

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 21st April, 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 17th March, 2026 (copy attached).

3. **ARMED FORCES DAY NATIONAL EVENT 2026 - UPDATE** – (Pages 7 - 14)
(Cllr Sophie Porter, Healthy Communities & Active Lives Portfolio Holder)

To consider Report No. ED2605 (copy attached), which sets out an update on progress with planning for the Armed Forces Day National Event 2026, along with the revised budget position.

4. **FARNBOROUGH CIVIC QUARTER - STRATEGIC REVIEW** – (Pages 15 - 22)
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

To consider Report No. REG2602 (copy attached), which sets out the background and reasons for carrying out a Strategic Delivery Review of the Farnborough Civic Quarter project.

5. **STRATEGIC MANAGEMENT ARRANGEMENTS** – (Pages 23 - 36)
(Cllr Gareth Williams, Leader of the Council)

To consider Report No. MD2602 (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).

6. **DECISION MADE UNDER URGENCY PROVISIONS - COUNCIL TAX SECOND HOME PREMIUM** – (Pages 37 - 40)
(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

To note a decision made under the Council's arrangements for urgency and exceptions relating to the implementation of the Council's Council Tax Second Home Premium (Record of Executive Decision attached).

CABINET

Meeting held on Tuesday, 17th 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 **30th March, 2026**.

76. **DECLARATIONS OF INTEREST –**

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

77. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 3rd March, 2026 were confirmed and signed by the Chair.

78. **BUDGET MANAGEMENT - MONTH 10 –**

(Cllr Gaynor Austin, Finance & Resources Portfolio Holder)

The Cabinet considered Report No. FIN2611, which set out an update on the Council's forecasted financial position for 2025/26, as at the end of January, 2026.

Members were reminded that the Council had a statutory obligation to set and maintain a balanced budget. It was reported that, in February 2025, the Council had identified a significant challenge to its future financial sustainability. Members were informed that the forecast outturn for 2025/26 was on track, with the full £1.8 million savings requirement achieved. The report set out a number of key service variations, mostly where service budgets had been underspent. It was confirmed that, overall, the financial position over the period of the Medium Term Financial Strategy continued to be challenging, with progress being made. Officers would continue to monitor the situation closely and would provide regular updates to Members.

The Cabinet was pleased with the progress that had been made in addressing the Council's challenging financial position.

The Cabinet RESOLVED that

- (i) the revenue budget forecast, as set out in Section 3 of Report No. FIN2611, be noted;
- (ii) the write offs, as set out in Section 4 of the Report, be approved; and
- (iii) the capital budget forecast, as set out in Section 5 of the Report, be noted.

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

The Cabinet considered Report No. FIN2612, which set out two new schemes of relief that had been announced by the Government in relation to business rates payable by small businesses and pubs and live music venues.

Members were informed that Supporting Small Business Rates Relief Scheme would provide support to businesses experiencing significant increases in business rates payable as a result of the national 2026 Non-Domestic Rating Revaluation. The Pubs and Live Music Venues Relief Scheme would provide support to eligible premises in the form of a 15% relief on 2026-27 liabilities. Both reliefs would be delivered using the Council's Discretionary Relief Powers, under Section 47 of the Local Government Finance Act 1988 and it was confirmed that the Council would be reimbursed for all relief awarded under these schemes.

The Cabinet RESOLVED that

- (i) the adoption of the local Supporting Small Business Rates Relief Policy for reducing business rates liability, as set out in Report No. FIN2612, be approved;
- (ii) the adoption of the local Pubs and Live Music Venues Relief 2026/27 Policy, as set out in the Report, be approved; and
- (iii) the Finance & Resources Portfolio Holder, in consultation with the Revenue Manager (Council Tax and Business Rates), be authorised to determine the awards of relief and to resolve any disputes regarding eligibility for Support Small Business Rates Relief and Pubs and Live Music Venues Relief.

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

The Cabinet considered Report No. ED2602, which set out an overview of the Pride in Place and Supporting Communities grants for the 2024/25 financial year.

Members were informed that the purpose of the report was to show the impact of the funded projects and to demonstrate how the grants had contributed to the delivery of the Council's priorities.

The Cabinet was pleased that the grants had had a demonstrable effect within the local community and expressed thanks to the Community Team that had administered the schemes.

The Cabinet NOTED the findings of Report No. ED2602, along with the published annual reports, which showcased the grant recipients, the outcomes achieved through the grants and the impact on the local community.

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

The Cabinet considered Report No. OS2607, which set out changes to the Council's Statement of Licensing Policy in respect of the Licensing Act 2003

Members were advised that a review of the Statement of Licensing Policy document was now overdue and had been carried out in light of changes to legislation and guidance. It was confirmed that a public consultation exercise had been carried out, as required by legislation. Comments received as a result of the exercise had been considered and, where appropriate, amendments had been made to the proposed Statement of Licensing Policy. Furthermore, it was explained that the consultation exercise had included reference to the introduction of a proposed cumulative impact policy for Aldershot town centre and that this option had received support.

In discussing the proposed changes, Members felt that the proposed changes would enable the Licensing Objectives to be upheld effectively.

The Cabinet RECOMMENDED TO THE COUNCIL that the proposed policy and cumulative impact assessment, as set out in Report No. OS2607, be approved with immediate effect.

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

The Cabinet considered Report No. PG2604, which set out a proposed Asset Management Strategy (AMS) for the Council.

Members were informed that the purpose of the AMS was to provide a clear corporate framework for the management of the Council's land and buildings estate. Another function of the AMS was to align estate decisions with the Council's Delivery Plan, financial sustainability objectives and risk appetite. This update of the AMS was introducing a structured categorisation of assets, a governance framework for estate decisions and a financial and performance monitoring approach to support transparency and accountability. Also included in the report was a revised Community Asset Rents and Subsidy Policy for approval. This sought to address community concerns around the increase of rents in respect of community-based organisations and would ensure that the Council was not reducing rents to an uneconomical level.

The Cabinet expressed gratitude for the work that had been carried out in reviewing this important element of the Council's operations.

The Cabinet RESOLVED that

- (i) the Asset Management Strategy (AMS), as set out in Appendix 1 of Report No. PG2604, be approved;
- (ii) the supporting governance and financial framework, as set out in Appendices A to C of the AMS, be approved;
- (iii) the relevant Executive Head, in consultation with the Portfolio Holder and relevant statutory officer, be authorised to make minor amendments to the AMS to reflect legislative, financial or organisational changes; and
- (iv) the Community Asset Rent and Subsidy Policy, as set out in Appendix D of the AMS, be approved.

83. 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 paragraphs of Schedule 12A to the Local Government Act, 1972 indicated against the items:

Minute No.	Schedule 12A Para. Nos.	Category
84	1,3 & 4	Information relating to an individual, financial or business affairs or labour relations
85	3	Information relating to financial or business affairs

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

84. STRATEGIC MANAGEMENT ARRANGEMENTS –
(Mr Ian Harrison, Interim Managing Director)

The Cabinet considered Exempt Report No. MD2601, which set out an update on work underway to put in place new strategic management arrangements.

Members were informed that these new arrangements would enable the Council to maintain services, ensure that the Council Delivery Plan 2026-28 was delivered, the Council's financial positions were appropriately overseen and to manage the impact of Local Government Reorganisation (LGR). The exempt report set out the work undertaken to date and the next steps for ensuring that appropriate management structures were implemented with the minimum of disruption, recognising the multiple pressures facing the Council's workforce.

The Cabinet was satisfied that the proposals set out provided the best option to enable the Council to tackle the current significant challenges.

The Cabinet NOTED

- (i) the work undertaken to date and the next steps to put in place new strategic management arrangements for the Council, as set out in Exempt Report No. MD2601;
- (ii) that the Council's Licensing and Business Committee would be requested to:
 - approve a further extension to Ian Harrison's appointment as Interim Managing Director and Head of Paid Service until 31st August, 2026;
 - recommend to the Council that Ian Harrison, Interim Managing Director, continue to be designated as the Council's Head of Paid Service until 31st August, 2026, the role to include the statutory responsibilities of Electoral Registration Officer and Returning Officer; and
 - recommend to the Council the position of Executive Head of Governance & Law as the Council's designated Monitoring Officer.

85. **DISPOSAL OF NO. 101 HAWLEY LANE, FARNBOROUGH –**
(Cllr Julie Hall, Economy, Skills & Regeneration Portfolio Holder)

The Cabinet considered Exempt Report No. PG2608, which provided an update in relation to the Council's disposal of the freehold interest in No. 101 Hawley Lane, Farnborough following revised terms.

Members were reminded that this disposal had been approved by the Cabinet at its meeting on 16th September, 2025. It was reported that, during the due diligence process, a number of additional cost items and risks with the site development had been identified by the purchaser. This had resulted in a revised offer that was lower than the previously agreed level.

The Cabinet expressed support for the proposed approach to accept this lower offer on the basis that it still represented the best value to the Council in relation to this site.

The Cabinet RESOLVED that

- (i) in principle and subject to final legal due diligence, the disposal of the freehold interest in No. 101 Hawley Lane, Farnborough, as set out in Exempt Report No. PG2608, be approved;
- (ii) in principle and subject to final legal due diligence, the disposal of the St. John's Ambulance freehold linked to the disposal of the freehold interest in No. 101 Hawley Lane, Farnborough, as set out in the Exempt Report, be approved; and
- (iii) the Executive Head of Property and Growth, in consultation with the Executive Head of Finance, Monitoring Officer and Corporate Manager – Legal Services and the Economy, Skills & Regeneration Portfolio Holder, be authorised to confirm the final terms of the disposal.

The Meeting closed at 7.53 pm.

CLLR GARETH WILLIAMS, LEADER OF THE COUNCIL

CABINET

COUNCILLOR SOPHIE PORTER
DEPUTY LEADER AND HEALTHY
COMMUNITIES & ACTIVE LIVES
PORTFOLIO HOLDER

21 APRIL 2025

REPORT NO. ED2605

KEY DECISION: YES

ARMED FORCES DAY NATIONAL EVENT 2026 - UPDATE**SUMMARY AND RECOMMENDATIONS:**

This report updates Cabinet on progress with planning for the Armed Forces Day National Event 2026 and sets out the revised budget position required to ensure the event is delivered safely and successfully.

Rushmoor Borough Council, working in partnership with the Ministry of Defence and local stakeholders, has secured the opportunity to host this prestigious national occasion, bringing significant economic, social and community benefits to the borough.

Cabinet considered a report (No. PG2541: *Proposal to Accept a Government Grant*) in November 2025 and accepted the opportunity to host the event. It agreed to underwrite the cost and approved proposals for seeking sponsorship to cover the costs of running the event.

As planning has progressed, a clearer understanding has been reached on the scale, security and specialist infrastructure required to deliver an event of national significance to the expected standard. This has resulted in an updated budget that more accurately reflects the operational, safety and logistical demands involved.

Considerable commercial sponsorship and in-kind support have already been secured, with further opportunities being actively pursued. However, at the time of writing, there is a funding gap between current income and expenditure.

Cabinet is recommended to:

- Note the current financial position and agree to underwrite the current budget gap of £243,250 to be funded from any remaining balances in the events budget, community recovery fund and the stability and resilience reserve.
- Approves the proposals for seeking additional commercial income to cover the remaining costs and close the budget gap.
- Cabinet will be informed of the projected net cost as the project progresses and a formal request for any additional funding will be made before it is committed, including how this will be funded.

1. INTRODUCTION

- 1.1. Following a successful bid, Rushmoor Borough Council was selected to host the Armed Forces Day National Event, working in close partnership with the Ministry of Defence, Army Headquarters South East, Aldershot Garrison as well as public-sector and community stakeholders.
- 1.2. Delivering the event is a significant undertaking. It is larger and more complex than any event currently organised by the Council. It requires additional resources, specialist expertise, and strong collaboration with local, regional and national partners to ensure a safe and successful event.
- 1.3. As preparations have progressed, a clearer and more detailed understanding has been reached of the requirements necessary to deliver a safe, well-managed and high-quality national event. This has been shaped by the Event Director with the support of events management specialists.
- 1.4. The report therefore seeks Cabinet's approval of the financial approach and next steps to enable continued planning and delivery.

2. BACKGROUND

- 2.1. The offer to host the Armed Forces Day National Event in June 2026 was set out in Cabinet Report No. PG2541 *Proposal to Accept a Government Grant* in November 2025. Cabinet accepted the opportunity to host the event, agreed to underwrite the cost and approved proposals for seeking sponsorship to cover the costs of running the event.

3. DETAILS OF THE PROPOSAL

General

- 3.1. The event programme includes a weekend of activity as well as events and activities leading up to the event. The main events will be hosted on Queens Parade and along Queens Avenue in Aldershot.
- 3.2. The opportunity to host the 2026 event represents a unique and high-profile opportunity for Rushmoor. It is likely to attract tens of thousands of visitors across the weekend and attract considerable media coverage raising the profile of the borough.
- 3.3. The programme is intended to deliver on the submitted proposal as agreed by the MOD. This includes a high-quality, inclusive programme of activity that celebrates the Armed Forces community, supports national and local partners, and meets the expectations of a nationally designated Armed Forces Day event, while also reflecting Rushmoor's unique military heritage and community links.
- 3.4. As well as supporting key council priorities, the event is likely to generate economic benefits from the visitors attracted to the borough and boost the local economy both in the short term (during the event) but also in the

medium-long term for visitors encouraged to visit the borough by increasing its profile.

Resource and expertise

- 3.5. Given the scale, profile and multi-faceted nature of the event, external project management and support has been secured. This includes an Event Director, with experience in running previous Armed Forces Day events and other military themed activities. Support has also been secured from an event management company – Richmond Event Management Ltd – with experience of delivering events at scale, again including previous Armed Forces Day events.

Budget forecasts

- 3.6. In hosting the event the aim is to deliver a cost neutral show, with the resource needed to run the event secured from grants and commercial sponsorship. To guide the process, a package of sponsorship opportunities has been developed. This sets out a range of opportunities for businesses to support the event ranging from 'Platinum' (£100,000) to 'Bronze' (£20,000).
- 3.7. Using this framework, considerable commercial sponsorship has been secured to date with Platinum support from Farnborough-based QinetiQ and local business BAE as well as significant contributions from other local businesses. Current income is set out in Annex 1.
- 3.8. The council is very grateful to those businesses that have so far agreed to directly support the event.
- 3.9. As planning has progressed and the scale, security requirements, and logistical needs of the Armed Forces Day National Event have become clearer, the projected budget has been revised. See Annex 1.
- 3.10. The updated estimate reflects the infrastructure and safety measures required to deliver an event of this national significance to the expected standard. The revised budget includes assumptions on the following:
 - 3.10.1. Event management: external expertise
 - 3.10.2. Infrastructure: fencing, barriers, utilities, toilets and other costs
 - 3.10.3. Security: staff and CCTV
 - 3.10.4. Traffic: traffic management, signage and parking
 - 3.10.5. Venue: includes venue hire costs which could be mitigated
 - 3.10.6. Comms and PR: a range of activities
 - 3.10.7. Stage and AV: includes lighting and site PA system
 - 3.10.8. Ticketing: includes staff at key entrances
 - 3.10.9. Sunday Entertainment: includes some confirmed items (some costs included in stage and AV).
- 3.11. Several of these costs clearly relate to the considerable security and logistical costs associated with running a national event.

- 3.12. Some items need to be interrogated further and could change in response to event safety requirements. This includes the costs of policing the event. This will be confirmed in liaison with the Police and other agencies.
- 3.13. There is likely to be support provided in kind which might reduce some of the event costs including venue costs. There is considerable support in kind being provided by Army Headquarters South East and Aldershot Garrison.
- 3.14. There is currently a gap between income and expenditure. A range of approaches are being actively pursued to secure further commercial sponsorship and reduce the residual funding gap:
 - 3.14.1. Ongoing targeted approaches to businesses, building on existing Council, partner and stakeholder relationships.
 - 3.14.2. Working with the Ministry of Defence's Defence Relationship Management team to engage key national businesses with an interest in supporting Armed Forces Day events.
 - 3.14.3. Working in partnership with SSAFA (charity partner for the event) to access and engage their established corporate partner network.
- 3.15. Income will also be secured by charging traders at the event.
- 3.16. Managing expenditure to ensure value for money: The project team will apply strong financial controls, use competitive procurement where appropriate, and regularly monitor spend against budget. Costs will be challenged to ensure they are necessary, proportionate and represent best value, with opportunities for in-kind support and shared resources actively pursued.
- 3.17. The National Armed Forces Day Member Working Group, meeting monthly between now and June 2026, will monitor the budget and budget variances.

Alternative options

- 3.18. **Withdrawing from holding the event:** This option was discussed and discounted by the National Armed Forces Day Member Working Group, which noted the considerable reputational risk associated with withdrawal, given that Cabinet has already accepted the opportunity to host the event.
- 3.19. **Scale back the event:** The programme and scale of the event only includes activities identified in the approved bid, with the exception of the proposed 'Schools Day' on Friday 26 June. This element of the event has a relatively marginal cost.

Consultation

- 3.20. The budget has been developed in consultation with external support from event management specialists.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1. Delivering a national-scale event presents a number of risks, primarily associated with security, finance, operational delivery and reputation. These risks increase in complexity due to the size of the event, expected visitor numbers and the involvement of national partners, including the Ministry of Defence.
- 4.2. Recent world events in the Middle East have highlighted the potential for military assets to become unavailable at short notice due to operational requirements. This risk will be mitigated through the use of non-operational assets and the involvement of personnel who are not in active service e.g. cadets.
- 4.3. There is a financial risk that costs may increase further or that anticipated commercial sponsorship and income levels are not fully realised. This risk is being mitigated by financial controls, active sponsorship engagement, and regular budget monitoring through the project governance structure. Any material budget variances will be reported and addressed in advance of commitments being made.
- 4.4. The National Armed Forces Day Member Working Group will monitor the project risk register including financial risks.

Legal Implications

- 4.5. There are no specific legal implications arising from the content of this report.

Financial and Resource Implications:

- 4.6. The current Medium Term Financial Strategy (MTFS) approved by Council on 26 February 2026 did not include any provision for the costs of the Armed Forces Day event. The current MTFS projections are that there are insufficient funds to support the Council over the coming four-year period. Therefore, if additional funds from the Council are required to support this event, the Council will be worsening the overall financial projections.
- 4.7. Additional savings will need to be sought to mitigate the impact of the Council financially supporting this event.

Equalities Impact Implications

- 4.8. An Equalities Impact Assessment screener completed for Report No. PG2541 found mostly positive impacts, with any negative impacts to be mitigated by designing the event to be inclusive and accessible for all, engaging all sections of the community and celebrating the diversity of Rushmoor's communities.

5. CONCLUSIONS

- 5.1. Hosting the Armed Forces Day National Event 2026 presents a significant opportunity for Rushmoor to celebrate its proud military history, showcase its communities, and attract national attention. It is also a significant undertaking for a small borough and needs to be resourced appropriately.
- 5.2. External expertise has determined the resources needed to deliver a safe and successful event. Whilst considerable external funding has been received there is currently a gap between the income and expenditure.

LIST OF APPENDICES/ANNEXES:

Annex 1: Budget summary income and expenditure

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Head of Service – Karen Edwards, karen.edwards@rushmoor.gov.uk

ANNEX 1

Budget summary- Forecast income and expenditure (As at 7 April 2026)

Income forecast (07/04/2026)	
QinetiQ Platinum Sponsorship	£100,000
BAE Platinum Sponsorship	£100,000
Farnborough Airport Silver Sponsorship	£40,000
Aspire/KBR Gold Sponsorship	£60,000
SiXworks Bronze Sponsorship (to be invoiced)	£20,000
MOD Grant	£50,000
Arts Council (Direct Award) Grant (TBC)*	£50,000
Trader Income (estimate)	£25,000
	£445,000

*Arts Council Grant (£100,000) for legacy projects not included.

Expenditure forecast (07/04/2026)	
Event Management	£71,450
Infrastructure	£216,000
Security	£87,500
Traffic	£90,000
Venue	£27,500
Comms & PR	£4,000
Stage & AV	£140,000
Ticketing	£40,000
Sunday Entertainment	£1,800
	£678,250

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CABINET

COUNCILLOR JULIE HALL
ECONOMY, SKILLS & REGENERATION
PORTFOLIO HOLDER

21 APRIL 2026

REPORT NO. REG2602

KEY DECISION? NO

FARNBOROUGH CIVIC QUARTER – STRATEGIC REVIEW

SUMMARY AND RECOMMENDATIONS:

This report sets out the background and reasons for carrying out a Strategic Delivery Review of the Farnborough Civic Quarter project.

It recommends that a budget of £98,000 to be funded from the stability and resilience reserve be made available to carry out the review

1. INTRODUCTION

- 1.1. This report aims to set out the current status of Council activity in respect of Farnborough Civic Quarter (FCQ) and the next steps towards regenerating this key asset. The need for a Strategic Delivery Review (SDR) of the site is explained and a budget is requested to carry out the work.

2. BACKGROUND

- 2.1. In February 2023, the Council's Development Management Committee approved an outline permission in relation to the FCQ masterplan. Unfortunately, since the masterplans proposals were considered, a number of underlying parameters have shifted, negatively impacting the viability of the scheme in the current economic climate.
- 2.2. In the Council Delivery Plan 2026-28 under the regeneration priority the following activity is required:

“Undertake the Farnborough Civic Quarter masterplan review and work with key partners on potential phasing, funding, and implementation as part of a wider approach to the regeneration of Farnborough town centre.”

3. DETAILS OF THE PROPOSAL

General scope of review

- 3.1. It is proposed that the Council commissions a Strategic Delivery Review to inform regeneration activity on FCQ. The brief for the delivery review is below at Appendix I. This work is necessary to understand the real value of the Council's FCQ land assembly, and what is deliverable under a variety of economic and policy scenarios.
- 3.2. The accepted methodology for working out the value of land is via a 'residual valuation'. This subtracts the total cost of development (construction, fees etc) from the total value of that development (sales and capitalised lettings), and the result is the residual valuation of the land.
- 3.3. In order to generate an accurate valuation, work has to be carried out in terms of design studies, cost plans, commercial advice on sales/rental values and planning/transport consultancy to ensure the assumptions that the residual valuation is based on have been robustly tested.
- 3.4. To avoid producing a delivery plan that is unaffordable the review will start by developing a housing-led base case that generates the highest land value possible i.e. the Council acting in the same way as a commercial property owner. This will include meeting current planning policy obligations and any other non-negotiable requirements e.g. regulations or existing grant agreements.
- 3.5. Having a fully worked out base case and resulting land value will mean that the Council is in a very strong position to negotiate with any potential partners, investors or purchasers of land on FCQ.
- 3.6. Beyond the base case the review will consider further options to include other Council requirements, for example in relation to affordable housing, public realm, transportation, wider placemaking etc, beyond those which a commercial property owner might consider, resulting in a preferred option to be progressed that best fits the council's objectives. The review will also consider what the best route is to delivery.
- 3.7. Once the review has taken place the Regeneration Team will report back to Cabinet with suggested next steps.

Procurement & Cost

- 3.8. It is proposed that the Council uses the Pagabo Framework Lot 1 - Complete Service Solutions. This would utilise Atkins Realis, a national construction industry consultant to lead the review and provide cost advice, while giving flexibility in terms of sub-consultants to ensure that the Council gets exactly the right specialist input in terms of design, commercial and planning advice.
- 3.9. As rates have been competitively tendered when setting up the Framework, value for money is assured and procurement timescales/risks are minimised.

This is vital as it is important to get the review finished quickly to take advantage of any potential opportunities.

3.10. The Pagabo framework runs until April 2028 which will allow for the same team to be reprocured should the Council wish to move forward with development prior to that point.

3.11. In terms of budget, estimated costs (following some discussions with the industry) are as follows (ex VAT):

Element	£ Cost
Commercial Advice	25,000
Architectural/Landscape Design	25,000
Cost consultancy	15,000
Planning advice	10,000
Transport advice	10,000
Coordination	4,000
Contingency @ 10%	9,000
Total	£98,000

Alternative Options

3.12. Do nothing – not proceeding with the review would mean that the Council cannot deliver Council objectives agreed in the Delivery Plan. It would also put at risk the £1.72m One Public Estate, Brownfield Land Release Fund II grant which the Council has received and of which £716k has been expended on the demolition of the Pinehurst car park and under the One Public Estate grant conditions is due to be repaid on 31st March 2027 if the council cannot demonstrate the land is in development for housing.

3.13. Procure specialist advice directly – carrying out 5 independent procurement processes is beyond current Council capacity and would generate significant procurement risk. The proposed route allows the delivery team to be precisely tailored, which would not be the case under this option. It would also be very difficult to procure any further work using the same team should this be required in future.

4. IMPLICATIONS (of proposed course of action)

Risks

4.1. There is a risk that the SDR could find that there is no development option which creates land value. However, this is unlikely as the council is already in the process of selling a town centre site (Meads Block 3) for development at a positive value.

4.2. Carrying out the SDR reduces the risk of grant clawback as it is a clear step towards development and also provides the Council with a basis for mitigating this risk as a clear understanding of land value will allow for unconditional sale as a backstop option.

Legal Implications

- 4.3. There are no specific legal implications of this report. The SDR is an important step to enable the regeneration of this key asset and will assist in future decision making in respect of the same.

Financial Implications

- 4.4. Between 2020 and 2022 the council has invested £7.4m in land assembly for the FCQ project funded by borrowing, incurring circa £420k per year of interest and MRP cost to the revenue account. In the absence of an approved development scheme this cost cannot be capitalised and falls entirely upon the revenue account without any compensating income. In addition, the £716k One Public Estate grant drawdown to fund the demolition of Pinehurst car park is due to be repaid on 31st March 2027 if a housing development is not demonstrably being actively pursued. Should this happen, it will have to be funded by unsupported borrowing, incurring additional pressure on the revenue account. It is therefore a priority for the council to progress a strategy for the assembled FCQ land to achieve its housing and regeneration objectives and minimise the revenue impact of holding this land vacant any longer than necessary.

Commentary by Peter Vickers S151 02/04/2026

- 4.5. The funding for this project is not currently provided for within the Medium Term Financial Strategy (MTFS) as approved by Council in February 2026. Due to the MTFS projections, use of the stability and resilience reserve as per the recommendations will reduce available reserves to meet projected budget gaps. Therefore, a saving will be required to be identified to replace the reserve use. This will be reviewed alongside the MTFS and Outturn review due in Summer 2026.

Rosie Plaistowe-Melham, Financial Services Manager

Resource Implications

- 4.6. The review will be coordinated within resources currently held in the Regeneration team.

Equalities Impact Implications

- 4.7. An Equalities Impact Assessment screening tool was completed and the proposal was found to have a neutral impact. No further assessment is therefore required

5. CONCLUSIONS

- 5.1. This proposal is being made to comply with the requirements of the Delivery Plan. Completing the SDR will enable the Council to manage the risks around FCQ and increases the likelihood of successful delivery within the resources available.

LIST OF APPENDICES/ANNEXES:

Appendix 1 – Strategic Review Brief

CONTACT DETAILS:

Report Author – Charlie Heavens charlie.heavens@rushmoor.gov.uk

Head of Service – Karen Edwards karen.edwards@rushmoor.gov.uk

STRATEGIC DELIVERY REVIEW BRIEF

Farnborough Civic Quarter Masterplan & Development Delivery Review

1 Introduction

1.1 Rushmoor Borough Council is seeking to appoint a consultant to undertake an independent review of the Farnborough Civic Quarter (FCQ) Masterplan. This scope sets out the required services, deliverables, and expectations for the instruction.

2 Background

2.1 The Rushmoor Development Partnership (RDP) was granted outline permission for its FCQ masterplan proposals in February 2023 subject to the resolution of the associated S106 agreement. The outline consent included provision for:

- A new leisure centre
- Up to 960 new energy-efficient homes
- A new hotel
- Space for shopping and commercial development
- A replacement skatepark
- More than 1.93 hectares of green open space, including a high-quality central park
- Two mobility hubs, including a multi-storey car park, electric car charging points and cycle hire

2.2 Since the masterplan proposals were considered, a number of parameters have shifted, fundamentally altering the underlying assumptions determining what the FCQ is expected to deliver. These include changes to the highways layout to reduce infrastructure costs, implications of the Building Safety Act on design and delivery, challenges in the housing market and construction sector, and changes in intended uses on key plots – notably the leisure centre and car park now located on plots originally identified for other uses.

2.3 In addition, the Council's current financial position means it is severely limited in its ability to provide the capital investment required to drive forward development efforts itself and so needs to look to alternative delivery strategies to unlock regeneration and realise capital receipts.

2.4 In advance of a detailed consideration of the disposal and delivery options available to the Council, it is a necessary pre-requisite to review and update the proposed masterplan and associated policies to ensure it is fit for purpose in the current market, deliverable in practice, and capable of achieving a high-quality, flexible and viable town centre regeneration that is attractive to both the community and the wider development market.

2.5 The Council would therefore like to appoint a consultant to undertake a Masterplan and Development Delivery Review (MDDR) for the FCQ.

3 Masterplan & Development Delivery Review

3.1 The MDDR is expected to be a structured exercise designed to provide the Council with up-to-date evidence base and framework for decision-making on the FCQ. The MDDR will need to include the following tasks:

- Review the original brief and update it taking into consideration the council's overarching objectives set out in its delivery plan: Confirm objectives, roles, responsibilities, and reporting arrangements
- Planning and Policy Review: Reassess the planning position, including unresolved S106 matters, outline consent status, policy changes, implications of the Building Safety Act, Local Plan requirements (e.g. sustainability, design codes), infrastructure requirements arising from highways changes and planning options for taking forward a revised masterplan.
- Market and Financial Review: Provide independent analysis of demand, values, and deliverability across potential land uses including housing, office, leisure, hotel, education, retail, and community facilities. Consider current housing market dynamics, construction sector capacity and costs, and alternative or complementary uses. Assess investor appetite, funding sources, and delivery vehicles.
- Updated Outline Masterplan: Develop sketch solutions to refresh the existing masterplan so it reflects current market conditions, planning requirements, construction constraints and opportunities, sustainability and climate resilience objectives, placemaking principles, and design quality expectations.
- Options Appraisal and Viability Testing: Undertake viability testing of realistic development scenarios based on the refreshed masterplan. Include sensitivity testing (tenure mix, phasing options, funding approaches) and assess implications of revised plot uses such as the leisure centre and car park.
- Delivery and Sequencing Strategy: Identify optimal phasing and delivery approaches (e.g. direct delivery, disposals, partnerships) to unlock regeneration, maximise Council outcomes, and incorporate short-term interventions/meanwhile uses. Consider risk allocation and alignment with wider town centre regeneration objectives.
- Engagement: Undertake targeted engagement with key stakeholders including the planning authority, and development/investor market to test refreshed proposals and build confidence in deliverability.
- Final Report and Recommendations: Produce a consolidated report with cost estimates, land/plot values, delivery options, sketches, planning strategy, funding strategy, and recommended next steps. Provide a clear implementation roadmap (phasing priorities, governance, and delivery actions) and a summary document suitable for public communication.

AGENDA ITEM. NO.

CABINET

CLLR GARETH WILLIAMS
LEADER OF THE COUNCIL

21 April 2026

REPORT MD2602

KEY DECISION - YES

STRATEGIC MANAGEMENT ARRANGEMENTS

SUMMARY AND RECOMMENDATIONS:

In March 2026 Cabinet Considered a report MD2601 extending the interim period for the Managing Director to enable work on the Council's management arrangements to be concluded post the Government decision on Local Government Reorganisation (LGR).

On 25 March the Council received formal notification of the decision to implement Local Government Reorganisation across Hampshire.

The purpose of this report is to now set out the proposed strategic management arrangements to enable the council to maintain services, ensure that the Council Delivery Plan 2026-28 is delivered and to support the delivery of LGR.

It is RECOMMENDED that Cabinet

- (1) Supports the proposed strategic management arrangements for the Council set out at Appendix 2 and notes that these will be reported to Council on 2 July in line with section 11.3 of the Constitution.
- (2) Notes that given the demands relating to Local Government Reorganisation the new chief officer post of Chief Operating Officer will be appointed as soon as practicable in line with the process set out in section ** and that an appointment panel consisting of four Members, including the Cabinet Member for Corporate Services and the Leader of the Council, has been established by the Interim Managing Director to undertake this appointment.
- (3) Notes that at the request of the Leader, the Licensing and Corporate Business Committee will be requested to establish an assessment panel to consider the permanent appointment of the Council's Head of Paid Service. That panel to include the Leader of the Council, Cabinet Member for Corporate Services and Leaders of other political groups.

1. INTRODUCTION AND BACKGROUND

- 1.1. Report MD2601 set out the background to the work undertaken on the Council's management arrangements since the appointment of the Interim Managing Director. Council subsequently confirmed an extension to the interim period and confirmed the new role of Executive Head of Governance and Law as the Council's monitoring officer.
- 1.2. This report now sets out the remaining strategic management arrangements to be put in place, as soon as possible to ensure sufficient strategic management and leadership capacity to ensure operational delivery alongside implementation of LGR.
- 1.3. In addition, given the Council's financial position as set out in the budget report and matters arising since then it is clear to the Interim Managing Director that there will also need to be increased attention paid to the resolution of outstanding financial issues and maintaining focus on delivery and accountability for effective financial management alongside business as usual.

2. DETAILS OF THE PROPOSAL

- 2.1. The strategic management structure (Appendix 2) seeks to strengthen capacity and support for the Head of Paid Service and LGR and ensure that the organisation continues to function effectively recognising the significant draw of resources towards LGR activity.
- 2.2. It has become clear over the last 12 months that the reduction of Director level capacity alongside the increase in LGR activity is starting to have an impact on the effective running of the organisation and risk of delays in delivery of key projects and essential service activity. The existing interim management structure (Appendix 1) is no longer fit for purpose. With the confirmation of the new Unitary Council arrangements, work on LGR is expected to increase significantly and the Interim Managing Director and others will increasingly be drawn into activity associated with LGR and the effective establishment of the new unitary council arrangements.
- 2.3. The existing Executive Director will continue with responsibility for the LGR programme, oversee the Council's priorities relating to Economy and Regeneration and maintain responsibility for major projects including the new Farnborough Leisure Centre and the National Armed Forces Day events. She will remain as deputy for the Interim Managing Director/Head of Paid Service.

- 2.4. To provide the additional capacity needed at chief officer (Director) level which is critical for the delivery of LGR, it is proposed to establish a new role of Chief Operating Officer. This post will operate as part of the strategic leadership team and will oversee a broad range of Council functions. The Interim Managing Director is comfortable that there are suitable internal candidates for the role. The final allocation of functions and the allocation of service heads will be confirmed following the appointment process but is anticipated the role will be wide ranging with both outward and internally facing functions to reduce the load on the existing Executive Director and the Interim Managing Director.
- 2.5. The arrangements for S151 officer as the Executive Head of Finance will remain unchanged however it is considered that the remuneration for this role should be determined on the same basis as the other Statutory officer, the Executive Head of Governance and Law. The additional costs are included in the financial implications. These two officers with the Head of Paid Service form the governance 'golden triangle' and work together to ensure good administrative, financial, and ethical governance of a local authority in the exercise of its functions. Further information on this can be found in this guide produced by Cipfa, Solace and LLG. [The Golden Triangle Governance Roles and Responsibilities.pdf](#)
- 2.6. The final elements of the Strategic Management arrangements recognise the strategic importance of the planned improvements to the property service and the income and financial risks associated with those functions. Currently led by the Executive Head of Property and Growth it is proposed to move this role to report directly to the Head of Paid Service and reduce the range to enable increased focus on key responsibilities. This has the additional advantage of local plan arrangements and key planning issues such as the airport being closer to the Head of Paid Service. The post of Executive Head of Operations is also proposed as part of the Strategic Management Arrangements.
- 2.7. Given the Council's financial position, in the event that the successful candidate is an existing member of the Senior Leadership Team, consideration will need to be given as to whether the vacated role is retained or repurposed with the subsequent reallocation of those responsibilities.
- 2.8. The appointment process for a permanent Chief Officer post at Executive Director level is through an appointment panel consisting of four Members, including the Cabinet Member for Corporate Services and the Leader of the Council. The appointment is then subject to confirmation by the Licensing and Corporate Business Committee. Given the desire to put these new arrangements in place as soon as possible, the Interim Managing Director has made provisional arrangements for the appointment process for the Chief Operating Officer to take place before the elections.

3. OPERATIONAL MANAGEMENT ARRANGEMENTS

- 3.1. The final stage of the work on restructure will establish the future Head of Service and Corporate/Service Management arrangements (Operational Management) and will be agreed and implemented by the Interim Managing Director based on the following principles;

- Overall, the management arrangements should enable clear accountability and provide a named lead officer for each of the Council's priority themes, key projects and operational activity
 - The proposed management arrangements should seek to increase capacity at strategic management level through transfer of some responsibilities to the operational management tier
 - The proposed management arrangements should maintain capacity and skills in the current workforce and provide development opportunities for the existing workforce and minimise redundancies in light of LGR
 - The arrangements should enable sufficient capacity to enable robust financial management and accountability
 - The proposed arrangements should ensure that job roles are appropriately designated and described to ensure parity with other Hampshire district councils and no disadvantage to Rushmoor managers in relation to future appointments to new unitary authorities
 - The arrangements should be delivered within the Council's approved budget combined with additional funding made available for LGR.
- 3.2. A consultation on proposed operational management arrangements will commence as soon as possible noting that the outcome of the appointment process to the Chief Operating Officer position may impact these arrangements.

4. PERMANENT APPOINTMENT TO HEAD OF PAID SERVICE

- 4.1. Through setting out the revised management arrangements in this report the Interim Managing Director has now completed the key tasks identified as part of the appointment process. It is therefore now appropriate to consider the permanent appointment to the role of Managing Director and Head of Paid Service.
- 4.2. The Leader of the Council is proposing that this be undertaken by way of an assessment process conducted by an Assessment Panel of members including the Leader and Corporate Service Portfolio Holder plus the leaders of other political groups. The Leader will be advised by the proper officer for HR matters. This process will be undertaken shortly after the elections.
- 4.3. In addition, the Leader is proposing that the permanent role be renamed as Chief Executive to bring the role in line with other Hampshire Authorities. This is shown in the proposed strategic management arrangements in Appendix 2 and will be confirmed by the Council in due course following the assessment process and decision on a permanent appointment to the role.

5. ALTERNATIVE OPTIONS

- 5.1. A wide range of proposals have been considered with the detail set out in report MD2601. The current proposal takes this into account and in the opinion of the Interim Managing Director provides a good balance between the new demands facing the organisation and business as usual. Alternatives included the initial proposal and the option of Statutory Officer and Executive Heads reporting

through the Chief Operating Officer. The Interim Managing Director feels on balance the direct reporting of Statutory Officers to the Head of Paid Service provides better access and oversight.

- 5.2. Further alternatives include making appointments from the external and/or interim market. Whilst this may become necessary the Interim Managing Director is keen to provide the opportunity to internal candidates in the first instance as he feels this will provide the most stability. There would be additional costs associated with the use of external recruiters.
- 5.3. It is also possible to make an external fixed term appointment rather than a permanent appointment. This would be an important consideration once the legislation relating to LGR is laid in the Autumn but is currently not an obligation and would deter internal candidates.
- 5.4. The final option considered would be to share a chief officer role with one of the local authorities who would be part of the new unitary authority. However, previous approaches to share roles have not been successful and all councils face similar capacity issues.
- 5.5. It is of course possible to make no changes to the current arrangements. Due to the time that has passed, the ongoing uncertainty the current pressures across the organisation this would not add capacity and given the feedback provided as a result of consultation this is not recommended.

Consultation

- 5.6. In addition to the formal consultation with managers, consultation has been carried out with the Leader and Cabinet members.
- 5.7. Unison have been made aware of the proposals and any comments received will be reported to the Cabinet.

6. IMPLICATIONS (of proposed course of action)

Risks

- 6.1. There is a risk that it is not possible to recruit to the proposed arrangements in a timely way and that the salary expectations based on the market exceed current estimates. Recruiting permanent roles does take some time and it may be necessary to have some interim support during this period. In any event having permanent employees will over the remaining time of the Council cost less than utilising interim arrangements through an agency.
- 6.2. Restructuring must be done carefully with consideration to the current management team incumbents to avoid the risk of challenge. This is managed through formal consultation and identification of unintended consequences on individual post holders, ensuring equalities and rights are appropriately covered and mitigated.
- 6.3. The officer capacity is under significant pressure to prepare the council for Vesting day on 1st April 2028.

Legal Implications

- 6.4. No specific legal implications apart from the requirement to ensure the Council has a continued designation of the Head of Paid Service. The Head of Paid Service role is a statutory role under Section 4 of the Local Government and Housing Act 1989.

Financial Implications

- 6.5. The Chief Finance Officer designated as the s151 has a duty to ensure there is adequate consideration and mitigation of financial risk and appropriate regard to good governance, including senior management team capacity and focus to deliver good governance and mitigate risks. These are key building blocks to deliver a viable budget and developing sound financial management. It is crucial that the council achieves this over the next two years.
- 6.6. As reported to Budget Council on 26th February, the council has a significant financial challenge to resolve and has deferred its service review savings programme to the new council, relying upon reserves to set a balanced Budget in 2027/28.
- 6.7. Delivering savings in the last two years has been a challenge, whilst the council has also experienced a wide discrepancy between the forecasted position and the outturn and the balance sheet is still subject to ongoing audit and adjustment. Once the 2025/26 outturn is known, it is likely based upon the latest financial monitoring that the council will have to implement an accelerated savings programme. This will be an additional capacity pressure. Therefore, care must be taken in ensuring appropriately experienced capacity is secured to ensure the senior team challenge the services to deliver savings whilst delivering on LGR, delivery plan and other significant projects.
- 6.8. Experience of the current management arrangements over the last year has highlighted the capacity gaps in the current structure and the need to increase strategic capacity to maintain focus on all priorities including resolving the financial challenge. It is important that the restructure does not overly focus specifically on operational service delivery at the expense of losing strategic overview of all services.
- 6.9. As originally planned as an objective, due to current circumstances, it would no longer be appropriate for the council to be making savings in its senior management team capacity in the next two years due to the significant challenges set out in this report. Securing appropriately experienced capacity to deliver on all priorities may cost more in the next two years and will be an investment to ensure successful outcomes.
- 6.10. In due course the council will also need to have regard to the Section 24 Direction as described in the 26th February Budget and MTFs report. Paragraph 2.3 (page 132) describes the Section 24 Direction requirement that Officers and Members must have regard to not compromising the future sustainability of the

new council in decisions taken now. An example given being permanent appointments to senior positions (para 2.3).

- 6.11. The estimated costs of the new roles for the first stage of the structural changes are set out in Exempt Appendix 3. These costs and the cost of phase 2, operational management changes, will be met within the staffing and other appropriate available budgets.

Comments by Peter Vickers CFO s151

Resource Implications

- 4.4 Undertaking the recruitment processes will require the involvement of the Council's People Team. In the event that posts are advertised externally there will be costs of advertising and potentially the use of appropriate recruitment services.

Equalities Impact Implications

- 4.5 The officer appointments will be made in line with the Council's People processes and policies.

5 CONCLUSIONS

- 5.5 This report brings forward proposal which will directly support the delivery of the Council's priorities, manage the financial position and ensure the well placed to address the impacts of the increased activity associated with LGR.
- 5.6 If cabinet support this report then the Managing Director will continue with implementation and report the final structures to Council in due course.

LIST OF APPENDICES/ANNEXES:

List (if applicable)

BACKGROUND DOCUMENTS:

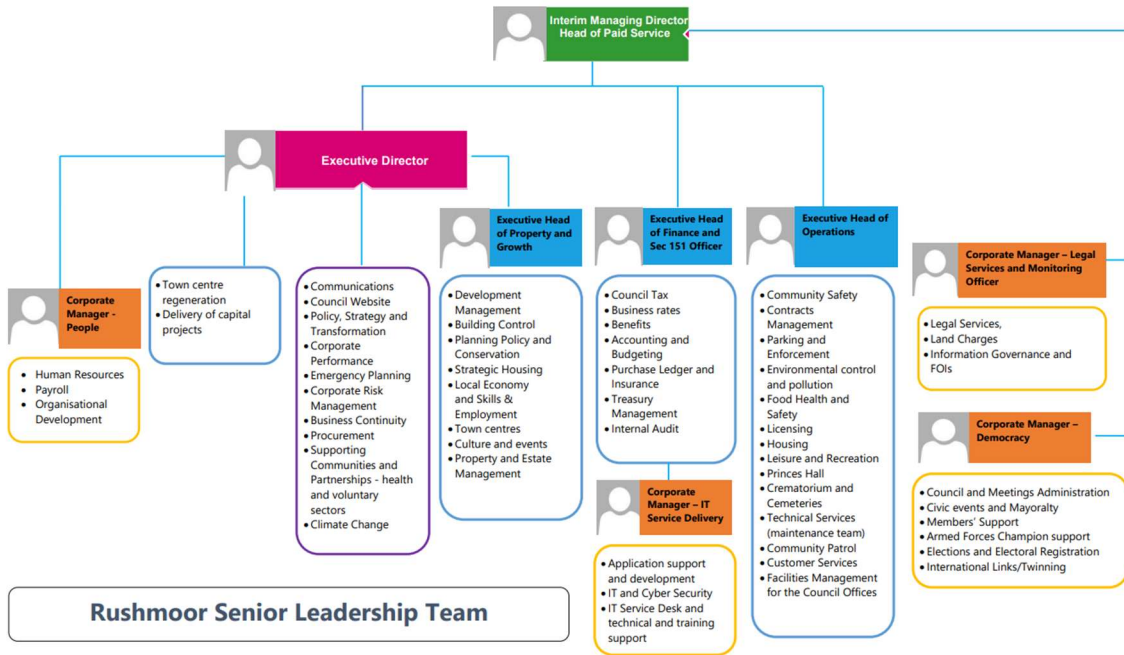
Cabinet report - MD2601

CONTACT DETAILS:

Report Authors – Ian Harrison, Interim Managing Director
ian.harrison@rushmoor.gov.uk

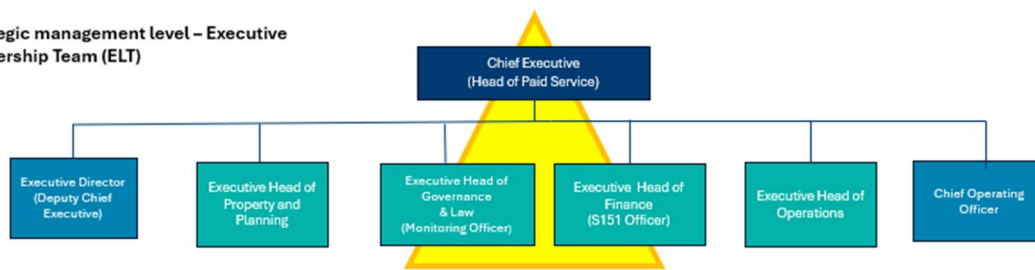
Gareth Williams – Leader of the Council
Gareth.williams@rushmoor.gov.uk

Appendix 1 Current Management arrangements



Appendix 2 – Proposed Strategic Management Arrangements

Strategic management level – Executive Leadership Team (ELT)



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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RUSHMOOR BOROUGH COUNCIL RECORD OF EXECUTIVE DECISION



Decision taken by individual Cabinet member/officer (delete as appropriate)

(All sections must be completed (mark "N/A" as applicable))

DECISION MAKER Karen Edwards, Executive Director

DECISION AND THE REASON(S) FOR IT

To set aside the implementation of the Council's Council Tax Second Home Premium, the policy in respect of which was decided by Cabinet on 11th March 2025.

There were process errors made by officers in the setting of the premium and statutory guidance was not followed correctly. These matters cannot be corrected prior to the start of the financial year 2026/2027.

As Council Tax Bills have been issued it is now an urgent task to notify those affected. All those residents who have been issued with incorrect bills will now be notified that, although the premium appears on their Council Tax Bills for the year 2026/2027, Rushmoor Borough Council will not be collecting it and the Council will confirm the amount now due for the 26/27 financial year .

This decision has been taken by me under the Urgency and other Powers contained in Part 4 of the Constitution as there is not time to convene a quorate Cabinet prior to the 1st April 2026 to revoke the policy and issue communications to residents after such a meeting.

This is not a key decision as the financial implications for the Council are not material, and it will not have a significant effect on people living or working in the Borough due to the small number of households impacted.

Hampshire County Council (HCC) will be advised following consultation by the Council's Monitoring Officer with other Hampshire authorities as we believe others could be in a similar position. In this event a consistent approach to discussion and raising awareness with HCC will be preferable.

The Leader and Finance Portfolio Holder have been made aware of the situation and this decision.

DATE DECISION TAKEN 20th March 2026

ALTERNATIVE OPTIONS CONSIDERED AND REJECTED

(Those examined by officers and generated by consultation, etc)

Due to urgency, no alternative options were considered. Legal advice was clear as to the process flaws being fatal to the implementation, and therefore action must be taken prior to 1st April 2026 to prevent that implementation.

ANY CONFLICTS OF INTERESTS DECLARED

(conflict of interests of any executive member who is consulted by the officer which relates to the decision. A note of dispensation should be attached).

None

Signed Karen Edwards, Executive Director

(Decision maker)

Signed Amanda Bancroft, Monitoring Officer

(Consultee where applicable)

Please send completed form to Chris Todd, Democracy

Guidance notes for using this form

Recording executive decisions

New regulations¹ came into effect on 10 September 2012, under which Council officers and Cabinet members are required to record every decision they take which is connected to the discharge of a function which is the responsibility of the Executive (Cabinet). This applies whether the decision is taken by an officer or an individual Cabinet member. This record must be published on the Council's website.

Which executive decisions must be recorded?

The regulations state that any decision connected to the discharge of a function, which is the responsibility of the Cabinet, must be recorded and published. However, at Rushmoor we are restricting the recording requirement to those decisions that are 'closely' (rather than remotely) connected with the discharge of a function of the Cabinet. For guidance, this includes any decision that is either:

- A 'key decision'; or
- Delegated to an officer(s)/Cabinet member at a Cabinet meeting; or
- Delegated to an officer in consultation with a Cabinet member (within the scheme of delegation or authorised at Cabinet); or
- Any executive decision, whether or not it is in the Cabinet Scheme of Delegation, where there is a reasonable expectation of public interest in the matter being decided because it may have an impact on a community living or working in Rushmoor; or
- The subject of urgent action outside the Scheme of Delegation

Decisions which are administrative in nature – for example, purchasing low value items or are otherwise minor or routine, need not be recorded.

In addition, some decisions would be considered exempt from publication because, for example, they affect particular individuals rather than the public in general or concern the business affairs of

¹ The Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England)

any person (including the Council) where the information could be claimed to be commercially sensitive.

What are key decisions?

Key decisions are not usually taken by individual Cabinet members or officers, unless specifically delegated by the Cabinet.

A key decision is one which is likely to:

- result in the Council incurring expenditure or making savings which are significant in as much as they will have a material effect on the level of Council tax or balances or contingencies in relation to the Council's overall budget¹; or
- be significant in terms of its effects on communities living or working in an area comprising two or more wards within the Borough

¹ approximately £100,000 or more

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