specified in any TEN begins.

16.17. What we mean by 'working days'

16.18. Working days do not include a Saturday or Sunday, Christmas Day, Good Friday or any other bank or public holiday. The minimum statutory notice period shall also be taken to be exclusive of the day on which the event is to start and, exclusive of the day on which the notice is given.

16.19. Liaison with Responsible Authorities

16.20. The Police and Environmental Health are the only Responsible Authorities that may make representations about a TEN. Event organisers are therefore encouraged to contact these agencies about their proposals before making an application.

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16.21. NOTIFIED PREMISES

16.22. Nature of premises used under a TEN

16.23. A TEN may be given for either entire premises or part of a building / location e.g. a single room within a village hall, a plot within a larger area of land etc.

16.24. Address(es) against which TENs are recorded

16.25. In recognition of the above and the statutory limits, the Licensing Authority shall normally record any TEN against the general address for the entire premises / site to which the TEN relates unless it includes a clear and precise description of the area where the licensable activities will take place.

16.26. The Licensing Authority recommends that where part of a building / location are to be used, that a TEN be submitted with a plan / map that identifies the exact location where the licensable activities will take place. For plots within a larger area of land, it is recommended that any plan / map show the dimensions of the area where the licensable activities will take place together with sufficient measurements from a number of fixed reference points so as to pinpoint the area concerned. Map reference co-ordinates sufficient to detail the dimensions of the area in which temporary licensable activities will take place may also be useful.

16.27. CHECKING THE STATUTORY LIMITS & COUNTER NOTICES

16.28. Checking the statutory limits

16.29. The Licensing Authority will, on receipt of a TEN, check whether any statutory limits have been exceeded.

16.30. In determining whether the statutory limit of 15 TENs at any individual premises in a calendar year has been exceeded, the Licensing Authority will normally count and include any relevant TENs previously served on it that used or proposed to use the same or **any** part of the same premises / area within the relevant period.

16.31. In determining whether the maximum total duration of the periods covered by TENs at any individual premises has exceeded 21 days, any event beginning before midnight and continuing into the next day shall normally be taken to count as two days within the relevant period.

16.32. Serving a counter notice

16.33. Where any statutory limits are exceeded, the Licensing Authority must serve the premises user with a counter notice (not later than 24 hours before the beginning of the event). Any counter notice will normally be copied to the relevant Responsible Authorities.

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16.34. As far as they relate to the venue and/or premises user, temporary licensable activities are **not** permitted where a counter notice has been served.

16.35. Any TEN served on the Licensing Authority and subject to counter notice will be disregarded and void and the premises user liable to prosecution where knowingly carried on.

16.36. OBJECTION NOTICES

16.37. Where the Police and/or Environmental Health are satisfied that allowing a premises to be used in accordance with a TEN will undermine the licensing objectives they may serve an objection notice, stating their reasons, on both the Licensing Authority and the premises user within 3 working days of receiving the TEN.

16.38. If the Licensing Authority receives such a notice from the Police or Environmental Health in respect of a standard TEN, it will normally hold a hearing to consider the objection(s), unless the Licensing Authority, relevant Responsible Authority and premises user agree a hearing is not necessary. Where appropriate for the promotion of the licensing objectives, the Licensing Authority may give the premises user a counter notice, or where there is a premises licence in effect for the location where the event is to be held, may attach any of the conditions from the Premises Licence to the TEN.

16.39. Where the Licensing Authority receives such a notice from the Police or Environmental Health in respect of a Late TEN, the Licensing Authority will issue the premises user with a counter notice, and the licensable activities will not be permitted to go ahead.

16.40. ACKNOWLEDGEMENT OF TENS

16.41. Where –

(a) on holding a hearing, the Licensing Authority does **not** consider it appropriate for the promotion of the licensing objectives to give the premises user a counter notice; or

(b) a TEN falls within the limitations of the Act, is in order and, there has been no objection notice;

... the Licensing Authority has no discretion but to acknowledge the TEN to give it effect.

16.42. By way of giving effect to the TEN, the Licensing Authority will send an acknowledged copy (duly stamped by the Licensing Authority) of the TEN to the premises user.

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16.43. THIRD PARTY USERS

16.44. The Licensing Authority advises owners / occupiers of premises to monitor the number of TENs submitted in respect of their premises. These arrangements should be sufficient to cover both their own use and that of other potential premises users.

16.45. Management and supervision of TENs

16.46. While premises users are not required to be on the premises for the duration of any TEN event, they remain liable for certain offences that may be committed if the event is not adequately managed / supervised. It is therefore strongly recommended that those matters detailed in **appendix C** be considered and, where appropriate, implemented at all temporary events involving licensable activities and/or provided under authorisation of a TEN.

16.47. In particular, the Licensing Authority encourages premises users and organisers of temporary events to consider local residents and the concerns of the occupiers of premises adjacent to the proposed venue of temporary events.

16.48. Monitoring and compliance

16.49. The Licensing Authority will enforce the provisions of the Act and treat temporary events as unauthorised where there is a failure to adhere to the requirements of the Act and/or the limitations outlined above. In such circumstances, the premises user may be liable to prosecution.

16.50. In particular, the Licensing Authority would remind premises users of the laws governing the sale of alcohol to minors or persons who are drunk, together with Police and local authority powers to close down events (with no notice) on grounds of disorder, the likelihood of disorder or because of public nuisance caused by noise emanating from the premises.

16.51. By way of monitoring compliance with their limitations and to ensure that they are not abused, the Licensing Authority may occasionally inspect premises being used under a TEN.

PART Q

17. PERSONAL LICENCES

17.1. APPLICATION STANDARDS & CONSIDERATIONS

17.2. Issues in respect of the disclosure of convictions

17.3. Every personal licence applicant must submit the following as part of their application; namely -

- (a) a prescribed disclosure certificate;
- (b) the statutory declaration of convictions form;
- (c) copies of document(s) which evidence their right to work in the UK

17.4. The above requirements apply to both applicants ordinarily resident in England & Wales as they do to any person from or who has ever resided in a foreign jurisdiction.

17.5. Applicants are warned that the making of a false declaration for the purpose of obtaining a licence is a criminal offence for which they may be prosecuted and the licence revoked.

17.6. Applicants are also advised that a personal licence lapses in the event that the licence holder no longer has the right to work in the UK.

17.7. Liaison with the Police

17.8. In all cases, the Licensing Authority will liaise with and notify the Police of any applicant and conviction details where the applicant is found to have a conviction for a relevant or foreign offence.

17.9. Police objections and hearings

17.10. Where an applicant for a personal licence is found to have an unspent conviction for a relevant or foreign offence, only the Police may object to the application on crime prevention grounds. Where the Police object, the applicant is entitled to a hearing before the Licensing Committee or one of its Sub-Committees unless all parties agree that a hearing is not necessary.

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17.11. Relevant considerations on Police objection

17.12. Because of its potential impact on the wider community and on crime and anti-social behaviour generally, we believe that the authorisation of the sale and supply of alcohol carries with it a **significant** responsibility. Accordingly, where there is Police objection, the Licensing Authority will normally reject applications for a personal licence where appropriate for the promotion of the crime and disorder objective unless there are exceptional and compelling circumstances to justify the granting of the application.

17.13. In deciding whether there are exceptional and compelling circumstances to justify the granting of such an application, the Licensing Authority may, where it is entitled to do so, consider the following matters; namely -

- (a) the nature of any offences committed;
- (b) the propensity to re-offend; and
- (c) the risks to the community.

17.14. These matters are not exhaustive and each case will be decided objectively on its own merits.

17.15. In all cases, the Licensing Authority will take account of anything an applicant or individuals representing them, say about their application or status.

17.16. CONVICTIONS & LIAISON WITH THE COURTS

17.17. Duties of personal licence holders

17.18. We remind all our personal licence holders that they are statutorily obliged to advise both the Courts and the Licensing Authority, if, following grant of their personal licence, they are convicted of a relevant or foreign offence. Failure to notify a UK Court at the time of appearance or hearing leading to a relevant conviction, or otherwise tell the Licensing Authority of any such conviction, is an offence.

17.19. Failure of personal licence holders to advise of offences

17.20. In recognition of their responsibilities, the Licensing Authority will normally seek prosecution of a personal licence holder where (s)he fails to notify the Court at the time of appearance or hearing leading to a relevant conviction, or otherwise tell the Licensing Authority, of any convictions for a relevant or foreign offence.

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17.21. Notifications of relevant convictions or foreign offence

- 17.22. On receipt of any notification of conviction of a personal licence holder for a relevant or foreign offence, the Licensing Authority will provide the personal licence holder 14 days to produce the licence to the authority. Where the personal licence holder does not respond within this timeframe, we will normally advise the Chief Officer of Police for the area in which the licence holder resides for action as may be appropriate.
- 17.23. Where a licence is produced following conviction of the personal licence holder for a relevant or foreign offence, the Licensing Authority will refer the matter to the police for their opinion as to whether any action should be taken in respect of the personal licence.
- 17.24. Where the police and / or Licensing Officer believe it is appropriate for action to be taken in order to promote the licensing objectives, a hearing of the Licensing Sub-committee will be held to determine what action, if any, should be taken.
- 17.25. Where the licence is not forfeited, the Licensing Authority will record the conviction and endorse the licence with details of any action taken, both by the Court and the Licensing Authority.

PART R

18. REPRESENTATIONS RESPONSIBLE AUTHORITIES & OTHER PERSONS

18.1. GENERAL

18.2. When dealing with applications for grant, variation or the review of a relevant authorisation, the Licensing Authority may, where appropriate, consider representations from two categories of individuals / bodies. These are referred to as '**Responsible Authorities**' and '**other persons**'.

18.3. RESPONSIBLE AUTHORITIES

18.4. What we mean by 'Responsible Authority'

18.5. '**Responsible Authorities**' are public bodies that must be fully notified of applications and are entitled to make representations to the Licensing Authority in respect of applications for grant or variation of a relevant authorisation. **NB:** Responsible Authorities may also seek a review of a relevant authorisation.

18.6. The Responsible Authorities

18.7. The Licensing Authority will only recognise the Responsible Authorities prescribed in law and, where it is entitled to do so, those otherwise designated by it.

18.8. A list of all the Responsible Authorities, together with their contact details can be found online at www.rushmoor.gov.uk.

18.9. OTHER PERSONS

18.10. What we mean by 'other persons'

18.11. '**Other persons**' include anyone other than Officers of the Responsible Authorities (or a body representing them) who may make representations to the Licensing Authority. Locally elected Councillors are also 'other persons' and may make representations in their own right. **NB:** Other persons may also seek a review of a relevant authorisation.

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18.12. MAKING REPRESENTATIONS

18.13. Recommended actions before submitting representations

18.14. The Licensing Authority encourages all those considering making representations to contact and, where appropriate, reach agreement with the applicant before submitting them. Alternatively, other persons that do not wish to approach the applicant may wish to contact the Responsible Authorities about their representations at the earliest possible opportunity.

18.15. Confirmation of negotiations / modifications

18.16. Where a Responsible Authority or other persons negotiate any arrangements, conditions or other modifications to a relevant application, they must ensure that the applicant (or the applicant's representatives) confirm those changes with the Licensing Authority (in writing) at the earliest possible opportunity. The Licensing Authority cannot accept any informally negotiated / agreed modifications to a relevant application or otherwise transpose them into conditions of the relevant authorisation (if granted) if the applicant does not formally accept the changes within the relevant representation period.

18.17. As not all parties will have been made aware of them, it is the view of the Licensing Authority that any changes that have a negative or detrimental impact may need to be re-advertised in the prescribed manner. For these purposes the term 'negative or detrimental impact' will normally be considered in its widest sense but generally taken to mean no additional impact, impairment or disadvantage to or on –

- (a) the promotion of the licensing objectives, permitted hours, capacity or some other specific term; and/or
- (b) the Responsible Authorities or other persons to make representations and/or suitably respond to any changes in a timely manner.

18.18. For these purposes, the criteria used to define minor variations shall be used to assess the substantive nature of any proposed changes.

18.19. The effect of negotiations / modifications

18.20. In all cases, the Licensing Authority will normally take any formally confirmed / notified negotiations / modifications to be a change to the original operating schedule of the relevant application.

18.21. The impact of negotiations / modifications

18.22. All parties are requested to ensure that anything that is agreed between them is clear, unambiguous and coherent.

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18.23. Notification of negotiations / modifications

18.24. So that they may make informed judgements on their impact, the Licensing Authority will normally notify all Responsible Authorities of any formal modifications to an application received within the period allowed for making representations. We will however only notify such changes to other persons where representations have been made, or where we have otherwise been requested to do so.

18.25. WHERE REPRESENTATIONS ARE (TO BE) SUBMITTED

18.26. Dual nature of representations

18.27. Representations may be made both in opposition to, or in support of, a relevant application. The remainder of this section must therefore be read with this dual nature in mind.

18.28. General requirements of representations

18.29. The Licensing Authority require representations to be made in writing (including by electronic means), setting out the name and address of the person / organisation making it and the premises to which it refers. Any representation must also set out the reasons for making it and the point of issue to which it relates. However, for the reasons set out in the following paragraphs, it is recommended that the main points of any representations are set out under the individual headings of the licensing objectives.

18.30. In the case of other persons, it may be helpful to state the impact that they believe the application will have on them or those they are representing and describe any other features that may affect the licensing objectives.

18.31. Acceptance and significance of representations

18.32. Where submitted, the Licensing Authority will only accept and consider representations if they are 'relevant'.

18.33. Where '**relevant representations**' are made in respect of a relevant application, the Licensing Authority must hold a hearing to consider the merits of the application unless the applicant, the Licensing Authority and all parties who have made representations agree that a hearing is not necessary.

18.34. What we mean by 'relevant representations'

18.35. '**Relevant representations**' are taken to mean representations which -

- (a) are about the likely effect of the grant of the application on the promotion of the licensing objectives (see 3.9 above);

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- (b) were made by a Responsible Authority or any other person within the prescribed period allowed for making representations;
- (c) in the case of representations made by an other person, that they are not, in the opinion of the Licensing Authority, frivolous or vexatious (see 18.36 below); and
- (d) in the case of provisional statements, are not statutorily excluded representations (see 18.39 below).

18.36. What we mean by 'frivolous and vexatious'

18.37. The Licensing Authority will generally consider whether representations are frivolous or vexatious on the basis of fact and degree given the individual circumstances of each case. However, in deciding if representations fall within these terms, the Licensing Authority will normally consider -

- (a) who is making the representation, and whether there is a history of making representations that are not relevant;
- (b) if the representations raise a 'relevant' issue; or
- (c) if the representations raise issues specifically to do with the premises that are the subject of the application.

18.38. By way of informing our approach, a vexatious representation will normally be taken to mean one that is repetitive, without foundation or made for some other reason such as malice. A frivolous representation will normally be taken to mean one that is insignificant, lacking in seriousness, or one that does not relate to the licensing objectives.

18.39. What we mean by 'excluded representations'

18.40. The Licensing Authority must consider representations to be 'excluded representations' if –

- (a) a provisional statement has already been issued, and a premises licence is subsequently applied for [part of] the premises (or substantially the same premises); and
- (b) the work(s) specified in the provisional statement have been satisfactorily completed; and
- (c) the application for the premises licence is the same form described in the application for the provisional statement; and

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- (d) there has been no material change in circumstances concerning the relevant premises or the area in the vicinity of the premises since the provisional statement was made; and
- (e) the individuals making the representations could have made the same (or substantially the same) representations about the application at the time of the application for the provisional statement, but failed to do so without reasonable excuse.

18.41. Determination of the relevance of representations

18.42. In determination of the relevance of representations, the Licensing Authority will take care to distinguish between and determine each separate element of the term 'relevant representation' and associated definitions (see 18.34 above). This will normally involve considerations of –

- (a) whether or not the representation is admissible (i.e. made by an Responsible Authority / other person);
- (b) that the representation has been made within the prescribed period; and
- (c) that the substance of the representation is relevant (i.e. is about the likely effect on one or more of the licensing objectives).

18.43. The considerations outlined in this section are not exhaustive and therefore, the Licensing Authority will not apply rigid rules to its decision-making in determining the relevance of representations and/or the status of other persons. Each case will be decided objectively on its own merits on consideration of the facts and their degree.

18.44. The Licensing Authority will normally take account of anything a Responsible Authority, any other person or individuals representing them, say about their representations or status. In borderline cases, where it is arguable whether a representation is a relevant representation or not, the benefit of the doubt will normally be given to the party making representations.

18.45. The weight attached to relevant representations

18.46. While it is a matter for the Licensing Authority to determine what weight to attach to representations, additional weight may be given to those representations supported by credible evidence of the points being made.

18.47. The Licensing Authority therefore encourages both Responsible Authorities and other persons to provide as much evidence as possible with their representations that demonstrate the points raised.

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18.48. In respect of prospective use of premises, other persons should detail any matter that may impact on the licensing objectives.

NB: Subject to our policies on the disclosure of personal details (see 18.51 below) representations and associated evidence may only be used on agreement that a copy is given to the applicant / licence holder.

18.49. Non-relevant representations

18.50. The Licensing Authority will not consider representations to be relevant if they relate to demand, competition or the need for licensed facilities (see 3.33 above). However, the Licensing Authority may, in an area covered by any special policy, consider need, demand and / or competition only if it is relevant to, and impacts upon, the licensing objectives.

18.51. The details of individuals making representations

18.52. The Licensing Authority will, as far as is reasonably practicable, remove the personal details (e.g. name and address) of individuals making representations from any public documents that it may produce.

18.53. However, the Licensing Authority recognises that it is a matter of natural justice that the applicant and his/her representatives, are able to identify and locate those making representations about the premises concerned. Therefore, unless specifically requested not to disclose personal details, the personal details of anyone making representations may be released to the applicants and their representatives where appropriate.

18.54. Those who specifically request the Licensing Authority not to disclose their personal details should be aware that their representations may carry less weight at any hearing.

18.55. Representations submitted in the form of a petition

18.56. The Licensing Authority will accept representations submitted in the form of a petition, provided that they meet the requirements of a 'relevant representation' as detailed above.

18.57. Any petition should state the name and contact details of a representative who the Licensing Authority should liaise with in respect of the representations, and the subsequent hearing. The Licensing Authority will send all correspondence to the named individual, and they will be responsible for informing all other signatories.

18.58. If a hearing is necessary, the named individual will be required to notify the Licensing Authority of any individual who wishes to speak on behalf of the signatories at the hearing.

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18.59. Where an individual makes a representation in their own right in respect of an application, their signature will not be accepted as a valid signatory on any petition unless the substance of the representation is different.

PART 5

19. CONDITIONS & RESTRICTIONS

19.1. GENERAL

19.2. What we mean by ‘conditions’

19.3. Conditions include any terms, limitations or restrictions attached to a relevant authorisation and are essentially the steps a licence holder will be required to take or refrain from taking whenever licensable activities are provided.

19.4. Multiple sources of conditions

19.5. Where appropriate and it is required / entitled to do so, the Licensing Authority may grant or vary a relevant authorisation in accordance with the principles set out in this section, subject to any –

(a) mandatory conditions;

(b) conditions imposed following any hearing; and

(c) conditions consistent with the operating schedule.

19.6. What we mean by ‘mandatory conditions’

19.7. ‘Mandatory conditions’ are taken to mean those conditions that are automatically applied by the Act to authorisations that allow the provision of certain types of licensable activities.

19.8. What we mean by ‘consistent with the operating schedule’

19.9. The Licensing Authority will normally interpret the term ‘consistent with the operating schedule’ to mean that the effect of conditions should be substantially the same as that intended by the terms of the operating schedule, including any amendments or negotiated conditions agreed with the Responsible Authorities and other persons.

19.10. General principles of transposition and imposition of conditions

19.11. The Licensing Authority believes that licensing is about the control of licensable activities on relevant premises and the promotion of the licensing objectives. The Licensing Authority will therefore, where it is entitled to do so, normally impose conditions only in respect of matters that are within the control of the applicants or the holders of relevant authorisations or others in control of relevant activities.

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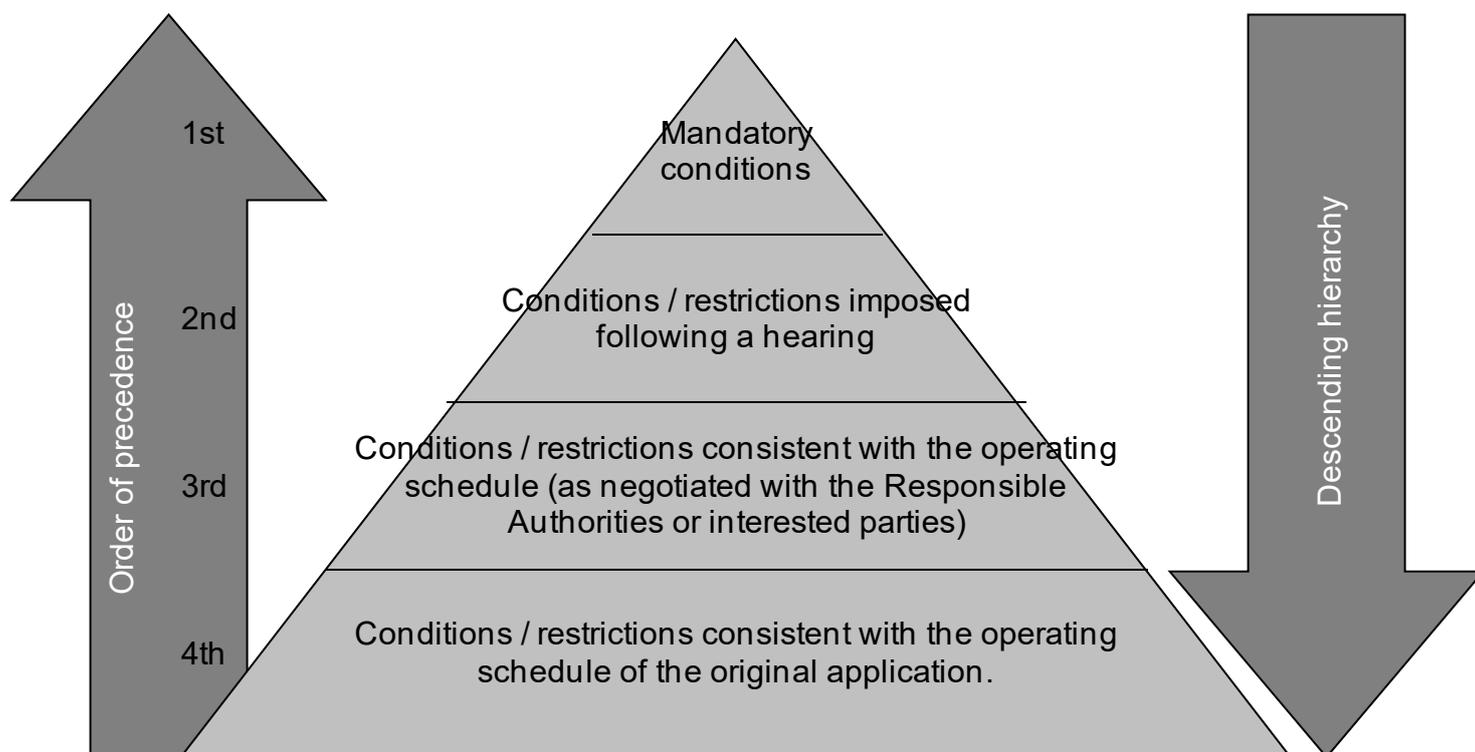
- 19.12. A key concept of the Act is that conditions attached to relevant authorisations should be tailored to the individual size, style and characteristics of the premises concerned and the activities provided there. Accordingly, the Licensing Authority will, where it is entitled to do so, impose conditions only where appropriate to promote the licensing objectives.
- 19.13. To this end, the Licensing Authority will seek to avoid standardised, disproportionate and/or over burdensome conditions wherever reasonably practicable and will, where it is entitled to do so, seek to ensure that conditions –
- (a) are only imposed where legal authority exists to do so;
 - (b) are reasonable;
 - (c) are proportionate to any risks / problems identified;
 - (d) directly relate to any harms being addressed;
 - (e) are consistent in the circumstances;
 - (f) are capable of being complied with by the relevant licence holder;
and
 - (g) do not unjustifiably duplicate the requirements of other legislation.
- 19.14. Where a condition (other than one proposed by the applicant) is to be added to a relevant authorisation (e.g. at a hearing), the Licensing Authority will, where it is entitled to do so, normally seek to -
- (a) draw any conditions from its pool of model conditions where this is appropriate (see 19.23 below); or
 - (b) formulate any conditions on consideration of relevant matters raised at a hearing and/or the general policies / recommendations detailed in **appendix E**;
 - (c) consider whether alternative means are available to address the risks / problems identified; and
 - (d) give reasons for imposing the conditions / restrictions where appropriate.
- 19.15. In all cases, the Licensing Authority will, where entitled to do so, seek to impose conditions that are clear, unambiguous, coherent and enforceable.

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19.16. Problematic operating schedules

19.17. Where no other clarification is provided, transposition of operating schedules which are unclear will be based on our interpretation. Similarly, operating schedules that are inconsistent (e.g. where permitted hours do not tally) will be transposed in a way that we believe best promotes the licensing objectives.

19.18. The Licensing Authority may, where appropriate, transpose imprecise terms in an operating schedule by drawing from, its pool of model conditions (see 19.23 below).



19.19. Avoidance of conflicting conditions

19.20. So far as is reasonably practicable, the Licensing Authority will ensure, where it is entitled to do so, that no conditions are imposed on relevant authorisations that conflict with any other conditions. For these purposes, the Licensing Authority will give precedence to conditions in accordance with the hierarchy shown above.

19.21. Duplication with other statutory provisions

19.22. The Licensing Authority expects holders of relevant authorisations, their premises and business activities to comply with all other relevant legislative requirements (e.g. Health and Safety at Work etc. Act 1974). The Licensing Authority will therefore, normally avoid the imposition of conditions that duplicate other regulatory requirements, unless -

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- (a) other legislation does not adequately or specifically address the issues concerned; or
- (b) other legislation does not cover the unique circumstances that arise in connection with licensable activities at specific premises; or
- (c) it is appropriate in the circumstances to take steps to promote the licensing objectives.

19.23. Pool of model conditions

19.24. In an effort to be helpful, the Licensing Authority will maintain a pool of model conditions from which applicants, other persons, Responsible Authorities and the Licensing Authority itself (where entitled to do so) may refer and draw. The pool of model conditions will be provided under separate cover and on the Council's website (www.rushmoor.gov.uk).

NB: The Licensing Authority expects that any conditions used from the pool are only used where appropriate to the particular circumstances of the instant premises concerned. The pool of model conditions should not be treated as a set of standard conditions or otherwise applied universally irrespective of circumstances.

19.25. Use of model conditions by the Licensing Authority

19.26. Where appropriate, the Licensing Authority may draw from its pool of model conditions and those contained in the Secretary of State's guidance.

19.27. Enforcement of conditions and rights of appeal

19.28. Failure to comply with any condition attached to a relevant authorisation is a criminal offence.

19.29. All parties will be informed of any statutory rights of appeal against the imposition of, or failure to impose conditions where provision has been made to do so.

PART T

20. REGULATION & COMPLIANCE

20.1. DUAL ROLE

20.2. In addition to its role in processing applications for authorisations, the Licensing Authority is also a responsible authority under the act. The Licensing Authority will act in its role as a responsible authority in all cases where officers are checking compliance with an authorisation that has been issued, and when considering whether to make representations to applications.

20.3. Whilst officers of the licensing authority may be delegated to carry out both roles, where the licensing authority makes representations or applies for review of an authorisation as a responsible authority, a different officer will deal with the processing of that application.

20.4. Compliance Visits

20.5. Officers of the licensing authority will carry out regular visits at licensed premises / temporary events within Rushmoor to ensure compliance with legislation, and the terms and conditions of the relevant authorisation. These may be announced or unannounced visits, and whilst they may be in response to a specific complaint or intelligence, visits may also be carried out on a risk basis or for other reasons.

20.6. The licensing authority acknowledges that they do not have an unannounced power of entry to premises licensed by virtue of a club premises certificate. However, where it is deemed appropriate, they may carry out unannounced visits but will only enter with the verbal consent of the person responsible for the premises at the time.

20.7. Joint working with other responsible authorities

20.8. The Licensing Authority work in partnership with the other responsible authorities to ensure compliance and promote the licensing objectives. As such, Officers may or may not be accompanied with officers of other responsible authorities when carrying out compliance visits. Where issues are identified or intelligence is received, details and any action taken will be shared with relevant responsible authorities.

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20.9. Management of premises

20.10. When carrying out compliance visits, officers will expect to speak with the Designated Premises Supervisor (DPS) (where there is one) if they are present. In the absence of the DPS, the licensing authority expect there to be someone in control of the premises that officers are able to speak to, to enable them to carry out a compliance inspection.

20.11. The licensing authority expects that those in control of a licensed premises (whether the DPS or not) demonstrate the requisite competence and suitability to manage the premises in accordance with statutory obligations.

20.12. The licensing authority are of the opinion that management of a licensed premises comes with **significant** responsibility, particularly where the supply / sale of alcohol is involved and therefore will take a serious view of a licensed premises being left in the control of someone unsuitable.

20.13. SUBSTANCE MISUSE AND TESTING

20.14. Further to the above, the Licensing Authority is aware that the supply and use of illicit substances is increasingly pervasive within society and the individual communities it serves. The handling, possession and supply of illicit drugs is not uncommon in licensed premises, particularly those authorised to sell / supply alcohol for consumption on the premises. In order to promote the licensing objective, the prevention of crime and disorder, the licensing authority expects licensed premises to be operated with a zero-tolerance approach to illicit substances.

20.15. In view of the above, it is the contention of the licensing authority that substance misuse is simply **not** compatible with those in control of a licensed premises. For these reasons, the licensing authority will seek to deter and detect and will take a serious view of substance misuse by those in control of a licensed premise.

20.16. To help deter and detect substance misuse and thereby help determine and/or monitor the suitability of any individual, the licensing authority may request the person in control of a licensed premises to provide a saliva sample for the purposes of substance screening / testing during any compliance visit.

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20.17. **Relevance of substance screening / testing**

20.18. The licensing authority notes that substance misuse can seriously impair the judgement of an individual and is of the opinion that those who use illicit substances are unlikely to implement a zero-tolerance approach in any licensed premises they are in control of. The licensing authority will, therefore, consider applying to review the licence of any licensed premises, which is found to be in the control of someone under the influence of illicit substances, or someone who fails or refuses to provide a saliva sample for these purposes.

APPENDIX A

21. CONSULTATION

21.1. The following individuals, bodies and organisations have been consulted on this policy.

A2 Dominion Housing Group Ltd	Sanctuary Housing
Abri Housing Association	Southern Housing Group
Accent Peerless Housing Ltd	Sovereign Network Homes
Alcohol Change UK	SSJ (Homeless day services)
All current licence holders with Rushmoor under the Act	Step by Step
Anchor Hanover Housing Association	Stonewater Housing Association
Association of Licensed Multiple Retailers (ALMR)	The Arts Council (England)
Aster Group	The Association of Convenience Stores (ACS)
Blackwater Valley & Hart Primary Care Trust	The British Beer and Pub Association (BBPA)
Citizens Advice Bureau (CAB)	The British Institute of Innkeeping (BII)
Civil Aviation Authority (CAA)	The British Retail Consortium (BRC)
Elm Group	The Club & Institute Union
Enterprise First	The Health & Safety Executive (HSE)
Equity	The Institute of Licensing (IOL)
Federation of Licensed Victuallers Association (FLVA)	The Musicians Union
Frimley Health	The Responsible Authorities
Grainger Plc	The Stoll Foundation
Hampshire Chamber of Commerce	UK Cinema Association
Hampshire Magistrates Courts	UK Hospitality
Jazz Services Ltd	UK Theatre Association
Kingsmead Shopping Centre Management	VIVID Homes
Metropolitan Thames Valley Housing Association	Wellington Centre Shopping Centre Management
Mount Green Housing Association	
The Federation of Independent Retailers	
Plexus Housing Association	
Poppleston Allen Solicitors	
Princes Mead Shopping Centre Management	
RBC Community Safety	
RBC Legal Services	
RBC Town Centre Management	

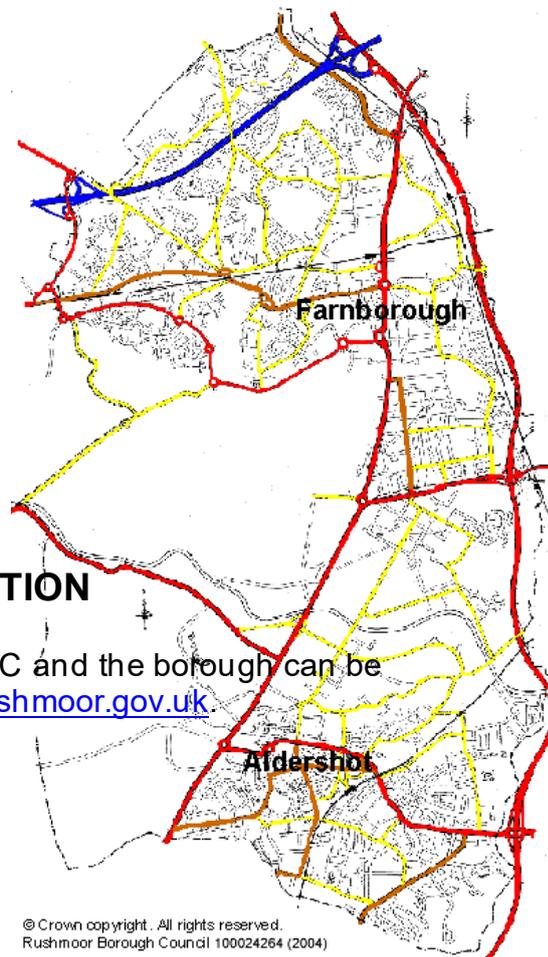
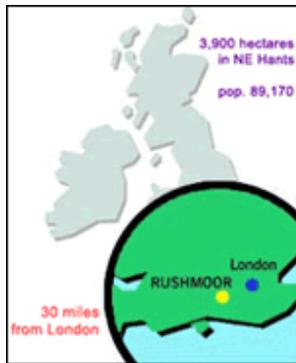
APPENDIX B

22. THE BOROUGH OF RUSHMOOR

22.1. Overview

22.2. Situated in the north-east corner of Hampshire between the towns of Camberley, Guildford, Fleet and Farnham, Rushmoor is located in the Blackwater Valley and includes the towns of Farnborough and Aldershot.

22.3. Only 30 miles from London, the Borough covers an area of 15 square miles (3,900 hectares) of a mainly residential and varied light industrial mix. It is home to the British Army and has a domestic population of approximately 105,750 (2024 estimate).



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22.4. ADDITIONAL INFORMATION

22.5. Further information about RBC and the borough can be found on our website www.rushmoor.gov.uk

APPENDIX C

23. RECOMMENDED ACTIONS FOR PREMISES USERS & TEMPORARY EVENTS

23.1. RECOMMENDED ACTIONS

- 23.2. It is strongly recommended that the matters detailed in the table below be considered and, where appropriate, implemented for all events involving temporary licensable activities run under authorisation of a temporary event notice.
- 23.3. It should be noted that the matters outlined in this section are not mandatory or exhaustive. It is entirely a matter for each premises user to ensure that the premises used under a TEN and/or the temporary licensable activities provided there are adequately managed / supervised.

No	RELEVANT CONSIDERATIONS / RECOMMENDATIONS	REASON
(1)	It is recommended that the premises user checks with the local Planning Authority that the premises to be used for temporary licensable activities has the necessary planning permission and authorised use that allows for all planned activities and the hours during which they will be provided.	Giving a TEN does not relieve the premises user from any requirement for planning permission. The premises owner and/or user may be liable for certain offences if the premises are used otherwise than in accordance with any planning permission or authorised use.
(2)	It is recommended that suitable and sufficient arrangements be made to count the number of people entering and leaving premises operating under a TEN, so that the net total of people recorded inside the premises does not at any time exceed the number authorised by the TEN.	If the premises user fails to restrict the numbers attendant to the(ir) premises operating under a TEN, they may be liable to prosecution for carrying on unauthorised licensable activities where the total number of individuals in the premises exceeds the amount specified on the TEN.
(3)	It is recommended that suitable and sufficient arrangements be made to ensure that temporary licensable activities conclude on time and in accordance with the TEN.	If the premises user fails to conclude the temporary licensable activities at the stated time, they may be liable to prosecution for carrying on unauthorised licensable activities.
(4)	It is recommended that anyone authorised to sell or supply alcohol at premises operating under a TEN, be trained to a level commensurate with their role and responsibilities in the lawful sale of alcohol.	There are a variety of offences under the Act associated with the sale and supply of alcohol. The premises user for a TEN may remain liable for certain offences if the event is not adequately managed / supervised.
(5)	It is recommended that anyone authorised to sell or supply alcohol at premises operating under a TEN be instructed to request and ensure sight of suitable photographic identification, for proof of age, of any person appearing to them to be under the age of 25 (twenty-five) and who is attempting to purchase alcohol.	It is an offence to sell or supply alcohol to an individual aged under 18. The premises user for a TEN may remain liable for certain offences if the event is not adequately managed / supervised.
(6)	Where the premises user does not intend or expect to be on the premises to which a TEN relates, it is strongly recommended that the premises user provides suitable and sufficient emergency contact details to both the Police and Licensing Authority on submitting the TEN.	The premises user for a TEN may remain liable for certain offences if the event is not adequately managed / supervised.
(7)	It is recommended that the premises user takes appropriate measures to control noise from the temporary licensable activities.	To prevent noise disturbance to local residents, and reduce the likelihood of causing a statutory nuisance under The Environmental Protection Act 1990.

APPENDIX D

24. CUMULATIVE IMPACT ASSESSMENT

24.1. Cumulative Impact

24.2. The licensing authority considers that the number of premises licences authorising the sale of alcohol for consumption off the premises, in the area known as Aldershot Town Centre (defined on the map below) is such that it is likely that granting further licences would be inconsistent with its duty to promote the licensing objectives.



24.3. Identified Issues

24.4. Aldershot Town Centre has a longstanding reported issue of crime, disorder and public nuisance much of which is related to street drinking. There is a concentration of premises in the town centre which are licensed to sell alcohol for consumption off the premises and therefore servicing those drinking on the street. As detailed on the map below:

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- 24.5. The area identified above has been identified as an area for a PSPO with specific conditions linked to drinking alcohol on the street and related anti-social behaviour since June 2022. This was reviewed and renewed in July 2025. A PSPO can only be made where the local authority is satisfied that there is behaviour which has a persistent or continuing detrimental effect on the quality of life of those in the local area. The report in respect of the renewal of the PSPO stated that over the period it had been in force reports of drug use have decreased, whilst reports related to alcohol and combined alcohol and drug use have increased, including during the daytime.
- 24.6. In addition, the majority of the area has been defined as a hotspot for serious violence, anti-social behaviour and knife crime by The Home Office, utilising police data and forms part of the hotspot response initiative. The Safer North Hampshire Community Safety Partnership have also identified feelings of safety and town centre engagement as priorities.
- 24.7. Hampshire Constabulary's Northern Hampshire Licensing Team have expressed a concern regarding the cumulative impact in the area concerned, and their support for a cumulative impact assessment to enable them and other responsible authorities to promote the licensing objectives.
- 24.8. Whilst the responsible authorities have sought to control the impact of the alcohol sales on the licensing objectives through conditions on individual premises licences, this has not resolved the issue. Therefore, the licensing authority is of the opinion that granting further licences to sell alcohol for consumption off the premises in this area would be inconsistent with its duty to promote the licensing objectives and that it is necessary and appropriate to control the cumulative impact.
- 24.9. **ADDITIONAL DATA**
- 24.10. The following data provides additional evidence related to the identified issues.
- 24.11. **Community Safety Survey**
- 24.12. The local authority carry out an annual community safety survey. The 2025 results show that those from Aldershot feel the least safe and the most unsafe, outside in their local area during the day. In addition, the percentage of Aldershot respondents feeling safe has dropped from 70.3% in 2024 to 58.6% in 2025.
- 24.13. When asked why they feel unsafe during the day in Rushmoor of 335 respondents some of the main themes included because of homeless/beggars/aggressive begging (85 comments) and because of people/gangs/groups hanging around (77 comments). The licensing authority are aware that there is a perception from members of the public that the individuals that drink in the street are homeless, despite this not being correct in most cases.
- 24.14. When asked why they feel unsafe in the evenings in Rushmoor of 352 respondents some of the main themes included because of people/groups hanging around (85 comments), because of drunks/drinkers (56 comments) and because of the homeless/beggars (34 comments).
- 24.15. **CCTV Data**
- 24.16. The Council's CCTV operator's monitor the public CCTV and they log any incident of street attached individuals in the town centre area who have been seen drinking, potentially using drugs or acting suspiciously. This information has only been captured for 3 months at the time of the assessment but demonstrates an ongoing and increasing issue, with 16 incidents logged in September 2025, 20 in October 2025, and 21 in November 2025.

24.17. Community Safety Reports

24.18. Whilst not the lead agency for reports of crime, the Council's Community Safety Team have received 5 reports from members of the public regarding the street drinking issues in the last 3 months (September – November 2025).

24.19. Rushmoor Strategic Assessment

24.20. Safer North Hampshire, produce a strategic assessment annually. The latest assessment is available in full at www.rushmoor.gov.uk however for ease some of the key relevant data linked to this cumulative impact assessment is summarised below.

24.21. Anti-social behaviour has been identified as a priority, and the 24/25 strategic assessment identifies that reported ASB has increased by 2% from the previous year, with public disorder, arising from alcohol and drug use being the main cause for ASB reports. There has been a spike of reports classified as 'ASB Environmental' which is when behaviours affect the wider environment such as public spaces or building, in Wellington ward. 5% of ASB reports within Rushmoor were logged as rough sleeper related, and 73% of these reports occurred within the town centre wards.

24.22. Town Centre Crime & ASB has also been identified as a priority, and the 24/25 strategic assessment identifies that whilst violence against the person reports have decreased in Aldershot Town Centre, reports of public order offences have remained the same, with the most common offence type being causing intentional harassment, alarm or distress. The report identifies problems with public disorder involving alcohol and drugs as the most common behaviour reported in Aldershot Town Centre, along with issues of public nuisance.

24.23. Crime Data

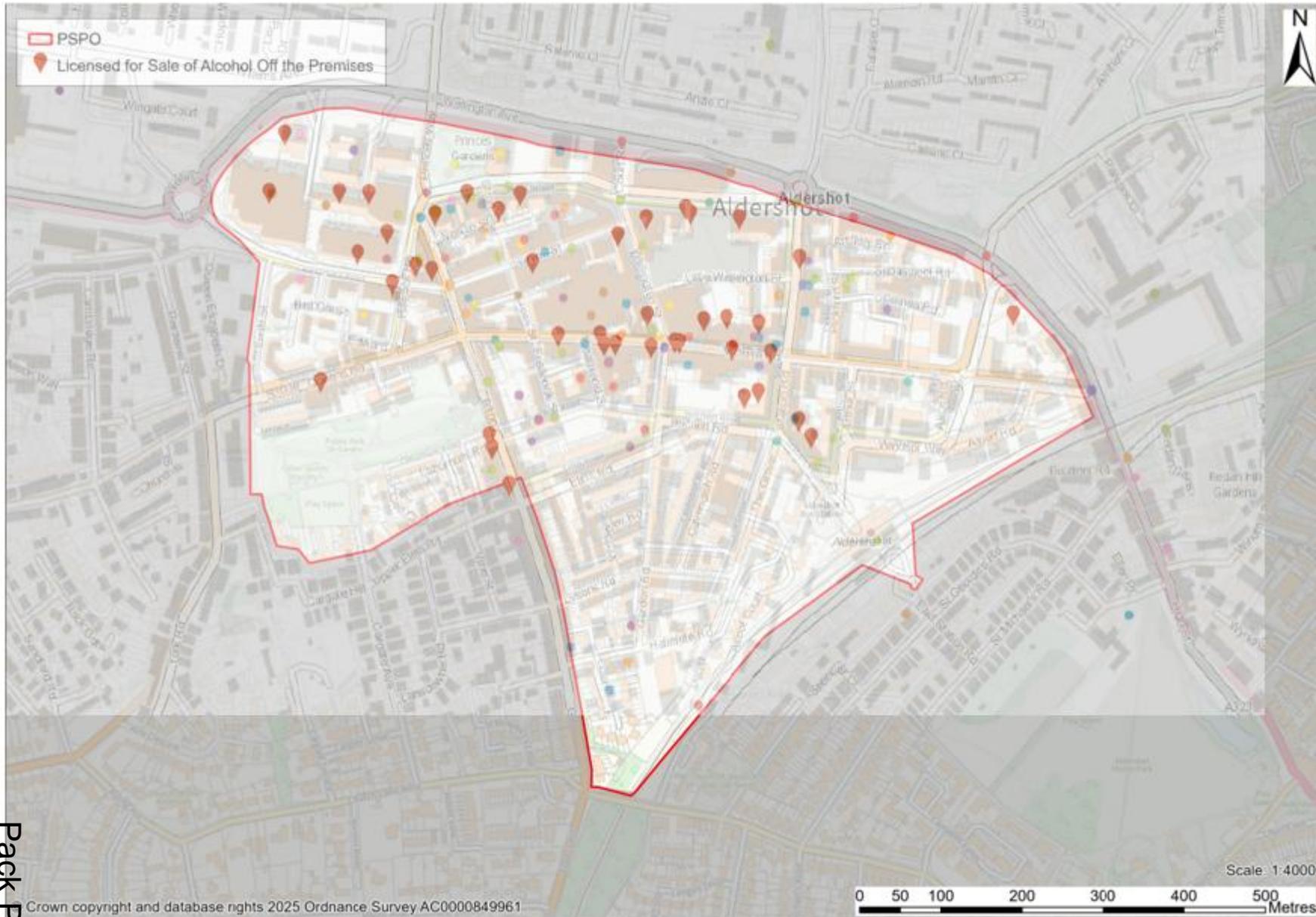
24.24. Data of crime / ASB reported to police between 1st November 2024 and 1st December 2025 shows that there were 201 occurrences reported in Aldershot Town Centre where alcohol was identified as a factor. The location of these occurrences has been mapped as shown below (the colours refer to different crime types). The locations with the most occurrences were Victoria Road (42) and the High Street (30).

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24.25. For clarity the crime reports and licensed premises maps have been overlaid to demonstrate the link between the locations below:



APPENDIX E

25. RELEVANT CONSIDERATIONS

25.1. INTRODUCTION

25.2. Where appropriate and depending on the nature and characteristics of the business concerned, the following matters might / should be considered in respect of applications for, and reviews of, relevant authorisations.

NB: This is not an exhaustive list of matters for consideration and each application must be tailored to its own circumstances and considered on its own individual merits.

RELEVANT CONSIDERATIONS

No	RELEVANT CONSIDERATIONS		REASON(S)			
	Subject	Considerations	Prevention of crime and disorder	Ensuring public safety	Prevention of public nuisance	Protection of children from harm
(1)	Access of children to premises.	<ul style="list-style-type: none"> Nature of the activities taking place at the premises Appropriate times for children to be on the premises Supervision of children Appropriate age limitations 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(2)	Adult entertainment(s).	<ul style="list-style-type: none"> The type(s) of event(s) or activity provided The time(s) of day when adult entertainment is to be provided The time(s) when adult entertainment may give rise to a more acute risk to children, performers and/or adults The possibility of children hearing or seeing unsuitable material The nature, type and content of any external advertising of adult entertainments (either at the premises or in its immediate vicinity) and whether this should be permitted 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(3)	Age-restricted film(s).	<ul style="list-style-type: none"> Ensuring age restrictions are complied with Advertising of age restrictions 	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	Alcohol management	<ul style="list-style-type: none"> Ensuring that sales of alcohol are not made to, or on behalf of individuals under 18 years of age (inclusive of proxy sales) Ensuring that sales of alcohol are not made to, or on behalf of those who are drunk or intoxicated (inclusive of proxy sales) Ensuring that sales of alcohol are not made to, or on behalf of those to whom the sale of alcohol may result in crime and disorder (inclusive of proxy sales) Staff training Best practice schemes e.g. Challenge 25 Acceptable proof of age Appropriate signage Till prompts Refusals logs Monitoring of staff challenges / refusals 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
(5)	Bottles, glasses and drinking	<ul style="list-style-type: none"> Potential use of drinking vessels as weapons Potential for tampering (e.g. spiking) 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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	vessels	<ul style="list-style-type: none"> • Accidents or littering through being deposited or smashed on the floor of the premises or streets • The type and nature of the premises • The type and nature of the activities carried on at the premises • The provision and number of any licensed door supervisors • The nature, style, appearance and volume of drinks offered / sold at the premises and whether or not they are supplied with table meals • Whether alcohol is to be sold for consumption on and/or off the premises • Whether alcohol is to be sold in such a location or in such circumstances that may exacerbate an accident (e.g. in a closely seated audience where they can cause a tripping hazard etc) • The provision, number and frequency of dedicated glass / vessel collections during any period of licensable activity • The use of polycarbonate vessels 				
(6)	CCTV	<ul style="list-style-type: none"> • Quality of footage • The length of time footage will be kept • Ability of staff to record footage and provide to authorities expediently following an incident • Location of cameras (internal, external, likely areas for crime & disorder, blind spots for staff) • Warning signs • Security of any system 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(7)	Detection and search system(s)	<ul style="list-style-type: none"> • Prevention of the carriage and use of drugs, knives and other weapons to licensed premises • Knowledge of who is in the venue and their history • Schemes to notify you of potential issues e.g. Townlink Radio, Pubwatch, Shopwatch, ID Scanners • The rate, flow, nature and level of customer attendance to the premises • Staff training • Warning signs • Policies and procedures for the subsequent handling and confiscation of drugs / weapons and/or those carrying them. 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
(8)	Dispersal policy / plan(s)	<ul style="list-style-type: none"> • The speed, efficiency and effectiveness of dispersal of customers / patrons leaving the premises (particularly late at night) • The nature, number and characteristics of those attending the premises • The activities provided at the premises • The hours within which those activities are permitted • The number of door supervisors, stewards or marshals available at the premises • The nature of the area in which the premises are situated • The ease of access to, and availability of, public transport (including licensed taxis or private hire vehicles) to take patrons away from the premises or its immediate vicinity at the times needed • Those who are vulnerable through drink, drugs, age, gender, mental and/or physical impairment and (dis)ability or other special need(s) • The likely peaks and troughs of people leaving • Measures to reduce associated noise, litter 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
(9)	Door supervisors	<ul style="list-style-type: none"> • The number of people permitted on the premises, • The type and nature of the activities provided on the premises • The nature of the premises, its clientele and the nature of the area in which they are located • The hours that activities take place at the premises 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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		<ul style="list-style-type: none"> • Appropriate clothing for identification / visibility • Logging details of door supervisors on duty and any incidents 				
(10)	External Drinking areas	<ul style="list-style-type: none"> • The type, nature and layout of the premises • The activities carried on at the premises in the external areas • The type and nature of the clientele of the premises • The type and nature of others that may use the area(s) concerned • The time and frequency of use of the area(s) concerned • The proximity of residents and other businesses and how they may be affected (e.g. noise and disturbance) • Methods of reducing time spent in external areas late at night • Provision of an area for customers to smoke • Signage • The potential for other nuisance problems (including waste, litter, pests, lighting etc) • The potential for external equipment, fixtures and fittings to be used as weapons • The potential to encourage loitering • The impact on the safety of the area (including potential for obstruction and distraction) • The safe and secure storage of equipment, fixtures and fittings • Ease of and potential impact of storing any equipment, fixtures and fittings • The layout, design, maintenance & cleanliness of external facilities • Pest / vermin control arrangements • Supervision arrangements for the external facilities (including CCTV or door supervisors); • The nature and type of external facilities [to be] provided 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
(11)	Lighting <i>(including exterior and security lighting)</i>	<ul style="list-style-type: none"> • Positioning to only illuminate the surface(s) intended and not unreasonably throw light onto, or otherwise cause nuisance to, neighbouring property • The nature and type of lighting provided (e.g. whether flashing or particularly bright) • The frequency, duration and time of day that the lighting is needed • The proximity of any lighting to local residents or businesses that may be affected by any lighting • The benefits to the prevention of crime and disorder that bright lighting in some places may bring • Baffles, enclosures, screening or shielding • Timers, movement sensors, dimmer switches and/or alternative lighting 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
(12)	Noise and/or vibration <i>(i.e. from licensed premises, licensable activities and any plant, machinery or equipment)</i>	<ul style="list-style-type: none"> • The nature and characteristics of any noise / vibration produced inclusive of volume, duration, frequency(s), wavelength, the total noise energy (LAeq), background noise (LA90) and tonal content • Directional qualities and transmission paths of any noise / vibration produced on the premises • Any other environmental factors that may exacerbate noise / vibration problems on / from the premises • The frequency, duration and time of day that activities causing noise and/or vibration occur • The proximity of source of noise and/or vibration to local residents or businesses that may be affected • The nature of the area in which the premises are situated • The type of premises concerned • The activities to be provided at the premises • The needs of the local community • Sound and/or vibration leakage • Closure of doors and windows • Sound levels from amplification equipment 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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		<ul style="list-style-type: none"> • Sound limiting devices • Installation of soundproofing, air conditioning, acoustic lobbies, acoustic curtains, door seals and closers, dampening or other anti-vibration measures • Irregular noise activities (e.g. disposal of refuse such as waste bottles into external receptacles) • Type and location of plant, machinery and equipment • Servicing and maintenance of plant, machinery and equipment • Noise assessments • The logging, response and management of noise complaints • Staff training and information • The employment of a competent and suitably qualified noise control consultant • Provision of information to local residents about planned activities and how to complain if necessary • Noise management plans • Management of external garden areas and smoking areas including closing times • Management of customers, staff and vehicles when arriving and leaving the premises, including arrangements for home deliveries • Signage requesting customers leave premises quickly and quietly, informing of time of external area closure etc. 				
(13)	Outdoor & large scale events	<p>While the considerations outlined in this document may be relevant, special issues and considerations may arise in connection with the provision of large-scale, outdoor and/or specialised events. Where appropriate, consideration might / should be given to:-</p> <ul style="list-style-type: none"> • Proposals put forward through any safety advisory group (SAG) • Relevant best practice / guidance for events of the appropriate nature (e.g. The Purple Guide) 	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
(14)	Queuing policies and arrangements.	<ul style="list-style-type: none"> • The number of people likely to queue on or in the vicinity of the premises • The location, direction and method of queuing and crowd control used • The proximity of local residents and businesses that may be affected • The provision of and degree to which any queue is marshalled by door supervisors / stewards • The provision of physical aids (e.g. suitable barriers / guides) • The briefing / training of staff (including any door supervisors) to a level commensurate with their role and responsibilities in the effective monitoring and enforcement of any queuing policies / arrangements • The provision of suitable and sufficient signage advising of queuing arrangements and any associated admissions / refusal of entry and / or re-entry policies at the entrance(s) to the premises • Time at which last entry to the premises will be permitted • Re-entry arrangements for customers who leave the premises for smoking 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
(15)	Sanitary accommodation.	<ul style="list-style-type: none"> • Location • Quantity • Type • Signage • Cleaning and maintenance • Measures to reduce likelihood of drug use • Regular checks for cleanliness, signs of drug use etc. 	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
(16)	Waste / litter	<ul style="list-style-type: none"> • Likely causes of waste (e.g. smoking, food / drink containers) 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

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	control.	<ul style="list-style-type: none"> • Cleaning of the area, including in the vicinity of the premises & emptying of waste receptacles (during opening hours and on closure) • Litter and/or spillages likely to cause a hazard (e.g. slips or tripping, needles and sharps) • Type, location and quantity of receptacles for litter and waste • Notices to encourage responsible disposal of litter 				
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CABINET

COUNCILLOR JULIE HALL
ECONOMY, SKILLS & REGENERATION
PORTFOLIO HOLDER17th MARCH 2026

REPORT NO. PG2604

KEY DECISION YES

RUSHMOOR BOROUGH COUNCIL ASSET MANAGEMENT STRATEGY (LAND AND BUILDINGS) AND COMMUNITY RENTS AND SUBSIDY POLICY**SUMMARY AND RECOMMENDATIONS:**

This report presents the proposed Asset Management Strategy (AMS). The AMS establishes a clear corporate framework for the management of the Council's land and buildings estate, aligning estate decisions with the Council's Delivery Plan, financial sustainability objectives and risk appetite. The AMS introduces a structured categorisation of assets, a governance framework for estate decisions and a financial and performance monitoring approach to support transparency and accountability.

It also seeks approval of a revised Community Asset Rents and Subsidy Policy to address community concerns and ensure the Council is not reducing rents to an uneconomical level.

Cabinet is recommended to:

1. Approve the Asset Management Strategy attached at Appendix 1
2. Approve the supporting governance and financial framework set out in Appendices of the AMS (A-C)
3. Delegate authority to the relevant Executive Head, in consultation with the Portfolio Holder and relevant statutory officer, to make minor amendments to the AMS to reflect legislative, financial or organisational changes
4. Approve the Community Asset Rent and Subsidy Policy

1. INTRODUCTION

- 1.1. The purpose of this report is to seek Cabinet approval for the adoption of an Asset Management Strategy for Rushmoor Borough Council's land and buildings estate. The AMS provides the overarching framework for the management, performance monitoring and governance of the Council's estate.

- 1.2. The report also revises the policy on Community Asset Rents and Subsidy in the 2023 Asset Management Plan.
- 1.3. This is a Key Decision as it establishes the Council's strategic framework for estate management, influences future capital and revenue decisions and has borough wide implications for property assets and service delivery.

2. BACKGROUND

- 2.1. The Council holds a diverse property portfolio including investment, community, operational, regeneration and housing related assets. The estate plays a critical role in supporting service delivery, financial sustainability, economic growth and community wellbeing.
- 2.2. In light of increasing financial pressures, changing service requirements and a need for clearer governance and performance oversight, the Council has reviewed its existing approach to asset management. The proposed AMS responds to that review by setting out a structured and transparent framework for decision making and portfolio management.
- 2.3. The AMS aligns with the Council's current Delivery Plan priorities. It ensures that estate decisions are explicitly linked to corporate objectives and affordability.

3. DETAILS OF THE PROPOSAL

General

- 3.1. The proposal is to adopt the Asset Management Strategy (AMS) as the Council's formal framework for estate management. The AMS:
 - Categorises assets into five strategic groups: Investment, Community, Operational, Regeneration and Housing
 - Defines the purpose and management focus for each category
 - Establishes governance arrangements for estate decisions, including roles and escalation thresholds
 - Introduces a clear financial and performance monitoring framework
 - Embeds a corporate landlord approach through the Property Team
- 3.2. The AMS itself does not approve specific disposals or acquisitions. Individual transactions will continue to be subject to separate approval in accordance with the Constitution and Scheme of Delegation. The AMS applies to the whole Borough and to all Council owned property assets, subject to any statutory constraints.
- 3.3. The Council's estate is managed within the framework of the Local Government Act 1972, the Localism Act 2011, relevant landlord and tenant legislation, procurement and contract standing orders, and the Council's Constitution and Scheme of Delegation. The AMS operates within these statutory and regulatory requirements and does not override them.

- 3.4. The Asset Management Plan adopted by Cabinet in March 2023 introduced policy to rebase community rents to the higher of the passing rent or the rateable value. This is the appropriate approach as good asset management requires Council's should consider subsidy separately from the charges for property. The Council can review its rent relief policy which provides this subsidy as part of its normal financial and policy processes particularly the annual budget process.
- 3.5. In implementing the policy it has become clear that the potential cliff edge of large increases, given there can be no guarantee of subsidy, has caused anxiety for some organisations. It is therefore proposed to introduce a revision to the policy in the Community Rent and Subsidy Policy at Appendix D. This proposes a £1000 cap on rent increases in the initial year and thereafter to increase the rent by 5% or CPI+1 whichever is the higher until it reaches the revised rent. Under the current rent relief policy no organisation will see an increase of more than £100 in the first year due to changes in rent. The cap will be increased by CPI each year.
- 3.6. Rent relief can reduce rents charged to very low figures with a number being less than £100. The administrative costs to the Council are consider to be substantially higher than this although it will vary depending on the exact split of responsibilities. It is therefore proposed to introduce a minimum rental charge after rent relief of £200 which will mean less than 90% relief will be provided in these cases. This minimum charge will increase by CPI each year

Alternative Options

- 3.7. The following alternatives were considered:
 - Do nothing and retain existing arrangements. This option was rejected as it would not provide sufficient clarity on risk appetite, performance thresholds or governance
 - Adopt a narrower financially focused strategy. This option was rejected as it would not adequately reflect the Council's community, operational and regeneration objectives
 - The proposed AMS provides a proportionate and structured framework that can evolve over time.
 - Retain the existing community rent and subsidy policy. This was regarded as creating difficulties for community organisations in planning their budgets due to the potential cliff edges produced if rent subsidy was significantly changed in future. Also current subsidy levels do not cover the Council's administrative costs where it produces very low net rents.

Consultation

- 3.8. The development of the AMS has involved engagement with and endorsement from the Senior Leadership Team, Finance, Legal and relevant service leads.
- 3.9. The Portfolio Holder has been briefed during the development process.
- 3.10. The AMS has been discussed and endorsed at informal Cabinet as an informal consultation step.

- 3.11. The governance and financial monitoring approach has been developed in consultation with Finance and aligned with existing quarterly reporting arrangements.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. Key risks associated with the implementation of the AMS include:

- Capacity pressures within the Property Team
- Market volatility affecting investment and regeneration assets
- Financial pressures impacting deliverability

These risks will be managed through the governance framework, performance monitoring arrangements and corporate risk management processes.

Legal Implications

- 4.2. Compliance with the AMS will improve governance across the management of the estate at what is a crucial financial period for the organisation, and, if complied with, will reduce the risks set out above.

Financial Implications

- 4.3. The AMS complies with CIPFA capital guidance, and HM treasury statutory rules.
- 4.4. Development and maintenance of individual asset management plans will require adequate capability and capacity within the property service team. The current team capability and capacity is due to be reviewed to ensure it can deliver the AMS on time and to the specification set out in the AMS.
- 4.5. Value for money of the use of external managing agents for elements of the portfolio will require periodic review to ensure this aligns with the parameters within the AMS.
- 4.6. The commercial property portfolio is not a standard council activity by its commercial nature and represents a material element of the council's income and a disproportionately high financial risk to the council. This warrants the development and support for a specific suite of quarterly income and expenditure statements, balance sheet and risk log, including a four-year projection informing the MTFS.
- 4.7. The operational and community assets represent a significant latent dilapidations and maintenance liability that needs to be fully developed and updated to enable prioritisation decision making within the annual review of the MTFS, to protect asset value, health, safety and legal risk, and overall value for money in line with the AMS.

Financial comments Peter Vickers S151 02/03/2026

Resource Implications

- 4.4 Implementation of the AMS will be delivered within a renewed structure of the property following a review of technical capacity and will incorporate a newly procured outsourced asset management contract across the Investment Portfolio (subject to formal governance). Ongoing monitoring and reporting will be integrated into existing quarterly performance and financial reporting process

Equalities Impact Implications

- 4.5 The AMS provides a framework for managing the estate in a way that supports community wellbeing and service delivery. No adverse equalities impacts have been identified arising directly from adoption of the AMS. Individual asset decisions will be subject to appropriate equalities consideration where required.

5 CONCLUSIONS

- 5.5 The AMS provides a clear, structured and proportionate framework for managing the Council's estate. It strengthens governance, aligns property decisions with corporate priorities and embeds financial and risk oversight across the portfolio.
- 5.6 Adoption of the AMS will support improved transparency, consistency and accountability in estate decision making and contribute to the Council's long term financial sustainability and place shaping objectives.

LIST OF APPENDICES/ANNEXES:

Appendix 1 – RBC Asset Management Strategy
Appendix A – Detailed Category Framework
Appendix B – Governance Framework
Appendix C – Financial and Performance Measures
Appendix D – Community Rent and Subsidy Policy

BACKGROUND DOCUMENTS:

Asset Management Plan 2023

CONTACT DETAILS:

Report Author – Tom Porter-Williams – Property Consultant
Head of Service – Tim Mills - Executive Head of Property and Growth

Rushmoor Borough Council - Asset Management Strategy

1. Purpose, Scope and Role of the Asset Management Strategy

This Asset Management Strategy (AMS) sets the corporate framework for how Rushmoor Borough Council manages its land and building assets. It establishes the strategic direction for the estate, the principles and categories applied to different types of property, the tests used to inform decisions and the governance arrangements through which those decisions are made.

The AMS sits at corporate level. It links property decisions directly to the Council's Delivery Plan, Financial Recovery Plan, Medium-Term Financial Strategy (MTFS), Treasury Management Strategy and Corporate Risk Management Policy. It provides the basis on which asset-related decisions are assessed, prioritised and approved, ensuring that property supports service delivery, community outcomes, financial sustainability and corporate strategy in a consistent and transparent way.

The AMS applies to the Council's interests in land and buildings. Other asset classes, such as vehicles, ICT and plant, are managed under separate corporate arrangements and are outside the scope of this strategy.

The AMS does not replace the role of Cabinet in relation to key asset decisions. Cabinet retains responsibility for approving the Strategy, core principles, the disposal and investment programme and all major precedent-setting transactions and initiatives. The AMS provides the framework within which those decisions, and delegated decisions below Cabinet, are developed and tested.

The AMS is intended to be a stable medium-term corporate strategy. Its role is to set direction, principles, and governance for the Council's estate, providing a consistent framework for decision-making over time rather than responding to short-term asset or market fluctuations.

The delivery of the AMS is supported by individual asset plans, business cases, financial thresholds and performance measures. These will be reviewed and updated regularly where appropriate to reflect changes in service requirements, financial context, market conditions and asset performance, and must operate within the parameters set by the AMS.

The AMS itself will be reviewed on a periodic basis to confirm that it remains aligned with the Council's Delivery Plan, Financial Recovery Plan, overall financial position and strategic risk appetite. Any substantive changes to the AMS will be subject to Cabinet approval.

2. Strategic Direction for the Estate

The core strategic direction for the Council's estate is a move towards a more focussed, better performing and more purposeful portfolio.

The Council's property assets play multiple roles and must balance and support a number of competing pressures. The AMS seeks to balance:

- The need to support effective service delivery
- The need to support communities and deliver social value
- The need to generate and protect revenue in line with the Council's financial position and cost of borrowing
- The need to manage financial, operational and delivery risk within the Council's established strategic risk appetite

Over time this is expected to result in:

- A smaller and lower-risk investment estate that demonstrably strengthens the Council's revenue position and generates capital receipts
- A more targeted and affordable community estate with subsidy that is explicit, transparent and aligned to corporate priorities
- A leaner and adaptable operational estate shaped around current and future delivery models
- An estate that is simpler to manage, with improved visibility of condition, performance, cost and risk

The AMS establishes a clear expectation that the retention of assets is an active decision. Assets will be held where they perform an agreed role within acceptable cost and risk parameters. Assets that persistently underperform, or that no longer have a strong strategic, service or social justification will be reviewed and, where appropriate, considered for disposal or alternative use.

3. AMS Principles and Decision Tests

This section sets out the principles and tests that govern how decisions about the Council's estate are made. These apply across all asset categories and provide a consistent basis for assessing whether assets should be held, reviewed, improved, repurposed or disposed of.

The principles ensure that decisions are evidence-based, proportionate and transparent, and that they balance financial performance, service and community outcomes, asset condition and risk. They are applied to both day-to-day estate decisions and more significant strategic proposals, and are used to support clear recommendations through the Council's governance.

The core principles are:

- **Transparency** – decisions are evidence-based, documented and supported by a clear business case that records options, financial implications and risk
- **Alignment** – all actions and investments support Delivery Plan themes and corporate strategy, and proposals clearly state which priorities they support
- **Consistency** – similar assets are treated under the same criteria, regardless of service or location, unless Cabinet has agreed an explicit exception
- **Proportionality** – governance and process match the scale, value and risk of the decision so that routine matters proceed quickly and higher risk proposals receive enhanced scrutiny
- **Financial discipline** – asset use and retention are tested for financial contribution or clearly justified social or strategic value, including where relevant comparison with the Council's cost of capital or other agreed AMS financial benchmarks
- **Sustainability** – environmental and operational performance, including energy use, condition and maintenance requirements, are key factors in decision-making and inform hold, review and dispose decisions
- **Adaptability** – assets are managed to remain flexible and ready for organisational or service change, avoiding new highly specialised single use properties where possible and designing in options for potential future unitary arrangements
- **Value and accountability** – every asset has a defined role, named owner and measurable benefit, and assets that cannot demonstrate either financial return or clearly evidenced social or strategic value are flagged for review

These principles are mandatory. Where a proposal departs from them it must be justified and approved at the appropriate level of governance.

Condition, Maintenance and Lifecycle Risk

The Council's Asset Management approach recognises that the cost and risk of holding property is driven not just by use or income, but by condition, compliance and long-term maintenance requirements. These factors vary significantly across the estate, particularly between investment, community and operational assets, and have a direct bearing on affordability, safety and the period for which assets can reasonably be retained.

Historically, maintenance and lifecycle investment across parts of the portfolio has been constrained, with planned maintenance activity often funded through revenue budgets and without a consistent strategic link to asset retention or disposal decisions. As a result, some community and operational assets, particularly ageing buildings, now present heightened condition, compliance and lifecycle risk relative to their financial or service contribution.

Under the AMS, asset condition, statutory compliance, running costs and future lifecycle liabilities are treated as core strategic considerations rather than operational matters. Stock condition information and planned preventative maintenance data inform the application of the hold, review and dispose tests across all categories, alongside financial performance, strategic contribution and risk profile.

Investment and retention decisions will be aligned to the period for which assets are expected to be held and their ability to operate safely, compliantly and affordably within the Council's financial constraints. Where assets cannot demonstrate an acceptable balance of cost, risk and benefit over their anticipated life, they will be flagged for review, with options including targeted investment, alternative management models, repurposing or disposal.

This approach supports a gradual shift from reactive maintenance towards more planned, evidence-led asset management, while recognising the Council's limited capital resources and the need to prioritise investment in assets that are clearly aligned to corporate priorities.

Hold, Review and Dispose Tests

Across all categories, assets are assessed using consistent tests to determine whether they should be held, improved, repurposed or disposed of. These tests consider:

- Financial performance or net cost, including comparison with agreed AMS benchmarks
- Contribution to Delivery Plan priorities and statutory duties
- Asset condition, compliance, running costs and lifecycle liabilities

- Risk profile and alignment with the Council's established strategic risk appetite

Assets that meet agreed benchmarks will generally be held. Assets that fall materially below benchmarks, or sit outside the agreed risk appetite without strong justification will be flagged for review.

4. How the Estate is Categorised and Managed

To guide strategic planning and decision-making, the estate is grouped into five categories: Investment, Community, Operational, Regeneration and Housing. Each category has a defined purpose, explicit linkage to Delivery Plan (reviewed as appropriate), management focus, and risk profile.

These categories provide the structure for portfolio planning, performance management and reporting, and application of hold, review and dispose tests.

The Council will carry out a formal AMS categorisation review of all significant assets at least annually, using updated financial, risk and performance information. In-year re-categorisation will take place where there is a material change, such as a major lease event, change of use, significant shift in risk profile or a decision to progress a regeneration scheme. This process will be governed by the AMS governance framework.

The table below summarises the strategic intent of each category:

Category	Strategic Purpose	Management Focus	Key Strategic Risks
Investment	Generate sustainable income to support financial resilience	Income quality, yield versus cost of borrowing, lease and risk management	Market volatility, void risk, obsolescence
Community	Deliver social value through an affordable and targeted estate	Transparency of subsidy, utilisation, condition and lifecycle planning	Affordability, political sensitivity, uneven condition and use
Operational	Support efficient and effective service delivery	Utilisation, suitability, cost control, compliance and flexibility	Ageing stock, high operating costs, transformation pressures
Regeneration	Enable economic growth and place making	Prioritised delivery, partnership and risk-managed phasing	Delivery risk, market change, funding dependencies
Housing	Support housing and homelessness responsibilities	Revenue stability, quality of provision, meeting housing needs	Regulatory change, demand for and quality of provision

A more detailed category framework including delivery plan links is set out in Appendix A.

Investment Assets

Investment assets are held primarily to generate income that supports the Council's financial resilience and wider service delivery. They align most closely with the Delivery Plan theme of The Future and Financial Sustainability. The focus is on proactive lease management, covenant quality, and performance against agreed

AMS financial and risk thresholds, including yield compared with the Council's average cost of borrowing and income concentration measures

Decisions will be guided by market evidence and a standardised financial appraisal that compares net operating income and risk to agreed AMS benchmarks and the Council's risk appetite.

Policy implications: Link to the Treasury and Investment Strategy; strengthen monitoring of income concentration and lease events; and schedule periodic reviews of long-term hold or sell decisions within AMS governance.

Strategic approach: Over time the Council expects to rebalance the investment estate towards a smaller number of higher quality, lower risk assets. Assets that consistently deliver net operating income below agreed yield thresholds, carry unacceptable risk, or no longer align with strategic priorities will be prioritised for review. The presumption for such assets will be to consider disposal, restructuring or repurposing unless there is a clear and agreed strategic justification for retention.

Community Assets

Community assets deliver social value and local wellbeing benefits, often at limited rental income. They align primarily with the current Delivery Plan theme of Community and Wellbeing: Active Lives, Healthier and Stronger Communities. Management focus will be on transparency and fairness with subsidy and rent relief managed transparently under a Cabinet approved framework.

Policy implications: Update Community Asset Policy to integrate AMS subsidy criteria and review and standardise lease terms for VCS tenants. Clarify expectations for financial contributions from tenants where viable, while retaining flexibility for community use where subsidy is justified.

Strategic approach: Community assets will be retained where they provide strong and evidenced social value that is affordable. The Council will monitor utilisation, condition and net cost, and will explore alternative uses, different management models or disposal for assets that are underused, high cost or not delivering clear outcomes.

In assessing whether community assets should be held, reviewed or disposed of, the Council will explicitly consider the full cost of ownership, including maintenance, compliance and lifecycle liabilities, alongside evidence of social value and community benefit. Community assets that rely on ongoing subsidy will be expected to demonstrate that such subsidy is affordable, transparent and aligned with Delivery Plan priorities. Where condition risk or lifecycle cost becomes disproportionate to the benefits delivered, assets will be flagged for review, with options including changes to lease terms, alternative delivery models, consolidation or disposal.

Operational Assets

Operational assets provide the physical infrastructure for service delivery. They align with the Delivery Plan theme of Community and Wellbeing: Active Lives, Healthier and Stronger Communities as the physical platform for strategic and operational delivery. The management focus includes cost efficiency, contract performance for operationally managed venues, space utilisation, compliance and readiness for organisational or service change.

Policy implications: Align operational reviews with the AMS governance process; develop metrics for cost per m² and energy performance. Ensure contract managed operational venues are monitored through consistent performance indicators.

Strategic approach: The Council will seek to consolidate operational space, improve utilisation and reduce running costs while maintaining or improving service outcomes over time. This may include co-location, disposal of surplus space and targeted investment in core sites, guided by agreed metrics for cost, condition and performance.

Regeneration Assets

Regeneration assets are those held to support economic growth, attract investment, and improve the built environment. They align with the Skills, Economy and Regeneration and Pride in Place: Clean, Safe and Vibrant Neighbourhoods themes. Management focus will be on partnership delivery, development enablement, and effective risk management.

Policy implications: Strengthen collaboration between property, planning, and regeneration teams; clarify risk appetite and delivery routes.

Strategic approach: The Council will focus on a limited number of priority regeneration schemes where there is a clear route to delivery with acceptable risk. Surplus or non-strategic holdings will be reviewed for disposal or alternative use, and phasing will be managed to keep financial and delivery risk in line with the agreed corporate appetite.

Housing Assets

Housing assets support the Council's housing objectives and revenue base, aligning with the Homes for All: Quality Living, Affordable Housing and The Future and Financial Sustainability themes. Management focus includes maximising housing delivery through direct development and partnerships while maintaining financial and social balance.

Policy implications: ensure AMS integration with Housing Strategy and development pipeline; adopt shared monitoring indicators with Finance and Housing teams.

Strategic approach: Housing assets will be managed to support delivery of statutory duties and wider housing objectives at a sustainable net cost, while reviewing any assets that are consistently poor quality, high cost or misaligned with housing strategy.

5. Corporate, Financial and Risk

The AMS operates within the Council's wider corporate, financial and risk management arrangements. It applies to the Council's interests in land and buildings and ensures that estate-related decisions support Delivery Plan priorities and the Financial Recovery Plan, and are taken as part of the Council's corporate and financial decision-making.

Decisions across the estate are required to be financially sound, transparent and linked to corporate objectives, and to align with the Corporate Risk Management Policy and the Council's strategic risk appetite so that significant estate-related risks are identified, managed and reported through existing corporate processes.

The AMS aligns with and supports:

- **Delivery Plan** – assets are central to achieving outcomes across all five themes
- **Financial Recovery Plan** – AMS provides the framework for disposals, income generation, and efficiency
- **Service Planning** – AMS ensures operational asset reviews are linked to transformation and cost reduction
- **Corporate Risk Management Policy and Risk Appetite** – defines how financial and non-financial risks are assessed, recorded and reported; AMS provides the property-specific mechanisms and metrics that sit within this framework
- **Treasury Management Strategy** – AMS defines the disposals, acquisitions and reinvestment pipeline that feeds into borrowing, debt management and revenue planning, with reporting aligned to existing quarterly Treasury and performance reporting cycles to Cabinet and CGAS

Financial Context

The Council's estate generates approximately £11m in annual income, though this is heavily concentrated, with around a quarter of rent derived from a small number of tenants.

At the same time, a significant proportion of the estate, particularly community and operational assets, generates little or no income but delivers service and social value.

The Council's Financial Recovery Plan depends on strengthening income resilience, reducing avoidable estate-related costs and targeting effective disposals and

reinvestment. The AMS provides the structure through which these objectives are translated into estate-related decisions.

Financial Objectives

The AMS is designed to deliver the following financial objectives:

- Strengthen income resilience through proactive management of the investment portfolio
- Deliver a structured disposals and reinvestment programme aligned to corporate priorities
- Improve operational efficiency and reduce property related revenue costs
- Embed consistent subsidy principles for community and VCS assets
- Create capacity for reinvestment through recycling of capital receipts
- Support transparent financial decision-making and portfolio reporting

These objectives support both the Financial Recovery Plan and the Medium-Term Financial Strategy and are reflected in the application of the AMS principles and decision tests.

Financial Tests and Risk Considerations

The AMS applies consistent financial and risk-based tests across the estate to determine whether assets should be held, improved, repurposed or disposed of. These tests are tailored by asset category but sit within a common framework.

For investment assets, tests include:

- Net operating income and yield on current value compared with the Council's average cost of borrowing and agreed AMS benchmark ranges
- Income resilience indicators such as void rate, arrears, covenant profile and weighted average unexpired lease term
- Forward-looking risk indicators, including upcoming lease events, market outlook and asset quality

For operational and community assets, tests include:

- Net cost of occupation (including running costs, maintenance and lifecycle liabilities) and any subsidy against approved budgets
- Condition, compliance and energy performance
- Contribution to statutory duties, service delivery and Delivery Plan priorities

These tests ensure that decisions are based on a realistic assessment of affordability and risk over time, rather than short-term budget considerations alone.

Integration with Reporting and Governance

Financial and performance information generated through the AMS feeds directly into existing corporate reporting arrangements. Asset-related risks are captured within the Corporate Risk Register where material, and reported through established performance, finance and risk reporting to Cabinet, SLT and relevant committees.

The AMS Oversight Group provides the key link between asset management and financial governance, ensuring that significant estate-related decisions are tested against financial strategy, risk appetite and Delivery Plan priorities before being taken under delegated authority or escalated to Cabinet.

6. Governance and Decision-Making

The AMS governance framework sets out how asset decisions are developed, tested, approved and implemented. It is designed to ensure consistency, transparency and appropriate pace of decision-making while retaining strong political oversight.

Cabinet retains strategic control of the estate. It approves the AMS, key principles, the disposal and investment programme and all major or precedent-setting transactions.

Below Cabinet, defined delegations allow asset decisions to be taken proportionately within agreed financial and risk thresholds. These delegations are supported by the AMS principles and consistent reporting.

An officer-only AMS Oversight Group provides strategic assurance and, within approved limits, takes delegated decisions on asset matters across all categories. Proposals that exceed delegated thresholds or sit outside the agreed risk appetite are escalated to Cabinet.

The governance framework aligns with the Council's Constitution, Scheme of Delegation, Financial Recovery Plan, Treasury Management Strategy and Corporate Risk Management arrangements.

Detailed roles, responsibilities, decision pathways, delegations and terms of reference for the governance arrangements are set out in Appendix B.

7. Implementation, Monitoring and Review

The AMS is delivered through coordinated asset planning, investment, disposal and performance management activity led by the Property team and commissioned services in collaboration with Finance, Services and Legal.

Performance against the AMS is monitored using agreed financial and non-financial indicators across all asset categories. These measures are integrated into existing quarterly financial and performance reporting to Cabinet and SLT rather than through a separate reporting cycle.

Individual asset management plans, business cases and project proposals will be developed and updated regularly and must align with the AMS principles, categories and decision tests.

The AMS will be reviewed periodically to ensure it remains aligned with corporate priorities, financial context and risk appetite. Changes to financial thresholds, performance measures and asset plans will be managed within this framework without requiring frequent revision of the Strategy itself.

Appendix A: Detailed Category Framework

This appendix provides further detail on the five AMS categories, supporting the narrative in Section 4 of the AMS.

Category	Purpose	Current Delivery Plan Linkage	Management Focus	Key Risks	Example Assets
Investment	Generate sustainable rental income and rebalance the portfolio towards lower risk, better performing assets to underpin Financial Sustainability	The Future and Financial Sustainability	Income resilience, lease event management, yield and risk optimisation against agreed AMS financial thresholds and disposal plans	Market volatility, void risk, obsolescence	Trafalgar House, retail warehouses
Community	Support local wellbeing and social value through a targeted and affordable portfolio of community assets, with any subsidy managed transparently under an agreed framework	Community and Wellbeing: Active Lives, Healthier and Stronger Communities	Subsidy framework, lease consistency, community benefit monitoring, utilisation and maintenance planning	Affordability, political sensitivity, uneven condition	Community centres, Scout huts
Operational	Provide lean and efficient accommodation that supports current and future service delivery models	Community and Wellbeing: Active Lives, Healthier and Stronger Communities	Efficiency, suitability, contract performance management, space utilisation, energy performance, compliance and cost control	Ageing stock, high operating costs, transformation pressures	Council offices, depot sites, Leisure Centre
Regeneration	Hold and assemble assets selectively to facilitate economic growth, inward investment and place making	<i>Skills, Economy and Regeneration and Pride in Place: Clean, Safe and Vibrant Neighbourhoods</i>	Prioritisation of a small number of deliverable projects, development enablement, partnership working, market engagement and risk managed phasing	Delivery risk, market fluctuation, funding dependencies	The Meads, Union Yard, Civic Quarter
Housing	Support Council in delivering its housing and homelessness responsibilities	<i>Homes for All: Quality Living, Affordable Housing and The Future and Financial Sustainability</i>	Revenue stability, quality of provision, meeting housing needs	Regulatory change, demand and quality of provision	Temporary housing stock, redevelopment sites

The categorisation of assets is reviewed periodically through the AMS governance framework to reflect changes in use, performance or strategic intent.

Appendix B: Governance Framework

This appendix sets out the governance arrangements that apply to all estate-related decisions under the Asset Management Strategy. It forms an integral part of the Strategy and describes how decisions are developed, tested, approved and monitored.

The purpose of this appendix is to provide clarity on who takes decisions, at what level, and on what basis. It is not intended to restate the Council's Constitution, Scheme of Delegation or Contract Standing Orders, but to explain how those arrangements operate in practice for estate matters.

Overview of Governance Arrangements

The governance arrangements are designed to ensure that estate-related decisions are taken consistently, proportionately and in line with the Council's financial position and agreed risk appetite. Decisions are taken at the lowest appropriate level within defined financial and risk thresholds, with escalation where thresholds are exceeded or where proposals would set a precedent or fall outside the agreed risk appetite.

The arrangements cover the full lifecycle of estate decisions, from early identification of issues or opportunities through to approval, implementation and monitoring.

Decision Pathway

Estate-related decisions typically follow the stages set out below:

1. **Identification and option development** – issues, opportunities or requirements are identified by service areas and the Property team, and options are developed with input from Finance, Legal and other relevant teams
2. **Assessment and testing** – options are assessed against the AMS principles, category approach, Delivery Plan priorities, financial impact and risk
3. **Decision and approval** – decisions are taken under officer delegation, by the AMS Oversight Group or by Cabinet, depending on value, risk and significance
4. **Implementation and monitoring** – approved decisions are implemented and monitored through existing financial, performance and risk reporting arrangements

Roles and Responsibilities

Cabinet

- Approves the AMS and any substantive changes
- Approves the disposal and investment programme and all major or precedent setting estate decisions

- Receives regular reporting on estate performance, activity and risk

Senior Leadership Team (SLT)

- Ensures alignment between corporate priorities, finance, risk and delivery
- Provides challenge and escalation on strategic or cross-cutting estate issues

AMS Oversight Group

- Takes estate related decisions within agreed financial and risk thresholds under delegated authority
- Applies the Asset Management Strategy consistently across the estate
- Escalates decisions to Cabinet where thresholds are exceeded or proposals fall outside the agreed risk appetite

Property Team

- Acts as corporate landlord and portfolio manager for the Council's estate
- Leads the development of asset management plans, business cases and proposals
- Implements approved estate decisions

Finance, Legal and Service Teams

- Provide financial assurance, legal compliance and operational input
- Support the development and delivery of estate related decisions within the Strategy

Detailed financial thresholds, delegations and procedural requirements are maintained through the Scheme of Delegation, Contract Standing Orders, Treasury Management Strategy and Corporate Risk Management Policy.

Appendix C: Financial and Performance Measures

This appendix summarises the key financial and performance measures used to monitor delivery of the Estates Strategy. These measures are integrated into existing quarterly financial and performance reporting arrangements.

The measures set out below are illustrative and will be refined over time. Specific thresholds and benchmarks are agreed with Finance and the Senior Risk Officer and can be updated without requiring amendment to the Strategy.

Investment Assets

- Net operating income
- Yield compared with agreed AMS benchmarks and the Council's average cost of borrowing
- Void rate and arrears
- Tenant covenant strength and weighted average unexpired lease term

Community Assets

- Net subsidy value
- Utilisation levels
- Condition and compliance indicators
- Evidence of social value where available

Operational Assets

- Cost per square metre
- Utilisation of key buildings
- Condition and compliance indicators
- Energy performance

Regeneration Assets

- Capital receipts generated
- Delivery milestones achieved
- Risk status of priority schemes

Housing Assets

- Units provided or retained
- Quality indicators

- Occupancy levels
- Net cost or income contribution

These measures support oversight of estate performance, affordability and risk and are reported through existing governance and reporting arrangements.

Community Asset Rent and Subsidy Policy

This policy sets out the Council's approach to setting rents and providing rent relief or subsidy for community, voluntary and charitable organisations occupying Council owned land and buildings. Its purpose is to ensure that community assets are managed in a way that is fair, transparent, affordable and that decisions reflect the Council's priorities and financial position.

1. Relationship to the Asset Management Strategy (AMS)

This policy operates in support of the emerging AMS. It applies the principles set out in the Community Assets category of the Strategy and provides the policy framework through which those principles are implemented.

This policy provides the detailed approach to rent and subsidy for community assets within the framework set out by the AMS.

2. Scope

This policy applies to all Council owned land and buildings occupied by voluntary community sector organisations, charitable organisations, sporting organisations and other not for profit community groups.

It applies to new lettings, lease renewals, rent reviews and existing arrangements where subsidy is provided through rent relief or other mechanisms.

This policy does not apply to housing assets, commercial investment assets held primarily for income generation, or assets that are subject to separate statutory or regulatory arrangements.

3. Principles

The Council's approach to community asset rent and subsidy is based on the following principles:

- Rent and subsidy are separate decisions and should be considered independently
- Rents should be set in a consistent and transparent manner
- Any subsidy provided should be explicit, affordable and supported by clear evidence of benefit
- Community assets should be managed in a way that recognises both social value and the full cost and risk of ownership
- Decisions should be proportionate and aligned with the Council's current financial position and priorities

4. Rent setting

For new and renewal leases, rents will normally be set at the higher of the passing rent or the rateable value at the time of review.

The Council will seek, as a minimum, to ensure that rents enable the Council to recover its direct property related costs, so that assets broadly break even before any consideration of subsidy.

Any proposal to set a rent below this level must be explicitly justified and approved in accordance with this policy and the Scheme of Delegation.

Rent setting will take place independently of any decision on rent relief or subsidy. However it is recognised that this could lead to concern from community organisations about the impact of rent relief being reduced or withdrawn and where rent increases are very large the sudden increase due to that.

It is therefore proposed that where rent increases are more than £1000, the rent increase is capped at this amount and then increased by CPI+1% until it reaches the new rent.

5. Subsidy and rent relief

Where subsidy is provided, it will normally be delivered through an annual rent relief or grant rather than through setting rents below market or ratable value. Subsidy for community assets is currently at a standard 90% rent relief which is subject to the normal budget process. This does result in some very low charges and the Council will therefore introduce a floor of £200 below which rent relief will not apply.

The Council reserves the right to consider rent relief on a case by case basis where variations are appropriate. In considering whether the standard policy should be varied to provide subsidy at an alternative higher or lower rate, and at what level, the Council will have regard to the following factors:

- The extent to which the organisation supports the Council's Delivery Plan priorities
- The extent to which the services provided mitigate costs the Council would otherwise incur
- The organisation's turnover, financial resilience and ability to generate income
- The level of rent payable relative to the organisation's capacity
- The extent of any investment secured in Council assets or in the Borough
- The organisation's community reach, utilisation of the asset and demonstrable outcomes
- The Council's overall financial position and affordability at the time of the decision

Subsidy may be time limited, tapered or transitional, particularly where rents increase significantly on renewal.

Rent relief will not normally be applied to service charges except where this has previously been agreed or there are particular circumstances that justify an exception in future. Where rent relief has been applied to service charges the Council will seek to move from this position to ensure it recovers its direct costs. The criteria set out above would be considerations to determine the appropriateness of providing relief, the pace of any transition and the level of relief.

6. Maintenance, repair and compliance

Community tenants will normally be responsible for internal and external repairing obligations in accordance with the terms of their lease.

Tenants will be expected to demonstrate that they have taken reasonable steps to assess, plan for and fund maintenance and compliance requirements over the term of their occupation.

Where the Council undertakes maintenance or compliance activities on behalf of tenants, it will normally seek to recover the associated costs unless otherwise agreed.

The condition, compliance and lifecycle risk of community assets will be considered as part of wider asset management decisions under the Asset Management Strategy.

7. Governance and decision making

Decisions on rent setting and subsidy will be taken in accordance with the Council's Scheme of Delegation.

Higher value, non-standard or sensitive cases may be referred to the Asset Management Strategy Oversight Group or Cabinet, as appropriate.

All decisions will be documented, with a clear record of the rationale and the factors considered.

8. Review and monitoring

Subsidy arrangements will be reviewed periodically, normally at lease events or agreed review points.

The Council will monitor the overall level of community asset subsidy to ensure it remains affordable and aligned with corporate priorities.

This policy will be reviewed periodically to ensure it remains consistent with the Asset Management Strategy, the Delivery Plan and the Council's financial position.

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