

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 17th November, 2015 at 4.30 pm
in the Concorde Room, Council Offices, Farnborough*

To:
Councillor P.J. Moyle
Councillor K.H. Muschamp, Deputy Leader and Business, Safety and Regulation
Portfolio Holder

Councillor Hughes, Health and Housing Portfolio
Councillor Sue Carter
Councillor P.G. Taylor, Corporate Services Portfolio Holder
Councillor R.L.G. Dibbs
Councillor A. Jackman

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 G E N D A

1. **MINUTES** – (Pages 1 - 8)

To confirm the Minutes of the Meeting held on 20th October, 2015 (copy attached).

2. **FINANCIAL MATTERS** – (Pages 9 - 44)
(Leader of the Council)

(1) **Medium Term Financial Strategy 2015/16 – 2018/19** –

To consider the Head of Financial Services' Report No. FIN1518 (copy to follow), which sets out the principal elements of the Medium Term Financial Strategy.

(2) **Revenue Budget Monitoring and Forecasting 2015/16 - Position at October, 2015 –**

To consider the Head of Financial Services' Report No. FIN1520 (copy attached), which sets out the Council's anticipated financial position for 2015/16 based on the monitoring exercise carried out in October, 2015.

(3) **Capital Programme Monitoring 2015/16 - Position at October, 2015 –**

To consider the Head of Financial Services' Report No. FIN1519 (copy attached), which sets out the Council's position regarding the Capital Programme for 2015/16 based on the monitoring exercise carried out during October, 2015.

3. **CORPORATE STRATEGY AND CORPORATE PLAN 2015/16 - QUARTER 2 MONITORING –** (Pages 45 - 162)
(Leader of the Council)

To consider the Directors' Management Board's Report No. DMB1505 (copy attached), which sets out performance monitoring information for the second quarter of 2015/16 in relation to the Council's Corporate Plan.

4. **FARNBOROUGH AIRPORT COMMUNITY ENVIRONMENTAL FUND –** (Pages 163 - 166)
(Environment and Service Delivery)

To consider the Head of Community and Environmental Services' Report No. COMM1519 (copy attached), which sets out details of an application for a grant from the Farnborough Airport Community Environmental Fund.

5. **LOCAL AUTHORITY DATA TRANSPARENCY CODE AND ESTATES WORK –** (Pages 167 - 170)
()

To consider the Solicitor to the Council's Report No. LEG1520 (copy attached), which considers progress made in meeting the requirements of the Local Authority Data Transparency Code and how future work in this respect might be resourced.

6. **PRIVATE SECTOR HOUSING STAFFING - TARGETED PROPERTY SURVEY –** (Pages 171 - 172)
(Corporate Services)

To consider the Head of Environmental Health and Housing's Report No. EHH1512 (copy attached), which sets out a proposal to appoint a member of staff to carry out a targeted survey of specific areas of private rented accommodation in the Borough

7. **PLANNING POLICY AND CONSERVATION TEAM RESOURCES –** (Pages 173 - 178)

(Corporate Services)

To consider the Head of Planning's Report No. PLN1553 (copy attached), which sets out proposals in respect of the staffing structure within the Council's Planning Policy and Conservation Team.

8. **EXCLUSION OF THE PUBLIC –**

To consider resolving:

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

Item Nos.	Schedule 12A Para. Nos.	Category
9 and 10	3	Information relating to financial or business affairs

9. **CONTRACTS TEAM - STAFFING STRUCTURE –** (Pages 179 - 182)
(Corporate Services)

To consider the Head of Community and Environmental Services' Exempt Report No. COMM1521 (copy attached), which sets out proposals in respect of the staffing structure within the Council's Contracts Team.

10. **SALE OF SMALL AREAS OF AMENITY LAND –** (Pages 183 - 186)
(Corporate Services)

To consider the Solicitor to the Council's Exempt Report No. LEG1519 (copy attached), which seeks approval for the principle of selling small areas of amenity land

This page is intentionally left blank



RUSHMOOR BOROUGH COUNCIL

CABINET

*Tuesday, 20th October, 2015 at 4.30 pm
at the Council Offices, Farnborough*

Councillor P.J. Moyle
Councillor K.H. Muschamp, Deputy Leader and Business, Safety and
Regulation Portfolio Holder

Councillor Hughes, Health and Housing Portfolio
Councillor Sue Carter
Councillor P.G. Taylor, Corporate Services Portfolio Holder
Councillor R.L.G. Dibbs
Councillor A. Jackman

Apologies for absence were submitted on behalf of .

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 **3rd November 2015**.

51. **MINUTES –**

The Minutes of the meeting of the Cabinet held on ??th ???, 2017 were confirmed and signed by the Chairman.

52. **PROCUREMENT SERVICE AND BETTER PROCUREMENT PROJECT –**
(Corporate Services)

The Cabinet considered the Head of Strategy, Engagement and Organisational Development's Report No. SEO1501, which set out progress with the Council's Better Procurement Project and proposed changes to the resourcing arrangements for the Council's procurement service.

Members were reminded that the Better Procurement Project was aimed at achieving better value for money and delivering cost reductions when procuring goods and services in connection with the services that the Council provided. Over

the previous year, the service had been working well and the Council's new contract standing orders had been put in place. Additionally, 64 staff had received training in good procurement practices and requirements and over £165,000 of cost reductions and benefits had been achieved during this time. At present, the Council's procurement service was provided by a part time procurement officer along with additional resources provided by Basingstoke and Deane Borough Council. Whilst this arrangement had worked well, it was felt that, in the longer term, this may not be the most effective way to deliver this service. The Council's procurement officer had become increasingly involved in supporting the re-procurement of the Council's waste, street cleansing and grounds maintenance services and this was, currently, taking around a third of the officer's time and was likely to continue for the next twelve to fifteen months. In light of this and to make the Council's Procurement Service sustainable, it was now proposed to create a junior part qualified procurement officer post, on an initial two year contract. After this, the Council would carry out a review and, if the role was found to delivering a net benefit, the Council could consider retaining the post for a further period. It was not considered that this post would be suitable to be filled using the apprenticeship scheme.

The Cabinet expressed support for the procurement function and the good work that had been carried out in the previous year or so. It was felt that the proposal would be the most cost effective way to sustain a good service into the future.

The Cabinet RESOLVED that the appointment of an additional procurement resource, as set out in paragraph 4.2 of the Head of Strategy, Engagement and Organisational Development's Report No. SEO1501, be approved.

53. **COUNCIL TAX SUPPORT SCHEME - CONSULTATION –**
(Concessions and Community Support)

The Cabinet considered the Corporate Director's Report No. CD1513, which set out a proposal to undertake a public consultation in respect of the Council's Council Tax Support Scheme in order to inform any decision to review or amend the Scheme for the 2016/17 financial year.

Members were reminded that the local Council Tax Support Scheme had replaced the previous national Council Tax Benefit Regulations from 1st April, 2013 onwards. The Council had devised its Scheme at this time and this sought a minimum 8% contribution towards the Council Tax bill for those of working age, with up to 100% relief available to those of pensionable age. The local scheme had proved effective and Council Tax collection rates had remained stable during this time, whilst scheme costs had dropped. Members were informed that the Government's ongoing welfare reform programme would, potentially, have an impact on the Council's Council Tax Support Scheme and, for this reason, it was necessary to consider making changes to the Scheme. To ensure that these changes would be transparent, it would be necessary to carry out public consultation around options. Whilst the timescale was tight, the consultation and subsequent amendment of the Scheme would be possible within the current budget cycle, so long as the public consultation was commenced during November. The Welfare Reform Task and Finish Group would continue to have a key role in following this process through.

The Cabinet RESOLVED that

- (i) the undertaking of public consultation on options around the Council's Council Tax Support Scheme be approved;
- (ii) the Corporate Director, in consultation with the Cabinet Member for Concessions and Community Support and following discussion with the Welfare Reform Task and Finish Group, be authorised to agree the details of the consultation paper; and

the outcome of the consultation and any subsequent proposals be reported to the Cabinet during January 2016.

54. **APPLICATIONS FOR DISCRETIONARY RATE RELIEF –**
(Corporate Services)

The Cabinet considered the Corporate Director's Report No. CD1511 which set out details of six applications for rate relief from the Twins and Multiple Births Association (TAMBA) (2nd Floor, Manor House, Church Hill, Aldershot), the Batten Disease Family Association (Office 1, The Old Library, Boundary Road, Farnborough), the British Heart Foundation (shops in Aldershot and Farnborough), Affinity Trust (Alexandra Terrace, Alexandra Road, Aldershot), Chance for Childhood (Suites 2 L & M, Westmead House, Farnborough) and Places for People Leisure Limited (Farnborough Leisure Centre and Aldershot Pools Complex).

The Cabinet RESOLVED that

- (i) 20% top-up discretionary relief be awarded to Twins and Multiple Births Association from the start of occupation to the end of the current rating list;
- (ii) 20% top-up discretionary relief be awarded to the Batten Disease Family Association for part-year 2014/15 and for year 2015/16;
- (iii) 20% top-up discretionary relief be awarded to the British Heart Foundation from year 2015/16 to the end of the current rating list;
- (iv) 20% top-up discretionary relief be awarded to Affinity Trust for year 2015/16;
- (v) the application for discretionary rate relief from Chance for Childhood be refused on the grounds that they could not demonstrate a sufficient local benefit; and
- (vi) 100% discretionary relief be awarded to Places for People Leisure Limited from part-year 2012/13 to the end of the current rating list.

NOTE: Cr. P.G. Taylor declared a personal but non prejudicial interest in this item in respect of his involvement with The Triangle bookshop and café, which was currently in receipt of discretionary rate relief and,

in accordance with the Members' Code of Conduct, remained in the meeting during the discussion and voting thereon.

55. **STAFFING - HOUSING OPTIONS TEAM –**
(Corporate Services)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1511, which set out a proposal to alter the staffing responsibilities within the Housing Options Team and create a new part time post. Members heard that the Senior Housing Officer had left recently and this had prompted a review of responsibilities within the team. This had identified that some of the Senior Housing Officer's current responsibilities around the Council's functions under the Home Finder Scheme were both time consuming and mainly administrative. It was, therefore, proposed to create a new part time post of sixteen hours per week to manage these responsibilities. This would free up time to enable the Senior Housing Officer to be more effective in supporting and managing the team in an environment of increasing demand. Members were told that the option to employ an apprentice had been considered but, with the work likely to remain for the foreseeable future, this would involve training a new member of staff every eighteen months. The Housing Options Team was already very busy and this was also the reason that it was not proposed to pass the Home Finder duties to current team members.

The Cabinet was supportive of the work carried out by the Housing Options Team and considered that the proposal would be the most effective solution to ensure the continued smooth running of the team.

The Cabinet RESOLVED that the recruitment of a part time Housing Allocation Assistant, on the terms set out in the Head of Environmental Health and Housing's Report No. EHH1511, be approved.

56. **EXCLUSION OF THE PUBLIC –**

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

Minute Nos.	Schedule 12A Para. Nos.	Categories
57 and 58	3	Information relating to financial or business affairs

57. **APPLICATIONS FOR SECTION 49 REMISSION OF NON-DOMESTIC RATES –**
(Concessions and Community Support)

The Cabinet considered the Corporate Director's Exempt Report No. CD1512, which set out two applications for the remission of non-domestic rates on the grounds of hardship.

Members assessed the application from Ms. Anusha Sareen T/A Mangobean of No. 52 High Street, Aldershot, taking into account the evidence of financial hardship supplied and whether it was in the interests of local taxpayers to subsidise the business. The Cabinet took into account the nature and circumstances of the business and the availability of alternative facilities in the area. It was noted that this was a new business that had not claimed hardship relief previously. It was explained that various factors, including significant water works that had been carried out immediately outside of the premises, had affected trade detrimentally since starting the franchise in January, 2015.

Members also assessed the application from Sovereign Snooker Limited of Snooker Hall Sovereign House, No. 1A Camp Road, Farnborough, taking into account the evidence of financial hardship supplied and whether it was in the interests of local taxpayers to subsidise the business. The Cabinet took into account the nature and circumstances of the business and the availability of alternative facilities in the area. It was noted that the Cabinet had agreed 25% hardship relief for the year 2014/15. In this case, Members felt that the club continued to provide a worthwhile community facility despite making losses in each of the previous three years.

The Cabinet RESOLVED that

- (i) 50% hardship relief be granted to Ms. Anusha Sareen T/A Mangobean for 2015/16; and
- (ii) 25% hardship relief be granted to Sovereign Snooker Limited for 2015/16.

THE FOLLOWING ITEM WAS CONSIDERED IN THE ABSENCE OF THE PUBLIC

**58. ACQUISITION OF SITE FOR COUNCIL DEPOT –
(Corporate Services)**

The Cabinet considered the Solicitor to the Council's Exempt Report No. LEG1518, which sought approval for the purchase of a specific local premises to provide a Council depot in connection with waste collection and street cleansing services.

Members heard how, for a number of years, the Council's waste collection and street cleansing service had operated from a depot in Doman Road, Camberley. This depot was owned by Surrey Heath Borough Council. It was reported, however, that there was no formal arrangement in place and that Surrey Heath's use of the depot was likely to intensify. Also, in recent months, the Council had been engaging in competitive dialogue with potential bidders for the renewal of the contracts in respect of waste collection and street cleansing, during which the Council had stated it would provide its own depot from the start of the contract. For these reasons, the need to secure a suitable site for a Rushmoor depot was now a high priority for the Council. It was reported that a suitable site had previously been identified and its purchase had been agreed by the Cabinet in June, 2015 but this had not proceeded due to the negotiated asking price not representing best value to the Council. Since then, the Council had been actively seeking an alternative suitable premises and the proposed site was considered to meet the Council's requirements. It was reported that the premises could not be publically identified at

this stage as this might jeopardise negotiations. The purchase price had been recommended by the Council's professional valuer and was considered to represent best value.

The Cabinet RESOLVED that

- (i) the Solicitor to the Council be authorised to:
 - purchase the premises specified in the Solicitor to the Council's Exempt Report No. LEG 1518, on the terms specified in that Report;
 - apply for a certificate of proposed lawfulness of use of the premises as a depot and planning permission for the operational development of the depot facility;
 - incur costs, up to the figure specified in the Solicitor to the Council's Exempt Report No. LEG 1518, to enable all necessary steps to be taken, within a time frame, to enable a start on site by May, 2016;
 - take any other related actions or enter into any related contracts or agreements to secure the provision of a depot on the site, in accordance with the competitive dialogue process;
- (ii) the Head of Community and Environmental Services be authorised to:
 - procure all building and site layout works;
 - apply for the necessary environmental permits and consents;
and
- (iii) the sum of £1.5 million (plus VAT) be authorised and added to the capital programme in respect of the redevelopment costs of the depot.

NOTE: Cr. K.H. Muschamp declared a personal and prejudicial interest in this item due to his relationship with the owner of the site and, in accordance with the Members' Code of Conduct, left the meeting during the discussion and voting thereon

The Meeting closed at 5.44 pm.

D.E. CLIFFORD
LEADER OF THE COUNCIL

This page is intentionally left blank

AGENDA ITEM NO. 2 (1)

**CABINET
17 NOVEMBER 2015**

**HEAD OF FINANCIAL SERVICES
REPORT NO. FIN1518**

MEDIUM TERM FINANCIAL STRATEGY 2015/16 – 2018/19

1 INTRODUCTION

- 1.1 The Financial Strategy underpins the Council's Corporate Plan and sets out a framework to deliver a stable and sustainable financial position to enable the Council to achieve its strategic objectives.
- 1.2 It is a fluid strategy, adapting to local and national conditions, which aims to take account of the risks to the Council's financial position and to mitigate against such risk, in order to protect the financial health of the Council.
- 1.3 The Financial Strategy covers both Revenue and Capital activities and sets the framework for the production of the Medium Term Financial Forecast and Annual Budget.
- 1.4 As we now move into the next budget-setting cycle, it is appropriate to review and update the strategy in response to internal and external factors such as changing corporate priorities, the prevailing economic conditions, government policy and changes to funding mechanisms

2 STRATEGY REVIEW

- 2.1 The key risks and considerations for future budget planning are set out below:
 - 2.1.1 Central Government Funding

In the past, Government funding of local services has been for a number of reasons, such as:

- To support services such as education, which are of importance nationally,
- To enable authorities to provide a similar range and level of services at broadly the same cost to local tax payers across the country,
- To influence local spending on some services,
- To encourage implementation of central government initiatives, and
- To redistribute resource from one part of the country to another.

However, the changing face of local government funding has meant a shift in risk and responsibility to local authorities, coupled with major reductions in funding for the sector as a whole. Both Business Rates Retention and Localised Council Tax Support Schemes have passed additional risk to local

authorities balanced by some increased flexibility particularly around the level of reliefs, discounts or exemptions awarded.

In addition, a number of grants have been subsumed into the general Revenue Support Grant and the majority of grants are provided without being ring-fenced for specific uses, allowing greater flexibility at a local level.

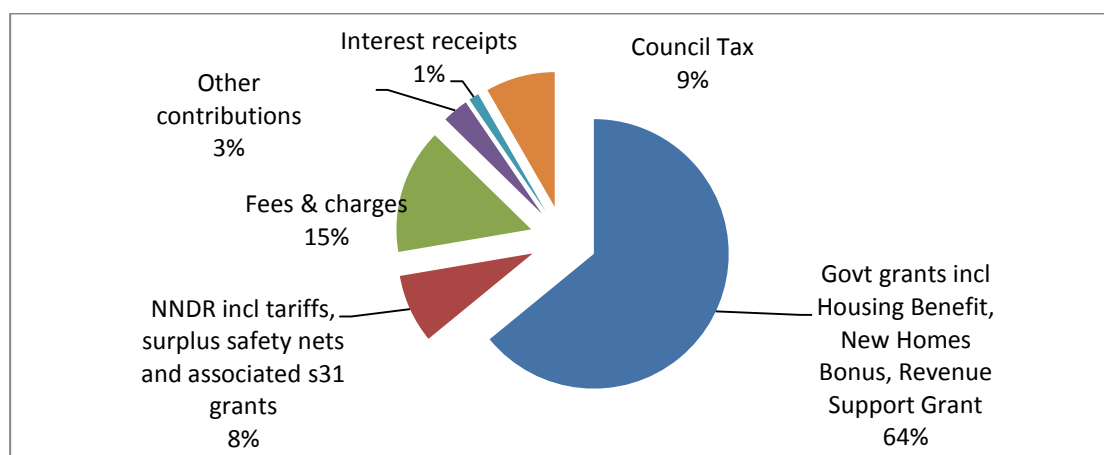
The funding formula itself, sitting within the mechanism for allocating local authorities' start-up funding assessment each year, contains complex and potentially out-dated methodology for re-allocating resources between areas.

In October, the Chancellor announced plans for Councils to retain all business rates collected locally rather than the current system whereby 50% of the rates collected are pooled centrally and redistributed back to local authorities. Councils will retain the £26bn raised in business rates in exchange for taking on extra responsibilities. They will be able to reduce rates where they think this will attract new business to their areas and, where there is an elected mayor, will be able to raise rates for local infrastructure improvements if supported by local business and within certain limits. It is difficult to assess what impact these changes will have locally as a system of national redistribution will still need to be in place to protect poorer Councils. These changes will be phased in over the period to 2020.

Of more immediate concern for Rushmoor is the future for New Homes Bonus (NHB). This is currently allocated to Councils based on the number of additional homes brought onto its Council Tax Base each year, with additional funding for social housing and for bringing long-term empty properties back into use. NHB currently brings Rushmoor significant income (£1.7 million for 2015/16) which it uses to support day-to-day spending on services. The future for NHB is uncertain and although moves to redistribute this funding in 2014/15, by top-slicing to Local Enterprise Partnerships, did not go ahead, it highlights the necessity to move away from reliance on forms of funding that could significantly change, or even stop, in the near future.

2.1.2 Council Tax

Council Tax currently forms around 9% of our total income as the following chart illustrates.



Currently, if Council's increase their Council Tax by, or above, a certain pre-announced percentage (2015/16 2%) then they have to arrange a referendum for taxpayers to approve the increase. This, alongside the availability of Council Tax Freeze Grants, has contributed to keeping Council Tax levels relatively stable in recent years, with little growth, other than through growth of the tax base itself.

National average Band D Council Tax percentage change 2005/06 – 2015/16

Year	£	% change
2005/06	1,214	4.1
2006/07	1,268	4.5
2007/08	1,321	4.2
2008/09	1,373	3.9
2009/10	1,414	3.0
2010/11	1,439	1.8
2011/12	1,439	0.0
2012/13	1,444	0.3
2013/14	1,456	0.8
2014/15	1,468	0.9
2015/16	1,484	1.1

Source: BR and CTR forms; DCLG

At Rushmoor, our share of the Band D Council Tax has remained at £184.07 since 2010/11. Council Tax Freeze Grants have, on the whole, been rolled up into baseline funding as permanent funding, however this has been, and is likely to continue to be, eroded or 'dampened' over time as Revenue Support Grants decrease. There is no guarantee that Freeze Grants will be offered in the future.

2.1.3 Austerity

Spending cuts will continue throughout the life of this parliament as measures are taken to tackle the national budget deficit. Local government has done well to absorb the cuts to date but this is likely to continue for some time yet. Transformational change is now required to deliver the level of savings that will not only meet the funding reductions expected but also put the Council in a stable position for the future. Thus reducing our reliance on sources of funding that are uncertain and outside of our control.

2.1.4 Interest Rates

Expectations for the first rise in the Bank rate (base rate) have moved out to the third calendar quarter of 2016. The pace of interest rises will be gradual and the extent of rises limited. The appropriate level for Bank rate for the post-crisis UK is likely to be lower than the previous norm, possibly between 2% and 3%. The weak global environment and resulting low inflation expectations are likely to dampen long-term interest rates. Continued low interest rates have a direct effect on the Council's resources by reducing the potential returns on our investments. The current Treasury Management Strategy seeks to address this by maximising available returns with longer term funds

and the use of a diverse portfolio, while putting the security of taxpayer's money at the heart of the policy.

The Council has extensive capital expenditure plans over the medium-term, to deliver Council priorities for regeneration of its town centres, for example; as well as significant invest-to-save projects and investment in property. Interest rates will play a significant part in determining when and how much the Council borrows to support these plans, as our internal capital resources continue to diminish over time.

2.1.5 Level of Reserves

The Council maintains a level of usable reserves to support fluctuations in its revenue position from variations in income and expenditure; while invest-to-save projects deliver longer-term net cost reductions. Key reserves are the Service Improvement Fund, which supports the delivery of invest-to-save schemes, and the Sustainability and Resilience Reserve, which is used to manage short-term fluctuations in net revenue.

The Council needs to consider the level of reserves set aside to support the financial position particularly given the fast pace of change of local government funding and the exposure to risk of fluctuations in business rate income.

Paragraph 2.1.1 above already highlights the risk of reliance on funding streams such as NHB, which could be reduced or withdrawn at short notice. The Council needs to ensure that it has sufficient levels of reserves to cope with such short-term risk whilst it builds up other sources of income and reduces its expenditure.

The Business Rates Retention Scheme (NNDR) brings two elements of risk to the Council.

- The first is caused by the operation of the scheme itself and the accompanying complex legislative and accounting regulations, which mean that variances from estimates of income can have an exaggerated effect on year-end balances. This was demonstrated during the 2014/15 accounts closure process where an increase in business rates income collected for 2014/15 led to an increased surplus being declared for 2015/16 alongside an increased levy payment that had to be disclosed in 2014/15. A short-term drawdown from reserves was used to cover the increased levy payment in 2014/15, whilst the reserves are proposed to be replenished in 2015/16 from the additional surplus generated. If reserves had not been available to cover this short-term timing issue, the general fund balance would have been entirely depleted as at 31st March 2015.
- The second risk is due to the inherent volatility of this large income stream. Income is dependent upon growth or reductions in the local list, the level of reliefs to be awarded through the year and the level of income that needs to be held back to cover successful appeals against business rate valuations. Local business rates income is also concentrated in a number of high value

hereditaments (units of property) changes to which have a high gearing effect on the rateable income received by the Council.

The Council's external auditors raised a significant risk in Rushmoor's Audit Results Report for 2014/15 due to the low level of usable reserves available, although the report did conclude that the Council had made sufficient progress in identifying the actions necessary to demonstrate its ability to secure a stable financial position over the medium term.

2.1.6 Devolution

The Cities and Local Government Devolution Bill 2015 forms part of the government's policy of devolving the powers and budgets of public bodies to local authorities and combined authorities, building on City Deals, the formation of Local Enterprise Partnerships and Local Growth Deals. Devolution deals resemble City Deals in that they are negotiated bi-laterally between central government and selected local areas highlighting the Government's preference for a body covering a wider economic footprint.

Rushmoor is part of a Hampshire and Isle of White bid (encompassing Hampshire County Council, Southampton and Portsmouth City Councils and 11 Hampshire District or Borough Councils) currently being considered by central government. Our devolution prospectus sets out how the combined authority will deliver improved local outcomes in return for various additional flexibilities from central government. The key financial impact for Rushmoor is that the devolution proposal includes moving to 100% of business rates retention in place of the current grant system. While the Chancellor recently announced a move for all Councils towards 100% retention, the details of that scheme are not yet known. Early negotiation on a local retention scheme may offer additional benefits and deliver earlier than the yet to be finalised national scheme.

Local devolution of business rates will necessitate a locally determined method of redistribution within the Combined Authority. Initial thoughts are that this will be based on a principle of no authority being worse off under the new scheme than the existing scheme, and will also combine elements of reward for growth and for need.

2.1.7 Other

Other key risks include:

- Loss of income and chargeable services,
- Increased demand for services,
- Consequences from the challenges facing the Eurozone and other wider economic disruption, and
- Welfare Reform, with potential loss of benefits for some parts of the community leading to greater demand for support via Council services.

2.1.8 Sustainability

With these key risks in mind, the Council must continue to strive towards

sustainability by looking at our priorities, reviewing what we do and how we do it. This will form the underlying basis of the Financial Strategy, ensuring that this delivers the Council's corporate objectives within a balanced budget in the short-term and within a sustainable financial framework over the medium to longer term.

The Financial Strategy sets the context for the Council's 8-Point Plan, which is the delivery mechanism for financial sustainability, and the tool by which delivery of the various elements can be measured and managed.

3 MEDIUM TERM FINANCIAL FORECAST

3.1 For the Financial Strategy to be relevant to current decision-making, it needs to be considered in light of a revised Medium Term Financial Forecast (MTFF). In such a fast-moving environment, amid high-level announcements about the future of business rates, amid ongoing negotiations for a Hampshire-wide devolution deal, and ahead of the Autumn Statement (November 25th) and the subsequent Local Government Financial Settlement, the forecast can only be a high-level indicator of the direction of travel for the Council's finances over the medium-term.

3.2 The Forecast needs to be robust enough to set strategic financial direction without being a detailed budget plan for future years. It takes into account known budgetary pressures, for both Revenue and Capital expenditure, alongside estimates of future funding.

3.3 While estimates have been built for various scenarios, no assumptions have been included for potential devolution as it is too early in the process to determine the impact on funding for Rushmoor.

3.4 Revenue Forecast

3.4.1 The Medium Term Financial Forecast for Revenue expenditure includes the day-to-day running costs of our services, any associated income, any corporate expenditure and income (such as interest receivable from investments) and various funding streams such as grants, business rates and council tax.

3.4.2 The starting point for the forecast at Table 1 is the 2nd quarter budget monitoring position for 2015/16 as reported to Cabinet 17th November 2015. After deducting any significant one-off expenditure for the current year, the forecast takes into account major changes forecast for the period up to 2018/19.

Revenue Forecast 2015/16 - 2018/19	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Net Revenue Budget	13,614	13,614	13,457	13,860
Cost Pressures:				
Base adjustments (one-off items for 2015/16)		(855)		
Pay award/Increments		188	188	188
Inflation/contract growth		110	135	145
Pensions		50	50	55
Contracting out		200		
Variations in Service		100	50	50
Additional contributions to capital outlay		50	50	50
Additional interest receipts			(70)	(100)
Total Cost Pressures		(157)	403	388
Transfers to/(from) Reserves:				
Stability & Resilience Reserve	3,379			
General Fund balance	(14)	50	50	50
Total Transfers to Usable Reserves	3,365	50	50	50
Adjusted Net Revenue Budget	16,979	13,507	13,910	14,298
Funding:				
Other grants	(95)	-	-	-
New Homes Bonus	(1,696)	(1,968)	(1,968)	(1,968)
Revenue Support Grant	(1,756)	(1,174)	(692)	(466)
RBC share of rates collected	(18,620)	(18,993)	(19,373)	(19,760)
Tariff payable	15,178	15,482	15,792	16,107
Levy /(Safety net)	848	865	882	900
s31 Business Rates Grants	(471)	(480)	(490)	(500)
Council Tax	(5,476)	(5,641)	(5,811)	(5,986)
Collection Fund (surplus)/deficit - CTax	(150)	(75)	(75)	(75)
- NNDR	(4,354)	(279)		
Total Funding	(16,592)	(12,263)	(11,735)	(11,748)
Annual Funding Gap	387	857	931	375
Cumulative Funding Gap	387	1,244	2,175	2,550

Revenue Balances	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
General Fund Balance	1,624	1,674	1,724	1,774
Stability & Resilience Reserve	3,379	3,379	3,379	3,379
Service Improvement Fund	532	266	-	-
Estimated Balances at 31 March	5,535	5,319	5,103	5,153

3.4.3 The following assumptions have been made in the forecast:

- Pay awards of 1% p/a plus incremental progression within grades,
- Increased pension liability,
- Cost of changes to the scheme for contracting out of the state pension
- An allowance for one-off and on-going variations in service,
- Continuing the policy of increasing our contributions to capital expenditure annually by £50K,
- Additional interest receipts due to eventual increase in bank rate and other investment factors,
- Assumed increase in business rates income of 2% per annum
- On-going reductions in Revenue Support Grant,
- Continuation of New Homes Bonus as per current scheme,
- 1.99% increases in Council Tax year on year commencing 2016/17
- 1% growth in Council Tax base, and
- Modest increase of £50K per annum to general fund balances

3.4.4 The forecast shows a projected budget gap of £2.5m by 2018/19, based on the assumptions above. Some of these assumptions relate to inherent risk within the forecast, such as the level of business rates income, which could go up, or down. However, the forecast also contains a number of choices that the Council is able to take, which will directly affect the level of savings required and the level of reserves available to build resilience into the model. For example, the Council could choose to;

- Hold Council Tax at current levels
- Provide for additional sums to be set aside for Stability and Resilience or Service Improvement over the medium term
- Reduce reliance on New Homes Bonus over time by taking it to reserves rather than using it for on-going revenue funding
- Review the policy of increasing revenue contributions to capital outlay which may no longer be appropriate, given the diminishing level of core capital reserves, the size of estimated capital expenditure and the potential move towards borrowing

3.4.5 Table 2 shows the effect on the funding gap and the level of reserves if the Council were to exercise these options. The Council could choose to exercise just some of these options or to vary the amount, or timing of transfers.

Impact of additional options on funding gap	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Cumulative Funding Gap (from table 1)	387	1,244	2,175	2,550
No increase in Council Tax		110	225	344
£200,000 per annum to S&R Reserve		200	200	200
Reduction in NHB 20% per annum		394	708	960
No increase in RCCO		-50	-100	-150
Annual Funding Gap (revised)	387	1,511	1,311	696

Cumulative Funding Gap (revised)	387	1,897	3,209	3,904
---	-----	-------	-------	-------

Impact of additional options on revenue reserves	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
General Fund Balance	1,624	1,674	1,724	1,774
Stability & Resilience Reserve	3,379	3,579	3,779	3,979
Service Improvement Fund	532	266	-	-
NHB Funding		394	708	960
Estimated Balances at 31 March	5,535	5,913	6,211	6,713

3.4.6 While the out-playing of these options is to increase reserves available to support fluctuations in net revenue expenditure, there remains a risk that NHB funding stream will reduce rather than be available to move to reserves.

3.4.7 These options also increase the size of the funding gap and the medium term forecast deficit. The Council plans to close the gap by use of the 8-Point Plan as referred to in section 2. The plan includes a range of projects that aim to generate increased income, either from existing or new income streams, and cost reductions.

8-Point Plan Cumulative Indicative Values	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
8 Point Plan - Cost Reductions				
- Efficiency savings (Channel Shift/Systems Thinking)	(64)	(205)	(330)	(330)
- Better Procurement & major contract renewal	(25)	(100)	(400)	(400)
8 Point Plan - Income Generation				
- Investment in Property	(65)	(562)	(784)	(994)
- Better use of existing assets (Co-location/Car parks)	(7)	(105)	(130)	(130)
- Alternative investment opportunities		(20)	(144)	(180)
- Other income generation projects (including advertising)	(162)	(355)	(355)	(355)
- Reviewing fees and charges		(35)	(35)	(35)
Total Potential Revenue Generated	(323)	(1,382)	(2,178)	(2,424)

Cumulative Funding Gap	387	1,244	2,175	2,550
Deficit	64	(138)	(3)	126

3.4.8 The table above shows the original funding gap being largely met via income or savings generated by the 8-point plan. However, the current deliverables would not meet the revised deficit, if the Council chose to exercise the options described in 3.4.5. A number of options for delivering against a larger deficit are described in the following paragraphs.

3.4.9 Heads of Service are being asked to draw up efficiency plans for their services, using the workbook methodology that has been developed recently. This involved splitting out cost centres into specific work areas, which were

then scored against the Council's priorities to provide a ranking system. Tasks can then be considered in light of their contribution to those priorities, their cost, whether they generate income and whether they are statutory or organisationally critical. This aids review as to whether the item could be performed more efficiently or even stopped altogether. The Budget Strategy Working Group is currently reviewing the methodology and how it may be used to secure future savings.

3.4.10 Some of the projects within the 8-Point Plan are at an early stage of development, for example, developing a trading arm or investigating options for residential investment, and therefore have no financial benefits attached as yet. The 8-point plan is a fluid plan, with new schemes coming forward as current projects are delivered. While it is important to recognise the resource constraints to delivering too many projects at once, it should be noted that additional income will be delivered from these projects, which could be escalated, or reserves could be used in the short term to meet the timing gap. In addition, projects such as investment in property can be flexed depending on the timing and level of affordable capital expenditure and the returns secured.

3.4.11 There is a great deal of uncertainty around the size and phasing of Revenue Support Grant reductions and the continuation of New Homes Bonus which will only become clear after the Local Government Finance Settlement has been announced in December. This could significantly alter the level of savings required in the Medium Term Financial Forecast and the final budget for 2016/17 will be considered in light of any changes coming out of the Autumn Statement and the Finance Settlement.

3.5 Capital Forecast

3.5.1 The Medium Term Financial Forecast for capital expenditure includes the costs of acquiring or maintaining fixed assets such as land, building or equipment. The capital programme concentrates on four key areas – asset maintenance, invest to save projects, regeneration schemes and support to housing such as Disabled Facility Grants and grants to Registered Social Landlords.

3.5.2 The following forecast is based on the latest bids for capital expenditure for 2016/17 to 2018/19, with a small allowance in future years for additional projects. Much of the expenditure is offset by external contributions, for example developer contributions, to give a net cost to Rushmoor of £18.6m over the medium-term, which would be funded by past capital receipts.

Forecast Capital Programme 2015/16 - 2018/19	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Cap Ex for Identified Annual Programme	9,290	10,867	5,088	1,150
Cap Ex for Unidentified Future Items			1,000	1,000
	9,290	10,867	6,088	2,150
Less: Grants & Contributions	(3,560)	(3,205)	(1,247)	(1,787)
Net cost of Forecast Capital Programme	5,730	7,662	4,841	363

- 3.5.3 Rushmoor's capital receipts reserve was £19.6m at the start of 2015/16 and would therefore be almost completely depleted by the end of the forecast period based on the core capital programme spending. In addition, there are a number of invest-to-save projects within the 8-Point Plan, which are not yet fully included in the capital programme as they are still at development stage (such as investment in property) which will also be a significant draw on capital resources.
- 3.5.4 The Council has also set regeneration of its town centres as a strategic priority, which will lead to significant redevelopment schemes within both Aldershot and Farnborough. It is too early at this stage to estimate the costs and timing of these projects or the extent of external funding, future income or capital return that these developments may generate. Nevertheless, they should be considered to obtain a more realistic picture of the level of capital expenditure over the medium term and consequently the impact on core capital reserves and the need for future borrowing.
- 3.5.5 With the potential expenditure on both invest-to-save projects and strategic priorities, the Council could move to a position of prudential borrowing as early as 2016/17. Levels of borrowing will be subject to the pace of investment but could be in the region of £20 million - £30 million by the end of the forecast period.
- 3.5.6 The Council will first seek to alleviate the pressures on its internal capital resources by maximising alternative sources of funding such as Growth Deals, administered by Local Enterprise Partnerships, or by seeking private sector funding to support regeneration plans. In addition, some of the expenditure above is repayable in later years (for example, loan arrangements under the Annual Programme) or will see future capital receipts once assets have been redeveloped and sold, thus replenishing some of the capital receipts. However, it is evident that the Council will need to use its invested capital receipts and move to borrowing, both of which will impact directly on its revenue budget (through reduced interest receipts and costs of borrowing).
- 3.5.7 It should be noted that the Council will only invest as long as its capital spending plans are affordable, prudent and sustainable. The key constraint on capital investment by the Council is the availability of capital resources and the scope to afford the financial implications in revenue terms. Given this context, it would be prudent to amend the current strategy of increasing revenue contributions to capital, as the revenue budget is under increasing pressure to support both the revenue and capital plans. Instead, the current

contributions could, when required, be used to support the future borrowing requirements of the Council.

- 3.5.8 Council will review prudential indicators for capital finance, including borrowing limits, in February, as part of the annual Treasury Management Strategy.

4 CONCLUSIONS

- 4.1 The Financial Strategy as set out at Appendix A sets a framework for managing the Council's finances within the context of the Corporate Plan.
- 4.2 The Council has taken significant steps to reduce its cost base whilst protecting front line service delivery, keeping Council Tax low and continuing to invest in the future through annually reviewing its priorities and undertaking key invest-to-save and regeneration projects.
- 4.3 The 8-Point Plan will produce significant efficiency savings over the medium term from a combination of service efficiency reviews, procurement savings, invest-to-save projects, new income generation and decisions on the structure of the Council.
- 4.4 However, the Council continues to face significant financial challenges due to reduced central government funding, increased financial volatility, uncertainty and risk over the medium term. The Council will need to continue to undertake a detailed review of areas where efficiencies can be made in order to realign budgets to meet its priorities and to develop new income streams to support current spending plans.
- 4.5 The Council will need to ensure adequate risk reserves are maintained to provide capacity to invest in service transformation and to hedge against future shortfalls. The use of reserves is not a long-term solution to funding challenges but does enable the Council to plan and implement service changes over time, whilst providing a buffer against sudden shifts in the Council's income streams. This strategy provides resilience and allows the Council time to approach future funding requirements in a considered, structured way.
- 4.6 The Council's capital expenditure plans could mean that internal capital resources will be depleted as early as 2016/17. The Council would then need to move to borrowing, the timing and scale of which will depend on the pace of investment, the external funding that can be secured and the ability to absorb the cost of that borrowing in its general fund.
- 4.7 It is essential that Capital and Revenue plans are considered together, due to their interaction. For example, the Council has formed a strategy using the 8-point plan to use capital expenditure to fund invest-to-save schemes in order to close the revenue funding gap. This in turn puts pressure on capital resources, which will lead to borrowing in the relatively near future, adding pressure on revenue by incurring borrowing costs.

5 RECOMMENDATIONS

5.1 Cabinet to:

- (i) Note the principal issues identified in the report and in the summary of risks at Appendix B, and
- (ii) Recommend to Council the approval of the Financial Strategy set out at Appendix A

**AMANDA FAHEY
HEAD OF FINANCIAL SERVICES**

MEDIUM TERM FINANCIAL STRATEGY 2015/16 – 2018/19

The Medium Term Financial Strategy is based around five key principles. These are set out below with supporting actions for each principle.

Revenue Expenditure - The Council recognises that it has to target its limited resources to where they are most needed. This is supported by one of the five themes that underpin the Council's purpose: Good Value Services – ensuring good services that represent good value for money. The Council recognises the need to reduce its net revenue expenditure in the face of reduced funding from central government, economic pressures, local demography and increased demand for services.

- The Council will set a balanced budget each year, reflecting its objectives, priorities and commitments.
- The Council will seek to deliver efficiencies, new income streams and cost reductions based on the key elements of its 8-point plan for delivering financial sustainability;



- There is no presumption that non ring-fenced grants will be spent on the purposes for which they are nominally provided (appropriate business cases to be provided for spending against such grants)
- Regular review of the Council's fees and charges
- The Council will seek to reduce reliance in its revenue budget on uncertain funding streams such as New Homes Bonus.

APPENDIX A

Capital Expenditure - the Council will only undertake capital investment in support of its priorities and where its supports asset maintenance, invest-to-save schemes or strategic intent (such as regeneration). Capital spending plans, whether funded from internal resources or through borrowing, will be affordable, prudent and sustainable.

- The Council will develop an asset management strategy that seeks to maximise return on existing Council assets, divest itself of low-performing assets and sets out parameters for investment in property to increase income to the Council.
- The Council will set prudential indicators, including borrowing limits, for capital financing through its annual Treasury Management Strategy ensuring any future borrowing is affordable, prudent and sustainable.
- The Council will explore opportunities for borrowing as the need arises such as Public Works Loan Board, European Investment Bank, through the Local Enterprise Partnership and the UK's Municipal Bond Agency.
- The Council will seek alternative forms of funding to use of its internal resources where possible, maximising the use of external resources such as s106 contributions and funding from Local Enterprise Partnerships and exploring private sector funding opportunities where available.
- The Council will review the estimated level of Revenue Contributions to Capital annually as part of the budget process, the actual level of contribution being dependent on the outturn position each year. Once the Council moves towards borrowing, the contributions to capital will be replaced in the revenue budget by the cost of carrying debt.
- Capital receipts from the sale of assets will be used to meet future corporate priorities rather than be retained for use by the service that has relinquished the asset
- Resources allocated to particular capital projects but subsequently not required are returned to meet future corporate priorities rather than be retained for use by that service
- No new capital schemes are included in the programme without the necessary resources to meet the full capital costs and any on-going Revenue costs being in place.
- All new capital schemes are subject to the bid process for inclusion in the Capital Programme, which requires whole life costing for new bids for the current revised budget and for the upcoming year. Indicative bids are required for future years in order to have a picture of capital spending over the medium term but these later projects will require business cases and further approval as they come forward. New capital schemes brought forward in-year are supported by business cases and reported to DMB and Cabinet in line with current financial regulations.

APPENDIX A

Reserves - the Council will maintain a reasonable level of usable reserves to enable it to weather the volatility of its funding position and to support invest-to-save schemes as part of its aim to reduce net revenue costs.

- The Council will maintain its General Fund balance between £1 million and £2 million.
- In addition, the Council will maintain other usable reserves (E.g. Stability & Resilience Reserve/Service Improvement Fund) to provide a buffer against fluctuations in income and expenditure and to support invest-to-save schemes. The estimated level of these usable reserves (including the General Fund Balance) at the close of 2015/16 is £5.5 million, which is around 6.5% of the Council's gross expenditure. The Council will aim to maintain a minimum level of reserves at 5% of gross expenditure, while recognising that the figure may go up or down, adjusting to short-term pressures within the revenue budget principally as a result of the operation of the Business Rates Retention Scheme.
- Reserves are not used to meet on-going, unsustainable levels of expenditure but may be used in the short-term in conjunction with plans to reduce net revenue costs over the medium-term
- Regular review of all reserves in order to:
 - Maintain and replenish funds which will be used to mitigate the substantial risks identified over the medium term
 - Maintain reserves to support the provision of major projects, invest-to-save schemes or service reviews in order to support the work of the 8-point plan as referred to above
 - Release those reserves which are no longer required due to changing circumstances
- The Council will annually review the level of earmarked reserves it sets aside to mitigate against known risks or future liabilities, to ensure that the level of those reserves remains appropriate, returning balances no longer required to the General Fund.

Governance and Performance - the Council will monitor the delivery of its financial strategy and performance against savings requirement, adjusting the plans to meet changing demands. This will be achieved by:

- Annual review of key strategies such as Medium Term Financial Strategy and Treasury Management Strategy, with updates to relevant Committees, Policy and Review panels and Cabinet as appropriate.
- Continuous improvement of governance and project management of key programmes and projects, ensuring benefits of invest-to-save projects are realised.
- Ensuring that the Council's budgets, financial records and accounts are

APPENDIX A

prepared and maintained in line with accounting standards, CIPFA Code of Practice on Local Government Accounting, the CIPFA Prudential code and relevant sections of the Council's Constitution and Financial Regulations.

- Timely budget and performance monitoring arrangements (through budget monitoring and quarterly performance monitoring reports).
- Preparation of financial plans to cover a four-year period, including revenue and capital expenditure, Tax bases and Council Tax Support Scheme.
- Budget guidelines are maintained and reviewed annually by the Council's s151 officer.
- New spending plans are considered only if they make a clear contribution to the Council's objectives and priorities or meet new statutory responsibilities.
- Ensuring proposals for significant projects and changes are set out in an appropriate business case to assess the impact on the Council.

The Council will seek out opportunities to work with partners to maximise outcomes for our residents, explore access to funding and maximise the shared benefits of joint working.

- The Council will explore joint working opportunities or shared services where they add benefit to the Council or its residents with partners including (but not exclusive to):
 - County Council
 - Police
 - Fire and Rescue Authority
 - Other local authorities
 - Local Enterprise Partnership
 - Voluntary and Community sector
 - Private sector
- The Council will seek to maximise the financial benefit and security of any potential devolution deal with government.
- The Council will seek to optimise external funding opportunities to defray cost of services and capital investment or to increase available resources.

SUMMARY OF RISK ASSESSMENTS

Risk	Level	Mitigation
Overall government funding through formula grant and business rates is less than assumed.	HIGH (RED)	Assess impact of Local Government Settlement at earliest opportunity, monitor impact of any changes to the business rates retention scheme and revise forecasts as necessary
Planned efficiency savings and savings targets are not achieved.	HIGH (RED)	The Council has developed an 8-point plan towards financial sustainability with on-going review of the plan in respect of timescales, deliverability and net benefits. The Council has also set aside Reserves to support invest-to-save schemes and to mitigate against the effects of fluctuations in net revenue spending while longer-term sustainability plans are moved forward.
Reduction in interest income due to low interest rates or investment returns being lower than budgeted for.	MEDIUM (AMBER)	Interest rate risk is managed through the Treasury Management Strategy, which has moved towards longer-term, pooled funds and other fixed rate instruments to protect the Council from the impact of low base rates. Mid- and year-end monitoring reports are produced on all treasury management activity, in addition to reporting during the budget monitoring cycle. Capital expenditure, which reduces the core reserves available for investment, will only be undertaken where prudent and affordable.
Fees and Charges income does not achieve the assumed levels.	MEDIUM (AMBER)	The Council has a well-developed in-year budget monitoring process that identifies any variations early to allow corrective action to be taken. The Council also maintains a Stability and Resilience Reserve to mitigate against large fluctuations in its income streams in the short term, while longer term plans to reduce net expenditure are being progressed.
Legislative changes not anticipated.	MEDIUM (AMBER)	Keep up to date with Government policy and consultations.
Expenditure is not contained within approved budgets.	LOW (GREEN)	The Council has a well-developed in-year budget monitoring process that identifies any variations early to allow corrective action to be taken. A reasonable level of usable reserves is maintained to meet any unavoidable unexpected costs.
Unplanned expenditure requirements.		
External grants and contributions are less than forecast.		

**REVENUE BUDGET MONITORING & FORECASTING 2015/16
POSITION AT OCTOBER 2015**

1. INTRODUCTION

- 1.1 This report informs Members of the Council's anticipated financial position for 2015/16, based on the monitoring exercise carried out during October 2015.

2. BACKGROUND

- 2.1 During October, budget officers carried out a regular budget monitoring exercise for their services, identifying any variations from the current approved budget that they anticipate will occur in the financial year. The current approved budget is the Original Budget for 2015/16 as approved by Council on 26 February 2015 plus any subsequently approved supplementary estimates and virements. It also includes approved budget carry-forwards from 2014/15.
- 2.2 A salary monitoring exercise is also carried out in order to identify any salary variances, while the level of government grants and interest receivable from the Council's investments are reviewed and updated where necessary.
- 2.3 This information is consolidated to produce an updated forecast of the revenue position at the end of 2015/16 at Appendix A.

3. BUDGET ADJUSTMENTS

- 3.1 As indicated in paragraph 2.1, the current approved budget includes carry-forwards of unspent budgets from 2014/15 of £322,000, of which £172,000 is to be met from grants received in prior years, with the remainder being funded from underspends in 2014/15, which were set aside in an earmarked reserve. This means that this expenditure will have no effect on balances in the current year.
- 3.2 A number of supplementary estimates have been approved for both income and expenditure during the first half of 2015/16 resulting in a net reduction of £14,000 as set out in Appendix B.
- 3.3 £254,000 of virements have also been requested which simply move costs between detailed budget lines or between cost centres in order to better manage the budgets. This has been driven in part by the change in responsibilities following the recent service restructure. There is no change to the purpose of the expenditure from that approved in the original budgets and this has no effect on overall balances.

4 REPORTED VARIANCES

- 4.1 As part of the overall budget for 2015/16, and in order for the Council to maintain a sound position, savings and efficiencies of £500,000 are required for the year, in addition to staff turnover savings of £315,000.
- 4.2 In this second quarter monitoring exercise, budget officers identified a net overspend of approximately £28,000 against their non-salary budgets as set out in Appendix C of this report.
- 4.3 The vacancy monitoring exercise identifies estimated savings based on regular turnover of staff, resulting in variances caused by short-term vacancy, recruiting above or below estimated pay points, entry into pension scheme etc. In addition, there are savings due to the pay award for the year being marginally different to that budgeted for and savings generated from restructuring. Based on current estimates, it is likely that savings of £415,000 will be achieved by the end of the financial year.
- 4.4 Other favourable variances include additional interest receipts (£49,000), additional grant income from central government (£34,000), and corporate income from advertising (£10,000).
- 4.5 As set out in last quarter's report, by far the greatest variances affecting 2015/16 are in relation to the operation of the Business Rates Retention Scheme. The operation of the scheme can cause major fluctuations in individual years due to the timing of estimates and the final reporting of business rates outturn. Accounting regulations further complicate matters by stipulating which figures may be reported in each year.
- 4.6 The original estimate for Business Rates surplus included the cost of a levy payable to central government, which was subsequently accounted for in 2014/15. Removing this cost from 2015/16 increased the surplus by £2,371,000. Set against this, is an expected reduction of £221,000 to the amount of s31 grants due to the Council.
- 4.7 The latest estimates for 2015/16 business rates income are broadly in line with the initial forecast although with figures of this magnitude (i.e. gross rates payable of around £52m) there will inevitably be some movement in these figures. At this stage however, there are no other material variances to report and the outlook remains positive for local growth.

5 TRANSFERS TO RESERVES

- 5.1 Due to the business rates position outlined above, Members agreed at 1st Quarter Budget Monitoring to transfer £1.8m to the Stability and Resilience Reserve to replenish the amount utilised last year. This reserve is used to mitigate risks of fluctuations in income and expenditure while the Council moves forward on major savings and efficiencies projects to provide a more sustainable financial future for the Council.
- 5.2 Mindful of the Council's capital expenditure commitments, including income generating proposals within the 8-point plan, Members also agreed to increase

the revenue contributions towards capital expenditure from £550,000 for the current year to £959,000 in order to replace contributions that were not made in 2014/15.

- 5.3 In addition, it was agreed to set aside £446,000 to cover future mercury abatement measures at the Council's crematorium. A further estimated £39,000 will be transferred to this reserve during 2015/16 as outlined in the previous report.
- 5.4 £406,000 of s106 Developer contributions towards Suitable Alternative Natural Green Space have been received during 2015/16 and will be transferred to reserves for the future maintenance of these areas (Southwood Woodlands and Rowhill).
- 5.5 Other changes to reserves include additional drawdown of funding from earmarked reserves (£37,000) relating to grant funded expenditure and a reduction in transfer to the Civil Parking Enforcement Surplus account (£48,000).
- 5.6 The net effect of these transfers on general fund balances is broadly neutral. They either replace funds that were allocated in 2014/15 to offset the timing differences within the business rates scheme, draw down grants received in prior years for use in the current year or conversely, set aside income received in the current year for planned use in future years.

6 GENERAL FUND BALANCE AND LEVEL OF USABLE RESERVES

- 6.1 After taking into account the variances reported to date and the expected transfers to reserves, General Fund balances will be £1.624m at the year end, which falls within the approved range of £1m - £2m and unchanged from that reported in the last quarter.
- 6.2 Maintaining balances at this level assumes that £387,000 of savings will be made during the second half of the year, in order to achieve the £500,000 savings requirement for the year.
- 6.3 The projections also provide for the replacement of funds into the Stability and Resilience Reserve, essential to mitigate against the fluctuations which can be caused by the operation of the business rates retention scheme (as seen in 2014/15) and to allow some flexibility while additional income or cost savings are generated by the 8-point plan. The Stability and Resilience Reserve will stand at £3.377m after the transfer set out above.
- 6.4 Maintaining reserves at a robust level is key to the future financial security of the Council, allowing the Council to manage risk and support key invest-to-save projects, and is in line with recent reporting from the Council's external auditors.
- 6.5 The other main reserve held for these purposes is the Service Improvement Fund, primarily used for supporting projects within the 8-point plan and to invest in improvement to services.
- 6.6 Current estimates for use of the Service Improvement Fund in 2015/16 are set out in the following table:

Service Improvement Fund	£000	£000
Opening balance as at 1st April 2015		887
Estimated Expenditure during 2015/16:		
System Thinking Reviews	30	
Service Improvement (Property & Estates/Contracts/Financial Services/Procurement/Transparency code/Personnel)	241	
Organisational Development	37	
Channel Shift	47	
Forecast balance as at 31st March 2016		532

6.7 While these funds provide an element of protection for the Council, there are still some key financial risks facing the Council in 2015/16 and beyond including:

- Risk that the council will not achieve the savings targets required
- Risks that projects will not deliver efficiency savings to timescale (both of these are mitigated to an extent by the reserves mentioned already)
- Deterioration in income streams due to the economic climate including planning fees, parking income and rents
- Potential upside for interest receipts should interest rates rise in the short term
- The potential centralisation of land charges
- Pressure on services from demographic change
- Pressure on services due to legislative changes. For example, the Welfare reform measures announced in the July budget which could create demand pressures from our most vulnerable residents in addition to cost pressure within the Council Tax Reduction Scheme
- Further reductions in central government funding and risk around the continuation of New Homes Bonus in its current format
- Continued pressure on Bed & Breakfast costs due to the number of larger families requiring assistance and the lack of suitable available accommodation
- Increasing issue of street homelessness

7 SUSTAINABILITY

7.1 There will always be variances reported in-year against budgets due to the Council adapting its priorities to manage inevitable changes in demand pressures and having a flexible approach to changing circumstances. While we would not want financial constraints to hamper this responsive approach, which works well for residents, the Council does need to reduce its net cost of services (by reducing costs or increasing income) to achieve financial sustainability.

7.2 This quarter's budget monitoring cycle includes some savings/income generation

as a result of projects in the 8-point plan, which builds towards this sustainable position. Some projects have already delivered and are included in the base budgets e.g. treasury management receipts. Some projects have now been adjusted in the budgets via supplementary estimates e.g. the in-house provision of markets and car boot sales. Other corporate projects, such as better procurement, are flowing through to variances reported in-year, such as £30,000 saving for insurance services.

- 7.3 This provides confidence that the savings required in the short-term are achievable, through a combination of in-year savings as well as longer-term changes to the delivery of services, which reduce net costs on an on-going basis.
- 7.4 However, we continue to expect significant financial challenges over the medium term, the quantum of which cannot be clarified until after the autumn spending review and announcements within the Autumn Statement. In order to meet these challenges, it will be essential that some of the more significant and potentially challenging to deliver projects within the 8-point plan are moved forward in sufficient time.

8 CONCLUSIONS

- 8.1 The outturn position reported assumes the achievement of the remaining £387,000 of the savings requirement during the year. Given the positive position reported and the progress to date against the 8-point plan, it seems likely that this will be achieved. This should result in general fund balances of £1.624m, within the range of approved balances and £376,000 below the original forecast. This level of variation from the estimates is still only a small proportion of the gross annual turnover of the Council (less than 0.5%) but has a large impact on the level of balances.
- 8.2 While this report provides reassurance for the current financial year, the scale of the challenge for 2016/17 and beyond is considerably greater and efforts should be concentrated on moving forward the 8-point plan to achieve a sustainable financial future.

9 RECOMMENDATIONS

- 9.1 Members are requested to note the contents of this report.

AMANDA FAHEY
HEAD OF FINANCIAL SERVICES

	Original Estimate 2015/16 £000	Current Approved Estimate 2015/16 £000	Forecast Outturn 2015/16 £000
PORTFOLIO EXPENDITURE			
1 Corporate Services	986	1,030	957
2 Environment and Service Delivery	3,973	3,956	3,933
3 Concessions and Community	1,750	1,823	1,843
4 Health and Housing	1,677	1,748	1,757
5 Business, Safety and Regulation	2,690	2,729	2,839
6 Leisure & Youth	4,509	4,607	4,167
7 PORTFOLIO NET EXPENDITURE	15,585	15,893	15,496
8 Capital Accounting Charges - reversed	(2,588)	(2,588)	(2,588)
9 IAS 19 Pension costs - reversed	306	306	306
16 NET EXPENDITURE AFTER ADJUSTMENTS	13,303	13,611	13,214
11 Reductions in Service Costs/Income Generation	(500)	(500)	(387)
12 Vacancy Monitoring	(315)	(315)	(415)
13 Corporate Income and Expenditure	(2,933)	(2,933)	(5,363)
14 Contributions to/(from) Reserves	2,358	2,036	5,053
15 Central Government Funding	(6,799)	(6,799)	(6,612)
16 NET TOTAL EXPENDITURE	5,114	5,100	5,490
17 Contribution to/(from) balances	362	376	(14)
18 COUNCIL TAX REQUIREMENT	5,476	5,476	5,476
REVENUE BALANCES			
19 1 April	1,638	1,638	1,638
20 General Fund Transfer	362	376	(14)
21 31 March	2,000	2,014	1,624
13 Corporate Income and Expenditure			
Interest Receivable	(800)	(800)	(849)
Collection Fund (Surplus)/deficit - CTax	(150)	(150)	(150)
Collection Fund (Surplus)/deficit - NNDR	(1,983)	(1,983)	(4,354)
Other Corporate Income and Expenditure	0	0	(10)
Total	(2,933)	(2,933)	(5,363)
14 Contributions to/(from) Reserve Accounts			
Revenue Contributions to Capital Programme	550	550	959
Revenue Contributions to Improvement Grants	200	200	200
Transfer to CPE Surplus Account	201	201	153
Contributions to/(from) earmarked reserves/prior year grants	(170)	(492)	362
Transfer to/(from) Stability and Resilience Reserve	1,577	1,577	3,379
Total	2,358	2,036	5,053
15 Central Government Funding			
New Burdens Grant/Other non ring-fenced funding			(34)
New Homes Bonus	(1,696)	(1,696)	(1,696)
Council Tax Freeze Grant	(61)	(61)	(61)
Revenue Support Grant	(1,756)	(1,756)	(1,756)
RBC share of rates collected	(18,620)	(18,620)	(18,620)
Tariff payable	15,178	15,178	15,178
Levy payable	848	848	848
Grants in relation to business rates	(692)	(692)	(471)
Total	(6,799)	(6,799)	(6,612)

Supplementary Estimates for Quarters 1 & 2 2015/16 are shown below:

<p>Corporate Services Portfolio</p> <p>Council Offices</p> <ul style="list-style-type: none"> - Essential works to office facilities and staff café (mainly health and safety) <p>Corporate Finance</p> <ul style="list-style-type: none"> - Work required to website following change to Council's bank account. - Legal fees relating to the Royal Mail VAT claim. <p>Audit Support</p> <ul style="list-style-type: none"> - Costs of agency staff whilst Audit Manager is carrying out project work. <p>Procurement</p> <ul style="list-style-type: none"> - Fixed term Procurement Officer post to support the Council's Better Procurement Project. 	<p>£000</p> <p>8</p> <p>7</p> <p>5</p> <p>5</p> <p>8</p>
<p>Environment and Service Delivery Portfolio</p> <p>Farnborough Town Centre Regeneration</p> <ul style="list-style-type: none"> - Review of Farnborough Town Centre development agreement and deed of variation – consultancy services <p>Markets and Car Boot Sales</p> <ul style="list-style-type: none"> - Revised market and car boot sale expenditure budgets following move to in-house provision - Revised market and car boot sale income budgets following move to in-house provision - Removal of previous income budget for profit share licences at the markets - Removal of previous car boot sale income from car parks budgets <p>Planning Policy</p> <ul style="list-style-type: none"> - Reduction in spend on consultancy costs as a result of in-house resourcing 	<p>£000</p> <p>8</p> <p>81</p> <p>(295)</p> <p>35</p> <p>13</p> <p>(10)</p>
<p>Concessions and Community Portfolio</p> <p>Grants to Voluntary Organisations</p> <ul style="list-style-type: none"> - Grant to Source Café to cover rent following exit from 237 High Street 	<p>£000</p> <p>24</p>

<p><i>Health & Housing Portfolio</i></p> <p>Housing Advice</p> <ul style="list-style-type: none"> - Provision of support and advice to young homeless people from Step by Step 10 - Extension of temporary Housing Officer post 34 - Contribution towards Winter Night Shelter 15/16 9 - Creation of a part time Housing Allocation Assistant 4 	<p>£000</p>
<p><i>Business, Safety & Regulation Portfolio</i></p> <p>Development Management</p> <ul style="list-style-type: none"> - Removal of income budget re s106 administration and monitoring costs as no longer levying charge due to recent legal challenge 24 <p>Community Patrol Team</p> <ul style="list-style-type: none"> - Appointment of apprentice in the Community Patrol team 6 	<p>£000</p>
<p><i>Leisure and Youth Portfolio</i></p> <p>Aldershot Lido Redecoration works 10</p>	<p>£000</p>

The savings identified by services during the October 2015 budget monitoring exercise and amounting to a net overspend of approximately £28k are shown below:

Corporate Services Portfolio	£000
<p>Retirement Pension Costs</p> <ul style="list-style-type: none"> - The budget assumed an increase in 2015/16 fixed superannuation pension contributions, which have not materialised. (82) 	
<p>ICT and Facilities Services</p> <ul style="list-style-type: none"> - Savings resulting from a new data centre maintenance contract, and lower forecast expenditure on network server and partnership support costs. (16) - A reduction in expenditure, due to the lack of a requirement for GIS aerial data in 2015/16. (10) - A forecast increase in costs due to network software costs associated with smarter/remote working. 10 	
<p>Legal Services</p> <ul style="list-style-type: none"> - A forecast shortfall in rental income, as the budget contained assumptions regarding rent increases that did not materialise following rent reviews during 2014/15. 41 	
<p>Financial Services</p> <ul style="list-style-type: none"> - Savings generated following the re-tender of the Council's insurances, together with a reduction in charges levied by the Council's bank. (36) 	
<p>Democratic and Customer Services</p> <ul style="list-style-type: none"> - Additional (volume related) postage costs. 13 	
Environment and Service Delivery Portfolio	£000
<p>Parking Charges</p> <ul style="list-style-type: none"> - Forecast shortfall in on-street parking income primarily due to the decline in all-day ticket sales. 76 - A reduction in Pay & Display income resulting from the cessation of the agreement to manage the PC World car park in April 2015, combined with the decline in all day and multi day ticket sales at Union Street. 45 - Forecast additional income generated from smartcards (based upon 3-year average income) and other income streams (26) - A reduction in car parks expenditure following the cessation of the PC World management agreement (outlined above). (19) 	

	Parking Charges continued	
-	A shortfall in income following the introduction of free overnight parking in the Aldershot Multi-storey car park and the 60p charge for all day Sunday parking in Aldershot car parks.	18
-	A one-off saving on licence fee expenditure resulting from the implementation of a new parking management system.	(17)
	Fine Income	
-	A shortfall in CCTV enforcement income generated as a result of changes in legislation with effect April 2015.	72
-	Anticipated additional income generated from penalty charge notices (PCN) on on-street parking.	(36)
-	Additional PCN fine income generated from parking charge notices issued in car parks.	(25)
	Recycling	
-	A shortfall in glass sales income based upon the price per tonnage decreasing on global markets for glass reprocessing.	13
-	Additional green waste income, partially due to some households switching from bags to bins.	(30)
	Street Cleansing	
-	Reduction in expenditure on payments to contractors, together with additional income generated as a result of the extension to March 2016 of the cleansing agreement with First Wessex for Prospect Estate.	(42)
	Market and Car Boot Sales	
-	A shortfall in income generated from car boot sales. There is a target for improvement across markets and car boot sales to address this adverse income variance.	59
-	Additional pitch fee income.	(41)
-	Additional expenditure on market rates, casual staffing and subscription costs.	26
	Maintenance Team	
-	Net additional income secured for Skilled Up Project costs, which will be used to fund salary costs.	(33)
	Planning Policy	
-	Forecast overspend due to Local Plan submission and examination costs.	10
	Economic Development	
-	Savings as technological advancements including the introduction of 4G mean Farnborough WIFI is unlikely to be required.	(15)

<p>Economic Development (continued)</p> <ul style="list-style-type: none"> - Additional expenditure on LEP subscription and consultancy fees to support the economic development strategy 2015/16 and work on developing Business Improvement Districts. 	<p>£000 13</p>
<p>Health and Housing Portfolio</p> <p>Housing Advice</p> <ul style="list-style-type: none"> - Additional bed and breakfast expenditure due to a combination of an increased number of larger family units (which are difficult to accommodate), together with delays associated with Oak Housing becoming available. - An increase in Houses in Multiple Occupation licences due resulting from the identification of additional properties. - 	<p>£000</p> <p>18</p> <p>(9)</p>
<p>Business, Safety & Regulation Portfolio</p> <p>Development Management</p> <ul style="list-style-type: none"> - Forecast lower than anticipated planning application fee income resulting from fewer, large fee earning planning applications (based upon 6 months activity to 30/9/15). 	<p>£000</p> <p>100</p>
<p>Leisure and Youth Portfolio</p> <p>Parks and Recreation Grounds</p> <ul style="list-style-type: none"> - Forecast additional income generated from concessions operating in parks and recreation grounds. <p>Grounds Maintenance Contract</p> <ul style="list-style-type: none"> - Lower than budget expenditure on grounds maintenance costs following the removal of two cricket tables. 	<p>£000</p> <p>(11)</p> <p>(15)</p>
<p>Other Portfolio Variances</p> <ul style="list-style-type: none"> - Other reported variances individually below £10k, across a number of portfolios <p>Total Non-Salary Portfolio Variances.</p>	<p>£000</p> <p>(23)</p> <hr/> <p>28</p>

<i>Other portfolio variances that will be offset by transfers to/from Reserves</i>	£000
<p>Parks and Recreation Grounds</p> <p>- Additional S106 Developer contributions received for the Southwood Woodlands and Rowhill Suitable Alternative Natural Green Spaces (SANGs). As the contributions will not be spent during 2015/16, the income will offset with a transfer to earmarked reserves, and will be used to maintain these areas in future years.</p>	(406)
<p>Public Health</p> <p>- Public Health Grant funded expenditure. The expenditure will be offset with a transfer from earmarked reserves.</p>	20
<p>Crematorium</p> <p>- Balance of mercury abatement levy, after payment is made to CAMEO. This amount will be transferred to an earmarked reserve in readiness to purchase replacement cremator.</p>	(39)

**CAPITAL PROGRAMME MONITORING 2015/16
POSITION AS AT OCTOBER 2015**

1. INTRODUCTION

1.1 This report informs Members of the Council's Capital Programme latest forecast for 2015/16, based on the monitoring exercise carried out during October.

2. BACKGROUND

2.1 Financial Services, in consultation with relevant budget officers, carry out regular monitoring of the Capital Programme.

2.2 A summary of the overall position is shown in Capital Programme Monitoring: Appendix A.

3. CURRENT POSITION

3.1 The Council has developed an 8 Point Plan for financial sustainability in response to continued economic pressures and the uncertainties faced in local government.

3.2 As part of the budget process, the Council reviewed all new Capital Schemes to ensure that they were a priority. The Council approved the 2015/16 Capital Programme on 20 February 2015 of £7,382,000.

3.3 In addition to the new schemes, there was carried forward slippage from 2014/15 of £2,292,000. Since February 2015 additional variations of £3,831,000 have also been approved. This brings the total approved Capital Programme for 2015/16 to £13,505,000.

3.4 Based on the October 2015 monitoring exercise, the forecast outturn for 2015/16 is expected to be £9,290,000; with a forecast shortfall of £4,215,000 against the approved Total Capital Programme of £13,505,000.

3.5 Of this shortfall :

	£000's
Schemes forecast to slip to 2016/17	(2,632)
Scheme forecast to underspend in 2015/16	(1,583)
Total Forecast Programme Shortfall 2015/16	(4,215)

3.6 The major scheme slippages identified to date are:

Scheme	Explanation	£000's
<p>Activation Aldershot - Project 1 Integration Between AUE & Town Centre</p>	<p>This part of the project relates to the Grainger works. Slippage is due to lengthy delays with the legal agreement. Currently this is out to tender.</p>	(1,500)
<p>Pay and Display Machines - Replacements</p>	<p>Project slipped due to delays in implementing car park technology. It is due to be implemented in 16/17</p>	(400)
<p>Manor Park - Playground Refurbishment</p>	<p>Awaiting results of consultation before finalising the design brief and sending for tender with HIOWPP. Works will be completed by Summer of 2016</p>	(160)
<p>Municipal Gardens - Playground Refurbishment</p>	<p>Awaiting results of consultation before finalising the design brief and sending for tender with HIOWPP. Works will be completed by Summer of 2016</p>	(160)
<p>Beaumont Park - Emergency Works to Boundary Wall</p>	<p>Delays in finding a specialised contractor.</p>	(127)
<p>Co- Location - Project Phase 3</p>	<p>Delays in relocation of police and identifying the relevant building works required.</p>	(115)
<p>Pyestock Crescent Playground Renewal</p>	<p>Consultation completed, finalising the design brief, works will be completed by Summer of 2016</p>	(80)
<p>Activation Aldershot - Project 2 Town Centre Improvements</p>	<p>Project to be completed by the end of 15/16, with the final completion fees paid in early 16/17</p>	(60)
<p>Manor Park Lake & Brickfield Country Park - Improvement Works</p>	<p>Project was delayed. However, works have now started, but will run into 16/17.</p>	(30)

3.7 The major forecast underspends arise on the following schemes:

Scheme	Explanation	£000's
Activation Aldershot - Project 2 Town Centre Improvements	There have been significant savings across various aspects especially where we have managed the works ourselves.	(1,240)
Pay and Display Machines - Replacements	Project underspend of £100k anticipated, on the basis that technology prices should come in lower than expected.	(100)
ICT Strategy & Digital Strategy	Pre-spend was incurred in 2014/15 due to the complexities of Channel Shift and additional costs to ensure compliance with PSN (Government Connect). The 2015/16 forecast has therefore been reduced to reflect this.	(84)
Depot - Temporary Depot Refurbishment	Savings arise as the temporary depot refurbishment is no longer needed.	(75)
Car Parks - Management Systems	Pre-spend was incurred in 2014/15. The 2015/16 forecast has therefore been reduced to reflect this.	(58)
Princes Hall - New Paving	Project is now not proceeding as budget is insufficient and the future of the Princes Hall site is now being reviewed as part of the master planning work.	(18)
Car Parks - Provision for Enhancements	Pre-spend was incurred in 2014/15. The 2015/16 forecast has therefore been reduced to reflect this.	(16)

4. CONCLUSIONS

- 4.1 Slippage has been identified on several schemes and these are shown above, along with any other material variations. The Activation Aldershot underspend of £1.24m will allow the Council to progress with Phase 6 of the scheme and the development of the Aldershot Station area. Phase 6 will be presented as a New Capital Bid for 16/17.
- 4.2 The Council's Capital Programme is currently forecast to spend £9.3m, £1.9m above the original approved budget of £7.4m.

5. RECOMMENDATION

5.1 Members are requested to note the latest Capital Programme monitoring position.

**AMANDA FAHEY
HEAD OF FINANCIAL SERVICES**

CAPITAL PROGRAMME MONITORING SUMMARY 2015/16

PORTFOLIO	SLIPPAGE FROM 2014/15	ORIGINAL BUDGET 2015/16	ADDITIONAL BUDGET APPROVALS 2015/16	TOTAL APPROVED BUDGET 2015/16	ACTUAL AS AT 30.9.15	VARIANCE	FORECAST SPEND 2015/16	FORECAST SPEND LESS APPROVED BUDGET	SLIPPAGE TO 2016/17
		£	£	£	£	£	£	£	£
CORPORATE SERVICES	13,000	642,000	2,295,000	2,950,000	96,217	(2,853,783)	2,752,230	(197,770)	115,000
LEISURE AND YOUTH	261,000	868,000	20,000	1,149,000	194,965	(954,035)	699,000	(450,000)	430,000
ENVIRONMENT & SERVICE DELIVERY	1,604,000	4,948,000	1,516,000	8,068,000	1,834,620	(4,733,380)	4,500,647	(3,567,353)	2,087,000
BUSINESS, SAFETY AND REGULATION	0	0	0	0	0	0	0	0	0
HEALTH AND HOUSING	414,000	924,000	0	1,338,000	222,848	(1,115,152)	1,338,000	0	0
TOTAL	2,292,000	7,382,000	3,831,000	13,505,000	2,348,649	(9,656,351)	9,289,877	(4,215,123)	2,632,000

Amendments to Programme Approved 2015/16

	<u>Approved By</u>	<u>Date</u>	<u>£</u>
Original Budget 2015/16	Full Council	26/02/2015	7,382,000
Slippage From 2014/15	Cabinet	02/06/2015	2,292,000
6555 - Redan Hill Fortifications	DMB	10/03/2015	20,000
5211 - Purchase of land - Ball Hill (SANG)	Cabinet	02/06/2015	1,700,000
5213 - Purchase of 10A Wellesley House	Cabinet	30/06/2015	595,000
6587 - Aldershot Bus Station - Refurbishment of Facilities	DMB	21/07/2015	16,000
New Depot - Land & Fees	Cabinet	20/10/2015	1,500,000
		Total Approved Budget	13,505,000

Other Projects Approved but now unlikely to proceed

	<u>Approved By</u>	<u>Date</u>	
5210 - Kings Centre & Car Wash Site	Cabinet	10/02/2015	1,050,000
5212 - Purchase of Plot 5 and 6 Farnborough Industrial Est	Cabinet	02/06/2015	3,000,000

This page is intentionally left blank

AGENDA ITEM NO. 3

CABINET
17 November, 2015

DIRECTORS' MANAGEMENT
BOARD REPORT
REPORT NO. DMB1505

**CORPORATE STRATEGY AND CORPORATE PLAN 2015/16 –
QUARTER 2 MONITORING**

1. Introduction

- 1.1 At its meeting on 2nd June, 2015 Cabinet agreed the Corporate Plan for 2015/16. The Plan is based on the Council's stated Purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives**. The Purpose has five supporting priority themes:



- 1.2 Each quarter a report is produced to allow Cabinet to monitor performance against the Council's Corporate Plan. Attached is the second of these reports for the 2015/16 financial year (1st July 2015 to 30th September 2015).

2. The Detail

- 2.1 The document attached as an annex to this paper, builds on the agreed Corporate Plan and its themes and sets out a collection of strategic and performance management data. At its core is the traffic light system that will be familiar to Cabinet. The structure of the document has three tiers:

- **Section One: Sustainability of place**
This section includes the recent and relevant data about Rushmoor and the residents of Rushmoor.

- **Section Two: – Corporate sustainability – Rushmoor Fit for the Future**

This section is new and includes a budget and savings overview, the 8 Point Plan and Organisational Development. The '8 Point Plan' has been developed to address the need to continue to provide key services alongside refocusing the Council's resources to achieve the necessary reductions in net revenue spend over the medium term. The elements of the 8 Point Plan have recently been reviewed and for 2015/16 are as follows:

Point 1 – The Workbook

Point 2 - Efficiency & Transformation

Point 3 – Income Generation & Investment Opportunities

Point 4 – Better Use of Property & Assets

Point 5 – Financial Strategy

Point 6 – Organisational Structure

Point 7 – Better Procurement

Point 8 – Effective Taxation Policies

- **Section Three: Key initiatives and service measures**

This section includes the key initiatives and service measures laid out under the Council's five themes.

2.2 Annually Cabinet receives an analysis of the complete set of management data on which it can base a review of Council policy and strategy. In each of the subsequent quarters, a subset of the data forms a shorter, more focused, performance management reporting set. The data set is still being developed and it is anticipated that it will evolve and the items that are included may change to best meet the needs of managing the Council and performance against the Corporate Plan.

3. Recommendation

3.1 The Cabinet is asked to note the performance made against the Corporate Plan in the second quarter of 2015/16.

DIRECTORS' MANAGEMENT BOARD

3 November, 2015

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



**Strategic and Performance
Management Updates
Quarter 2 2015-16
(1st July 2015 to 30th September 2015)**

Introduction

Annually the Council produces a Corporate Plan which sets out its future priorities and planned activities and actions for achieving its purpose.

The image below shows the Council's stated Purpose and the five themes which underpin the Purpose:



The Cabinet reviews progress against the Corporate Plan, on a quarterly basis. This acts as the key corporate performance monitoring process for the Council.

This document combines both informative data about the Rushmoor area and some more specific data about the Council as a whole and about individual services. It is provided to give an enhanced overview to inform Cabinet's priorities and its monitoring of performance.

This data set is the subject of regular presentations by members of the Council's Directors' Management Board to the Cabinet. In Quarter 1 Cabinet is presented with an analysis of the entire set of data in the document on which it can base a review of Council policy and strategic thinking. Following this, each quarter, a reduced set of data forms a shorter performance management reporting set.

Whilst considerable thought has been given to the chosen set of data included in this document, it is seen as a starting point and it is intended to evolve the items that are included to best meet the needs of managing the Council.

Contents of the 2015 Corporate Plan

	Page
Section One: Sustainability of place	
1. Summary	4
2. Demographics of our population	5
3. Deprivation data	5
4. Crime data	10
5. Education and skills data	11
6. Economy data	12
7. Heath data	15
Section Two: – Corporate sustainability – Rushmoor Fit for the Future	
1. Summary	16
2. Budget and savings process overview	17
3. The 8 Point Plan	18
4. Organisational Development	28
Section Three: Key initiatives and service measures	
1. Summary	30
2. People and Communities – Supporting our and communities and meeting local needs	31
3. Prosperity - Sustaining and developing our local economy	37
4. Place - Protecting and developing a safe, clean and sustainable environment	42
5. Leadership - Providing leadership to make Rushmoor the place where our communities want to live and work	47
6. Good Value Services - Ensuring quality services that represent good value for money	51

Section One: Sustainability of place

1. Summary

Indices of multiple deprivation

- The latest update of the Indices of multiple deprivation was released on 30th September 2015 the key findings are that:
 - Rushmoor has two small areas of multiple deprivation, these are in Aldershot Park and Cherrywood wards.
 - Of the other Lower-layer Super Output Areas (LSOAs), 12 LSOAs are in the 40% most deprived, 11 LSOAs are in the middle 20%, 15 LSOAs are in 40% least deprived and 18 LSOAs are in the 20% least deprived areas in the country.
 - Ten (17.2%) of the LSOAs in Rushmoor are in the 20% most deprived in the country for Education, Skills and Training.

Crime

- This reporting year has seen the evolution of crime classification has led to additional reports being created for multiple victim offences and is anticipated to have contributed to an increase in crime statistics. During Quarter 2 total crime in Rushmoor increased slightly (+4%, n51) compared to the same time last year and this is in line with other areas across Hampshire. Reports of anti-social behaviour reduced by 25% (n225).

Education and skills

- The 2015 provisional GCSE results were published on 15th October 2015. 25% of our state run secondary schools exceed the national average performance.
- As of the 1st of October 2015, one of Rushmoor's 34 schools was graded Inadequate by Ofsted (Cove Secondary), and seven schools were graded Requires Improvement (Fernhill Secondary, Connaught Secondary, Cherrywood Primary, Fernhill Primary, Pinewood Infants, Southwood Infants and Manor Junior).

Economy

- In September 2015 there were 579 Rushmoor residents claiming Job Seeker Allowance (JSA), this represents 0.9% of Rushmoor's working age population (16-64), this is a slight rise from 574 claimants at the end of last quarter
- Rushmoor's benefits caseload has declined over the past year; this downturn in overall numbers is in part attributable to the Council changing the threshold for claiming Council Tax Support (CTS). The benefit caseload is currently 7,356, down from 7,581 last year.

1. Demographics of our population – no new data

2. Deprivation data – [Links with People and Communities Priority](#)

The 2015 English Indices of Deprivation was published on September 30th 2015.

The 2015 Index of Multiple Deprivation (IMD) combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. **Most of the indicator data has been taken from the 2012/13 tax year, and some data is from the 2011 Census.**

The Indices of Deprivation have been produced at what is called Lower-layer Super Output Area level (LSOA), of which, in 2015, there were 32,844 in the country, with 58 LSOAs in Rushmoor. There are several in each ward, including many that overlap the ward boundaries. Each LSOA is ranked as part of the IMD against all other LSOAs in England, where 1 is the most deprived and 32,844 is the least deprived.

IMD 2015 Summary

Rushmoor has two small areas of multiple deprivation – Lower-layer Super Output Areas (LSOA) that are in the 20% most deprived in the country:

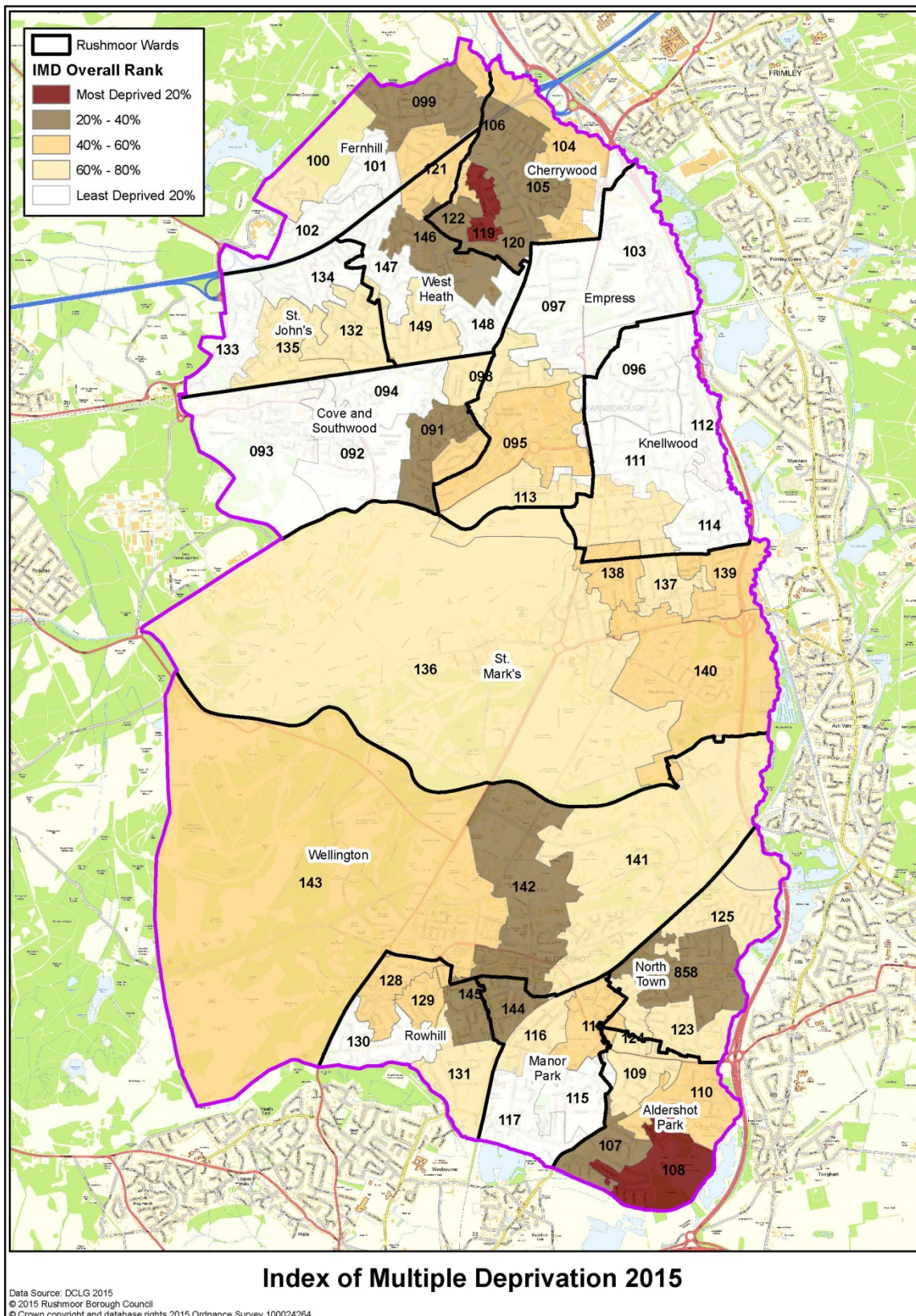
- Part of Aldershot Park ward (**LSOA 108 rank 4452**)
- Part of Cherrywood ward (**LSOA 119 rank 4691**)

The indicators used and one of Rushmoor LSOAs have changed since the 2010 English Indices of Multiple Deprivation, **so the results are not directly comparable with previous releases.** However in the 2010 English Indices of Multiple Deprivation Rushmoor had three small areas in the bottom 20% most deprived in England, LSOA 108 in Aldershot Park ward. LSOA 119 in Cherrywood ward and LSOA 126 in North Town ward. Due to the LSOA boundaries being redrawn after the 2011 Census, LSOA 126 merged with LSOA 125 and became LSOA 858. LSOA 858 is not in the 20% most deprived in England.

Of the other areas, 12 LSOAs are in the 40% most deprived, 11 LSOAs are in the middle 20%, 15 LSOAs are in 40% least deprived and 18 LSOAs are in the 20% least deprived areas in the country.

Further information can be found in the Index of Multiple Deprivation 2015 data sheet on Rushmoor's website <http://www.rushmoor.gov.uk/factsandfigures>

The map on the following page shows the LSOAs in Rushmoor; the darker the colour the more deprived the area.



Areas with specific challenges

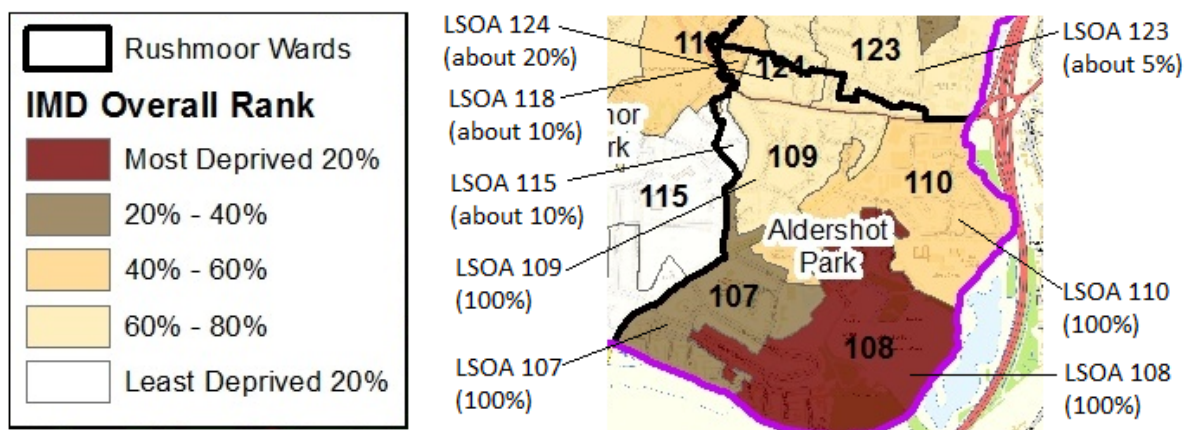
The Index of Multiple Deprivation is divided into seven indicator domains. The table below compares the areas in Rushmoor with specific domain challenges in 2010 and 2015. These

areas are in the 20% most deprived for the domains in England – LSOAs in bold are those that also have multiple deprivation. Ten (17.2%) of the LSOAs in Rushmoor are in the 20% most deprived in the country for Education, Skills and Training.

Deprivation Domain	Lower Super Output Areas 2010		Lower Super Output Areas 2015
Income	4 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 108 (Aldershot Park) • 91 (Cove and Southwood) 	As the indicators changed from the 2010 to the 2015 Indices these domains are not comparable	4 pockets <ul style="list-style-type: none"> • 119 (Cherrywood) • 142 (Wellington) • 108 (Aldershot Park) • 91 (Cove and Southwood)
Employment	3 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 108 (Aldershot Park) 		2 pockets <ul style="list-style-type: none"> • 108 (Aldershot Park) • 119 (Cherrywood)
Education, Skills and Training	9 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 105 (Cherrywood) • 120 (Cherrywood) • 122 (Cherrywood and small part of West Heath) • 108 (Aldershot Park) • 107 (Aldershot Park) • 110 (Aldershot Park) • 146 (West Heath) 		10 pockets <ul style="list-style-type: none"> • 119 (Cherrywood) • 122 (Cherrywood and small part of West Heath) • 108 (Aldershot Park) • 120 (Cherrywood) • 107 (Aldershot Park) • 858 (North Town) • 146 (West Heath) • 91 (Cove and Southwood) • 106 (Cherrywood and a small part of Fernhill) • 99 (Fernhill)
Barriers to Housing and Services	1 pocket <ul style="list-style-type: none"> • 139 (St Marks) 		3 pockets <ul style="list-style-type: none"> • 141 (Wellington) • 119 (Cherrywood) • 104 (Cherrywood and a small part of Fernhill)
Living Environment	No pockets		1 pocket <ul style="list-style-type: none"> • 144 (Manor Park and a small part of Wellington)
Health and Disability	5 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 108 (Aldershot Park) • 107 (Aldershot Park) • 138 (St Marks and small part of Knellwood) 		These domains are comparable as the indicators haven't changed
Crime	2 pockets <ul style="list-style-type: none"> • 144 (Manor Park and small part of Wellington) • 145 (Rowhill and small part of Wellington and Manor Park) 	2 pockets <ul style="list-style-type: none"> • 145 (Rowhill and small part of Wellington and Manor Park) • 124 (North Town and a small part of Aldershot Park) 	

Aldershot Park ward detail

In Aldershot Park ward there are parts of eight LSOAs. The map below shows the number of the LSOA in Aldershot Park ward and the approximate percentage of the LSOA in the ward. Each LSOA is ranked in order against all other LSOA in the country, where 1 is the most deprived and 32,844 is the least deprived.



LSOA Code	Approx % in Ward	Index of Multiple Deprivation (IMD) 2015	Income	Employment	Education, Skills and Training	Health Deprivation and Disability	Crime	Barriers to Housing and Services	Living Environment
107	100%	8,022	9,088	7,984	4,055	2,403	15,505	20,429	27,305
108	100%	4,452	6,314	4,165	2,013	2,024	9,874	8,718	29,670
109	100%	20,628	19,347	19,765	15,800	18,747	8,290	30,346	22,506
110	100%	13,208	14,147	15,038	8,131	10,420	9,634	11,010	25,056
124	20%	19,989	20,072	28,300	10,097	22,948	4,106	24,860	21,833
115	10%	28,340	28,500	25,918	22,447	19,410	16,200	30,612	27,423
118	10%	18,732	17,030	23,685	18,926	16,811	6,770	18,710	14,427
123	5%	21,603	20,523	24,512	10,374	21,275	13,418	26,280	19,384

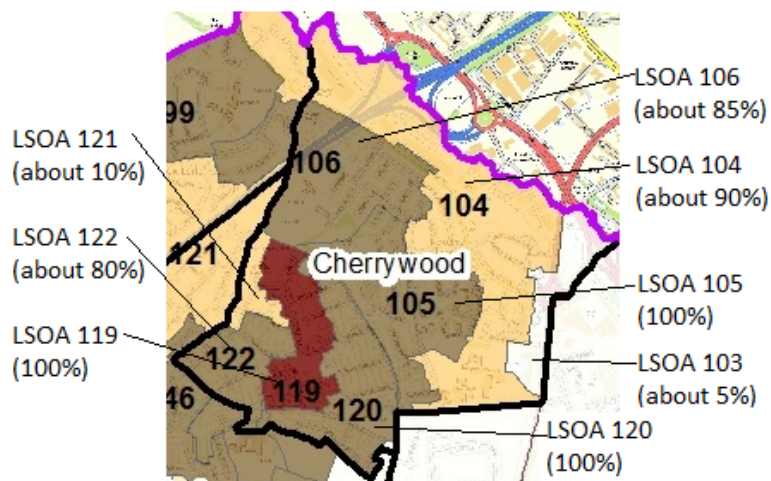
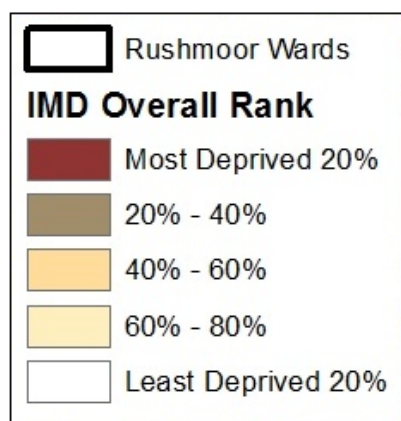
For comparison purposes below is the mean average results for a LSOA in Rushmoor

Average	20181	19580	21581	14603	17722	16387	17798	23688
---------	-------	-------	-------	-------	-------	-------	-------	-------

LSOA 108 is in the 20% most deprived areas for Multiple Deprivation and for Income, Employment, Education, Skills and Training and Health Deprivation and Disability. LSOA 107 is also in the 20% most deprived areas for Education, Skills and Training and Health Deprivation and Disability. LSOA 124 (a small part of which is in Aldershot Park ward) is in the 20% most deprived areas for Crime.

Cherrywood ward detail

In Cherrywood ward there are all or part of eight LSOAs. The map below shows the number of the LSOA in Cherrywood ward and the approximate percentage of the LSOA in the ward. Each LSOA is ranked, where 1 is the most deprived and 32,844 is the least deprived.



LSOA Code	Approx % in Ward	Index of Multiple Deprivation (IMD) 2015	Income	Employment	Education, Skills and Training	Health Deprivation and Disability	Crime	Barriers to Housing and Services	Living Environment
105	100%	10,541	10,304	11,727	8,221	8,881	7,378	8,497	26,547
119	100%	4,691	3,148	5,273	1,257	10,645	13,318	5,169	27,924
120	100%	9,505	7,178	10,520	3,362	12,215	9,610	17,557	27,144
104	90%	16,616	13,534	23,100	9,441	24,458	13,964	5,904	21,848
106	85%	11,847	11,336	14,903	5,389	9,679	16,977	9,823	21,281
122	80%	10,708	10,242	11,968	1,982	12,543	16,116	18,271	25,887
121	10%	17,255	16,985	18,597	6,896	21,034	13,769	14,288	25,027
103	5%	29,259	28,578	31,040	24,926	29,763	18,050	15,440	20,894

For comparison purposes below is the mean average results for a LSOA in Rushmoor

Average	20181	19580	21581	14603	17722	16387	17798	23688
---------	-------	-------	-------	-------	-------	-------	-------	-------

LSOA 119 is in the 20% most deprived areas for Multiple Deprivation and for Income, for Employment, for Education, Skills and Training and for Barriers to Housing and Services. LSOAs 120, 106 and 122 are in the 20% most deprived areas for Education, Skills and Training. LSOA 104 is in the 20% most deprived areas for Barriers to Housing and Services.

3. Crime

Community Safety Partnership data

The Rushmoor Community Safety Partnership monitors crime rates in the Borough (please also see Community Safety Partnership under Leadership Priority on page 48).

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

	2013/14	2014/15	2015/16	2014/15 diff on 2013/14	% diff	2015/16 diff on 2014/15	%diff
1a Homicide	0	0	0	0	0%	0	0%
1b Violence with Injury	148	152	194	N=4	+3%	N=42	+28%
1c Violence without Injury	130	148	241	N=18	+14%	N=93	+63%
2a Rape	11	12	19	N=1	+9%	N=7	+58%
2b Other Sexual Offences	23	22	19	N=1	-4%	N=3	-14%
3a Robbery of Business Property	0	1	0	N=1	+100%	N=1	-100%
3b Robbery of Personal Property	5	1	3	N=4	-80%	N=2	+200%
4a1 Burglary in a dwelling	70	50	19	N=20	-29%	N=31	-62%
4a2 Burglary in a building other than a dwelling	57	59	23	N=2	+4%	N=36	-61%
4b Vehicle Offences	144	129	82	N=15	-10%	N=47	-36%
4c Theft from the Person	10	11	19	N=1	+10%	N=8	+73%
4d Bicycle Theft	66	45	30	N=21	-32%	N=15	-33%
4e Shoplifting	149	139	116	N=10	-7%	N=23	-17%
4f All Other Theft Offences	186	168	172	N=18	-10%	N=4	+2%
5a Criminal Damage	202	198	179	N=4	-2%	N=19	-13%
5b Arson	7	9	5	N=2	+29%	N=4	-44%
6a Trafficking of Drugs	2	13	16	N=11	+550%	N=3	+23%
6b Possession of Drugs	80	64	52	N=16	-20%	N=12	-19%
7 Possession of Weapons Offences	2	7	14	N=5	+250%	N=7	+100%
8 Public Order Offences	51	78	143	N=27	+53%	N=65	+83%
9 Miscellaneous Crimes Against Society	16	21	32	N=5	+31%	N=11	+52%
Total	1359	1327	1378	N=32	-2%	N=51	+4%
ASB	968	904	679	N=64	-7%	N=225	-25%

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

Note: Police activity can push up reporting, detection and conviction rates even if the underlying crime rates are actually unchanged in the short term.

This reporting year has seen the evolution of crime classification by officers (rather than a specific department) which has in turn led to additional reports being created for multiple victim offences and is anticipated to have contributed to an increase in crime statistics. During Quarter 2 total crime in Rushmoor increased slightly (+4%, n51) compared to the same time last year and this is in line with other areas across Hampshire. Reports of anti-social behaviour reduced by 25% (n225).

(Note: we are currently in discussions to try and get clear up rates for the above crime figures)

4. Education and skills

GCSE results

School reforms

Due to school reforms in 2013-14 the results between 2013 and 2014 and 2015 are not directly comparable. Some of the changes included in the reforms were to no longer count International GCSE (IGCSE's) in the results, only a pupil's first attempt at a qualification is included, no qualification counts as larger than one GCSE in size (a BTEC may have previously counted as 4 GCSEs) and counting non-GCSEs has been capped at two.

2015 provisional GCSE results

The provisional GCSE results for schools were published on October 15th, the actual results will be published in January. Rushmoor has four state run secondary schools, three in Farnborough and one in Aldershot. The 2014/2015 GCSEs results (% of pupils achieving 5 or more GCSEs at grades A*- C including English and mathematics) for the four schools were:

2015 Provisional KS4 Results	% achieving 5+A*-C GCSEs (or equivalent) including English and maths GCSEs	% achieving the English Baccalaureate	Number of pupils at the end of KS4
The Wavell School	59%	32%	171
Cove School	45%	16%	201
Fernhill School	40%	23%	183
The Connaught School	29%	15%	127
England all schools	52.8%	22.5%	
Hampshire	58.5%	25.3%	

(Source: Department for Education <http://www.education.gov.uk/schools/performance/>)

Ofsted

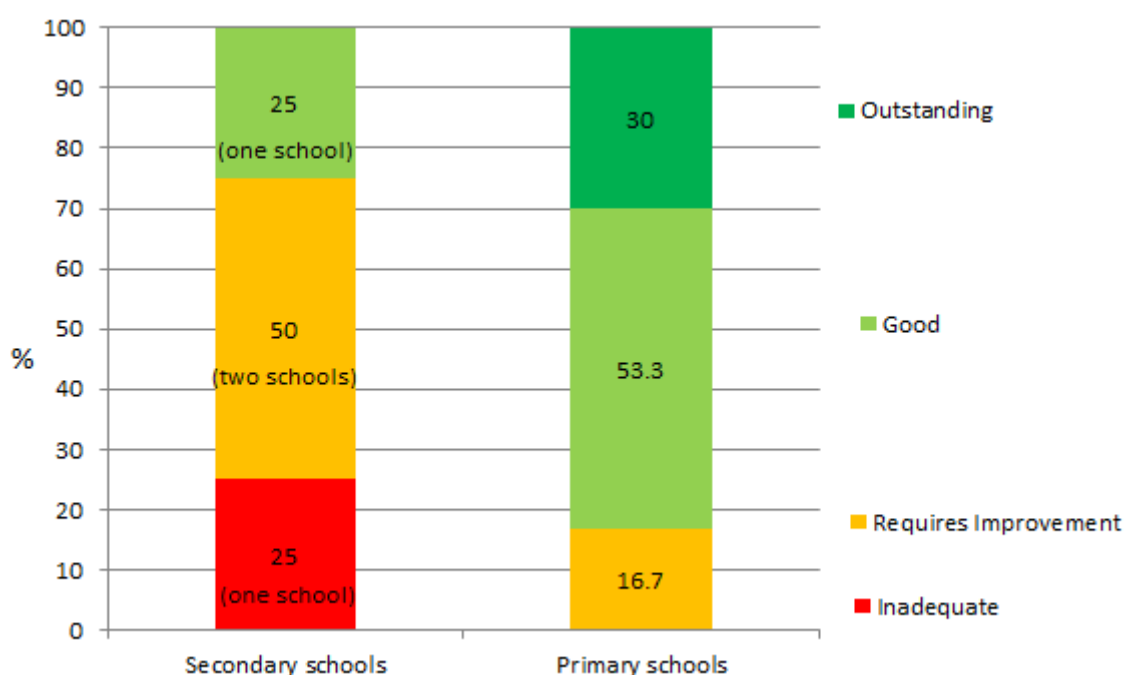
Ofsted inspects and rates education institutions, into four grades:

- Grade 1: Outstanding
- Grade 2: Good
- Grade 3: Requires Improvement
- Grade 4: Inadequate

Rushmoor has 30 primary schools and 4 secondary schools. As of 1st October 2015, 30% of primary schools in Rushmoor are graded Outstanding, 53.3% are graded Good, 16.7% (five schools) are graded Requires Improvement. The five primary schools that Required Improvement are: Cherrywood Primary, Fernhill Primary, Pinewood Infants, Southwood Infants and Manor Junior. All the primary schools that Require Improvement are in Farnborough. All primary schools in Aldershot are currently graded Good and above.

In regard to secondary schools of 1st October 2015, Wavell secondary school was graded Good (25%), and Connaught and Fernhill schools were graded Requires Improvement (50%), and Cove school was graded Inadequate (25%). The following chart shows % of Rushmoor primary and secondary schools in each Ofsted category as of 1st October 2015.

% of Rushmoor schools in each Ofsted category as of 1st October 2015



(Source: Ofsted <http://www.ofsted.gov.uk/>)

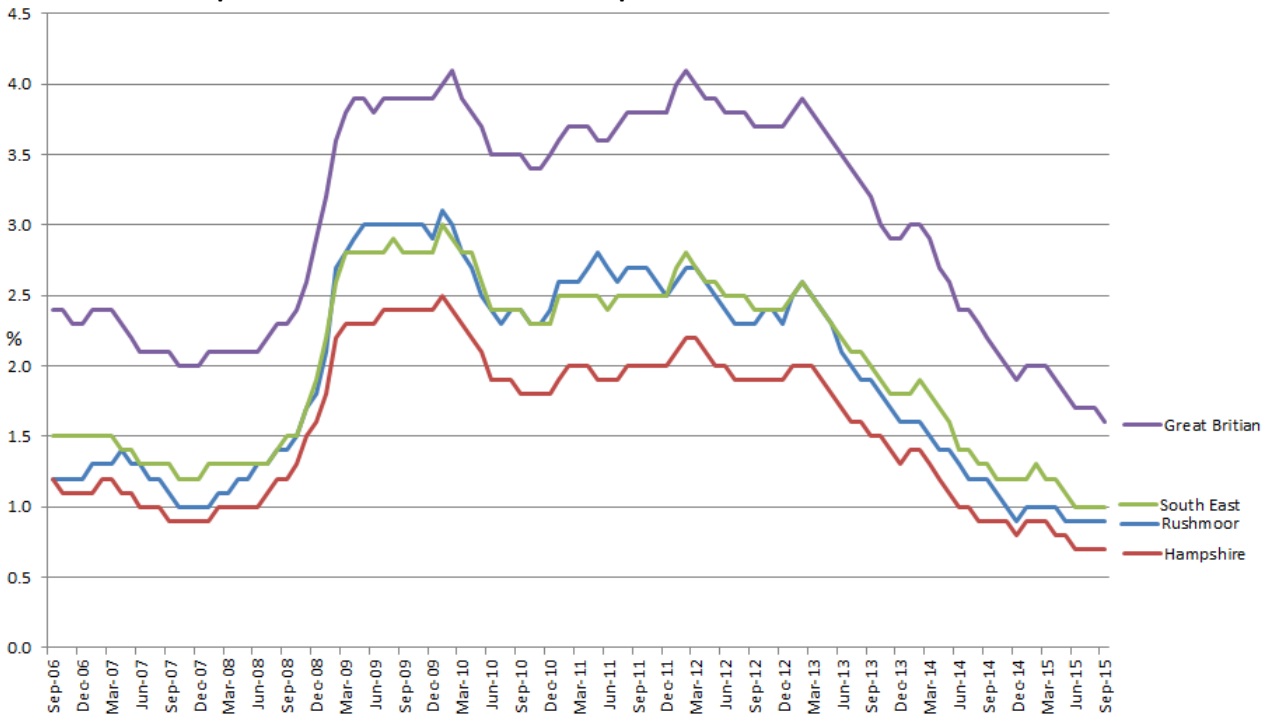
5. Economy

Job Seeker Allowance analysis

In September 2015 there were 579 Rushmoor residents claiming Job Seeker Allowance (JSA), this represents 0.9% of Rushmoor's working age population (16-64). The following chart sets out the claimants as a percentage of the working age population. This was a slightly lower rate than the South East (1.0%), and below the rate for Great Britain (1.6%), but higher than the rate for Hampshire (0.7%).

All people claiming JSA

Quarter 1: June 2015 Rushmoor: 0.9% Hampshire: 0.7% South East: 1.0% Great Britain 1.7%
 Quarter 2: Sept 2015 Rushmoor: 0.9% Hampshire: 0.7% South East: 1.0% Great Britain 1.6%



(Source: Office for National Statistics

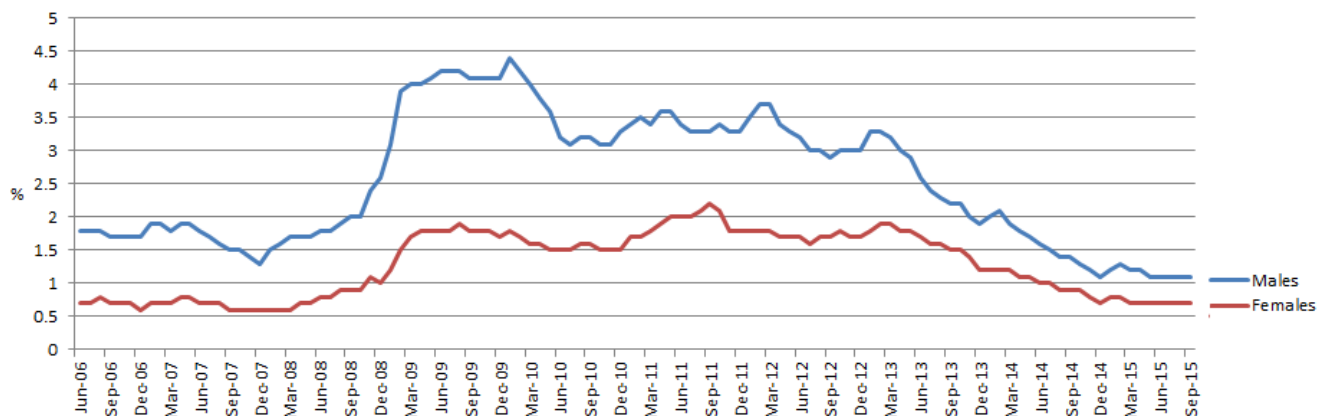
http://www.nomisweb.co.uk/reports/lmp/la/2038431789/subreports/jsa_time_series/report.aspx?)

The following table shows the number of JSA claimant in each ward in September 2015, and the percentage of claimants as a proportion of the population. There are five wards (our old wards) that have a higher percentage of JSA claimants than the Rushmoor average (0.9%), Wellington ward (1.4%), Heron Wood ward (1.2%), Rowhill ward (1.1%), North Town (1.0%) and Mayfield ward (1.0%).

Ward (Note the wards used are our old wards)	Total JSA claimants aged 16-64 (% of population aged 16-64)
Cove and Southwood	28 (0.7%)
Empress	35 (0.7%)
Fernhill	26 (0.7%)
Grange	34 (0.8%)
Heron Wood	45 (1.2%)
Knellwood	25 (0.6%)
Manor Park	34 (0.7%)
Mayfield	45 (1.0%)
North Town	49 (1.0%)
Rowhill	40 (1.1%)
St. John's	44 (0.9%)
St Mark's	41 (0.8%)
Wellington	111 (1.4%)
West Heath	22 (0.6%)
Rushmoor	579 (0.9%)

(Source: Office for National Statistics <http://www.nomisweb.co.uk/reports/lmp/ward2011/contents.aspx>)

Percentage of Rushmoor Males and Females (aged 16-64) claiming JSA



(Source: Office for National Statistics)

http://www.nomisweb.co.uk/reports/lmp/la/2038431789/subreports/jsa_time_series/report.aspx?

Age of JSA claimants

The following table shows the age of JSA claimants in Rushmoor. In September 2015, 1.3% of 18-24 years old were claiming JSA. This was the same percentage as Hampshire (1.3%), and a slightly lower percentage than the South East (1.4%), and a lower percentage than Great Britain as a whole (2.2%). Rushmoor has a slightly higher percentage (1.0%) of 50-64 year olds claiming JSA than Hampshire (0.6%), and the South East (0.8%).

JSA by age September 2015	Number in Rushmoor	Claimants as a percentage of total age group in area			
		Rushmoor	Hampshire	South East	Great Britain
Aged 18-24	115	1.3%	1.3%	1.4%	2.2%
Aged 25-49	305	0.8%	0.7%	1.0%	1.7%
Aged 50-64	160	1.0%	0.6%	0.8%	1.3%

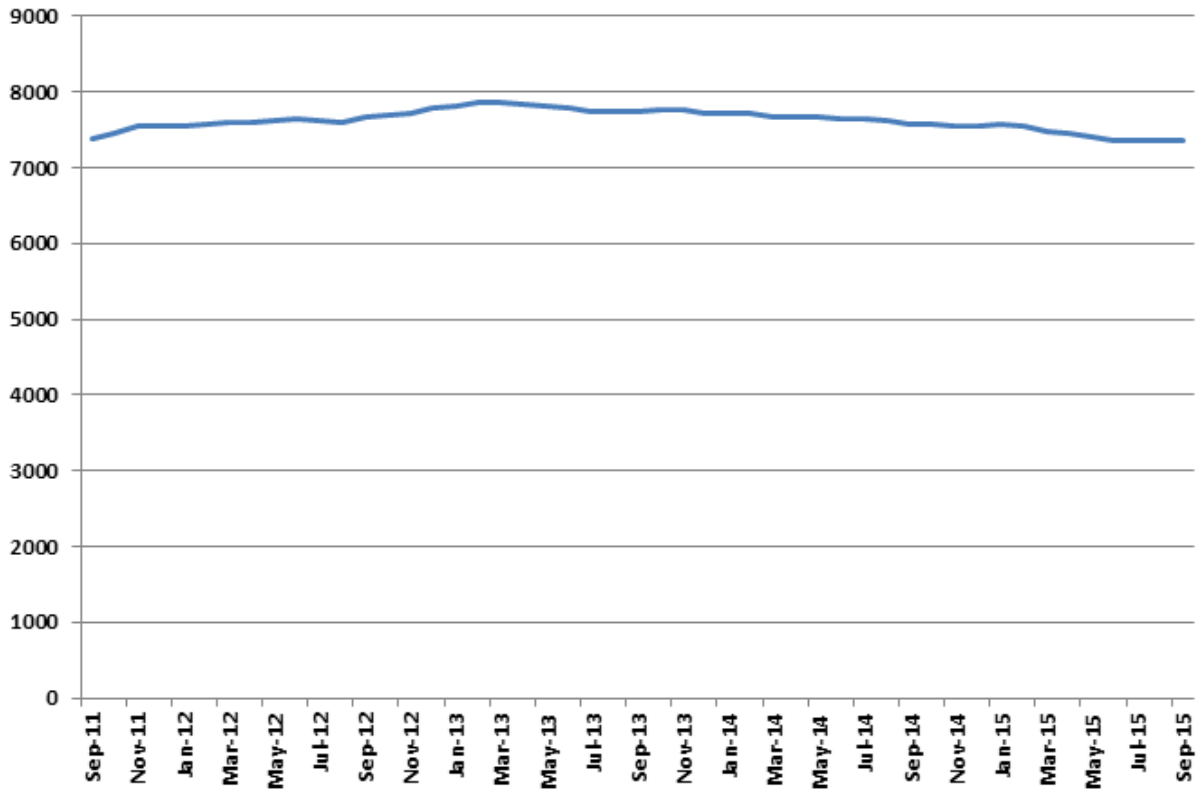
(Source: Office for National Statistics NOMIS <https://www.nomisweb.co.uk/reports/lmp/la/2038431789/report.aspx?town=rushmoor>)

Benefit caseload

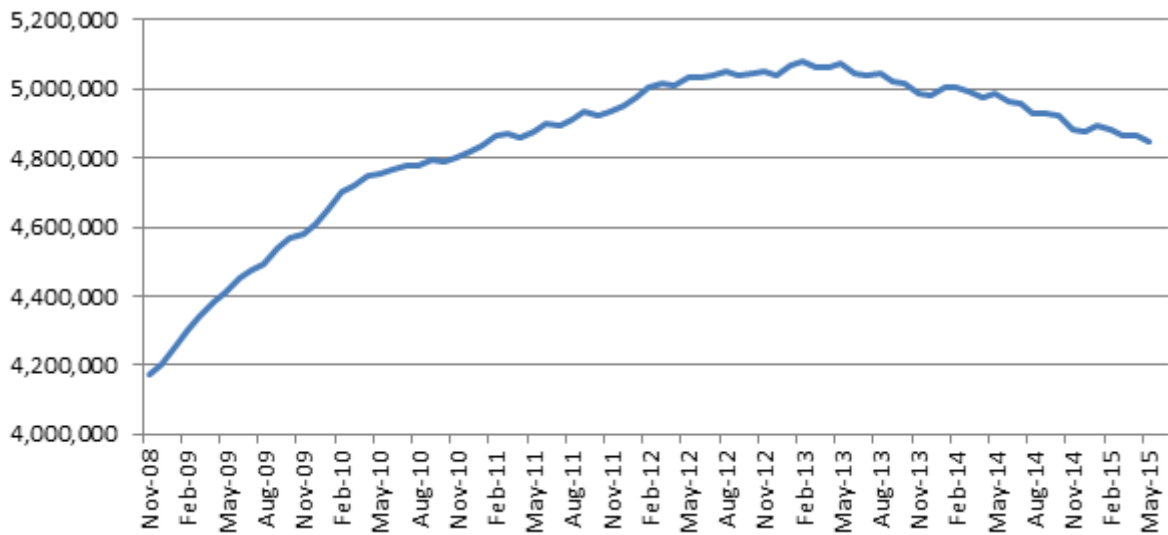
- Sept 2015 – 7,356
- Sept 2014 – 7,581
- Sept 2013 – 7,748
- Sept 2012 – 7,665

There has been a drop of 225 claims in the past year; this can be attributed to the introduction of our Council Tax Support (CTS) scheme, and an improvement in those of working age finding employment. The number of residents claiming CTS only has decreased by 11.5% (106) from Sept 2014 – Sept 2015. In contrast, the number of people claiming Housing Benefit only has increased 2.6% (56) during this time.

Benefit Caseload



National Figures: Housing Benefit Recipients November 2008 – May 2015



6. Health – no new data

Section Two: – Corporate sustainability – Rushmoor Fit for the Future

NOTE: This section has been changed from Corporate Health Measures to include the 8 Point Plan and Organisational Development to reflect the importance of these two initiatives in delivering future sustainability for the organisation.

Summary

- **Overview of Budget**

The position to the end of quarter two of 2015/16 has seen good progress towards the £500,000 savings required in the current year. The estimated general fund revenue balance at the year-end is £1.624m, falling within the approved range of balances of £1m - £2m.

- **8 Point Plan**

Below is the summary of performance this quarter for the 8 Point Plan. Green indicates that the project is on course, amber flags up that achieving the action or indicator is in question and red shows that we have not been able to achieve elements of our target.

Summary	Green	Amber	Red
This quarter total (%)	68.75%	31.25%	0%
Previous quarter total (%)	73.3%	26.7%	0%

- **Organisational Development**

The status of Organisational Development is amber again this quarter:

- Work on the majority of the OD strategy actions is progressing.
- Resourcing issues are continuing to impact in some areas and for the next quarter we will focusing particularly on developing the personnel function, following through the appraisals' process and working on organisational skills.
- Three new action learning sets have commenced led by internal facilitators.

1. Budget and savings process overview

The budget monitoring position as at 30 September is as follows:

	Original Budget 2015/16 £000	2nd Quarter Monitoring 2015/16 £000
Net Service Expenditure	13,303	13,214
Reductions in service costs/income generation	(500)	(387)
Vacancy Monitoring	(315)	(415)
Interest Receivable	(800)	(849)
Contributions to/(from)Reserves	2,358	5,053
Collection Fund (Surplus)/Deficit	(2,133)	(4,504)
Other	-	(10)
Central Government Funding	(6,799)	(6,612)
Contribution to/(from) balances	362	(14)
Council Tax requirement	5,476	5,476
	£M	£M
Projected Year-end balance	2.000	1.624

Quarter 2 Comment:

The position to the end of quarter two of 2015/16 has seen progress towards the £500,000 savings required in the current year, including new income streams from in-house provision of markets and car boot sales and new advertising income streams from income generation projects within the Council's 8-point plan.

The estimated collection fund surplus has increased significantly due to the operation of the Business Rates Retention Scheme, as costs originally forecast for 2015/16 have been included in the final outturn position for 2014/15 instead. This additional income has been set aside to restore balances in the Stability and Resilience Fund and to support invest-to-save schemes. This change is a direct result of the accounting regulations for the scheme rather than changes to forecast income.

The estimated general fund revenue balance at the year-end is £1.624m, falling within the approved range of balances of £1m - £2m. While this is a positive start to the year, 2016/17 is set to be one of the most challenging yet (subject to announcements in the Autumn Statement and subsequent local government finance settlement) and it will be key that the Council drives forward its sustainability plans and reduces its net revenue costs.

2. 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



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:

Workbook update to:

- Informal Cabinet – 27 October – 8 December 2015
- Budget Strategy Group – 24 November 2015

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:

- This work will provide data for Points 2 (Transformation & Efficiency) and 3 (Income Generation) and this will need to be managed accordingly.
- Help identify lower priority work that may be stopped.
- Useful for planning and managing services (including appraisals) and at corporate level
- Enable us to assess if our work and which areas in particular, are making a difference over time
- Will be able to identify the work underpinning priorities like recycling, homelessness and educational attainment to help ensure we are directing the right level of resource (not too much or too little) to areas of importance
- Assist in considering new bids for additional resources to deliver against the aims
- Help identify if our aims are fit for purpose
- Will be able to see and make better collective sense of our whole workbook

Risks: Potential difficulties:

- Acceptable resourcing of challenge in developing proposals
- Availability of public and customer feedback to make full sense of the measures
- Linking budget information to the workbook items to make sense of the workbook savings

Q1	Q2	Q3	Q4	Comment: <ul style="list-style-type: none">• Agreed approach to discuss achievement of sustainable services with HOS through Corporate Director meetings• Meetings with CORDA on how to take Workbook forward• Discussions at:<ul style="list-style-type: none">○ Budget Strategy Group○ Informal Cabinet
----	----	----	----	--

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:

- 1) Service reviews (Parking and Personnel Services especially)
- 2) Embedding learning in organisation (including ongoing support to managers in post review areas)
- 3) Support to 8 Point Plan initiatives (eg Channel Shift)

4) Identifying material from Workbook suitable for Systems Thinking Support

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

Q1	Q2	Q3	Q4	Comment: Quarter 2 focus on supporting the delivery of further improvements in Parking and driving forward the Channel Shift and Personnel projects.
----	----	----	----	--

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

Phase 1 of the project will deliver

- New customer contact platform
- A range of transactional services branding and content linked to new self-service portal
- Mobile working front line staff integration
- Decommissioning of legacy systems
- Identification of initiatives for Phase 2 development

Timescales:

- April 15 – Car Park System live
- ~~Summer 2015~~ January 2016 – Phase 1 package, including new technology and bulky waste system, delivered

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.
- Further savings will come from resources being released in services.

Risks: See below

Q1	Q2	Q3	Q4	Comment: Phase 1 delayed further to January 2016 due to difficulties with delivery platform. Supplier given ultimatum date of January 2016.
----	----	----	----	---

Point 3 – Income Generation & Investment Opportunities

This work stream consists of six projects:

1) Property Investment – Project scope: To consider investing in property, subject to the returns exceeding those being achieved through the Treasury Investment in Property Funds.

Timescales: Scoping report commissioned, due for delivery end May 2015

Targets – an indication of the potential savings or benefits achievable: Potential savings are currently unscoped, however returns of 7-8% have been achieved by other authorities

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%)

Q1	Q2	Q3	Q4	Comment: Scoping report agreed by Cabinet September 2015
----	----	----	----	--

2) Housing Initiatives – Project scope: To consider the potential for the Council to purchase properties to rent out privately – currently at feasibility stage

Timescales: Currently unscoped.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: 2016/17 - £250k

Risks: Risks are as yet un-identified

Q1	Q2	Q3	Q4	Comment: Investigations into the potential for the establishment of a Special Purpose Vehicle continue
----	----	----	----	--

3) Review of Fees and Charges – Project scope: To review current fees and charges and propose increases

Timescales: October/ November – annual review

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: 2015/16 - £172k

Risks: No risks have been identified yet.

Q1	Q2	Q3	Q4	Comment: As well as proposing annual increases, 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.
----	----	----	----	--

4) Shared Building Control – Project scope: To establish a joint Building Control Service for Rushmoor Borough Council and Hart District Council, hosted by Rushmoor.

Timescales: July 2015

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: £30k per annum

Risks: Recruitment of suitably qualified building control staff is proving difficult in the current market. This is resulting in a delay to the formal establishment of the shared service.

Q1	Q2	Q3	Q4	Comment: Joint service delivered July 2015, however, the risk identified above may impact on the level of savings realised.
----	----	----	----	---

5) Creation of new income generating assets – Project scope: To provide decking on Union Street West car park and residential development on Union Street East car park, Farnborough

Timescales: Project in initial scoping phase.

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

Risks: There are risks relating to development, viability and the ability to let the housing

Q1	Q2	Q3	Q4	Comment: Project in feasibility/ scoping stage
----	----	----	----	--

6) Advertising on Existing Assets – Project scope: To identify and exploit advertising opportunities on existing and new Council assets as a means of generating income

Timescales: Interactive monoliths to be installed in Aldershot by end July 2015

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: No risks have been identified yet.

Q1	Q2	Q3	Q4	Comment: installation of interactive monoliths (including advertising) delayed due to technical and supplier problems. Anticipated live date early December.
----	----	----	----	--

Point 4 – Better Use of Property & Assets

This work stream includes two projects: Consolidation of Assets and Co-location Programme.

Consolidation of Assets – Project scope: The project is to make better use of our existing property portfolio and use Council resources more effectively thereby reducing costs

Timescales: Project at feasibility stage.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: To be confirmed after feasibility.

Q1	Q2	Q3	Q4	Comment: Range of options currently under evaluation
----	----	----	----	--

Lido Review – Review scope: With the Task and Finish Group to examine options for the future use of the site and reduce the net cost of the facility.

Timescales: Validation work on feasibility ongoing.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: To be identified as part of feasibility.

Risks: To be identified as part of feasibility.

Q1	Q2	Q3	Q4	Comment: Work on-going with the Task and Finish Group to examine options for the future use of the site and reduce the net cost of the facility. This will also form part of the Leisure Contract renewal, which has been brought into the plan so that we can monitor this significant procurement exercise, with its links to town centre master-planning, civic hub and other strategic priorities.
----	----	----	----	--

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:

- Jan 16 – Stage 3 complete
- March 16 – Stages 2, 4 and 5 complete
- April 16 – Stage 6 complete
- May 16 – Stage 7 complete
- July 16 – Stage 8 complete
- Aug 16 – Stage 9 complete
- Oct 16 – Stage 10 complete

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

- Additional income of approximately £63k to be received from new tenants

Risks:

- Nature of the services to be delivered
- Costs involved
- Logistical issues (use of meeting rooms, parking)
- Resources issues (dependencies on other projects/ work)
- Cultural issues around willingness to adopt new ways of working

Q1	Q2	Q3	Q4	Comment: Internal moves commenced and plans for next period agreed. New tenant moved in to Environmental Health and Housing, generating an additional income of £7k pa
----	----	----	----	--

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: October: Themes from first round of HoS performance reviews shared
November: Second round of HoS performance reviews commence.

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

Risks: None identified yet.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

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:

- Council decision on approach to residual waste collection July 2015
- Procurement process (competitive dialogue) – July 2015 – September 2016
- Contracts awarded – September 2016

- Mobilisation of chosen option by April 2017

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: A potential saving of £.5m over the 10 year term of the contract is possible, subject to the impact of the living wage provisions.

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

Q1	Q2	Q3	Q4	Comment: First round of competitive dialogue complete. Deadline for submission of tenders (outline solutions) -2 November 2015
----	----	----	----	--

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

- Smarter Procurement
- Procurement Policies

Timescales: To be agreed

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: It is estimated that a minimum of £25,000 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

Q1	Q2	Q3	Q4	Comment: Revised Contract Standing Orders adopted and training completed. Some savings generated through tendering exercises (such as insurance). Challenge is to ensure that savings results in actual reductions to budgets
----	----	----	----	---

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

Work is the development of policy through choices and scenario building, 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: Currently no individual projects

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

Risks: Need to political consensus and agreement

Q1	Q2	Q3	Q4	Comment: Review of Council Tax Support Scheme is underway, especially in light of Chancellor’s announcements on Welfare Reform changes, which will inform any changes for the next budget cycle, post consultation. Member involvement again is key, with the Welfare Reform Task and Finish group.
----	----	----	----	---

3. 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
- The leadership we need for the future at every level.
- A sustainable learning organisation
- A culture that embraces challenge and difference.
- 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



We still need to develop core success measures for the OD strategy for reporting to members. In the meantime, we are assessing 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 2015/16 are set out below;

- Review and update key personnel policies and processes - determine future arrangements for the Personnel Service
- Organisational restructure - embed new roles, responsibilities & relationships and support change to mind-sets and new ways of working
- Organisational restructure - embed new roles, responsibilities & relationships and support change to mind-sets and new ways of working
- Continue the Systems Thinking Learning Programme
- Follow up on crucial conversations training, with refresher sessions and wider organisational rollout
- Continue new appraisals' programme and identify supporting behaviours and principles for Council's simple rules
- Maintain the existing two action Learning sets and commence three new sets run by internal facilitators
- Establish Digital Learning Network to support taking forward the Council's new Digital Strategy
- Continue to support the members development Group and undertake community leadership meetings with Councillors for each ward and agree follow up work
- Support the establishment of a front line staff engagement and learning network

Q1	Q2	Q3	Q4	Comment: <ul style="list-style-type: none"> • Work on the majority of the OD strategy actions is progressing. • Resourcing issues are continuing to impact in some areas and for the next quarter we will focusing particularly on developing the personnel function, following through the appraisals process and working on organisational skills. • Three new action learning sets have commenced led by internal facilitators.

Any organisational development programme will need the flexibility to evolve and over time it may prove necessary to update the list of key actions.

Section Three: Key initiatives and service measures

This section is the key Initiatives and service measures under each of the Councils priority themes. Below is the summary of performance this quarter against the key initiatives and service measures. Green indicates that the project is on course, amber flags up that achieving the action or indicator is in question and red shows that we have not been able to achieve elements of our target.

Summary	Green	Amber	Red
This quarter total (%)	89.6%	10.4%	0%
Previous quarter total (%)	87.9%	11.1%	1.0%
Last year's same quarter total (%)	92.1%	7.9%	0%

PEOPLE AND COMMUNITIES PRIORITY - Supporting our and communities and meeting local needs	Green	Amber	Red
Key Initiatives	20	0	0
Service Measures	9	2	0
Total (%)	93.5%	6.5%	0%

PROSPERITY PRIORITY - Sustaining and developing our local economy	Green	Amber	Red
Key Initiatives	14	6	0
Service Measures	4	0	0
Total (%)	75%	25%	0%

PLACE PRIORITY - Protecting and developing a safe, clean and sustainable environment	Green	Amber	Red
Key Initiatives	22	1	0
Service Measures	N/A	N/A	N/A
Total (%)	84.6%	15.4%	0%

LEADERSHIP PRIORITY - Providing leadership to make Rushmoor the place where our communities want to live and work	Green	Amber	Red
Key Initiatives	17	1	0
Service Measures	N/A	N/A	N/A
Total (%)	94.4%	5.6%	0%

GOOD VALUE SERVICES - Ensuring quality services that represent good value for money	Green	Amber	Red
Key Initiatives	N/A	N/A	N/A
Service Measures	N/A	N/A	N/A
Total (%)	N/A	N/A	N/A

People and Communities – Supporting our communities and meeting local needs

Values:

- People should be proud of where they live and who they are
- We believe in community influence, involvement, ownership and empowerment
- We want to remove barriers and create opportunities for individuals and communities to have better lives
- We want to help support people in need

Aims:

- Understand what matters to communities and what they need and use this to inform service choices and methods of delivery.
- Improve levels of social cohesion and integration
- Regenerate priority neighbourhoods by involving the local community and reducing levels of social and health disadvantage.
- Encourage and promote community engagement and volunteering
- Tackle inequalities by providing support for the most vulnerable people in our communities

Key Initiatives

Neighbourhood renewal

- Agree the future approach with RSP partners to neighbourhood renewal following an assessment of the success of existing work and the new indices of multiple deprivation data which is due to be released in September 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- **Cherrywood**

- Implement the 3 year rolling action plan for Cherrywood

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Assist with implementation of Big Local for Prospect Estate Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- **Aldershot Park**

- Identify projects to tackle the areas of high priority in Aldershot Park – Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Implement the Beat the Streets fitness programme in Aldershot Park – Spring 2015

Q1	Q2	Q3	Q4	Comment: Programme completed in Quarter 1
----	----	----	----	---

- Implement the Active Families programme in Aldershot Park – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- **North Town** –Partnership working with First Wessex to assist North Town Regeneration Programme to deliver more affordable homes during the period 2016/2017

Q1	Q2	Q3	Q4	Comment: Delivery is on schedule Head of Environmental Health and Housing is leading on a resolution to a covenant issue impacting sales completions
----	----	----	----	--

Community cohesion

- Implement the Borough cohesion strategy

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Deliver the Military Covenant Fund projects including by Spring 2016:
 - Conflict resolution
 - Better together festivals and events
 - Community communicators
 - Implement Gurkha Integration Fund proposals

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Cultural offer

- Support the Friends of the Museum with a bid to the Heritage Lottery for a Heritage Trail for the Borough – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Implement the programme to commemorate VE day, WW1 and D-Day.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop a design competition and implement a post WW2 monument – Summer 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Children and young people

- Implement the summer programme to include discounted swimming, free bus travel for those economically disadvantaged, and street games, art and youth work - Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Work with Hampshire County Council to improve the quality of life for young carers in the Borough – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Provide Think Safe to every 10/11 year old in Rushmoor – Spring 2016

Q1	Q2	Q3	Q4	Comment: Programme complete
----	----	----	----	-----------------------------

Rushmoor Supporting Families Programme Leading on Rushmoor and Hart supporting families programme. This programme is the new way of doing things; providing practical help to families early on to stop problems getting worse. The programme asks the families about the things that are important to them, about the things that might help and what can be done differently to support them. Although each family is different the programme aims to help those who have issues relating to:

- Children in trouble with the police
- Children not going to school
- Children who need help – pre-school children who don't thrive and children going missing
- Finding it hard to get a job
- Getting the right help and support
- Families with health problems
- Domestic violence and abuse

The aim is not to just fix problem, but to help people discover their own abilities and become more independent

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Housing

- Housing Forum planned for March 2016 as key consultation event for the new Housing and Homelessness Strategy to be produced in 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Support affordable housing development in the borough
 - Manage current development programme of 396 units to 2017
 - Lettings planning for North Town, Queens gate and Wellesley as new phases come through

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Under occupancy and chain letting initiative being rolled out to support residents affected by Social Sector Size Criteria (Bedroom tax)

Q1	Q2	Q3	Q4	Comment: We are continuing to look for suitable opportunities
----	----	----	----	---

- Increase the supply of temporary accommodation to meet homelessness duty, partnership working with

- Oak Housing
- Chapter 1
- Wellesley

Q1	Q2	Q3	Q4	Comment: 45 units handed over at Clayton Court
----	----	----	----	--

- Supporting people cutbacks for socially excluded
 - Allocate joint funding to support Hart and Rushmoor's priorities
 - Monitor impact of reduced funding

Q1	Q2	Q3	Q4	Comment: Hub intervention has been effective. Night Shelter funding in place for November 15 to March 16. Site identified for temporary hostel.
----	----	----	----	---

Service measures

Housing – Homelessness

1. Number presenting

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
116	38	40				Compared to the same quarter last year there has been a significant increase in homeless presentations - the main cause of homelessness is parental/relative evictions and loss of private rented accommodation.

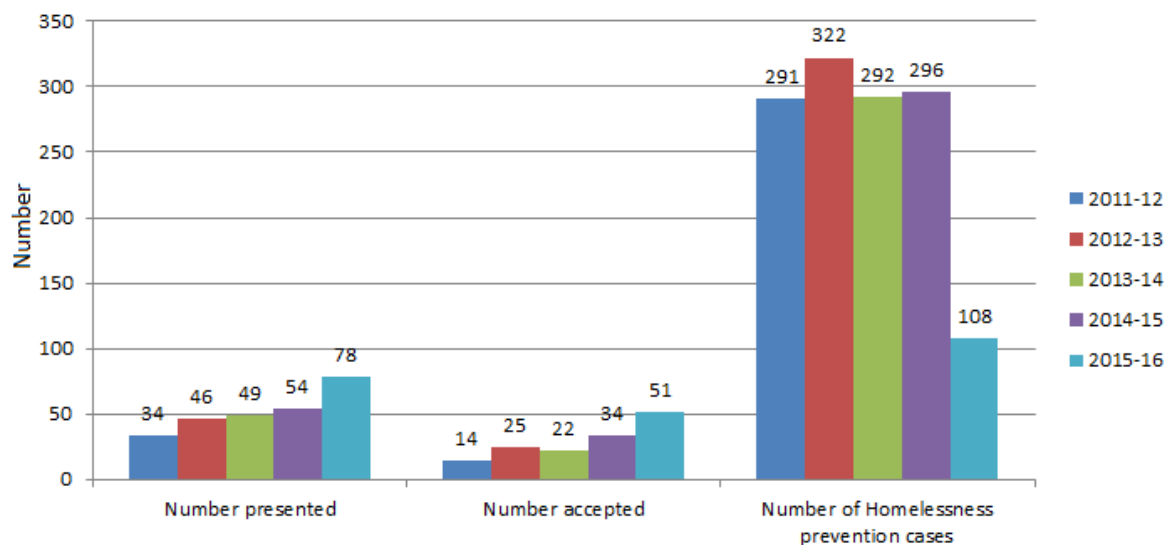
2. Number accepted

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
81	21	30				As above for numbers presenting as homeless.

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

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
651	55	53				

Homelessness caseload Quarter 1 and 2 – 2011/12 to 2015/16



Housing - Temporary Accommodation – Bed and Breakfast

1. Number in B&B

2014-15		Q1	Q2	Q3	Q4	2015-16	Comment
65	Numbers placed throughout the quarter	31	19				
	Numbers as at the end of the quarter still in B&B	8	7				

2. B&B Cost

	2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
Gross figure	£172,592	£44,553	£24,723				
Net figure after HB*	£121,774	£30,588 **	£11,312				

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

** Quarter 1 figure amended

Housing - Temporary Accommodation – Hostels

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

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
42	8*	7				

* Please note that the first quarter figure has been amended as it was incorrect

2. Hostel Cost

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
0	0	0				

Housing - Gross Affordable Housing Completions

2014-15	Target 2015-16	Q1	Q2	Q3	Q4	2015-16	Comment
149 (3 year average 98 pa)	Average of 150 new affordable homes p.a. over any 3 yr period		45				Clayton Court

Housing – Net Affordable Housing Completions

2014-15	Target 2015-16	Q1	Q2	Q3	Q4	2015-16	Comment
29	150		45				Clayton Court

Housing Allocation Scheme

Band	Need	Number in band as of September 2015	Number Housed July – September 2015
One	Exceptional housing need	7	4
Two	Urgent need to move	94	20
Three	Identified housing need	504	29
Four A and B	Little or no housing need compared to others in the allocation pool	631	4
Total		1236	57

*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.

Prosperity - Sustaining and developing our local economy

Values:

- Rushmoor should have attractive and sustainable neighbourhoods, vibrant town centres and be a place where businesses can flourish
- Residents should have the opportunity to learn the skills to secure local employment

Aims:

- Raise the aspirations and levels of attainment and reduce levels of unemployment, particularly in young people
- Drive the regeneration of Aldershot and Farnborough town centres
- Maximise the opportunities offered by the Wellesley Development to make the borough a better place to live and work
- Achieve a balanced mix of housing to match existing and future needs
- Make the Borough more attractive to business and encourage a more diverse business mix offering a broader range of local jobs
- Maintain and support the growth of our “Blue Chip”/high value business sectors and their supply chains
- Reduce the levels of economic disadvantage in specific areas in the Borough

Key Initiatives

- **Farnborough Town Centre Regeneration** - To progress the master planning vision for the civic quarter

Q1	Q2	Q3	Q4	
				<p>Comment: Supplementary Planning Document (SPD) produced following consultation in June/July 2015. Advice being sought on the best mechanism for taking the project forward.</p> <p>As master planning is complete action is to be amended:</p> <p><i>Civic Quarter - developing a programme and project plan for taking civic quarter forward.</i></p> <p><i>Key stages:</i></p> <ul style="list-style-type: none"> • <i>Complete meetings with key stake holders</i> • <i>Negotiate equalisation agreement</i> • <i>Agree overall strategy</i> • <i>Finalise Project Plan</i>

Aldershot Town Centre Regeneration

- To work with Allies and Morrison to complete the master planning process for the town centre ready for public consultation in September.

Q1	Q2	Q3	Q4	
				Comment: Town Centre Prospectus out for consultation which closes on the 11 th November.

- To complete the Activation Aldershot Projects

Q1	Q2	Q3	Q4	Comment: Major works to public realm completed, way-finding monoliths installed and shop front schemes progressing (5 completed, 4 in progress and 1 pending).
----	----	----	----	--

Economic development

- Finalise the Councils Economic development strategy to be agreed by Council by September 2015.

Q1	Q2	Q3	Q4	Comment: Draft strategy being refined with external assistance before consulting more widely. Report to Cabinet in December 2015
----	----	----	----	--

- Work with Mosaic on Feasibility study to introduce business improvement districts (contract awarded). Feasibility to start in April – report back by November with recommendation on how to proceed

Q1	Q2	Q3	Q4	Comment: Report on the feasibility delayed as consultation period with businesses extended to the end of October. Report to Cabinet in November 2015
----	----	----	----	--

- Reviewing future arrangements for TechStart, to be completed by Summer 2015

Q1	Q2	Q3	Q4	Comment: The future operation and sustainability of TechStart is currently being considered with the TechStart Board actively exploring options.
----	----	----	----	--

Business engagement

- Development of the Rushmoor Business Network, 2,500 leaflets going out with NNDR demands to encourage sign up

Q1	Q2	Q3	Q4	Comment: Action completed in Quarter 1
----	----	----	----	--

- Localisation of business rates and review– assessment of the implications and issues

Q1	Q2	Q3	Q4	Comment: We continue to await the results of the Business Rates review expected alongside the 2016 Budget. Meanwhile we have planned meetings with the Valuation Office regarding revaluation and other issues affecting local business rates collection
----	----	----	----	--

Working with the local Enterprise Partnership

- Engage with and take opportunities offered by Enterprise M3 including development of projects for future funding rounds.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Skills and employability

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Support the Rushmoor employment and skills zone plus the National Skills Academy for Construction

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Identify options to sustain the new Skilled Up programme – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Encourage additional apprenticeships – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Support partners to develop business plans for local social enterprises including Source and Vine – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Educational attainment

- Develop and take forward work with partners to help raise aspirations and improve educational attainment for students attending schools in the borough.

Q1	Q2	Q3	Q4	<p>Comment: The Council is working with partners on a number of projects to support schools:</p> <ul style="list-style-type: none"> • Mental Health project with Clinical Commissioning Group and Supporting Troubled families and local secondary schools. • Recruitment Fair January 2016 – HCC • Work Experience Projects with schools and Basingstoke consortium • Moving on Day – Farnborough 6th Form • Volunteer Reading projects with Community Matters Partnership Project • PE training programme for Rushmoor and Hart Primary schools
----	----	----	----	--

- Work with the County to help raise aspirations and educational attainment – placements, mentors, reading buddies and work placed speakers – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Movement around the Borough

- Supporting traffic improvement schemes – Queen’s Roundabout, Minley Link Road (Junction 4A), Alexandra Road Cycle Way, Barrack Road/Grosvenor Road improvements and Court Road improvements

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop CCTV parking enforcement around schools (subject to Government review) – Winter 2016

Q1	Q2	Q3	Q4	Comment: Awaiting findings from review
----	----	----	----	--

- Supporting town centres and parking income with a new strategy Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Review options for cashless parking – Winter 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

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

Q1	Q2	Q3	Q4	Comment: Delay starting due to implementation of Parking IT software. Now due by Summer 2016 <i>Date to be amended</i>
----	----	----	----	---

Service measures

Invoices paid on time

Percentage of invoices paid within 30 days

2014/2015	Q1	Q2	Q3	Q4	2015/2016
98.33%	97.15%	98.17%			

Determination of Planning Applications in a timely manner

Major applications within 13 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
83.7%	60%	100%	83.3%*			

*This figure represents five of six applications. Two of these were determined in more than 13 weeks however they were the subject of requests for an extension of time by the applicants and therefore are recorded as being determined ‘in time’ for statistical purposes

Minor applications within 8 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
89.5%	65%	84.8%	84.4%			

Other applications within 8 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
97.1%	80%	97.1%	100%			

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

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
20.66%	40% max	100%*	0%			

*Only 1 appeal decision in quarter (KFC 235 Ash Road). Anticipate this will be rectified later in the year.

Place - Protecting and developing a safe, clean and sustainable environment

Values:

- The world should be protected for future generations
- We should lead by example
- A safe, clean and healthy, sustainable and green environment is essential to quality of life

Aims:

- Maintain and improve the cleanliness and quality of the borough's urban and natural environment
- Work to protect Rushmoor for current and future generations by:
 - encouraging and enabling people to care about and take more responsibility for the environment where they live and work
 - reducing energy use
 - reducing consumption of non-renewable resources
 - tackling flooding and drainage issues
- Work in partnership to reduce crime and anti-social behaviour and the concerns they create

Key Initiatives

Rushmoor Local Plan - After adopting the Core Strategy to the Rushmoor Plan, Cabinet has revised our Local Development Scheme (with effect from 1 November 2014) and rather than preparing a Delivering Development DPD, to include detailed policies to cover the future of our town centres, employment sites, Farnborough Airport, housing allocations, transport improvements and green infrastructure, we will now prepare a single Local Plan for Rushmoor.

Q1	Q2	Q3	Q4	Comment: Public consultation on the draft Local Plan took place in June-July 2015.
----	----	----	----	--

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Public Facilities

- Finalise plan for the rationalisation of playareas across the Borough – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop a new playground for Manor Park, Municipal Gardens and the St Johns Ward. (£400K) – Spring 2016

Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Carry out a planning for real project to create a vision for the Moor Road Playing Fields – Summer 2015 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Assist Farnborough Tennis Club to develop their clubroom and grounds (£150k) – Summer 2015 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Identify options for a new cemetery in the Borough – Spring 2016 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Relay the pitches at the Ivy Road Playing Fields in North Town (60k). – Summer 2015 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Produce design for a new changing pavilion at Ivy Road and identify funding options (£150k) – Spring 2016 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Assist Farnborough Rugby Club to develop their clubhouse. (£500k) – Summer 2016 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Improve the drainage at the Aldershot park rugby pitches. (£40k) – Winter 2015 				
Q1	Q2	Q3	Q4	Comment: Programme complete
<ul style="list-style-type: none"> Review development proposals to enhance the service offered by the Alpine Snow Sports – Spring 2016 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Assist the Rushmoor Gymnastics Academy with their extension (£500k) – Spring 2016 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Assist the Southwood Church with the provision of a new church / community building – Winter 2015 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Initiate procurement for a community café in King George V Playing Fields – Spring 2016 				
Q1	Q2	Q3	Q4	Comment:
<ul style="list-style-type: none"> Review options to improve changing and develop fitness / Spa offer at Aldershot Indoor Pools – Spring 2016 				

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Arrange the dredging works for the Manor Park Lake – Summer 2015

Q1	Q2	Q3	Q4	Comment: Working with procurement to engage specialist conservation consultant to undertake studies of this and other areas
----	----	----	----	---

- Increase number of allotment plots in Borough and encourage Allotment self-help groups – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop action plans to implement the findings from the Playing Pitch Strategy and the Parks, Sport & Recreation Plan. – Winter 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Climate change

- Meet the actions and commitments in our Climate Local initiative

Q1	Q2	Q3	Q4	Comment: Extensive consultation with services completed – actions now included on LGA register and actions being monitored at the appropriate times and with the relevant services
----	----	----	----	--

- Plans to reduce CO2 emissions and fuel poverty through government initiatives and working with partners in accordance with Home Energy Conservation Act – Progress Report 2015)

Q1	Q2	Q3	Q4	Comment: We are still promoting Rushmoor Healthy Living and discretionary energy efficiency grants for our residents. However, there have been no new government initiatives to date to help residents improve energy efficiency. Hampshire CC along with Portsmouth have been successful in receiving some Central Heating Fund money and from that we will be getting some Energy Performance Certificate data which will help us target what we have.
----	----	----	----	--

- Complete the phase out of halogen and SON lighting, replacing with energy efficient LED

Q1	Q2	Q3	Q4	Comment: On schedule – next projects to be King George V and the Municipal Gardens SON phase out
----	----	----	----	--

- Completing planned energy efficiency works at the Prospect Centre and Southwood Pavilion

Q1	Q2	Q3	Q4	Comment: Action completed – next buildings to include Princes Hall, the Crematorium and Rectory Road Pavilion. Action to be amended
----	----	----	----	--

Clean

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

Q1	Q2	Q3	Q4	Comment: Confirm Connect now purchased and under development by IT
----	----	----	----	--

- Identify feasibility of providing an interim and longer term depot in Rushmoor for refuse vehicles – Autumn 2015

Q1	Q2	Q3	Q4	Comment: Opportunities still being explored, confident of a resolution in the next few months
----	----	----	----	---

Service measures

Rubbish and recycling data

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

2014-15	Q1	Q2	Q3	Q4	2015-16
589.33	146 Est	143			

Recycling – Waste Recycled and Composted

Quarter 2 Comment – Accurate audited figures are currently not available for local authorities as Waste Data Flow changed its data system in April. The data is currently being validated, and it is hoped data will be available by Quarter 3. Member group established.

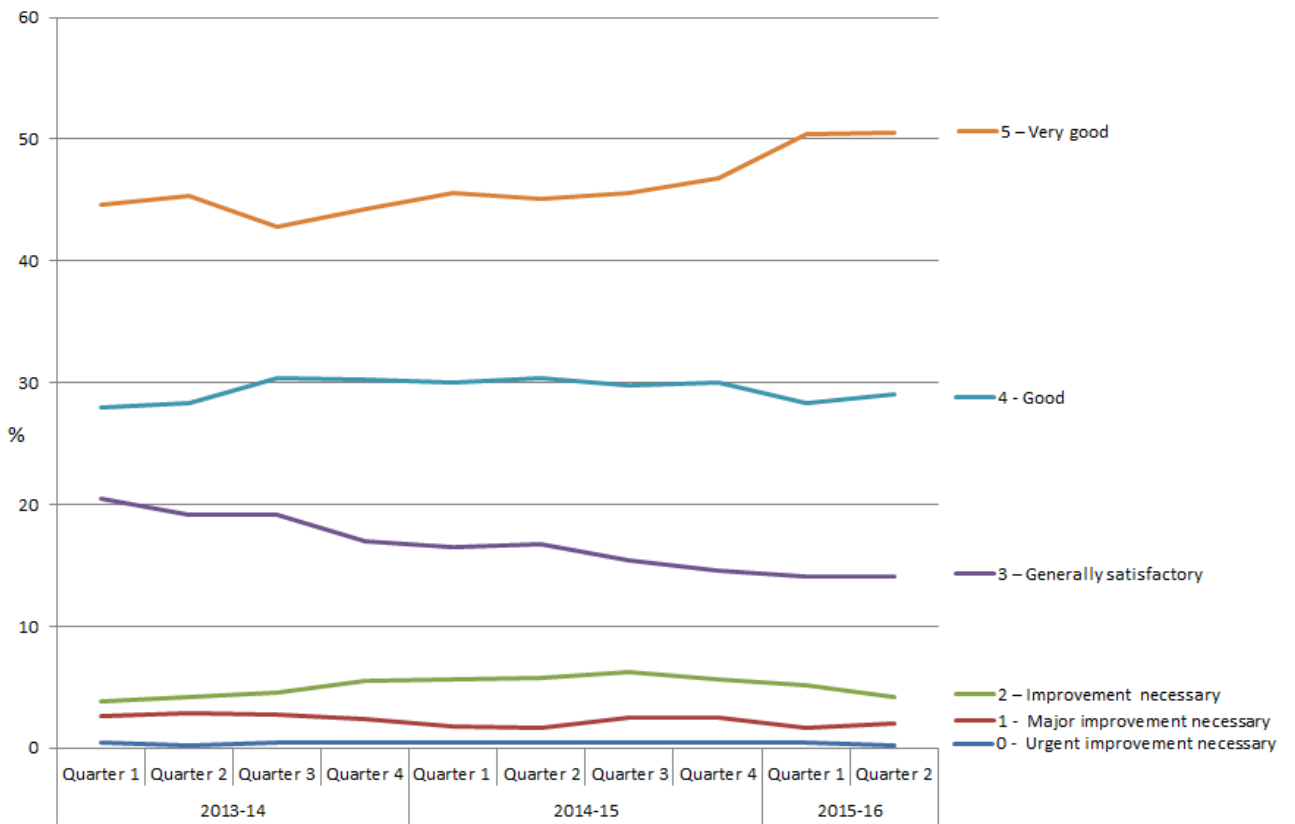
Food Hygiene Ratings Scheme

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 June 2015

	Farnborough	Aldershot	% for Rushmoor
0 - Urgent improvement necessary	0	1	0.2
1 - Major improvement necessary	5	6	2.0
2 - Improvement necessary	16	7	4.2
3 - Generally satisfactory	35	43	14.1
4 - Good	86	74	29.0
5 - Very good	153	126	50.5
Total	295	257	100

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



Leadership - Providing leadership to make Rushmoor the place where our communities want to live and work

Values:

- We care about our community
- The public must be able to trust the Council to do the right things
- Local people should be engaged in local decisions

Aims:

- Champion the interests and concerns of the local community
- Work with and enable our public, private and voluntary sector partners to achieve better Outcomes for the Borough
- Be ambitious for and with local people, businesses and the area

Key Initiatives

RSP - Rushmoor Strategic Partnership – Support the delivery of the Sustainable Community Strategy through 2015/16 and consider future key priorities with the Partnership

Current Key priorities are:

- To take a neighbourhood renewal approach to improving Cherrywood, North Town and Aldershot Park
- To encourage healthy weight in both children and adults
- To improve the level of skills and educational achievement
- To encourage community cohesion
- To understand and manage mental health problems
- To reduce alcohol abuse and related admissions to hospital
- To reduce the level of violent crime, acquisitive crime, drug and alcohol related offences and anti-social behaviour
- To support our residents and businesses and enable economic recovery from the recession

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Recent new:

- *At the October RSP meeting partners were given an update on Education in Rushmoor with latest performance results imminent. Challenges included recruitment of 'good' teachers and increasing pupil mental health issues resulting in a new mental health project. With the results of the Indices of Deprivation 2015 hot off the press the Neighbourhood Renewal work initiated from the 2010 results was reviewed prior to a review of the RSP key priorities to take place in the new year. Rushmoor now has two pockets of deprivation rather than three.*
- *In Brief items included: Devolution, Refugee Crisis, Supporting Troubled Families; Town Centres; Wellesley; My North Town, Enterprise M3 LEP and Economic Recovery*

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

The priorities for North Hampshire in 2015-16 are:

- Antisocial behaviour
- Alcohol related violent crime
- Vulnerabilities
- Substance Misuse

Q1	Q2	Q3	Q4	<p>Comment: The focus on the quality of crime recording has continued into 2015/16 leading to an increase in recorded crime. During Quarter 2 total crime in Rushmoor increased slightly (+4%, n51) compared to the same time last year and this is in line with other areas across Hampshire. Reports of anti-social behaviour reduced by 25% (n225). The amber status reflects the change in the recording of crime figures.</p>
----	----	----	----	--

Health & Wellbeing Partnership –Continue to provide leadership, and engagement of health partners to support the public health needs of the Borough. The key health challenges for Rushmoor are categorised under five themes in the Health Improvement Plan (HIP):

- Healthy weight (obesity)
- Smoking
- Drugs and alcohol
- Mental health and Dementia
- Health Inequalities

Q1	Q2	Q3	Q4	<p>Comment: The feedback from our joint Healthy Weights Conference has been analysed and a report created and circulated, with the outcomes reported the Partnership at the September meeting. Recent JSNA and Health Profile data has been analysed and will be used to inform a reassessment of the RSPs Health Priorities.</p>
----	----	----	----	---

Local Children’s Partnership - Support the development and the delivery of a new Local Children’s Partnership Plan for 2013/15. The five priorities in the plan are:

- Reducing the incidence and impact of poverty on the achievement and life chances of children and young people
- Securing children and young people’s physical, spiritual, social, emotional and mental health, promoting healthy lifestyles and reducing inequalities

- Providing opportunities to learn, within and beyond the school day, that raise children's and young people's aspirations, encourage excellence and enable them to enjoy and achieve beyond their expectations
- Helping children and young people to be safe and feel safe
- Promoting vocational, leisure and recreational activities that provide opportunities for children and young people to experience success and make a positive contribution

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Democracy and elections

- Holding the Parliamentary and local elections in May 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Complete the introduction of Individual Elector Registration across the Borough

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Working to reduce the number of void properties on the Electoral Register and to increase the number of registrations amongst harder to reach groups, in particular under 24s and military personnel

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Work to identify and provide support mechanisms for Members leading their communities

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Continue work to update the Constitution, and review the Scheme of Delegation and the format of the Constitution

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Review communication arrangements with Rushmoor's electors, including a Review of democratic web pages

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Responding to Government policy

- Welfare reform – Assess the impact of the implementation of welfare reform

Q1	Q2	Q3	Q4	Comment: Work continues with the Welfare Reform Task and Finish group, in particular planning the way forward on Rushmoor's Council Tax Support Scheme following the recent Budget Announcements. Discussions continue with Job Centre Plus around the implementation of Universal Credit
----	----	----	----	---

- Duty to co-operate and neighbourhood planning - We will respond to the requirements of the Localism Act where relevant to the planning system, including the duty to co-operate and neighbourhood planning

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Localism Act and Armed Forces Regulations - Review current housing allocation scheme to ensure it meets the priorities of the Localism Act and Armed Forces Regulations

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Dealing with the impacts of welfare reform on Housing - This could lead to a possible increase in homelessness, bed and breakfast costs and additional demand on the Housing Options team. Universal Credit for single working aged people (new claimants only) is due to be rolled out in Rushmoor from February 2016. The initial numbers are expected to be low. Housing Team is working with RP partners and other agencies to monitor the impact, allowing us to respond appropriately.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Responding to new emerging polices after the 2015 General Election

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Working with other local authorities on the development of a devolution prospectus and deal for Hampshire and the Isle of Wight

Q1	Q2	Q3	Q4	Comment: <i>New action added</i>
----	----	----	----	---

Engagement, communications and consultation

- Public consultation – working with the Borough Services Task and Finish group and the Corporate Services Communications Review Task and Finish Group explore future approaches to public engagement, communications and consultation alongside the development of the Council’s equalities strategy

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Communications – maintain and develop the council’s website to respond to channel shift programme and increasing demand for access via mobile devices

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Service measures

Social media data

Facebook likes

2014/2015	Q1	Q2	Q3	Q4	2015/2016
1,021	1,305	1,581			

Twitter followers

2014/2015	Q1	Q2	Q3	Q4	2015/2016
2,328	2,522	2,685			

Good Value Services - Ensuring quality services that represent good value for money

Values:

- People deserve access to quality, good value services
- We will use our limited financial resources well
- We want the public to know they can trust us

Aims:

- Continue to maintain a sustainable financial position and target our resources to achieve our aims
- Improve the quality and reduce the costs of the services we support, commission or deliver to our customers

Key Initiatives

*****Note: some of the actions, which sat under this section in previous reports, are now included in Section Two of this report *****

Service measures

Council tax and NNDR collection

	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Council Tax	98.2%	98.91%	96.00%			
NNDR	98.8%	103.22%	95.74%			

Staffing absence and turnover

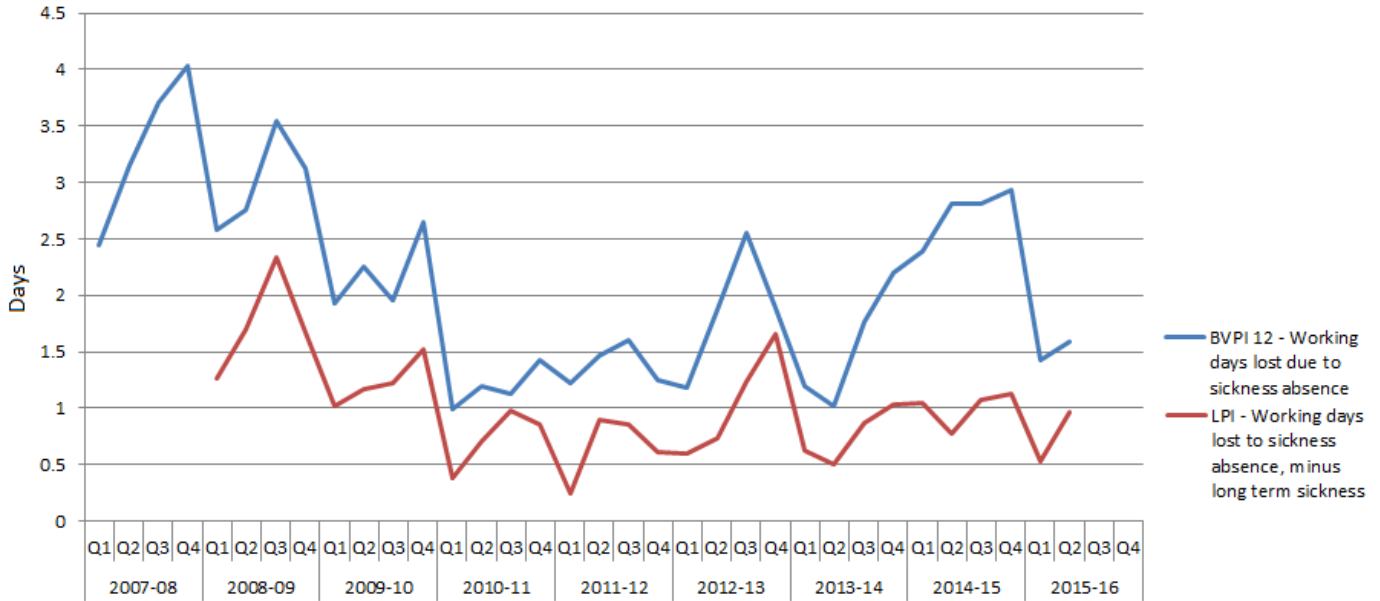
Staffing: Turnover

	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Staff turnover	13.64%	3.37	4.05			

Staffing: Absence

Average number of working days lost due to sickness absence per FTE	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Working days lost due to sickness absence - BVPI12	10.92 (2833 days)	1.43 (363 days)	1.59 (408 days)			
Working days lost to sickness absence, minus long term sickness - LPI	4.04 (1041 days)	0.53 (136 days)	0.97 (248 days)			

Absence



Customer contact data

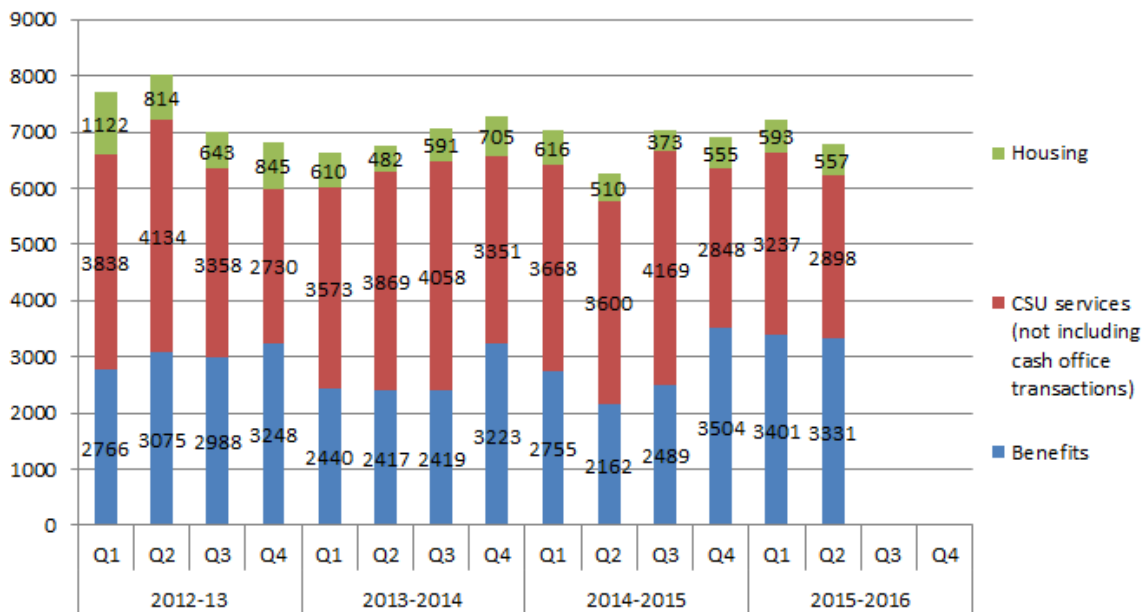
Services used:

In Quarter 2 of 2015/16, we had 6,786 walk-in customers. The breakdown of these customers is:

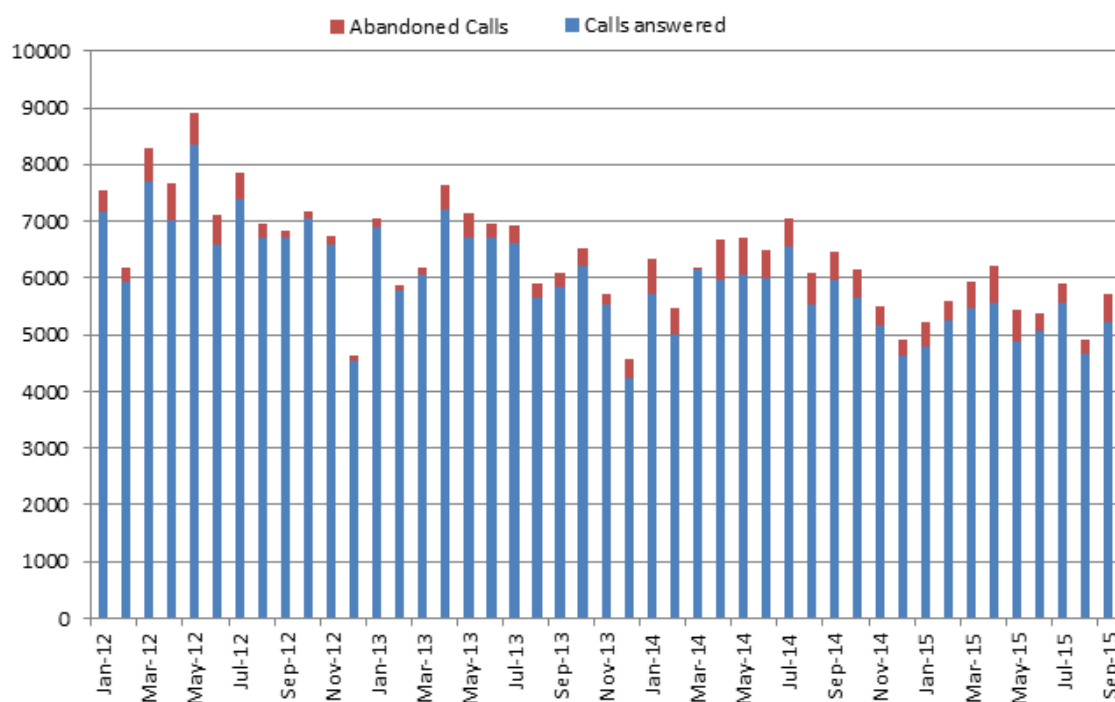
- 3331 (49%) for Benefits services
- 2898 (43%) for CSU services
- 557 (8%) for Housing services

From the previous quarter, the overall number of walk in customers has decreased by 6.2%. Benefit services saw 70 fewer customers, Customer Services saw 339 fewer customers and Housing Services 36 fewer customers. From the same quarter last year, the overall number of walk in customers has increased by 8.2%.

Number of walk-in customers Quarter 1 2012-13, to Quarter 2 2015-16



CSU Call Statistics: January 2012 –September 2015



In the last quarter, the CSU have answered 15,445 calls. This is a decrease of 2,628 (14.5%) on the same period last year.

	Jul-Sept 2015	Jul-Sept 2014	Jul-Sept 2013
Calls offered	16,562	19,592	19,795
Calls answered	15,445	18,073	18,993
Calls abandoned	1,117	1,519	802
Abandoned rate	7%	8%	4%

The abandoned call rate during Quarter 2 2015 is lower than the same period in 2014 but higher than in 2013. This is largely attributable to pressure on staff resources, the CSU have been carrying a number of vacancies throughout this period. New staff members have been recruited, however the recruitment process is relatively protracted, and once appointed they have to undergo significant training until they are operational. In addition, there has still been a turnover in staff either leaving Rushmoor or being on secondments to other Services.

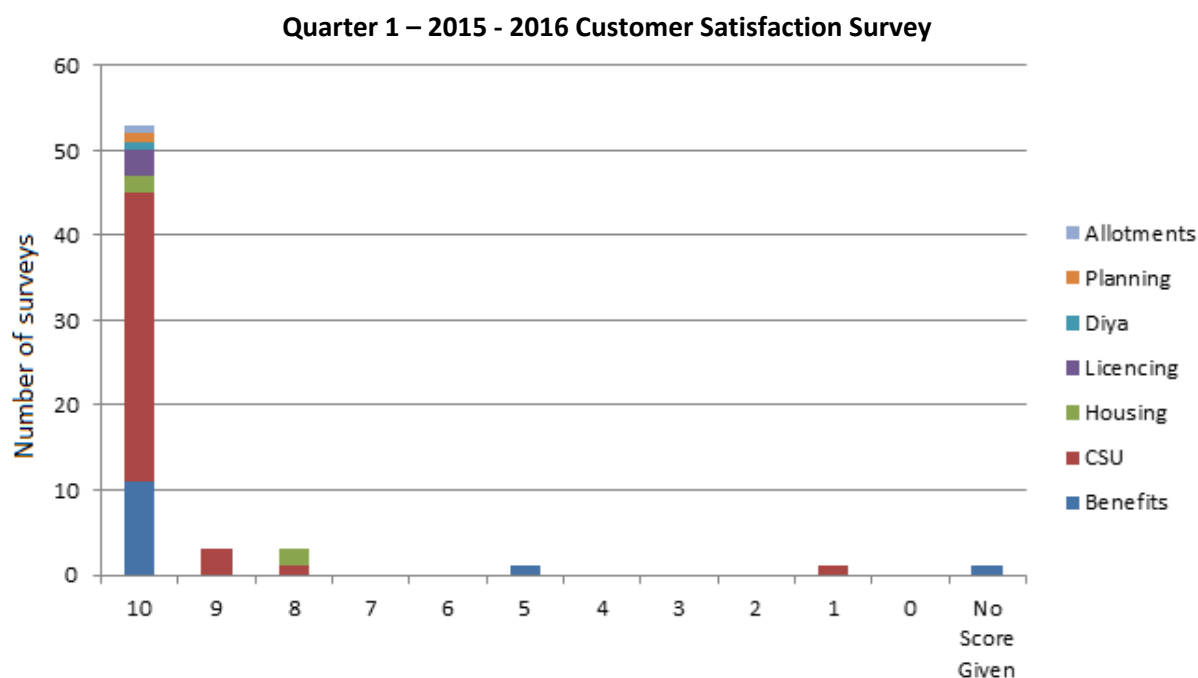
Also during this period, we have seen an increase again in the number of people making payments via the automated payment line – requiring no assistance from the Customer Service Team, an example of positive ongoing Channel Shift.

	Payments via the automated payment line
Jul-Sept 2015	2,984 (5.6% increase on previous year)
Jul-Sept 2014	2,825 (2.6% increase on previous year)
Jul-Sept 2013	2,752

Customer Satisfaction

During Quarter 2, 62 customer satisfaction surveys were completed. During this period, 85% of customers rated our service 10/10.

Breakdown of Surveys by Service	
CSU Staff	39
Benefits Staff	13
Housing Staff	4
Licensing Staff	3
Diya (Nepalese CSA)	1
Allotments Officer	1
Planning Staff	1

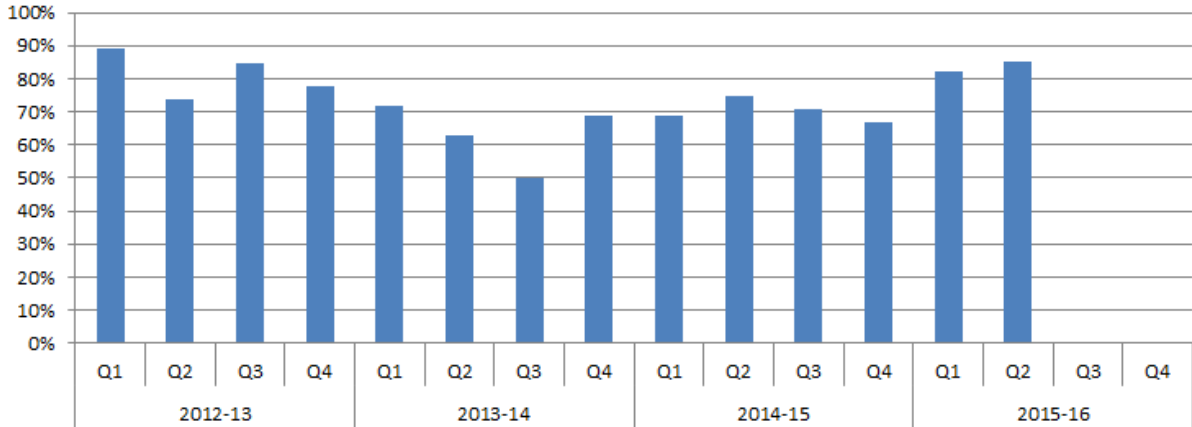


Some examples of the feedback received during Quarter 2 include:

- (+) Friendly, clear, explanatory and efficient....Thanks
- (+) An amazing lady she deserves a pay rise and she has never been into such a lovely place where everyone is so helpful and smiling
- (-) No score given - Such a long wait

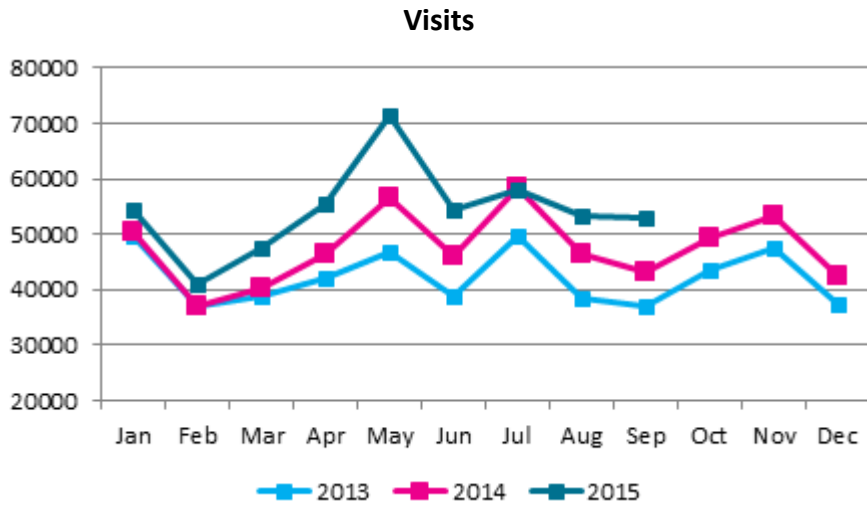
The following chart shows the percentage of customers who scored the service they received 10 out of 10 over time. The apparent fall in the percentage of customers scoring the service 10 out of 10 probably results from a change in survey method, from actively seeking feedback in quiet times to the “self-serve” option, however to increase representative responses the method to obtain feedback is has changed in Quarter 2.

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



Web customer contact

Monthly Visitors to the Council Website



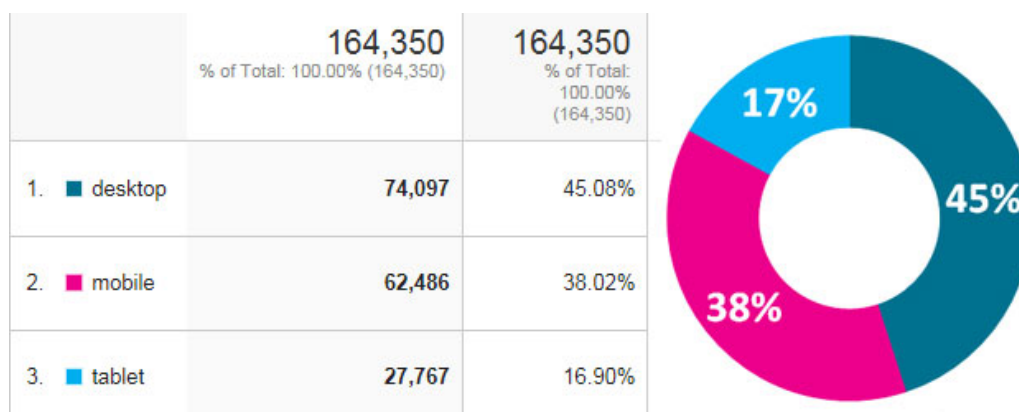
In Quarter 2 of 2015/16 we had 164,350 visits to the website. This is a decrease of 16,617 visits (-9%) on the previous quarter – due to the volume of visits for the elections held in May. There was an increase of 16,663 visits (+11%) on the same quarter from last year.

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 99.77%. This is slightly lower than last quarter’s 99.99%. We had some problems early morning on 21 August and 7 September.

Visits to the council website by device



In Quarter 2 of 2015/16 we had 90,253 visits (55% of total visits) to the website by mobile/tablet. The percentage of total visits by mobile/tablet was 54% in Quarter 1 and 46% in Quarter 2 of 2014/15.

Pageviews

Top three page views for content in Quarter 2

1. Hampshire Waste and Recycling Centre (HWRC) - 13,067
2. Search for, or comment on, a planning application - 8,230
3. Bin collections - 7,368

Top 20 pageviews on the council website

No	July	August	September
1	Home (15,062)	Home (13,942)	Home (13,653)
2	HWRC (4,692)	HWRC (4,778)	HWRC (3,597)
3	Aldershot Lido prices (3,927)	Bin Collections (2,543)	Caution for home tattooist (3,388)
4	Search for, or comment on, a planning application (2,849)	Search for, or comment on, a planning application (2,469)	Bin Collections (2,994)
5	Planning applications (2,521)	Aldershot Lido prices (2,407)	Search for, or comment on, a planning application (2,912)
6	Planning (2,214)	Planning applications (2,206)	Planning applications (2,475)
7	Rubbish and recycling (1,991)	Rubbish and recycling (2,054)	Planning (1,837)
8	Bin Collections (1,831)	Planning (1,919)	Rubbish and recycling (1,822)
9	Contact us (1,784)	Pay council tax (1,713)	Adult learning and evening classes (1,753)
10	Live music day (1,661)	Council tax (1,711)	Contact us (1,648)
11	Pay council tax (1,626)	Contact us (1,665)	Council tax (1,631)
12	Lido (1,605)	Adult learning and evening classes (1,566)	Pay council tax (1,588)
13	Council tax (1,528)	Farnborough leisure centre and	Our vacancies (1,265)

		Farnborough bowl (1,505)	
14	Our vacancies (1,387)	Our vacancies (1,282)	Job opportunities (1,196)
15	Job opportunities (1,280)	Farnborough car boot sale (1,279)	Farnborough leisure centre and Farnborough bowl (1,165)
16	Housing and Benefits (1,258)	Markets (1,201)	Housing and Benefits (1,159)
17	Car parks (1,225)	Housing and Benefits (1,152)	Aldershot Garrison Sports centre (1,090)
18	Farnborough leisure centre and Farnborough bowl (1,209)	Job opportunities (1,148)	Car parks (1,054)
19	Adult learning and evening classes (1,183)	What to put in your blue recycling bin (1,008)	Markets (1,040)
20	Parking (1,176)	Car parks (998)	Farnborough car boot sale (949)

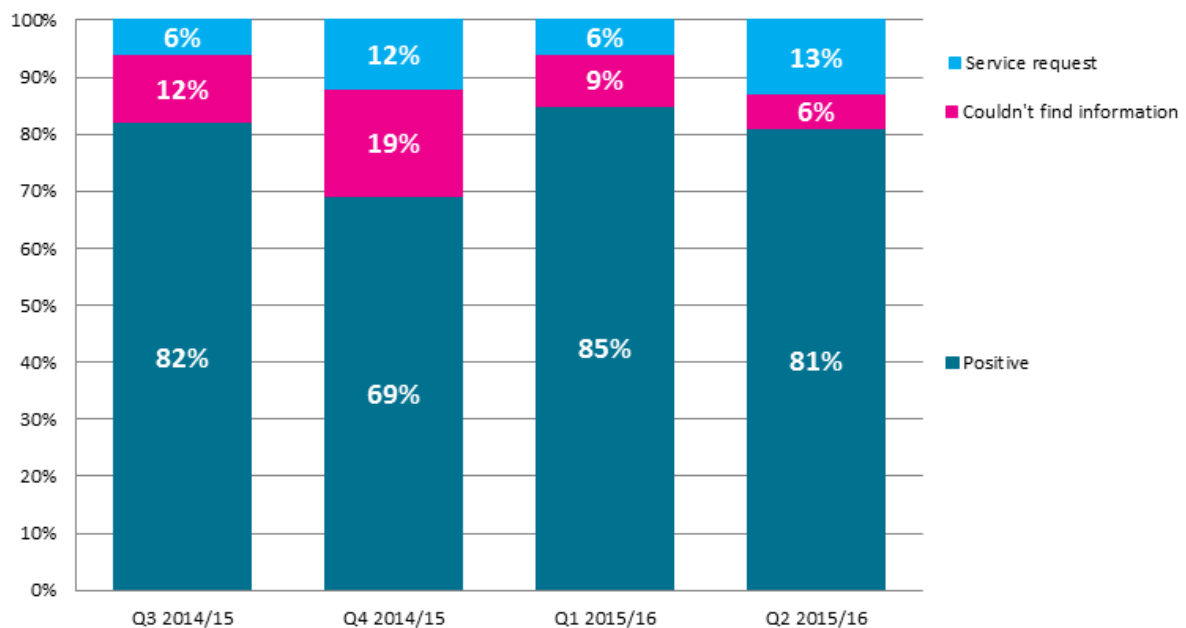
Website visitor satisfaction

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 736 completed feedback forms.

Types of feedback



This page is intentionally left blank



**Strategic and Performance
Management Updates
Quarter 2 2015-16
(1st July 2015 to 30th September 2015)**

Introduction

Annually the Council produces a Corporate Plan which sets out its future priorities and planned activities and actions for achieving its purpose.

The image below shows the Council's stated Purpose and the five themes which underpin the Purpose:



The Cabinet reviews progress against the Corporate Plan, on a quarterly basis. This acts as the key corporate performance monitoring process for the Council.

This document combines both informative data about the Rushmoor area and some more specific data about the Council as a whole and about individual services. It is provided to give an enhanced overview to inform Cabinet's priorities and its monitoring of performance.

This data set is the subject of regular presentations by members of the Council's Directors' Management Board to the Cabinet. In Quarter 1 Cabinet is presented with an analysis of the entire set of data in the document on which it can base a review of Council policy and strategic thinking. Following this, each quarter, a reduced set of data forms a shorter performance management reporting set.

Whilst considerable thought has been given to the chosen set of data included in this document, it is seen as a starting point and it is intended to evolve the items that are included to best meet the needs of managing the Council.

Contents of the 2015 Corporate Plan

	Page
Section One: Sustainability of place	
1. Summary	4
2. Demographics of our population	5
3. Deprivation data	5
4. Crime data	10
5. Education and skills data	11
6. Economy data	12
7. Heath data	15
Section Two: – Corporate sustainability – Rushmoor Fit for the Future	
1. Summary	16
2. Budget and savings process overview	17
3. The 8 Point Plan	18
4. Organisational Development	28
Section Three: Key initiatives and service measures	
1. Summary	30
2. People and Communities – Supporting our and communities and meeting local needs	31
3. Prosperity - Sustaining and developing our local economy	37
4. Place - Protecting and developing a safe, clean and sustainable environment	42
5. Leadership - Providing leadership to make Rushmoor the place where our communities want to live and work	47
6. Good Value Services - Ensuring quality services that represent good value for money	51

Section One: Sustainability of place

1. Summary

Indices of multiple deprivation

- The latest update of the Indices of multiple deprivation was released on 30th September 2015 the key findings are that:
 - Rushmoor has two small areas of multiple deprivation, these are in Aldershot Park and Cherrywood wards.
 - Of the other Lower-layer Super Output Areas (LSOAs), 12 LSOAs are in the 40% most deprived, 11 LSOAs are in the middle 20%, 15 LSOAs are in 40% least deprived and 18 LSOAs are in the 20% least deprived areas in the country.
 - Ten (17.2%) of the LSOAs in Rushmoor are in the 20% most deprived in the country for Education, Skills and Training.

Crime

- This reporting year has seen the evolution of crime classification has led to additional reports being created for multiple victim offences and is anticipated to have contributed to an increase in crime statistics. During Quarter 2 total crime in Rushmoor increased slightly (+4%, n51) compared to the same time last year and this is in line with other areas across Hampshire. Reports of anti-social behaviour reduced by 25% (n225).

Education and skills

- The 2015 provisional GCSE results were published on 15th October 2015. 25% of our state run secondary schools exceed the national average performance.
- As of the 1st of October 2015, one of Rushmoor's 34 schools was graded Inadequate by Ofsted (Cove Secondary), and seven schools were graded Requires Improvement (Fernhill Secondary, Connaught Secondary, Cherrywood Primary, Fernhill Primary, Pinewood Infants, Southwood Infants and Manor Junior).

Economy

- In September 2015 there were 579 Rushmoor residents claiming Job Seeker Allowance (JSA), this represents 0.9% of Rushmoor's working age population (16-64), this is a slight rise from 574 claimants at the end of last quarter
- Rushmoor's benefits caseload has declined over the past year; this downturn in overall numbers is in part attributable to the Council changing the threshold for claiming Council Tax Support (CTS). The benefit caseload is currently 7,356, down from 7,581 last year.

1. Demographics of our population – no new data

2. Deprivation data – [Links with People and Communities Priority](#)

The 2015 English Indices of Deprivation was published on September 30th 2015.

The 2015 Index of Multiple Deprivation (IMD) combines a number of indicators, chosen to cover a range of economic, social and housing issues, into a single deprivation score for each small area in England. **Most of the indicator data has been taken from the 2012/13 tax year, and some data is from the 2011 Census.**

The Indices of Deprivation have been produced at what is called Lower-layer Super Output Area level (LSOA), of which, in 2015, there were 32,844 in the country, with 58 LSOAs in Rushmoor. There are several in each ward, including many that overlap the ward boundaries. Each LSOA is ranked as part of the IMD against all other LSOAs in England, where 1 is the most deprived and 32,844 is the least deprived.

IMD 2015 Summary

Rushmoor has two small areas of multiple deprivation – Lower-layer Super Output Areas (LSOA) that are in the 20% most deprived in the country:

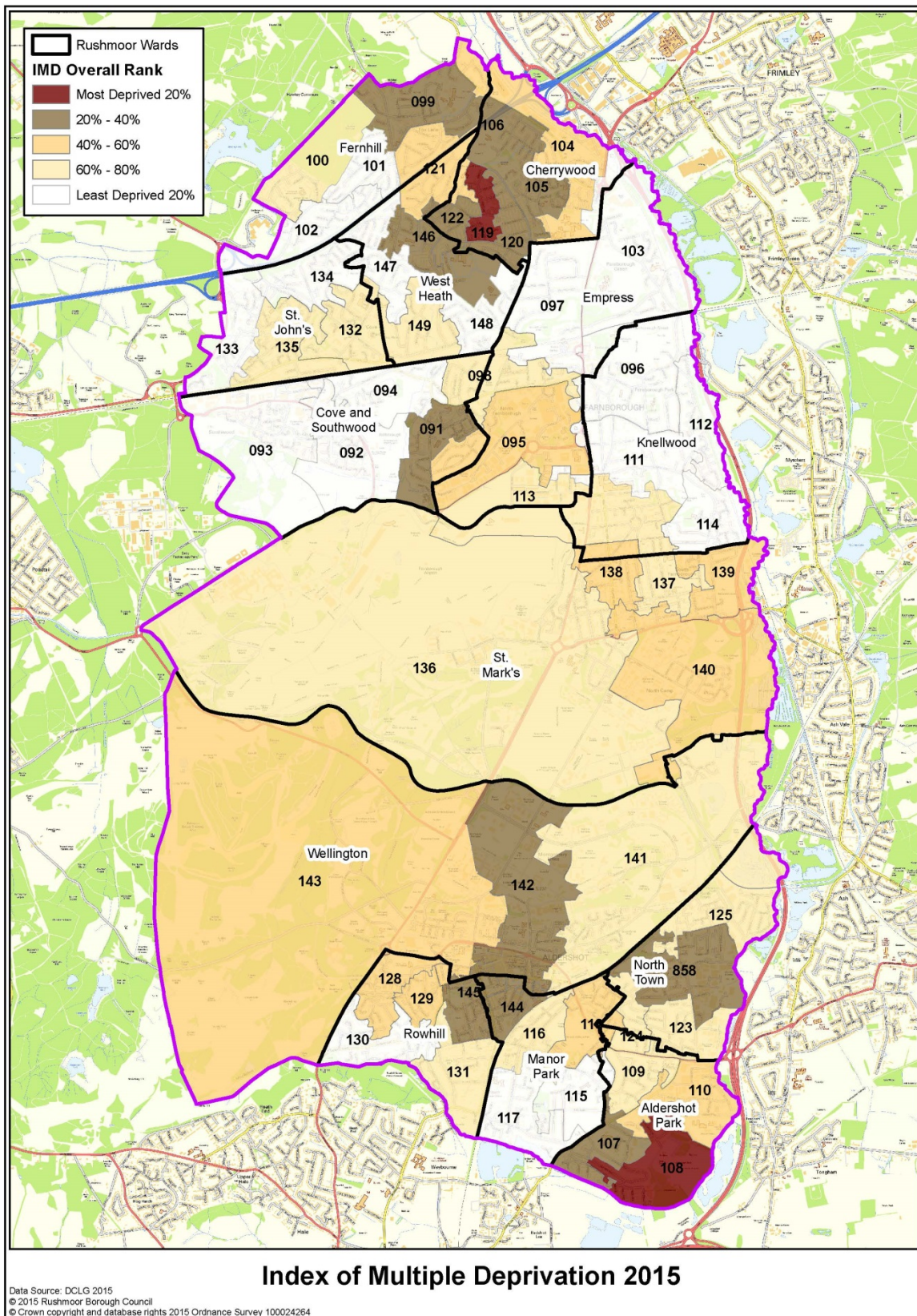
- Part of Aldershot Park ward (**LSOA 108 rank 4452**)
- Part of Cherrywood ward (**LSOA 119 rank 4691**)

The indicators used and one of Rushmoor LSOAs have changed since the 2010 English Indices of Multiple Deprivation, **so the results are not directly comparable with previous releases.** However in the 2010 English Indices of Multiple Deprivation Rushmoor had three small areas in the bottom 20% most deprived in England, LSOA 108 in Aldershot Park ward. LSOA 119 in Cherrywood ward and LSOA 126 in North Town ward. Due to the LSOA boundaries being redrawn after the 2011 Census, LSOA 126 merged with LSOA 125 and became LSOA 858. LSOA 858 is not in the 20% most deprived in England.

Of the other areas, 12 LSOAs are in the 40% most deprived, 11 LSOAs are in the middle 20%, 15 LSOAs are in 40% least deprived and 18 LSOAs are in the 20% least deprived areas in the country.

Further information can be found in the Index of Multiple Deprivation 2015 data sheet on Rushmoor's website <http://www.rushmoor.gov.uk/factsandfigures>

The map on the following page shows the LSOAs in Rushmoor; the darker the colour the more deprived the area.



Areas with specific challenges

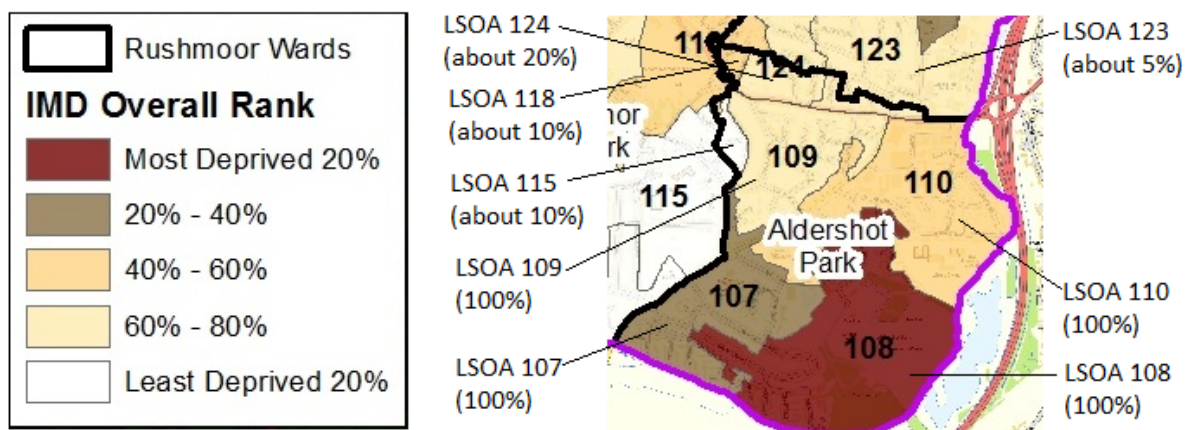
The Index of Multiple Deprivation is divided into seven indicator domains. The table below compares the areas in Rushmoor with specific domain challenges in 2010 and 2015. These

areas are in the 20% most deprived for the domains in England – LSOAs in bold are those that also have multiple deprivation. Ten (17.2%) of the LSOAs in Rushmoor are in the 20% most deprived in the country for Education, Skills and Training.

Deprivation Domain	Lower Super Output Areas 2010		Lower Super Output Areas 2015
Income	4 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 108 (Aldershot Park) • 91 (Cove and Southwood) 	As the indicators changed from the 2010 to the 2015 Indices these domains are not comparable	4 pockets <ul style="list-style-type: none"> • 119 (Cherrywood) • 142 (Wellington) • 108 (Aldershot Park) • 91 (Cove and Southwood)
Employment	3 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 108 (Aldershot Park) 		2 pockets <ul style="list-style-type: none"> • 108 (Aldershot Park) • 119 (Cherrywood)
Education, Skills and Training	9 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 105 (Cherrywood) • 120 (Cherrywood) • 122 (Cherrywood and small part of West Heath) • 108 (Aldershot Park) • 107 (Aldershot Park) • 110 (Aldershot Park) • 146 (West Heath) 		10 pockets <ul style="list-style-type: none"> • 119 (Cherrywood) • 122 (Cherrywood and small part of West Heath) • 108 (Aldershot Park) • 120 (Cherrywood) • 107 (Aldershot Park) • 858 (North Town) • 146 (West Heath) • 91 (Cove and Southwood) • 106 (Cherrywood and a small part of Fernhill) • 99 (Fernhill)
Barriers to Housing and Services	1 pocket <ul style="list-style-type: none"> • 139 (St Marks) 		3 pockets <ul style="list-style-type: none"> • 141 (Wellington) • 119 (Cherrywood) • 104 (Cherrywood and a small part of Fernhill)
Living Environment	No pockets		1 pocket <ul style="list-style-type: none"> • 144 (Manor Park and a small part of Wellington)
Health and Disability	5 pockets <ul style="list-style-type: none"> • 126 (North Town) • 119 (Cherrywood) • 108 (Aldershot Park) • 107 (Aldershot Park) • 138 (St Marks and small part of Knellwood) 		These domains are comparable as the indicators haven't changed
Crime	2 pockets <ul style="list-style-type: none"> • 144 (Manor Park and small part of Wellington) • 145 (Rowhill and small part of Wellington and Manor Park) 	2 pockets <ul style="list-style-type: none"> • 145 (Rowhill and small part of Wellington and Manor Park) • 124 (North Town and a small part of Aldershot Park) 	

Aldershot Park ward detail

In Aldershot Park ward there are parts of eight LSOAs. The map below shows the number of the LSOA in Aldershot Park ward and the approximate percentage of the LSOA in the ward. Each LSOA is ranked in order against all other LSOA in the country, where 1 is the most deprived and 32,844 is the least deprived.



LSOA Code	Approx % in Ward	Index of Multiple Deprivation (IMD) 2015	Income	Employment	Education, Skills and Training	Health Deprivation and Disability	Crime	Barriers to Housing and Services	Living Environment
107	100%	8,022	9,088	7,984	4,055	2,403	15,505	20,429	27,305
108	100%	4,452	6,314	4,165	2,013	2,024	9,874	8,718	29,670
109	100%	20,628	19,347	19,765	15,800	18,747	8,290	30,346	22,506
110	100%	13,208	14,147	15,038	8,131	10,420	9,634	11,010	25,056
124	20%	19,989	20,072	28,300	10,097	22,948	4,106	24,860	21,833
115	10%	28,340	28,500	25,918	22,447	19,410	16,200	30,612	27,423
118	10%	18,732	17,030	23,685	18,926	16,811	6,770	18,710	14,427
123	5%	21,603	20,523	24,512	10,374	21,275	13,418	26,280	19,384

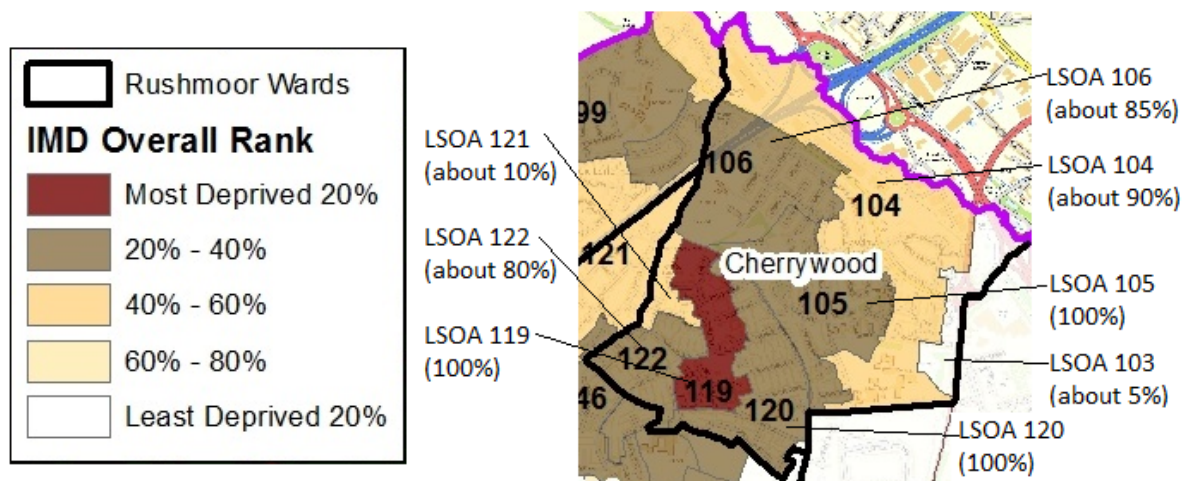
For comparison purposes below is the mean average results for a LSOA in Rushmoor

Average	20181	19580	21581	14603	17722	16387	17798	23688
---------	-------	-------	-------	-------	-------	-------	-------	-------

LSOA 108 is in the 20% most deprived areas for Multiple Deprivation and for Income, Employment, Education, Skills and Training and Health Deprivation and Disability. LSOA 107 is also in the 20% most deprived areas for Education, Skills and Training and Health Deprivation and Disability. LSOA 124 (a small part of which is in Aldershot Park ward) is in the 20% most deprived areas for Crime.

Cherrywood ward detail

In Cherrywood ward there are all or part of eight LSOAs. The map below shows the number of the LSOA in Cherrywood ward and the approximate percentage of the LSOA in the ward. Each LSOA is ranked, where 1 is the most deprived and 32,844 is the least deprived.



LSOA Code	Approx % in Ward	Index of Multiple Deprivation (IMD) 2015	Income	Employment	Education, Skills and Training	Health Deprivation and Disability	Crime	Barriers to Housing and Services	Living Environment
105	100%	10,541	10,304	11,727	8,221	8,881	7,378	8,497	26,547
119	100%	4,691	3,148	5,273	1,257	10,645	13,318	5,169	27,924
120	100%	9,505	7,178	10,520	3,362	12,215	9,610	17,557	27,144
104	90%	16,616	13,534	23,100	9,441	24,458	13,964	5,904	21,848
106	85%	11,847	11,336	14,903	5,389	9,679	16,977	9,823	21,281
122	80%	10,708	10,242	11,968	1,982	12,543	16,116	18,271	25,887
121	10%	17,255	16,985	18,597	6,896	21,034	13,769	14,288	25,027
103	5%	29,259	28,578	31,040	24,926	29,763	18,050	15,440	20,894

For comparison purposes below is the mean average results for a LSOA in Rushmoor

Average	20181	19580	21581	14603	17722	16387	17798	23688
---------	-------	-------	-------	-------	-------	-------	-------	-------

LSOA 119 is in the 20% most deprived areas for Multiple Deprivation and for Income, for Employment, for Education, Skills and Training and for Barriers to Housing and Services. LSOAs 120, 106 and 122 are in the 20% most deprived areas for Education, Skills and Training. LSOA 104 is in the 20% most deprived areas for Barriers to Housing and Services.

3. Crime

Community Safety Partnership data

The Rushmoor Community Safety Partnership monitors crime rates in the Borough (please also see Community Safety Partnership under Leadership Priority on page 48).

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

	2013/14	2014/15	2015/16	2014/15 diff on 2013/14	% diff	2015/16 diff on 2014/15	%diff
1a Homicide	0	0	0	0	0%	0	0%
1b Violence with Injury	148	152	194	N=4	+3%	N=42	+28%
1c Violence without Injury	130	148	241	N=18	+14%	N=93	+63%
2a Rape	11	12	19	N=1	+9%	N=7	+58%
2b Other Sexual Offences	23	22	19	N=1	-4%	N=3	-14%
3a Robbery of Business Property	0	1	0	N=1	+100%	N=1	-100%
3b Robbery of Personal Property	5	1	3	N=4	-80%	N=2	+200%
4a1 Burglary in a dwelling	70	50	19	N=20	-29%	N=31	-62%
4a2 Burglary in a building other than a dwelling	57	59	23	N=2	+4%	N=36	-61%
4b Vehicle Offences	144	129	82	N=15	-10%	N=47	-36%
4c Theft from the Person	10	11	19	N=1	+10%	N=8	+73%
4d Bicycle Theft	66	45	30	N=21	-32%	N=15	-33%
4e Shoplifting	149	139	116	N=10	-7%	N=23	-17%
4f All Other Theft Offences	186	168	172	N=18	-10%	N=4	+2%
5a Criminal Damage	202	198	179	N=4	-2%	N=19	-13%
5b Arson	7	9	5	N=2	+29%	N=4	-44%
6a Trafficking of Drugs	2	13	16	N=11	+550%	N=3	+23%
6b Possession of Drugs	80	64	52	N=16	-20%	N=12	-19%
7 Possession of Weapons Offences	2	7	14	N=5	+250%	N=7	+100%
8 Public Order Offences	51	78	143	N=27	+53%	N=65	+83%
9 Miscellaneous Crimes Against Society	16	21	32	N=5	+31%	N=11	+52%
Total	1359	1327	1378	N=32	-2%	N=51	+4%
ASB	968	904	679	N=64	-7%	N=225	-25%

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

Note: Police activity can push up reporting, detection and conviction rates even if the underlying crime rates are actually unchanged in the short term.

This reporting year has seen the evolution of crime classification by officers (rather than a specific department) which has in turn led to additional reports being created for multiple victim offences and is anticipated to have contributed to an increase in crime statistics. During Quarter 2 total crime in Rushmoor increased slightly (+4%, n51) compared to the same time last year and this is in line with other areas across Hampshire. Reports of anti-social behaviour reduced by 25% (n225).

(Note: we are currently in discussions to try and get clear up rates for the above crime figures)

4. Education and skills

GCSE results

School reforms

Due to school reforms in 2013-14 the results between 2013 and 2014 and 2015 are not directly comparable. Some of the changes included in the reforms were to no longer count International GCSE (IGCSE's) in the results, only a pupil's first attempt at a qualification is included, no qualification counts as larger than one GCSE in size (a BTEC may have previously counted as 4 GCSEs) and counting non-GCSEs has been capped at two.

2015 provisional GCSE results

The provisional GCSE results for schools were published on October 15th, the actual results will be published in January. Rushmoor has four state run secondary schools, three in Farnborough and one in Aldershot. The 2014/2015 GCSEs results (% of pupils achieving 5 or more GCSEs at grades A*- C including English and mathematics) for the four schools were:

2015 Provisional KS4 Results	% achieving 5+A*-C GCSEs (or equivalent) including English and maths GCSEs	% achieving the English Baccalaureate	Number of pupils at the end of KS4
The Wavell School	59%	32%	171
Cove School	45%	16%	201
Fernhill School	40%	23%	183
The Connaught School	29%	15%	127
England all schools	52.8%	22.5%	
Hampshire	58.5%	25.3%	

(Source: Department for Education <http://www.education.gov.uk/schools/performance/>)

Ofsted

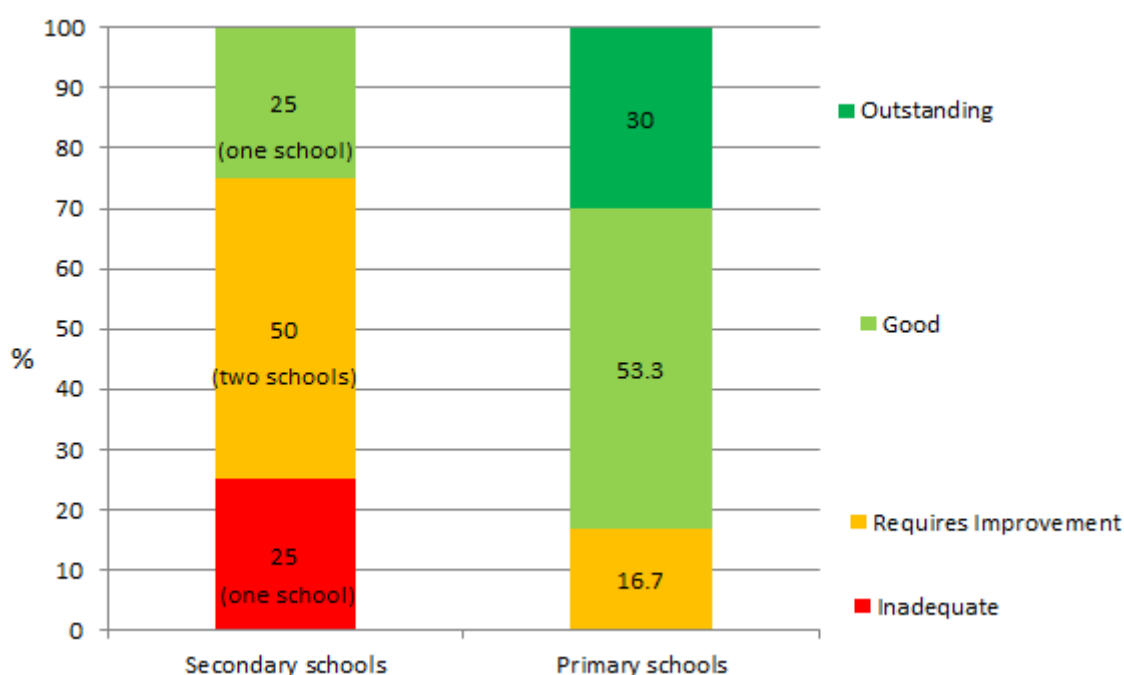
Ofsted inspects and rates education institutions, into four grades:

- Grade 1: Outstanding
- Grade 2: Good
- Grade 3: Requires Improvement
- Grade 4: Inadequate

Rushmoor has 30 primary schools and 4 secondary schools. As of 1st October 2015, 30% of primary schools in Rushmoor are graded Outstanding, 53.3% are graded Good, 16.7% (five schools) are graded Requires Improvement. The five primary schools that Required Improvement are: Cherrywood Primary, Fernhill Primary, Pinewood Infants, Southwood Infants and Manor Junior. All the primary schools that Require Improvement are in Farnborough. All primary schools in Aldershot are currently graded Good and above.

In regard to secondary schools of 1st October 2015, Wavell secondary school was graded Good (25%), and Connaught and Fernhill schools were graded Requires Improvement (50%), and Cove school was graded Inadequate (25%). The following chart shows % of Rushmoor primary and secondary schools in each Ofsted category as of 1st October 2015.

% of Rushmoor schools in each Ofsted category as of 1st October 2015



(Source: Ofsted <http://www.ofsted.gov.uk/>)

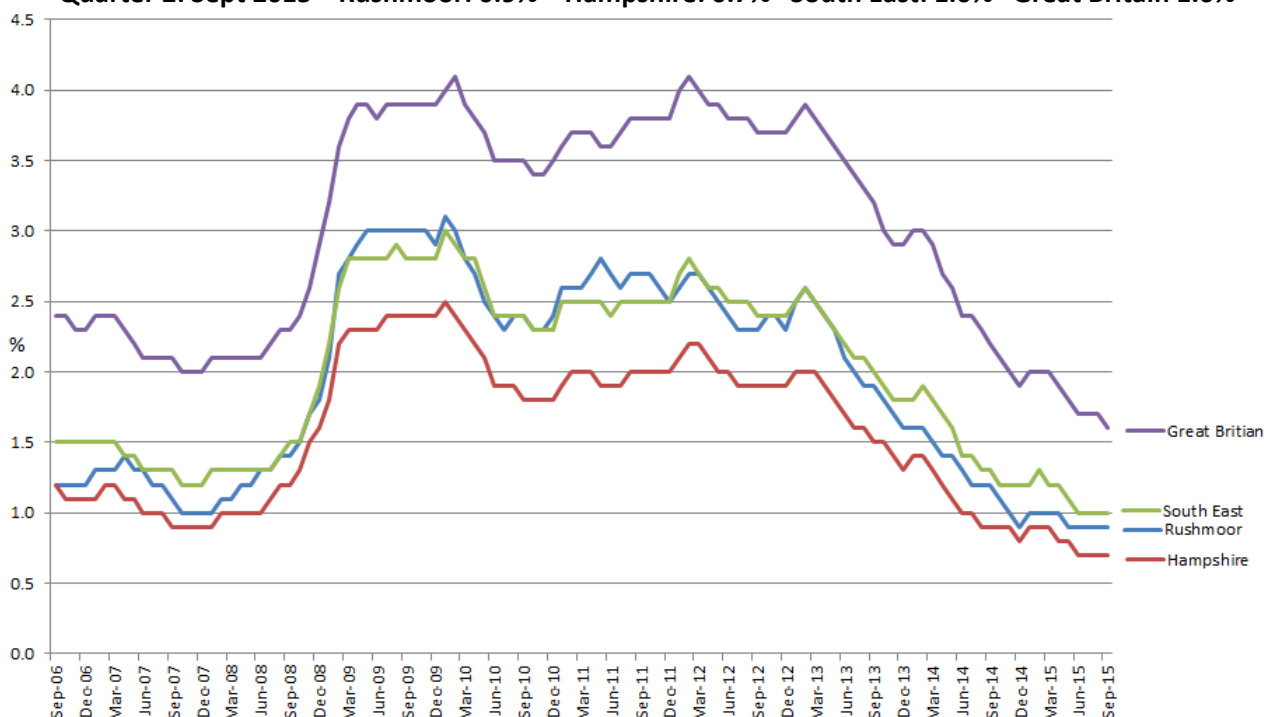
5. Economy

Job Seeker Allowance analysis

In September 2015 there were 579 Rushmoor residents claiming Job Seeker Allowance (JSA), this represents 0.9% of Rushmoor's working age population (16-64). The following chart sets out the claimants as a percentage of the working age population. This was a slightly lower rate than the South East (1.0%), and below the rate for Great Britain (1.6%), but higher than the rate for Hampshire (0.7%).

All people claiming JSA

Quarter 1: June 2015 Rushmoor: 0.9% Hampshire: 0.7% South East: 1.0% Great Britain 1.7%
 Quarter 2: Sept 2015 Rushmoor: 0.9% Hampshire: 0.7% South East: 1.0% Great Britain 1.6%



(Source: Office for National Statistics

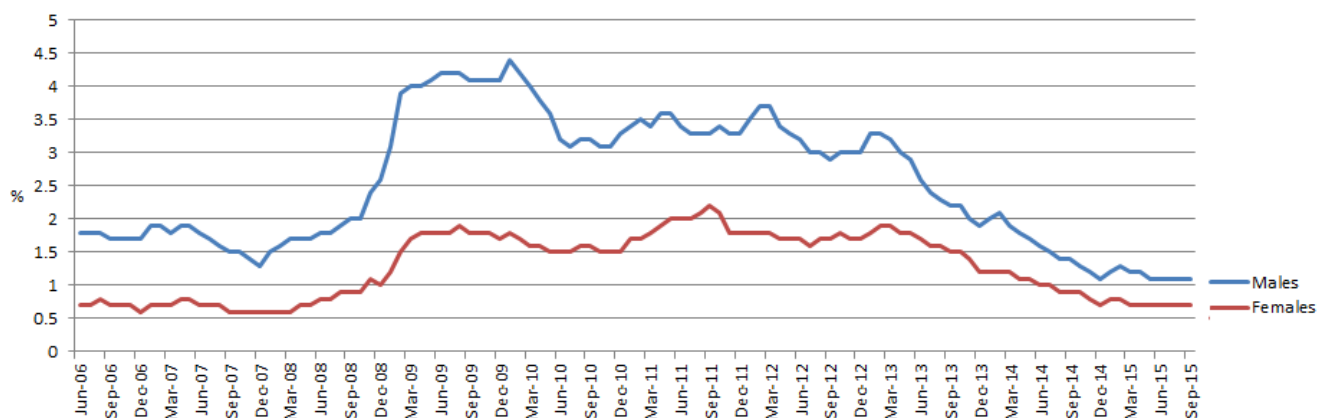
http://www.nomisweb.co.uk/reports/lmp/la/2038431789/subreports/jsa_time_series/report.aspx?)

The following table shows the number of JSA claimant in each ward in September 2015, and the percentage of claimants as a proportion of the population. There are five wards (our old wards) that have a higher percentage of JSA claimants than the Rushmoor average (0.9%), Wellington ward (1.4%), Heron Wood ward (1.2%), Rowhill ward (1.1%), North Town (1.0%) and Mayfield ward (1.0%).

Ward (Note the wards used are our old wards)	Total JSA claimants aged 16-64 (% of population aged 16-64)
Cove and Southwood	28 (0.7%)
Empress	35 (0.7%)
Fernhill	26 (0.7%)
Grange	34 (0.8%)
Heron Wood	45 (1.2%)
Knellwood	25 (0.6%)
Manor Park	34 (0.7%)
Mayfield	45 (1.0%)
North Town	49 (1.0%)
Rowhill	40 (1.1%)
St. John's	44 (0.9%)
St Mark's	41 (0.8%)
Wellington	111 (1.4%)
West Heath	22 (0.6%)
Rushmoor	579 (0.9%)

(Source: Office for National Statistics <http://www.nomisweb.co.uk/reports/lmp/ward2011/contents.aspx>)

Percentage of Rushmoor Males and Females (aged 16-64) claiming JSA



(Source: Office for National Statistics)

http://www.nomisweb.co.uk/reports/lmp/la/2038431789/subreports/jsa_time_series/report.aspx?

Age of JSA claimants

The following table shows the age of JSA claimants in Rushmoor. In September 2015, 1.3% of 18-24 years old were claiming JSA. This was the same percentage as Hampshire (1.3%), and a slightly lower percentage than the South East (1.4%), and a lower percentage than Great Britain as a whole (2.2%). Rushmoor has a slightly higher percentage (1.0%) of 50-64 year olds claiming JSA than Hampshire (0.6%), and the South East (0.8%).

JSA by age September 2015	Number in Rushmoor	Claimants as a percentage of total age group in area			
		Rushmoor	Hampshire	South East	Great Britain
Aged 18-24	115	1.3%	1.3%	1.4%	2.2%
Aged 25-49	305	0.8%	0.7%	1.0%	1.7%
Aged 50-64	160	1.0%	0.6%	0.8%	1.3%

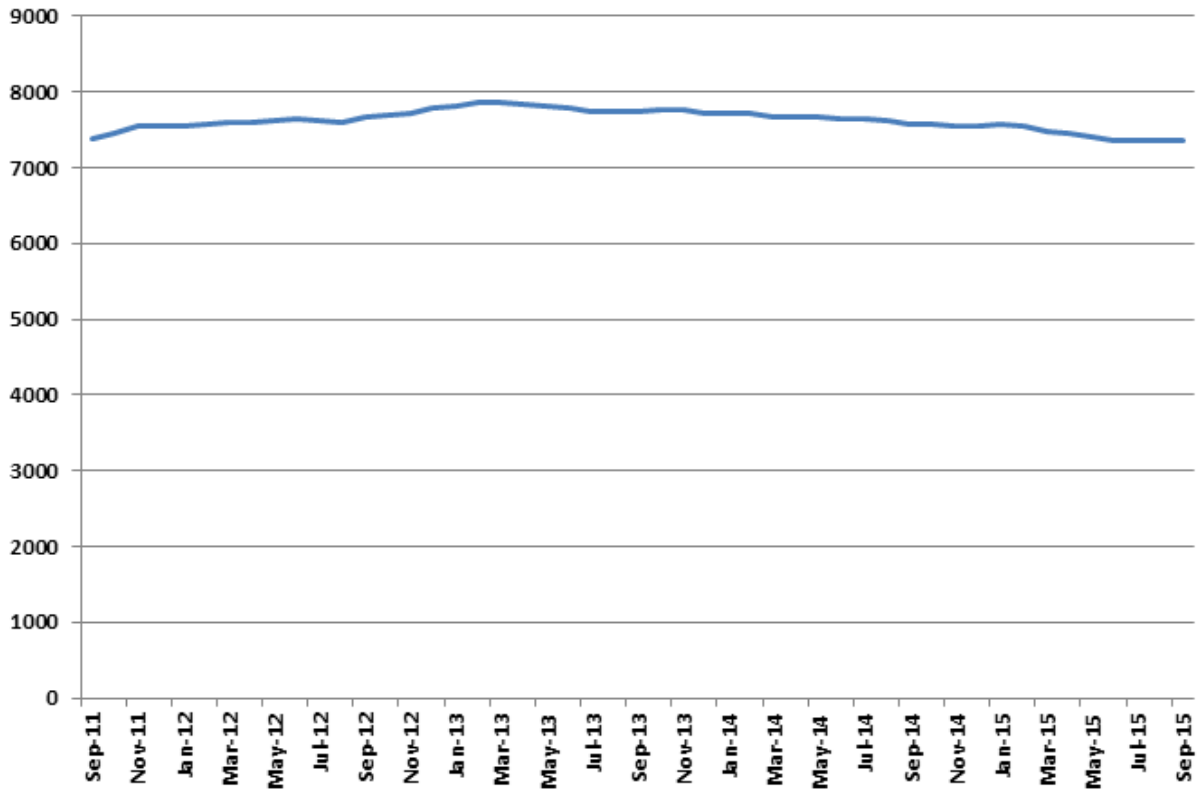
(Source: Office for National Statistics NOMIS <https://www.nomisweb.co.uk/reports/lmp/la/2038431789/report.aspx?town=rushmoor>)

Benefit caseload

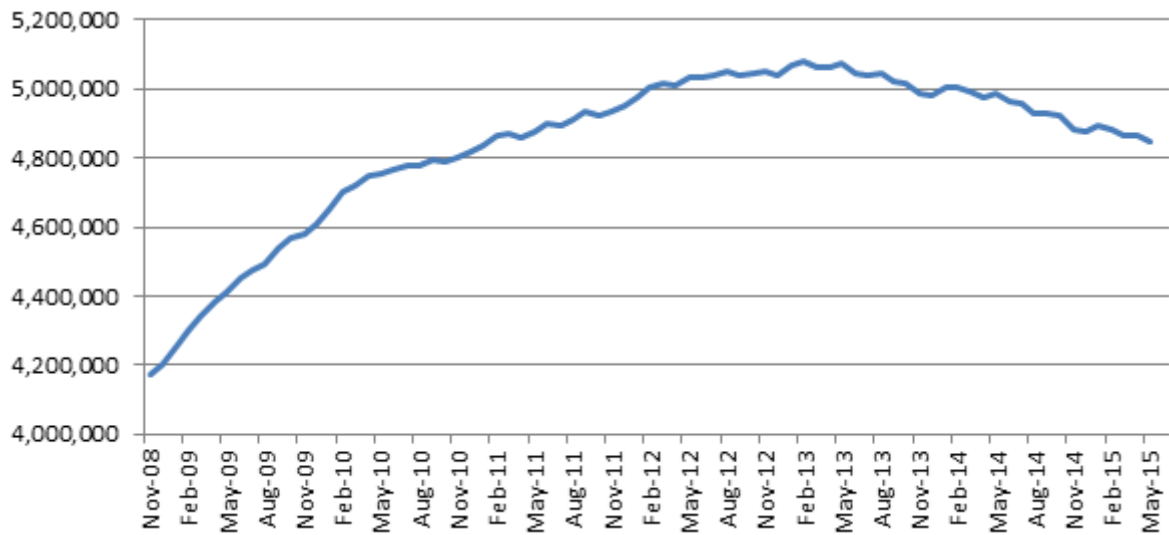
- Sept 2015 – 7,356
- Sept 2014 – 7,581
- Sept 2013 – 7,748
- Sept 2012 – 7,665

There has been a drop of 225 claims in the past year; this can be attributed to the introduction of our Council Tax Support (CTS) scheme, and an improvement in those of working age finding employment. The number of residents claiming CTS only has decreased by 11.5% (106) from Sept 2014 – Sept 2015. In contrast, the number of people claiming Housing Benefit only has increased 2.6% (56) during this time.

Benefit Caseload



National Figures: Housing Benefit Recipients November 2008 – May 2015



6. Health – no new data

Section Two: – Corporate sustainability – Rushmoor Fit for the Future

NOTE: This section has been changed from Corporate Health Measures to include the 8 Point Plan and Organisational Development to reflect the importance of these two initiatives in delivering future sustainability for the organisation.

Summary

- **Overview of Budget**

The position to the end of quarter two of 2015/16 has seen good progress towards the £500,000 savings required in the current year. The estimated general fund revenue balance at the year-end is £1.624m, falling within the approved range of balances of £1m - £2m.

- **8 Point Plan**

Below is the summary of performance this quarter for the 8 Point Plan. Green indicates that the project is on course, amber flags up that achieving the action or indicator is in question and red shows that we have not been able to achieve elements of our target.

Summary	Green	Amber	Red
This quarter total (%)	68.75%	31.25%	0%
Previous quarter total (%)	73.3%	26.7%	0%

- **Organisational Development**

The status of Organisational Development is amber again this quarter:

- Work on the majority of the OD strategy actions is progressing.
- Resourcing issues are continuing to impact in some areas and for the next quarter we will focusing particularly on developing the personnel function, following through the appraisals' process and working on organisational skills.
- Three new action learning sets have commenced led by internal facilitators.

1. Budget and savings process overview

The budget monitoring position as at 30 September is as follows:

	Original Budget 2015/16 £000	2nd Quarter Monitoring 2015/16 £000
Net Service Expenditure	13,303	13,214
Reductions in service costs/income generation	(500)	(387)
Vacancy Monitoring	(315)	(415)
Interest Receivable	(800)	(849)
Contributions to/(from)Reserves	2,358	5,053
Collection Fund (Surplus)/Deficit	(2,133)	(4,504)
Other	-	(10)
Central Government Funding	(6,799)	(6,612)
Contribution to/(from) balances	362	(14)
Council Tax requirement	5,476	5,476
	£M	£M
Projected Year-end balance	2.000	1.624

Quarter 2 Comment:

The position to the end of quarter two of 2015/16 has seen progress towards the £500,000 savings required in the current year, including new income streams from in-house provision of markets and car boot sales and new advertising income streams from income generation projects within the Council's 8-point plan.

The estimated collection fund surplus has increased significantly due to the operation of the Business Rates Retention Scheme, as costs originally forecast for 2015/16 have been included in the final outturn position for 2014/15 instead. This additional income has been set aside to restore balances in the Stability and Resilience Fund and to support invest-to-save schemes. This change is a direct result of the accounting regulations for the scheme rather than changes to forecast income.

The estimated general fund revenue balance at the year-end is £1.624m, falling within the approved range of balances of £1m - £2m. While this is a positive start to the year, 2016/17 is set to be one of the most challenging yet (subject to announcements in the Autumn Statement and subsequent local government finance settlement) and it will be key that the Council drives forward its sustainability plans and reduces its net revenue costs.

2. 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



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:

Workbook update to:

- Informal Cabinet – 27 October – 8 December 2015
- Budget Strategy Group – 24 November 2015

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:

- This work will provide data for Points 2 (Transformation & Efficiency) and 3 (Income Generation) and this will need to be managed accordingly.
- Help identify lower priority work that may be stopped.
- Useful for planning and managing services (including appraisals) and at corporate level
- Enable us to assess if our work and which areas in particular, are making a difference over time
- Will be able to identify the work underpinning priorities like recycling, homelessness and educational attainment to help ensure we are directing the right level of resource (not too much or too little) to areas of importance
- Assist in considering new bids for additional resources to deliver against the aims
- Help identify if our aims are fit for purpose
- Will be able to see and make better collective sense of our whole workbook

Risks: Potential difficulties:

- Acceptable resourcing of challenge in developing proposals
- Availability of public and customer feedback to make full sense of the measures
- Linking budget information to the workbook items to make sense of the workbook savings

Q1	Q2	Q3	Q4	Comment: <ul style="list-style-type: none">• Agreed approach to discuss achievement of sustainable services with HOS through Corporate Director meetings• Meetings with CORDA on how to take Workbook forward• Discussions at:<ul style="list-style-type: none">○ Budget Strategy Group○ Informal Cabinet
----	----	----	----	--

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:

- 1) Service reviews (Parking and Personnel Services especially)
- 2) Embedding learning in organisation (including ongoing support to managers in post review areas)
- 3) Support to 8 Point Plan initiatives (eg Channel Shift)

4) Identifying material from Workbook suitable for Systems Thinking Support

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

Q1	Q2	Q3	Q4	Comment: Quarter 2 focus on supporting the delivery of further improvements in Parking and driving forward the Channel Shift and Personnel projects.
----	----	----	----	--

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

Phase 1 of the project will deliver

- New customer contact platform
- A range of transactional services branding and content linked to new self-service portal
- Mobile working front line staff integration
- Decommissioning of legacy systems
- Identification of initiatives for Phase 2 development

Timescales:

- April 15 – Car Park System live
- ~~Summer 2015~~ January 2016 – Phase 1 package, including new technology and bulky waste system, delivered

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.
- Further savings will come from resources being released in services.

Risks: See below

Q1	Q2	Q3	Q4	Comment: Phase 1 delayed further to January 2016 due to difficulties with delivery platform. Supplier given ultimatum date of January 2016.
----	----	----	----	---

Point 3 – Income Generation & Investment Opportunities

This work stream consists of six projects:

1) Property Investment – Project scope: To consider investing in property, subject to the returns exceeding those being achieved through the Treasury Investment in Property Funds.

Timescales: Scoping report commissioned, due for delivery end May 2015

Targets – an indication of the potential savings or benefits achievable: Potential savings are currently unscoped, however returns of 7-8% have been achieved by other authorities

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%)

Q1	Q2	Q3	Q4	Comment: Scoping report agreed by Cabinet September 2015
----	----	----	----	--

2) Housing Initiatives – Project scope: To consider the potential for the Council to purchase properties to rent out privately – currently at feasibility stage

Timescales: Currently unscoped.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: 2016/17 - £250k

Risks: Risks are as yet un-identified

Q1	Q2	Q3	Q4	Comment: Investigations into the potential for the establishment of a Special Purpose Vehicle continue
----	----	----	----	--

3) Review of Fees and Charges – Project scope: To review current fees and charges and propose increases

Timescales: October/ November – annual review

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: 2015/16 - £172k

Risks: No risks have been identified yet.

Q1	Q2	Q3	Q4	Comment: As well as proposing annual increases, 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.
----	----	----	----	--

4) Shared Building Control – Project scope: To establish a joint Building Control Service for Rushmoor Borough Council and Hart District Council, hosted by Rushmoor.

Timescales: July 2015

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: £30k per annum

Risks: Recruitment of suitably qualified building control staff is proving difficult in the current market. This is resulting in a delay to the formal establishment of the shared service.

Q1	Q2	Q3	Q4	Comment: Joint service delivered July 2015, however, the risk identified above may impact on the level of savings realised.
----	----	----	----	---

5) Creation of new income generating assets – Project scope: To provide decking on Union Street West car park and residential development on Union Street East car park, Farnborough

Timescales: Project in initial scoping phase.

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

Risks: There are risks relating to development, viability and the ability to let the housing

Q1	Q2	Q3	Q4	Comment: Project in feasibility/ scoping stage
----	----	----	----	--

6) Advertising on Existing Assets – Project scope: To identify and exploit advertising opportunities on existing and new Council assets as a means of generating income

Timescales: Interactive monoliths to be installed in Aldershot by end July 2015

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: No risks have been identified yet.

Q1	Q2	Q3	Q4	Comment: installation of interactive monoliths (including advertising) delayed due to technical and supplier problems. Anticipated live date early December.
----	----	----	----	--

Point 4 – Better Use of Property & Assets

This work stream includes two projects: Consolidation of Assets and Co-location Programme.

Consolidation of Assets – Project scope: The project is to make better use of our existing property portfolio and use Council resources more effectively thereby reducing costs

Timescales: Project at feasibility stage.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: To be confirmed after feasibility.

Q1	Q2	Q3	Q4	Comment: Range of options currently under evaluation
----	----	----	----	--

Lido Review – Review scope: With the Task and Finish Group to examine options for the future use of the site and reduce the net cost of the facility.

Timescales: Validation work on feasibility ongoing.

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: To be identified as part of feasibility.

Risks: To be identified as part of feasibility.

Q1	Q2	Q3	Q4	Comment: Work on-going with the Task and Finish Group to examine options for the future use of the site and reduce the net cost of the facility. This will also form part of the Leisure Contract renewal, which has been brought into the plan so that we can monitor this significant procurement exercise, with its links to town centre master-planning, civic hub and other strategic priorities.
----	----	----	----	--

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:

- Jan 16 – Stage 3 complete
- March 16 – Stages 2, 4 and 5 complete
- April 16 – Stage 6 complete
- May 16 – Stage 7 complete
- July 16 – Stage 8 complete
- Aug 16 – Stage 9 complete
- Oct 16 – Stage 10 complete

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

- Additional income of approximately £63k to be received from new tenants

Risks:

- Nature of the services to be delivered
- Costs involved
- Logistical issues (use of meeting rooms, parking)
- Resources issues (dependencies on other projects/ work)
- Cultural issues around willingness to adopt new ways of working

Q1	Q2	Q3	Q4	Comment: Internal moves commenced and plans for next period agreed. New tenant moved in to Environmental Health and Housing, generating an additional income of £7k pa
----	----	----	----	--

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: October: Themes from first round of HoS performance reviews shared
November: Second round of HoS performance reviews commence.

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

Risks: None identified yet.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

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:

- Council decision on approach to residual waste collection July 2015
- Procurement process (competitive dialogue) – July 2015 – September 2016
- Contracts awarded – September 2016

- Mobilisation of chosen option by April 2017

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: A potential saving of £.5m over the 10 year term of the contract is possible, subject to the impact of the living wage provisions.

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

Q1	Q2	Q3	Q4	Comment: First round of competitive dialogue complete. Deadline for submission of tenders (outline solutions) -2 November 2015
----	----	----	----	--

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

- Smarter Procurement
- Procurement Policies

Timescales: To be agreed

Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable: It is estimated that a minimum of £25,000 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

Q1	Q2	Q3	Q4	Comment: Revised Contract Standing Orders adopted and training completed. Some savings generated through tendering exercises (such as insurance). Challenge is to ensure that savings results in actual reductions to budgets
----	----	----	----	---

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

Work is the development of policy through choices and scenario building, 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: Currently no individual projects

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

Risks: Need to political consensus and agreement

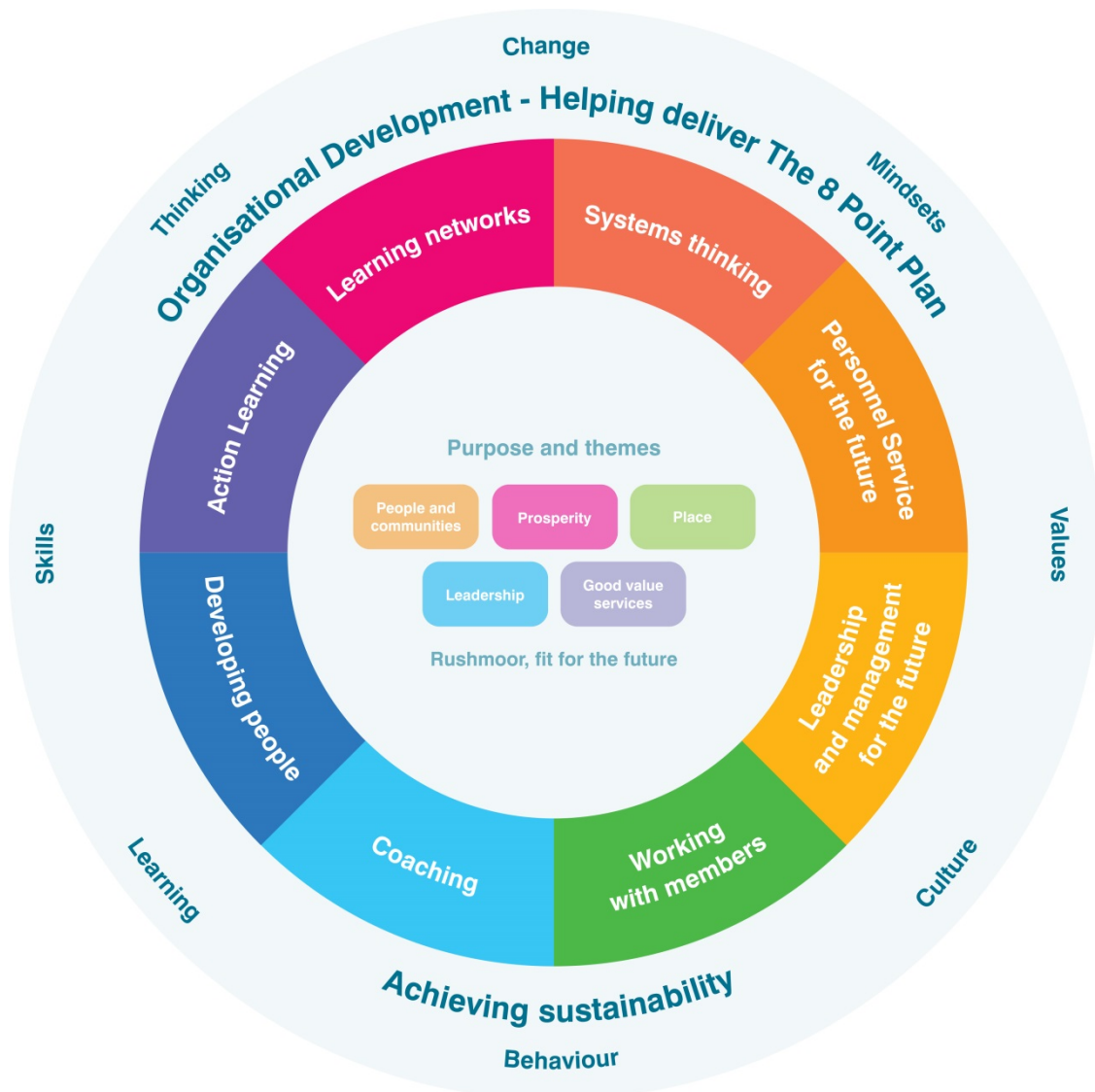
Q1	Q2	Q3	Q4	Comment: Review of Council Tax Support Scheme is underway, especially in light of Chancellor’s announcements on Welfare Reform changes, which will inform any changes for the next budget cycle, post consultation. Member involvement again is key, with the Welfare Reform Task and Finish group.
----	----	----	----	---

3. 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
- The leadership we need for the future at every level.
- A sustainable learning organisation
- A culture that embraces challenge and difference.
- 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



We still need to develop core success measures for the OD strategy for reporting to members. In the meantime, we are assessing 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 2015/16 are set out below;

- Review and update key personnel policies and processes - determine future arrangements for the Personnel Service
- Organisational restructure - embed new roles, responsibilities & relationships and support change to mind-sets and new ways of working
- Organisational restructure - embed new roles, responsibilities & relationships and support change to mind-sets and new ways of working
- Continue the Systems Thinking Learning Programme
- Follow up on crucial conversations training, with refresher sessions and wider organisational rollout
- Continue new appraisals' programme and identify supporting behaviours and principles for Council's simple rules
- Maintain the existing two action Learning sets and commence three new sets run by internal facilitators
- Establish Digital Learning Network to support taking forward the Council's new Digital Strategy
- Continue to support the members development Group and undertake community leadership meetings with Councillors for each ward and agree follow up work
- Support the establishment of a front line staff engagement and learning network

Q1	Q2	Q3	Q4	Comment: <ul style="list-style-type: none"> • Work on the majority of the OD strategy actions is progressing. • Resourcing issues are continuing to impact in some areas and for the next quarter we will focusing particularly on developing the personnel function, following through the appraisals process and working on organisational skills. • Three new action learning sets have commenced led by internal facilitators.
----	----	----	----	---

Any organisational development programme will need the flexibility to evolve and over time it may prove necessary to update the list of key actions.

Section Three: Key initiatives and service measures

This section is the key Initiatives and service measures under each of the Councils priority themes. Below is the summary of performance this quarter against the key initiatives and service measures. Green indicates that the project is on course, amber flags up that achieving the action or indicator is in question and red shows that we have not been able to achieve elements of our target.

Summary	Green	Amber	Red
This quarter total (%)	89.6%	10.4%	0%
Previous quarter total (%)	87.9%	11.1%	1.0%
Last year's same quarter total (%)	92.1%	7.9%	0%

PEOPLE AND COMMUNITIES PRIORITY - Supporting our and communities and meeting local needs	Green	Amber	Red
Key Initiatives	20	0	0
Service Measures	9	2	0
Total (%)	93.5%	6.5%	0%

PROSPERITY PRIORITY - Sustaining and developing our local economy	Green	Amber	Red
Key Initiatives	14	6	0
Service Measures	4	0	0
Total (%)	75%	25%	0%

PLACE PRIORITY - Protecting and developing a safe, clean and sustainable environment	Green	Amber	Red
Key Initiatives	22	1	0
Service Measures	N/A	N/A	N/A
Total (%)	84.6%	15.4%	0%

LEADERSHIP PRIORITY - Providing leadership to make Rushmoor the place where our communities want to live and work	Green	Amber	Red
Key Initiatives	17	1	0
Service Measures	N/A	N/A	N/A
Total (%)	94.4%	5.6%	0%

GOOD VALUE SERVICES - Ensuring quality services that represent good value for money	Green	Amber	Red
Key Initiatives	N/A	N/A	N/A
Service Measures	N/A	N/A	N/A
Total (%)	N/A	N/A	N/A

People and Communities – Supporting our communities and meeting local needs

Values:

- People should be proud of where they live and who they are
- We believe in community influence, involvement, ownership and empowerment
- We want to remove barriers and create opportunities for individuals and communities to have better lives
- We want to help support people in need

Aims:

- Understand what matters to communities and what they need and use this to inform service choices and methods of delivery.
- Improve levels of social cohesion and integration
- Regenerate priority neighbourhoods by involving the local community and reducing levels of social and health disadvantage.
- Encourage and promote community engagement and volunteering
- Tackle inequalities by providing support for the most vulnerable people in our communities

Key Initiatives

Neighbourhood renewal

- Agree the future approach with RSP partners to neighbourhood renewal following an assessment of the success of existing work and the new indices of multiple deprivation data which is due to be released in September 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- **Cherrywood**

- Implement the 3 year rolling action plan for Cherrywood

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Assist with implementation of Big Local for Prospect Estate Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- **Aldershot Park**

- Identify projects to tackle the areas of high priority in Aldershot Park – Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Implement the Beat the Streets fitness programme in Aldershot Park – Spring 2015

Q1	Q2	Q3	Q4	Comment: Programme completed in Quarter 1
----	----	----	----	---

- Implement the Active Families programme in Aldershot Park – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- **North Town** –Partnership working with First Wessex to assist North Town Regeneration Programme to deliver more affordable homes during the period 2016/2017

Q1	Q2	Q3	Q4	Comment: Delivery is on schedule Head of Environmental Health and Housing is leading on a resolution to a covenant issue impacting sales completions
----	----	----	----	--

Community cohesion

- Implement the Borough cohesion strategy

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Deliver the Military Covenant Fund projects including by Spring 2016:
 - Conflict resolution
 - Better together festivals and events
 - Community communicators
 - Implement Gurkha Integration Fund proposals

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Cultural offer

- Support the Friends of the Museum with a bid to the Heritage Lottery for a Heritage Trail for the Borough – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Implement the programme to commemorate VE day, WW1 and D-Day.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop a design competition and implement a post WW2 monument – Summer 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Children and young people

- Implement the summer programme to include discounted swimming, free bus travel for those economically disadvantaged, and street games, art and youth work - Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Work with Hampshire County Council to improve the quality of life for young carers in the Borough – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Provide Think Safe to every 10/11 year old in Rushmoor – Spring 2016

Q1	Q2	Q3	Q4	Comment: Programme complete
----	----	----	----	-----------------------------

Rushmoor Supporting Families Programme Leading on Rushmoor and Hart supporting families programme. This programme is the new way of doing things; providing practical help to families early on to stop problems getting worse. The programme asks the families about the things that are important to them, about the things that might help and what can be done differently to support them. Although each family is different the programme aims to help those who have issues relating to:

- Children in trouble with the police
- Children not going to school
- Children who need help – pre-school children who don't thrive and children going missing
- Finding it hard to get a job
- Getting the right help and support
- Families with health problems
- Domestic violence and abuse

The aim is not to just fix problem, but to help people discover their own abilities and become more independent

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Housing

- Housing Forum planned for March 2016 as key consultation event for the new Housing and Homelessness Strategy to be produced in 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Support affordable housing development in the borough
 - Manage current development programme of 396 units to 2017
 - Lettings planning for North Town, Queens gate and Wellesley as new phases come through

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Under occupancy and chain letting initiative being rolled out to support residents affected by Social Sector Size Criteria (Bedroom tax)

Q1	Q2	Q3	Q4	Comment: We are continuing to look for suitable opportunities
----	----	----	----	---

- Increase the supply of temporary accommodation to meet homelessness duty, partnership working with

- Oak Housing
- Chapter 1
- Wellesley

Q1	Q2	Q3	Q4	Comment: 45 units handed over at Clayton Court
----	----	----	----	--

- Supporting people cutbacks for socially excluded
 - Allocate joint funding to support Hart and Rushmoor’s priorities
 - Monitor impact of reduced funding

Q1	Q2	Q3	Q4	Comment: Hub intervention has been effective. Night Shelter funding in place for November 15 to March 16. Site identified for temporary hostel.
----	----	----	----	---

Service measures

Housing – Homelessness

1. Number presenting

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
116	38	40				Compared to the same quarter last year there has been a significant increase in homeless presentations - the main cause of homelessness is parental/relative evictions and loss of private rented accommodation.

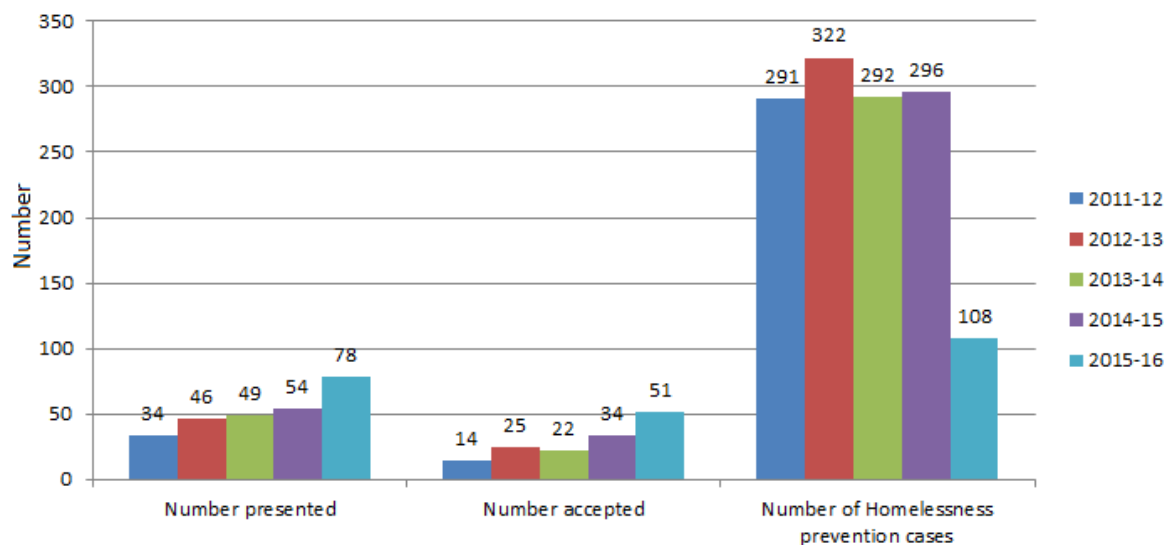
2. Number accepted

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
81	21	30				As above for numbers presenting as homeless.

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

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
651	55	53				

Homelessness caseload Quarter 1 and 2 – 2011/12 to 2015/16



Housing - Temporary Accommodation – Bed and Breakfast

1. Number in B&B

2014-15		Q1	Q2	Q3	Q4	2015-16	Comment
65	Numbers placed throughout the quarter	31	19				
	Numbers as at the end of the quarter still in B&B	8	7				

2. B&B Cost

	2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
Gross figure	£172,592	£44,553	£24,723				
Net figure after HB*	£121,774	£30,588 **	£11,312				

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

** Quarter 1 figure amended

Housing - Temporary Accommodation – Hostels

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

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
42	8*	7				

* Please note that the first quarter figure has been amended as it was incorrect

2. Hostel Cost

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
0	0	0				

Housing - Gross Affordable Housing Completions

2014-15	Target 2015-16	Q1	Q2	Q3	Q4	2015-16	Comment
149 (3 year average 98 pa)	Average of 150 new affordable homes p.a. over any 3 yr period		45				Clayton Court

Housing – Net Affordable Housing Completions

2014-15	Target 2015-16	Q1	Q2	Q3	Q4	2015-16	Comment
29	150		45				Clayton Court

Housing Allocation Scheme

Band	Need	Number in band as of September 2015	Number Housed July – September 2015
One	Exceptional housing need	7	4
Two	Urgent need to move	94	20
Three	Identified housing need	504	29
Four A and B	Little or no housing need compared to others in the allocation pool	631	4
Total		1236	57

*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.

Prosperity - Sustaining and developing our local economy

Values:

- Rushmoor should have attractive and sustainable neighbourhoods, vibrant town centres and be a place where businesses can flourish
- Residents should have the opportunity to learn the skills to secure local employment

Aims:

- Raise the aspirations and levels of attainment and reduce levels of unemployment, particularly in young people
- Drive the regeneration of Aldershot and Farnborough town centres
- Maximise the opportunities offered by the Wellesley Development to make the borough a better place to live and work
- Achieve a balanced mix of housing to match existing and future needs
- Make the Borough more attractive to business and encourage a more diverse business mix offering a broader range of local jobs
- Maintain and support the growth of our “Blue Chip”/high value business sectors and their supply chains
- Reduce the levels of economic disadvantage in specific areas in the Borough

Key Initiatives

- **Farnborough Town Centre Regeneration** - To progress the master planning vision for the civic quarter

Q1	Q2	Q3	Q4	<p>Comment: Supplementary Planning Document (SPD) produced following consultation in June/July 2015. Advice being sought on the best mechanism for taking the project forward.</p> <p>As master planning is complete action is to be amended:</p> <p><i>Civic Quarter - developing a programme and project plan for taking civic quarter forward.</i></p> <p><i>Key stages:</i></p> <ul style="list-style-type: none"> • <i>Complete meetings with key stake holders</i> • <i>Negotiate equalisation agreement</i> • <i>Agree overall strategy</i> • <i>Finalise Project Plan</i>
----	----	----	----	--

Aldershot Town Centre Regeneration

- To work with Allies and Morrison to complete the master planning process for the town centre ready for public consultation in September.

Q1	Q2	Q3	Q4	Comment: Town Centre Prospectus out for consultation which closes on the 11 th November.
----	----	----	----	---

- To complete the Activation Aldershot Projects

Q1	Q2	Q3	Q4	Comment: Major works to public realm completed, way-finding monoliths installed and shop front schemes progressing (5 completed, 4 in progress and 1 pending).
----	----	----	----	--

Economic development

- Finalise the Councils Economic development strategy to be agreed by Council by September 2015.

Q1	Q2	Q3	Q4	Comment: Draft strategy being refined with external assistance before consulting more widely. Report to Cabinet in December 2015
----	----	----	----	--

- Work with Mosaic on Feasibility study to introduce business improvement districts (contract awarded). Feasibility to start in April – report back by November with recommendation on how to proceed

Q1	Q2	Q3	Q4	Comment: Report on the feasibility delayed as consultation period with businesses extended to the end of October. Report to Cabinet in November 2015
----	----	----	----	--

- Reviewing future arrangements for TechStart, to be completed by Summer 2015

Q1	Q2	Q3	Q4	Comment: The future operation and sustainability of TechStart is currently being considered with the TechStart Board actively exploring options.
----	----	----	----	--

Business engagement

- Development of the Rushmoor Business Network, 2,500 leaflets going out with NNDR demands to encourage sign up

Q1	Q2	Q3	Q4	Comment: Action completed in Quarter 1
----	----	----	----	--

- Localisation of business rates and review– assessment of the implications and issues

Q1	Q2	Q3	Q4	Comment: We continue to await the results of the Business Rates review expected alongside the 2016 Budget. Meanwhile we have planned meetings with the Valuation Office regarding revaluation and other issues affecting local business rates collection
----	----	----	----	--

Working with the local Enterprise Partnership

- Engage with and take opportunities offered by Enterprise M3 including development of projects for future funding rounds.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Skills and employability

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Support the Rushmoor employment and skills zone plus the National Skills Academy for Construction

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Identify options to sustain the new Skilled Up programme – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Encourage additional apprenticeships – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Support partners to develop business plans for local social enterprises including Source and Vine – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Educational attainment

- Develop and take forward work with partners to help raise aspirations and improve educational attainment for students attending schools in the borough.

Q1	Q2	Q3	Q4	<p>Comment: The Council is working with partners on a number of projects to support schools:</p> <ul style="list-style-type: none"> • Mental Health project with Clinical Commissioning Group and Supporting Troubled families and local secondary schools. • Recruitment Fair January 2016 – HCC • Work Experience Projects with schools and Basingstoke consortium • Moving on Day – Farnborough 6th Form • Volunteer Reading projects with Community Matters Partnership Project • PE training programme for Rushmoor and Hart Primary schools
----	----	----	----	--

- Work with the County to help raise aspirations and educational attainment – placements, mentors, reading buddies and work placed speakers – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Movement around the Borough

- Supporting traffic improvement schemes – Queen’s Roundabout, Minley Link Road (Junction 4A), Alexandra Road Cycle Way, Barrack Road/Grosvenor Road improvements and Court Road improvements

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop CCTV parking enforcement around schools (subject to Government review) – Winter 2016

Q1	Q2	Q3	Q4	Comment: Awaiting findings from review
----	----	----	----	--

- Supporting town centres and parking income with a new strategy Autumn 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Review options for cashless parking – Winter 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

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

Q1	Q2	Q3	Q4	Comment: Delay starting due to implementation of Parking IT software. Now due by Summer 2016 <i>Date to be amended</i>
----	----	----	----	---

Service measures

Invoices paid on time

Percentage of invoices paid within 30 days

2014/2015	Q1	Q2	Q3	Q4	2015/2016
98.33%	97.15%	98.17%			

Determination of Planning Applications in a timely manner

Major applications within 13 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
83.7%	60%	100%	83.3%*			

*This figure represents five of six applications. Two of these were determined in more than 13 weeks however they were the subject of requests for an extension of time by the applicants and therefore are recorded as being determined ‘in time’ for statistical purposes

Minor applications within 8 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
89.5%	65%	84.8%	84.4%			

Other applications within 8 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
97.1%	80%	97.1%	100%			

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

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
20.66%	40% max	100%*	0%			

*Only 1 appeal decision in quarter (KFC 235 Ash Road). Anticipate this will be rectified later in the year.

Place - Protecting and developing a safe, clean and sustainable environment

Values:

- The world should be protected for future generations
- We should lead by example
- A safe, clean and healthy, sustainable and green environment is essential to quality of life

Aims:

- Maintain and improve the cleanliness and quality of the borough's urban and natural environment
- Work to protect Rushmoor for current and future generations by:
 - encouraging and enabling people to care about and take more responsibility for the environment where they live and work
 - reducing energy use
 - reducing consumption of non-renewable resources
 - tackling flooding and drainage issues
- Work in partnership to reduce crime and anti-social behaviour and the concerns they create

Key Initiatives

Rushmoor Local Plan - After adopting the Core Strategy to the Rushmoor Plan, Cabinet has revised our Local Development Scheme (with effect from 1 November 2014) and rather than preparing a Delivering Development DPD, to include detailed policies to cover the future of our town centres, employment sites, Farnborough Airport, housing allocations, transport improvements and green infrastructure, we will now prepare a single Local Plan for Rushmoor.

Q1	Q2	Q3	Q4	Comment: Public consultation on the draft Local Plan took place in June-July 2015.
----	----	----	----	--

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Public Facilities

- Finalise plan for the rationalisation of playareas across the Borough – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop a new playground for Manor Park, Municipal Gardens and the St Johns Ward. (£400K) – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Carry out a planning for real project to create a vision for the Moor Road Playing Fields – Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Assist Farnborough Tennis Club to develop their clubroom and grounds (£150k) – Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Identify options for a new cemetery in the Borough – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Relay the pitches at the Ivy Road Playing Fields in North Town (60k). – Summer 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Produce design for a new changing pavilion at Ivy Road and identify funding options (£150k) – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Assist Farnborough Rugby Club to develop their clubhouse. (£500k) – Summer 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Improve the drainage at the Aldershot park rugby pitches. (£40k) – Winter 2015

Q1	Q2	Q3	Q4	Comment: Programme complete
----	----	----	----	-----------------------------

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Assist the Rushmoor Gymnastics Academy with their extension (£500k) – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Assist the Southwood Church with the provision of a new church / community building – Winter 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Initiate procurement for a community café in King George V Playing Fields – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Review options to improve changing and develop fitness / Spa offer at Aldershot Indoor Pools – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

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

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Arrange the dredging works for the Manor Park Lake – Summer 2015

Q1	Q2	Q3	Q4	Comment: Working with procurement to engage specialist conservation consultant to undertake studies of this and other areas
----	----	----	----	---

- Increase number of allotment plots in Borough and encourage Allotment self-help groups – Spring 2016

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Develop action plans to implement the findings from the Playing Pitch Strategy and the Parks, Sport & Recreation Plan. – Winter 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Climate change

- Meet the actions and commitments in our Climate Local initiative

Q1	Q2	Q3	Q4	Comment: Extensive consultation with services completed – actions now included on LGA register and actions being monitored at the appropriate times and with the relevant services
----	----	----	----	--

- Plans to reduce CO2 emissions and fuel poverty through government initiatives and working with partners in accordance with Home Energy Conservation Act – Progress Report 2015)

Q1	Q2	Q3	Q4	Comment: We are still promoting Rushmoor Healthy Living and discretionary energy efficiency grants for our residents. However, there have been no new government initiatives to date to help residents improve energy efficiency. Hampshire CC along with Portsmouth have been successful in receiving some Central Heating Fund money and from that we will be getting some Energy Performance Certificate data which will help us target what we have.
----	----	----	----	--

- Complete the phase out of halogen and SON lighting, replacing with energy efficient LED

Q1	Q2	Q3	Q4	Comment: On schedule – next projects to be King George V and the Municipal Gardens SON phase out
----	----	----	----	--

- Completing planned energy efficiency works at the Prospect Centre and Southwood Pavilion

Q1	Q2	Q3	Q4	Comment: Action completed – next buildings to include Princes Hall, the Crematorium and Rectory Road Pavilion. Action to be amended
----	----	----	----	--

Clean

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

Q1	Q2	Q3	Q4	Comment: Confirm Connect now purchased and under development by IT
----	----	----	----	--

- Identify feasibility of providing an interim and longer term depot in Rushmoor for refuse vehicles – Autumn 2015

Q1	Q2	Q3	Q4	Comment: Opportunities still being explored, confident of a resolution in the next few months
----	----	----	----	---

Service measures

Rubbish and recycling data

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

2014-15	Q1	Q2	Q3	Q4	2015-16
589.33	146 Est	143			

Recycling – Waste Recycled and Composted

Quarter 2 Comment – Accurate audited figures are currently not available for local authorities as Waste Data Flow changed its data system in April. The data is currently being validated, and it is hoped data will be available by Quarter 3. Member group established.

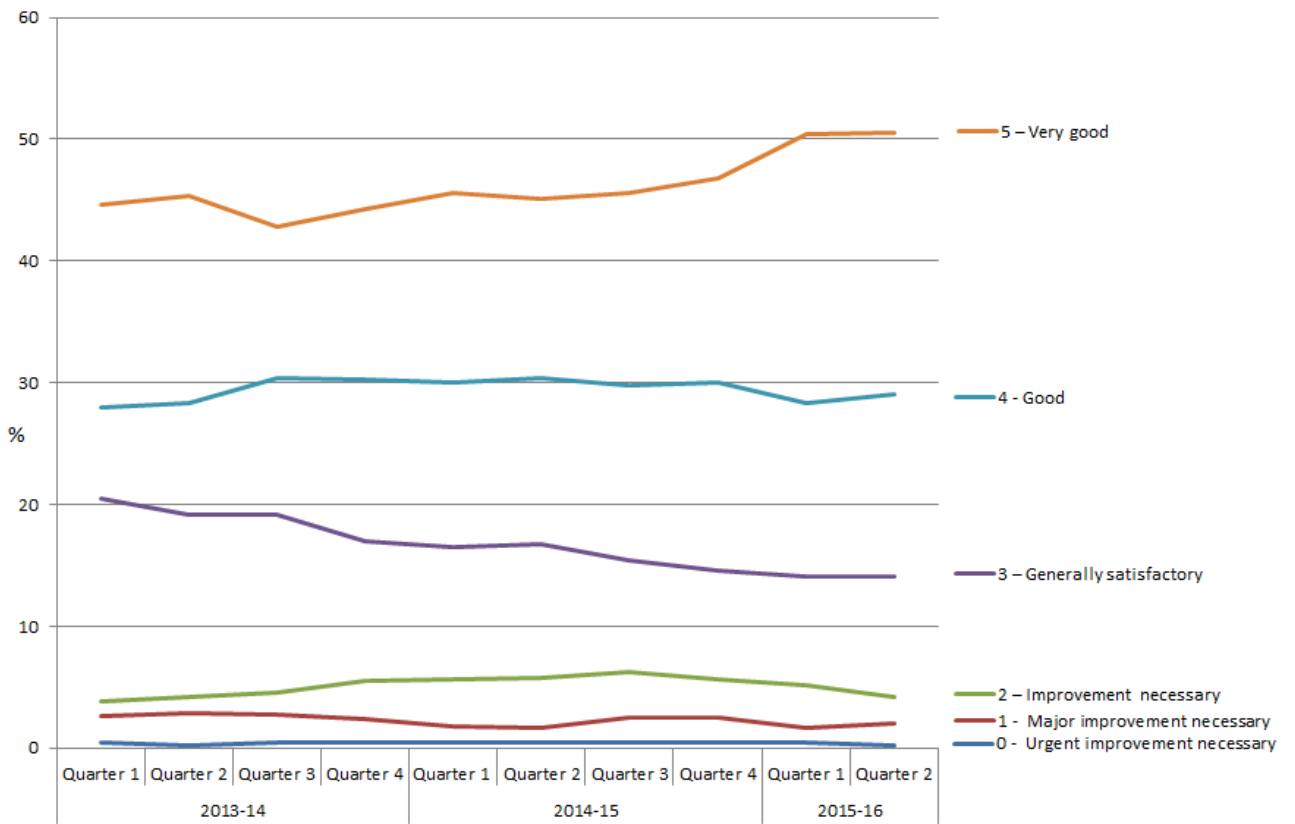
Food Hygiene Ratings Scheme

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 June 2015

	Farnborough	Aldershot	% for Rushmoor
0 - Urgent improvement necessary	0	1	0.2
1 - Major improvement necessary	5	6	2.0
2 - Improvement necessary	16	7	4.2
3 - Generally satisfactory	35	43	14.1
4 - Good	86	74	29.0
5 - Very good	153	126	50.5
Total	295	257	100

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



Leadership - Providing leadership to make Rushmoor the place where our communities want to live and work

Values:

- We care about our community
- The public must be able to trust the Council to do the right things
- Local people should be engaged in local decisions

Aims:

- Champion the interests and concerns of the local community
- Work with and enable our public, private and voluntary sector partners to achieve better Outcomes for the Borough
- Be ambitious for and with local people, businesses and the area

Key Initiatives

RSP - Rushmoor Strategic Partnership – Support the delivery of the Sustainable Community Strategy through 2015/16 and consider future key priorities with the Partnership

Current Key priorities are:

- To take a neighbourhood renewal approach to improving Cherrywood, North Town and Aldershot Park
- To encourage healthy weight in both children and adults
- To improve the level of skills and educational achievement
- To encourage community cohesion
- To understand and manage mental health problems
- To reduce alcohol abuse and related admissions to hospital
- To reduce the level of violent crime, acquisitive crime, drug and alcohol related offences and anti-social behaviour
- To support our residents and businesses and enable economic recovery from the recession

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Recent new:

- *At the October RSP meeting partners were given an update on Education in Rushmoor with latest performance results imminent. Challenges included recruitment of 'good' teachers and increasing pupil mental health issues resulting in a new mental health project. With the results of the Indices of Deprivation 2015 hot off the press the Neighbourhood Renewal work initiated from the 2010 results was reviewed prior to a review of the RSP key priorities to take place in the new year. Rushmoor now has two pockets of deprivation rather than three.*
- *In Brief items included: Devolution, Refugee Crisis, Supporting Troubled Families; Town Centres; Wellesley; My North Town, Enterprise M3 LEP and Economic Recovery*

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

The priorities for North Hampshire in 2015-16 are:

- Antisocial behaviour
- Alcohol related violent crime
- Vulnerabilities
- Substance Misuse

Q1	Q2	Q3	Q4	<p>Comment: The focus on the quality of crime recording has continued into 2015/16 leading to an increase in recorded crime. During Quarter 2 total crime in Rushmoor increased slightly (+4%, n51) compared to the same time last year and this is in line with other areas across Hampshire. Reports of anti-social behaviour reduced by 25% (n225). The amber status reflects the change in the recording of crime figures.</p>
----	----	----	----	--

Health & Wellbeing Partnership –Continue to provide leadership, and engagement of health partners to support the public health needs of the Borough. The key health challenges for Rushmoor are categorised under five themes in the Health Improvement Plan (HIP):

- Healthy weight (obesity)
- Smoking
- Drugs and alcohol
- Mental health and Dementia
- Health Inequalities

Q1	Q2	Q3	Q4	<p>Comment: The feedback from our joint Healthy Weights Conference has been analysed and a report created and circulated, with the outcomes reported the Partnership at the September meeting. Recent JSNA and Health Profile data has been analysed and will be used to inform a reassessment of the RSPs Health Priorities.</p>
----	----	----	----	---

Local Children’s Partnership - Support the development and the delivery of a new Local Children’s Partnership Plan for 2013/15. The five priorities in the plan are:

- Reducing the incidence and impact of poverty on the achievement and life chances of children and young people
- Securing children and young people’s physical, spiritual, social, emotional and mental health, promoting healthy lifestyles and reducing inequalities

- Providing opportunities to learn, within and beyond the school day, that raise children's and young people's aspirations, encourage excellence and enable them to enjoy and achieve beyond their expectations
- Helping children and young people to be safe and feel safe
- Promoting vocational, leisure and recreational activities that provide opportunities for children and young people to experience success and make a positive contribution

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Democracy and elections

- Holding the Parliamentary and local elections in May 2015

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Complete the introduction of Individual Elector Registration across the Borough

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Working to reduce the number of void properties on the Electoral Register and to increase the number of registrations amongst harder to reach groups, in particular under 24s and military personnel

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Work to identify and provide support mechanisms for Members leading their communities

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Continue work to update the Constitution, and review the Scheme of Delegation and the format of the Constitution

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Review communication arrangements with Rushmoor's electors, including a Review of democratic web pages

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Responding to Government policy

- Welfare reform – Assess the impact of the implementation of welfare reform

Q1	Q2	Q3	Q4	Comment: Work continues with the Welfare Reform Task and Finish group, in particular planning the way forward on Rushmoor's Council Tax Support Scheme following the recent Budget Announcements. Discussions continue with Job Centre Plus around the implementation of Universal Credit
----	----	----	----	---

- Duty to co-operate and neighbourhood planning - We will respond to the requirements of the Localism Act where relevant to the planning system, including the duty to co-operate and neighbourhood planning

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Localism Act and Armed Forces Regulations - Review current housing allocation scheme to ensure it meets the priorities of the Localism Act and Armed Forces Regulations

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Dealing with the impacts of welfare reform on Housing - This could lead to a possible increase in homelessness, bed and breakfast costs and additional demand on the Housing Options team. Universal Credit for single working aged people (new claimants only) is due to be rolled out in Rushmoor from February 2016. The initial numbers are expected to be low. Housing Team is working with RP partners and other agencies to monitor the impact, allowing us to respond appropriately.

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Responding to new emerging polices after the 2015 General Election

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Working with other local authorities on the development of a devolution prospectus and deal for Hampshire and the Isle of Wight

Q1	Q2	Q3	Q4	Comment: <i>New action added</i>
----	----	----	----	----------------------------------

Engagement, communications and consultation

- Public consultation – working with the Borough Services Task and Finish group and the Corporate Services Communications Review Task and Finish Group explore future approaches to public engagement, communications and consultation alongside the development of the Council’s equalities strategy

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

- Communications – maintain and develop the council’s website to respond to channel shift programme and increasing demand for access via mobile devices

Q1	Q2	Q3	Q4	Comment:
----	----	----	----	----------

Service measures

Social media data

Facebook likes

2014/2015	Q1	Q2	Q3	Q4	2015/2016
1,021	1,305	1,581			

Twitter followers

2014/2015	Q1	Q2	Q3	Q4	2015/2016
2,328	2,522	2,685			

Good Value Services - Ensuring quality services that represent good value for money

Values:

- People deserve access to quality, good value services
- We will use our limited financial resources well
- We want the public to know they can trust us

Aims:

- Continue to maintain a sustainable financial position and target our resources to achieve our aims
- Improve the quality and reduce the costs of the services we support, commission or deliver to our customers

Key Initiatives

*****Note: some of the actions, which sat under this section in previous reports, are now included in Section Two of this report *****

Service measures

Council tax and NNDR collection

	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Council Tax	98.2%	98.91%	96.00%			
NNDR	98.8%	103.22%	95.74%			

Staffing absence and turnover

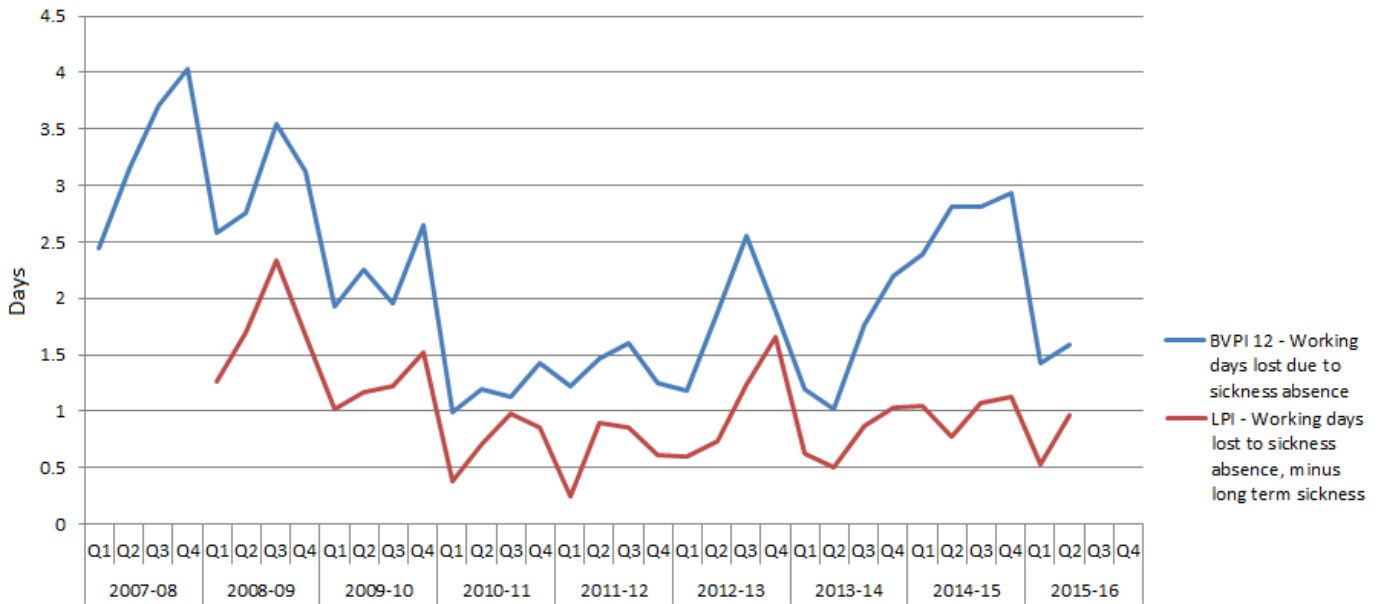
Staffing: Turnover

	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Staff turnover	13.64%	3.37	4.05			

Staffing: Absence

Average number of working days lost due to sickness absence per FTE	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Working days lost due to sickness absence - BVPI12	10.92 (2833 days)	1.43 (363 days)	1.59 (408 days)			
Working days lost to sickness absence, minus long term sickness - LPI	4.04 (1041 days)	0.53 (136 days)	0.97 (248 days)			

Absence



Customer contact data

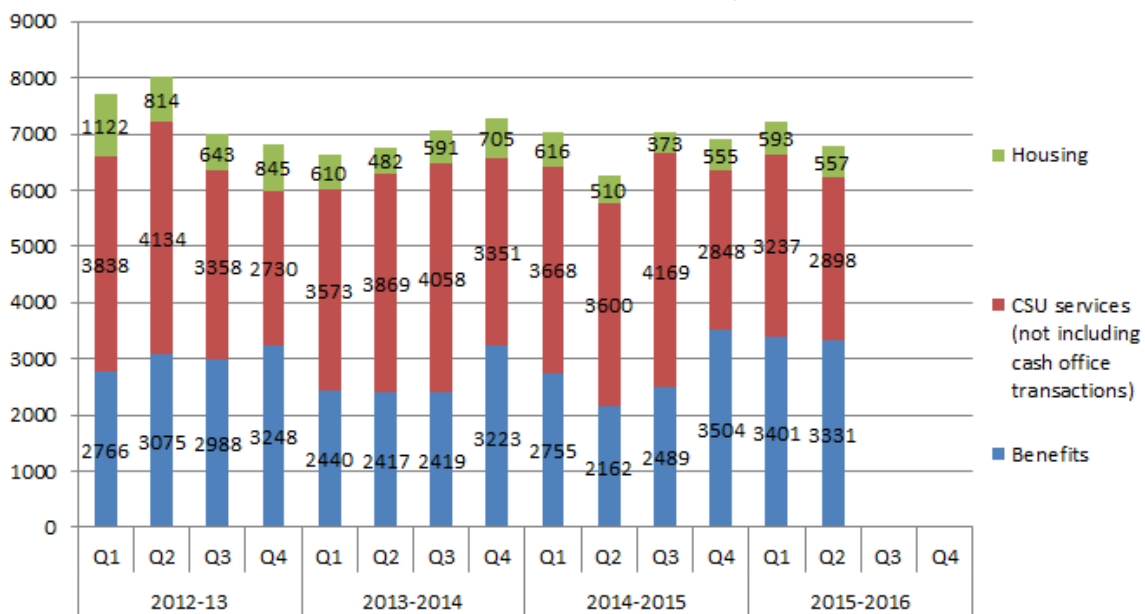
Services used:

In Quarter 2 of 2015/16, we had 6,786 walk-in customers. The breakdown of these customers is:

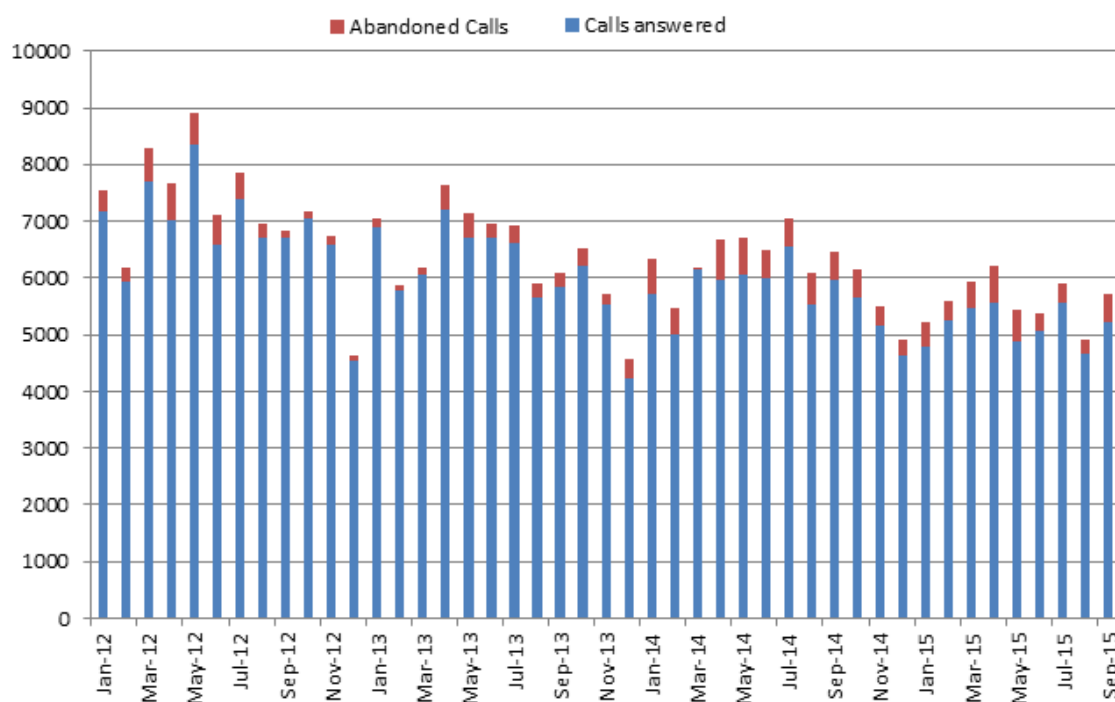
- 3331 (49%) for Benefits services
- 2898 (43%) for CSU services
- 557 (8%) for Housing services

From the previous quarter, the overall number of walk in customers has decreased by 6.2%. Benefit services saw 70 fewer customers, Customer Services saw 339 fewer customers and Housing Services 36 fewer customers. From the same quarter last year, the overall number of walk in customers has increased by 8.2%.

Number of walk-in customers Quarter 1 2012-13, to Quarter 2 2015-16



CSU Call Statistics: January 2012 –September 2015



In the last quarter, the CSU have answered 15,445 calls. This is a decrease of 2,628 (14.5%) on the same period last year.

	Jul-Sept 2015	Jul-Sept 2014	Jul-Sept 2013
Calls offered	16,562	19,592	19,795
Calls answered	15,445	18,073	18,993
Calls abandoned	1,117	1,519	802
Abandoned rate	7%	8%	4%

The abandoned call rate during Quarter 2 2015 is lower than the same period in 2014 but higher than in 2013. This is largely attributable to pressure on staff resources, the CSU have been carrying a number of vacancies throughout this period. New staff members have been recruited, however the recruitment process is relatively protracted, and once appointed they have to undergo significant training until they are operational. In addition, there has still been a turnover in staff either leaving Rushmoor or being on secondments to other Services.

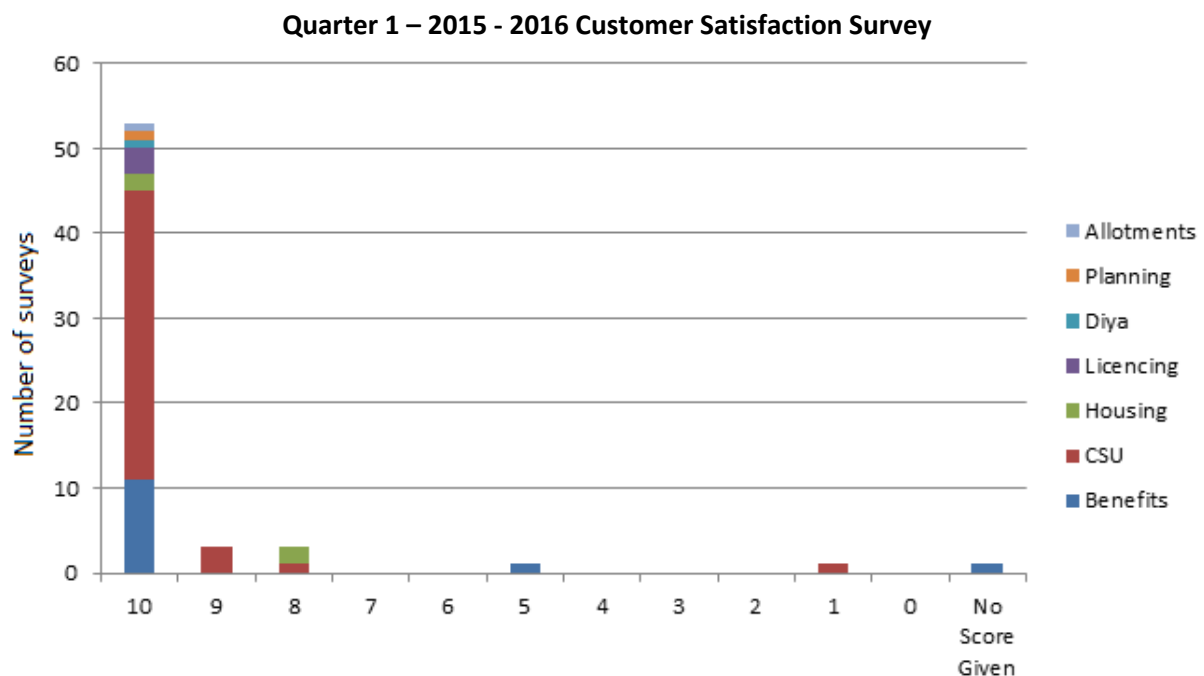
Also during this period, we have seen an increase again in the number of people making payments via the automated payment line – requiring no assistance from the Customer Service Team, an example of positive ongoing Channel Shift.

	Payments via the automated payment line
Jul-Sept 2015	2,984 (5.6% increase on previous year)
Jul-Sept 2014	2,825 (2.6% increase on previous year)
Jul-Sept 2013	2,752

Customer Satisfaction

During Quarter 2, 62 customer satisfaction surveys were completed. During this period, 85% of customers rated our service 10/10.

Breakdown of Surveys by Service	
CSU Staff	39
Benefits Staff	13
Housing Staff	4
Licensing Staff	3
Diya (Nepalese CSA)	1
Allotments Officer	1
Planning Staff	1

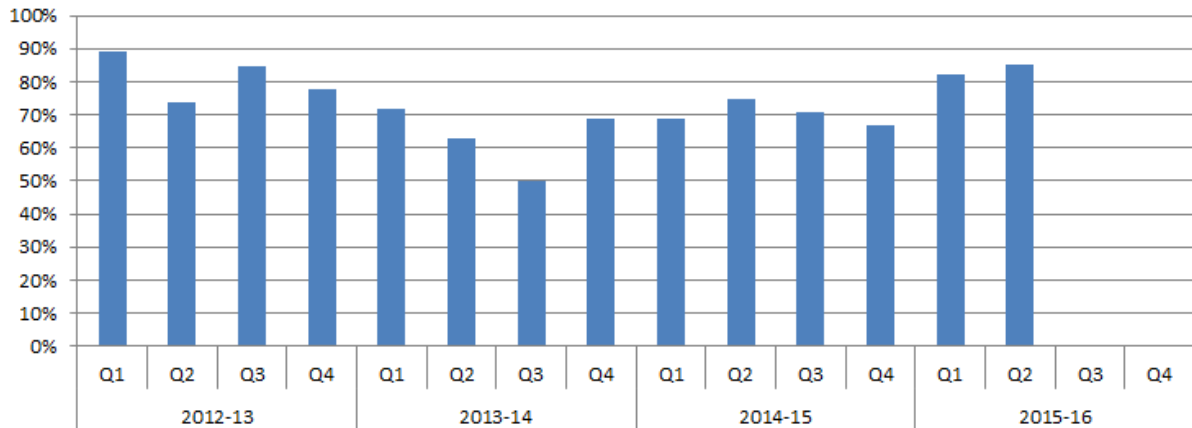


Some examples of the feedback received during Quarter 2 include:

- (+) Friendly, clear, explanatory and efficient....Thanks
- (+) An amazing lady she deserves a pay rise and she has never been into such a lovely place where everyone is so helpful and smiling
- (-) No score given - Such a long wait

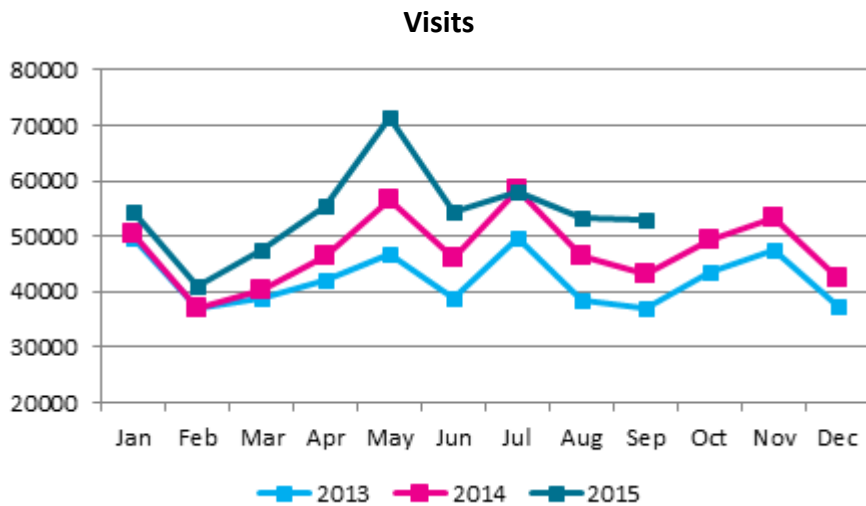
The following chart shows the percentage of customers who scored the service they received 10 out of 10 over time. The apparent fall in the percentage of customers scoring the service 10 out of 10 probably results from a change in survey method, from actively seeking feedback in quiet times to the “self-serve” option, however to increase representative responses the method to obtain feedback is has changed in Quarter 2.

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



Web customer contact

Monthly Visitors to the Council Website



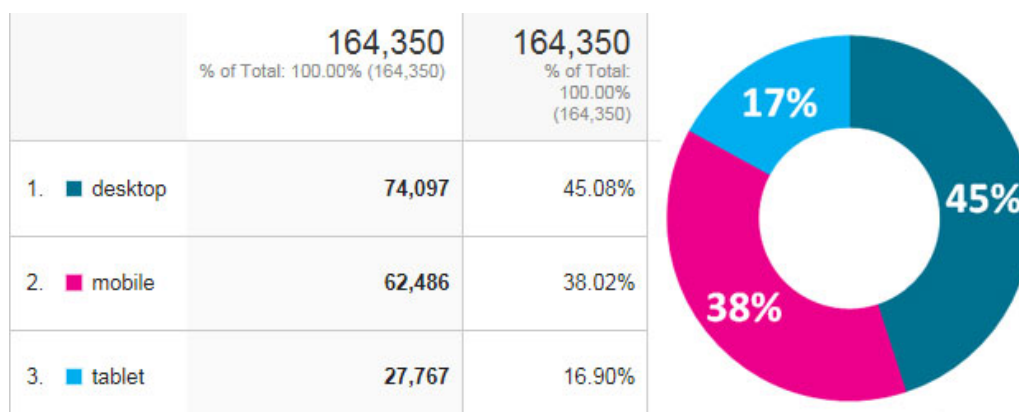
In Quarter 2 of 2015/16 we had 164,350 visits to the website. This is a decrease of 16,617 visits (-9%) on the previous quarter – due to the volume of visits for the elections held in May. There was an increase of 16,663 visits (+11%) on the same quarter from last year.

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 99.77%. This is slightly lower than last quarter's 99.99%. We had some problems early morning on 21 August and 7 September.

Visits to the council website by device



In Quarter 2 of 2015/16 we had 90,253 visits (55% of total visits) to the website by mobile/tablet. The percentage of total visits by mobile/tablet was 54% in Quarter 1 and 46% in Quarter 2 of 2014/15.

Pageviews

Top three page views for content in Quarter 2

1. Hampshire Waste and Recycling Centre (HWRC) - 13,067
2. Search for, or comment on, a planning application - 8,230
3. Bin collections - 7,368

Top 20 pageviews on the council website

No	July	August	September
1	Home (15,062)	Home (13,942)	Home (13,653)
2	HWRC (4,692)	HWRC (4,778)	HWRC (3,597)
3	Aldershot Lido prices (3,927)	Bin Collections (2,543)	Caution for home tattooist (3,388)
4	Search for, or comment on, a planning application (2,849)	Search for, or comment on, a planning application (2,469)	Bin Collections (2,994)
5	Planning applications (2,521)	Aldershot Lido prices (2,407)	Search for, or comment on, a planning application (2,912)
6	Planning (2,214)	Planning applications (2,206)	Planning applications (2,475)
7	Rubbish and recycling (1,991)	Rubbish and recycling (2,054)	Planning (1,837)
8	Bin Collections (1,831)	Planning (1,919)	Rubbish and recycling (1,822)
9	Contact us (1,784)	Pay council tax (1,713)	Adult learning and evening classes (1,753)
10	Live music day (1,661)	Council tax (1,711)	Contact us (1,648)
11	Pay council tax (1,626)	Contact us (1,665)	Council tax (1,631)
12	Lido (1,605)	Adult learning and evening classes (1,566)	Pay council tax (1,588)
13	Council tax (1,528)	Farnborough leisure centre and	Our vacancies (1,265)

		Farnborough bowl (1,505)	
14	Our vacancies (1,387)	Our vacancies (1,282)	Job opportunities (1,196)
15	Job opportunities (1,280)	Farnborough car boot sale (1,279)	Farnborough leisure centre and Farnborough bowl (1,165)
16	Housing and Benefits (1,258)	Markets (1,201)	Housing and Benefits (1,159)
17	Car parks (1,225)	Housing and Benefits (1,152)	Aldershot Garrison Sports centre (1,090)
18	Farnborough leisure centre and Farnborough bowl (1,209)	Job opportunities (1,148)	Car parks (1,054)
19	Adult learning and evening classes (1,183)	What to put in your blue recycling bin (1,008)	Markets (1,040)
20	Parking (1,176)	Car parks (998)	Farnborough car boot sale (949)

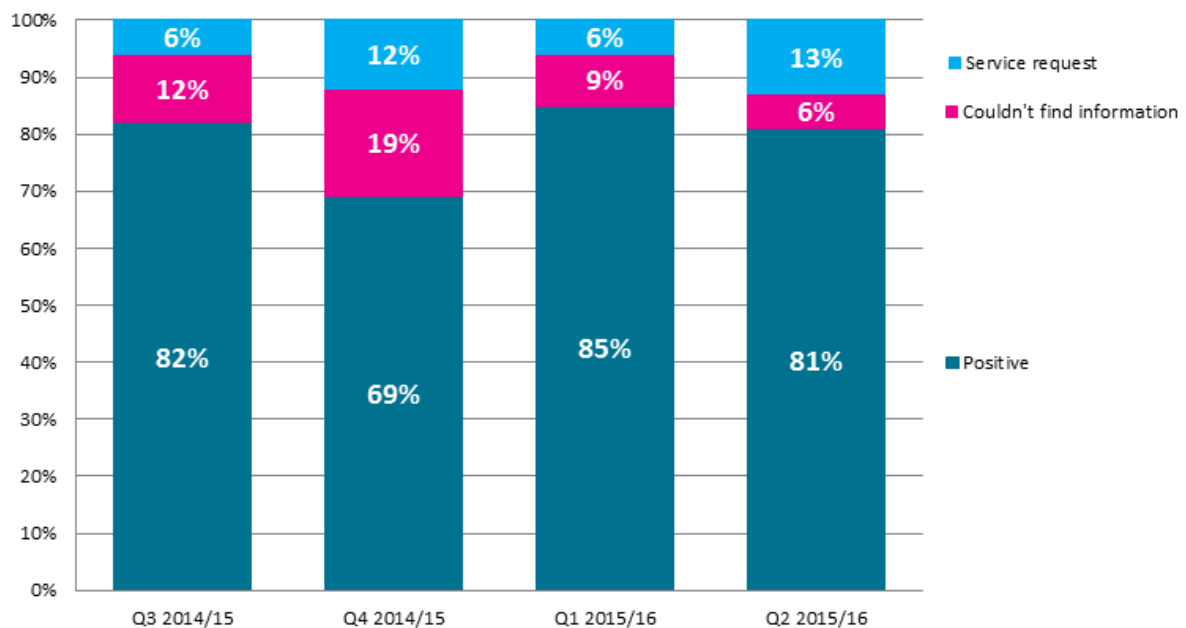
Website visitor satisfaction

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 736 completed feedback forms.

Types of feedback



This page is intentionally left blank

AGENDA ITEM NO. 4

**Cabinet
17 November 2015**

**Head of Community and Environmental
Services Report COMM 1519**

Farnborough Airport - Community Environmental Fund

Introduction

- This paper seeks approval to award a grant from the Farnborough Airport Community Environmental Fund to assist a local project.
- The Cabinet Member for Environment has considered the application and recommended an award of £2,450 to 1st Crookham Scouts (Appendix A).
- The Community Environmental Fund is currently £22,516. Taking the application recommended in this paper totalling £2,450 would leave £20,066 available for allocation.
- The guidelines for allocating the funds are attached in Appendix B

Recommendation

- Cabinet is recommended to approve the award totalling £2,450 to 1st Crookham Scouts.

Peter Amies – Head of Community and Environmental Services

Contact – Alison Nicholls – Grants and Administration Officer
Tel 01252 398766 email alison.nicholls@rushmoor.go.uk

Environment Fund applicant bid	
Name of Applicant	1 st Crookham Scouts
Grant requested (Total cost of project)	£2,450 (£3,921)
Purpose of grant	To build and equip a dedicated Archery Range with high quality safety equipment including fencing supports, brackets, pulleys and netting.
Previous grants from this fund	None
Distance from centre of runway (within 5 kilometres (3 miles))	Within range
Other sources of funding for this project	£865 – ‘Have your Say’ Hart Voluntary Service scheme grant £605 – Fleet Lion’s Den scheme grant
Accounts (2013–14)	Income - £24,188 Expenditure - £27,597 Balances - £9,000 cash in hand £29,000 set aside for building Improvements / replacement
Additional Information	<p>The dedicated range will be in the groups spacious outside area at Basingbourne Park, Fleet. It will be a fixed entity, enabling all ages to participate in this sporting activity on a regular basis. It will be re-inforced with associated safety equipment allowing for use all year round and providing a safe and secure environment.</p> <p>The Cubs and Scouts will learn to make the arrows they are shooting.</p> <p>The project has started using funding already secured - 1st Crookham Scouts has been running for over 100 years and is entirely managed by volunteer staff. There are 3 Beaver colonies, 3 Cub packs, 2 Scouts troops and a supported Explorer group.</p>
Aim of organisation/group	The aim of 1 st Crookham Scouts is to improve and enhance local young people’s lives by offering fun and challenging activities, allowing them to learn and improve vital life skills and by doing so to make a positive impact both nationally and in local communities.
Application recommendation	£2450

Guidelines

- The Community Environmental Fund commenced in 2001. It is levied by Farnborough Airport on business aviation movements at a rate of £2 per aircraft movement and £5 per aircraft movement where the aircraft is a Boeing business jet or an Airbus A310 corporate jet.
- The fund is available to groups and organisations under the following criteria: -
 - Located within 5 kilometres (3 miles) from the centre of Farnborough Airport (taken to be halfway down the main runway)
 - Within this 5 kilometre radius, is demonstrably and regularly affected by aircrafts travelling to and from Farnborough Airport
 - Will result in the improvement or provision of an outdoor facility or area that is accessible to the public and able to be enjoyed by the community as a whole
 - Is a community or environment based bid, projects may include: -
 - Green or open spaces
 - Natural habitats
 - Environmental improvements or outdoor play
 - Community projects with an emphasis on improving the local environment or outdoor education

This page is intentionally left blank

CABINET

SOLICITOR TO THE COUNCIL

17th November 2015

REPORT NO. LEG1520

KEY DECISION? NO

LOCAL AUTHORITY DATA TRANSPARENCY CODE AND ESTATES WORK

1. PURPOSE OF REPORT

This Report is to

- Update cabinet on the progress of the Council in meeting its requirements under the transparency code on land ownership records
- Seek funding to continue this work
- Seek funding for a graduate surveyor to support this work and other estates work

2. INTRODUCTION

In 2014, Cabinet agreed to fund a temporary post for a year in order to meet its requirements under the transparency code to electronically capture all its land ownership records. A legal executive was appointed on a temporary fixed contract for a year and the purpose of this report is to provide an update on progress and request for additional funding for another year to enable this work to continue.

3. BACKGROUND

The Transparency Code makes it mandatory for all councils to publish on its website details of their land and property assets in the borough. This involves the existing post holder investigating each and every deed packet.

There are 844 deed packs. Since this project started in January of this year **129** deed packs have been processed. Previous to this project only 8 had been electronically captured.

18 applications have been made to the Land Registry for voluntary registration but it is thought that there may be up to 260 areas of land that still need to be registered at the Land Registry.

65 ownership records have been created in Uniform, **20** of which are Lease records.

It is difficult to estimate how much longer the work should take to complete as some deed packets will be relatively simple, but others larger and more complex. It is however important to complete this work not only because it is mandatory under the code but also because it reveals encroachments where adjoining owners have taken council land and registered it as their own. It also lessens the difficulties with projects such as the Civic Quarter if the title to the council's land is registered before the procurement commences.

The work has had an additional benefit of enabling the Council to identify small parcels of amenity land which can be sold to generate capital receipts. The report on garden / amenity land sales is also on this agenda.

4. PROCEDURE

The work involves preparing a spreadsheet for each deed pack which includes

- the address and information on whether or not the land is registered.
- the title number if registered,
- whether or not the land is included in the Montague Evans report and if so, the Asset Reference number and page and
- Whether or not the extent of the land corresponds with the GIS record.
-

If the land is unregistered, the post holder is required to apply to the Land Registry for voluntary registration.

These details are entered into the UNIFORM Live database under Estates and an ownership record is created for each address. The ownership record includes the full address, a description of the land, its registered title and other operational information such as the users of the land, the managing service.

Leases or easements on land mean that a separate record needs to be created with their details.

The final part of the process, involves the creation of an electronic folder accessible by both Legal and IT. This folder contains scanned copies of relevant Land Registry Documents and/ or Conveyances where the land is not yet registered. In addition, scanned copies of any relevant leases or easements can also be obtained from this folder.

5. ESTATES WORK

Additional support has been necessary within the estates team. This has been provided by employing a graduate surveyor which has helped assist in this work and also undertakes other estates work to help update the property portfolio assisting on outstanding rent reviews and routine easements and licences, freeing up the general practice surveyor to concentrate on estates acquisitions and development work such as the depot; the SANGs sites; the industrial estates and possible redevelopment opportunities generated from our existing assets. A graduate Surveyor has been working through an agency for the last 3 months and it is now suggested that a 12 month contract be offered to him whilst the

longer terms needs of the team are determined through the Asset Management Work with Eastleigh. This is more cost effective than using an agency.

6. ALTERNATIVE OPTIONS

Cease the work- this would leave the project part completed and the council would be unable to comply with the provisions of the transparency code. Were a complaint to be received then the Information Commissioner would have jurisdiction to determine whether we are complying with the code.

Additionally as much of the council land does not have a registered title, should the council suffer a major incident such as a fire, the title Deeds could be lost and the council would be unable to prove whether or not it owns unregistered land.

7. IMPLICATIONS

Risks

7.1 The risks of not completing this work is set out earlier in this report

Legal Implications

The Council requirements of the Code are mandatory. The council has complied with all other areas of the Code uploading the required data onto the web site and this is the last area where work still remains to be done.

Financial and Resource Implications

The original cabinet report advised that the government had announced £2.6 m of New Burdens funding for 2014-15 and a further 4.0m in 2015-6 to help with the burden of implementing the Transparency Code. The LGA was to work with government on a distribution formula with the amount the council would receive, as part of its revenue grant, being unknown. Therefore, the work to date has been funded from the Service Improvement Fund. The cost to enable this project to continue for a further 12 month post will be £43500 including on costs (plus any pay scale increase in 2016 and the increased cost of employers NI, taking on costs to 24.9% of salary rather than 21.5% of salary) with £2,000 budget to meet registration fees.

For the graduate surveyor a one year temporary contract at point 22 of the pay scale (grade 3) the cost would be £20250 plus 2016 on costs of £5,042.25. A one off reduced break fee of 20% on the annual salary would also be payable to Hayes of £4,100. The total cost for one year would therefore be £29,642.25 rather than £20k agency cost for 6months

Property Implications

This work is necessary so that the councils property records are up to date with all land registered at the land registry. This will enable all service users to have

better information and reduce the number of land ownership queries that the estate service deals with

RECOMMENDATION

That Cabinet approve the use of the Service Improvement Fund to:-

1. Employ a legal executive for a further 12 month period from 1st January 2016 at a cost of £43500 plus the cost of increased NI or pay awards
2. That the sum of £2,000 be approved to meet land registry fees in connection with the first registration applications
3. Employ a graduate surveyor for 12 months at the cost of £29,642.25

BACKGROUND DOCUMENTS:

CONTACT DETAILS:

Report Author – Ann Greaves
Head of Service – Ann Greaves 01252 398600

**CABINET
17TH NOVEMBER 2015**

AGENDA ITEM NO. 6

**ENVIRONMENTAL HEALTH AND HOUSING
REPORT NO. EHH1512**

PRIVATE SECTOR HOUSING STAFFING – TARGETED PROPERTY SURVEY

1.0 INTRODUCTION

- 1.1 The report seeks Cabinet approval to appoint a full time officer for a period of 12 months to carry out a targeted survey of specific areas of private rented accommodation in the Borough. The purpose of the survey will be to ascertain the extent of poor housing conditions, identify houses in multiple occupation and overcrowding.
- 1.2 Nationally, the private rented sector has doubled from 2.0 to 4.1 million between 1996 and 2012 and so has the dependency on it. This has resulted in a shortage of accommodation in this sector with residents accepting lower standards in their search for a home. In Rushmoor, we have seen a similar increase in demand, and this far outstrips supply. This is due to a combination of increased property prices, lack of affordability and migration to the area.

2.0 BACKGROUND

- 2.1 The private sector housing team has seen an increase in the number of requests for assistance from residents who are concerned about overcrowding, safety and disrepair. Formal enforcement action is always a last resort as our primary aim is to work with landlords to improve conditions. However, over the last year we have served 5 statutory notices requiring improvement or closure of properties where Landlords have not engaged with the Council to improve conditions.
- 2.2 The Department of Communities and Local Government issued guidance to Local Authorities in March 2015 called Improving the Private Rented Sector and Tackling Bad Practice. This document recommends that Councils develop a pro-active strategy to deal with poor quality housing to include:-
- a door-to-door survey
 - the consideration of a selective licensing scheme
 - a black list of rogue landlords
 - the introduction of fixed penalty notices for less serious housing offences.

It is anticipated that the above will help to identify landlords and properties that fall below the required standard. In order for Rushmoor to consider using these powers locally we need to have a full and detailed understanding of the condition of our housing stock in specific areas.

3.0 PROPOSAL

- 3.1 In order to establish the level of disrepair, number of houses in multiple occupation and overcrowding in the private rented sector, a door to door survey is required in the worst affected areas.
- 3.2 The private sector housing team will need additional resources to enable this work to be undertaken.
- 3.3 A corporate approach will need to be taken to look at the progress of the survey. This will mean that a group will be formed to include representatives from Private Sector Housing, Planning, Benefits, Building Control and Council Tax who will meet on a regular basis to discuss issues raised, actions needed and outcomes achieved.

4.0 FINANCIAL IMPLICATIONS

- 4.1 The cost of employing a qualified person on a temporary contract for a twelve-month period to carry out the survey will be between £30,837 and £38,030 including on costs. The existing private sector housing team will support any additional actions and enforcement coming out of the survey.

5.0 CONCLUSION

- 5.1 A survey of the private rented sector in Rushmoor will enable targeted work to make improvements to enable residents to live in homes that are safe and are not overcrowded. The survey will provide reliable base line data to:-
- Consider ways in which we can use the proposed new powers to deal with rogue landlords
 - Identify, improve and make houses in multiple occupation safe and well managed.
 - Ensure that properties are licensed as appropriate.
 - Consider the introduction of a selective licensing scheme.
 - Improve disrepair in the private rented sector.
 - Reduce overcrowding in the private rented sector.

6.1 RECOMMENDATIONS

- 6.1 This report is seeking approval to recruit a full time qualified person to work within the private sector housing team on a temporary contract for a twelve month period.

Qamer Yasin
Head of Environmental Health and Housing

Contacts: Hilary Smith
Private Sector Housing Manager

CABINET
17th November 2015

HEAD OF PLANNING
REPORT NO. PLN1553

PLANNING POLICY AND CONSERVATION TEAM RESOURCES

1 Purpose of Decision

- 1.1 The purpose of this report is to consider the configuration of staffing in the Planning Policy Section of the Planning Policy and Conservation Team. Changes in recent months have taken the Planning Policy Section from a strong position whereby it was able to publish a draft Rushmoor Local Plan for consultation in the Summer of 2015, to a position whereby remaining staff resources are extremely stretched when set against existing and future workloads. This report sets out a potential way to address these staff resourcing issues, and seeks Cabinet approval for these changes.

2. Existing and Future Workloads

- 2.1 The principal tasks on which the Team is working include:
- The preparation of a new Local Plan for Rushmoor, which is the core project for the team;
 - Town Centre regeneration and master planning projects, including significant input into, and support for the preparation of, the two town centre Supplementary Planning Documents and the Activation Aldershot work;
 - Work on preparing and supporting Local Enterprise Partnership Funding Bids;
 - Acting on “Duty to Cooperate” as required by the Localism Act, with the requisite need to attend many meetings and work with partners on cross boundary strategic planning issues;
 - Implementing the Thames Basin Heaths Special Protection Area (TBH SPA) Avoidance and Mitigation Strategy, including Suitable Alternative Natural Greenspace (SANG) land searches and acquisition projects;
 - Determining (and potentially implementing) a way forward in respect of the Community Infrastructure Levy;

- Preparing timely policy observations on planning applications and pre application enquiries, which is integral to the Council's Development Management process.
- 2.2 These projects will need to remain the focus of attention in the near future, and in particular, the preparation of the new Local Plan is a key priority for the Council. In order to ensure its timely delivery, this report focuses on the team's staffing requirements to the end of the financial year 2017 – 2018, i.e. to 31st March 2018.

3. Corporate Context

- 3.1 The work of the Planning Policy and Conservation Team is important to the Council for a number of reasons:
- The completion of a new Local Plan for Rushmoor is one of the Council's key strategic objectives;
 - The Local Plan provides a planning framework for delivery of new homes and the protection of important employment sites;
 - The delivery of new homes supports continued income from the New Homes Bonus, and the protection of employment sites supports potential income streams from business rates;
 - The Local Plan provides a planning framework to help facilitate the regeneration of the town centres, which in turn will help improve and support the Borough's local economy;
 - The work of the team is the catalyst to identification of Suitable Alternative Natural Greenspace to mitigate the impact of net new residential development on the Thames Basin Heaths Special Protection Area;
 - The provision of comments on the compliance of planning applications with planning policies is integral to the Development Management process, and helps to facilitate development in the Borough;
 - The team provides support for, and preparation of, bids to enable the Council to tap into Local Economic Partnership funding streams, which are a growing source of funding for key infrastructure improvements in the Borough;
 - The administrative support in the Team provides cover for the specialist Conservation, Arboricultural and Biodiversity Officers whilst they are generating income for the Council through the shared service agreement with Hart District Council.

- 3.2 In this context, it is noted that the Council has identified some priority work areas, and the preparation of a new Local Plan for Rushmoor is one such priority. Moreover, there is recognition that some work areas will need to grow to deliver the required outcomes. As part of this, the use of fixed contract posts is acknowledged as an appropriate way to resource workload peaks.
- 3.3 In addition, work is currently underway to formulate a staffing solution to enable a coherent approach to town centre regeneration and economic development. Whilst this work is in its early stages, it is still relevant to the context of shaping the Planning Policy Section's capacity, mindful of the intrinsic links between the various work areas.

4. Staffing changes in the Planning Policy and Conservation Team

- 4.1 Recent changes to staffing in the Planning Policy Section entail:
- Loss of temporary additional six hours per week for joint Planning Policy and Conservation Manager post as a result of the resignation of one half of the job share;
 - Resignation (in June 2015) of temporary full time Senior Planner post (contract was in place to June 2016);
 - The ending of funding of Principal Planner additional hours (this is currently 4 additional hours per week until 31 March 2016)
 - Loss of capacity of part time Senior Planner due to long-term sickness absence;
 - Unsuccessful recruitment process for Graduate Planner;
 - Vacancy for Administrative support from December 2015;
 - Ongoing and increasing demands on the full time Senior Planner's time to assist with Corporate town centre regeneration work.
- 4.2 The existing configuration of posts in the Planning Policy Section is set out in Table 1 below.

Post	FTE/hours per week	Status
Planning Policy & Conservation Manager	1 FTE	Filled
Principal Planning Officer	22 hours per week (0.6 FTE)	Filled
Senior Planning Officer	1 FTE temporary to June 2016	Vacant
Senior Planning Officer	1 FTE	Filled
Senior Planning Officer	22 hours per week (0.6 FTE)	Filled
Planning Graduate	1 FTE	Vacant
Tech/Admin Support	0.5 FTE	Vacant

Table 1: Planning Policy Section – existing posts

5. Proposed Staffing Solution

5.1 Taking into account the context set out above, in order to meet workload demands to 31 March 2018, a suggested configuration for staff resources in the Planning Policy Section of the Planning Policy and Conservation Team is set out in Table 2 below. The main changes from the existing position are:

- The vacant temporary Senior Planning Officer post (currently funded to June 2016) is deleted;
- The vacant Planning Graduate post is deleted and replaced by a permanent FTE Planning Officer;
- The existing permanent FTE Senior Planning Officer post is deleted and a two year fixed term FTE Senior Planning Officer post is introduced;
- The permanent part time Principal Planning Officer's hours are increased from 22.5 to 30 hours per week;
- A new permanent FTE Principal Planning Officer post is created with a 50:50 split between Planning and Regeneration projects.

Post	FTE/hours per week	Existing/New
Planning Policy & Conservation Manager	1 FTE	Existing
Principal Planning Officer	30 hours per week (0.8 FTE)	Existing but extended hours
Principal Planning Officer	1 FTE 50:50 split Planning: Regeneration ¹	New
Senior Planning Officer	1 FTE fixed two year contract	New
Senior Planning Officer	22 hours per week (0.6 FTE)	Existing
Planning Officer	1 FTE	New
Tech/Admin Support	0.5 FTE	Existing

Table 2: Planning Policy Section – proposed configuration of posts

5.3 Whilst the Local Plan workload will be at its peak over the next two and a half years, beyond this time, the workload of the team will still require appropriate resourcing to continue to deliver the planning policy element of the Planning Service, which has important linkages with Corporate work. The two year fixed contract Senior Planning Officer is proposed to help meet the workload peak that will arise as a result of preparing and completing the new Local Plan. The remainder of the proposal is for permanent staffing resources, although many of these posts are already in place (as set out in Table 1 above), but are either extended or reconfigured.

¹ Note that this assumes 50% funding from a Corporate Regeneration budget

- 5.2 Mindful of the existing posts and current vacancies in the team, and the complicated mix of full, part time, and additional temporary hours, an estimate of the savings versus costs has been made to demonstrate the net financial implications of this configuration. A mid-point has been taken on the salary scale for each post, so the figures are indicative rather than precise, and do not take account of inflation/pay increases, but on balance, represent the average anticipated costs, including on-costs.
- 5.3 The net financial implications of this configuration for the period to 31 March 2018 are set out in Table 3 below.

(Part) financial year	Net financial implications
1 October 2015 – 31 March 2016	£1,167 (saving)
1 April 2016 – 31 March 2017	-£31,438 (cost)
1 April 2017 – 31 March 2018	-£21,245 (cost)
1 April 2018 – 31 March 2019	£0,205 (saving)

Table 3: Indicative net financial implications of proposed changes to staffing structure

- 5.4 For the period from 1 April 2018, a further saving would accrue as the fixed contract Senior Planning Officer (SPO) fixed contract post would no longer be in place. Hence, for the period 1 April 2018 to 31 March 2019, the net reduction in cost would result in a small saving from the existing staffing position.
- 5.5 It is important to note that the figures set out above in Table 3 assume that 50% of the new Principal Planner post (including on-costs) will be funded from a Corporate Regeneration budget. The net cost of this (including on-costs) is approximately £25,800 per annum.

6 Conclusions

- 6.1 In order to sustain delivery of the workload of the Planning Policy and Conservation Team, investment is required to enable the delivery of key projects to help deliver the Council's purpose and priorities. The Planning Policy Section configuration set out in this report will deliver the staff resource required to develop a strong future planning policy framework for the Borough, which is critical to support the Borough's town centre regeneration priorities and the continued delivery of housing and economic growth to meet and support local needs, and revenue through the New Homes Bonus.
- 6.2 Were this investment in the staff resources in the team not to be made, the implications of this would be that the capacity of the Planning Policy team would not be sufficient to deliver the preparation of the new Local Plan in a timely manner. This would reduce the Council's ability to deliver

elements of its purpose and priorities, potentially impacting negatively on the regeneration of the Borough's two Town Centres and the delivery of new homes (and the commensurate New Homes Bonus that would accompany this). Failure to deliver a new Local Plan may also result in the threat of Government intervention in the Plan making process.

- 6.3 Hence, whilst there is a small short-term cost to this proposal, on balance, this will be outweighed by the benefits accrued through the continued regeneration of the Borough's Town Centres, and the delivery of new homes in Rushmoor. Moreover, the nature of the staff resourcing proposal whereby it includes the use of a two year fixed contract for one full time Senior Planner post means that over time, the costs should result in a small saving per year beyond 31 March 2018, when set against existing costs.

7. Next Steps

- 7.1 Following consideration and approval of this report by Cabinet, work will be undertaken with Personnel Services to ensure that all due recruitment processes are adhered to.

8. Recommendations

- 8.1 **It is recommended that Cabinet approve the proposed changes to staffing in the Planning Policy and Conservation team to the configuration as set out in Table 2 of this report.**

Keith Holland
Head of Planning

Contacts:

Keith Holland	01252 398790	keith.holland@rushmoor.gov.uk
Louise Piper	01252 398410	louise.piper@rushmoor.gov.uk

Agenda Item No. 9

Cabinet

**Head of Community & Environmental
Services**

17 November 2015

Exempt Report No. COMM1521

Contracts Team - Staffing Structure

Introduction

- This paper seeks approval for a supplementary estimate of £23k for 2016/2017 to enable the continuation of the additional resource arrangement and other staff changes to the Contracts Team. This will ensure there is sufficient resource to support the procurement of the refuse, street cleansing and grounds maintenance contracts, secure a new depot, develop post tender trading opportunities and, support the work of the recycling Task and Finish Group whilst maintaining day to day services

Background

- The Council is working to procure a new contract(s) for waste collection, street cleansing, grounds maintenance and toilet cleaning, along with a new depot for April 2017. Following this there will be a settling in period for the service changes, particularly around ICT and development of potential external trading opportunities with a significant increase in work up until the end of 2017.
- There will also be a variety of work generated by the newly formed Recycling Task and Finish Group.
- The Contracts Manager is heavily involved with developing much of this work. Recognising the need for additional staff resource, Cabinet approved in 2014 that one of the Technical Officers be re-designated as Senior Technical Officer and take on responsibility for the management of some day-to-day operations and represent the Contracts Team on corporate projects. Alongside this a part time secondment role of Technical Officer was also agreed to back-fill three days of Technical Officers work. This secondment arrangement was due to end on 31 October 2015 but has been extended pending a decision on this paper.
- At that time, Cabinet noted that the project would run until April 2017 but it was proposed to trial the new staffing arrangements for one year with any extension or further change subject to review.

- We have also had a request for flexible retirement from the other Contracts Technical Officer who is beyond retirement age (66 years) and wishes to reduce to part-time, 3 days a week (37 hours down to 22 hours) from November this year.

Proposal

- The above staffing arrangements have operated successfully for the past year and it is important to ensure there is sufficient ongoing staff support to deliver the procurement of the contract(s), new depot, service changes, trading opportunities and support the Recycling Task and Finish Group.
- It is proposed that we should support the request for flexible retirement from the Technical Officer who is seeking to reduce to 3 days a week from November this year and redeploy the spare capacity of 2 days a week (15 hours) to other areas of the team.
- In order to retain the present staff levels it is proposed that the secondment to the Contracts Team currently for 22 hours a week, be increased to 37 hours to pick up the reduction in capacity as a result of the above flexible retirement. Given the length of the existing secondment arrangements (3 years) and level of ongoing work in the team it is considered appropriate to make this post permanent. On a similar basis, it is proposed that the role of Senior Technical Officer is made permanent.
- The staffing structure for the contracts team will need to be reviewed again towards the end of 2017 once the new contract has bedded in and the client resource requirements are better known, but it is important at this time of change to make sure we can maintain a robust and resilient service by providing some certainty for employees.
- The previous, current and proposed structures are shown in Appendix 1.

Financial Implications

- In July 2014 Cabinet resolved that a supplementary estimate for the above temporary staff changes of £17k in 2014/15 and £25k in 2015/16 be met from the service improvement fund. The cost for the 22 hours for the secondment is £19k including on costs and £6k including on costs for the Senior Technical Officer upgrade.

- The annual additional cost including on costs for making the secondment permanent and increasing to 37 hours will be £33k pa and for the senior technical officer £6k pa. There would be an initial saving of £16k pa from the flexible retirement of the Technical Officer. The overall additional annual cost to the Council would therefore be £23k pa, including on costs pending a review towards the end of 2017

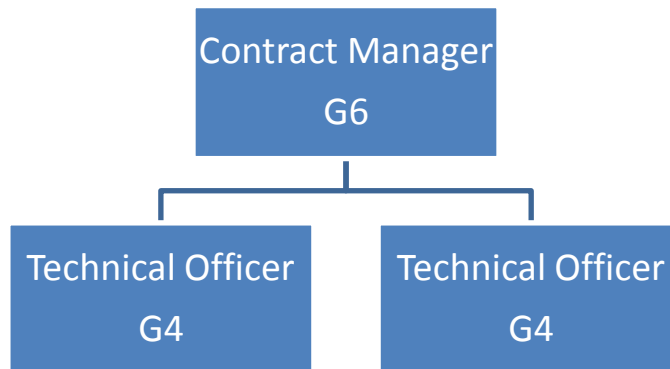
Recommendation

- It is recommended that the Cabinet
 - approves the above Contracts team staffing proposals with the costs for 2016/17 totalling £23k funded by a supplementary estimate; and
 - notes that the structure of the contracts team be reviewed again towards the end of 2017.

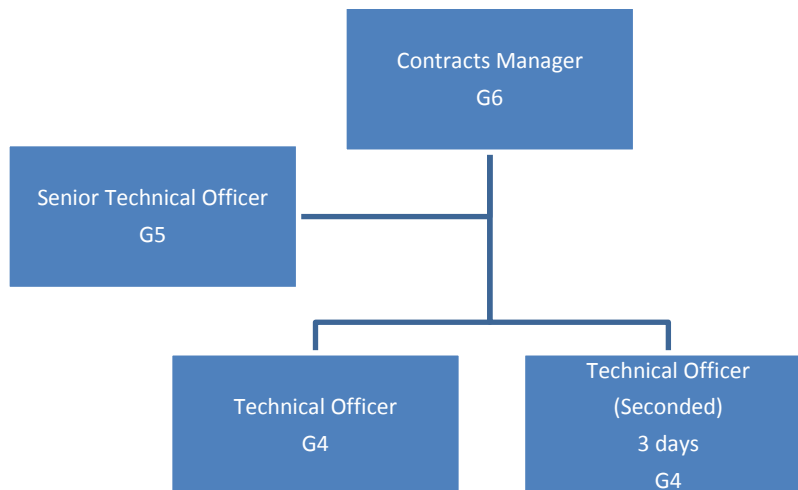
Peter Amies
Head of Community and Environmental Services

Appendix 1 – Staffing Structures

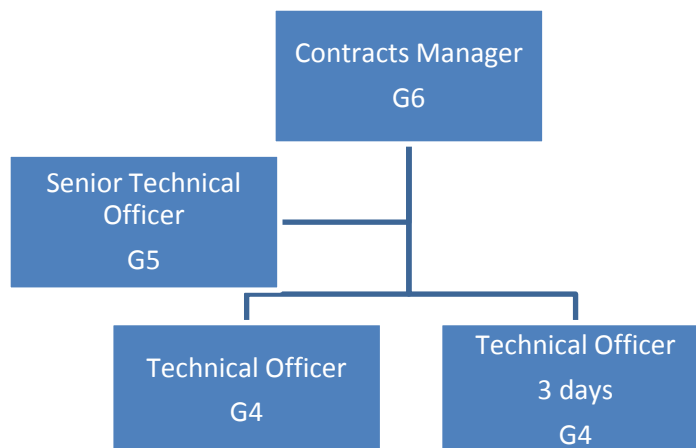
Previous structure



Current temporary structure



Proposed structure



AGENDA ITEM NO. 10

CABINET

SOLICITOR TO THE COUNCIL

17 NOVEMBER 2015

EXEMPT REPORT NO. LEG1519

KEY DECISION? NO

SALE OF SMALL AREAS OF AMENITY LAND

1. PURPOSE OF REPORT

1.1 This Report is to

- seek approval for the principal of selling small areas of amenity land which were retained on the voluntary stock transfer
- agree the terms of the delegation under which such areas may be sold

2. INTRODUCTION

2.1 The Council regularly receives many requests to dispose of small pieces of Council owned amenity land that are situated in large housing estates throughout the borough. These areas of land are adjacent to roads and paths that were once part of the Council's housing estates. They are now used mainly as amenity space, with the Council maintaining these areas. Often, adjacent house-owners wish to extend their back gardens to incorporate these public owned spaces as garden land. Sometimes owners may seek to acquire such land to enable the building of an extension to their property. This report aims to set a policy to cover both situations.

3. BACKGROUND

3.1 The Estates team have received, over the years, many enquiries for the purchase of adjacent amenity land from residents of the Borough. As there are a large number of these requests this work has been taken forward on a project basis- some 30 requests have been considered. As part of reviewing these requests, it was identified that such sales of land should not take place if the incorporation of the amenity land within the residential curtilage would lead to planning problems. Planning permission will be required to use any such land as garden land or to incorporate it within the residential curtilage of an adjoining property. Of the 30 requests approximately 50% were found to be unsuitable for sale due to planning issues. Whether a change of use will be acceptable in planning terms will depend on why the land was originally laid out as amenity land and

whether that reason still exists. There can be many reasons for laying out land as amenity land: visibility splays, ecology reasons, land drainage etc.

- 3.2 This project has therefore led to the need to establish a proceed to cover the sale of these suitable plots and also to cover future sales of other small areas. This report sets out a suggested procedure and the delegated authority that will be needed to implement the scheme.

4. PROCEDURE

- 4.1 Each time a request is received, or where the estates team identifies other surplus land through its work on capturing the council's land ownership electronically, the saleability of the particular area will need to be judged on its own merits, having regard to the amenity, design and aesthetics impact on the surrounding area.

- 4.2 The process is proposed to be as follows:-

- The estates team will consult the development management service on a pre application basis as to whether there are any planning reasons which should prevent the use of the area as garden land and its incorporation within the residential curtilage
- If there are planning objections, the person asking to purchase (the requestor), will be advised as to the reason that the council will not sell the land
- If there are no planning objections, the requestor will be advised of the sale price and of the need for planning permission for the change of use and, that to proceed, the council will wish to apply for planning permission before the sale and will require the application fee, the valuer's fee and a contribution towards legal costs
- If the requestor wishes to proceed the planning application fee and valuer's fee will be collected and the planning application will be submitted
- The planning application will give the public a chance to comment upon the application, and if planning permission is granted, then the sale can proceed.
- The transfer document will contain appropriate restrictions on the land preventing any development on garden land or any sale off of the land from the curtilage without consent of the council and an appropriate overage for any increase in value, over garden land, would be taken as a condition of consent.
- To complete the sale the requestor would need to complete the transaction and pay the council's legal fee.

5. ALTERNATIVE OPTIONS

- 5.1 **Do nothing.** These small areas of Council amenity land will remain in the ownership of the Council with maintenance liability. These small pieces of amenity land are under a maintenance contract with the Council's contractor. The cost of maintaining the land, as given by the maintenance team for cutting the grass is £0.35 per square metre, and leaf clearing the land £0.19 per square metre. In time, the areas of land that the council maintain will decrease leading to a saving for the Council. Further the Council is likely to continue to receive such requests and a procedure is needed to adequately and consistently respond to such requests

6. IMPLICATIONS

Risks

- 6.1 One of the risks is that the planning application for a change of use to garden land may be refused and therefore the purchase will not proceed. This has been mitigated against by putting in place a pre application consultation procedure with the development management service.
- 6.2 The risk that the land, once purchased, will be built upon by the new owner. This risk can be minimised by the Council ensuring that restrictions are imposed on the sale of the land requiring consent for built development. If this then proceeded, without compliance with such restriction, it is likely to be discovered upon a future sale of the house as part of the conveyancing process.

Legal Implications

- 6.3 The Council has power to dispose of surplus land not required for any of its functions under section 123 Local Government Act 1972 subject to obtaining best value upon such sale.

Financial and Resource Implications

- 6.4 It is difficult to project the level of receipts that will be generated per year but it is suggested that a yearly report could advise on the level of income achieved.

Property Implications

- 6.4 The choice of disposing or keeping such amenity areas will have a minimum impact on the Property portfolio as a whole due to the small areas of amenity land that are being considered. The areas of land in question are less than one per cent of the current land portfolio of the Council.

RECOMMENDATION

That the Solicitor to the Council be authorised to

1. Agree the sale of any area of amenity land and take all necessary steps to complete the transaction, subject to planning permission having been granted for the change of use of the land to garden land or for building extensions, upon the following basis :-
 - payment of the planning application fee;
 - payment of £500 surveyors costs;
 - payment of £500 legal costs;
 - the purchase price for garden land to be £6 per sq ft based on comparable evidence within Rushmoor Borough Council.
 - the purchase price for built extension land to be approx. £30per sq. ft (depending on location) or such other figure as the estate service advises represents best value.
2. Review the above costs and items indexed linking them to cover increasing costs in subsequent years

BACKGROUND DOCUMENTS:

CONTACT DETAILS:

Report Author – Adam Johnston
Head of Service – Ann Greaves 01252 398600