

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 13th December, 2016 at 7.00 pm
in Concorde Room, Council Offices, Farnborough*

To:

Councillor D.E. Clifford, Leader of the Council
Councillor K.H. Muschamp, Deputy Leader and Business, Safety and Regulation
Portfolio

Councillor Sue Carter, Leisure and Youth Portfolio
Councillor Barbara Hurst, Health and Housing Portfolio
Councillor G.B. Lyon, Concessions and Community Support Portfolio
Councillor P.G. Taylor, Corporate Services Portfolio
Councillor M.J. Tennant, Environment and Service Delivery Portfolio

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

A full copy of this agenda can be found here:
www.rushmoor.gov.uk/

AGENDA

1. **MINUTES** – (Pages 1 - 10)

To confirm the Minutes of the Meeting held on 15th November, 2016 (copy attached).

2. **TREASURY MANAGEMENT OPERATIONS MID-YEAR REPORT 2016/17 –**
(Pages 11 - 28)
(Corporate Services)

To consider the Head of Financial Services' Report No. FIN1626 (copy attached), which sets out the main activities of Treasury Management Operations during the first half of 2016/17.

3. **PERFORMANCE UPDATE REPORT TO END NOVEMBER 2016 –** (Pages 29 - 76)
(Leader of the Council)

To receive the Directors' Management Board's Report No. DMB1606 (copy attached), which sets out details of the Council's performance over the first six months of the 2016/17 municipal year.

4. **SCRAP METAL DEALERS - FEES AND CHARGES –** (Pages 77 - 82)
(Business, Safety and Regulation)

To consider the Head of Environmental Health and Housing's Report No. EHH1626 (copy attached), which sets out a proposed level of fees and charges to be applied for licences under the Scrap Metal Dealers Act 2013.

5. **REVIEW OF COUNCIL'S HUMAN RESOURCES POLICIES –** (Pages 83 - 112)
(Corporate Services)

To consider the Corporate Director's Report No. CD1606 (copy attached), which sets out proposed changes to the Council's Dignity at Work and Organisational Change policies.

6. **HIGH STREET MULTI-STOREY CAR PARK, ALDERSHOT –** (Pages 113 - 116)
(Environment and Service Delivery)

To consider the Solicitor to the Council's Report No. LEG1616 (copy attached), which sets out a proposal for the redevelopment of the High Street Multi-Storey Car Park in Aldershot.

7. **FIRST WESSEX COVENANT ISSUES AND DISPOSALS –** (Pages 117 - 124)
(Corporate Services)

To consider the Solicitor to the Council's Report No. LEG1615 (copy attached), which sets out a proposal to dispose of garages owned by first Wessex to Hampshire Garages Limited.



RUSHMOOR BOROUGH COUNCIL

CABINET

Tuesday, 15th November, 2016 at 7.00 p.m.
at the Council Offices, Farnborough

Councillor D.E. Clifford (Leader of the Council)
Councillor K.H. Muschamp (Deputy Leader and Business, Safety and
Regulation Portfolio)

a Councillor Sue Carter (Leisure and Youth Portfolio)
Councillor Barbara Hurst (Health and Housing Portfolio)
a Councillor G.B. Lyon (Concessions and Community Support Portfolio)
Councillor P.G. Taylor (Corporate Services Portfolio)
Councillor M.J. Tennant (Environment and Service Delivery Portfolio)

Apologies for absence were submitted on behalf of Councillors Sue Carter and G.B. Lyon.

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 **29th November, 2016**.

54. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 18th October, 2016 were confirmed and signed by the Chairman.

55. **FINANCIAL MATTERS –** (Corporate Services)

(1) **Revenue Budget Monitoring and Forecasting 2016/17 – Position at October, 2016 –**

The Cabinet considered the Head of Financial Services' Report No. FIN1622, which set out the anticipated financial position for 2016/17, based

on the monitoring exercise carried out during October 2016. It was reported that the general fund balance continued to show a marked improvement of over £0.5 million, which had taken the balance from £1.492 million as shown in the budget to £2 million, which was at the top of the range set out in the Medium Term Financial Strategy. The Report explained that the two large variances in relation to markets and car parking, which had been reported previously, had been reduced significantly following action taken by Services.

The Cabinet RESOLVED that the latest Revenue Budget monitoring position, as set out in the Head of Financial Services' Report No. FIN1622, be noted.

(2) **Capital Programme Monitoring and Forecasting 2016/17 – Position at October, 2016 –**

The Cabinet received the Head of Financial Services' Report No. FIN1623, which provided the latest forecast regarding the Council's Capital Programme for 2016/17, based on the monitoring exercise carried out during October 2016. The Report advised that the approved Capital Programme for 2016/17 totalled £34,960,000. This figure included several significant property acquisitions, slippage from the previous financial year and urgent repair works to Council owned property. Members were informed that the Council's Asset Management Group was to be reviewed and this would help to identify and monitor such repair works. The recent monitoring exercise had identified that, due to a number of slippages and underspends, the forecasted outturn was approximately £27,547,000, with a forecasted shortfall of £7,413,000 against the approved Programme. The identified areas of slippage included works at Aldershot Railway Station, under the Activation Aldershot scheme, and works at the new Council depot site.

The Cabinet RESOLVED that the latest Capital Programme monitoring position, as set out in the Head of Financial Services' Report No. FIN1623, be noted.

56. **METHODOLOGY FOR THE ANNUAL REVIEW OF FEES AND CHARGES – (Corporate Services)**

The Cabinet considered the Head of Financial Services' Report No. FIN1624, which set out a proposed methodology to be applied in future years in relation to setting the level of fees and charges for Council services.

The Cabinet was informed that the proposal sought to publish all fees and charges levied by the Council in a single document for the first time. It was also proposed that, where appropriate, a single measure of inflation would be applied on an annual basis, which was aimed at standardising fee setting across the Council. It was recommended that the most appropriate measure to choose would be the Retail Price Index, specifically the RPIx index.

The Cabinet discussed the proposal and considered whether, in light of the principles of the Council's 8 Point Plan, it would be appropriate to apply an accelerator to any inflationary increase, with a view to increasing income. It was agreed that officers would assess and report back on the implications of such a measure.

The Cabinet RESOLVED that

- (i) the process for an annual review of the Council's fees and charges, as set out in the Head of Financial Services' Report No. FIN1624, be approved;
- (ii) the various methodologies set out in Appendix 1 of the Report be approved as a basis for uplifting the Council's fees and charges;
- (iii) the adoption of the application of RPIx as the measure of inflation to be applied where an annual inflationary uplift is specified, to be applied from the first day of each financial year based on the previous financial year's September twelve month index as published by the Office for National Statistics, be approved; and
- (iv) where an inflationary uplift has been recommended, the uplifted charges be approved for implementation from 1st April, 2017.

57. **CAPITAL GRANTS TO REGISTERED PROVIDERS OF SOCIAL HOUSING** –
(Health and Housing)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1622, which proposed changes to the way in which grant was used, with a view to maximising the number of lettings available and contributing to reducing the Council's temporary accommodation costs.

The Report set out the details of the proposed changes and the Cabinet agreed that these would enable the Council to move more swiftly in making grant awards.

The Cabinet RESOLVED that

- (i) the principle of using the Council's resources to help meet housing needs and make best use of the social housing stock, as set out in the Head of Environmental Health and Housing's Report No. EHH1622, be approved;
- (ii) authority to grant award decisions of £30,000 or lower be delegated to the Head of Environmental Health and Housing, in consultation with the Cabinet Member for Health and Housing; and

- (iii) authority to agree a grant administration scheme be delegated to the Head of Environmental Health and Housing, in consultation with the Cabinet Member for Health and Housing.

58. SAVINGS AND EFFICIENCIES IN DEVELOPMENT MANAGEMENT –
(Business, Safety and Regulation)

The Cabinet considered the Head of Planning's Report No. PLN1642, which proposed the implementation of changes to ways of working within Planning's Development Management Team to achieve sustainable reductions in expenditure and to secure additional income to help to cover the costs of the service.

The proposed changes were set out in the Report and were focussed on a reduction in advertising in the local newspaper, an increase in charges to solicitors and paralegals and the introduction of charging for pre-application advice. It was reported that this had been discussed at the Development Management Committee meeting on 9th November, 2016 and Members had shown broad support for the proposals. The Cabinet was also supportive of the proposals and noted that a review would be carried after a year to assess the impact that the changes had made during that period.

The Cabinet RESOLVED that

- (i) the reduction in the level of advertising planning applications in the local press and the increase in the use of social media to publicise proposals, as set out in the Head of Planning's Report No. PLN1642, be approved;
- (ii) the increase in charges for legal firms seeking information on Section 106 obligations, as set out in the Report, be approved; and
- (iii) the introduction of a scheme of charging for pre-application discussions, as set out in the Report, be approved, to be reviewed after a full year of operation.

59. BUILDING CONTROL FINANCIAL STATEMENT 2015/16 –
(Business, Safety and Regulation)

The Cabinet considered the Head of Planning's Report No. PLN1638, which set out the Building Control Financial Statement for its fee earning work for the year ended 31st March, 2016. It was reported that Building Control's fee income for 2015/16 had resulted in an operating surplus of £35,935 and a rolling surplus of £19,796. It was reported that the Council had, since 1st July, 2015, formed a partnership with Hart District Council to provide a joint Building Control service. It was clarified, however, that the financial statement related to the Rushmoor element of the service only. Members were reminded that the financial performance of the service was considered over a three year rolling period.

The Cabinet RESOLVED that the financial statement for Building Control for 2015/16 be endorsed.

60. **ARTICLE 4 DIRECTION FOR EMPLOYMENT LAND –**
(Environment and Service Delivery)

The Cabinet considered the Head of Planning's Report No. PLN1637, which sought approval to make a non immediate Article 4 direction to withdraw permitted development rights related to the change of use of offices, light industrial units and storage or distribution units to residential use within the Strategic Employment Sites and Locally Important Employment Sites identified within the draft Rushmoor Local Plan.

The Report set out the context of this recommendation. It was explained that this would not prevent the conversion of such premises into residential accommodation but would require that planning permission was sought for any proposed schemes that met the agreed criteria. It was confirmed that a public consultation exercise would be run and the results reported back to the Cabinet before a final decision was made.

The Cabinet discussed the matter and was supportive of protecting strategic employment land in the Borough.

The Cabinet RESOLVED that authority to take all necessary steps in making, serving and publicising an Article 4 direction to remove the Class O (office to residential), Class P (storage or distribution centre to residential) and Class PA (light industrial to residential) permitted development rights, granted by Part 3 of Schedule 2 of the Town and Country Planning (General Permitted Development) (England) Order 2015 (as amended), within Rushmoor's Strategic Employment Sites and Locally Important Employment Sites be delegated to the Solicitor to the Council, in consultation with the Head of Planning.

61. **FARNBOROUGH AIRPORT COMMUNITY ENVIRONMENTAL FUND –**
(Environment and Service Delivery)

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1625, which sought approval to award grants from the Farnborough Airport Community Environmental Fund to assist local projects.

The Cabinet Member for Environment and Service Delivery had considered four applications and had recommended that all four awards should be made.

The Cabinet RESOLVED that grants be awarded from the Farnborough Airport Community Environmental Fund to the following organisations:

Rushmoor Urban Wildlife Group (Crematorium)	£5,154
---	--------

Rushmoor Urban Wildlife Group (Queens Road Rec)	£1,050
Blackwater Valley District Scouts	£7,000
The Wavell School	£7,650

62. **MANOR PARK PLAYGROUND – RENEWAL –**
(Leisure and Youth)

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1623, which sought approval to vary the 2016/17 Capital Programme to provide a new playground at the Manor Park, Aldershot.

The Cabinet was informed that the scheme would cost £150,000 to complete and a total of £115,000 had been secured from developers' contributions.

The Cabinet RESOLVED that approval be given to a variation to the 2016/17 Capital Programme of £35,000 to enable the renewal of the Manor Park playground to be completed, as set out in the Head of Community and Environmental Services' Report No. COMM1623.

63. **APPOINTMENT OF CHIEF EXECUTIVE – NEXT STEPS –**
(Corporate Services)

The Cabinet considered the Chief Executive's Report No. CEX1605, which set out a proposed approach for the appointment of a Chief Executive, following the resignation of Mr. Andrew Lloyd, which would take effect at the end of February 2017. It had been agreed to use a specialist recruitment organisation and a procurement process had taken place. The successful bidder had been Solace in Business and they had already carried out some preliminary meetings. The Report set out the process to be followed and also identified the need to make interim arrangements should there be a period following the end of February with no Chief Executive in post.

The Cabinet RESOLVED that

- (i) the appointment of the Member panel, with the membership as set out in paragraph 3.2 of the Chief Executive's Report No. CEX1605, be approved;
- (ii) the provision of a supplementary estimate of up to £25,000 to fund the recruitment process and the authorisation of a Corporate Director, in consultation with the Cabinet Member for Corporate Service, to agree the final costs be approved; and
- (iii) the interim arrangements, as set out in the Report, and the authorisation of Mr. Ian Harrison as Deputy Chief Executive, in consultation with the Cabinet Member for Corporate Services, to make any consequential temporary changes to the senior management arrangements during this time, be approved.

64. **RESOURCING PRIORITIES AND INTRODUCTION OF MUTUALLY AGREED RESIGNATION SCHEME –**
(Corporate Services)

The Cabinet considered the Directors' Management Board's Report No. DMB1605, which set out a request for additional staff resources to focus on areas of priority work for the coming two years and proposed the introduction of a Mutually Agreed Resignation Scheme with a view to achieving ongoing cost reductions, where this was in the interest of both the employee and the Council. The Report set out the details of the proposals and highlighted current resourcing pressures in respect of regeneration activities, the Property and Estates Team and the Council's Transformation Programme. Members heard how the proposed Mutually Agreed Resignation Scheme would allow staff to consider lifestyle changes if they wanted to.

The Cabinet was supportive of the proposals but stressed the need for the Mutually Agreed Resignation Scheme to be clearly and sensitively communicated to staff.

The Cabinet RESOLVED that

- (i) the staffing proposals and consequential financial implications and delegations, as set out in paragraph 5.4 of the Directors' Management Board's Report No. DMB1605, be approved;
- (ii) a supplementary budget in the current financial year of £18,000 be approved; and
- (iii) the introduction of a Mutually Agreed Resignation Scheme, as set out in Appendix 1 of the Report, be approved.

65. **INDEMNITIES FOR SENIOR OFFICERS IN RESPECT OF SIGNING CONTRACT CERTIFICATES UNDER THE LOCAL GOVERNMENT (CONTRACTS) ACT 1997 –**
(Corporate Services)

The Cabinet considered the Solicitor to the Council's Report No. LEG1614, which set out a proposal to provide for an indemnity for the Council's Chief Executive, Chief Financial Officer or Monitoring Officer when they are required to sign a certificate under the Local Government (Contracts) Act 1997.

The Report provided details of the circumstances in which such certificates would be required and also set out the reasons why an indemnity for staff would be required. It was reported that the Chief Financial Officer was required to sign a certificate in respect of the Farnborough International Limited loan agreement, as approved by the Cabinet on 28th July, 2015, and agreement was sought to do this.

The Cabinet RESOLVED that

- (i) the Council's Chief Executive, Monitoring Officer and Chief Financial Officer be authorised to give contract certificates under the Local Government (Contracts) Act 1997 upon receipt of an indemnity from the Council, as set out in the Solicitor to the Council's Report No. LEG1614; and
- (ii) the Chief Financial Officer be authorised to provide a certificate, under the Local Government (Contracts) Act 1997, to Barclays Bank in respect of the Farnborough International Limited loan agreement and the Solicitor to the Council be authorised to give the appropriate indemnity.

66. EXCLUSION OF THE PUBLIC –

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

Minute Nos.	Schedule 12A Para. No.	Category
67 and 68	3	Information relating to financial or business affairs

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

**67. DEVELOPMENT OF A DEPOT –
(Environment and Service Delivery)**

The Cabinet considered the Head of Community and Environmental Services' Exempt Report No. COMM1626, which set out the latest position in relation to the provision of a depot to support the Council's waste, recycling, street cleansing and grounds maintenance functions.

It was confirmed that the site had now been purchased and planning permission for conversion into a depot had been received. The detailed costs of construction of the depot had now been received and these showed an increase on the initial indicative budget figure that had been given. A supplementary estimate was, therefore, being requested to cover this increase in costs. In discussion, it was confirmed that the initial indicative figure had been a generic indicative cost for that type of facility and had not factored in any specific elements of the site or facility required.

The Cabinet confirmed its support for the provision of a Council depot at this site and requested that, with regard to any similar transactions in future, detailed construction costs should be identified at the very earliest opportunity.

The Cabinet RESOLVED that

- (i) a supplementary estimate to the Capital Programme, as set out in the Head of Community and Environmental Service's Exempt Report No. COMM1626, be approved; and
- (ii) authority be delegated to the Solicitor to the Council, in consultation with the Head of Community and Environmental Services, to approve the build costs of the depot under the design and build agreement and to enter into any legal documents in connection therewith.

68. WASTE, RECYCLING, STREET CLEANSING AND GROUNDS MAINTENANCE CONTRACT INDEXATION –
(Environment and Service Delivery)

The Cabinet considered the Head of Community and Environmental Services' Exempt Report No. COMM1622, which sought approval to accept an offer from Veolia, the Council's waste, recycling, street cleansing and grounds maintenance contractor, to pay a proportion of a sum payable to the Council in respect of indexation adjustments for periods when inflation had run at below zero.

The Report set out the details of how indexation adjustments were calculated. It was acknowledged that the recent period of below zero inflationary indices had not been predicted and it was not possible, so late in the contract, for Veolia to offset the sums involved in future years, as had been intended when the agreement had been made.

The Cabinet RESOLVED that acceptance of the offer from Veolia, as set out in the Head of Community and Environmental Services' Exempt Report No. COMM1622, be approved.

The Meeting closed at 8.05 p.m.

COUNCILLOR. D.E. CLIFFORD
LEADER OF THE COUNCIL

This page is intentionally left blank

CABINET
13 DECEMBER 2016

HEAD OF FINANCIAL SERVICES
REPORT NO. FIN1626

TREASURY MANAGEMENT OPERATIONS MID-YEAR REPORT 2016/17

SUMMARY AND RECOMMENDATIONS:

SUMMARY: This report sets out the main activities of the Treasury Management Operations during the first half of 2016/17.

RECOMMENDATION:

- (i) Note the contents of the report in relation to the activities carried out during the first half of 2016/17.

1 INTRODUCTION

- 1.1 The Treasury Management Strategy for 2016/17 is underpinned by the adoption of the Chartered Institute of Public Finance and Accountancy's (CIPFA) Code of Practice on Treasury Management 2011, which includes the requirement for determining a treasury strategy on the likely financing and investment activity for the forthcoming financial year. The Code also recommends that members are informed of Treasury Management activities at least twice a year. This report therefore ensures this authority is embracing best practice in accordance with CIPFA's recommendations.
- 1.2 This report sets out the main activities of the Treasury Management Operations during the first half of 2016/17, provides an update on the current economic conditions affecting Treasury Management decisions and a forward look for the remainder of 2016/17.
- 1.3 Appendix A shows the actual prudential indicators relating to capital and treasury activities for the first half of 2016/17 and compares these to the indicators set in the Annual Treasury Management Strategy for the year, which was approved by Council in February 2016.

2 TREASURY MANAGEMENT ADVICE

- 2.1 The Council receives independent treasury advisory services from Arlingclose Ltd. Arlingclose provide treasury advice to 25% of UK local authorities including technical advice on debt and investment management, and long-term capital financing. They advise on investment trends, developments and opportunities consistent with the Council's Treasury Management Strategy.

- 2.2 With the exception of pooled funds all investment activity is carried out by the Council's own treasury team with advice from Arlingclose Ltd, as outlined in paragraph 2.1 above, and having due regard to information from other sources such as the financial press and credit-rating agencies.
- 2.3 Pooled funds are managed at the discretion of the external fund managers associated with each fund. It should however be noted that whilst the funds are externally managed, the decision as to whether to invest lies solely with the Council in accordance with its Treasury Management Strategy.
- 2.4 Officers involved in treasury activities have attended an Arlingclose workshop on investment security, liquidity and yield during the 6 months to 30th September 2016.

3 ECONOMIC BACKGROUND

Comment provided by Arlingclose

- 3.1 **UK Economy:** The preliminary estimate of Q2 2016 GDP showed reasonably strong growth as the economy grew 0.7% quarter-on-quarter, as compared to 0.4% in Q1 and year/year growth running at a healthy pace of 2.2%. However, the UK economic outlook changed significantly on 23rd June 2016. The surprise result of the referendum on EU membership prompted forecasters to rip up previous projections and dust off worst-case scenarios. Growth forecasts had already been downgraded as 2016 progressed, as the very existence of the referendum dampened business investment, but the crystallisation of the risks and the subsequent political turmoil prompted a sharp decline in household, business and investor sentiment.
- 3.2 The repercussions of this plunge in sentiment on economic growth were judged by the Bank of England to be severe, prompting the Monetary Policy Committee to initiate substantial monetary policy easing at its August meeting to mitigate the worst of the downside risks. This included a cut in Bank Rate to 0.25%, further gilt and corporate bond purchases (QE) and cheap funding for banks (Term Funding Scheme) to maintain the supply of credit to the economy.
- 3.3 The minutes of the August meeting also suggested that many members of the Committee supported a further cut in Bank Rate to near-zero levels (the Bank, however, does not appear keen to follow peers into negative rate territory) and more QE should the economic outlook worsen.
- 3.4 In response to the Bank of England's policy announcement, money market rates and bond yields declined to new record lows. Since the onset of the financial crisis over eight years ago, Arlingclose's rate outlook has progressed from 'lower for longer' to 'even lower for even longer' to, now, 'even lower for the indeterminable future'.
- 3.5 **Market reaction:** Following the referendum result gilt yields fell sharply across the maturity spectrum on the view that Bank Rate would remain extremely low for the foreseeable future. The yield on the 10-year gilt fell

from 1.37% on 23rd June to a low of 0.52% in August, a quarter of what it was at the start of 2016. The 10-year gilt yield has since risen to 0.69% at the end of September. The yield on 2- and 3-year gilts briefly dipped into negative territory intra-day on 10th August to -0.1% as prices were driven higher by the Bank of England's bond repurchase programme. However, both yields have since recovered to 0.07% and 0.08% respectively.

- 3.6 The fall in gilt yields was reflected in the fall in PWLB borrowing rates. It should be noted that after an initial sharp drop, equity markets appeared to have shrugged off the result of the referendum and bounced back despite warnings from the IMF on the impact on growth from 'Brexit' as investors counted on QE-generated liquidity to drive risk assets. The most noticeable fall in money market rates was for very short-dated periods (overnight to 1 month) where rates fell to between 0.1% and 0.2%.
- 3.7 **Interest Rate Forecast:** The Arlingclose central case for the path of the Bank Rate over the next three years is for the Bank Rate to remain at 0.25%, with a 25% possibility of a drop to close to zero, with a small chance of a reduction below zero.

4. BORROWING ACTIVITY IN 2016/17

- 4.1 Prior to the start of the current financial year the Council had made use of a revolving infrastructure fund from the Local Enterprise Partnership (LEP) by borrowing £3 million to progress the Aldershot regeneration schemes, and £1.7 million for Ball Hill SANG. An element of the borrowing for Aldershot regeneration schemes had been spent in 2015/16 meaning that the Council had raised its Capital Financing Requirement to £1.4m at the commencement of 2016/17. Further expenditure in relation to the borrowing from the Local Enterprise Partnership is planned for the current year, although only minor amounts had been committed in the first half-year.
- 4.2 Significant capital expenditure was incurred in the first half year in relation to the acquisition of income yielding investment properties, which were not listed in the Council's original capital budget for the year 2016/17. Cabinet approval of these acquisitions was made within the first half-year of 2016/17.
- 4.3 In order to raise sufficient cash to accommodate these purchases the Council has negotiated some short-term borrowing at low interest rates within the first half year of 2016/17, and may incur some additional borrowing within the second half of the year to continue to service capital expenditure.
- 4.4 The Council's Authorised Limit for borrowing was set at £15m in the Annual Treasury Management Strategy Statement (TMSS) for 2016/17, approved by Full Council in February 2016. This limit was set as it was foreseen in the TMSS that there was a need to progress expenditure on Invest to Save schemes (as part of the 8-Point Plan) and strategic projects such as regeneration schemes (TMSS Full Council 25 February 2016 Appendix B page 16). This capital expenditure on the "Invest to Save" schemes was estimated to be £8.5m, although the Council has now approved a number of these schemes within the first half-year 2016/17 to the total value of £17m. A figure twice in value compared to the TMSS projection.

- 4.5 These additional Invest to Save scheme approvals have an effect on the Prudential Indicators approved in the TMSS for 2016/17. The Head of Financial Services is considering these effects and will include revisions to the 2016/17 Prudential Indicators as part of the TMSS reporting for 2017/18 that will be considered by Full Council in late February 2017.

5. INVESTMENT ACTIVITY IN 2016/17

- 5.1 The Guidance on Local Government Investments in England gives priority to security and liquidity and the Council's aim is to achieve a yield commensurate with these principles. The graph at Appendix B has been produced by Arlingclose and demonstrates that during the six months to 30th September 2016 the Council's returns on total investment portfolio were 2.6%. This represents an increase against the returns generated during the previous financial year (2015/16 1.9%). The current half-year performance is amongst the highest when benchmarked against the average of 0.86% yield for 133 local authority clients. The marked improvement has been achieved in relation to the Council's pooled funds' holding (which includes movements on the capital value of pooled funds). A small number of other Councils with similar sized internal and external portfolios are marked on the graph to enable performance comparison.

5.2 Pooled Funds

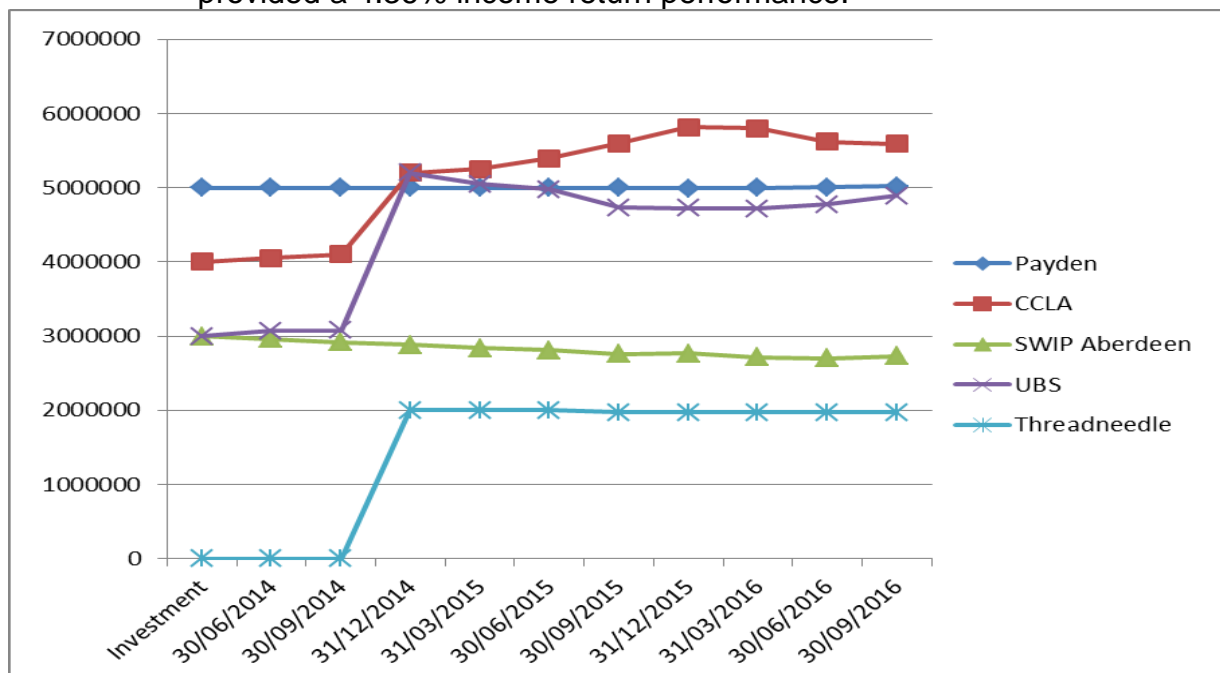
Pooled Fund Capital Growth As these are long-term investments (3-5 year window) Finance staff monitor the capital value of these investments on a monthly basis. Two of the pooled funds (Payden & CCLA) provide for good capital growth. Columbia Threadneedle has now returned near par to the price that the Council originally paid to acquire the fund. The UBS fund is currently priced only marginally below the Council's original purchase price. Aberdeen Asset Management Absolute continue to be below their original fund price.

Arlingclose have confirmed that "we review all our advised funds regularly, and if we think the fund manager is under performing, or the fund holdings are no longer suitable for clients, then we will advise you to sell".

Pooled Fund Income Returns – The income returned by fund for the period to 30th September 2016 is analysed below (all percentage returns quoted below are measured at 12-month running averages):

- £5 million investment with Payden & Rygel's Sterling Reserve Fund. The Fund seeks to provide capital security, liquidity and income through investment in Sterling denominated investment-grade debt securities. The fund has provided a 0.84% income return performance.
- £5 million investment with CCLAs Local Authorities' Mutual Investment Trust. The fund has provided a 5.55% income return performance.

- £3 million investment with Aberdeen Asset Management Absolute Return Fund. This fund aims for a target total return of 3-5% from a combination of investment income or capital appreciation. The fund has provided a 2.23% income return performance.
- £5 million investment in the UBS Multi-Asset Income Fund. This Fund follows a strategy of reducing volatility exposure levels by spreading investments across a diversified range of asset classes. The fund has provided a 3.44% income return performance.
- £2 million investment in the Columbia Threadneedle Strategic Bond Fund. This Fund aims to provide income and capital appreciation through investment grade and high yield bonds. The fund has provided a 4.36% income return performance.



5.3 **Bonds** – debt instruments in which an investor lends money for a specified period of time at a fixed rate of interest. **Covered Bonds** are conventional bonds that are backed by a separate group of loans (usually prime residential mortgages). When the covered bond is issued, it is over collateralised, with the pool of assets being greater than the value of the bond. During the first half year 2016/17, the Council had not negotiated any additional bond investments in excess of continuation of its investment in the following covered bonds held at the commencement of the half-year. The Council holds the following bonds (listed at their nominal value):

- £1 million Bank of Scotland at fixed rate of 0.957% (until Nov 16)
- £1 million Yorkshire BS at a fixed rate of 1.33% (until Apr 18)
- £1 million Yorkshire BS at a fixed rate of 1.18% (until Apr 18)
- £2 million Leeds BS at a fixed rate of 1.47% (until Dec 18)
- £1 million Leeds BS at Libor + 0.27% (until Feb 18)

Bank and Building Society Investments

- An amount of £1 million is invested into Lloyds Bank at a rate of 1.05% (until Apr 2017)

- An amount of £1 million is invested into Bank of Scotland at a rate of 0.90% (until Jan 2017)
- An amount of £1 million is invested into the Nationwide BS at a rate of 0.71% (until Oct 2016)

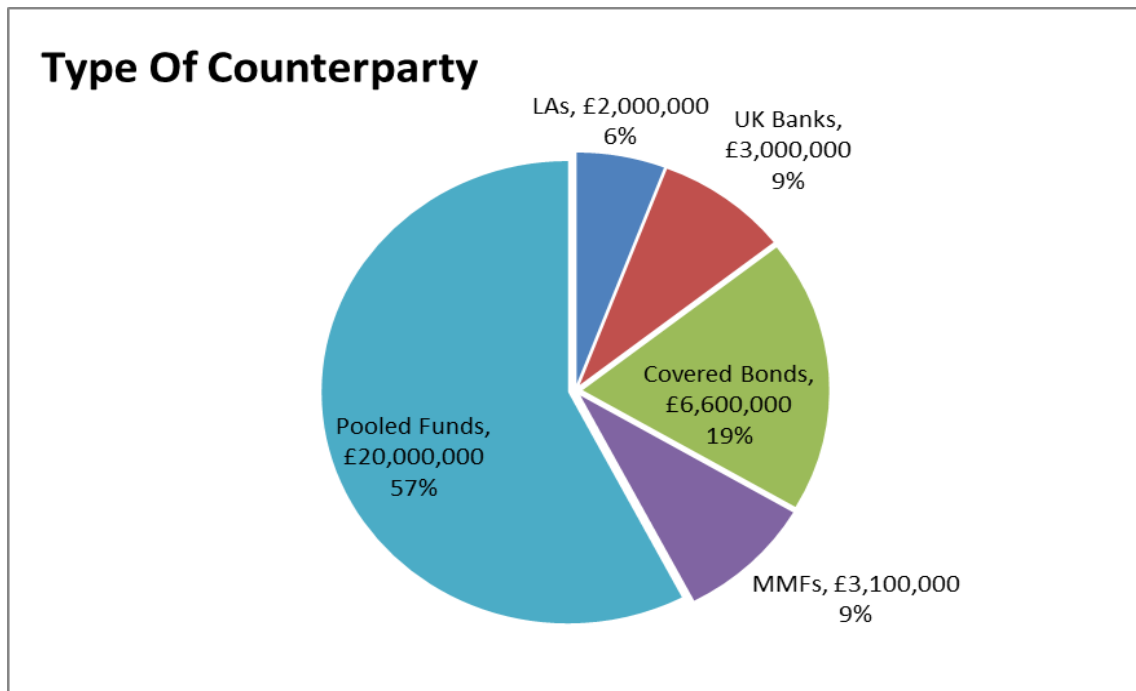
Other Investments – The Council continues to maintain some diversity in its portfolio by holding the following in institutions other than UK banks:

- £2 million at a fixed rate of 1% with Dumfries and Galloway Council (redemption Aug 17)
- Various temporary investments across a range of approved unsecured banks and building society counterparties all for durations of 6 months or less at rates ranging between 0.39% - 0.44% (as measured towards the end of the first half-year 2016/17). These temporary investments assist the Council to achieve essential cash liquidity on a daily basis.

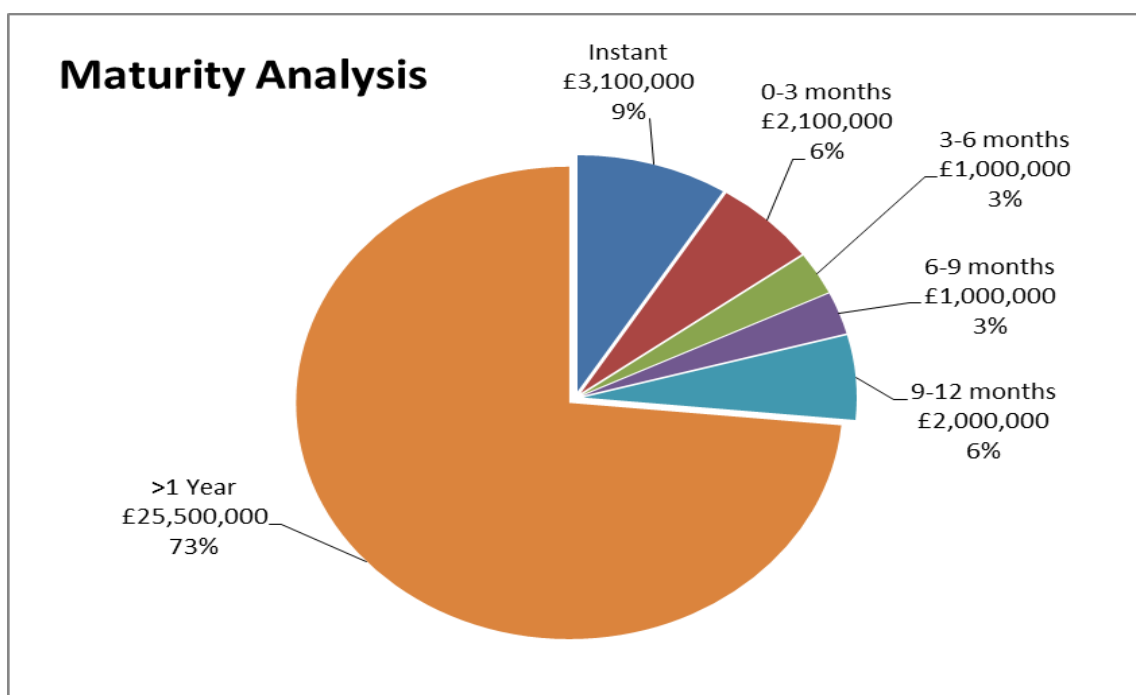
5.4 **All Investments** – The table that follows summarises deposit/investment activity during the 6-month period to 30th September 2016. Overall, there was a decrease of £4.3m invested during the period.

Investment Counterparty	Balance at 01/04/16 £m	Investments Made £m	Maturities/ Investments Sold £m	Balance at 30/09/16 £m	Avg Rate % and Avg Life (yrs)
UK Local Authorities	2.0	-	-	2.0	1% 9 - 12mths
UK Banks and Building Societies (unsecured):					
Short-term	3.0	2.0	(2.0)	3.0	0.8% 3 – 6mths
Long-term	-	-	-	-	
Foreign Banks	2.2	-	(2.2)	-	-
Covered Bonds	6.6	-	-	6.6	0.96% - 1.47% (1mth– 2 Yrs. 3 mths)
AAA-rated Money Market Funds and short-term bank investments	5.2	Activity in & out on a daily basis, resulting in a net reduction in the period	(2.1)	3.1	Varies daily <0.42%
Pooled Funds:					
• Payden	5.0	-		5.0	0.84%
• CCLA	5.0	-		5.0	5.55%
• SWIP Aberdeen	3.0	-		3.0	2.23%
• UBS Multi Asset	5.0	-		5.0	3.44%
• Threadneedle	2.0	-		2.0	4.36%
TOTAL INVESTMENTS	38.8	-	(4.3)	34.7	
Increase/ (Decrease) in Investments £m		-	(4.3)		

5.5 The following pie charts illustrate the spread of investments by counterparty along with a maturity analysis. These illustrate continued diversity.



Maturity Analysis for ALL INVESTMENTS as at 30th September 2016	Amount invested £	% of total investments
Instant	3,100,000	9
0-3 months	2,100,000	6
3-6 months	1,000,000	3
6-9 months	1,000,000	3
9-12 months	2,000,000	6
> 1 year	25,500,000	73
Total for all duration periods	34,700,000	100



6 CREDIT RISK (Credit Score Analysis)

- 6.1 Counterparty credit quality is assessed and monitored by reference to credit ratings. Credit ratings are supplied by rating agencies Fitch, Standard & Poor's and Moody's. Arlingclose assign values between 1 and 26 to credit ratings in the range AAA to D, with AAA being the highest credit quality (1) and D being the lowest (26). Lower scores mean better credit quality and less risk.
- 6.2 The advice from Arlingclose is to aim for an A-, or higher, average credit rating, with an average score of 7 or lower. This reflects the current investment approach with its focus on security. The scores are weighted according to the size of our deposits (value-weighted average) and the maturity of the deposits (time-weighted average).
- 6.3 The table below summarises the Council's internal investment credit score for deposits during the 6-month period to 30th September 2016. The Council's scores fall comfortably within the suggested credit parameters. This represents good credit quality deposits on the grounds of both size and maturity. When comparing performance between quarters, quarter 2 reflects an improved credit risk score from the position in quarter 1.

Date	Value Weighted Average – Credit Risk Score	Value Weighted Average – Credit Rating	Time Weighted Average – Credit Risk Score	Time Weighted Average – Credit Rating
Q4 2015/16	3.02	AA	1.50	AAA
Q1 2016/17	4.74	A+	5.45	A+
Q2 2016/17	2.88	AA	1.57	AA+

- 6.4 **Interest Rate Exposure:** This indicator is set to monitor the Council's exposure to the effects of changes in interest rates. The indicator calculates the relationship between the Council's net principal sum outstanding on its borrowing to the minimum amount it has available to invest. The upper limits on fixed and variable rate interest rate exposures expressed as the amount of net principal borrowed is shown in the table that follows.

At 30th September 2016 the Council's total net position on principal sums invested amounts to £34.7m (investments) offset by £10.3m (borrowing) resulting in a (net) amount of £24.4m.

Interest Rate Exposure	2016/17 Approved Limit	End of Q2 2016/17 Actual
Upper limit on fixed interest rate exposure – represented by the maximum permitted net outstanding principal sum borrowed at fixed rate – Note that a negative indicator represents net investment	-£27m	-£27m

Upper limit on variable interest rate exposure – represented by the maximum permitted net outstanding principal sum borrowed at variable rate – Note that a negative indicator represents net investment	-£19m	-£19m
---	-------	-------

As the Council still has more funds available to invest than its total borrowing the above indicators result in negative figures.

- 6.5 **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing are given in the table below:

	Upper	Lower	End of Q2 2016/17 Actual Performance
Under 12 months	100%	0%	60%
12 months and within 24 months	100%	0%	15%
24 months and within 5 years	100%	0%	21%
5 years and within 10 years	100%	0%	4%
10 years and above	100%	0%	-

At 30th September 2016, the Council's external borrowing amounts to £10m. The maturity duration percentage are related to the tiered repayment structure for the M3 LEP.

- 6.6 **Principal Sums Invested for Periods Longer than 364 days:** The purpose of this indicator is to control the Council's exposure to the risk of incurring losses by seeking early repayment of its investments. Performance against the limits on the total principal sum invested to final maturities beyond the period end is:

	2016/17 Approved Limit	End of Q2 2016/17 Actual Performance
Limit on principal invested beyond year end at any one time	£50m	£25m

7 COUNTERPARTY UPDATE

- 7.1 All three credit ratings agencies have reviewed their ratings in the six months to reflect the loss of government support for most financial institutions and the potential for varying loss given defaults as a result of new bail-in regimes in many countries. Despite reductions in government

support, many institutions have seen upgrades due to an improvement in their underlying strength and an assessment that the level of loss given default is low. The Council continues to invest only in counterparties recommended by Arlingclose.

8 FORWARD LOOK

- 8.1 Advice from Arlingclose continues to ensure that the Council should focus on diversification of risk, spreading smaller amounts over an increasing number of counterparties. The Council currently uses 18 different counterparties compared with an average of 16 used by Arlingclose's 139 local authority clients.
- 8.2 Arlingclose are also in the knowledge that the Council has acquired over £16m of significant income yielding property assets in Q2 2016/17 and have provided advice on retention of an element of investments whilst borrowing is incurred.
- 8.3 In addition to continuing to spread risk by investing in a diverse range of counterparties, the Council's in-house team also continues to evaluate the opportunity for future investment options if sufficient cash becomes available. A range of potential options as specified in the current year's TMSS paragraph 5.6 (Full Council 25 February 2016 Agenda item 6 (2)) could be considered.
- 8.4 However, the Council's situation regarding its overall holding of investments and borrowing has changed with some significance during the first half-year 2016/17. These changes are due in the main to the approved acquisition of income yielding investment properties in the first half-year, which were not included in the Council's original capital budget for 2016/17.
- 8.5 Treasury management decision making is now progressing to incurring some specific external borrowing to service the Council's capital expenditure plans, whilst retaining existing investments for as long as possible.

9 BUDGETED INCOME & OUTTURN

- 9.1 The UK Bank Rate has been reduced to 0.25% (from 0.5%) and the Council's advisors central case estimate is for the Bank Rate to remain at 0.25%, but there is a 40% possibility of a drop to close to zero, with a small chance of a reduction below zero. The Council's full year 2016/17 budgeted investment income interest is now estimated to be £768,000, compared to the original budget for the year of £850,000. In addition, borrowing interest costs for the current year are estimated to be £12,000, compared to a zero original budget for 2016/17. This information was contained in the Cabinet report "Revenue Monitoring first half-year 2016/17" for 15 November 2016. The reduction in overall net investment/borrowing yield is directly related to the Council's decision to acquire a number of investment properties in the first half of the current year.

10 CONCLUSIONS

- 10.1 2016/17 continues to present challenges for treasury management. The Council's treasury team has concentrated as always on the security of deposits/investments while having regard to the returns available. It is estimated that the Council's increased capital expenditure in the current year will raise the level of external borrowing at the end of the year.
- 10.2 Further capital expenditure in 2017/18 and future years will require progressive redemption of the Council's investments as borrowing increases. Every effort is being made to retain the higher yielding investments for as long as possible, as their redemption in the future to raise cash for capital purposes will cause significant revenue effects in relation to the loss of investment income. The Council continues to seek to diversify its investments in order to maximise returns and to safeguard the Council's treasury management position.
- 10.3 The Treasury and Prudential indicators were set in February 2016 as part of the Council's Treasury Management Strategy. The Council can confirm that it has complied with its Treasury and Prudential Indicators for 2016/17.

AMANDA FAHEY HEAD OF FINANCIAL SERVICES

Background papers:

CIPFA Prudential Code 2011 (Printed edition 2013)

CIPFA Code of Practice - 'Treasury Management in the Public Services'

Loans and Investments records

Contact: Amanda Fahey, Head of Financial Services, x8440

1.1 Prudential Indicators

Estimates of Capital Expenditure: The Council's planned capital expenditure and financing is summarised as follows.

Capital Expenditure and Financing	2016/17 Estimate £m	2016/17 Projected £m	2017/18 Estimate £m	2018/19 Estimate £m
General Fund	8.802	27.500	5.317	1.150
Total Expenditure	8.802	27.500	5.317	1.150
Capital Receipts	5.477	18.840	3.470	(0.037)
Capital Grants & Contributions	2.575	0.655	1.097	0.437
Revenue	0.750	0.550	0.750	0.750
Prudential Code Borrowing	-	7.455	-	-
Total Financing	8.802	27.500	5.317	1.150

Capital expenditure in 2016/17 is now estimated to be significantly higher when compared to the original estimate. Detail of this increase can be obtained by reference to Cabinet report 15 November 2016 "Capital Programme Monitoring" agenda item 2 (2).

Estimates of Capital Financing Requirement:

The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for a capital purpose.

Capital Financing Requirement	31.03.17 Estimate £m	31.03.17 Projected £m	31.03.18 Estimate £m	31.03.19 Estimate £m
General Fund	4.3	4.3	15.0	29.9
Total CFR	4.3	4.3	15.0	29.9

The CFR amounts provided above are provided in relation to the TMSS for 2016/17 incorporating items within the 8-Point Plan with regard to "Invest to Save" schemes.

Gross Debt and the Capital Financing Requirement: In order to ensure that over the medium term debt will only be for a capital purpose, the Council should ensure that debt does not, except in the short term, exceed the total of capital financing requirement in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years. This is a key indicator of prudence.

Debt	31.03.17 Estimate £m	31.03.17 Projected £m	31.03.18 Estimate £m	31.03.19 Estimate £m
Borrowing	4.1	4.1	3.4	2.6
Total Debt	4.1	4.1	3.4	2.6

During 2016/17, the Council is expecting to continued make use of a revolving infrastructure fund from the Local Enterprise Partnership (M3 LEP).

Operational Boundary for External Debt: The operational boundary is based on the Council's estimate of most likely, i.e. prudent, but not worst-case scenario for external debt. It links directly to the Council's estimates of capital expenditure, the capital financing requirement and cash flow requirements, and is a key management tool for in-year monitoring. Other long-term liabilities comprise finance lease, Private Finance Initiative and other liabilities that are not borrowing but form part of the Council's debt.

Operational Boundary	2016/17 Estimate £m	2016/17 Projected £m	2017/18 Estimate £m	2018/19 Estimate £m
Borrowing	5.0	5.0	5.0	5.0
Total Debt	5.0	5.0	5.0	5.0

Authorised Limit for External Debt: The authorised limit is the affordable borrowing limit determined in compliance with the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2016/17 Estimate £m	2016/17 Projected £m	2017/18 Estimate £m	2018/19 Estimate £m
Borrowing	14.0	14.0	18.0	20.0
Other long-term liabilities	1.0	1.0	1.0	1.0
Total Debt	15.0	15.0	19.0	21.0

Ratio of Financing Costs to Net Revenue Stream: This is an indicator of affordability and highlights the revenue implications of existing and proposed capital expenditure by identifying the proportion of the revenue budget required to meet financing costs, net of investment income.

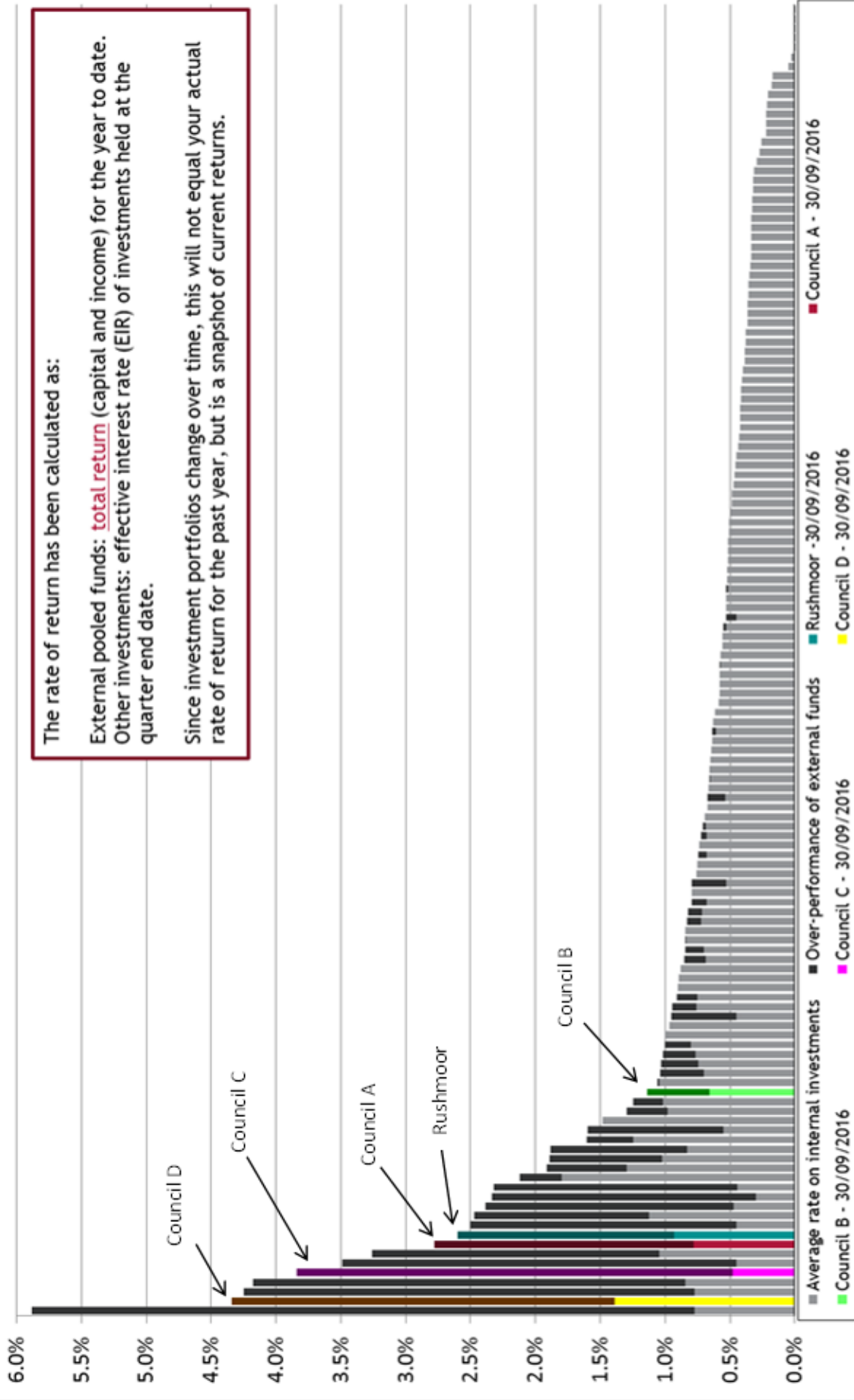
Ratio of Financing Costs to Net Revenue Stream	2016/17 Estimate %	2016/17 Projected %	2017/18 Estimate %	2018/19 Estimate %
General Fund	-7	-7	-5	-5

Incremental Impact of Capital Investment Decisions: This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels. The incremental impact is the difference between the total revenue budget requirement of the current approved capital programme and the revenue budget requirement arising from the capital programme proposed.

Incremental Impact of Capital Investment Decisions	2016/17 Estimate £	2016/17 Projected £	2017/18 Estimate £	2018/19 Estimate £
General Fund - increase in annual band D Council Tax	4.75	4.75	2.67	2.55

Total Return on Total Investment Portfolio (Internal plus External Funds)

The rate of return has been calculated as:
 External pooled funds: **total return** (capital and income) for the year to date.
 Other investments: effective interest rate (EIR) of investments held at the quarter end date.
 Since investment portfolios change over time, this will not equal your actual rate of return for the past year, but is a snapshot of current returns.



This page is intentionally left blank

AGENDA ITEM No. 3

CABINET
13 December, 2016

DIRECTORS' MANAGEMENT
BOARD REPORT
REPORT NO. DMB1606

PERFORMANCE UPDATE REPORT TO END NOVEMBER 2016

1. Introduction

1.1 This paper sets out performance monitoring information for the first 6 months of 2016/17 with additional updates where relevant.

2. Detail

2.1. Rushmoor Borough Council's Cabinet has undertaken a major review of the Council's priorities based on the concept of "Listen, Learn and Deliver – Better". The Council now has four new priorities underpinning its stated Purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives.**

The four priorities are:

- Sustaining a thriving economy and boosting local business
- Supporting and empowering our Communities and meeting local needs
- Cleaner, greener and more cultural Rushmoor
- Financially sound with services fit for the future



- 2.2. Cabinet undertook an all Member workshop on the 29 September, 2016 and from this session key actions were identified as follows. Further work has now begun to develop the key supporting activities that will deliver these actions.

Sustaining a thriving economy and boosting local business

- Drive the regeneration of Aldershot
- Push forward with the regeneration of Farnborough town centre
- Improve local levels of educational attainment and skills and raise aspirations
- Bring forward social and private rented housing opportunities - establish our own housing company
- Support the borough's small and medium businesses (SMEs)
- Work with the Enterprise M3 Local Enterprise Partnership and other organisations
- Pursue continued economic growth across the borough
- Put in place a new Rushmoor Local Plan in 2017/18
- Secure Alternative Natural Green Spaces (SANGS) to enable development
- Support the Wellesley development and maximise the opportunities it offers

Supporting and empowering our Communities and meeting local needs

- Address the shortage of homes
- Improve the health and wellbeing of residents and workers in the borough
- Work in and with our communities to help them become more involved in doing things in their local communities
- Tackle deprivation where it exists within the borough
- Help the voluntary sector to become more sustainable
- Continue to support families to transform their futures through our supporting families programme
- Encourage, incentivise and support those affected by welfare reforms
- Address street drinking issues in our town centres
- Enable decisions to be made as close to customers and communities as possible
- Establish a ward community grant scheme and good causes lottery
- Manage and improve community cohesion

Cleaner, greener and more cultural Rushmoor

- Maintain weekly collections whilst increasing recycling

- Build on the historic value of our towns and create the conditions for a cultural renaissance
- Improve civic pride and community involvement in maintaining the cleanliness, appearance and appeal of our neighbourhoods
- Continue our work and engage with the community more, to maintain and improve the quality of the environment
- Ensure new buildings contribute to improving the quality of the environment
- Promote the use of our leisure and cultural facilities
- Develop and implement a parking strategy
- Determine the Council's future approach to the provision of our leisure facilities
- Complete the major contracts renewal

Financially sound with services fit for the future

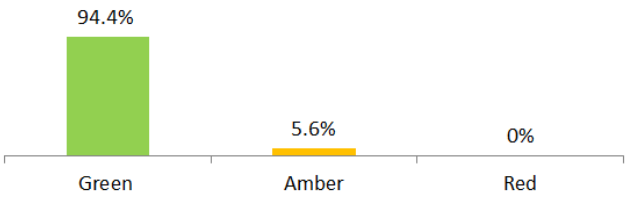
- Keep people well informed about our services and what is going on
- Develop a trading company to increase income
- Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan
- Listen better to our residents, customers and local businesses
- Through our Digital Strategy seize opportunities to do things better
- Take advantage of opportunities to bring together public services at the Council offices and use our assets better
- Improve local accountability, drive double devolution and increase democratic engagement to deliver better services to the public
- Improve our services as part of our transformation programme
- Continue to implement our organisational development strategy

2.3. The 2017/18 Council Plan is currently being developed alongside the budget and the full set of priorities and supporting activities will be set out in that Plan which will be agreed in the new year. In the meantime, we have continued to monitor key areas of work and service measures during the 2016/17 period so that Cabinet can have an overview of performance across the organisation and be reassured that progress is being made to deliver against their priorities. This information set out in the Annex to this report.

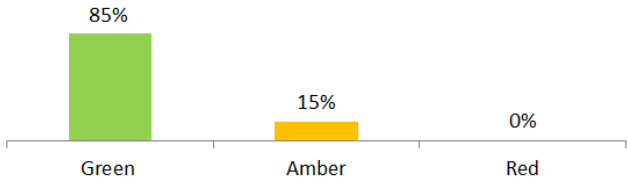
2.4. A summary of the progress made against the variety of actions and measures monitored is set out in the graphic below. The colour coding system used is:

- Green indicates that the action or initiative is on course
- Amber flags up that achieving the action or indicator is in question or requires attention
- Red shows that we have not been able to achieve what we had expected at this time

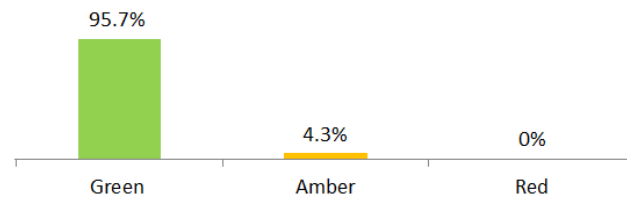
Sustaining a thriving economy and boosting local business



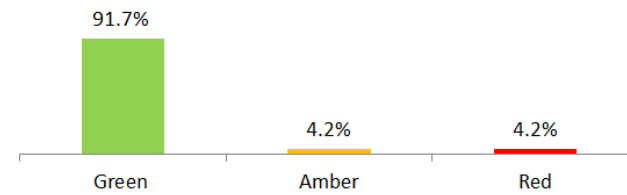
Supporting and empowering our communities and meeting local needs



Cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



3. Recommendation

3.1 The Cabinet is asked to note the performance made in the first six months of the 2016/17 Municipal Year.

DIRECTORS' MANAGEMENT BOARD

November, 2016

Contact Jon Rundle, Strategy, Performance and Partnerships Manager
01252 398801, jon.rundle@rushmoor.gov.uk



Sustaining a thriving economy and boosting local business

Supporting and empowering our communities and meeting local needs

Cleaner, greener and more cultural Rushmoor

Financially sound with services fit for the future

Council progress monitoring report November 2016/17

Contents

	Page
Introduction and purpose and priorities	3
Progress summary as at 30 th September 2016	4
Sustaining a thriving economy and boosting local business	5
• Progress	5
• Service measures	8
Supporting and empowering our Communities and meeting local needs	9
• Progress	9
• Service measures	13
Cleaner, greener and more cultural Rushmoor	18
• Progress	18
• Service measures	21
Financially sound with services fit for the future	23
• Budget overview	23
• The 8 Point Plan	24
• Organisational Development	35
• Progress	37
• Service measures	38

Introduction

During 2016/17, Rushmoor’s Cabinet reviewed its priorities and developed key actions for 2017/18. Rushmoor has four priorities, which are:

- **Sustaining a thriving economy and boosting local business**
- **Supporting and empowering our Communities and meeting local needs**
- **Cleaner, greener and more cultural Rushmoor**
- **Financially sound with services fit for the future**

These priorities will help achieve our purpose:

“Rushmoor Borough Council, working with others to improve the quality of people’s lives”

This monitoring report, brings together the priorities, key actions and existing areas of work and service measures and sets out progress at the end of Quarter 2 2016/17 and includes more recent updates where appropriate.

Rushmoor purpose and priorities 2017/18

Rushmoor Borough Council, working with others to improve the quality of people’s lives

People have an equal right to live healthy lives, in safe, clean and sustainable places.
We want to address the causes of inequality and help create opportunities for local people to fulfil their aspirations.
We have to target our limited finances to where they are most needed.

Sustaining a thriving economy
and boosting local business

Cleaner, greener and
more cultural Rushmoor

LISTEN
LEARN
DELIVER
BETTER

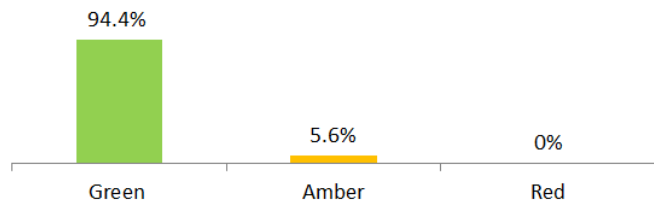
Supporting and empowering
our communities and
meeting local needs

Financially sound with
services fit for the future

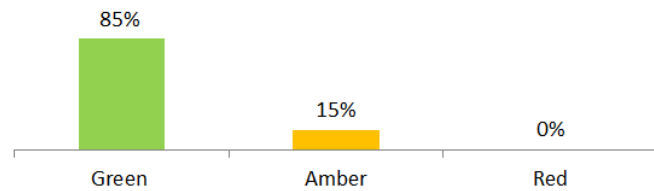
RUSHMOOR
BOROUGH COUNCIL

Progress summary as at 30th September 2016

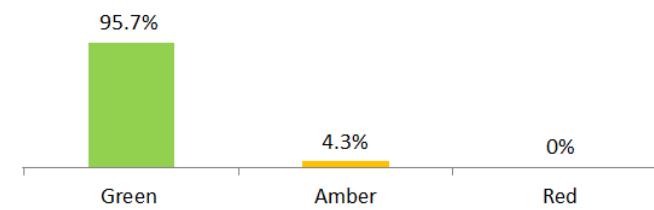
Sustaining a thriving economy and boosting local business



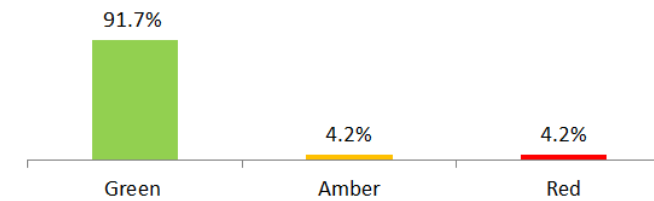
Supporting and empowering our communities and meeting local needs



Cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



Key:

- **Green** indicates that the action or indicator is on course
- **Amber** flags up that achieving the action or indicator is in question or needs attention
- **Red** shows that we have not been able to achieve what we had expected at this time

Sustaining a thriving economy and boosting local business

Aiming to:

- Drive the regeneration of Aldershot
- Push forward with the regeneration of Farnborough town centre
- Improve local levels of educational attainment and skills and raise aspirations
- Bring forward social and private rented housing opportunities - establish our own housing company
- Support the borough's small and medium businesses (SMEs)
- Work with the Enterprise M3 Local Enterprise Partnership and other organisations
- Pursue continued economic growth across the borough
- Put in place a new Rushmoor Local Plan in 2017/18
- Secure Alternative Natural Green Spaces (SANGS) to enable development
- Support the Wellesley development and maximise the opportunities it offers

Progress

Aldershot Town Centre Regeneration

- Review our approach to delivering our vision for a regenerated Aldershot Town Centre

	Update: On course
--	-------------------

- Put in place Aldershot Regeneration Task Force and supporting officer arrangements to drive forward the regeneration of Aldershot Town Centre. This will include promotion of the Aldershot Town Centre Prospectus to potential investors and developers and the development and implementation of schemes with partners including the Enterprise M3 LEP

	Update: Task Force in place and meeting monthly
--	---

- To bring forward the regeneration scheme at Aldershot Railway Station

	Update: LEP Grant funding of £900,000 secured towards a scheme totalling £1.8m. In discussions with South West Trains regarding the delivery of the project with an anticipated completion date of March 2018 for the regeneration works.
--	---

Farnborough Town Centre Regeneration

- To continue to support the regeneration of the town centre and encourage completion of the KPI scheme

	Update: On course
--	-------------------

- Progress the regeneration of the Farnborough Civic Quarter following adoption of the Supplementary Planning Document in 2015

	Update: On course
--	-------------------

Economic development

- Finalise and adopt an Economic Development Strategy for the Council and progress key actions identified in the plan

	Update: Draft considered by Members and revision underway
--	---

- Assessment of the implications of continuing reform of the business rates retention scheme alongside a review of discretionary discounts and support to local business

	Update: On course
--	-------------------

Educational attainment - Proactively support work with partners including the Local Education Authority and Schools to help raise aspirations and improve educational attainment for students attending schools in the borough. Actions include:

- Continued support and monitoring of the mental health project
- Work with the Basingstoke Consortium, EM3 and CMP to deliver work experience opportunities in local schools
- On-going dialogue with the County Council to identify solutions to recruitment issues and long term performance of local secondary schools
- Financial support towards the recruitment of one English teacher to work flexibly across 2 schools

	Update: A meeting is being planned for the New Year with key politicians and senior officers from HCC
--	---

Rushmoor Local Plan - Continue with the preparation of a new single Local Plan for the Borough. This will include public consultation on a Pre-Submission version of the Local Plan for a 6-week period commencing in October 2016, (Subsequently followed by an Examination in May 2017, looking to Adoption by the end of 2017)

	Update: Slight revision to timetable required.
--	--

Wellesley (Aldershot Urban Extension) project - To achieve a successful residential led development on land to the north of Aldershot

	Update: On course
--	-------------------

Responding to Government policy - Respond to the requirements of the Localism Act, where relevant to the planning system, including the Duty to Co-operate and neighbourhood planning. We will also respond to the provisions of the anticipated Housing and Planning Bill upon its enactment.

	Update: On course
--	-------------------

Skills and employability

- Support the M3 local enterprise partnership with the Skills & Employment programme

	Update: On course
--	-------------------

- Manage and support delivery of the Skilled Up programme

	Update: On course
--	-------------------

- Further develop the Rushmoor Employment and Skills Zone working with developers, new businesses, the National Skills Academy for Construction and other partners to improve employment and skills

	Update: On course
--	-------------------

Service measures

Invoices paid on time

Percentage of invoices paid within 30 days

2015/2016	Q1	Q2	Q3	Q4	2016/2017
97.83%	97.08%	97.86%			

Determination of Planning Applications in a timely manner

Major applications within 13 weeks

2015/2016	Target	Q1	Q2	Q3	Q4	2016/ 2017
85%	60%	73%	100%			

Minor applications within 8 weeks

2015/2016	Target	Q1	Q2	Q3	Q4	2016/ 2017
78.5	65%	66%	76%			

Other applications within 8 weeks

2015/2016	Target	Q1	Q2	Q3	Q4	2016/ 2017
84.9%	80%	87%	88%			

% of appeals allowed against the authority's decision to refuse

2015/ 2016	Target	Q1	Q2	Q3	Q4	2016/ 2017
44%	40% max	50%	33%			
9	Number of appeal decisions	2	3			
4	Number allowed	1*	1			

*Ham and Blackbird Appeal

Supporting and empowering our Communities and meeting local needs

Aiming to:

- Address the shortage of homes
- Improve the health and wellbeing of residents and workers in the borough
- Work in and with our communities to help them become more involved in doing things in their local communities
- Tackle deprivation where it exists within the borough
- Help the voluntary sector to become more sustainable
- Continue to support families to transform their futures through our supporting families programme
- Encourage, incentivise and support those affected by welfare reforms
- Address street drinking issues in our town centres
- Enable decisions to be made as close to customers and communities as possible
- Establish a ward community grant scheme and good causes lottery
- Manage and improve community cohesion

Progress

RSP - Rushmoor Strategic Partnership – Support the vision of the Sustainable Community Strategy through 2016/17 and develop the future key priorities with the Partnership.

Current Key priorities are:

- Address deprivation issues across the borough including specific pockets of deprivation in Aldershot Park, Cherrywood and Wellington
- Improve secondary educational achievement
- Understand and respond to skills and employment needs and opportunities
- Understand mental health problems to enable coordinated support for prevention and recovery
- Protect vulnerable people and reduce the level of violent crime, drug and alcohol related offences and anti-social behaviour
- Encourage healthy lifestyles
- Support our residents and businesses to increase resilience and encourage economic growth and prosperity

	<p>Update:</p> <ul style="list-style-type: none">• The October RSP meeting was extremely well attended• John Mitchell was appointed as Chairman and Ken Muschamp as Vice-Chairman
--	--

	<ul style="list-style-type: none"> • Carol Williams (First Wessex) presented a comprehensive update on My North Town and briefed partners on the benefits of the possible merger with Sentinel Housing • Colin Alborough led an overview of the Public Health funded projects covering Rushmoor with two successful case studies from Alex Hughes (CAB) on Nepali Health Communications and Rachael Austen-Jones (RHL) on Active Families • Work continues on RSP priorities around ownership, delivery and monitoring mechanisms • In Brief items included: Terms of Reference; Educational Attainment; Supporting Troubled Families; Town Centres; Wellesley; Enterprise M3, Economic Recovery and Devolution.
--	--

Health & Wellbeing Partnership - To continue to provide leadership, and engagement of health partners to support the public health needs of the Borough. To refresh the health priorities with the Rushmoor Strategic Partnership based on the needs of the Borough.

	Update: On course
--	-------------------

Community Safety Partnership - Following the creation of the North Hampshire Community Safety Team, Rushmoor's, Hart's and Basingstoke and Dene's Community Safety Partnerships are to formally merge.

- The priorities for North Hampshire in 2015-16 are (Awaiting 2016-17 update)-:
- Antisocial behaviour
- Alcohol related violent crime
- Vulnerabilities
- Substance Misuse

	Update: Total crime and anti-social behaviour in Rushmoor increased during Quarter 2 when compared to the same time last year. Violent crime is a current force priority and levels have risen in Rushmoor and across Hampshire. In addition, the increase in public order offences can be partially attributed to changes in recording practices which have seen many incidents which previously would have been categorised as ASB now being recorded as public order.
--	--

Community Safety Partnership data - The Rushmoor Community Safety Partnership monitors crime rates in the Borough.

**Yearly 2nd Quarter comparison – 2013/14 v 2014/15
with % difference and 2014/15 v 2015/16 with % difference**

	2014/15	2015/16	2016/17	2015/16 diff on 2014/15	% diff	2016/17 diff on 2015/16	%diff
1a Homicide	0	0	0	N0	0%	N0	0%
1b Violence with Injury	152	260	341	N108	+71%	N81	+31%
1c Violence without Injury	148	297	388	N149	+101%	N91	+31%
2a Rape	12	21	21	N9	+75%	N0	0%
2b Other Sexual Offences	23	22	35	N1	-4%	N13	+59%
3a Robbery of Business Property	1	0	2	N1	-100%	N2	+100%
3b Robbery of Personal Property	1	4	3	N3	+300%	N1	-25%
4a1 Burglary in a dwelling	50	23	36	N27	-54%	N13	+57%
4a2 Burglary in a building other than a dwelling	59	27	45	N32	-54%	N18	+67%
4b Vehicle Offences	129	79	55	N50	-39%	N24	-30%
4c Theft from the Person	11	20	16	N9	+82%	N4	-20%
4d Bicycle Theft	45	33	44	N12	-27%	N11	+33%
4e Shoplifting	139	124	184	N15	-11%	N60	+48%
4f All Other Theft Offences	166	173	181	N7	+4%	N8	+5%
5a Criminal Damage	198	207	258	N9	+5%	N51	+25%
5b Arson	9	5	7	N4	-44%	N2	+40%
6a Trafficking of Drugs	13	14	8	N1	+8%	N6	-43%
6b Possession of Drugs	65	52	45	N13	-20%	N7	-13%
7 Possession of Weapons Offences	7	14	14	N7	+100%	N0	0%
8 Public Order Offences	78	153	189	N75	+96%	N36	+24%
9 Miscellaneous Crimes Against Society	21	33	24	N12	+57%	N9	-27%
Total	1327	1561	1896	N234	+18%	N335	+21%
ASB	904	665	787	N239	-26%	N122	+18%

(Source: data from Rushmoor Community Safety Team based on figures from Hampshire Police)

Welfare Reform - Continuing to assess the impact of welfare reform, particularly for our most vulnerable residents and those affected by more than one policy change

	Update: Working with Members from the Welfare Reform Task and Finish group on the Council Tax Support Scheme for 2017/18.
--	---

Rushmoor Supporting Families Programme - Lead the Rushmoor and Hart Supporting Families Programme. Rushmoor Supporting (Troubled) Families Programme is promoting positive change in professional practice with families. There is inter-agency co-operation and understanding, better information-sharing, more targeted work with families and increased positive experiences for service-users. Locally the programme is particularly well targeted and responsive to the needs of families, with good take-up by those families in most need. Targeting families with problems relating to:

- Crime and anti-social behaviour
- Education, children not in school
- Worklessness, adults on out-of-work benefits
- Young people not in employment, education or training
- Problems with drugs and/or alcohol
- Physical or mental health problems
- Domestic violence and abuse
- Families at risk of homelessness or unmanaged debts
- Young children failing to thrive
- Unhealthy weight and/or malnutrition concerns

	Update: The transition to a new HCC Family Support Service, which is aligned with the County's STF programme, will take several months, and has caused uncertainty among key partners and referrers. We are therefore behind target for the number of families identified this year (Cohort 5).
--	---

Housing

- New housing and homelessness strategy to be in place by the end of the year. Key consultation event planned for the 18th April.

	Update: On course
--	-------------------

- Maintain development programme working collaboratively with providers to meet identified housing need in light of withdrawal of HCA grant funding. (For example Stoll and Gurkha Homes Veterans accommodation, Sentinel Domestic Violence. properties)

	Update: Gurkha Homes project completed, Sentinel have acquired one property for Domestic Violence
--	---

- Secure units at Mills House for use as temporary supported housing for homeless households.

	Update: On course
--	-------------------

- Working with partners to address street homelessness and looking at proposals to deliver North Lane Lodge by summer 2016.

	Update: Legal process delayed start on site for 8 weeks. The building work to North Lane Lodge has started on site and handover to the Society of St James (Housing Association) is planned for week commencing 19 December 2016. It is anticipated that the first few residents will occupy the accommodation from the middle of January 2017
--	--

- Carry out survey work in private sector to identify poor housing conditions, deprivation, overcrowding and concealed households.

	Update: Areas 4 and 5 are completed. Area 6 – still a couple of visits outstanding and them moving on to the first area in Farnborough, which is Area 7
--	--

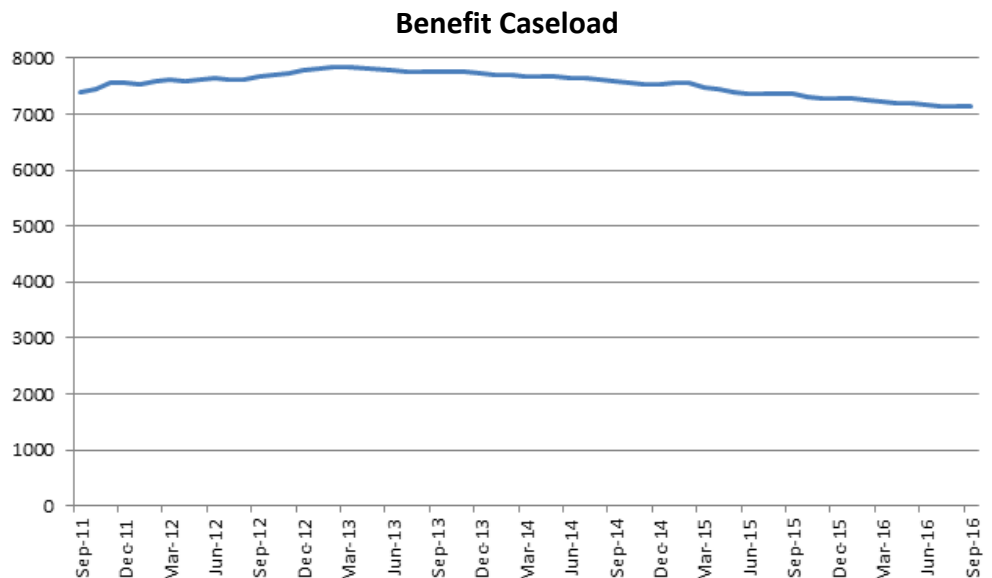
Health and sport - Improve the Health & Well-being of our residents through provision of the Rushmoor 10k, Cycle Sportive, monthly cycle rides, parkrun, GP referral scheme and a wide range of rehab and recovery classes – spring 2017

	Update: On course
--	-------------------

Service measures

Benefit caseload

- Sept 2016 – 7,129
- Sept 2015 – 7,356
- Sept 2014 – 7,581
- Sept 2013 – 7,748



There has been a drop of 227 claims in the past year; the number of residents claiming CTS has decreased by 4% (213) from Sept 2015 – Sept 2016 whilst the number of people claiming Housing Benefit has reduced by 0.1% during this time.

Housing – Homelessness

1. Number presenting

2015-16	Q1	Q2	Q3	Q4	2016-17	Comment
162	37	35				

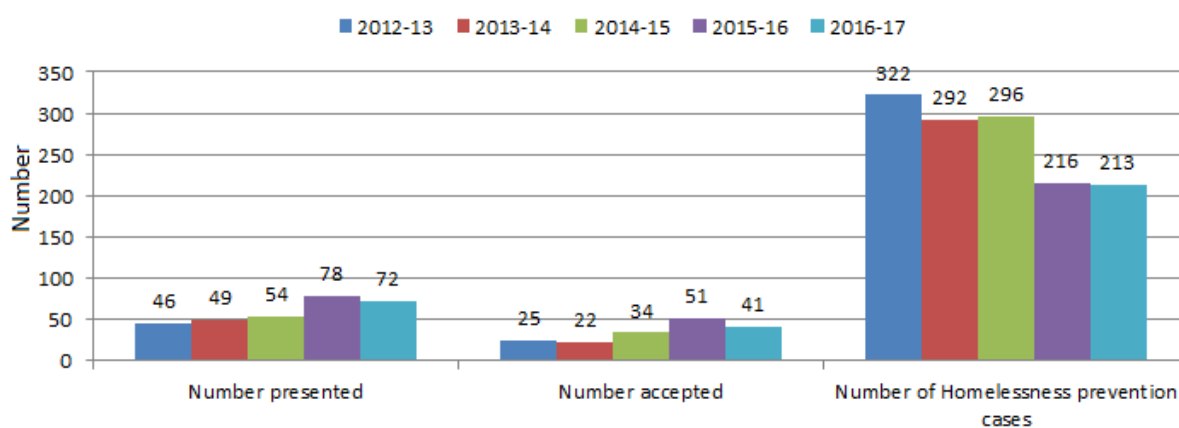
2. Number accepted

2015-16	Q1	Q2	Q3	Q4	2016-17	Comment
105	25	16				

3. Number of Homelessness prevention cases (HOTs and Youth Aims figures combined)

2015-16	Q1	Q2	Q3	Q4	2016-17	Comment
600	132	81				

Homelessness caseload Quarter 1 2012-13 to 2016-17



Housing - Temporary Accommodation – Bed and Breakfast

1. Number in B&B

2015-16		Q1	Q2	Q3	Q4	2016-17	Comment
90	Numbers placed throughout the quarter	12	14				
	Numbers as at the end of the quarter still in B&B	1	4				

2. B&B Cost

	2015-16	Q1	Q2	Q3	Q4	2016-17	Comment
Gross figure	£121,026	£19,664	£12,566				
Net figure after HB*	£85,471	£13,086	£7,804				

*Housing Benefit only covers a fraction of the cost of B&B.

Housing - Temporary Accommodation – Hostels

1. Number in Hostels *(placed throughout the quarter)*

2015-16	Q1	Q2	Q3	Q4	2016-17	Comment
22	32	18				

2. Hostel Cost

2015-16	Q1	Q2	Q3	Q4	2016-17	Comment
£27,104	0	0				

Housing - Gross Affordable Housing Completions

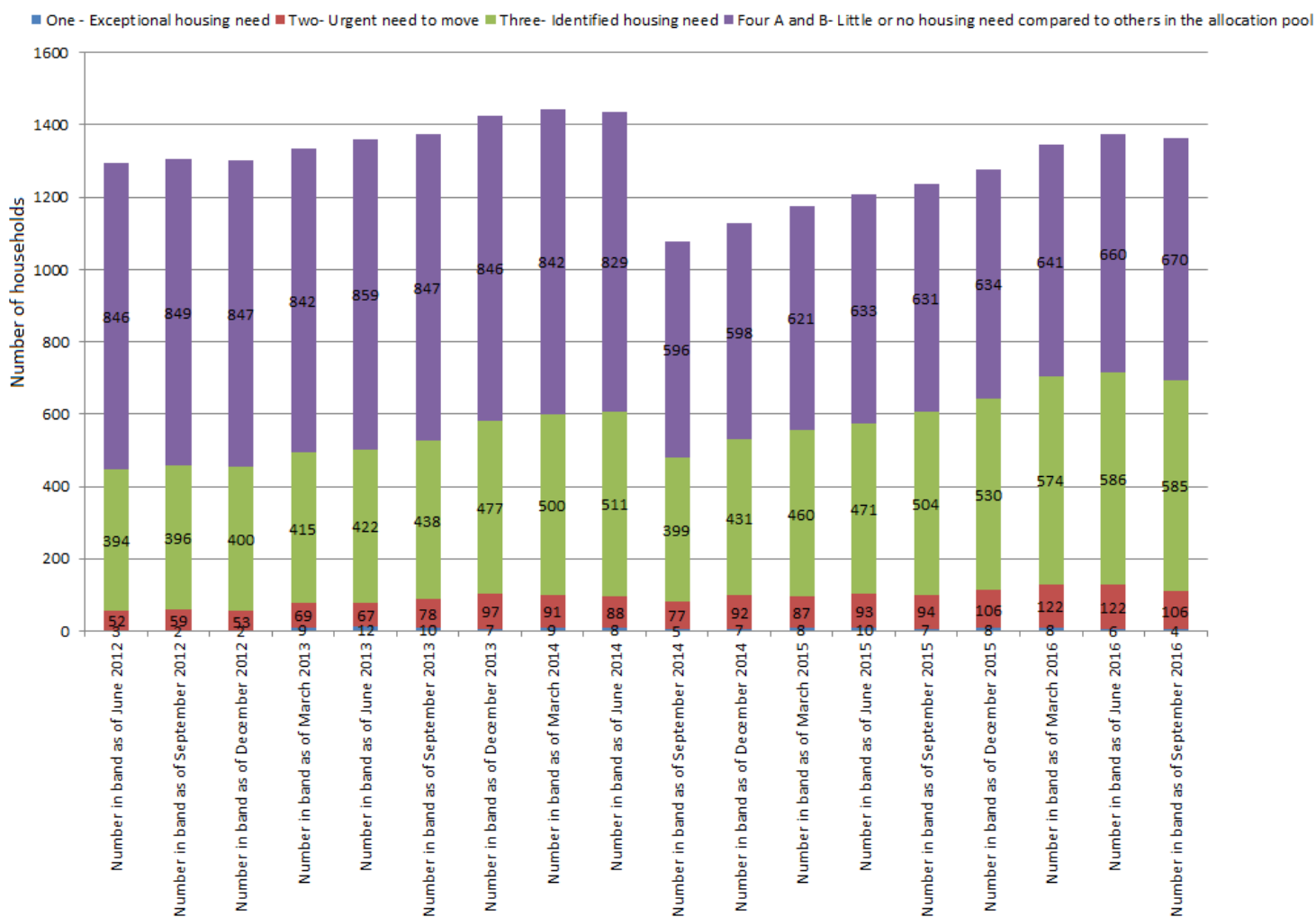
2015-16	Target 2016-17	Q1	Q2	Q3	Q4	2016-17	Comment
45 (3 year average 98 pa)	Average of 150 new affordable homes p.a. over any 3 yr period	22	5				2 Grainger 3 Sun Park

Housing Allocation Scheme

Band	Need	Number in band as of September 2016	Number Housed July- September 2016
One	Exceptional housing need	4	1
Two	Urgent need to move	106	32
Three	Identified housing need	585	15
Four A and B	Little or no housing need compared to others in the allocation pool	670	2
Total		1365	50

*Households in Band One still need to wait for the right size property to become available for them.

Numbers in the Housing Allocation Pool at the end of each quarter



Note: There was a review of the Housing Allocation Scheme resulting in a reduction in the numbers in the allocation pool in Quarter 2 2014/15.

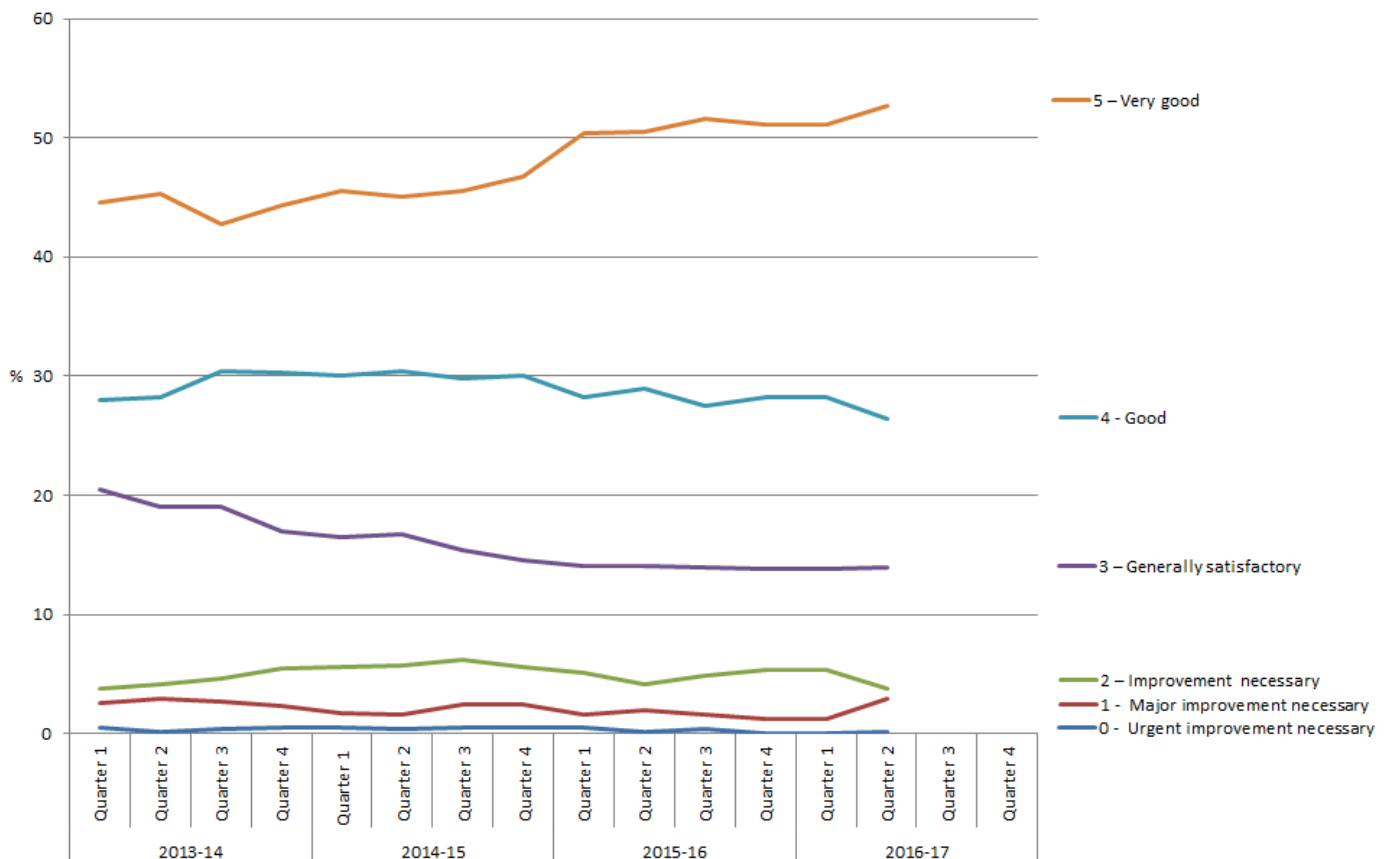
Food Hygiene Ratings Scheme

The national Food Hygiene Ratings Scheme has been successfully implemented following the launch on 1st November 2011. Businesses are now rated 0-5 on the scheme, which can be viewed on the Food Standards Agency web pages.

Summary of scores September 2016

	Farnborough	Aldershot	% for Rushmoor
0 - Urgent improvement necessary	0	1	0.2
1 - Major improvement necessary	6	10	2.9
2 - Improvement necessary	11	10	3.8
3 - Generally satisfactory	34	44	14
4 - Good	78	69	26.4
5 - Very good	168	126	52.7
Total	297	260	100

The % of Rushmoor food establishments rated 0 to 5 over time



Cleaner, greener and more cultural Rushmoor

Aiming to:

- **Maintain weekly collections whilst increasing recycling**
- **Build on the historic value of our towns and create the conditions for a cultural renaissance**
- **Improve civic pride and community involvement in maintaining the cleanliness, appearance and appeal of our neighbourhoods**
- **Continue our work and engage with the community more, to maintain and improve the quality of the environment**
- **Ensure new buildings contribute to improving the quality of the environment**
- **Promote the use of our leisure and cultural facilities**
- **Develop and implement a parking strategy**
- **Determine the Council's future approach to the provision of our leisure facilities**
- **Complete the major contracts renewal**

Progress

Parking

- **Develop a new Parking Strategy**

	Update: Cabinet Working Group established in October to lead this work. Identified three worksteams – Residential parking, Pay & Display on and off street and school safety
--	--

- **Replace the ticket machines both on street and off street – Winter 2016**

	Update: Project rescheduled for March 2017
--	--

Cultural offer

- **To support the development of the Rushmoor Arts Hub to include training and development, website (to go live in 2016), networking and grants**

	Update: On course
--	-------------------

- **Provide the annual Rushmoor Fireworks Spectacular event**

	Update: Over 14,000 attended the event which was part sponsored.
--	--

- Provide Victoria day working with local residents to celebrate the Queens 90th birthday – summer 2016

	Update: Programme completed
--	-----------------------------

- Support the Friends of the Museum with their bid to the Heritage Lottery for a Heritage Trail for the Borough

	Update: On course
--	-------------------

Public Facilities

- Finalise plan for the rationalisation of play areas across the Borough – Autumn 2016

	Update: This has been delayed due to retendering of Grounds service with a paper to be considered in Spring 2018
--	--

- Develop proposals in response to Moor Road Planning for Real Programme – Spring 2017

	Update: Proposed layout for Moor Road has been developed through consultation and will require external investment to deliver the new facilities
--	--

- Implement new playgrounds in Pyestock Crescent and Osborne Road in Farnborough and Manor Park and Municipal Gardens in Aldershot in 2016

	Update: Pyestock Crescent is completed. Manor Park and Municipal Gardens tenders have been awarded with completion Spring 2017. Osborne Road is out to public consultation with completion around early Summer 2017
--	---

- Identify options for a new cemetery in the Borough - Spring 2017

	Update: Potential site has been identified and will be explored further when land transferred
--	---

- Produce design for a new changing pavilion at Ivy Road and identify funding options – Summer 2016

	Update: Design produced and majority of funding in place with additional grants being sought.
--	---

- Review development proposals to enhance the service offered by the Alpine Snow Sports – Winter 2016

	Update: The development of the slopes will require significant investment and will be considered as part of the retendering of the leisure contract.
--	--

- Assist Brickfields Country Park to develop a vision for improvement of the area and identify funding sources. – Summer 2016

	Update: Freshwater Habitat Survey and Action Plan complete moving to implementation phase and organisation of water and silt sampling.
--	--

- Arrange the dredging works for the Manor Park Lake – Autumn 2016

	Update: Freshwater Habitat Survey and Action Plan complete moving to implementation phase and organisation of water and silt sampling.
--	--

- Increase number of allotment plots in Borough

	Update: Additional plots have been provided and an update will be given to the Leisure and Youth Panel
--	--

- Implement the action plans for the Playing Pitch Strategy and the Parks, Sport & Recreation Plan. – Spring 2017

	Update: These plans are ongoing and are used to attract resources to enable them to be developed
--	--

- We will consider our approach to the retendering of our leisure contracts – Winter 2016

	Update: On course
--	-------------------

- Work with the Friends of the Aldershot Lido and Aldershot Civic Society to increase visitors to the Aldershot Lido – Summer 2016

	Update: In the Summer of 2016 the attendance figures have been in the region of 45,000, this was the same as 2014 and 2015 combined
--	---

Climate change

- Meet the actions and commitments in our Climate Local initiative.

	Update: On target
--	-------------------

- Carry out a survey of the remaining halogen and SON lighting in Council owned buildings and replace with energy efficient, zero maintenance LED.

	Update: Survey approximately 70% complete and LED lighting installed where appropriate.
--	---

- Completing planned energy efficiency works at the Princes Hall, the Crematorium, Rectory Road Pavilion, KGV Pavilion and to external lighting.

	Update: Rectory Road and KGV Pavilion complete, Princess Hall complete except for variable speed air handling fan to be installed by end Q3. LED lighting to be installed in Aldershot Park Pavilion by end Q3. Crematorium works on schedule to be completed by the end of Q3. External lighting works 90% completed.
--	--

Clean

- Introduction of a new way of monitoring satisfaction with street cleanliness and work of the enforcement team

	Update: Confirm Connect now implemented for Community Patrol Team facilitating better monitoring of standards. Changes through new contract will address satisfaction data.
--	---

- Implement changes from the review of our Green Waste service – spring 2017

	Update: Changes being implemented, level of complaints is low. Peak months for the transition are expected to be March – May 2017
--	---

Service measures

Rubbish and recycling data

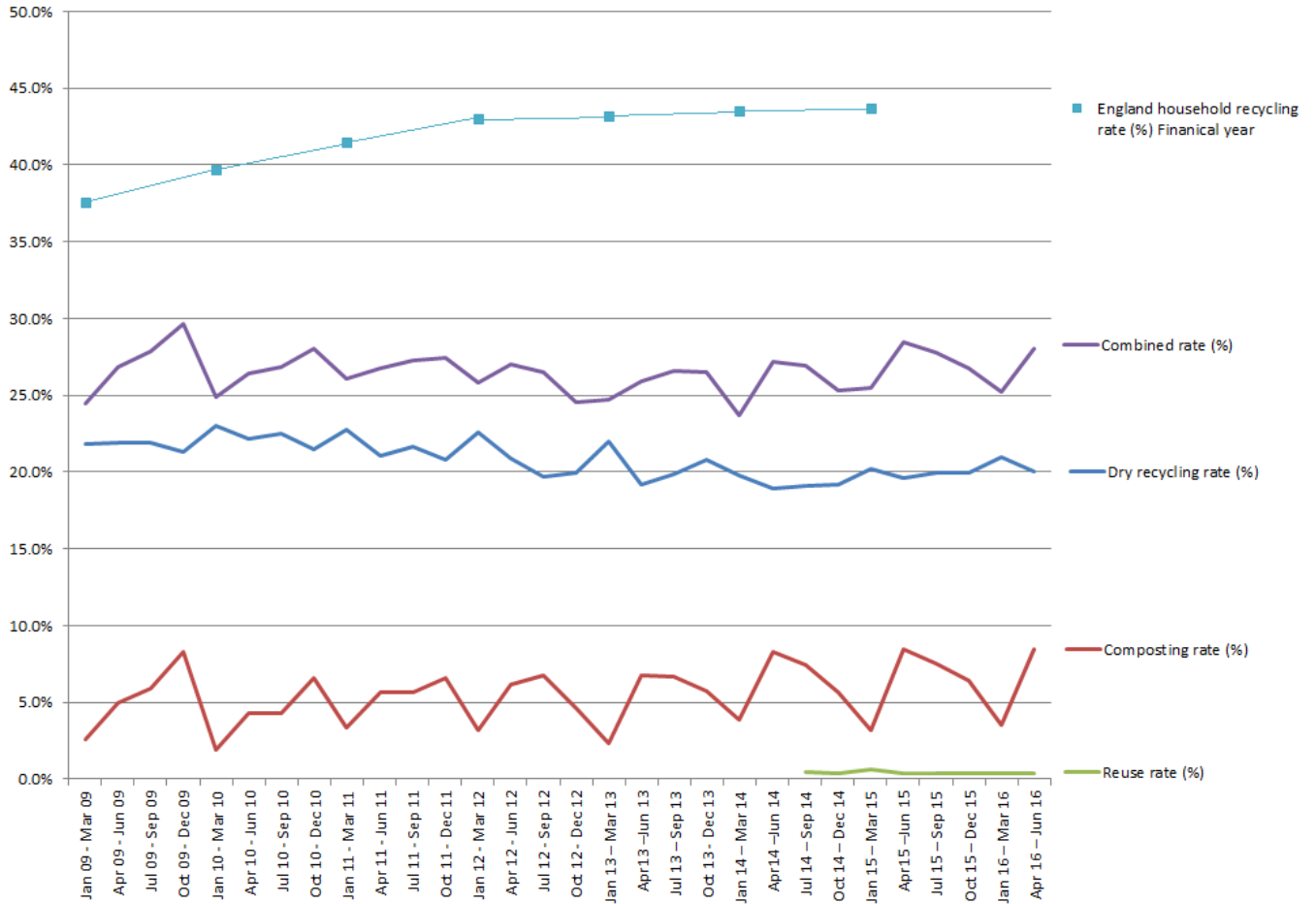
Refuse Collection - Residual household waste collected per household (kg) – year to date figure compared to previous years.

2015-16	Q1	Q2	Q3	Q4	2016-17
592.48	150.38	145.0 est			

Recycling – Waste Recycled and Composted

The following table shows the percentage of recycling over time for dry recycling, composting and the combined rate.

Percentage recycled and composted each quarter



From July 2014 we have added the reuse rate to the chart. The reuse rate looks at the percentage of household waste sent for reuse purposes. An example might be sending clothes for resale, or refurbishing some furniture for redistribution to families with low incomes

Financially sound with services fit for the future

Aiming to:

- **Keep people well informed about our services and what is going on**
- **Develop a trading company to increase income**
- **Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan**
- **Listen better to our residents, customers and local businesses**
- **Through our Digital Strategy seize opportunities to do things better**
- **Take advantage of opportunities to bring together public services at the Council offices and use our assets better**
- **Improve local accountability, drive double devolution and increase democratic engagement to deliver better services to the public**
- **Improve our services as part of our transformation programme**
- **Continue to implement our organisational development strategy**

Overview of Budget

	Current Approved Budget	Latest Monitoring
	2016/17	position 2016/17
	£000	£000
Net Service Expenditure	13,450	12,916
Reductions in service costs/income generation	(503)	(186)
Vacancy Monitoring	(315)	(315)
Interest Receivable	(850)	(768)
Other Corporate Income and expenditure		116
Contributions to/(from)Reserves	(68)	115
Collection Fund (Surplus)/Deficit	270	270
Central Government Funding	(6,286)	(6,450)
Contribution to/(from) balances	(34)	(34)
Council Tax requirement	5,664	5,644
	£M	£M
Projected Year-end balance	1.458	1.966

Good progress was made in the first half of the year against the original savings target of £860,000 with £357,000 being identified during the budget challenge exercise with Heads of Service and Directors' Management Board. This has reduced the target to £503,000. Variances reported in the period will contribute a further £317,000 leaving just £186,000 to be identified. The two largest adverse variances reported in Q1 have now both been revised

more favourably as corrective action has been put in place to bring income streams back on track. There is also flexibility in the position to mitigate against risk of non-delivery of the remaining savings as revenue contributions to capital schemes may well be reduced due to additional central funding being received from the Better Care Fund.

The projected General Fund Balance at the year-end is £1.966m, which is close to the top end of the approved range as agreed in the Medium-Term Financial Strategy.

While the position is sound for 2016/17, the next few years continue to be challenging, with the level of central government cuts already announced, continued uncertainty over the future operation of the New Homes Bonus and the review of the Business Rates Retention Scheme. It is therefore key that the Council continues to drive forward its sustainability plans and reduces its net revenue costs.

The 8 Point Plan

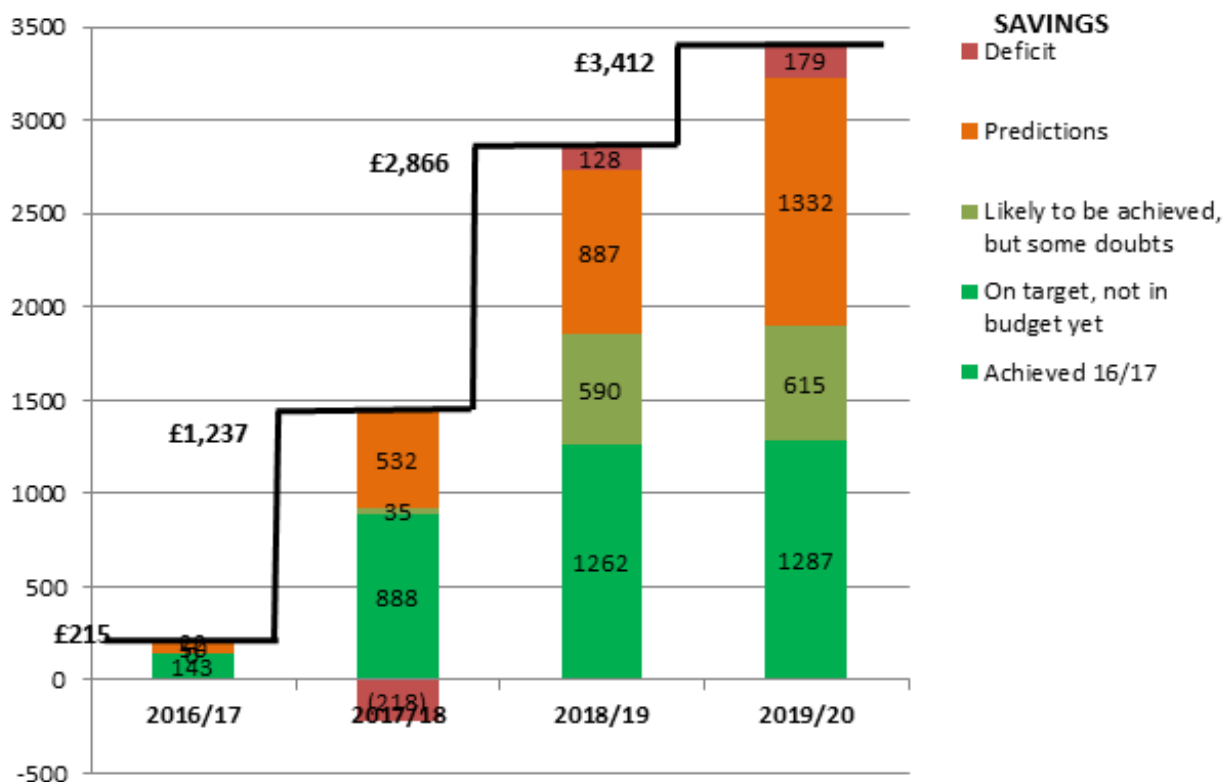
The 8 Point Plan is a strategy to ensure financial and service sustainability, by reducing net revenue spending over the medium to long term.

8 Point Plan Overview



Total 8 Point Plan Projected Savings

8 Point Plan progress towards meeting savings required (September 2016)



Details of projects under each point of the 8 Point Plan

Point 1 - The Workbook

The Workbook – Scope To use the Workbook to identify areas to focus most effort in terms of:

1. Increasing income generation
2. Service efficiency (Point 2)
3. Opportunities to cease work
4. Short/ long term plans

Timescales:

- All Members’ session at end of September
- Budget Strategy Group meeting 14 December, 2016

Targets – an indication of the potential savings or benefits achievable:

Potential savings:

- This project is seen as a tool to inform and enable reduction in net revenue spend and does not have a specified target

Other benefits:

- 86 items totalling £357,000 from £100 - £50,000 removed from budgets by Q1
- Areas being progressed via Cabinet reports for example changes at Connaught Leisure Centre, review of various staffing resources, changes to fee income
- Further savings from restructuring, operational savings e.g. markets, process changes e.g. statutory advertising, review provision of play schemes
- More challenging to deliver – major projects e.g. divestment of assets, reviewing the provision of support to organisations and community groups, consideration of alternative operating models for Princes Hall

Risks: Potential difficulties:

- Time and scale of task
- No financial benefit derived from project

	Update: The Budget Strategy Working Group has used the Workbook to review the work of the organisation and this culminated in the Members Seminar on 29 September 2016. Work under this project has therefore concluded and the opportunities identified above will now be pursued as individual projects.
--	--

Point 2 - Efficiency & Transformation

This work stream includes two projects: Systems Thinking and Channel Shift

Systems Thinking – Project scope: To improve the delivery of services and reduce costs by embedding the systems thinking approach into services and the organisation through a blended approach incorporating:

- Personnel Review (Appraisal redesign (Phase 1) delivered, and Phase 2 underway (Learning & Development Programme, sense-making of broader themes with WLT).
- Channel Shift (High demand streams delivered to IT, scoping for Outbound Mail underway).
- Support requests (elections, Condeco room bookings, secondments).
- Educative work (plan and deliver second staff showcase, plan ST element of Leadership Development Programme).

Timescales: This is an ongoing programme of work.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: Some staff savings achieved and further savings to be delivered through changes in the Parking service. The future work-plan is directly linked to supporting the Council's managers and services in learning how to use Systems Thinking techniques to improve services. This will be expected to thereafter achieve savings as managers apply learning to remove waste and realise cashable benefits.

Risks: Programme is a key enabler to deliver Point 2, and there is a need to balance longer-term Organisational Development objectives and achieving shorter term savings with the focus being on achieving sustainable service delivery

	Update: On course
--	-------------------

Channel Shift and Mobile Working – Scope:

- To provide services in a way that allow customers to interact with the Council in way and time that suits them.
- Streamline processes to meet back office operations which are essential, but should not divert resources away from delivering services to customers.
- Make best use of technology to streamline end to end processes to ensure effective service delivery and more efficient use of resources
- To deliver modernised services that are accessible and sustainable

Timescales:

Project	Status
Customer Access Strategy	Under development
Transformation & Customer Hub	Under development
Rushmoor Report IT “App” *	Cabinet Sub-Group 20/9 - procurement/ implementation
Mobile Working	See separate plan
Web Site Re-design	Project scoping
Electronic Post/ Outbound Mail	Feasibility
Meeting Management Portal (Modern.Gov)	Implementation underway
Payments	
Major Contracts (Waste Channel Shift*)	Formal tender underway
Channel Shift Infrastructure - Service Based Technology (Option 2 feasibility)	Feasibility - see attached separate plan

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:

- As an indication, from £10m staff costs a 2.5% saving (circa nine posts) would net £250,000 per annum.
- Immediate cashable savings will come from decommissioning existing IT systems (CRM). These are currently estimated at £30,000 per annum (achieved).
- Further savings will come from resources being released in services.

Risks:

- Council “App” and Modern.gov projects have been prioritised above option 2 work
- Corporate restructure/ transformation and customer service strategy work has impacted on overall work programme, savings, resources and priorities
- Programme governance remains unclear

	Update: Work currently being reviewed with a view to incorporating into a new Transformation Programme
--	--

Point 3 – Income Generation & Investment Opportunities

This work stream consists of seven projects:

1) Property Investment – Project scope:

- To invest in commercial property to provide a revenue return
- Development of Asset Management Strategy
- Making better use of our assets
- Making better use of community property

Timescales: Asset Management Strategy completion – April 2016

Targets – Range of purchases made, achieving a return of between 3.2% and 5.4%

Risks:

- Costs and risks of this approach will need to be assessed against the return on investment of other options (such as property funds – currently 4-6%)
- Need to consider use of appropriate Prudential Borrowing over the medium term
- Impact on revenue budget of Prudential Borrowing
- Failure to properly make provision for maintenance and management costs associated with responsible property management would place significant additional risk
- Care will however need to be taken to ensure a diverse spread over a range of sectors. This will minimise risks associated with a concentration on a single sector

	Update: Commercial property acquisition programme has proceeded apace. 6 properties purchased, achieving an annual return of £621k pa. Project currently pausing to consolidate and review future purchases against current financial position.
--	---

2) Housing Initiatives – Project scope: This is an enabling project which will consider options relating to the potential creation of a SPV (Special Purpose Vehicle) which would enable the authority to purchase residential properties for rental purposes.

Timescales: Currently unscoped.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:

Risks:

- Decision required on how to deliver

	Update: Work has stalled prior to decision on model to adopt and project lead.
--	--

3) Review of Fees and Charges – Project scope: This area of work has expanded to identify all fees and charges charged by the Council and document their charging methodology, levels of income generated, whether the charge is statutory or discretionary and an indication of the cost of providing the service. This will enable a more holistic review of fees and charges to be undertaken and, taken together with the Workbook activity identified above, provide a realistic basis for a review of the level of service provided. The outcome should be clear and transparent charging mechanisms, ease of access to information for the customer, and a format for annual review.

Timescales: October/ November – annual review

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: 2016/17 - £35k

Risks: No risks have been identified yet.

	Update: Fees and Charges book developed: Discussed at Cabinet on 15 November, 2016
--	--

4) Creation of new income generating assets – Project scope: To redevelop the Union Street car parks for housing, to be held as an income producing asset.

Timescales:

- End July 2016 Decision made as to how to proceed.
- Stage two (working up recommended scheme) started.
- Outcome of work done by Grainger due July 2016.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: £67,905 per annum

Risks:

- The council needs to cover the opportunity cost of investing its capital and make a return that will provide an income over and above this that exceeds current car parking income.
- Although Union Street East appears to produce an IRR that equals the Council's benchmark 5% Union Street West does not. The finance team have provided check IRR calculations, which indicate that neither scheme produces IRRs above 5% even without providing public car parking. (Finance to run new spreadsheets following

further information from Adams Integra. Finance to run parallel spreadsheets on the car park income).

- Profitability could be improved if the affordable housing requirement is reduced to zero. Members will need to decide whether, in the interests of income generation, they are prepared to reduce/ forgo affordable housing.
- Profitability could be improved by value engineering e.g. designing to reduce costs, using modern methods of construction, packaging sites to achieve economies of scale.
- Any new development would attract New Homes Bonus, although the future of this is uncertain
- The Union Street Car Parks are not at capacity. The adjoining SWTrains carpark also has spare spaces. Some of this may be due to the temporary car park at the Ham and Blackbird. Our Car Parks Manager and Head of Community are relaxed about loss of parking spaces if the loss of car parking is more than adequately covered by increased income from development. The loss of public car parking could be an issue locally i.e. increase pressure on on-street parking, concerns from commuters.

	Update: Delayed awaiting outcome of discussions with Grainger (Latest Position: outline scheme received and now under consideration)
--	--

5) Income Generation – Digital Advertising – Project scope: The scope of this project covers the potential for proceeding with digital advertising on:

- Land adjacent to the M3
- Mobile advertising screen
- Council buildings and assets

Timescales:

- September 16 – consultant appointed
- November 16 – report detailing assessment of options and advertising potential received

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: Interactive monoliths in Aldershot will achieve a guaranteed income of £10k pa and indicative additional income of £32k pa.

Risks: Advertising displays are subject to Business Rates and these will need to be factored into any feasibility work

Planning permission will be required for the assets and this may attract objections

	Update: Consultant engaged to advise on the viability of opportunities in the borough. Survey work has now been completed, and a comprehensive report providing a full assessment is expected in January 2017.
--	--

6) Farnborough International Loan – Project scope: The scope of this project is a loan to Farnborough International to facilitate the development of new exhibition facilities on the airshow site.

Timescales:

- October 16 – all party contracts signed
- February 18 – build complete

Targets/Expected Outcomes – Revenue return of £180k pa.

	Update: On course
--	-------------------

7) Income Generation – Development of Trading Company – Project scope:

The scope of this project is to investigate and establish a trading company which can be used to enable the Council to trade on a commercial basis.

Timescales:

- Timescales for this project are currently under development

Targets/Expected Outcomes – This is an enabling project and does not have a specific target attached to it.

Risks: Risks relating to this project are still to be identified

	Update: Initial discussions held and potential approach identified. Report to be developed for Cabinet to enable company to be set up.
--	--

Point 4 – Better Use of Property & Assets

Co-location Programme (Phase 2) – Project scope: To create an appropriate and effective working environment which secures significant financial benefit and prepares the Council to meet future changes in services.

Timescales:

- Refurb Revenue kitchen – November 2016
- Move Finance – November 2016
- Complete commercial negotiations with HCC Children Service– December 2016
- Undertake post recent restructure moves – January 2017
- Develop a plan to move HCC into offices (dependant on commercials) – March 2017

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:

- Income of approximately £19k received from existing tenants
- Income from any further tenants subject to commercial negotiation

Risks:

- Heads of Service leading their teams through the change process is required to help the transition.
- Significant learning has been identified on people issues in the move to Zone 1 and will need to be covered in future moves.
- Clarification needs to be sought on the approach to identifying and liaison with tenants – Ann Greaves to provide procedure to follow.
- Political changes and possible different perceptions to project – feedback that this is a priority.
- Working within the financial climate to ensure right decisions are made and communicated to staff - update in CX newsletter 7 October 2016

	Update: Refurbishment of Revenue kitchen and Financial Services moves completed
--	---

Point 5 – Financial Strategy

The Financial Strategy will be moved forward in the year and linked with corporate priority setting and the corporate plan. It will bring the MTFF into the strategy document rather than reporting it later in the year. MTFF will be adapted to a more strategic level, using high level estimates to provide a direction of travel rather than a detailed budget position. The strategy will be over-arching themes rather than detail plans and the actions will flow from the strategy.

The budget process itself is being refined and improved alongside a review of the coding structure to better facilitate budget management by budget holders.

Reserves, their use and the level of, is also key part of this.

Targets – an indication of the potential savings or benefits achievable: £350,000 per annum achieved from revised approach to Treasury Management

Point 6 – Organisational Structure

Organisational Structural Review – Project scope: reviewing the functional and organisational arrangements of Rushmoor Borough Council, identifying a range of possible options for the design of the organisation into the future and the implications attached to them.

A new ‘budget challenge; process was introduced last year where Directors reviewed service budgets with Heads of Service, seeking savings and suggesting new ways of working. This

will continue this year, with 1:1 meetings with one of the Corporate Directors to set the scene, an emphasis in our DMB/HoS appraisals on performance and delivery of sustainability plans and with a request to HoS to compile a list of potential future savings options to be considered by DMB for the medium term.

The 1:1 meetings with the Director will aim to establish a common understanding of the financial position and how we see corporate governance and responsibility coming together at a leadership level.

Timescales: July: Minor re-organisation as a result of the internal appointment of Corporate Director
October - November: Delivery of revised priorities to be developed, leading to organisational structure changes. Heads of Service developing options in own services.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: Estimates yet to be identified.

Risks: None identified yet.

	Update: Recruitment of new Chief Executive agreed by Cabinet. MARS agreed and interest from staff to be sought.
--	---

Point 7 – Better Procurement

This work stream includes two projects: Future Delivery of Direct Services and Procurement Practices and Policy.

Future Delivery of Direct Services – Project scope : To explore new ways of delivering contracted services (waste, cleansing, grounds) that will deliver improved service standards and reduced cost. Covers the following service areas:

- Waste Collection
- Street Cleansing
- Grounds Maintenance
- Public Convenience Cleaning

Timescales:

- Procurement process (competitive dialogue) – July 2015 – January 2017
- Contracts awarded – January 2017
- Mobilisation of chosen option by August 2017

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: A potential savings of £.5m over the 10 year term of the contract are being sought, but the figures quoted are confidential at present due to the on-going competitive tendering process.

Risks: Major risks for project relate to the need for changes to the service and residents' behaviour to generate savings.

	Update: Dialogue has now closed and final tenders from the remaining bidders are expected on 16 December 2016.
--	--

Procurement Practices and Policy – Project scope: The project will focus on:

- Smarter Procurement
- Procurement Policies

Timescales: Work programme for 2016/2017 is underway

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: It is estimated that a minimum of £50,000 per annum in savings will be achieved.

Risks: There is a need to take a balanced view on price, against organisational quality requirements and standards and potential internal costs of change

	Update: It is considered that the objectives of this project have now been achieved and on-going monitoring should transition to business-as-usual
--	--

Point 8 – Effective Taxation Policies

Effective Taxation Policies – Project Scope: Annual review of taxation policies:

- Tax based forecasting
- National Homes Bonus
- Council Tax/CTS & Empty Properties
- Discounts & exemptions
- Support to businesses
- Business rates retention

Scenarios will be based on the principle of minimum contribution by all. This will be a single common thread running through the various taxation policies. The scenarios will explore different levels of contribution and model the results those levels will achieve. They will seek to identify the maximum achievable level of contribution before collection costs and defaulters negatively affect levels of income

Timescales: 1 April 2016 – implementation of revised Council Tax Support Scheme

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: Currently no individual projects

Risks: This is very much a Member driven and political journey, and it will only be possible to implement changes that politicians support.

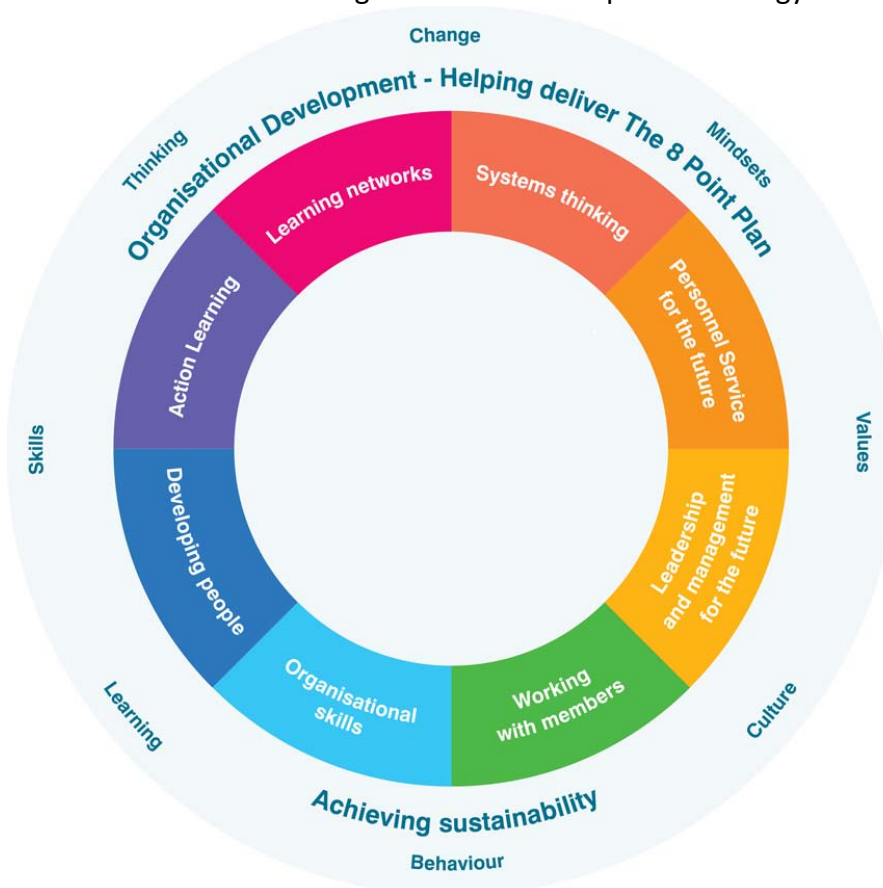
Organisational Development

The Council’s Organisational Development Strategy is a key component of the Council’s approach to achieving sustainability. Its focus is on developing the people in our organisation to respond to the changing context for the Council, the changing needs of our communities and to ensure our staff and members have the skills and capabilities to support the delivery of the 8 Point Plan.

The current strategy consists of eight work streams, which are contributing to the following six outcomes:

- A council better equipped to work with change and complexity;
- Effectively supporting members in their organisational and “local leadership” roles;
- A council that is engaging differently and increasing the capacity of communities, residents, businesses and partners to meet the needs of Rushmoor together;
- The leadership we need for the future at every level;
- A culture that embraces challenge and difference;
- A sustainable learning organisation.

We will assess our performance by measuring our progress on key actions within the eight work streams that contribute to our organisational development strategy.



Our key actions for 2016/17 for each of the eight OD work streams are set out below:

1. Systems Thinking:

- Working on Channel Shift/ Transformation programme via the scoping and redesign of high-demand work streams such as garden waste, ordering bins and boxes, clinical waste, missed collections and outbound mail.
- Embedding a new approach Development Reviews (completed) with the development of a Learning and Development Programme aligned to organisational priorities.
- Helping others with shaping the delivery of other projects i.e. elections redesign, Condecco room bookings and secondments.

2. Personnel Service for the future:

- Further development of e-services/online hub after the success of migrating payslips online (October 2016) - to modernise processes and achieve efficiencies.
- Review and development of key Personnel Policies to help us manage and support our workforce.
- Revise secondments process in line with our broader Learning and Development Programme as above.

3. Leadership & Management for the future:

- Embed and support structural change, new roles, responsibilities and working relationships arising from the Budget Challenge and other organisational changes.
- Reshaping of organisational design and resourcing to enable increased pace of 8 Point Plan initiatives and other organisational priorities such as regeneration.

4. Working with Members:

- Develop support, new working relationships and approaches following the changes to leadership, portfolio holders and panel chairs.
- Support and follow through development needs identified through Cabinet member Development Group.
- Develop a “Political Skills” offer for the workforce.

5. Organisational skills:

- Crucial Conversations training for five cohorts from August 2016 to January 2017.
- Develop our approach to project and programme management for key staff involved in the delivery of 8 Point Plan initiatives and organisational priorities
- Acquire greater understanding and skills to support more commercial ways of working.
- Consider how to develop and embed skills to support delivery of the Digital Strategy.

6. Developing people:

- Undertake a skills audit as part of the 2017 Development Reviews to enable us to use our resources more creatively and in-line with organisational priorities.
- Continue work to maintain and develop the behaviours we want to see across the organisation linked to our Simple Rules.

7. Action Learning:

- Continue to support the first two cohorts of Action Learning sets.
- Maintain development of and organisational utilisation of current internal facilitators.
- Agree next steps for the use of action learning across the organisation.

8. Learning networks:

- Five further Staff Engagement events planned over the forthcoming year – including a second Staff Showcase (15th December 2016).
- Continue to develop opportunities for middle managers and front-line staff to be involved in corporate project work.

	Update: On course
--	-------------------

Progress

Democracy and elections

- Holding the local elections and Police Crime Commissioner elections on 5th May 2016

	Update: Completed
--	-------------------

- Prepare and deliver the EU Referendum for the Rushmoor area on 23rd June 2016

	Update: Completed
--	-------------------

- Complete the service review of the new system of Individual Elector Registration and plan and implement appropriate changes to the system

	Update: The review is nearing the completion of the check stage and will shortly be moving to the re-design stage
--	---

- Complete the review of the Council's Constitution

	Update: Changes have been made to include the new Cabinet portfolio responsibilities and all revised Codes and Protocols which have been approved by Council. Updates have been made to the Cabinet scheme of delegation to reflect decisions. A broader review of the scheme of delegation underway to reflect new senior management structure.
--	--

- Develop the work on Members Community Leadership role as part of the Organisational Development Programme

	Update: The Member Development Group led work to gather evidence through nine Ward member meetings. Further to this, workshops facilitated by the LGA were held with Members and Officers together on 'future councillors'. The outcome of this work will inform the programme of Member Learning and Development in 2017.
--	--

- Complete the process for the renewal of the Council's Charter for Elected Member Development'

	Update: The Charter Renewal Assessment day is 13 December, 2017 and the portfolio of evidence has been submitted. Members and Officers will meet with the Assessment Team as part of the re-assessment day process
--	--

Devolution - Engage in developing, shaping and responding to options for devolution in and across Hampshire and the Isle of Wight including the potential Heart of Hampshire Combined Authority

	Update: On-going Leader and Chief Executive engaged in the process
--	--

Website - As part of Rushmoor Digital Strategy work will start on refreshing the Council's website to enable better engagement with our customers

	Update: Project plan produced and resources identified. Awaiting further clarification on outcome of channel shift priorities, but scheduled to start early 2017.
--	---

Service measures

Social media data

Facebook likes

2015/2016	Q1	Q2	Q3	Q4	2016/2017
2,470	2,650	2,923			

Twitter followers

2015/2016	Q1	Q2	Q3	Q4	2016/2017
2,966	3,186	3,666			

Council tax and NNDR collection

	2015/2016	Q1	Q2	Q3	Q4	2016/2017
Council Tax	97.89%	98.09%	96.35%			
NNDR	98.72%	108.27%	97.68%			

Staffing absence and turnover

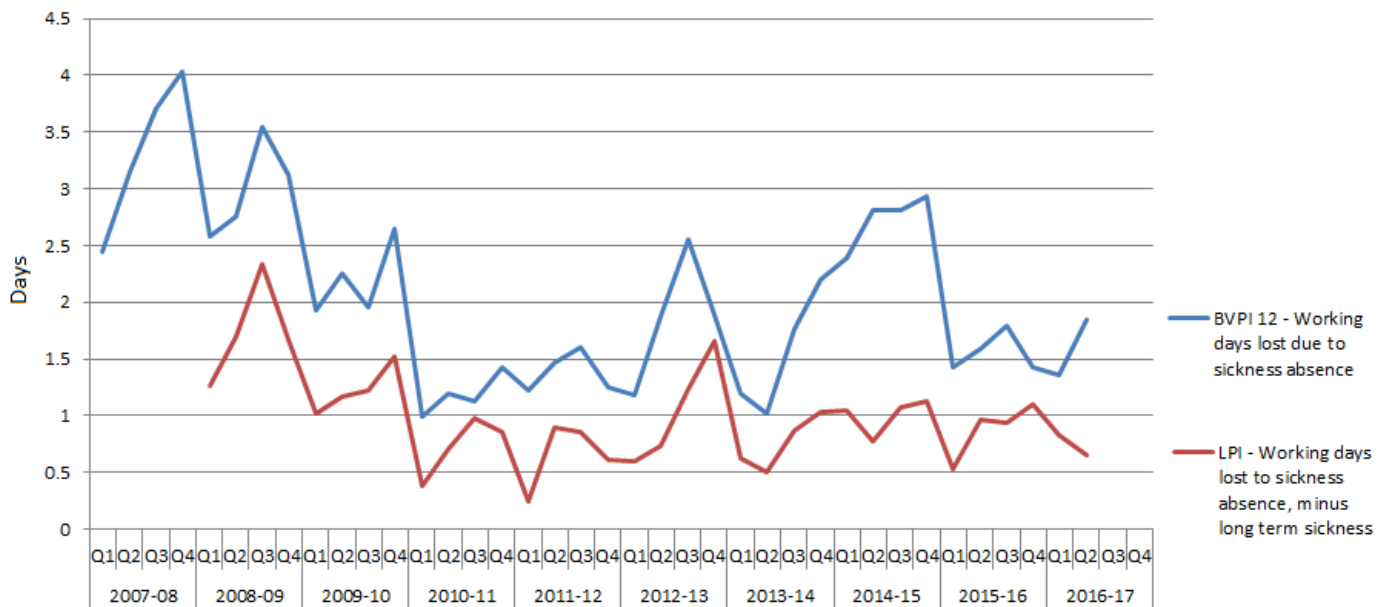
Staffing: Turnover

	2015/ 2016	Q1	Q2	Q3	Q4	2016/ 2017
Staff turnover	13.43%	1.33	2.32			

Staffing: Absence

Average number of working days lost due to sickness absence per FTE	2015/ 2016	Q1	Q2	Q3	Q4	2016/ 2017
Working days lost due to sickness absence - BVPI12	6.23 1609 days	1.36 356 days	1.85 490 days			
Working days lost to sickness absence, minus long term sickness - LPI	3.53 915 days	0.83 216 days	0.65 171 days			

Absence



Customer contact data

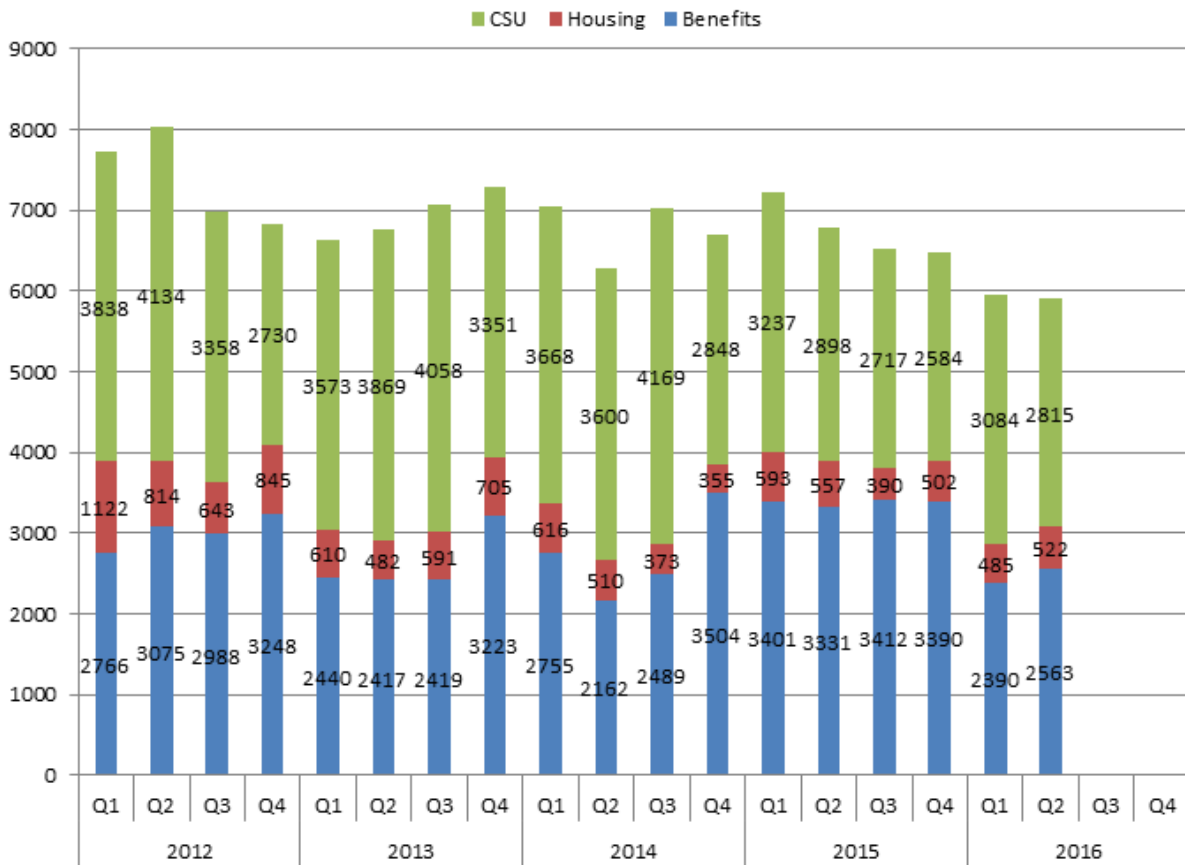
Services used:

In Quarter 2 of 2016/17, we had 5,900 walk-in customers. The breakdown of these customers is:

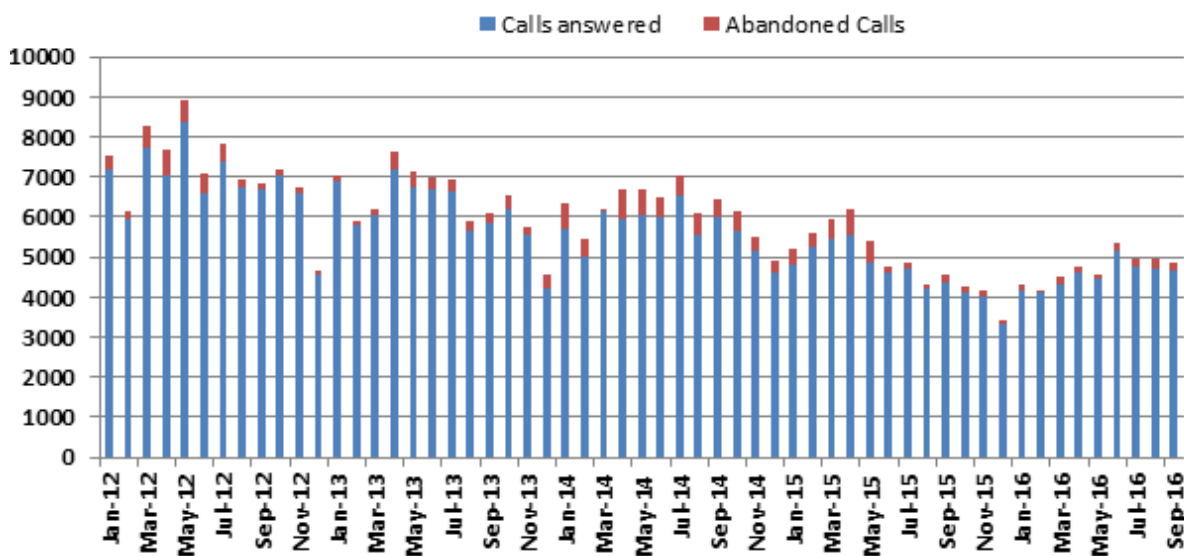
- 2,563 (43%) for Benefits services
- 2,815 (48%) for CSU services
- 522 (9%) for Housing services

From the previous quarter, the overall number of walk in customers has decreased by 1%. Benefit services saw 173 more customers, Customer Services saw 269 fewer customers and Housing Services 37 more customers. From the same quarter last year, the overall number of walk in customers has decreased by 13%.

Number of walk-in customers Quarter 4 2012-13, to Quarter 2 2016-17



CSU Call Statistics: January 2012 – Sept 2016



In the last quarter, the CSU have answered 14,161 calls. This is an increase of 865 calls (6.5%) on the same period last year.

	July- Sept 2016	July- Sept 2015	July- Sept 2014
Calls offered	14783	13778	19592
Calls answered	14161	13269	18073
Calls abandoned	622	482	1519
Abandoned rate	4%	3%	8%

The abandoned call rate during Quarter 2 2016 is slightly higher than the same period last year, however the number of calls has increased. The abandoned rate has halved from 8% in Q2 2014/15 to 4% in Q2 2016/17 this is largely attributed to the recruitment of new staff who have gone through training and are now fully operational.

Also during this period, we have seen an increase again in the number of people making payments via the automated payment line – requiring no assistance from the Customer Service Team, an example of positive ongoing Channel Shift.

	Payments via the automated payment line
July- Sept 2016	3380 (13% increase on previous year)
July- Sept 2015	2984 (6% increase on previous year)
July- Sept 2014	2825

Customer Satisfaction

During Quarter 2, 35 customer satisfaction surveys were completed. During this period, 94% of customers rated our service 10/10, two customers scored 9/10 – these were customers for CSU and Housing.

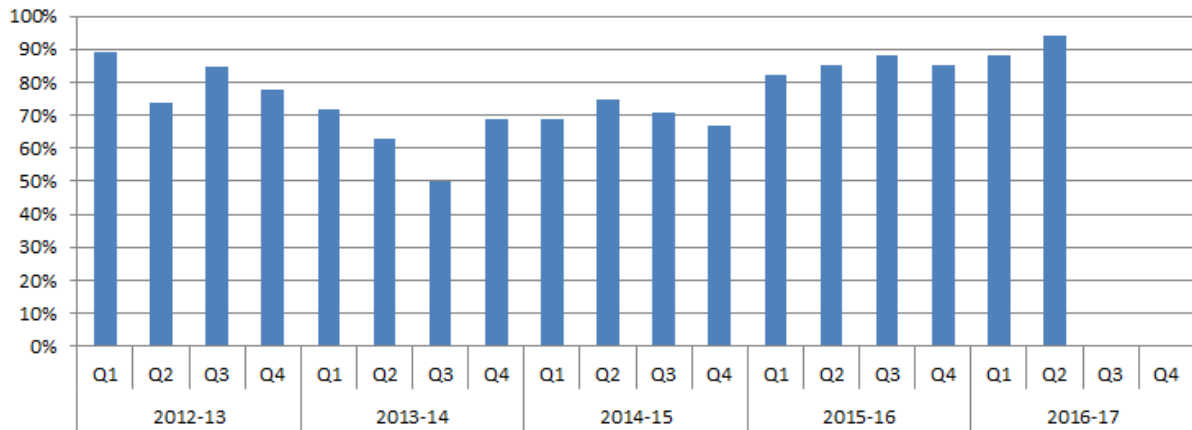
Breakdown of Surveys by Service	
CSU Staff	22
Benefits Staff	4
Housing	3
Licensing Staff	5
Parking	1

Some examples of the feedback received during Quarter 2 include:

- (+) She has the patience of a saint
- (+) Very very helpful
- (+) Very compassionate and helpful

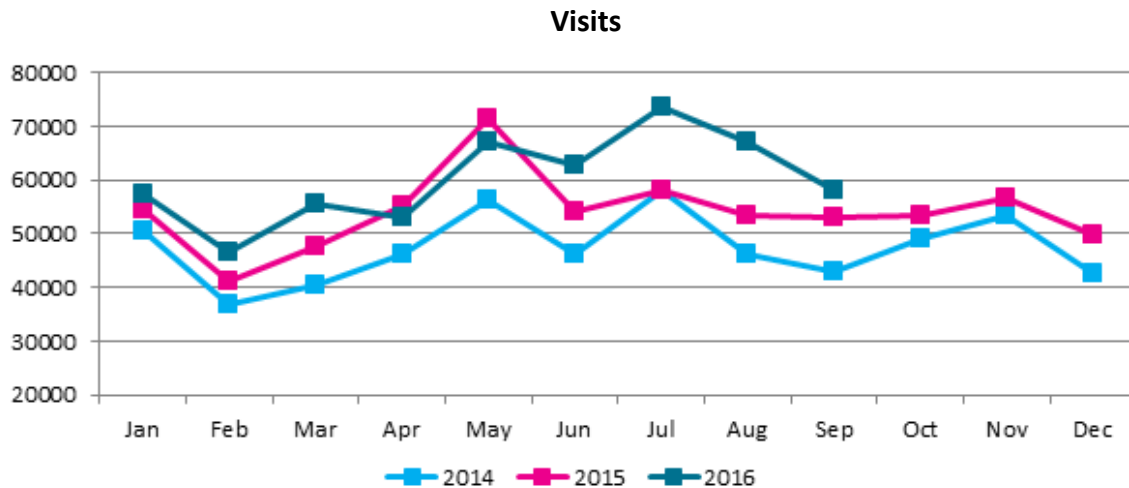
The following chart shows the percentage of customers who scored the service they received 10 out of 10 over time.

The percentage of customers who scored the service they received 10 out of 10



Web customer contact

Monthly Visitors to the Council Website



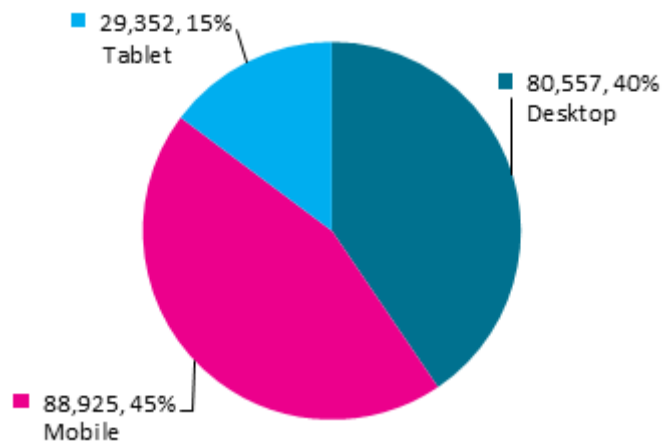
In Quarter 2 of 2016/17 we had 198,834 visits to the website. This is an increase of 16,092 visits (9%) on the previous quarter. There was an increase of 34,484 visits (+21%) on the same quarter from last year.

Up time

Our website is independently monitored by an external company who checks that our servers are responding and producing content 24/7.

In Quarter 2, we had a total up time of 99.95%. This is the same as the up time in the previous quarter.

Visits to the council website by device



In Quarter 2 of 2016/17 we had 118,277 visits (60% of total visits) to the website by mobile/tablet. The percentage of total visits by mobile/tablet was 55% in Quarter 1 of 2015/16 and 54.9% in Quarter 2 of 2015/16.

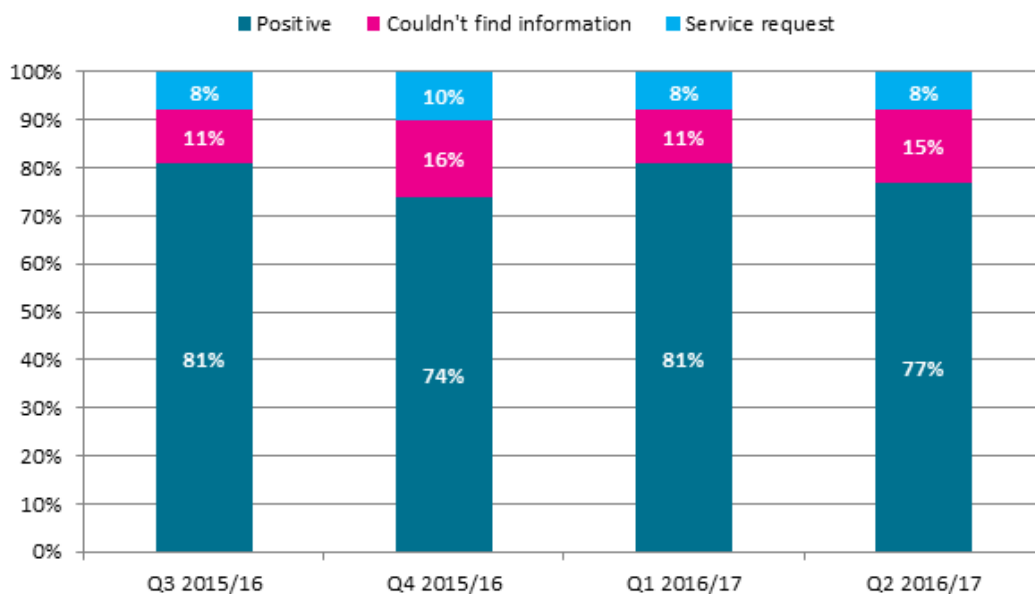
Website visitor satisfaction

Every visitor to our website who visits a content page, has the opportunity to provide feedback about their visit.

We ask after reading down the web page, if they found what they were looking for. The basis of this question allows us to produce the graph below. This graph shows the percentage of completed forms that were positive, led to visitors unable to find the information they were looking for or led them to request a specific service.

In Quarter 2 we had a total of 747 completed feedback forms.

Types of feedback



Pageviews

Top three page views for content in Quarter 2

1. Lido (26,236)
2. Airshow traffic information (11,223)
3. Bin collections (8,845)

Top 20 page views on the council website

No	July	August	September
1	Home (14,432)	Lido (15,563)	Home (13,965)
2	Farnborough international airshow traffic information (11,219)	Home (13,667)	Lido (3,117)
3	Lido (7,556)	Bin Collections (3,546)	Bin Collections (2,964)
4	Traffic regulation orders (4,584)	HWRC (2,981)	HWRC (2,663)
5	Contact us (2,599)	Contact us (2,661)	Public access (2,608)
6	HWRC (2,432)	Public access (2,533)	Contact us (2,543)
7	Public access (2,396)	Rubbish and recycling (2,423)	Rubbish and recycling (2,262)
8	Bin Collections (2,335)	Planning applications (2,262)	Planning applications (2,240)
9	Planning applications (2,323)	Council tax (1,751)	Shlaa - Strategic housing land availability assessment (1,959)
10	Rubbish and recycling (1,848)	Pay council tax (1,711)	Adult learning and evening classes (1,765)
11	Victoria road cemetery chapel (1,777)	Planning (1,652)	Council tax (1,750)
12	Caution issued for poor food safety (1,746)	Adult learning and evening classes (1,547)	Pay council tax (1,680)
13	Council tax (1,618)	Parking fine (1,462)	Planning (1,660)
14	Planning (1,599)	Crematorium diary (1,295)	Parking fine (1,506)
15	Pay council tax (1,592)	Crematorium (1,207)	Our vacancies (1,269)
16	Car parks (1,418)	Our vacancies (1,191)	Car parks (1,253)
17	Parking fine (1,394)	Blue bin recycling (1,186)	Job opportunities (1,235)
18	Our vacancies (1,192)	Job opportunities (1,130)	Farnborough car boot sale (1,192)
19	Job opportunities (1,174)	Car parks (1,122)	Blue bin recycling (1,134)
20	Shlaa - Strategic housing land availability assessment (1,155)	Parking (1,057)	Parking (1,128)

AGENDA ITEM No. 4

CABINET

Head of Environmental Health and Housing

December 13th 2016

REPORT NO. EHH1626

SCRAP METAL DEALERS – FEES AND CHARGES

SUMMARY AND RECOMMENDATIONS

In 2013, the Scrap Metal Dealers Act 2013 came into force, creating an improved regulatory regime for the scrap metal recycling and vehicle dismantling industries.

The Act repealed the Scrap Metal Dealers Act 1964 and Part I of the Vehicles (Crime) Act 2001, which formerly required these activities to be registered.

Under the new Act individuals and businesses involved in scrap metal and vehicle recycling activities must be licensed by the Local Authority. The Act allows for a fee to be charged for the licence which lasts for three years.

This report seeks approval for the recommended fees for both a site and a collector's licence and an endorsement of the approach used in setting the fees as outlined in Appendix 1.

It also seeks approval for the Scheme of Delegation to be updated to reflect the changes introduced by this Act.

1. BACKGROUND

- 1.1 In 2013, the Scrap Metal Dealers Act was introduced, creating an improved regulatory and licensing regime for the scrap metal recycling and vehicle dismantling industries.
- 1.2 The new legislation was introduced in response to the growth of metal theft offences and the recognition that the existing registration scheme under the Scrap Metal Dealers Act 1964 was ineffective.
- 1.3 The Act revises the definition of 'scrap metal' to reflect the twenty-first century scrap metal industry.
- 1.4 The Act also maintains local authorities as the principal regulator, and gives improved powers to regulate these industries.
- 1.5 It creates two new licences, one for a scrap metal site and the other for a mobile scrap metal collector (carrying on a business otherwise than at a site).

- 1.6 Licences are issued for a period of three years. In 2013/14, existing operators of sites and collectors were issued with licences; these are now coming up for renewal.
- 1.7 It should be noted that in 2013 it was agreed that the fee to be applied for these licences would be set at £70 a figure used at the time for registrations under the Vehicles (Crime) Act 2001.
- 1.8 This was with the expectation that fees would be reviewed in light of our experiences over the initial three-year licensing period (2013-2016) of administering these new licences.
- 1.9 This report seeks approval for the recommended fees to be applied to all future applications made under the Scrap Metal Dealers Act 2013.
- 1.10 It also seeks approval for the Scheme of Delegation to be updated to reflect the changes introduced by this Act to allow officers in Environmental Health and Housing to continue to administer this licensing regime.

2. DETAILS OF THE PROPOSAL

General

- 2.1 Anyone operating as a scrap metal dealer (which now includes motor salvage operators) must apply for a site licence from the Local Authority in which they have a site.
- 2.2 In addition, a scrap metal collector who regularly collects scrap metal door to door must now obtain a licence in every area in which they wish to collect scrap metal.
- 2.3 A person cannot hold more than one licence in each local authority area, but can hold a licence in more than one area. Both of these licences last for 3 years and the current licences are due to be renewed in the next few months. It is anticipated that we will be receiving applications to renew these licences in the coming weeks and months.
- 2.4 In preparation for receipt of these applications, we have calculated a recommended fee for both types of licence together with applications to renew or vary existing licences. The hourly rate applied is based on the top of G5, as this is likely to be the average cost of officers involved in administering this scheme.
- 2.5 Relevant considerations when calculating the fees include; administering applications, issuing licences, officer time, time spent consulting with other organisations, legal advice and any recharges from other Services.
- 2.6 The proposed fees are attached as Appendix 1 together with the rationale for the fees. There are restrictions on setting fees such that they cannot go beyond cost recovery.
- 2.7 In 2013, the Council issued **9** Site Licences and **4** Collector's Licences. It is anticipated that there will be a similar number of applications in the future.
- 2.8 In determining the recommended fees, regard has been given to Home Office guidance on licence fee charges and the Provision of Services Regulations 2009, which sets out what activities can be included when setting the fee.

Alternative Options

- 2.9 None identified.
- 2.10 We are required to consider applications for licences under this Act, and issue licences where appropriate. We may however choose to refuse, review or suspend and revoke licences where necessary and appropriate as part of this tougher regulatory regime.

Consultation

- 2.11 There is no requirement to consult on fees to be applied under the Act.
- 2.12 The Act gives local authorities the power to set fees locally on a cost recovery basis, as part of this we have a duty to have regard to guidance issued by the Secretary of State.

4. IMPLICATIONS

Legal Implications

- 4.1 This is part of a regulatory regime in the same way as other regulatory regimes operate within the Council, and offers the opportunity to better control this industry.

Financial and Resource Implications

- 4.2 There are no financial implications as it is intended that the licence fees will cover the cost of administering the licences. It is likely to generate an income of £4240.00 in 2016/17.
- 4.3 Once approved these fees will be added to the Fees and Charges report and increased in line with RPIx as set out in the Cabinet report FIN 1624 which was considered and approved on the 15 November.

Equalities Impact Implications

- 4.4 There are no equalities impact implications, as all applications will be treated in a fair and consistent manner.

Other

- 4.5 The legislation is in place to help regulate this industry and the Environment Agency in turn is required to maintain a register of both scrap metal dealers site licences and scrap metal collectors licences. We provide information on licences we issue to allow the EA to fulfil this requirement.

5. CONCLUSIONS

- 5.1 The Scrap Metal Dealers Act 2013 introduced a welcome reform of the scrap metal sector.

- 5.2 We are required to consider applications for licences under the Act, and can apply a fee for the licence to recover our costs. The recommended fees set out in Appendix 1 aim to achieve this.
- 5.3 An update to the scheme of delegation is required to allow us to administer this licensing regime.

6. RECOMMENDATIONS

- 6.1 Members are asked to endorse the proposed fees to be applied under the Scrap Metal Dealers Act 2013 as set out in this report and an amendment to the scheme of delegation.

BACKGROUND DOCUMENTS:

Scrap Metal Dealers Act 2013

CONTACT DETAILS:

Report Author – Emma Finn, Principal Environmental Health Officer
Emma.finn@rushmoor.gov.uk

Head of Service – Qamer Yasin
Qamer.yasin@rushmoor.gov.uk

APPENDIX 1

Based on SCP 42 or £40/hour

Scrap Metal Dealers – Site Licence – New or Renewal

Task	Hours	Rate £	Amount £
Admin (Assumes application is valid) Processing/Issuing	4	40.00	160.00

To include consultation with the EA and Police and issue of the licence.

Inspection – Annual (3 x 2 hours)	6	40.00	240.00
-----------------------------------	---	-------	--------

Total £400.00

Scrap Metal Dealers – Collectors Licence – New or Renewal

Task	Hours	Rate £	Amount £
Admin (Assumes application is valid) Processing/Issuing	4	40.00	160.00

To include consultation with the EA and Police and issue of the licence.

Total £160.00

Variation to either Site or Collectors Licence

Admin (Assumes application is valid) Processing/Issuing	2	40.00	80.00
--	---	-------	-------

Total £80.00

Anticipated Income 2016/17

9 site licences	9	400	3600
4 Collector's licences	4	160	640

Total £ 4240

This page is intentionally left blank

AGENDA ITEM No. 5

CABINET

CORPORATE DIRECTOR

13th December 2016

REPORT NO. CD1606

KEY DECISION: NO

REVIEW OF COUNCIL'S HUMAN RESOURCES POLICIES

SUMMARY AND RECOMMENDATIONS:

This report sets out updates made to the Council's Dignity at Work and Organisational Change policies.

It is recommended that the Cabinet agree:

- 1) The revised Dignity at Work, and Organisational Change Policies
- 2) That future updates to existing HR policies can be agreed by the Chief Executive as Head of Paid Service, in consultation with the Cabinet Member for Corporate Services.
- 3) That consequential amendments be made to the Constitution to reflect the changes.

1 INTRODUCTION

- 1.1 The Human Resources (HR) team have commenced a process of reviewing and updating the Council's HR Policies to ensure they are up-to-date with current employment legislation, fit for purpose and support the Council's priorities. The first policies, which have been subject to review, are the Dignity at Work and Organisational Change policies.

2 PROPOSED CHANGES

- 2.1 Over the past six months, a systematic review of all the Council's HR policies has commenced. Whilst the majority of policies are still relevant, legislation has moved on and it has been necessary to make a number of small changes to reflect this, and emerging best practice. Alongside this, a new format has been adopted where unnecessary detail is minimised within each policy, but supporting good practice guidance is provided for managers in a separate document.
- 2.2 The revised policies are attached as Appendices. Key changes are as follows:

Dignity at Work Policy

- Introduces mediation as an option where both parties are in agreement
- Provides a time limit of 3 months between an incident occurring and a concern being raised under the policy, unless the behaviour is ongoing.

Organisational Change Policy

- Provides clarity on what type of changes may be made following 'informal' consultation, and what type of changes will require a 'formal' consultation process.
- Reduces the minimum consultation period (where less than 20 redundancies are proposed) to one week. Where less than 20 redundancies are proposed, there is **no** minimum period required by legislation, but the previous Rushmoor policy contained a minimum period of one month.
- Where 'suitable alternative employment' is offered as an alternative to redundancy, this is now defined as one grade above, the same grade or one grade below the existing grade.
- Allows for the redundancy selection criteria to be determined dependent on the number and type of staff affected rather than pre-determined within the policy. The specific selection criteria and method of selection would therefore be consulted on as part of the relevant consultation process.
- A Head of Service to hear any appeals.

2.3 As a result of the changes to the policies, some adjustments will need to be made to the Constitution, including the Scheme of Delegation.

3 OTHER POLICIES DUE FOR REVIEW

3.1 Other policies due for review include:

- Sickness Absence Management
- Disciplinary
- Grievance
- Capability
- Pay & Reward Policy
- Recruitment Policy

3.2 We are expecting that many of the changes to these and other policies will be relatively minor and are therefore proposing that future minor updates should be approved by the Chief Executive as Head of Paid Service following consultation with the Cabinet Member for Corporate Services, with significant new policies being agreed by the Cabinet.

4 CONSULTATION

- 4.1 Unison and managers have been consulted on the changes within these policies, and their comments have been reflected in the policies.

5 IMPLICATIONS

Risks

- 5.1 There are no risks identified as a result of Cabinet's agreement to these policies.

Legal Implications

- 5.2 The proposals comply with employment legislation.

Financial and Resource Implications

- 5.3 There are no financial or resource implications directly as a result of these proposals.

Equalities Impact Implications

- 5.4 These policies reflect current Equalities legislation.

6 CONCLUSIONS

- 6.1 These proposals are being made to ensure HR policies are fit for purpose and support the sustainability of Rushmoor. The proposals are supported by the Directors' Management Board and the Cabinet Member for Corporate Services.

BACKGROUND DOCUMENTS:

Dignity at Work Policy
Organisational Change Policy

CONTACT DETAILS:

Report Author: Rachel Gray, Interim Human Resources Manager
Head of Service: Karen Edwards, Corporate Director



DIGNITY AT WORK POLICY

1. Introduction

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

Bullying and harassment are destructive and can lead to stress, accidents, illness and poor performance. Employees are responsible for their own behaviour and are expected to behave in a way that promotes an inclusive, non-hostile work environment for themselves and their colleagues.

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

This policy outlines:

- the definitions of bullying and harassment
- what action will be taken to address it
- how it should be reported and investigated
- roles and responsibilities
- what support is available to employees affected by bullying and/or harassment

The Council will not tolerate bullying or harassment in any form. Any member of staff found to have been involved in bullying or harassment, or

who raises or supports a concern that they know to be false, may face disciplinary action.

Employees raising a concern of bullying or harassment should be assured that it will be treated seriously and confidentially. They will not suffer any form of victimisation for raising a concern, nor for acting as a witness in an investigation.

2. Application

This policy applies to all employees and covers 'workplace' bullying and harassment by other employees. Bullying by Councillors or by members of the public is not covered by this policy, but should be reported to your line manager.

The policy will also apply to certain situations outside of the workplace, for example where an employee claims to have been bullied or harassed by another member of staff on a work related event, such as a staff Christmas party, at the pub after work or whilst on a training course away from the office.

Employees are able to raise a concern about behaviour they find offensive even if it is not directed at them. The employee does not need to possess one of the nine protected characteristics defined under the Equality Act 2010 to make a complaint (age, disability, marriage and civil partnership, gender reassignment, pregnancy and maternity, race, religion or belief, sex and sexual orientation).

Employees are also protected from harassment based on the membership or non-membership of a trade union.

3. Definitions

The terms 'bullying' and 'harassment' are often used interchangeably, but the legal definitions of these terms are more precise and are outlined below.

Bullying and harassment may be carried out by an individual against an individual, or it may involve groups of people. It can be a one-off occurrence or a series of events that take place over a period of time and it can be delivered in a variety of ways, such as face to face, via email, social media or text message, or by phone either in public or in private.

It is important to note that it is not the intent behind the behaviour that determines whether it is bullying or harassment or not. It is whether the behaviour is perceived as bullying or harassment and it could reasonably be considered to be.

Concerns raised based on a genuine belief that bullying and/or harassment has taken place will be dealt with according to this policy. Where a concern is raised and it is found to be vexatious, that is known to be untrue by the person raising the concern; this will be dealt with as a disciplinary matter.

3.1 Bullying

Although there is no legal definition, ACAS, HSE and CIPD consider it to be negative behaviour, targeted at an individual (or individuals), normally repeatedly and persistently over time. However, it can be a single incident. More specifically:

- Unwelcome, inappropriate, offensive, abusive, intimidating, malicious or insulting behaviour
- An abuse or misuse of power through means intended to undermine, humiliate, ridicule or injure the recipient
- Making someone feel threatened, intimidated, upset, humiliated, dehumanised, vulnerable, or an action that undermines their confidence.

Unlike harassment, workplace bullying is not covered by a specific piece of legislation. However, employees are protected from bullying by various legal principles, such as the Employment Rights Act 1996 or Health and Safety at Work Act 1974. Bullying does not necessarily have to relate to a protected characteristic.

Below are some examples of behaviours that could be deemed bullying. They are for illustrative purposes only and are not intended to be exhaustive:

- Spreading malicious rumours, or insulting someone by word or behaviour
- Disclosing confidential information about someone
- Ridiculing or demeaning someone – ‘picking’ on them
- Setting someone up to fail, setting unrealistic targets or unreasonably changing goal posts on a regular basis without justification.
- Not allowing others to give an opinion, ignoring or failing to value their contribution to discussions or team meetings
- Exclusion or victimisation
- Regularly screaming/shouting at an individual or group
- Overbearing supervision or other misuse of power or position, e.g. deliberately undermining a competent worker by overloading them and constantly criticising.
- Unwelcome sexual advances - touching, standing too close, the display of offensive materials, using offensive language etc.
- Making threats or comments about job security without foundation
- Preventing individuals progressing by intentionally blocking promotion or training opportunities
- Publishing / posting derogatory comments about a work colleague through social media such as Facebook, Twitter etc.

Bullying is not:

- Delegation and allocation of tasks, with expected standards and deadlines
- Necessary changing of allocated tasks or deadlines, due to shifting demands or priorities
- Fair and constructive feedback on an employee’s performance, quality of work or behaviour.
- Questioning, clarifying, asking for evidence of work, holding employees to account for performance.
- An occasional raised voice or disagreement between two people or more

- A momentary loss of temper, which an individual regrets, apologises for and learns from
- Reasonable management behaviour and implementation of organisational policies.

3.2 Harassment

Harassment is unwanted, offensive and humiliating conduct affecting the dignity of people in the workplace. The legal definition requires the behaviour to have ‘the purpose or effect of violating an individual’s dignity or creating an intimidating, hostile, degrading, humiliating or offensive environment for that individual’.

Employees are protected from harassment under the Equality Act 2010 and the Protection from Harassment Act 1997, which places civil liabilities on the employee(s) committing such acts as well as the employer. In some cases, the individual may also be criminally liable. In addition, under the Health & Safety at Work Act 1974, harassment is recognised as a serious health hazard because of the stress it can trigger.

Harassment is described in more general terms as:

- Unwanted conduct affecting the dignity of individuals in the workplace
- Conduct may be related to a protected characteristic, i.e. age, sex, sexual orientation, marriage or civil partnership status, pregnancy or maternity, race, disability, religious or philosophical belief or non-belief, nationality, or any other personal characteristic of the individual
- Harassment may be persistent over a period of time or may be an isolated incident
- Unwelcome behaviours, comments or conduct that are demeaning and unacceptable to the recipient.

Below are some examples of behaviours that could constitute harassment. They are illustrative only and are not intended to be exhaustive:

- Unwelcome physical contact – ranging from invading someone’s ‘personal space’, unnecessary touching, patting or brushing against another person’s body, to physical or sexual assault.
- Unwanted verbal conduct - this may include using abusive language, lewd comments, making or repeating offensive or stereotypical comments, ridiculing someone’s views or beliefs, sexual advances, innuendo and banter, jokes or songs and intrusive questioning
- Unwelcome written or visual communication – this may include unwelcome emails, displaying or sending offensive material including posters, calendars, jokes. The use of social media posts, tweets, texts to ridicule, harass or bully.

3.3 Outline of terms

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

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

4. Effects of bullying and harassment

Research shows that those who experience bullying and harassment are more likely to under-perform, have low job satisfaction and want to leave their organisation, which in turn may affect relationships between the employer and its employees, as well as customers and other third parties.

The impact of bullying and harassment is likely to be different for each person, but some common effects on people who experience this behaviour include:

- feeling anxious and humiliated, undermined or exposed
- feeling frustrated and afraid, de-motivated and lacking in confidence
- low opinion of their managers and desire to leave the organisation
- feeling isolated, stressed and unsure who to go to for help
- feeling that they are to blame in some way for the treatment they have received.

Bullying and harassment can have a physical effect on a person's health and mental well-being, for example lack of sleep, headaches, stomach-aches, anxiety and depression.

5. Reporting bullying or harassment

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

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

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

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

6. Informal Resolution

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

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

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

If the concern is about a Councillor or a member of the public, this is not covered under this policy but should be raised with your line manager in the first instance.

Talking to the person concerned

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

Take time to plan what to say and ensure examples are provided of where the person's actions have caused offence or upset. The employee should

explain how the other person's actions or behaviour made them feel and ask them to stop the behaviour that caused offence or distress. The person may not realise they are doing it or that they have caused offence.

Talking to your line manager

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

Mediation

Following discussion, the manager may advise that they feel that this situation is suitable for mediation. If mediation is considered appropriate and the person raising the concern agrees, the manager will advise the person complained of that some concerns of a bullying or harassing nature have been raised and that the person raising the concerns would like to try to resolve these informally via mediation.

All parties should be aware that mediation is a voluntary process where a trained mediator facilitates a conversation between the parties to assist in understanding each other's perspective.

The mediation sessions are completely confidential and no information will be passed to the mediator without all parties express consent. The aim of mediation is to work towards a mutually acceptable and agreed plan to change current behaviours (this can be both on the part of the person raising the concern and the person complained of) and how to resolve any future issues should they arise. The mediator is a trained facilitator and not there to provide the answers or solutions.

Writing a letter

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

7. Formal Complaint

Where the nature of the concerns is so serious that informal resolution is not appropriate, or these processes have not succeeded in bringing about the desired changes, a formal complaint should be raised. Formal complaints should normally be made within 3 months of failure to reach satisfactory informal resolution or within 3 months of the concern first being identified where this could not be raised informally. This may be extended in exceptional circumstances.

The process for raising a formal complaint is as follows (please see Appendix 1 for a summary flow chart):

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

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

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

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

The Investigating Officer and HR will then advise the person complained of that a complaint has been received if they are not already aware. If this is

the first time they have been advised of an issue, they will be advised of the details of the complaint and be invited to a meeting to discuss further.

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

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

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

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

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

The Responsible Manager may decide that:

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

If the decision is taken to proceed to a formal hearing under the Disciplinary Procedure, the investigation and report produced under this procedure will become the basis of the management case at the

disciplinary hearing without the need for further investigation. For further details, please refer to the Disciplinary Procedure.

Right of appeal by person raising the concern

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

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

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

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

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

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

9. Roles & Responsibilities

Employees

All employees have a responsibility to:

- take responsibility for their behaviour and modify it if necessary
- treat all colleagues and customers etc in a decent and respectful manner
- be sensitive to the feelings of others and to avoid causing offence or upset.
- report any bullying or harassment that they may witness
- challenge any behaviours or actions from others that could be considered bullying or harassment.
- support and come forward for any complaints which they witness.

Managers

Managers have a responsibility to:

- demonstrate high standards of behaviour
- be vigilant and aware of these issues, and to challenge any signs of bullying or harassment amongst their staff and colleagues
- respond promptly to any complaints of bullying or harassment
- ensure full investigation into any complaints raised to them and to take responsibility for seeing the issue through to resolution in a timely manner
- initiate the disciplinary process if bullying or harassment is indicated.

Human Resources

HR have a responsibility to:

- promote an environment free from bullying and harassment
- regularly review policy, and to record / monitor numbers of complaints
- advise employees of their rights under this policy
- support Investigating Officers in investigating complaints.

Unison

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

10. Duty of Care

From time to time, employees will speak to a colleague, their line manager or a member of HR regarding bullying or harassment. They often just want to talk the matter through with someone and to seek advice.

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

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

11. Additional Support

Bullying and harassment concerns are very distressing for all involved. Any staff member affected by bullying and harassment are reminded that they may use the Employee Support Line (ESL) for advice and counselling.

ESL can be contacted on 01962 846388 and all calls are entirely confidential.

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

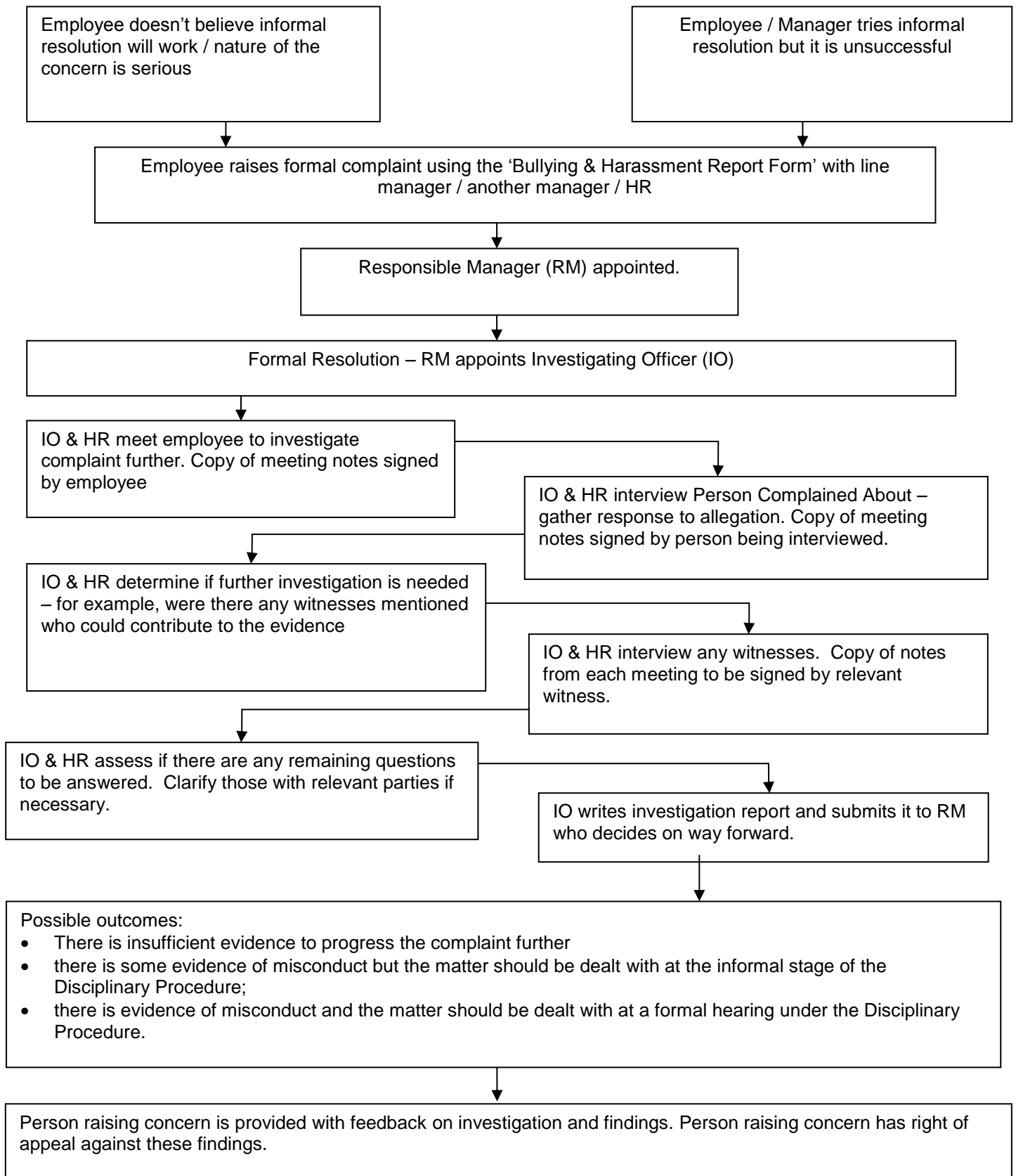
The following support is also available from external sources:

- Bullying UK - <http://www.bullying.co.uk/>
- ACAS Helpline - 08457 474747
- Equality and Human Rights Commission – Helpline: 0845 604 6610
- <http://www.equalityhumanrights.com/home/>

Dignity at Work Policy		Date
Policy owner	Human Resources	
Policy author	Estelle Rigby	August 2016
Approved by	DMB	
Due for review		August 2019

Appendix 1

Process for Managing Bullying / Harassment Concerns



Appendix 2

Bullying & Harassment Report Form

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

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

Please describe how you felt at the time:

Were there any witnesses? If so, who?

Please outline any informal action that you have taken regarding this matter:

Have you reported this before to anyone? If so, please outline who you reported it to, when you reported it and what action followed:

Signed

Date



ORGANISATIONAL CHANGE POLICY

Like all organisations, Rushmoor needs to adapt to meet the changing requirements of its service users, and the environment in which it operates. This means that from time to time, changes will be required to ways of working, hours or places of work, duties and roles, which will affect individuals or groups of individuals.

This policy sets out the principles that will apply in such circumstances, and the consultation processes which will be followed.

This policy and process will also apply in the event of the transfer of staff to another organisation under TUPE regulations.

1. Principles

The following guiding principles will apply to any organisational change within the Council:

- Adherence to employment legislation and to ACAS good practice guidance on managing change
- Consideration of equality and diversity implications
- Fair and reasonable treatment of all staff
- Minimal disruption to services and the local population
- Consultation which is genuine, meaningful and open, involving Unison as the recognised trade union.

2. Who is covered?

This policy covers all regularly employed staff. It does not cover contractors, self-employed staff, agency workers, or casual staff who are employed on an 'as and when' basis.

3. Informal consultation

Where temporary changes are necessary, such as providing holiday/sickness cover for colleagues, employees are expected to be flexible to meet the demands of the service they work within without the need for consultation.

Where minor changes are necessary which are permanent in nature, for example a new way of working, a change to some elements of the job, a change to reporting lines, or a change to actual times/days/place of work, informal consultation with affected individuals will take place. This is usually in the form of a discussion between the line manager and the staff member(s) affected by the change, either individually or as a group. Following that discussion and the exploration of any issues arising, reasonable notice of any such change may be given. The guiding principles above will apply, as they will in any change situation.

4. Formal consultation

Where more significant contractual changes are necessary, for example changes to role, grade, contracted hours, or where there are potential redundancies, a formal consultation process should be followed. The length and format of any such formal consultation period will depend on the changes to be made, and the number of people affected, and will comply with the requirements of legislation. Where redundancies are proposed, there are statutory minimum consultation periods required.

These are:

- at least 45 days before the first dismissal takes effect where 100 or more redundancies are proposed at one establishment;
- at least 30 days before the first dismissal takes effect where 20–99 redundancies are proposed at one establishment.

Where fewer than 20 redundancies are proposed, there are no statutory minimum consultation periods, but the Council will allow a sufficient time period to allow for meaningful consultation. Where only one or two staff are affected, this may be a minimum of one week's consultation.

5. Voluntary redundancy

Where posts are 'at risk' of redundancy, the Council will take steps to minimise the proposed redundancies and to mitigate the impact of those redundancies. In attempts to reduce the number of compulsory redundancies, employees may be asked if they want to volunteer for redundancy. In such circumstances, the Council reserves the right to accept or reject any volunteers for redundancy.

6. Compulsory redundancy

If compulsory redundancies are unavoidable, the Council will give careful consideration to and consult over the selection criteria to be applied for any affected posts.

This may include any number or all of the following criteria dependent on the number of posts affected, the number of staff in the 'selection pool', and the availability of objective data upon which to base a decision:

- a) employee's skills, knowledge and experience
- b) potential for the employee to be retrained
- c) any live disciplinary/capability warnings
- e) employee's sickness absence record

In some cases the application of selection criteria will not be necessary or possible, as the posts affected will be individual, specialised positions, for which a pool for redundancy does not exist. This may also apply in situations of cessation of fixed funding for certain pieces of work.

In circumstances where a small group of staff are affected, all staff in the selection pool may be required to apply for remaining jobs and through the recruitment process the employee's skills, knowledge, experience and potential to be retrained will be objectively assessed.

In certain circumstances where the knowledge, skills and experience of another post holder is considered more valuable to the organisation a 'redundancy transfer' may take place (also known as 'bumping'). This means that a more senior employee who is prepared to move into a junior role to avoid redundancy may be moved into that alternative

post, making the employee whose job is not redundant displaced and at risk of redundancy.

7. Redeployment process

Where staff are placed 'at risk' of redundancy, they will be given consideration for any suitable alternative roles which are available in the Council. A role will be deemed a 'suitable alternative' if it is at a higher grade, the same grade or one grade below the affected employee's current grade.

In these circumstances, if an employee 'at risk' can demonstrate that they meet the essential criteria for the new role on an application, or that they could meet the requirements following a short period of retraining, they will be given consideration at an interview.

If a number of staff who are 'at risk' are interested in one post, the selection panel decision will be made on the basis of the individual who can best meet the requirements of the post.

8. Salary protection

Where someone who is 'at risk' is offered and accepts suitable alternative employment at a lower grade, their basic pay will be protected for a fixed period of **12 months**. Basic pay protection means that the individual remains on their existing salary grade point and no further increments or cost of living increases may be awarded.

This agreement relates to the protection of basic pay as well as any existing provision for protection of cash alternative payments, private health cover and other benefits.

After the protection period, the individual's salary will reduce to the maximum of the new grade and cost of living increases will then be reinstated as they arise.

Under the Pension Regulations, the Council may issue a 'certificate of protection of pension benefits' to employees whose salary is reduced as a result of downgrading. Alternatively, pension benefits accumulated in the former post may be 'frozen' and preserved and new, separate benefits accumulated in the new post. The best option will vary

according to individual circumstances. It is therefore strongly recommended that the employee seeks advice from the County Council's Pension Services section before reaching any decision.

9. Trial Period following redeployment

Offers of alternative employment to avoid redundancy are subject to a statutory four week trial period. During this time the trial period may be terminated by either party (employer or employee), and the employee retains their entitlement to a redundancy payment.

Trial periods may be extended at the discretion of the manager for the purposes of retraining. In all cases the terms and length of the trial period should be clearly set out in writing along with the offer of an alternative role.

10. Redundancy Payments

If there is no alternative to redundancy, staff with a minimum of 2 years continuous local government service will be entitled to a redundancy payment. In accordance with the Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999, service with bodies named in the Modification Order will count towards continuous service for the purpose of redundancy payments .

Redundancy will be paid in accordance with the statutory minimum requirements (see Appendix A) but with the following enhancement:

A weeks pay

The Council will waive the weekly pay ceiling placed on statutory redundancy payments and to exercise the powers contained in The Local Government (Early Termination of Employment) (Discretionary Compensation) (England and Wales) Regulations 2006 and to calculate redundancy payments on an employee's **actual** weekly pay.

A week's pay is calculated by dividing the annual salary by 365 and then multiplying by 7.

Overtime does not count unless the Council is contractually bound to provide it, and the employee is bound to work it.

If an employee's hours vary from week to week, a week's pay is the average weekly remuneration for the 12 weeks prior to the calculation date. If the employee receives no pay for any of those 12 weeks, the 12 week period is extended to include weeks where pay was made.

Discretionary redundancy payments

The Council will exercise its discretion to make one-off lump sum payments. In these circumstances, the statutory weeks of redundancy pay may be increased by up to 1.5 times, thus giving a maximum payment of 45 weeks' pay. The resulting compensation payment will include the statutory redundancy payment.

Offer of a new job with a modification order body

If the Council gives the employee notice of redundancy and before the dismissal takes effect the employee receives an offer of employment from another body specified in Schedule 2 of The Redundancy Payments (Continuity of Employment in Local Government) (Modification) Order 1999, the individual will lose their entitlement to a redundancy payment.

This only applies where the relevant body make the offer of the new job before the end of the old contract, and the employment starts within four weeks of the date of redundancy.

If the contract ends on a Friday, Saturday or Sunday, the 4 weeks is counted from the Monday of the following week.

11. Support for those affected by change

Any process of change can cause uncertainty and anxiety for the people affected. Support to staff in these circumstances is available through the Employee Assistance Programme .

12. Appeals

Any member of staff who is dismissed on the grounds of redundancy will have the right to appeal if they consider that a redundancy situation has not arisen; they have been unfairly selected; or that a proper consultation process has not been followed.

Appeals must be made in writing to the HR Manager within 7 calendar days of the date of notice of dismissal. Appeals will be heard by a Head of Service or Director who has not been directly involved in the case, supported by HR.

13. Early retirement on the grounds of redundancy/in the interests of efficiency

Employees who are members of the LGPS qualify for an immediate pension if they are retired early on the grounds of redundancy, or in the interests of the efficiency of the service. The minimum retirement age in these circumstances is 55.

In cases of redundancy there would also be an entitlement to a redundancy payment.

14. Review

Any amendments to this policy will be made in consultation with the Cabinet Member for Corporate Services, following consultation with Unison.

Organisational Change Policy		Date
Policy owner	Human Resources	
Policy author	Rachel Gray	August 2016
Approved by	DMB	
Approved by	Council	
Due for review		August 2019

APPENDIX A

The minimum statutory redundancy payment depends on the following factors:

- The length of continuous employment (minimum 2 years)
- The age of the employee
- The amount of weekly pay, up to a statutory limit which is set each year by the government.

Redundancy pay is calculated as follows:

- half a week's pay for each full year under 22
- one week's pay for each full year aged 22 or older, but under 41
- one and half week's pay for each full year aged 41 or older.

The number of weeks pay on which the payments are based are as follows up to a maximum of 20 years service.

A redundancy pay calculator can be found on the gov.uk website:

<https://www.gov.uk/calculate-your-redundancy-pay>

AGENDA ITEM No. 6

CABINET
13th December 2016

SOLICITOR TO THE COUNCIL
REPORT NO. LEG1616

HIGH STREET MULTI-STOREY CAR PARK, ALDERSHOT

PURPOSE

This report is to seek an in principle approval for the redevelopment of the High Street Multi Storey Car Park as part of the Galleries redevelopment and to relocate a Council operated public car park within phase one of the Galleries redevelopment.

1. BACKGROUND

The High Street Multi Storey Car Park was built in 1989. The Council is both the freehold owner of the car park and the sub lessee. Shaviram Aldershot Ltd hold the intervening lease. The Council, as sub lessee, has full repairing responsibilities for the car park and retains the revenue from operating the public car park. Public car parking currently takes place on the ground, first, second and third floors with the top 6 floors being closed. There are some 326 spaces available within the operating part of the car park and the total capacity of the car park exceeds what is needed for public car parking.

2. CONDITION OF THE CAR PARK

A structural survey was undertaken this year on the car park which revealed a number of concerns relating to the structure of the car park when viewed over the longer term. Additionally the lifts in the car park are not operational and are likely to cost £450,000 to replace. The repairs and level of refurbishment that is necessary to provide a modern facility that is attractive to visitors to the town means that the car park is beyond economic repair. Re build and re provision of a smaller car park is considered to be the best alternative option but undoubtedly the floor print and location of the site means that there is an opportunity to make better use of this asset. .

3. PROPOSAL

Shaviram Aldershot Ltd has purchased the Galleries with a view to submitting a planning application for a flatted scheme with commercial uses at street level. The Galleries forms a key site within Aldershot town centre as defined in the Aldershot Town Centre Prospectus SPD. The regeneration of Aldershot Town Centre is the key priority for the Council and the Galleries redevelopment provides an important opportunity to instigate a step change in the fortunes of the town. Given that the multi storey car park is beyond economic repair an opportunity arises to make better use of the site and initial discussions have taken place with the developer about relocating the public car park within the Galleries scheme and transferring the site of the multi

storey to the developer so that it forms phase 2 of the Galleries redevelopment.

At the moment discussions are at an early stage but it is envisaged that Shaviram Aldershot Limited would build the car park, probably combining it with private parking provision on their scheme and then transfer it to the Council to operate, thereby allowing the council to retain the parking revenue. Once public car parking area is handed over to the Council, the Council would transfer the site of the multi-storey car park to the developer to allow a residential scheme to be built out on the site.

This would provide the Council with a new modern car park that is well located to the retail core.

4. NEXT STEPS

If the principle of exploring this scheme is approved, then the developer would undertake the viability work with a view to making the Council a formal offer as to the terms upon which the scheme could proceed.

The Council has a duty to obtain best value when disposing of its assets and therefore the terms of any offer would be assessed by the District Valuer before bringing a further report to Cabinet seeking final approval for the relocation of the car park and disposal of the existing site. The District Valuer would be asked to assess the value of the site for a residential scheme against the cost of building a new public car park.

5. FINANCIAL IMPLICATIONS

The financial implications are as yet unknown and will be detailed in the further report.

6. LEGAL IMPLICATIONS

The Council has power to dispose of land under section 123 the Local Government Act 1972 for the best price reasonably obtainable. In discharging this duty it is important for the Council to be able to show that it has taken proper advice and either followed such advice or has proper reasons for departing from it. This report only seeks an in principle approval to discuss with the developer the terms upon which such a scheme could proceed so no actual disposal decision is being made at this stage.

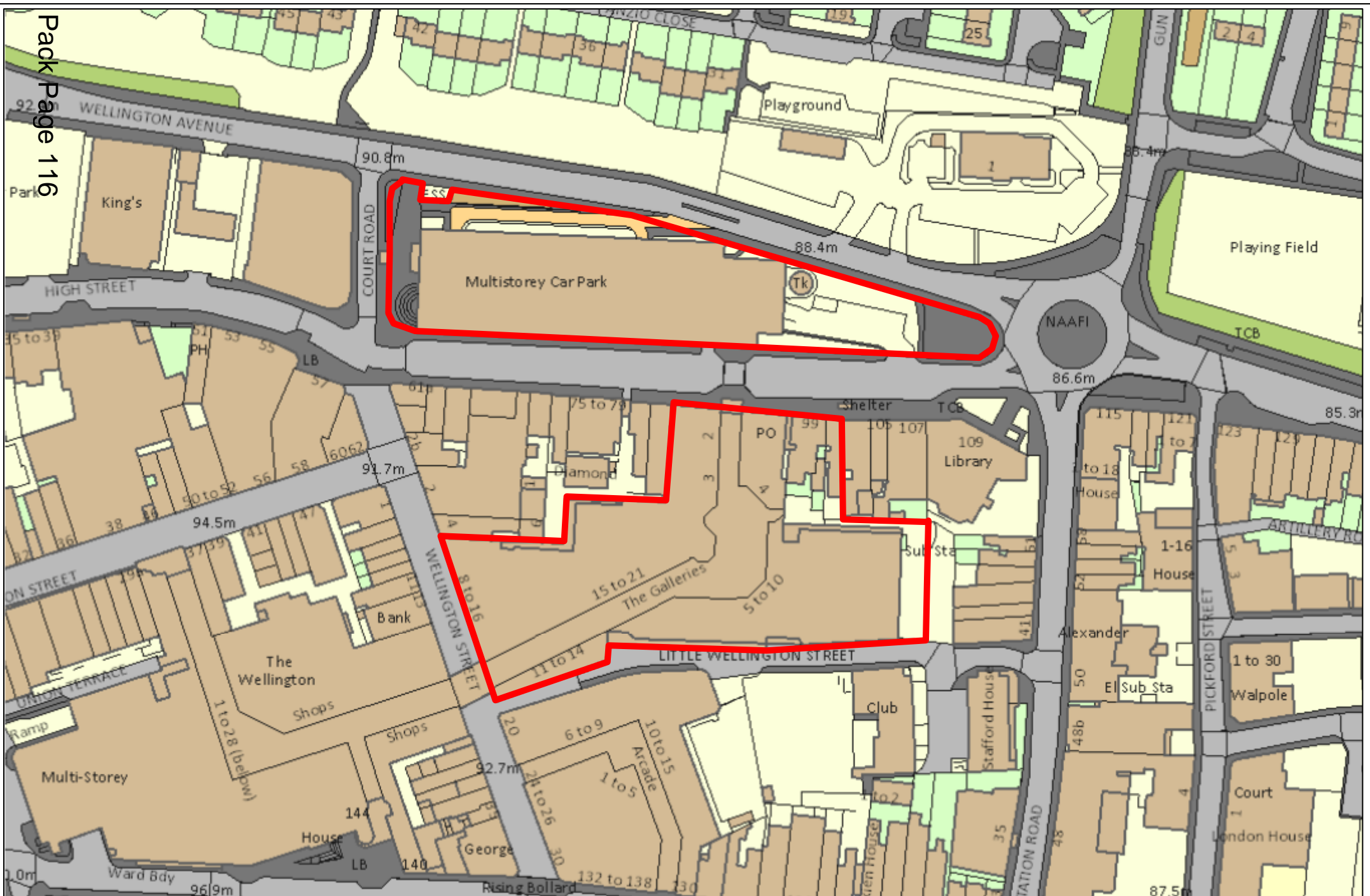
7. RECOMMENDATION

That Cabinet approves the disposal of the High Street Multi Storey Car Park Site to the developer upon the grant by long lease of public parking for up to 300 spaces within phase 1 of the Galleries redevelopment subject to:-

- (a) Either an independent valuer agreeing that the terms of the agreement provide best value; or a further decision of Cabinet that any disposal at an

undervalue not exceeding £2m will help to secure the improvement of the economic, social or environmental wellbeing of Aldershot

- (b) The Solicitor to the Council agreeing the terms of a development agreement
- (c) The developer meeting the Council's reasonable legal and valuation costs.



High Street MSCP and Galleries Site

AGENDA ITEM No. 7

CABINET
13th December 2016

SOLICITOR TO THE COUNCIL
REPORT NO. LEG1615

FIRST WESSEX COVENANT ISSUES AND DISPOSALS

PURPOSE

This report is to seek consent for the disposal of 69 garage sites owned by First Wessex to Hampshire Garages Ltd.

1. BACKGROUND

On the 13th November 1995 the Council disposed of its housing stock to Rushmoor Housing Association Ltd. Pavilion Housing Association succeeded them. First Wessex is a successor in title to PHA.

The transfer of the stock contained a number of covenants given by the purchaser to the Council: some were personal covenants that do not run with the land and others were restrictive covenants that bind future owners.

One of the covenants provided that there could be no sale of the garage land without the prior consent of the Council.

Subsequent to the sale of the stock on the 23rd July 1997 the Development Committee approved a policy for dealing with disposals. This was approved by Finance and General Purposes Committee on 2nd November 1999.

Under this policy garage land can only be developed for social housing with the Council being entitled to 100% nomination rights from such development. Any disposal for any other reason requires the council's consent. The agreement does not cover how redeveloped garage land should be valued or how the betterment should be shared, but clearly, the purpose of the covenant is to allow the Council to benefit where garage land is redeveloped for a use other than social housing.

2. PROPOSAL

First Wessex seek the Council's consent under the terms of the above mentioned covenant to dispose of 69 garage sites listed in the appendix to this report, to Hampshire Garages Limited, a newly incorporated company that has been incorporated for the purposes of this venture. First Wessex are not asking for the covenant to be released but only for consent to allow the transfer to proceed. The recommendation is that Hampshire Garage Investments Limited will give the Council the same covenant and that this will be supported by a restriction on the land title to each garage site so that the garage sites cannot be further disposed of or redeveloped without the Council's consent. Therefore, if any of these sites were to come forward for

redevelopment in the future then the Council would seek a share of the increased value of the site as a condition of granting its consent.

3. COMMUNITY POLICY AND REVIEW PANEL

On the 17th November the panel received a presentation from First Wessex and their surveyor acting for them in connection with the sale. The director from Hampshire Garages Investments Ltd also attended to answer questions. First Wessex wish to dispose of the garage sites for the following reasons:-

- They do not believe that any of these 69 sites have any development potential;
- They do not have the resources to invest in improving the garages as their income goes towards improving their housing stock
- The capital receipt is needed to help offset the government's requirement that they reduce their rents by 1% over four years.

Hampshire Garage Investments Ltd hope to actively market the garage stock to increase lettings rates which currently stand at 21%. They will use a management consultant to look after the stock. Some stock may be improved or rebuilt, where there is a high tenant demand, to make it more attractive but such investment needs to be paid for by improved letting rates. They have also recently bought Eastleigh's garage stock from First Wessex.

First Wessex confirmed that no consultation had been undertaken with existing tenants, as it is proposed to be done after the council has given its consent. First Wessex also agreed that the capital receipt from the sale will be ring fenced for social housing within the borough.

4. FINANCIAL IMPLICATIONS

There are no financial implications for the Council as the recommendation preserves the status quo in that Hampshire Garage Investments Ltd will need to give the Council the same covenant, thus preserving the right of the Council to take a share of any increased value should any of the sites be redeveloped other than for garaging.

5. LEGAL IMPLICATIONS

Hampshire Garage Investments Ltd will be required to enter into a personal deed of covenant with the Council so that they cannot sell or grant a long lease of the garage stock or redevelop the stock, other than for garage or parking use, without the consent of the Council. This covenant will be protected by a caution on the register of each title so that the council will be notified of any dealings with the land. Consent will not be given to First Wessex under the covenant until this Deed of Covenant is in place.

6. RECOMMENDATION

That Cabinet gives authority to the Solicitor to the Council to consent to First Wessex transferring the 69 garage sites set out in the appendix to Hampshire Garage Investments Ltd subject to:-

1. Completion of a deed of covenant from Hampshire Garage Investments Ltd agreeing not to transfer, whether freehold or long leasehold, or otherwise redevelop the garage sites (other than for garaging or parking) without the Council's consent;
2. First Wessex entering into an agreement with the Council to ring fence the capital receipt to provide housing within the borough.
3. Payment of the Council's legal fees by First Wessex in connection with the matter.

Revised List of garage sites for Disposal

Lot No	Address	Post Code		No. of garages	No. of tenancies
30	Lakeside Gardens Farnborough	GU14 9JG		8	4
31	Shepherds Walk Farnborough	GU14 9HA		26	6
32	Beeching Close, Aldershot	GU12 6AP		15	3
33	Longfield Road, Aldershot	GU12 6NB		20	10
34	Belle Vue Close, Aldershot	GU12 4SB		18	15
35	Clayton Road, Farnborough	GU14 9DG		7	1
36	Neville Duke Road, Farnborough	GU14 9BX		13	8
38	Fairfax Road Farnborough	GU14 8JP		8	6
39	Fairfax Road Farnborough	GU14 8JP		5	2
40	Fairfax Road Farnborough	GU14 8JP		9	3
41	Worcester Close Farnborough	GU14 8JW		11	0
42	Off Worcester Close Farnborough	SO14 8JW		18	3
43	Sedgemoor, Farnborough	GU14 8JN		10	5
44	Cromwell Road Farnborough	GU15 4HY		20	11
45	Cromwell Road Farnborough	GU15 4HY		19	10
46	Willow Crescent Farnborough	GU14 8EY		8	4
47	Montgomery Road, Farnborough	GU14 0AZ		15	11
48	Cody Road Farnborough	GU14 0DE		10	9
49	Sycamore Road, Farnborough	GU14 8JE		3	0
56	Atfield Close, Aldershot	GU12 6PX		0	0
57	Cove Road, Farnborough	GU14		2	1
58	Totland Close, Farnborough	GU14 8TZ		11	5
59	Totland Close, Farnborough	GU14 8TZ		18	9
60	Austen Road Farnborough	GU14 8LQ		62	46
61	Ballantyne Road, Farnborough	GU14 8SN		8	6
62	Croyde Close, Farnborough	GU14 8UE		4	4

63	Chaucer Close, Farnborough	GU14 8SP		16	10
64	Caswell Close Farnborough	GU14 8TG		14	10
65	Houseman Road, Farnborough	GU14 8QF		42	33
66	Kingsley Road, Farnborough	GU14 8SX		22	7
67	Giffard Drive, Farnborough	GU14 8QB		23	11
68	Camathan Close Farnborough	GU14 8TJ		12	9
69	Camathan Close Farnborough	GU14 8TJ		8	3
70	Bideford Close, Farnborough	GU14 8TL		8	6
74	Church Street Aldershot	GU11 3JT		3	2
75	Morris Road, Farnborough	GU14 6HJ		1	1
76	Brookhouse Road Aldershot	GU14 0BS		20	16
77	Queens Court, Alexandra Road, Aldershot	GU11 3JT		24	23
78	24 Cambridge Road, Farnborough	GU11 3JZ		1	0
79	Alison Way, Aldershot	GU11 3JX		2	1
80	York Crescent, Aldershot	GU11 3JN		1	1
82	Eton Place Aldershot	GU9 0EG		36	5
83	Lyll Place Aldershot	GU9 0EO		15	11
84	Macdonald Road Aldershot	GU8 0EJ		24	12
85	Barrie Road Aldershot	GU9 0DU		21	7
86	Brougham Place Aldershot	GU9 0ED		20	9
87	Miles Road, Aldershot	GU12 6AU		0	0
88	Fairview Road, Aldershot	GU12 6AT		24	17
89	Chester Close Aldershot	GU12 6AZ		17	9
90	Chester Close Aldershot	GU12 6AZ		14	6
91	Friend Avenue, Aldershot	GU12 4QU		24	11
92	Tongham Road, Aldershot	GU12 4AT		14	7
93	Maple Walk, Aldershot	GU12 4AW		20	20
94	Allden Gardens, Aldershot	GU12 4AQ		0	0
95	Allden Avenue, Aldershot	GU12 4AG		14	13

96	Allden Avenue, Aldershot	GU12 4AG		19	7
97	Gloucester Road, Aldershot	GU11 3SQ		2	2
99	Stockbridge Drive Aldershot	GU11 3RT		20	9
100	Romsey Close Aldershot	GU11 3RR		15	5
101	Overton Close Aldershot	GU11 3RP		16	12
102	Selbourne Avenue, Aldershot	GU11 3RQ		3	3
103	Lyndhurst Ave Aldershot	GU11 3RW		14	8
104	Cadnam Close, Aldershot	GU11 3RN		5	5
105	Andover Way, Aldershot	GU11 3RJ		6	4
106	Guildford Road, Aldershot	GU12 4BW		29	11
107	Field Road, Farnborough	GU14 9DJ		12	4
108	Carmarthan Road	GU14 8TJ		12	0
109	Cambridge Road, Cambridge	Title:HP457735		3	0
110	Pinewood Park, Farnborough	GU14 9JT		5	0
	TOTAL	48% vacant		949	505

This page is intentionally left blank