

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 29th March, 2016 at 4.30 pm
in 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 full copy of this agenda can be found here:
www.rushmoor.gov.uk/

A G E N D A

1. **MINUTES** – (Pages 1 - 6)

To confirm the Minutes of the Meeting held on 1st March, 2016 (copy attached).

2. **FINANCIAL MATTERS** – (Pages 7 - 30)
(Leader of the Council)

(1) **Revenue Budget Monitoring and Forecasting 2015/16 – Position at March, 2016 –**

To consider the Head of Financial Services' Report No. FIN1607 (copy attached), which sets out the Council's anticipated financial position for 2015/16 based on the monitoring exercise carried out in March, 2016.

(2) **Capital Programme Monitoring and Forecasting 2015/16 – Position at March, 2016 –**

To consider the Head of Financial Services' Report No. FIN1608 (copy attached), which sets out the Council's position regarding the Capital Programme for 2015/16 based on the monitoring exercise carried out during March, 2016.

3. **STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2016/17 – (Pages 31 - 40)**
(Corporate Services)

To consider the Head of Financial Services' Report No. FIN1609 (copy to follow), sets out a draft strategy for the flexible use of capital receipts for 2016/17, for submission to the Council.

4. **CORPORATE STRATEGY AND CORPORATE PLAN 2015/16 - QUARTER THREE MONITORING – (Pages 41 - 106)**
(Leader of the Council)

To consider the Directors' Management Board's Report No. DMB1601 (copy attached), which sets out performance monitoring information for the third quarter in relation to the Council's Corporate Plan 2015/16.

5. **RUSHMOOR BIODIVERSITY ACTION PLAN 2016 - 2021 – (Pages 107 - 148)**
(Environment and Service Delivery)

To consider the Head of Planning's Report No. PLN1612 (copy attached), which sets out responses to the public consultation exercise and seeks adoption of the revised Rushmoor Biodiversity Action Plan.

6. **DRAFT FOOD AND HEALTH AND SAFETY SERVICE PLAN 2016/17 – (Pages 149 - 152)**
(Business, Safety and Regulation)

To consider the Head of Environmental Health and Housing's Report No. EHH1604 (copy attached), which seeks endorsement of the draft combined Food/Health and Safety Service Plan for 2016/17 for consultation with local businesses and business organisations.

7. **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
8	3	Information relating to financial or business affairs

8. **WASTE, RECYCLING, GROUNDS MAINTENANCE AND STREET CLEANSING CONTRACT** – (Pages 153 - 156)
(Environment and Service Delivery)

To consider the Head of Community and Environmental Services' Exempt Report No. COMM1605 (copy attached) in relation to the current contract with Veolia to provide waste, recycling, grounds maintenance and street cleansing services.

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RUSHMOOR BOROUGH COUNCIL

CABINET

*Tuesday, 1st March, 2016 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

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 **15th March, 2016**.

85. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 2nd February, 2016 were confirmed and signed by the Chairman.

86. **SMOKE AND CARBON MONOXIDE ALARM (ENGLAND) REGULATIONS 2015 –**
(Health and Housing)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1605, which set out the implications of the Smoke and Carbon Monoxide Alarm (England) Regulations 2015 on private sector landlords and the Council.

Members were informed that the Regulations had come into force on 1st October, 2015 and required all private sector landlords to fit smoke alarms and, where appropriate, carbon monoxide alarms in their rented properties. There was also now a requirement on local authorities to publish a "Statement of Principles", which must be used to determine the level of penalty charge for non-compliance. Landlords were required to install at least one smoke alarm on each level of their rented properties

and a carbon monoxide alarm in any room containing a solid fuel-burning appliance. It was also the landlord's responsibility to ensure that all existing alarms were in proper working order at the start of each new tenancy. It was explained that the Council was responsible for the enforcement of the Regulations and was required to take enforcement action in the case of a breach. Appendix 2 of the Report set out the Statement of Principles, which detailed the levels of penalties applicable. These showed a stepped increase in the case of landlords who were found to fail persistently. A proportion of the penalty collected would be used by the Council to provide and fit the required alarms.

The Cabinet considered the proposed approach and, in particular, discussed how cases of non-compliance would be identified and remedied.

The Cabinet RESOLVED that

- (i) the Statement of Principles, as set out in the Head of Environmental Health and Housing's Report No. EHH1605, be approved; and
- (ii) the Head of Environmental Health and Housing be authorised to:
 - issue Remedial Notices if a landlord breaches his duty to provide a smoke or carbon monoxide alarm in a privately rented property, under Regulation 6(1);
 - take remedial action to arrange for the installation of the required smoke or carbon monoxide alarms, as specified in the Remedial Notice under Regulation 7;
 - issue Penalty Charge Notices if a landlord fails to comply with a Remedial Notice under Regulation 8;
 - consider and determine Regulation 10 reviews; and
 - revise and republish the Council's Statement of Principles as required in the future.

87. OSBORNE ROAD RECREATION GROUND - BASKETBALL COURT UPGRADE – (Leisure and Youth)

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1603, which sought approval to vary the 2016/17 Capital Programme by £36,000 to allow works to be commissioned to upgrade the basketball court at Osborne Road Recreation Ground, Farnborough.

The Cabinet was informed that the basketball court was well used by local children and young people but that the facility was nearing the end of its life. The upgrade would include relaying the surface, painting the court and the provision of new posts. The project would be funded by £19,600 awarded by the Sitatrust and £16,400 from developers' contributions allocated to the basketball court upgrade.

The Cabinet RESOLVED that approval be given to a variation of £36,000 to the 2016/17 Capital Programme for the basketball court upgrade at Osborne Road Recreation Ground to be completed.

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

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1604, which sought approval to award grants from the Farnborough Airport Community Environmental Fund to assist local projects.

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

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

Community Youth Work Service (Surrey CC)	£1,350
Farnborough Street Residents' Association	£2,000
Blooming Marvellous (Rushmoor Voluntary Services)	£5,000

NOTE: Cr. K.H. Muschamp declared a personal but non prejudicial interest in this item in respect of his acquaintance with the Chairman of the Farnborough Street Residents' Association and, in accordance with the Members' Code of Conduct, remained in the meeting during the discussion and voting thereon

89. **APPOINTMENT OF CORPORATE DIRECTOR - APPROACH AND NEXT STEPS –**
(Corporate Services)

The Cabinet considered the Chief Executive's Report No. CEX1601, which set out a proposed approach for the appointment of a Corporate Director, following the retirement of Mr. David Quirk on 29th February, 2016. Members were reminded that the current senior management structure had been introduced in April 2015. At that time, direct line management responsibilities had been removed from the newly defined Corporate Director role and had been replaced by new areas of responsibility based on strategic and corporate priorities. It was reported that these new arrangements had bedded in well and provided a robust structure to continue to deliver services in the context of the Council's 8 Point Plan. It was proposed, therefore, that the basic organisational structure of a Directors' Management Board consisting of a Chief Executive and two Corporate Directors should be retained. It was further proposed that the role of Deputy Chief Executive, formally held by Mr. Quirk, would now be carried out by the other Corporate Director, Mr. Ian Harrison. The advertisement for the new Corporate Director would, in the first instance, be restricted to internal candidates, on the basis that it was considered that there were appropriately qualified and experienced potential candidates within the organisation. It was anticipated that, depending on whom the successful candidate was, a review of the service structure would be likely, following the appointment. This would be likely to realise savings in staff salaries. If there was not a suitable internal candidate, the post would be offered externally.

The Cabinet RESOLVED that

- (i) the appointment of Mr. Ian Harrison to the role of Deputy Chief Executive, with effect from 1st March, 2016, be approved;
- (ii) the proposed approach for the retention of the Corporate Director post and the process for recruitment, as set out in the Chief Executive's Report No. CEX1601, be endorsed; and
- (iii) the Chief Executive, in consultation with the Leader of the Council and the Cabinet Member for Corporate Services, be authorised to agree any consequential changes to the organisational structure resulting from the appointment.

90. DELEGATION OF AUTHORITY - BUSINESS SUPPORT CONTRACTS –
(Environment and Service Delivery)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1606, which sought approval for the Council to enter into contracts to provide regulatory advice and support to businesses, up to a value of £10,000.

The Cabinet was informed that the Council's Food / Health and Safety team already provided advice and support to businesses in the Borough around regulatory matters but, increasingly, there was a demand for the provision of extended advice and support. This work would offer the opportunity for cost recovery and could be undertaken under the 'spare capacity rule'. Some pilot work of this nature had been carried out by the Food / Health and Safety team and the Council's Internal Audit team had been consulted. The Cabinet was informed that this work would have the potential to recover up to £10,000 of officer time in the first year for the provision of this extended advice.

The Cabinet RESOLVED that the Head of Environmental Health and Housing be authorised to enter into contracts, up to the value of £10,000, to provide regulatory advice to businesses, as set out in the Head of Environmental Health and Housing's Report No. EHH1606.

91. 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
92, 93 and 94	3	Information relating to financial or business affairs

THE FOLLOWING ITEM WAS CONSIDERED IN THE ABSENCE OF THE PUBLIC

92. **NO. 12 ARTHUR STREET, ALDERSHOT - UPDATE –**
(Corporate Services)

The Cabinet considered the Solicitor to the Council's Exempt Report No. LEG1602, which provided an update on the progress of the project to convert the property at No. 12 Arthur Street, Aldershot into domestic accommodation. The Report also sought approval for the funding to undertake the conversion works. It was explained that, since the original Report to the Cabinet on 1st September, 2015, the indicative cost of the conversion works had increased significantly due to the poor state of repair of the property. It was reported that this would be covered by an increase of a similar amount in the predicted market value of the completed units. It was proposed that the decision as to whether to rent out or sell the units should be deferred until the conversion works had been completed.

The Cabinet RESOLVED that

- (i) approval be given to a variation in the Capital Programme, as set out in the Solicitor to the Council's Exempt Report No. LEG1602, to allow for the conversion works to be tendered and the build contract awarded; and
- (ii) the Head of Financial Services, in consultation with the Cabinet Member for Corporate Services, be authorised to approve an increase in the Capital Programme, subject to the scheme delivering a rate of return of at least 7%, should the tender process exceed £260,000.

93. **SALE OF LAND - QUEENSMEAD AND KINGSMEAD, FARNBOROUGH –**
(Corporate Services)

The Cabinet considered a Record of Executive Decision, which set out an urgent decision made on 17th February, 2016 by the Chief Executive, in consultation with the Cabinet Member for Corporate Services, to sell two plots of land to the rear of Nos. 61 – 71 Queensmead and Kingsmead Shopping Centre, Farnborough. The reason for urgency had been to enable the sale of land at Queensmead to proceed and the terms were set out in the Record of Executive Decision.

The Cabinet RESOLVED that the action taken, as set out in the Record of Executive Decision dated 17th February, 2016, be noted and endorsed.

94. **SALE OF LAND - WESTMEAD AND SOLARTRON ROAD, FARNBOROUGH –**
(Corporate Services)

The Cabinet considered a Record of Executive Decision, which set out an urgent decision made on 17th February, 2016 by the Chief Executive, in consultation with the Cabinet Member for Corporate Services, to dispose of the freehold of land and buildings on the north-west side of Westmead and Nos. 8 and 9 Solartron Road, Farnborough. The reason for urgency had been to allow the Receiver to conclude arrangements with the development partner promptly to avoid jeopardising any deal. The terms of the sale were set out in the Record of Executive Decision.

The Cabinet RESOLVED that the action taken, as set out in the Record of Executive Decision dated 17th February, 2016, be noted and endorsed.

The Meeting closed at 5.13 pm.

D.E. CLIFFORD
LEADER OF THE COUNCIL

CABINET
29 MARCH 2016

HEAD OF FINANCIAL SERVICES
REPORT NO. FIN1607

REVENUE BUDGET MONITORING & FORECASTING 2015/16
POSITION AT MARCH 2016

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 March 2016.

2. BACKGROUND

- 2.1 During March, budget officers carry 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 revised budget for 2015/16 as approved by Council on 25 February 2016 plus any subsequently approved supplementary estimates and virements.
- 2.2 Two supplementary estimates totalling £14,000 have been incorporated into the current approved budget following approval at Directors' Management Board (contaminated land survey and grant to TechStart). A limited number of virements have been actioned, largely to transfer budgets for staffing costs where temporary staff have been used to cover vacancies.
- 2.3 A salary monitoring exercise is carried out in order to identify any salary variances. The level of government grants and interest receivable from the Council's investments are reviewed and updated where necessary.
- 2.4 The original budget for 2015/16 identified the need for £500,000 of savings, in addition to £300,000 of expected staff turnover savings. While substantial savings were achieved during the first half of the year, and incorporated into the revised budgets, £387,000 remained outstanding. The latest monitoring exercise indicates that the Council will more than achieve this target.
- 2.5 The above information is consolidated to produce an updated forecast of the revenue position at the end of 2015/16, at Appendix A.

3. CURRENT POSITION

- 3.1 While budget officers have identified a net underspend of approximately £218,000 against their non-salary budgets, a significant proportion of this variance is due to changes in income that are either ring-fenced for use outside of the general fund or have been received in advance for future years' funding. These amounts are not available for spending on general activities and will be transferred to various reserves as follows:

- £34,000 additional income in respect of s106 developers' contributions for Suitable Alternative Natural Green Space (SANGS) which is ring-fenced

- for spending on SANGS provision and maintenance
 - £68,000 income in respect of changes to amounts drawn from prior year grants
 - A reduction of £14,000 in income required to be ring-fenced as part of the Civil Parking Enforcement (CPE) surplus
- 3.2 After taking account of these transfers to and from reserves of £88,000 the net non-salary underspend on portfolios is £130,000.
- 3.3 This variance, as set out in Appendix B, has largely come from the following areas:
- Small variations across many budget headings; 102 variances under £5,000 have been reported, with a further 45 variances between £5,000 and £10,000. (Some of these variances have been collated in Appendix B where they relate to the same service or activity)
 - Variations in income due to volume of receipts including parking, parking enforcement, land charges, rents, recycling income, car boot sales and sales at Princes Hall.
 - A number of other large variances including refunds of local land charges to be met by New Burdens grant, additional costs for housing support, increased demand for handyman service with associated costs of materials.
- 3.4 In addition, interest receipts have again outperformed the revised estimate due to active management of the portfolio and improved rates attained by use of covered bonds, over money market funds.
- 3.5 The staff monitoring exercise has identified a net projected underspend of £350,000 from salary savings, above the turnover savings already identified and built into the revised budget. While turnover remains low, savings have occurred as individual service reviews are progressed following the organisational review carried out earlier in the year, other general turnover savings and some staffing costs being met from capital projects giving rise to revenue savings.
- 3.6 An additional £9,000 of New Burdens funding has been received from central government to support new responsibilities such as the transparency agenda.
- 3.7 As a result of the variations referred to above, the general fund forecast shows a projected year-end balance of £1.6 million, which is within the current approved range of balances of £1.0 - £2.0 million and around £114,000 above the balance forecast at revised budget setting. A summary of the movement is set out in the following table:

	£000	£000
Forecast balances at revised budget setting		1,492
	Less:	Plus:
Supplementary Estimates	14	
Non-salary variances identified by services		218
Changes to transfers to/from reserves	88	
Interest receipts		25
Additional grant funding		9
Salary savings		350
Offset against savings requirement	387	
Current forecast balances for end of 2015/16		1,606

3.8 Included in the figures above are a number of underspent budget headings where works that have not been concluded in the current year, but will still be required during 2016/17. It is therefore likely that a carry-forward request will be made for these items. Carry-forwards will however be kept to a minimum due to the pressures on spending over the medium-term. The current estimate for carry-forwards to be met from general fund reserves is just £28,400, which would have only a marginal effect on total balances.

4 RISKS AND RESERVES

4.1 Due to the level of known financial risk, flexibility has been built into the Medium Term Financial Forecast by setting aside reserves to be used to manage fluctuations in expenditure or income, to mitigate against other known risks and to support key projects such as invest-to-save schemes, which underpin the Council's 8-point plan for a sustainable organisation.

4.2 At this time, there is no evidence to suggest any new risks that will affect the current year's financial position or that would necessitate changes to the reserves we already have in place.

4.3 The major risks facing us over the medium term continue to be the operation of, and any potential further changes to, the Business Rates Retention Scheme, the uncertainty around central government funding such as New Homes Bonus, and service demand issues arising from demographic change and welfare reform. It is expected that the Chancellor's budget due on 16 March 2016, will provide some indication of the outcomes of the recent business rates review.

4.4 The Service Improvement Fund continues to be used to support invest-to-save schemes, major corporate projects and service reviews. The revised budget includes £307,000 of expenditure supported by this fund. The latest projections for use of the Fund in 2015/16 amount to £410,000 as follows:

- £27,000 support to Systems Thinking/Process Reviews
- £74,000 Better procurement and data transparency projects
- £179,000 service reviews (e.g. property and estates, transfer of land charges, major direct contracts)
- £63,000 support to Channel Shift programme

- £19,000 organisational development framework
- £33,000 restructuring costs
- £15,000 support to other 8-point plan projects (feasibility studies etc)

The main changes since revised estimate are around restructuring costs and support for elements of the 8-point plan as more initiatives are progressed.

- 4.5 The increased usage of the Service Improvement Fund (SIF) has no effect on the general fund balance (as additional expenditure in the general fund is offset by a transfer from the SIF). However, increased usage does mean that the total level of working reserves will fall more quickly than previously estimated. The latest estimates for SIF will see the balance on the fund at £477,000 by the close of the year. Adding this to the projected balance on the Stability & Resilience Fund of £3,379,000 and the projected general fund balance of £1,606,000 provides a total for working reserves of £5,462,000. This figure is around 6.5% of the Council's gross expenditure, and exceeds the minimum balance set in the Medium Term Financial Strategy for 2016/17 of 5% of gross expenditure.
- 4.6 In order to maintain the Service Improvement Fund in the future, and to continue to support the Council's aim of financial sustainability via its 8 point plan, the Council plans to make use of the new flexibilities for use of capital receipts announced alongside the local government finance settlement. A policy will be taken to Council for approval, as set out in the statutory guidance issued in March 2016.

5 CONCLUSIONS

- 5.1 The Council is maintaining a sound financial position with the current projection showing balances of £1.6 million at the end of 2015/16.
- 5.2 We anticipate further underspends are likely at year-end if the trend in previous years continues.
- 5.3 The increased awareness and focus on financial sustainability, provided by the 8-point plan, has seen changes both to the budget setting process and to the on-going monitoring, improving financial control and delivering a common message of financial responsibility throughout the organisation.
- 5.4 However, variation from the current approved estimates can be a small proportion of the gross annual turnover of the Council while having a large impact on the level of balances. For example, a variation against budgets of £1,000,000 would be less than 1% of gross turnover but could change our general fund balance by around 60%. This highlights the need to provide against sudden fluctuations in expenditure or income streams by holding appropriate reserves, as well as the level of variation that can occur from one monitoring period to the next in an organisation that provides such a large range of services.
- 5.5 The end of year final accounts process is now underway and the provisional revenue outturn position will be reported to Cabinet in May 2016. The level of reserves and balances will again be reviewed in light of the position at that time.

6 RECOMMENDATIONS

6.1 Members are requested to;

- a) note the contents of this report and
- b) approve the updated estimates of the use of the Service Improvement Fund during 2015/16

AMANDA FAHEY
HEAD OF FINANCIAL SERVICES

GENERAL FUND REVENUE BUDGET SUMMARY

APPENDIX A

	Revised Estimate 2015/16 £000	Current Approved Estimate 2015/16 £000	Forecast Outturn 2015/16 £000
PORTFOLIO EXPENDITURE			
1 Corporate Services	1,159	1,159	1,097
2 Environment and Service Delivery	3,903	3,925	4,150
3 Concessions and Community	1,903	1,903	1,865
4 Health and Housing	2,170	2,177	2,177
5 Business, Safety and Regulation	2,828	2,813	2,647
6 Leisure & Youth	4,175	4,175	3,998
7 PORTFOLIO NET EXPENDITURE	16,138	16,152	15,934
8 Capital Accounting Charges - reversed	(3,137)	(3,137)	(3,137)
9 IAS 19 Pension costs - reversed	225	225	225
16 NET EXPENDITURE AFTER ADJUSTMENTS	13,226	13,240	13,022
11 Reductions in Service Costs/Income Generation	(387)	(387)	
12 Vacancy Monitoring	-	-	(350)
13 Corporate Income and Expenditure	(5,353)	(5,353)	(5,378)
14 Contributions to/(from) Reserves	4,748	4,748	4,835
15 Central Government Funding	(6,612)	(6,612)	(6,621)
16 NET TOTAL EXPENDITURE	5,622	5,636	5,508
17 Contribution to/(from) balances	(146)	(160)	(32)
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	(146)	(160)	(32)
21 31 March	1,492	1,478	1,606
13 Corporate Income and Expenditure			
Interest Receivable	(849)	(849)	(874)
Collection Fund (Surplus)/deficit - CTax	(150)	(150)	(150)
Collection Fund (Surplus)/deficit - NNDR	(4,354)	(4,354)	(4,354)
Total	(5,353)	(5,353)	(5,378)
14 Contributions to/(from) Reserve Accounts			
Revenue Contributions to Capital Programme	959	959	959
Revenue Contributions to Improvement Grants	200	200	200
Transfer to CPE Surplus Account	162	162	148
Contributions to/(from) earmarked reserves/prior yr grants	355	355	456
Transfer to/(from) Service Improvement Fund	(307)	(307)	(307)
Transfer to/(from) Stability and Resilience Reserve	3,379	3,379	3,379
Total	4,748	4,748	4,835
15 Central Government Funding			
New Burdens Grant and other non-ringfenced grants	(34)	(34)	(43)
New Homes Bonus	(1,696)	(1,696)	(1,696)
Council Tax Freeze Grants	(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	(471)	(471)	(471)
Total	(6,612)	(6,612)	(6,621)

The savings identified by services during the March budget monitoring exercise and amounting to a net underspend of approximately £130k are shown below:

<u>Corporate Services Portfolio</u>	£000
ICT & Facilities	
- Various reductions in premises and supplies and service spend relating to the Council Offices, including gas, canteen subsidy, consultancy fees and tree maintenance.	(18)
- An overspend on Technical Support costs, particularly Data Centre maintenance due to exceptional charges following the power surge in January.	23
Democratic & Customer Services Unit	
- Lower than budget spend across a number of Democratic & Customer Services headings including travel, transport hire, conferences & seminars and stationery.	(14)
Legal Services	
- Increase in Local Land Searches income.	(12)
- Belle Vue Enterprise Centre - increase in spend for one-off inspections and issue of electrical safety certificates, required for legal compliance.	13
- Belle Vue Enterprise Centre – rent receipts are above budget.	(11)
- Rental income above budget in Town Centres and 35/39 High Street, Aldershot.	(12)
- Reduction in spend on Counsels fees.	(15)
- Increased spend on books, publications and licences.	15
- Increase in income to Legal Services, including S106 agreements, recharging of valuation work and other chargeable work.	(20)
Strategy Engagement & Organisational Development	
- Reduction in spend on citizens consultation and engagement due to use of in-house staff as alternative to external suppliers.	(24)

<u>Corporate Services Portfolio (cont)</u>	£000
Financial Services	
- Council Tax collection - reduction in supplies and services costs including magistrate court fees, bankruptcy fees, stationery and software costs.	(10)
- Council Tax collection - reduction in costs recovered.	16
- Increase in spend on temporary staff following Service restructure, covering vacant posts, maternity leave and long term sickness.	31
Other variances within the portfolio, individually below £10k	(24)
<i>Total Corporate Services Portfolio variances</i>	(62)
<u>Environment and Service Delivery Portfolio</u>	£000
Community Services	
Car Parks & Parking Management	
- Shortfall in smartcard sales mainly relating to a reduction in smartcard purchases by one company.	129
- Shortfall in Pay and Display income across various car parks, primarily due to specific store closures (eg M&S in Aldershot), problems with rough sleepers and the impact of building works.	92
- Shortfall in the penalty charge notices income for both car parks and on-street parking, as recruitment of four Civil Enforcement Officer posts was delayed by several months (these posts have now been filled).	71
- Additional notional income for the value of free parking permits to organisations.	(17)
- Savings against budget across various car park repairs and maintenance categories, including lighting, machines and signs.	(18)
- Savings against budget for other supplies and services.	(16)
Recycling	
- Shortfall in income mainly due to the continued decline in the value of glass.	15

<u>Environment and Service Delivery Portfolio (cont)</u>	£000
<p>Maintenance Team</p> <ul style="list-style-type: none"> - Overspend on expenditure on handyman materials, primarily due to additional clean-up costs required at the depot and increased workload of the maintenance teams. 	20
<p>Markets and Car Boot Sales</p> <ul style="list-style-type: none"> - Shortfall in car boot sales income as the Aldershot car boot is not performing as well as predicted. 	42
<p>Planning Services</p> <p>Planning Policy</p> <ul style="list-style-type: none"> - Budget included £80.8k for inspection of the new Local Plan once ready. The Plan is not yet at this stage but funds will be needed next year so a carry forward will be requested. £65.5k of this is PDG funds in Earmarked Reserves. 	(81)
<p>Other variances within the portfolio, individually below £10k</p>	(12)
<i>Total Environment and Service Delivery Portfolio variances</i>	225
<u>Concessions and Community Portfolio</u>	£000
<p>Community Services</p> <ul style="list-style-type: none"> - Grants to major organisations - additional notional cost for the value of free parking permits to organisations. 	23
<p>Financial Services</p> <ul style="list-style-type: none"> - Rent Allowances team – savings across various areas of spend, including contractors, conferences, subscriptions and stationery. 	(10)
<p>Democratic & Customer Services Unit</p> <ul style="list-style-type: none"> - Local Elections – Increase in costs recovered for running other elections, such as the General Election in May 2015. 	(14)
<p>Legal Services</p> <ul style="list-style-type: none"> - Sustainability Initiatives – increased cost recovery from recharging staff time to Hart DC. 	(20)
<p>Other variances within the portfolio, individually below £10k</p>	(17)
<i>Total Concessions and Community Portfolio variances</i>	(38)

<u>Health and Housing Portfolio</u>	£000
Environmental Health & Housing Services	
- Savings against budget due to a reduction in homeless applications in Bed and Breakfast, shorter time spent by applicants in Bed and Breakfast, and the associated storage for their possessions.	(10)
- Increase in spend on voids on Clayton Court. These voids, which RBC fund, are due to the number of rooms that have to be allocated and matching households to the right size accommodation.	17
- Increase in Bond deposits where landlords in the private rented sector won't use the Rushmoor bond scheme hence a cash deposit is the only way to secure accommodation.	12
- Additional licence income for new Houses in Multiple Occupation during the year.	(10)
Other variances within the portfolio, individually below £10k	(9)
<i>Total Health and Housing Portfolio variances</i>	0
<u>Business, Safety & Regulation Portfolio</u>	£000
Planning Services	
Development Control	
- Unbudgeted income from S106 admin charges. No income was budgeted following a court ruling that these charges could be deemed illegal. However some monies were received at the implementation stage of planning permissions granted prior to the ruling.	(57)
- Increase in planning application fee income following an upturn in the second half of the year.	(15)
Building Control	
- Increase in Building Control fee income.	(10)

<u>Business, Safety & Regulation Portfolio (cont)</u>	£000
- Anticipated cost recovery from Hart DC following the launch this year of a shared Building Control service. This is offset in part by a £22k adverse variance in salaries in Building Control as a result of the new arrangements.	(55)
Other variances within the portfolio, individually below £10k	(29)
Total Business, Safety & Regulation Portfolio variances	(166)
<u>Leisure and Youth Portfolio</u>	£000
Community Services	
Parks and Recreation Grounds	(16)
- Net savings across a range of premises and supplies and services areas, including tree survey works and maintenance, playground apparatus and utilities.	(34)
- Additional developer income for Southwood Woodlands SANG. The SANG receipts will be transferred to the SANG Earmarked Reserve from the General Fund.	
Leisure Facilities	
- Reduction in spend on the contractual energy payment at various leisure facilities, including Aldershot Indoor Pool, the Lido, the All Weather Pitches, and Farnborough Leisure Centre.	(15)
- Additional spend relating to RBC's share of the lido season loss.	14
Princes Hall	
- Additional sales income from the pantomime and other shows.	(86)
- Increase in sales income from the £1 increase on ticket prices for the professional shows (not including the pantomime) as part of the 8 point plan actions.	(20)
- Increase in income from refreshments.	(10)
- Reduction in spend on utilities.	(17)

<u>Leisure and Youth Portfolio (cont)</u>	£000
Special Events - Increase in expenditure due to cancellation costs for the firework event.	11
Other variances within the portfolio, individually below £10k	(4)
Total Leisure and Youth Portfolio variances	(177)
Total Non-Salary Portfolio Variances	(218)
Transfers to/from Earmarked Reserves	88
Total Reported Variances	(130)

GENERAL FUND REVENUE BUDGET SUMMARY

APPENDIX A

	Revised Estimate 2015/16 £000	Current Approved Estimate 2015/16 £000	Forecast Outturn 2015/16 £000
PORTFOLIO EXPENDITURE			
1 Corporate Services	1,159	1,159	1,097
2 Environment and Service Delivery	3,903	3,925	4,150
3 Concessions and Community	1,903	1,903	1,865
4 Health and Housing	2,170	2,177	2,177
5 Business, Safety and Regulation	2,828	2,813	2,647
6 Leisure & Youth	4,175	4,175	3,998
7 PORTFOLIO NET EXPENDITURE	16,138	16,152	15,934
8 Capital Accounting Charges - reversed	(3,137)	(3,137)	(3,137)
9 IAS 19 Pension costs - reversed	225	225	225
16 NET EXPENDITURE AFTER ADJUSTMENTS	13,226	13,240	13,022
11 Reductions in Service Costs/Income Generation	(387)	(387)	
12 Vacancy Monitoring	-	-	(350)
13 Corporate Income and Expenditure	(5,353)	(5,353)	(5,378)
14 Contributions to/(from) Reserves	4,748	4,748	4,835
15 Central Government Funding	(6,612)	(6,612)	(6,621)
16 NET TOTAL EXPENDITURE	5,622	5,636	5,508
17 Contribution to/(from) balances	(146)	(160)	(32)
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	(146)	(160)	(32)
21 31 March	1,492	1,478	1,606
13 Corporate Income and Expenditure			
Interest Receivable	(849)	(849)	(874)
Collection Fund (Surplus)/deficit - CTax	(150)	(150)	(150)
Collection Fund (Surplus)/deficit - NNDR	(4,354)	(4,354)	(4,354)
Total	(5,353)	(5,353)	(5,378)
14 Contributions to/(from) Reserve Accounts			
Revenue Contributions to Capital Programme	959	959	959
Revenue Contributions to Improvement Grants	200	200	200
Transfer to CPE Surplus Account	162	162	148
Contributions to/(from) earmarked reserves/prior yr grants	355	355	456
Transfer to/(from) Service Improvement Fund	(307)	(307)	(307)
Transfer to/(from) Stability and Resilience Reserve	3,379	3,379	3,379
Total	4,748	4,748	4,835
15 Central Government Funding			
New Burdens Grant and other non-ringfenced grants	(34)	(34)	(43)
New Homes Bonus	(1,696)	(1,696)	(1,696)
Council Tax Freeze Grants	(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
S31 Grants in relation to Business Rates	(471)	(471)	(471)
Total	(6,612)	(6,612)	(6,621)

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The savings identified by services during the March budget monitoring exercise and amounting to a net underspend of approximately £130k are shown below:

<u>Corporate Services Portfolio</u>	£000
ICT & Facilities	
- Various reductions in premises and supplies and service spend relating to the Council Offices, including gas, canteen subsidy, consultancy fees and tree maintenance.	(18)
- An overspend on Technical Support costs, particularly Data Centre maintenance due to exceptional charges following the power surge in January.	23
Democratic & Customer Services Unit	
- Lower than budget spend across a number of Democratic & Customer Services headings including travel, transport hire, conferences & seminars and stationery.	(14)
Legal Services	
- Increase in Local Land Searches income.	(12)
- Belle Vue Enterprise Centre - increase in spend for one-off inspections and issue of electrical safety certificates, required for legal compliance.	13
- Belle Vue Enterprise Centre – rent receipts are above budget.	(11)
- Rental income above budget in Town Centres and 35/39 High Street, Aldershot.	(12)
- Reduction in spend on Counsels fees.	(15)
- Increased spend on books, publications and licences.	15
- Increase in income to Legal Services, including S106 agreements, recharging of valuation work and other chargeable work.	(20)
Strategy Engagement & Organisational Development	
- Reduction in spend on citizens consultation and engagement due to use of in-house staff as alternative to external suppliers.	(24)

<u>Corporate Services Portfolio (cont)</u>	£000
Financial Services	
- Council Tax collection - reduction in supplies and services costs including magistrate court fees, bankruptcy fees, stationery and software costs.	(10)
- Council Tax collection - reduction in costs recovered.	16
- Increase in spend on temporary staff following Service restructure, covering vacant posts, maternity leave and long term sickness.	31
Other variances within the portfolio, individually below £10k	(24)
<i>Total Corporate Services Portfolio variances</i>	(62)
<u>Environment and Service Delivery Portfolio</u>	£000
Community Services	
Car Parks & Parking Management	
- Shortfall in smartcard sales mainly relating to a reduction in smartcard purchases by one company.	129
- Shortfall in Pay and Display income across various car parks, primarily due to specific store closures (eg M&S in Aldershot), problems with rough sleepers and the impact of building works.	92
- Shortfall in the penalty charge notices income for both car parks and on-street parking, as recruitment of four Civil Enforcement Officer posts was delayed by several months (these posts have now been filled).	71
- Additional notional income for the value of free parking permits to organisations.	(17)
- Savings against budget across various car park repairs and maintenance categories, including lighting, machines and signs.	(18)
- Savings against budget for other supplies and services.	(16)
Recycling	
- Shortfall in income mainly due to the continued decline in the value of glass.	15

<u>Environment and Service Delivery Portfolio (cont)</u>	£000
<p>Maintenance Team</p> <ul style="list-style-type: none"> - Overspend on expenditure on handyman materials, primarily due to additional clean-up costs required at the depot and increased workload of the maintenance teams. 	20
<p>Markets and Car Boot Sales</p> <ul style="list-style-type: none"> - Shortfall in car boot sales income as the Aldershot car boot is not performing as well as predicted. 	42
<p>Planning Services</p> <p>Planning Policy</p> <ul style="list-style-type: none"> - Budget included £80.8k for inspection of the new Local Plan once ready. The Plan is not yet at this stage but funds will be needed next year so a carry forward will be requested. £65.5k of this is PDG funds in Earmarked Reserves. 	(81)
<p>Other variances within the portfolio, individually below £10k</p>	(12)
<i>Total Environment and Service Delivery Portfolio variances</i>	225
<u>Concessions and Community Portfolio</u>	£000
<p>Community Services</p> <ul style="list-style-type: none"> - Grants to major organisations - additional notional cost for the value of free parking permits to organisations. 	23
<p>Financial Services</p> <ul style="list-style-type: none"> - Rent Allowances team – savings across various areas of spend, including contractors, conferences, subscriptions and stationery. 	(10)
<p>Democratic & Customer Services Unit</p> <ul style="list-style-type: none"> - Local Elections – Increase in costs recovered for running other elections, such as the General Election in May 2015. 	(14)
<p>Legal Services</p> <ul style="list-style-type: none"> - Sustainability Initiatives – increased cost recovery from recharging staff time to Hart DC. 	(20)
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**CAPITAL PROGRAMME MONITORING & FORECASTING 2015/16
POSITION AS AT MARCH 2016**

1. INTRODUCTION

1.1 This report informs Members of the position regarding the Council's Capital Programme for 2015/16, based on the monitoring exercise carried out during February and March.

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 Capital Programme position is shown in Appendix A.

3. CURRENT POSITION

3.1 The Council approved the Revised 2015/16 Capital Programme of £9,340,000 on 25th February 2016. Subsequently approved schemes totalling £265,000 bring the total approved Capital Programme for 2015/16 to £9,605,000.

3.2 Based on the February/March 2016 monitoring exercise, the forecast outturn for 2015/16 is expected to be £4,859,000; with a forecast shortfall of £4,746,000 against the approved Total Capital Programme of £9,605,000.

3.3 Of this shortfall:

Scheme	£000s
Schemes forecast to slip to 2016/17 (see 3.5 below)	(4,500)
Schemes forecast to underspend in 2015/16 (see 3.6 below)	(395)
Schemes forecast to overspend in 2015/16 (see 3.7 below)	149
Total Forecast Programme Shortfall 2015/16	(4,746)

3.4 The major scheme slippages identified to date are:

Scheme	Explanation	£000s
Council Properties - Purchase of Land - Ball Hill (SANG)	Delay to 2016/17 as vendor is seeking to agree higher sale price than previously agreed. Evidence is being sought to support this.	(1,696)
Depots - Lysons Avenue Depot	Land not yet purchased, should take place in 2016/17	(1,550)
Activation Aldershot - Phase 2 - Town Centre Improvements	Some costs have been delayed to 16/17 as the composite element of the shop front improvements extended the time necessary for preparation and planning permission. Final retention fees will also be held until next year.	(367)
Council Properties - Leasehold Purchase Plot 20 Blackwater Way Ind Est	Funding is conditional upon securing a tenant for the unit, viewed as likely to take place Summer 2016. Cabinet approved 02/02/16.	(265)
Car Parks - Provision for Enhancements	Further works to be carried out in refurbishing the High Street MSCP plus resurfacing Pinehurst car park and the service road along the Leisure Centre.	(220)
Aldershot Pools Complex - Roof Insulation and Coating over Pools	Quotes have been received however it has been identified that there is a structural fault in the roof and are now awaiting a scheme for repair, which will delay works until 2016/17	(119)
Alpine Snowsports - Replacement Toilets & Viewing Area Building	Slippage to 2016/17 following review of options as part of a larger development	(64)
Cycleway Links - Cove Brook Greenway	Works pending, slip remaining budget	(47)

3.5 The major forecast underspends arise on the following schemes:

Scheme	Explanation	£000s
Grants To Registered Social Landlords - Grants To Registered Social Landlords	Reduction in spend due to decision taken to pay all of the grant for Alexandra Rd on completion of the units to cut down on grant admin. Also a First Wessex scheme which Rushmoor was intending to fund is delayed due to highways stopping up issues. Finally other opportunities have not come forward	(114)

Scheme	Explanation	£000s
Improvement Grants - Home Loan Scheme (Discretionary)	Underspend offered as part of budget challenge	(105)
Improvement Grants - Housing Renewal Grants (Discretionary)	Underspend offered as part of budget challenge	(99)
ICT Strategy & Customer First Projects - Uniform/Confirm Upgrade	Reductions in spend on the Confirm Connect mobile project as costs have been managed within the Channel Shift project	(30)

3.6 The major forecast overspends arise on the following schemes:

Scheme	Explanation	£000s
ICT Strategy & Customer First Projects - Server Virtualisation (Rationalisation) -	Budget for Server Virtualisation was set lower than the final tender pricing, specifically around the implementation costs.	89
Council Offices - Co-Location Project Phase 3	Pre-spend part of 2016/17 budget as project progressed quicker than initially anticipated.	35

4. CONCLUSIONS

- 4.1 Material variations have been identified on several schemes and these are shown above along with any material slippages into 2016/17.
- 4.2 A significant portion of the slippage (£3,246,000) is due to two large land purchases in respect of provision of a Council-owned depot and for acquisition of land for Suitable Alternative Natural Green Space. Transactions of this type are often complex and protracted and therefore it is difficult to estimate the exact timing of such acquisitions.
- 4.3 Once slippage is allowed for, the level of variation against the forecast programme is not material being a net underspend of £246,000 against budgeted spend of £5,105,000, which is a variance of around 5%.

5. RECOMMENDATION

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

AMANDA FAHEY
HEAD OF FINANCIAL SERVICES

CAPITAL PROGRAMME MONITORING SUMMARY 2015/16

PORTFOLIO	REVISED BUDGET 2015/16	ADDITIONAL BUDGET APPROVALS 2015/16	TOTAL APPROVED BUDGET 2015/16	ACTUAL AS AT 0	VARIANCE	FORECAST SPEND 2015/16	FORECAST SPEND LESS APPROVED BUDGET	SLIPPAGE TO 2016/17
	£	£	£	£	£	£	£	£
CORPORATE SERVICES	2,752,000	265,000	3,017,000	460,678	(2,556,322)	1,148,955	(1,868,045)	1,978,000
LEISURE AND YOUTH	699,000	0	699,000	289,515	(409,485)	433,460	(265,540)	256,540
ENVIRONMENT & SERVICE DELIVERY	4,551,000	0	4,551,000	2,217,106	(790,939)	2,256,102	(2,294,898)	2,265,000
BUSINESS, SAFETY AND REGULATION	0	0	0	0	0	0	0	0
HEALTH AND HOUSING	1,338,000	0	1,338,000	485,407	(852,593)	1,020,000	(318,000)	0
TOTAL	9,340,000	265,000	9,605,000	3,452,706	(4,609,339)	4,858,517	(4,746,483)	4,499,540

<u>Variations to Programme Approved 2015/16</u>	<u>Approved By</u>	<u>Date</u>	<u>£</u>
Original Budget 2015/16	Full Council	25/02/2016	9,340,000
5214-Leasehold purchase plot 20 Blackwater Way Ind Est	Cabinet	02/02/2016	265,000
		Total Approved Budget	9,605,000

**CABINET
29 MARCH 2016**

**HEAD OF FINANCIAL SERVICES
REPORT NO. FIN1609**

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2016/17

1. PURPOSE

- 1.1 This report provides some background to the direction issued by the Secretary of State for Communities and Local Government on the 17th December 2015 relating to the treatment of costs as capital expenditure and the updated guidance on the flexible use of capital receipts published March 2016.
- 1.2 The changes proposed require the Council to set a strategy in order to take advantage of this favourable short-term relaxation of expenditure rules.
- 1.3 A draft strategy for the flexible use of capital receipts 2016/17 is attached at Appendix A for consideration and submission to full Council for approval.

2. BACKGROUND

- 2.1 In the Autumn Statement 2015, the Chancellor announced changes to the rules for use of capital receipts. For a 3-year period from 1st April 2016, local authorities will be able to spend any revenues generated from selling fixed assets, (including property, shares and bonds) to fund the cost of improvements to services.
- 2.2 Under normal rules, capital receipts can only be used to fund capital expenditure such as the purchase of capital assets or improvements to existing assets. The new flexibilities will enable Councils to use income from the sale of certain assets to fund the short-term revenue costs that support invest-to-save and efficiency projects in order to provide revenue savings in the future.
- 2.3 These new rules fit well with the Council's Medium-Term Financial Strategy and its 8-point plan for achieving financial sustainability. The Service Improvement Fund (SIF) currently supports our 8-point plan projects, including efficiency measures, invest-to-save projects and new income generation plans. Given the level of savings required over the medium-term and the number and scope of projects within the plan, it will be important to maintain funding for these projects. However, the current forecast does not allow for additions to the SIF. The use of capital receipts means that these essential projects can be progressed without putting additional pressure on revenue resources.

3. STATUTORY GUIDANCE

- 3.1 The Department for Communities and Local Government published its updated statutory guidance on 11th March 2016, which set out requirements for a dedicated strategy document, the timing and content of such strategies and methodology for review.

3.2 The key points from the guidance are as follows:

- The guidance applies from 1 April 2016 – 31 March 2019
- The Council can only use receipts from the disposal of property, plant and equipment **received within the period to which the guidance applies** i.e. it cannot use its existing stock of capital receipts from the sale of assets in previous years
- A strategy setting out the projects to be funded through the flexible use of capital receipts should be prepared annually and presented to full Council
- The strategy should list each project that plans to make use of the flexibility alongside the expected benefits of each of those projects
- The strategy should show the effect of the plans on the Council's prudential indicators
- Subsequent strategies should report on the projects approved in previous years and whether planned savings or efficiencies have been realised
- Strategies may be revised during the year – revised strategies will need to be copied to DCLG.
- Approved strategies should be made available on-line, free of charge

3.3 Qualifying expenditure under the guidance is defined as:

'Expenditure on any project that is designed to generate ongoing revenue savings in the delivery of public services and/or transform service delivery to reduce costs and/or transform service delivery in a way that reduces costs or demands for services in future years for any of the public sector delivery partners'

3.4 It is for individual authorities to decide whether or not a project falls within the guidance criteria and therefore qualifies. Set-up and implementation costs of new processes or arrangements can be classified as qualifying expenditure. On-going revenue costs of those new processes or arrangements will not qualify.

3.5 The guidance includes examples such as feasibility work, setting up pilot schemes, restructuring costs where this leads to on-going savings or service transformation, driving a digital approach to deliver efficient services and setting up commercial or alternative delivery options.

4. CAPITAL PROGRAMME 2016/17

4.1 As qualifying costs will be treated as capital expenditure, a variation to the capital programme will be required. The total estimated expenditure, as set out in the following strategy, is £500,000.

5. FUTURE APPROACH

5.1 The guidance confirms that the strategy does not have to be a separate document and instead its requirements can be met by including the relevant information with the Annual Budget documents or within the Medium-Term Financial Strategy. Where appropriate, it could alternatively form part of the Efficiency Plan that Councils are required to produce if they sign up to the four-year settlement offered to local authorities as part of the Local Government Finance Settlement 2016/17.

- 5.2 The timing of the release of the updated guidance (March 2016) has meant that the Council was unable to include the Strategy for 2016/17 within its Medium-Term Financial Strategy or its budget report which were approved by Council on 10th December 2015 and 25th February 2016 respectively. In addition, the Council has not yet formally considered whether to accept the four-year funding deal from government, having until October 2016 to do so. Therefore, it has not produced a separate Efficiency Plan for that purpose at this date.
- 5.3 In future years, it would be more efficient to incorporate the requirements of the Strategy into one of these other documents. For the current year however, it is expedient to produce a separate Strategy for the Flexible Use of Capital Receipts in order to ensure the Council is best placed to take advantage of the changes from the earliest available date.

6. RECOMMENDATIONS

6.1 Members are requested to:

- a) note the contents of this report
- b) approve a variation to the capital programme for 2016/17 of £500,000 and
- c) recommend the Strategy for the Flexible Use of Capital Receipts 2016/17 (as attached at Appendix A) to Council for approval.

AMANDA FAHEY
HEAD OF FINANCIAL SERVICES/CHIEF FINANCIAL OFFICER

Background papers:

Statutory Guidance on the Flexible Use of Capital Receipts (updated)
Department for Communities and Local Government
March 2016

[Final guidance on flexible use of capital receipts - Publications - GOV.UK](#)

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2016/17

1. INTRODUCTION

1.1 This strategy has been prepared in response to the Secretary of State's direction for the *Treatment of Costs as Capital Expenditure*, issued 17 December 2015, under sections 16(2)(b) and 20 of the Local Government Act 2003 ("the Act").

1.2 The strategy has regard to the *Guidance on Flexible Use of Capital Receipts* issued by the Secretary of State under section 15 (1)(a) of the Act and the following publications issued by the Chartered Institute of Public Finance and Accountancy (CIPFA):

- *The Prudential Code for Capital Finance in Local Authorities*
- *The Code of Practice on Local Authority Accounting*
- *Treasury Management in the Public Services: Code of Practice and Sectoral Guidance Notes*

1.3 The strategy covers:

- Review and monitoring
- Disposal of assets to generate capital receipts
- Service reform projects
- Qualifying costs
- Expected benefits
- Impact on prudential indicators

2. STRATEGY REVIEW

2.1 The Strategy is required to be updated at least annually; this can be done as a separate strategy document or as part of the Medium Term Financial Strategy or annual budget process.

2.2 Subsequent strategies will report on the progress of each project and whether planned savings or efficiencies have been realised.

2.3 Where strategies are revised during the year, they must be approved by Council and copied to DCLG.

3. DISPOSAL OF ASSETS TO GENERATE CAPITAL RECEIPTS

3.1 Only receipts from the disposal of capital assets received after 1st April 2016 will be eligible for use to fund qualifying costs of service reform.

3.2 The Legal and Estates department is currently reviewing the Council's portfolio of assets as part of the "Better Use of Property and Assets"

section of the Council's 8-point plan. As part of this work, assets will be identified that are suitable for disposal in order to generate receipts that may be used to support other invest-to-save and efficiency projects.

- 3.3 Any intended disposals will be reported to Cabinet for approval.
- 3.4 It is estimated that receipts of around £500,000 will be received during 2016/17 for use under this strategy.

4. SERVICE REFORM PROJECTS

- 4.1 The Council already has an 8-point plan for achieving financial sustainability and the majority of projects for service reform, set out in Table 1, have been drawn from the existing plan. The plan is an adaptive one, which is periodically updated as the financial position changes and as new projects are developed.
- 4.2 Service reform projects can still be financed in whole or in part from other sources e.g. the Service Improvement Fund. The Council is not obliged to fund these projects from capital receipts, however, on the adoption of this strategy, will have the option to do so.

5. QUALIFYING COSTS

- 5.1 In order to be met from capital receipts, costs must meet the definition set out in the direction i.e. that the costs are incurred in order to generate ongoing revenue savings in the delivery of services and/or transform service delivery in a way that reduces costs or demand for services.
- 5.2 Set-up and implementation costs can be counted as qualifying costs while the on-going revenue costs of new processes or arrangements cannot.

6. EXPECTED BENEFITS

- 6.1 A short description of the expected benefits of each project is set out in the following table with an initial estimate of the qualifying costs and the potential future saving.

TABLE 1 - SERVICE REFORM PROJECTS**Efficiency and Transformation projects**

Project	Project Description	Project Deliverables	Benefits	£	Qualifying costs	£
Systems Thinking	To improve the delivery of services and reduce costs by embedding the systems thinking approach throughout the organisation	Service reviews Embedding learning Support to sustainability initiatives including Channel Shift (see below)	Reduced processing times Improved customer experience Streamlined processes leading to reduced costs	£50k p/a (in addition to savings shown against other initiatives)	Backfill of staff time during reviews. Initial set up costs e.g. for IT system changes Training delivery costs	£25k
Channel Shift and Mobile Working	The provision of effective and efficient channels through which services are delivered and by which customers have contact with the Council	New customer contact platform Self-service portal Mobile working for front-line staff Decommissioning of legacy systems Web site redesign Electronic post solution	Reduced processing times Improved customer experience Reduction in IT costs Streamlined back office processes leading to reduced costs	£280k by 2018/19	Project management costs. Specialist IT support. Cost of service reconfiguration, restructuring or rationalisation.	£50k

Income Generation and Investment Opportunities

Project	Project Description	Project Deliverables	Benefits	£	Qualifying costs	£
Housing Initiatives (i)	Creation of new income generating assets	Provision of decking on Union Street West car park with potential for residential development on Union Street East car park	Maintain income from parking and sufficient capacity to meet customer needs Generate rental income and/or capital receipts from residential development	£70k p/a	Feasibility study	£45k

APPENDIX A

Housing Initiatives (ii)	Explore options for the development of a Special Purpose Vehicle/Housing company	To enable the Council to invest in residential property to generate revenue returns	Setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue	Dependant on number of properties sourced, state of the market, level of returns.	Consultancy costs to advise on delivery options Set up costs	£40k
Property Investment	To invest in property, diversifying the asset portfolio and securing greater returns	Developing an Asset Management Strategy Maximising returns on existing assets Purchase of new investment assets to generate revenue returns Potential joint working with other Local Authorities via a Joint Venture (JV)	Increased revenue returns Diversified portfolio Agile service able to respond quickly to the market	Difficult to quantify at this stage – depends on number of properties sourced, state of the market, level of returns. Minimum expected 2016/17 £250k	Consultancy costs to assist with development of strategy, initial processes, action plan and documentation. Call off support to deliver action plan. Potential requirement for backfill of staffing. Set up costs of JV	£40k
Commercial trading	Developing commercial trading opportunities by setting up commercial or alternative delivery models to deliver services more efficiently and bring in revenue (for example, through selling services to others)	Develop a cost recovery model for selling services to business, initially within the Environmental Health & Housing service Set up a trading company or other delivery vehicle, as experience is gained and opportunities are identified	Develop a more commercial skillset Build knowledge and experience Increase revenue Use spare capacity Forge better links with business	£50k p/a	Set-up & implementation costs Potential staff backfill Project staffing	£40k

Better Use of Property and Assets

Project	Project Description	Project Deliverables	Benefits	£	Qualifying costs	£
Asset review	Review/consolidation of existing property portfolio	Developing an asset management strategy (links to project above – property investment) Review of existing assets and associated income and costs Divestment of surplus assets	Ensuring asset portfolio is fit for purpose Reducing costs of current portfolio Increasing revenue from current portfolio Streamlining processes	Dependant on number of properties consolidated/divested Minimum estimate £50k	Feasibility work Project staffing costs (or backfill costs) Initial scoping work - identification of assets and associated costs /income	£50k
Co-location Programme	To create an appropriate and effective working environment which secures financial benefit and prepares the Council to meet future changes in services	To take a holistic view of the Council's estate in order to make best use of space available for service provision, letting of office space to third parties and reviewing the potential for redevelopment of Council assets.	Optimal use of Council buildings leading to increased rental income, potential capital receipt, efficiencies from locating services in the 'right' place, service efficiencies from co-locating with other public sector partners	£100k - £200k	Feasibility work Implementation costs Project staffing costs (or backfill) Decant costs	£40k

Organisational Structure

Project	Project Description	Project Deliverables	Benefits	£	Qualifying costs	£
Structural review	Review the functional and organisational arrangements of the Council, identifying a range of possible options for the design of the organisation and the implications of future ways of working	'Form follows function' A well-designed structure that brings together services/tasks with common aims or processes, creating efficiencies of scale and streamlining processes.	Less duplication More communication and working together for a common purpose Reduction in staffing costs Reduced management overhead	£65k - £300k	Funding the cost of service reconfiguration, restructuring or rationalisation	£50k

Better Procurement

Project	Project Description	Project Deliverables	Benefits	£	Qualifying costs	£
Future delivery of major contracts	To explore new ways of delivering services while maintaining or improving service standards and reducing costs for <ul style="list-style-type: none"> - Waste and Recycling collection - Street Cleansing - Grounds Maintenance - Public Convenience cleaning 	Move towards a more outcomes based approach Better use of technology	Improved customer focus Faster processing of queries, more reactive service Income generation through working in partnership with the contractor Reduced service costs	Savings expected but as currently going through tender process are of a commercially sensitive nature and therefore not disclosed here	Legal expertise Consultants Backfill for staffing project team	£60k
Future delivery of leisure services	To explore new ways of delivering services while maintaining or improving service standards and reducing costs	To provide appropriate quality leisure services linked with wider well-being outcomes, with little or no subsidy from the general tax payer	Reduced service cost Improved well-being of local residents	Yet to be evaluated	Legal expertise Consultants Backfill for staffing project team	£60k

7. PRUDENTIAL INDICATORS

The Local Government Act 2003 requires the Council to have regard to the Chartered Institute of Public Finance and Accountancy's *Prudential Code for Capital Finance in Local Authorities* (the Prudential Code). The objectives of the Prudential Code are to ensure, within a clear framework, that the capital investment plans of local authorities are affordable, prudent and sustainable, and that treasury management decisions are taken in accordance with good professional practice. To demonstrate that the Council has fulfilled these objectives, the Prudential Code sets out indicators that must be set and monitored each year. The flexible use of capital receipts as set out above will change some of the previously published indicators as set out below:

1. **Estimates of Capital Expenditure:** The Council's planned core capital expenditure and financing may be summarised as follows:

Capital Expenditure and Financing	2015/16 Revised £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m
General Fund	9.340	9.302	5.317	1.150
TOTAL EXPENDITURE	9.340	9.302	5.317	1.150

Capital Receipts	5.780	5.977	3.470	(0.037)
Capital Grants & Contributions	2.401	2.575	1.097	0.437
Revenue	1.159	0.750	0.750	0.750
TOTAL FINANCING	9.340	9.302	5.317	1.150

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

Ratio of Financing Costs to Net Revenue Stream	2015/16 Revised %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %
General Fund	-7	-5	-5	-5

The ratio is negative as the Council currently has net interest income.

3. **Incremental Impact of Capital Investment Decisions:** This is an indicator of affordability that shows the impact of capital investment decisions on Council Tax levels.

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

AGENDA ITEM NO. 4

CABINET
29 March, 2016

DIRECTORS' MANAGEMENT
BOARD REPORT
REPORT NO. DMB1601

**CORPORATE STRATEGY AND CORPORATE PLAN 2015/16 –
QUARTER 3 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 third of these reports for the 2015/16 financial year (1st October 2015 to 31st December 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 third quarter of 2015/16.

DIRECTORS' MANAGEMENT BOARD

8 March, 2016

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



**Strategic and Performance
Management Updates
Quarter 3 2015-16
(1st October 2015 to 31st December 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	5
5. Education and skills data	6
6. Economy data	14
7. Heath data	19
Section Two: – Corporate sustainability – Rushmoor Fit for the Future	
1. Summary	20
2. Budget and savings process overview	21
3. The 8 Point Plan	22
4. Organisational Development	33
Section Three: Key initiatives and service measures	
1. Summary	35
2. People and Communities – Supporting our and communities and meeting local needs	36
3. Prosperity - Sustaining and developing our local economy	43
4. Place - Protecting and developing a safe, clean and sustainable environment	47
5. Leadership - Providing leadership to make Rushmoor the place where our communities want to live and work	53
6. Good Value Services - Ensuring quality services that represent good value for money	57

Section One: Sustainability of place

1. Summary

Crime

- During Quarter 3 total crime in Rushmoor decreased (-24%, n342) compared to the same time last year.
- Reports of anti-social behaviour reduced by 10% (n60).

Education and skills

- GCSE results by school location put Rushmoor in the bottom 5% nationally, and only one (25%) of Rushmoor secondary schools has results above the national average.
- As of the 1st of January 2016, eight out of the 34 schools in Rushmoor were graded Requires Improvement by Ofsted (Cove Secondary, Fernhill Secondary, Connaught Secondary, Cherrywood Primary, Fernhill Primary, Pinewood Infants, Southwood Infants and Manor Junior). No schools in Rushmoor were graded Inadequate and 33.3% of primary schools in Rushmoor were graded Outstanding.

Economy

- In December 2015 there were 559 Rushmoor residents claiming Job Seeker Allowance (JSA), this represents 0.9% of Rushmoor's working age population (16-64), this is a slight decrease from 579 claimants at the end of last quarter.
- There has been a drop of 275 claims in the past year to 7,267; this can be attributed to the introduction of our CTS scheme and an improvement in those of working age finding employment.
- According to measures from 2015, there is a difference of £83 in the weekly wages of those who work in Rushmoor being paid more than those who live in Rushmoor. The gap has decreased in the last 12 months. Rushmoor residents take home less than the average for Hampshire, the South East and Great Britain.

2. Demographics of our population – no new data

3. Deprivation data – [Links with People and Communities Priority](#) – no new data

4. 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 53).

Yearly 3rd 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	141	176	116	34	25%	-60	-34%
1c Violence without Injury	175	203	205	28	16%	2	1%
2a Rape	9	13	9	4	44%	-4	-31%
2b Other Sexual Offences	13	27	22	14	108%	-5	-19%
3a Robbery of Business Property	4	0	0	-4	-400%	0	0%
3b Robbery of Personal Property	6	11	3	5	83%	-8	-73%
4a1 Burglary in a dwelling	58	44	18	-14	-24%	-26	-59%
4a2 Burglary in a building other than a dwelling	87	58	33	-29	-33%	-25	-43%
4b Vehicle Offences	109	90	79	-19	-17%	-11	-12%
4c Theft from the Person	22	17	11	-5	-23%	-6	-35%
4d Bicycle Theft	40	28	22	-12	-30%	-6	-21%
4e Shoplifting	120	178	106	58	48%	-72	-40%
4f All Other Theft Offences	142	153	126	11	8%	-27	-18%
5a Criminal Damage	204	226	182	22	11%	-44	-19%
5b Arson	3	3	2	0	0	-1	-33%
6a Trafficking of Drugs	8	7	15	1	-13%	8	114%
6b Possession of Drugs	90	65	25	25	-28%	-40	-62%
7 Possession of Weapons Offences	9	5	7	4	-44%	2	40%
8 Public Order Offences	60	107	91	47	78%	-16	-15%
9 Miscellaneous Crimes Against Society	14	26	23	12	86%	-3	-12%
Total	1314	1437	1095	123	9%	-342	-24%
ASB	592	594	534	2	0%	-60	-10%

(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.

Crime outcomes

The following data is from data.police.uk and shows the crime outcomes in Rushmoor for 2014/15. Crime outcome data in Rushmoor appears to be similar to the outcome data for Hampshire.

Outcome for crimes in Rushmoor 2014/15	Number	Rushmoor	Hampshire
Investigation complete; no suspect identified	2012	40.7%	43.4%
Unable to prosecute suspect	924	18.7%	18.5%
Suspect charged	801	16.2%	14.3%
Local resolution	202	4.1%	3.8%
Offender fined	147	3.0%	1.9%
Offender given a caution	147	3.0%	3.0%
Offender given community sentence	144	2.9%	2.7%
Offender sent to prison	132	2.7%	2.5%
Offender given a drugs possession warning	83	1.7%	1.5%
Defendant found not guilty	78	1.6%	1.6%
Formal action is not in the public interest	67	1.4%	1.6%
Offender given suspended prison sentence	48	1.0%	1.2%
Offender otherwise dealt with	37	0.7%	0.5%
Offender ordered to pay compensation	35	0.7%	0.4%
Court case unable to proceed	33	0.7%	0.7%
Offender given penalty notice	30	0.6%	0.9%
Offender given conditional discharge	17	0.3%	1.2%
Suspect charged as part of another case	7	0.1%	0.4%
Offender deprived of property	4	0.1%	0.1%
Offender given absolute discharge	-	-	0.0%
Defendant sent to Crown Court	-	-	0.0%
Total	4948	100.0	100.0

(Source: data.police.uk <https://data.police.uk/>)

5. Education and skills

Ofsted

Ofsted inspects and rates education institutions, into four grades:

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

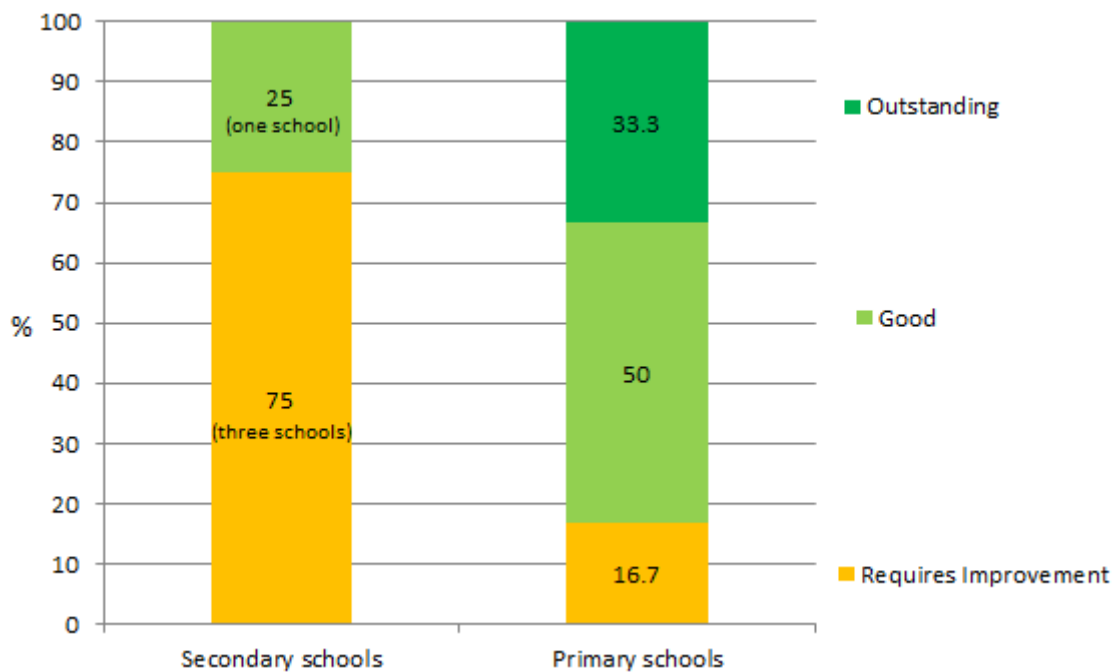
Rushmoor has 30 primary schools and 4 secondary schools. As of 1st January 2016, 33.3% of primary schools in Rushmoor are graded Outstanding, 50% are graded Good, 16.7% (five

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 January 2016 2015, Wavell secondary school was graded Good (25%), and Connaught, Cove and Fernhill schools were graded Requires Improvement (75%).

The following chart shows % of Rushmoor primary and secondary schools in each Ofsted category as of 1st January 2016.






























































% of Rushmoor schools in each Ofsted category as of 1st January 2016



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

Key stage 2

In December 2015, the Key Stage results were released. The following table shows the percentage of children at the end of year 6 achieving Level 4 (average level of attainment) or above in reading, writing and maths, in the 18 schools with Key Stage 2 children.

% achieving Level 4 or above in reading, writing and maths							
Key:  Improved  Stayed the same  Declined							
Green text indicates the results are above the England average							
School	2012		2013		2014	2015	
Cherrywood Primary	75%		76%		87%		72%
Cove Junior	73%		84%		83%		85%
Fernhill Primary	77%		68%		61%		67%
Grange Community Junior	83%		72%		82%		98%
Guillemont Junior	67%		74%		72%		92%
Manor Junior	78%		80%		65%		85%
Newport Junior	84%		80%		88%		87%
Park Primary	47%		69%		68%		63%
South Farnborough Junior	87%		79%		88%		90%
St Bernadette's Primary	83%		69%		86%		84%
St Joseph's Primary	90%		87%		97%		97%
St Mark's CE Primary	86%		79%		81%		93%
St Michael's CE Junior	77%		70%		78%		82%
St Patrick's Primary	97%		94%		93%		77%
St Peter's CE Junior	94%		92%		90%		97%
Talavera Junior	62%		69%		75%		68%
Tower Hill Community	86%		85%		87%		93%
Wellington Community Primary (opened in 2013)	N/A		N/A		93%		94%
Hampshire average	77%		78%		82%		83%
England average	75%		75%		79%		80%

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

Between 2014 and 2015, 61% of school results have improved and 72% of the schools have results above the England average.


































Key Stage 4 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.

School results

The school 2015 Key Stage 4 (GCSE) results were released on the 21st January. Only one school (Wavell) has results above the Hampshire and England averages, and only one school (Cove) showed an improvement in results between 2014 and 2015.

% achieving 5+ A*-C GCSEs including Maths and English						
Key:  Improved  Stayed the same  Declined						
Green text indicates the results are above the England average						
School	2010	2011	2012	2013	2014	2015
Connaught School	40% 	42% 	44% 	36% 	48% 	29%
Cove School	50% 	46% 	47% 	51% 	38% 	45%
Fernhill School	57% 	48% 	42% 	43% 	46% 	40%
Wavell School	54% 	60% 	58% 	44% 	62% 	61%
Hampshire average	58.9% 	60.8% 	58.5% 	60% 	58.9% 	59.7%
England average	53.5% 	59% 	59.4% 	59.2% 	53.4% 	53.8%

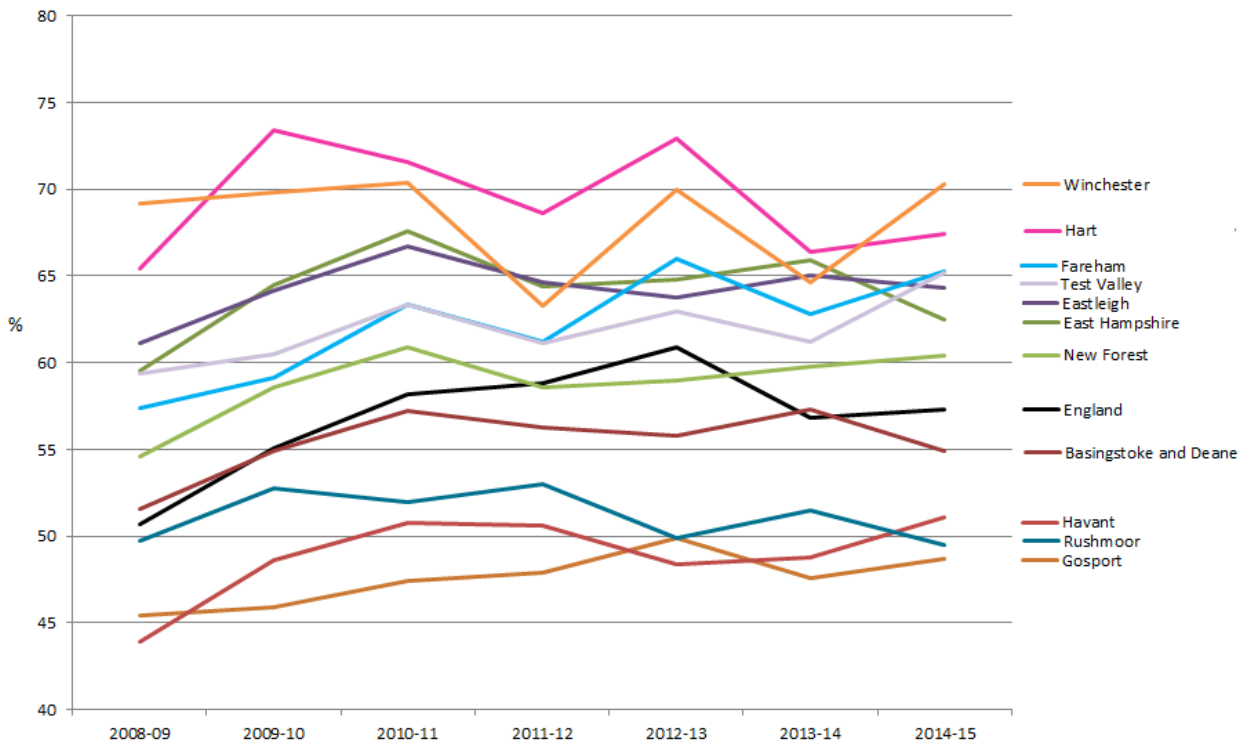
(Source: Department for Education <http://www.education.gov.uk/>)

The borough also contains two independent Catholic schools that cater for secondary education. These are Farnborough Hill and Salesian College (both have sixth forms). Also, there is Hawley Place, which is just over the Rushmoor boundary in Hart. All three schools have excellent exam results with between 93% and 100% of pupils achieving 5+ A*-C GCSEs (or equivalent) including English and maths in 2015.

GCSE results by location of pupil residence

The following chart shows the proportion of pupils in Rushmoor, achieving 5 or more GCSEs at grades A*- C including English and mathematics (%), compared to the other districts in Hampshire and the average for England. At 49.5% Rushmoor has the second lowest result in Hampshire and is in the bottom 15% of results nationally (ranks 37 out of 326 local authorities). It should be noted that this data is by location of pupil residence and not all children in Rushmoor attend Rushmoor secondary schools maintained by Hampshire County Council.

**% of pupils at the end of KS4 achieving 5+ A*-C GCSEs (including English and mathematics)
by location of pupil residence**



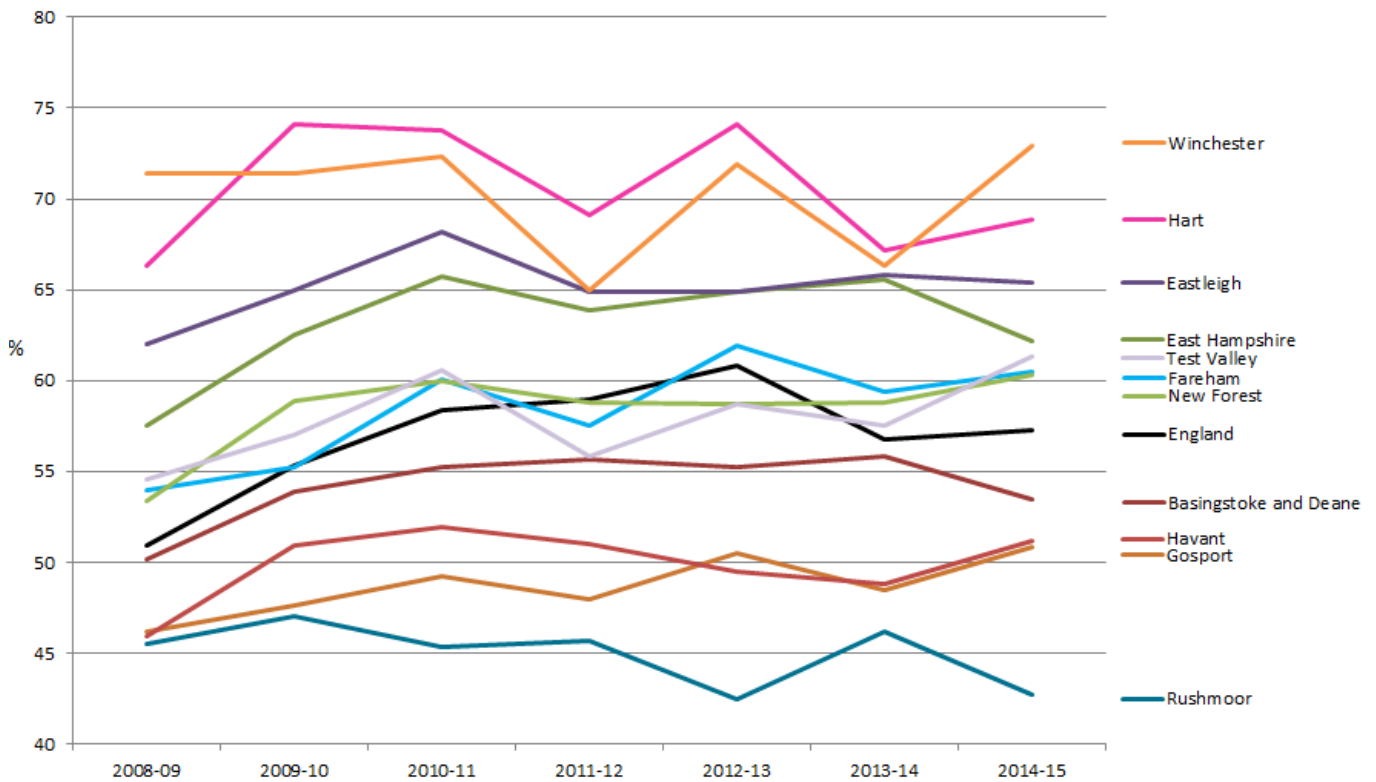
(Source: Department for Education <https://www.gov.uk/government/statistics/reviced-gcse-and-equivalent-results-in-england-2014-to-2015>)

Note: Due to school reforms in 2013-14 the results between 2013 and 2014 are not directly comparable, and the GCSE results for location of schools has been used for the England result in 2015-16 as the result by residence was unavailable.

GCSE results by location of school

The following chart shows the proportion of pupils in Rushmoor state maintained schools (including academies and City Technology Colleges), achieving 5 or more GCSEs at grades A*- C including English and mathematics (%), compared to the other districts in Hampshire and the average for England. Maintained schools are funded by central government via the local authority and do not charge fees to students. Rushmoor has the lowest results in Hampshire. At 42.7% Rushmoor has the 7th lowest results of the 326 local authority areas in the Country (in the bottom 5%).

**% of pupils at the end of KS4 achieving 5+ A*-C GCSEs (including English and mathematics)
by location of school**

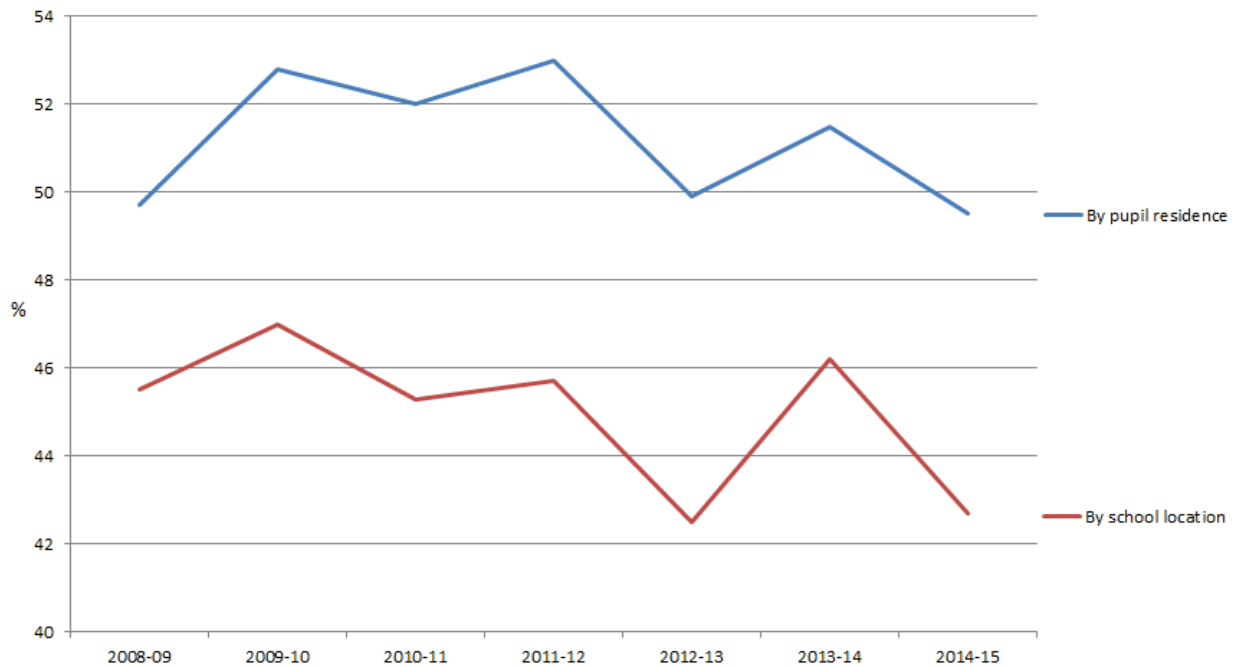


(Source: Department for Education <https://www.gov.uk/government/statistics/revised-gcse-and-equivalent-results-in-england-2014-to-2015>)

Note: Due to school reforms in 2013-14 the results between 2013 and 2014 are not directly comparable

The following chart shows the difference in the results for Rushmoor, by pupil residence and by school location. The difference is because not all school children who live in Rushmoor attend state maintained schools in the borough and some pupils attending state maintained schools will be from outside Rushmoor.

% of pupils achieving 5 or more GCSEs at grade A*-C including English and mathematics, by pupil residence and by school location



(Source: Department for Education <https://www.gov.uk/government/statistics/revised-gcse-and-equivalent-results-in-england-2014-to-2015>)

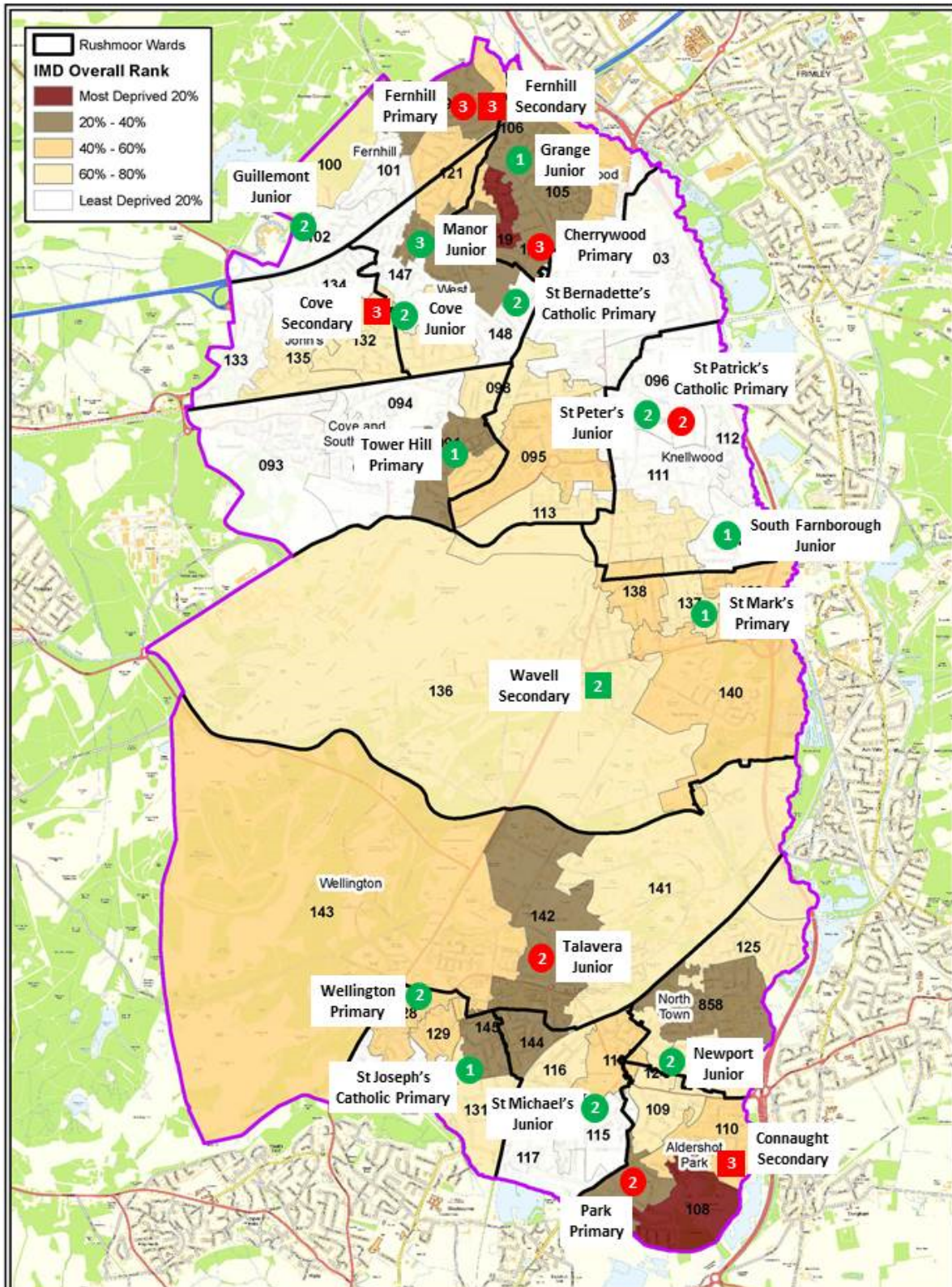
Note: Due to school reforms in 2013-14 the results between 2013 and 2014 are not directly comparable

Key Stage 2 and 4 results and current Ofsted ratings

The following map shows the 2015 Key Stage 2 and 4 results (and whether the results are above or below the England average) in the state maintained schools in Rushmoor and what the Ofsted rating is for each school as of 1st January 2016. The background map is the 2015 Indices of Multiple Deprivation, which has been used to indicate that schools that are not doing so well are not necessary near to our current areas of deprivation.

2015 results in Rushmoor schools mapped with Ofsted results as of January 2016

- Below England average at Key Stage 4 ■ Above England average at Key Stage 4
 - Below England average at Key Stage 2 ● Above England average at Key Stage 2
- Ofsted rating:** 1 = Outstanding 2 = Good 3 = Requires Improvement 4 = Inadequate



Index of Multiple Deprivation 2015

Data Source: DCLG 2015
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6. Economy

Universal Credit

Universal Credit is a new benefit for people on a low income or out of work, who are below pension age. The government is phasing it in nationally between February 2015 and 2019. This will affect Rushmoor residents from February 2016.

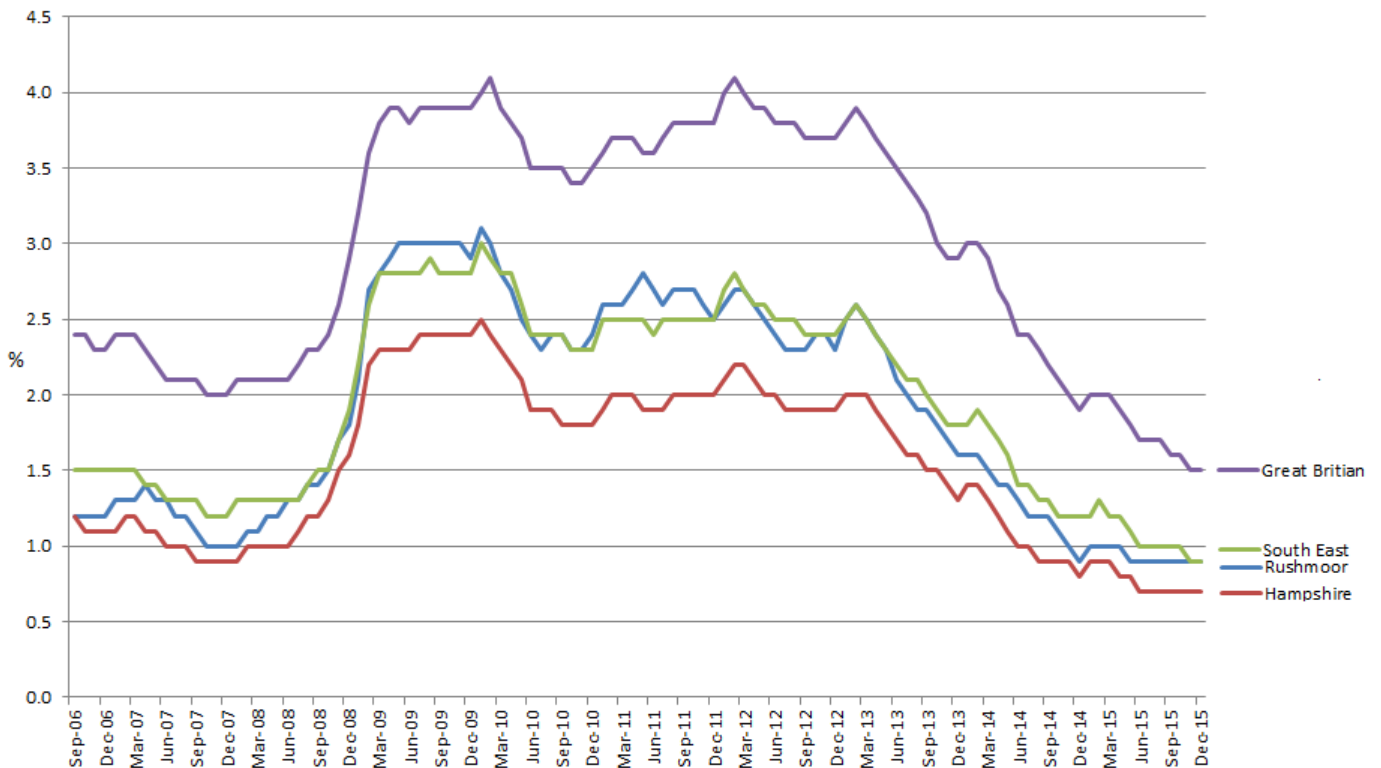
It will replace most means-tested benefits and tax credits and will include payments for children and housing costs. We will have to evolve our reporting of benefit and Jobseekers Allowance data to include Universal Credit.

Job Seeker Allowance analysis

In December 2015 there were 559 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 the same as the South East (0.9%), and below the rate for Great Britain (1.5%), 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%
Quarter 3: Dec 2015 Rushmoor: 0.9% Hampshire: 0.7% South East: 0.9% Great Britain 1.5%



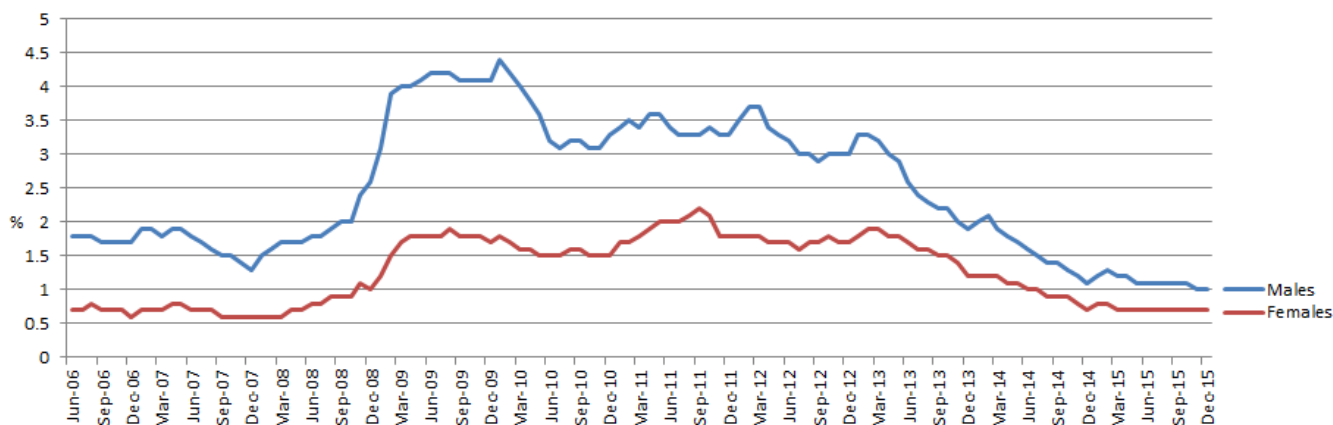
(Source: Office for National Statistics http://www.nomisweb.co.uk/reports/lmp/la/2038431789/subreports/jsa_time_series/report.aspx?)

The following table shows the number of JSA claimant in each ward in December 2015, and the percentage of claimants as a proportion of the population. There are four wards (our old wards) that have a higher percentage of JSA claimants than the Rushmoor average (0.9%), Heron Wood ward (1.4%), Wellington ward (1.3%), Mayfield ward (1.1%) and Grange 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	34 (0.7%)
Fernhill	24 (0.7%)
Grange	42 (1.0%)
Heron Wood	52 (1.4%)
Knellwood	24 (0.6%)
Manor Park	37 (0.8%)
Mayfield	50 (1.1%)
North Town	42 (0.9%)
Rowhill	32 (0.9%)
St. John's	34 (0.7%)
St Mark's	30 (0.6%)
Wellington	109 (1.3%)
West Heath	21 (0.6%)
Rushmoor	559 (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/isa_time_series/report.aspx?)

Age of JSA claimants

The following table shows the age of JSA claimants in Rushmoor. In December 2015, 1.2% of 18-24 years old were claiming JSA. This was slightly higher than the percentage for Hampshire (1.1%) and the South East (1.1%), and lower than the percentage for Great

Britain as a whole (1.8%). 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	105	1.2%	1.1%	1.1%	1.8%
Aged 25-49	290	0.8%	0.7%	1.0%	1.6%
Aged 50-64	165	1.0%	0.6%	0.9%	1.3%

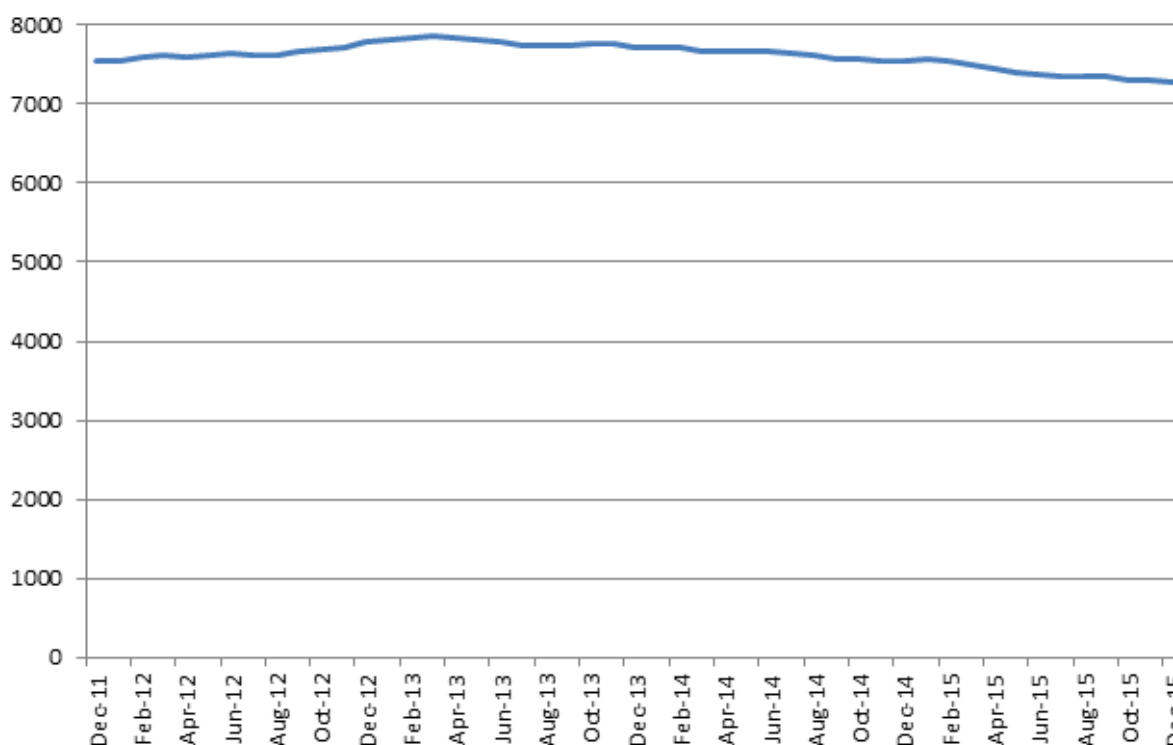
(Source: Office for National Statistics NOMIS <https://www.nomisweb.co.uk/reports/lmp/la/2038431789/report.aspx?town=rushmoor>)

Benefit caseload

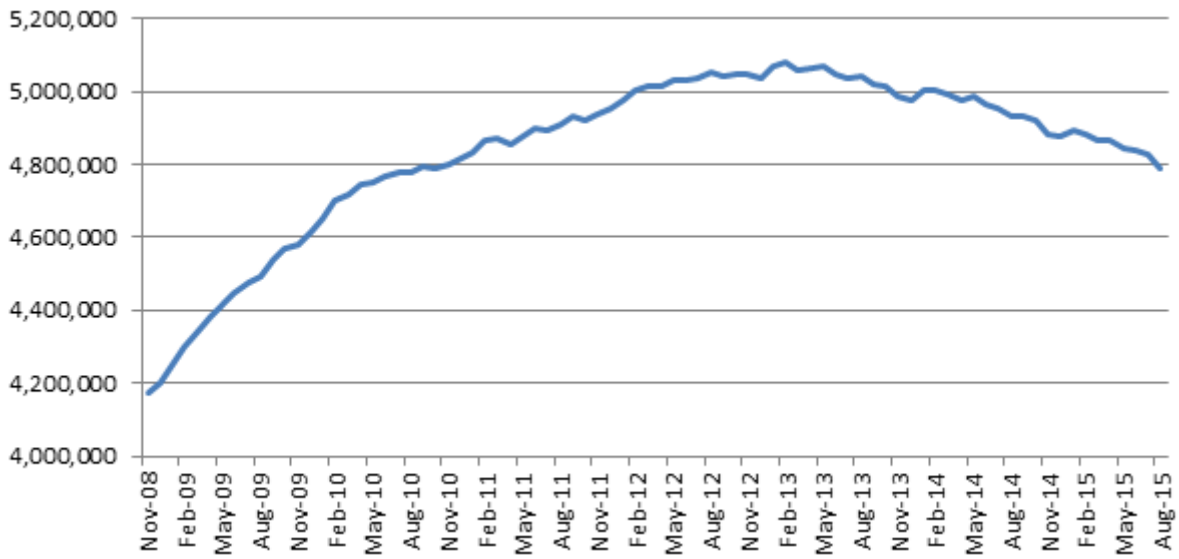
- Dec 2015 – 7,267
- Dec 2014 – 7,542
- Dec 2013 – 7,727
- Dec 2012 – 7,779

There has been a drop of 275 claims in the past year; this can be attributed to the introduction of our CTS scheme and an improvement in those of working age finding employment. The number of residents claiming CTS only has decreased by 10% (97) from Dec 2014 – Dec 2015. In contrast, the number of people claiming Housing Benefit only has increased 0.9% (21) during this time.

Benefit Caseload



National Figures: Housing Benefit Recipients November 2008 – Aug 2015

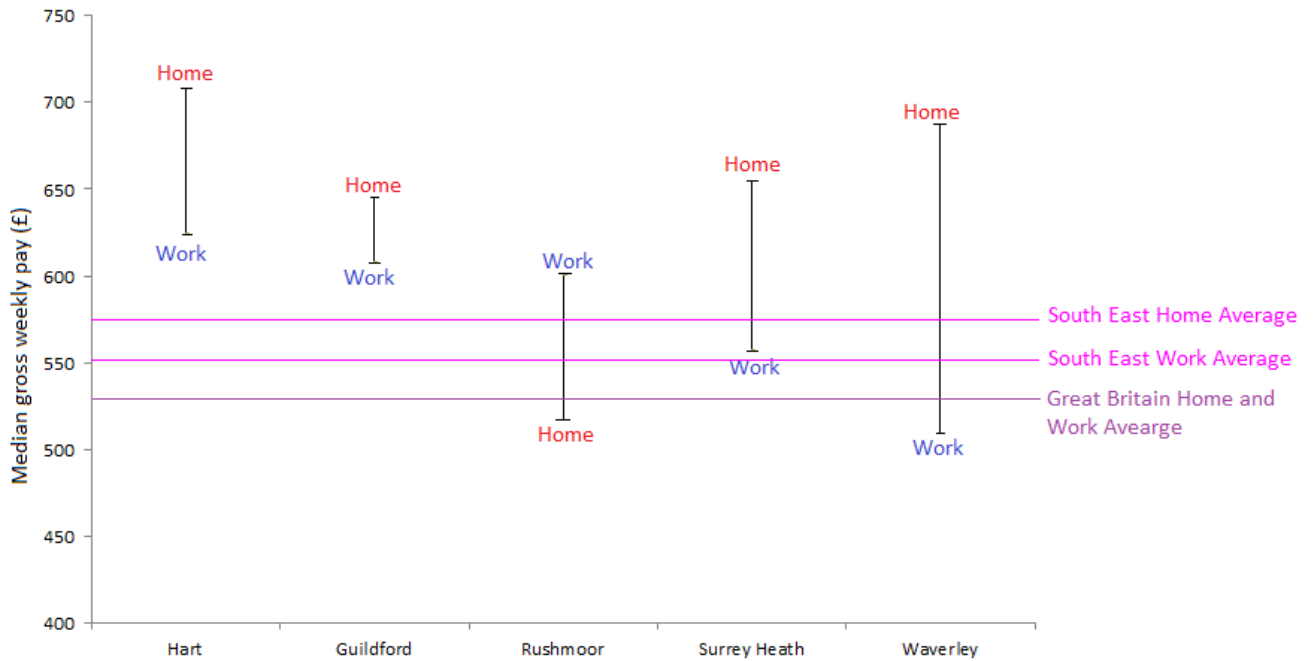


Wage levels

In 2015, Rushmoor residents on average earned £518 a week (full time median gross weekly pay). This was £57 less than the average for residents in Hampshire and the South East, and £12 less than the average for Great Britain residents. The average weekly wage if you worked in Rushmoor was £601, meaning a difference of £83. The graph below shows weekly wages for Rushmoor compared to Rushmoor’s surrounding local authorities. Rushmoor has the lowest average home wage and is the only area to have its work wages higher than home wages.

It is worth noting that Rushmoor currently has the 13th highest average work wages in the South East, in 2014 Rushmoor had the fifth highest average work wages in the South East.

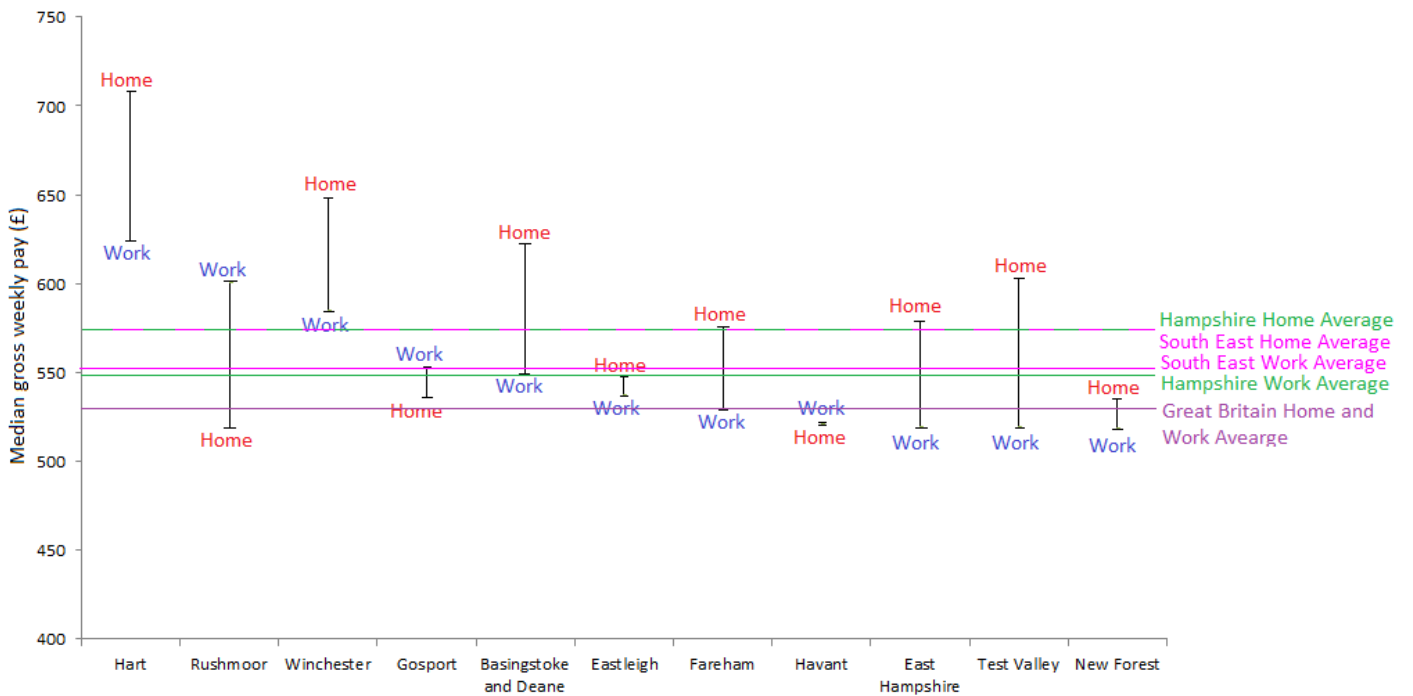
Average weekly earnings for those who live in and work in Rushmoor compared to surrounding local authorities (in order of highest work wages to lowest work wages)



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

In Hampshire, Rushmoor residents earn £57 less per week than the average for Hampshire residents. In comparisons to the other districts in Hampshire, Rushmoor has the lowest average home wage and the second highest average work wage (after Hart).

Average weekly earnings for those who live in and work in Hampshire districts (in order of highest work wages to lowest work wages)



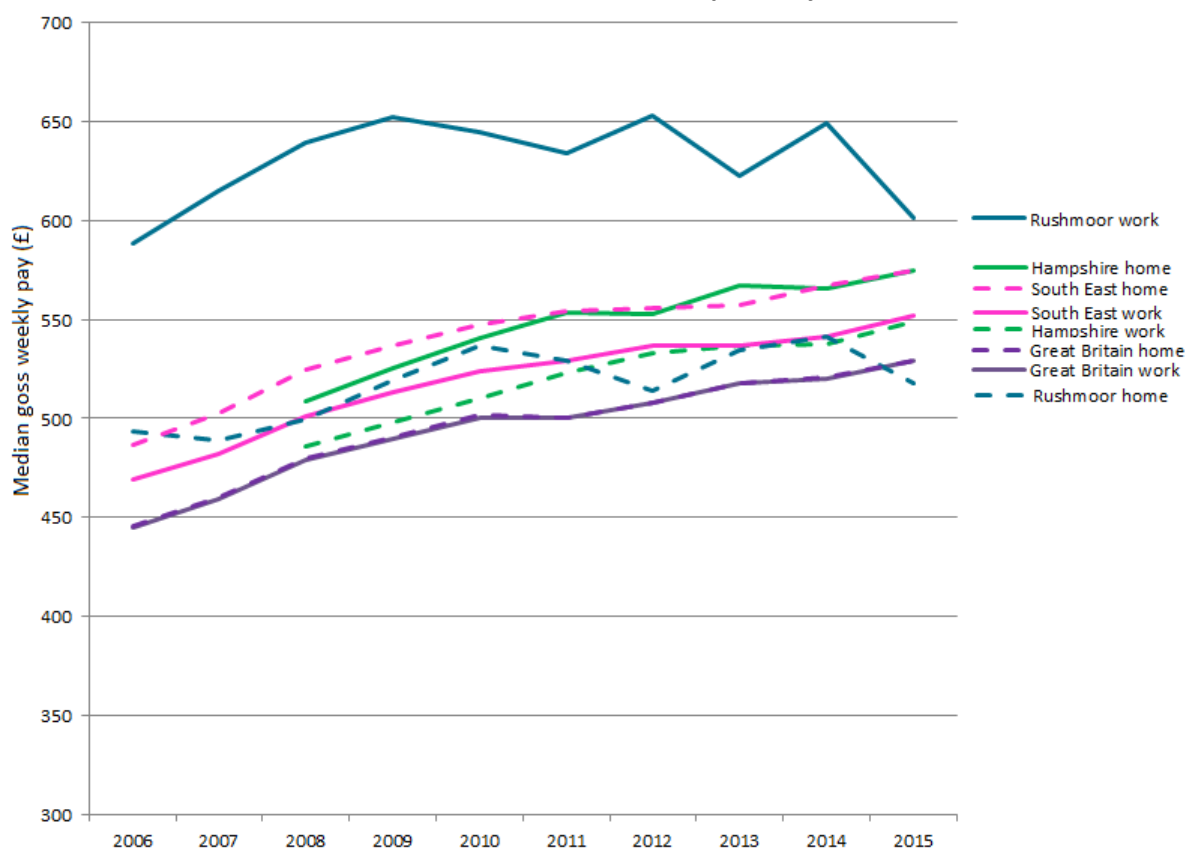
(Source: Office for National Statistics NOMIS <https://www.nomisweb.co.uk/reports/lmp/la/2038431789/report.aspx?town=rushmoor>)

Time Series

The following chart shows the median weekly wages for those who work in and live in Rushmoor, Hampshire, the South East and Great Britain. Between 2014 and 2015 both the average weekly wage for those who work in and live in Rushmoor dropped. The drop in average weekly wage for those who work in Rushmoor may be due to female wages, which dropped from £486 a week in 2014 to £463 in 2015. The male average weekly wages for those who **work in** Rushmoor rose from £699 in 2014 to £707 in 2015. The drop in average weekly wage for those who **live in** Rushmoor may be due to male and female wages, male resident wages dropped from £590 in 2014 to £539 in 2015, and female resident wages dropped from £504 in 2014 to £471 in 2015.

The gap between the average weekly wages for those who work in and those who live in Rushmoor has also dropped from £107 in 2014 to £83 in 2015.

Average weekly earnings for those who live in and work in Rushmoor, Hampshire, the South East and Great Britain over the past 10 years



(Source: Office for National Statistics NOMIS)

<https://www.nomisweb.co.uk/reports/lmp/la/2038431789/report.aspx?town=rushmoor>

7. 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.

1. Summary

- **Overview of Budget**

The budget summary has been updated with the results of the latest monitoring exercise carried out during February/March 2016. The position shows an improvement in balances of around £128,000 compared to the current approved budget. The estimated general fund revenue balance at the year-end is £1.606m, 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 (%)	46.2%	53.8%	0%
Previous quarter total (%)	68.75%	31.25%	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 continue to focus 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

	Current Approved Budget	Latest Monitoring position
	2015/16	2015/16
	£000	£000
Net Service Expenditure	13,240	13,108
Reductions in service costs/income generation	(387)	
Vacancy Monitoring		(350)
Interest Receivable	(849)	(874)
Contributions to/(from)Reserves	4,748	4,835
Collection Fund (Surplus)/Deficit	(4,504)	(4,504)
Central Government Funding	(6,612)	(6,707)
Contribution to/(from) balances	(160)	(32)
Council Tax requirement	5,476	5,476
	£M	£M
Projected Year-end balance	1.478	1.606

Comment:

The budget summary above has been updated with the results of the latest monitoring exercise carried out during February/March 2016. The position shows an improvement in balances of around £128,000 compared to the current approved budget (Revised budget approved at Council 25th February 2016 plus any subsequently approved supplementary estimates). The outstanding savings requirement of £387,000 included in the revised budget, has been more than achieved largely through significant additional savings in salary costs, alongside a small increase in interest receivable and additional 'New Burdens' grant from central government.

Within the net cost of services, budget holders have reported major variations in income streams , both favourable and unfavourable, including upturn in income at the Princes Hall and downturn in income from parking.

The estimated general fund revenue balance at the year-end is £1.606m, falling within the approved range of balances of £1m - £2m. While this is a positive estimate for the close of 2015/16, the next few years ahead are set to be some of the most challenging yet (following cuts to local authority funding and uncertainty over business rates retention and grants such as New Homes Bonus). It is therefore key that the Council continues to drive forward its sustainability plans and reduces its net revenue costs.

The closure of accounts process for 2015/16 is now underway and the provisional outturn position will be reported to Members in May 2016.

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:

- Budget Strategy Group 18 January, 2016
- Meeting with CORDA 15 January, 2016

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

Potential savings:

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

Other benefits:

- 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
- Workbook becoming out of date – if want to continue to use it may need to consider how we keep it up to date. May miss opportunity to embed Workbook in business planning and budget building process
- Lack of “target” for total savings for stop work tends to lead to a loss of focus in the organisation
- Managing expectations at Budget Strategy Group and Informal Cabinet
- Questionable nature of some of the financial information – particularly cashable and non-cashable savings split and accuracy of salary allocations

Q1	Q2	Q3	Q4	<p>Comment:</p> <ul style="list-style-type: none"> • Meeting of Informal Cabinet discussed Workbook further. • Meeting of Budget Strategy Group agreed to look in more detail at the Community Service element of the Workbook, extract produced and circulated. Group asked to identify how they would like to take process forward. Next meeting 18 January, 2016. • No further work done on 20 potential stop items that were identified. Agreed approach to discuss achievement of sustainable services with HOS • Following meeting and DMB endorsement, further meeting with CORDA scheduled for 15 January, 2016. <p>Latest position: Work of the Budget Strategy Group</p>
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				<p><i>which has been progressing the use of the Workbook as part of the preparation of the work to be fed through to the all Member session in September 2016.</i></p>
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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	<p>Comment: Focus remains on supporting the delivery of further improvements in Parking and driving forward the Channel Shift and Personnel projects.</p>
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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 – operational
- Decommissioning of legacy systems
- Identification of initiatives for Phase 2 development
- Phase 2 – web site redesign, electronic post solution and other working being identified linked to process reviews

Timescales:

- April 15 – Car Park System live
- January 2016 Phase 1 package: including new technology and bulky waste system, delivered – work stopped due to unreliability of platform software “pause”
- Mobile working solution for car parking, confirm connect “live” and phased roll-out underway

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

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

Risks: None currently identified.

Q1	Q2	Q3	Q4	Comment: Supplier failed to deliver reliable system, programme board decision to stop work with existing supplier (credit note received) and investigate alternative solutions
----	----	----	----	--

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: Asset Management Strategy completion – April 2016

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%)
- Need to consider use of appropriate Prudential Borrowing over the medium term
- Impact on revenue budget of Prudential Borrowing
- Failure to properly make provision for maintenance and management costs associated with responsible property management would place significant additional risk
- Care will however need to be taken to ensure a diverse spread over a range of sectors. This will minimise risks associated with a concentration on a single sector

Q1	Q2	Q3	Q4	Comment: Scoping complete and development of strategy in progress
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2) Housing Initiatives – Project scope: This is an enabling project which will consider options relating to the potential creation of a SPV (Special Purpose Vehicle) which would enable the authority to purchase residential properties for rental purposes.

Timescales: Currently unscoped.

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

Risks:

- Transition to borrowing authority need to be managed. Financial Strategy and Treasury Management Strategy will start to introduce this.
- Lack of resources to carry out research

Q1	Q2	Q3	Q4	Comment: Investigations into the potential for the establishment of an SPV continue
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3) Review of Fees and Charges – Project scope: This area of work has expanded to identify all fees and charges charged by the Council and document their charging methodology, levels of income generated, whether the charge is statutory or discretionary and an indication of the cost of providing the service. This will enable a more holistic review of fees and charges to be undertaken and, taken together with the Workbook activity identified above, provide a realistic basis for a review of the level of service provided. The outcome should be clear and transparent charging mechanisms, ease of access to information for the customer, and a format for annual review.

Timescales: October/ November – annual review

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

Risks: No risks have been identified yet.

Q1	Q2	Q3	Q4	Comment: Annual fee increases agreed by Cabinet December 2015. However, lack of resources and priority have caused the work to identify all fees and charges to stall during this quarter.
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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: Project closed – completed July 15
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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: Appraisal and viability work advertised and appointment expected early Quarter 4
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6) Income Generation – Digital Advertising – Project scope: The scope of this project will be developed in January 16. In addition to the existing digital monoliths in Aldershot, it will include the feasibility of proceeding with digital advertising on:

- Land adjacent to the M3
- Bus shelters
- Council buildings and assets

Timescales: 1 February 2016 – feasibility work on additional digital advertising completed

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

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

Q1	Q2	Q3	Q4	Comment: Digital monoliths in Aldershot are now live, and feasibility work to expand digital advertising across the Borough has been commissioned
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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: Project closed - Approach to be developed as part of Asset Management Strategy and now encompassed within the Property Investment project
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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: Project closed - This will 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.
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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:

- Timescales are tight and will continued to be reviewed to assess the position and any necessary actions.
- Heads of Service leading their teams through the change process is required to help the transition.
- Require a link between political and operational decisions relating to Police accommodation strategy.
- Assess budgets and make bids where necessary to cover out of scope work on Princes Hall drop in area and Reception improvements.
- Job Centres are likely to be co-located with local authorities sometime in the future.

Q1	Q2	Q3	Q4	Comment: Internal moves continue and development of Workstyle Pilot area and drop in area at Princes Hall agreed
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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 Heads of Service performance reviews shared
November: Second round of Heads of Service performance reviews commence
February/March: Heads of Service identifying options as part of work on sustainable service cost reductions

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	<p>Comment:</p> <ul style="list-style-type: none"> • Heads of Service currently identifying options as part of work on sustainable service cost reductions • DMB considering wider corporate perspective and Director vacancy
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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: Tenders for outline solutions received and short list for second round of competitive dialogue in January 2016 developed
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Procurement Practices and Policy – Project scope: The project will focus on:

- Smarter Procurement
- Procurement Policies

Timescales: Work programme for 2016/2017 to be agreed by March 2016

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

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

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

Q1	Q2	Q3	Q4	Comment: Review of Council Tax Support Scheme is underway, and consultation complete. Recommendations to be considered by both Cabinet and Council in January 2016.
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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 continue to focus 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
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The organisational development programme will need the flexibility to evolve and over time it may prove necessary to update the list of key actions, taking into account the Council's priorities and financial position.

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 (%)	86.5%	13.5%	0%
Previous quarter total (%)	89.6%	10.4%	0%
Last year's same quarter total (%)	88.2%	11.3%	0%

PEOPLE AND COMMUNITIES PRIORITY - Supporting our and communities and meeting local needs	Green	Amber	Red
Key Initiatives	18	1	0
Service Measures	6	5	0
Total (%)	80.0%	20.0%	0%

PROSPERITY PRIORITY - Sustaining and developing our local economy	Green	Amber	Red
Key Initiatives	15	5	0
Service Measures	4	0	0
Total (%)	79.2%	20.8%	0%

PLACE PRIORITY - Protecting and developing a safe, clean and sustainable environment	Green	Amber	Red
Key Initiatives	24	1	0
Service Measures	N/A	N/A	N/A
Total (%)	96.0%	4.0%	0%

LEADERSHIP PRIORITY - Providing leadership to make Rushmoor the place where our communities want to live and work	Green	Amber	Red
Key Initiatives	16	1	0
Service Measures	N/A	N/A	N/A
Total (%)	94.1%	5.9%	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:
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- **Cherrywood**

- Implement the 3 year rolling action plan for Cherrywood

Q1	Q2	Q3	Q4	Comment:
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- Assist with implementation of Big Local for Prospect Estate Spring 2016

Q1	Q2	Q3	Q4	Comment:
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- **Aldershot Park**

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

Q1	Q2	Q3	Q4	Comment:
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- Implement the Beat the Streets fitness programme in Aldershot Park – Spring 2015

Q1	Q2	Q3	Q4	Comment: Programme completed in Quarter 1
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- Implement the Active Families programme in Aldershot Park – Spring 2016

Q1	Q2	Q3	Q4	Comment:
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- **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: Covenant issue is resolved. North Town is no longer an area of Multiple Deprivation
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Community cohesion

- Implement the Borough cohesion strategy

Q1	Q2	Q3	Q4	Comment:
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- 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:
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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: Delayed due to WW1 commemorations – bid anticipated for summer 2016
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- Implement the programme to commemorate VE day, WW1 and D-Day.

Q1	Q2	Q3	Q4	Comment:
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- Develop a design competition and implement a post WW2 monument – Summer 2016

Q1	Q2	Q3	Q4	Comment:
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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: Programme complete
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- Work with Hampshire County Council to improve the quality of life for young carers in the Borough – Spring 2016

Q1	Q2	Q3	Q4	Comment:
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- Provide Think Safe to every 10/11 year old in Rushmoor – Spring 2016

Q1	Q2	Q3	Q4	Comment: Programme complete
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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:
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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:
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- 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:
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- 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 have met with Grainger and First Wessex to develop chain letting between North Town and Maida
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- Increase the supply of temporary accommodation to meet homelessness duty, partnership working with:
 - Oak Housing
 - Chapter 1
 - Wellesley

Q1	Q2	Q3	Q4	Comment: DMB are supportive of seeking additional temporary accommodation schemes
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- 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: Wet hostel viability has been completed, report to Board due on 18 th Jan. Night Shelter funded and in place for Q3 & Q4
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Service measures

Housing – Homelessness

1. Number presenting

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
116	38	40	33			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

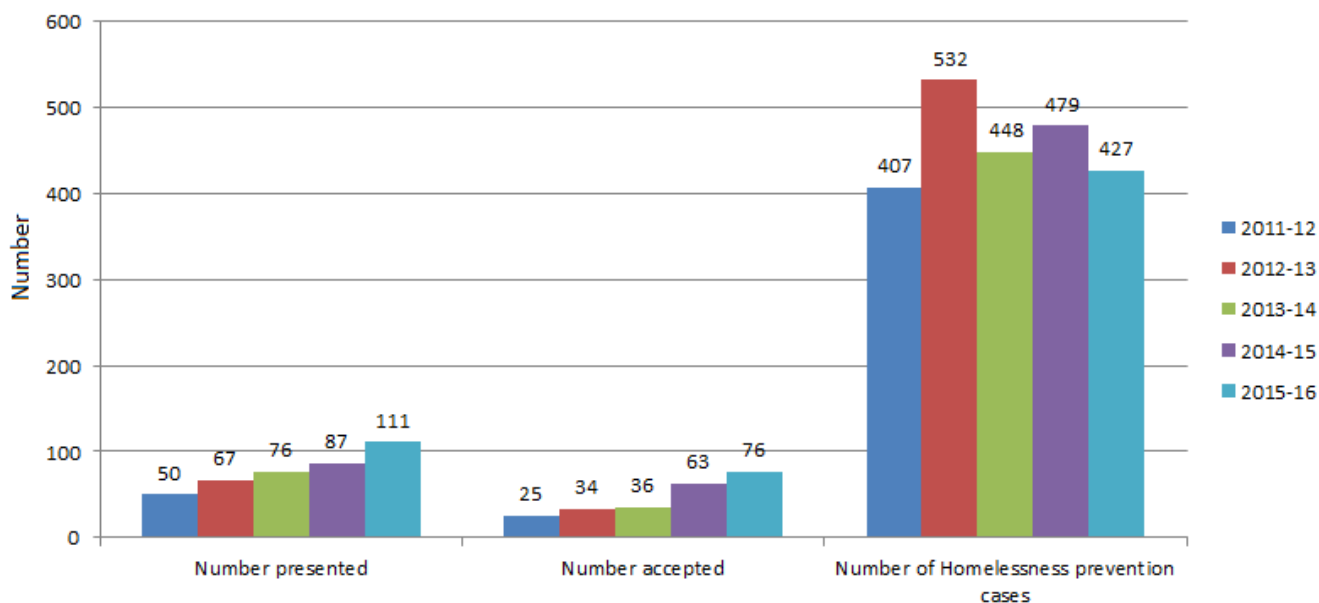
2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
81	21	30	25			As above for numbers presenting as homeless.

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

2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
651	110*	106*	211			

* Q1 figures amended from 55 to 110 and Q2 figures amended from 53 to 211, due to additional info from outside agency received late.

Homelessness caseload Quarter 1, 2 and 3 – 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	25			
	Numbers as at the end of the quarter still in B&B	8	7	3			

2. B&B Cost

	2014-15	Q1	Q2	Q3	Q4	2015-16	Comment
Gross figure	£172,592	£44,553	£24,723	£29,302			
Net figure after HB*	£121,774	£30,588**	£11,312	£24,456			

*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	3			

* 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	£11,015.51			Single void units at Clayton Court caused by no single unit people to place

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	0			No housing completions in Q3 There will be no delivery during 2016/17

Housing – Net Affordable Housing Completions

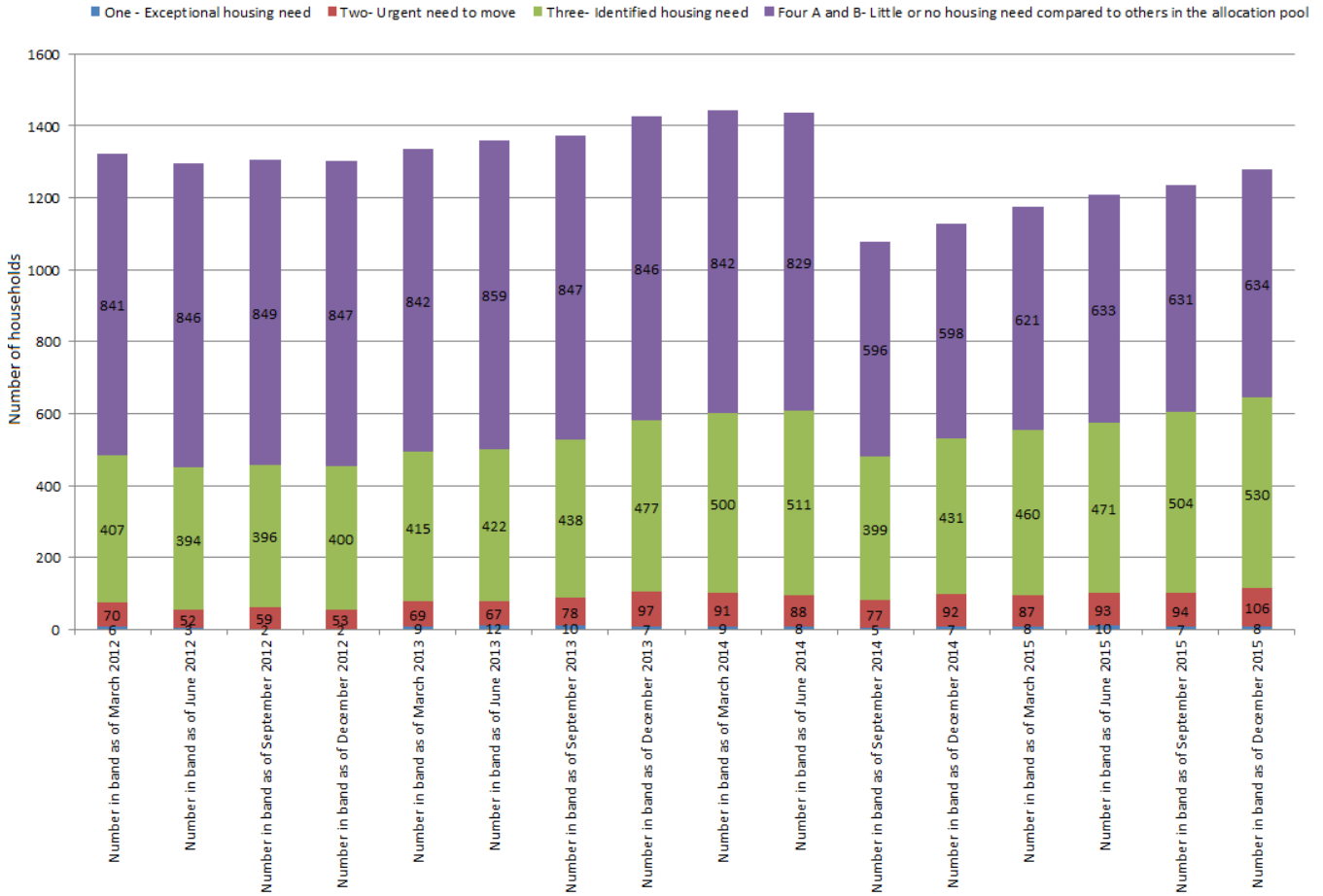
2014-15	Target 2015-16	Q1	Q2	Q3	Q4	2015-16	Comment
29	150		45	0			No housing completions in Q3 There will be no delivery during 2016/17

Housing Allocation Scheme

Band	Need	Number in band as of December 2015	Number Housed October – December 2015
One	Exceptional housing need	8	4
Two	Urgent need to move	106	31
Three	Identified housing need	530	32
Four A and B	Little or no housing need compared to others in the allocation pool	634	1
Total		1278	68

*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 - Civic Quarter - developing a programme and project plan for taking civic quarter forward.

Key stages:

- Complete meetings with key stake holders
- Negotiate equalisation agreement
- Agree overall strategy
- Finalise Project Plan

Q1	Q2	Q3	Q4	Comment: Specialist property and financial advice being tendered, due back 18th January
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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 amended in light of consultation responses and due for adoption by Cabinet 12th January
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- To complete the Activation Aldershot Projects

Q1	Q2	Q3	Q4	Comment: Work substantially completed
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Economic development

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

Q1	Q2	Q3	Q4	Comment: Draft strategy produced. To be presented to DMB/Cabinet March 2016
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- Work with Mosaic on Feasibility study to introduce business improvement districts (contract awarded). Feasibility to start in April 2015 – report back by November with recommendation on how to proceed

Q1	Q2	Q3	Q4	Comment: Report received with recommendations. To be presented to DMB/Cabinet March 2016
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- Reviewing future arrangements for TechStart, to be completed by Summer 2015

Q1	Q2	Q3	Q4	Comment: Initial discussions have taken place with Enterprise First leading to a more comprehensive review over the next 12 weeks with report back to partners (First Wessex, JCP, RBC, Rushmoor Schools Plus) in April 2016
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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
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- Localisation of business rates and review– assessment of the implications and issues

Q1	Q2	Q3	Q4	Comment: We have been notified of the changes to Business Rates from 2017 with regard to 100% localisation. We await further guidance during 2016/17. Meanwhile we have planned meetings with the Valuation Office regarding revaluation and other issues affecting local business rates collection
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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:
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Skills and employability

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

Q1	Q2	Q3	Q4	Comment:
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- Support the Rushmoor employment and skills zone plus the National Skills Academy for Construction

Q1	Q2	Q3	Q4	Comment:
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- Identify options to sustain the new Skilled Up programme – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
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- Encourage additional apprenticeships – Spring 2016

Q1	Q2	Q3	Q4	Comment:
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- Support partners to develop business plans for local social enterprises including Source and Vine – Autumn 2015

Q1	Q2	Q3	Q4	Comment:
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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 • Supported 30 pupils from Rushmoor secondary schools to attend Teen Tech event in June
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- 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:
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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:
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- Develop CCTV parking enforcement around schools (subject to Government review) – Winter 2015

Q1	Q2	Q3	Q4	Comment: Awaiting findings from review
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- Supporting town centres and parking income with a new strategy Autumn 2015

Q1	Q2	Q3	Q4	Comment:
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- Review options for cashless parking – Winter 2015

Q1	Q2	Q3	Q4	Comment:
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- Replace the ticket machines both on street and off street – Summer 2016

Q1	Q2	Q3	Q4	Comment:
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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%	98.25%		

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%	100%		

Minor applications within 8 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
89.5%	65%	84.8%	84.4%	73.6%		

Other applications within 8 weeks

2014/2015	Target	Q1	Q2	Q3	Q4	2015/2016
97.1%	80%	97.1%	100%	98.5%		

% 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%	40%		

*Only 1 appeal decision in quarter 1 (KFC 235 Ash Road). No appeal decisions in quarter 2. 5 appeal decisions in quarter 3.

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:
----	----	----	----	----------

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 play areas 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: Consultation completed with vision being finalised
----	----	----	----	---

- Assist Farnborough Tennis Club to develop their clubroom and grounds (£150k) – Summer 2015

Q1	Q2	Q3	Q4	Comment: Project completed
----	----	----	----	----------------------------

- 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: Project completed
----	----	----	----	----------------------------

- 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: Have engaged specialist conservation consultant to undertake studies of this and other areas in Spring 2016
----	----	----	----	--

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

Q1	Q2	Q3	Q4	Comment:
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- 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:
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Climate change

- Meet the actions and commitments in our Climate Local initiative

Q1	Q2	Q3	Q4	Comment: Complete review of progress of all 50+ actions to be carried out in Quarter 1 2016.
----	----	----	----	--

- 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: Still no schemes from the government to promote energy efficiency or reduce fuel poverty. However, we are continuing to provide support to our residents with replacing defective boilers under our discretionary Energy Efficiency Grants. We have now received the EPC and Blue Sky data and will be looking at ways that we can use this to target those in fuel poverty.
----	----	----	----	---

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

Q1	Q2	Q3	Q4	Comment: On schedule to be around 90% complete by Quarter 4. Current projects – King George V and the Municipal Gardens SON lighting phase out to be completed by the end of March 2016. The remaining 10% consist of minor schemes to be completed in 2016/2017.
----	----	----	----	---

- Completing planned energy efficiency works at the Princes Hall, the Crematorium and Rectory Road Pavilion

Q1	Q2	Q3	Q4	Comment: Planned works for Prospect Centre, Rectory Road Pavilion and Southwood Pavilion completed. Current energy efficiency works at the Princes Hall and the Crematorium: schemes designed and lighting ordered for the Crematorium (external lighting) and Princes Hall – all works on schedule to be completed by the end of February 2016.
----	----	----	----	--

Clean

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

Q1	Q2	Q3	Q4	Comment: We will be testing in February 2016
----	----	----	----	--

- 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 Recent news: Potential site identified and purchase proceeding, subject to planning permission. Plans in place to deliver operational depot by Summer 2017
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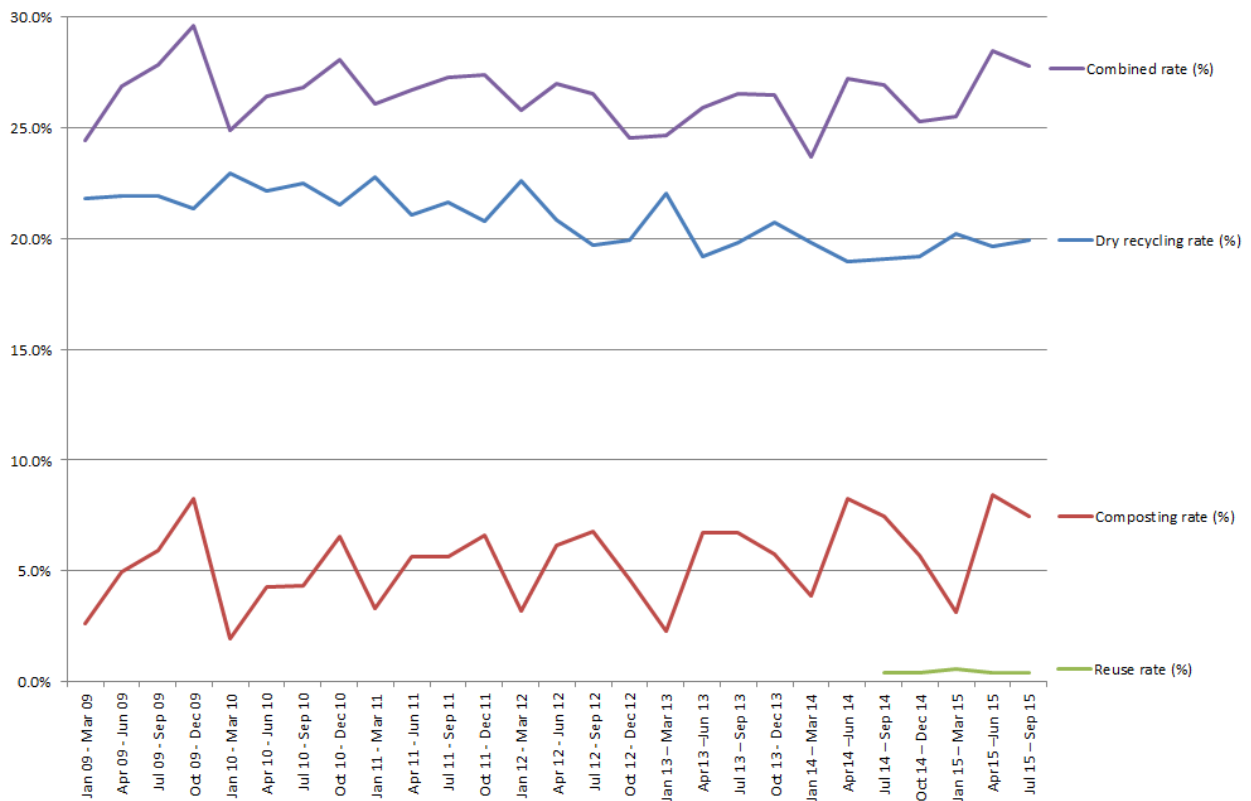
Service measures

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	145.92	147.63	148 Est		

Recycling – Waste Recycled and Composted



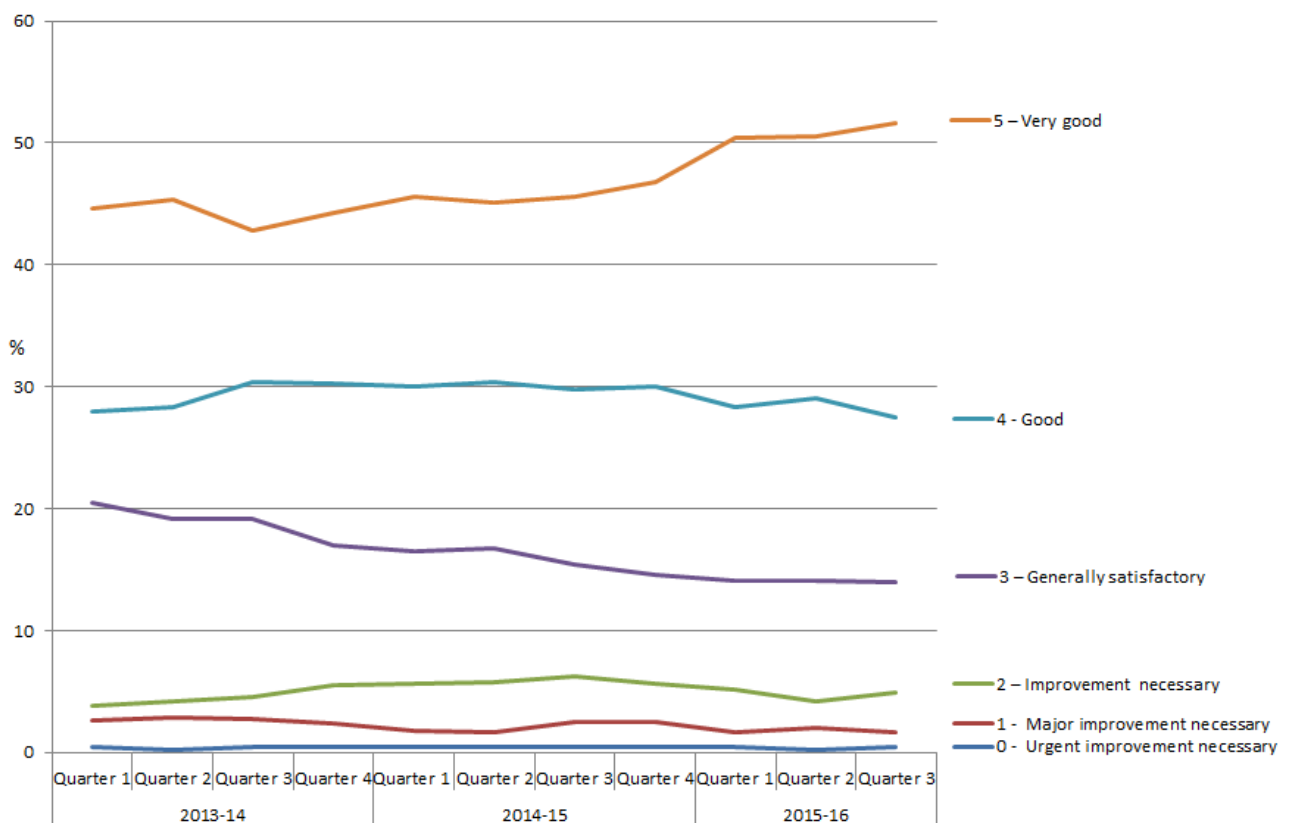
Food Hygiene Ratings Scheme

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 December 2015

	Farnborough	Aldershot	% for Rushmoor
0 - Urgent improvement necessary	0	2	0.4
1 - Major improvement necessary	5	4	1.6
2 - Improvement necessary	18	9	4.9
3 - Generally satisfactory	38	39	14.0
4 - Good	81	71	27.5
5 - Very good	154	131	51.6
Total	296	256	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 news:

- *At the December RSP meeting partners were given a presentation on the Hampshire Cultural Trust and progress on Devolution in Hampshire*
- *In Brief items included: Autumn Statement; Security; Educational Attainment; Supporting Troubled Families; Local Plan Consultation; Town Centres; Wellesley; Enterprise M3 LEP; Economic Recovery; Illegal Money Lending Campaign*
- *The RSP priority refresh will be reviewed at a workshop on 9th March 2016 with input from partnerships under the RSP umbrella*

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	Comment:
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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	Comment: With new Index of Multiple Deprivation being available, the Partnership heard that many indicators are worsening. An IMD workshop voiced mental health as a continuing priority for the Borough. The Safe Haven Café (providing mental health services locally has proved a great success in reducing A+E attendance in crisis, and the TalkPlus service locally continues to deliver self-referral services. The Partnership continues to support the HWB Forum of LAs in the County and is preparing to contribute an analysis of local health priorities to the RSP 9 th March.
----	----	----	----	--

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:
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Democracy and elections

- Holding the Parliamentary and local elections in May 2015

Q1	Q2	Q3	Q4	Comment: Complete in Q1
----	----	----	----	-------------------------

- 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	<p>Comment: The 2016/17 Council Tax support scheme proposals are going to Full Council on 27 Jan 2016. Rollout of Universal Credit in Rushmoor is live from 8 February 2016 for new single unemployed job seekers. Numbers with housing costs are expected to be around 300 claims over the period 8 Feb 16 to 31 March 17. We are working with the DWP on the support being provided locally by RBC.</p> <p>Other benefit changes announced in the July and Autumn Budget statements will roll out during 2016/17. We are working with the Members' Welfare Reform Task and Finish Group on these changes.</p>
----	----	----	----	---

- 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:
----	----	----	----	----------

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: Due to initial meeting being rescheduled the timetable for this work will be re-considered as part of the Panel’s work programme.
----	----	----	----	--

- 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	1,958		

Twitter followers

2014/2015	Q1	Q2	Q3	Q4	2015/2016
2,328	2,522	2,685	2,815		

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%	96.08%		
NNDR	98.8%	103.22%	95.74%	92.11%		

Staffing absence and turnover

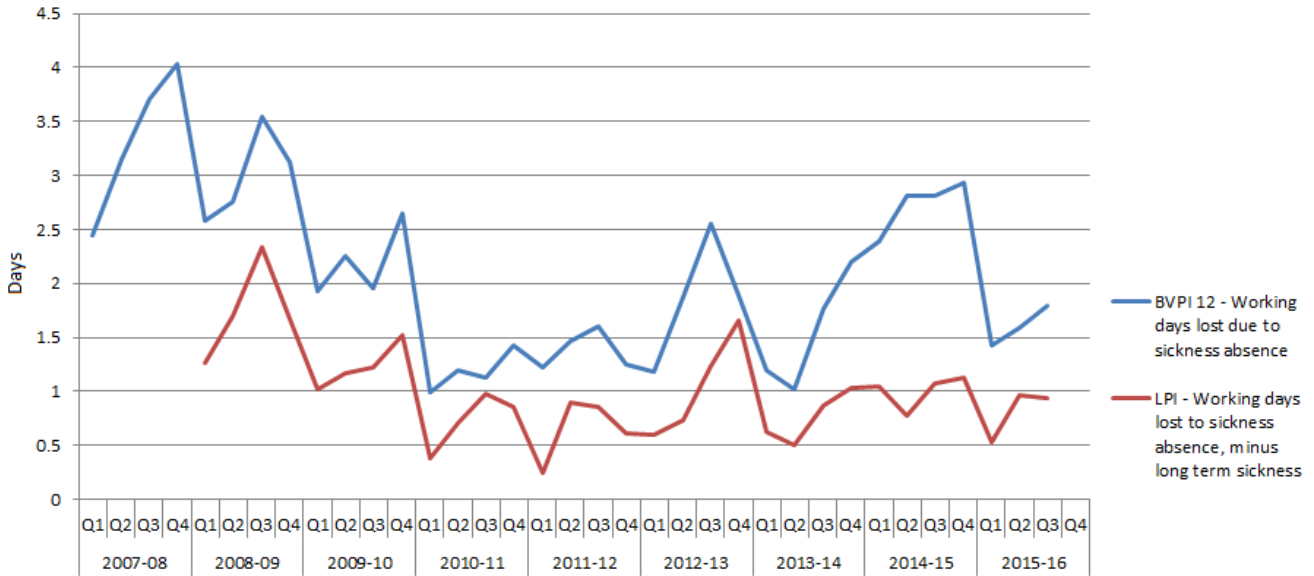
Staffing: Turnover

	2014/ 2015	Q1	Q2	Q3	Q4	2015/ 2016
Staff turnover	13.64%	3.37	4.05	3.01		

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)	1.79 (462 days)		
Working days lost to sickness absence, minus long term sickness - LPI	4.04 (1041 days)	0.53 (136 days)	0.97 (248 days)	0.94 (242 days)		

Absence



Customer contact data

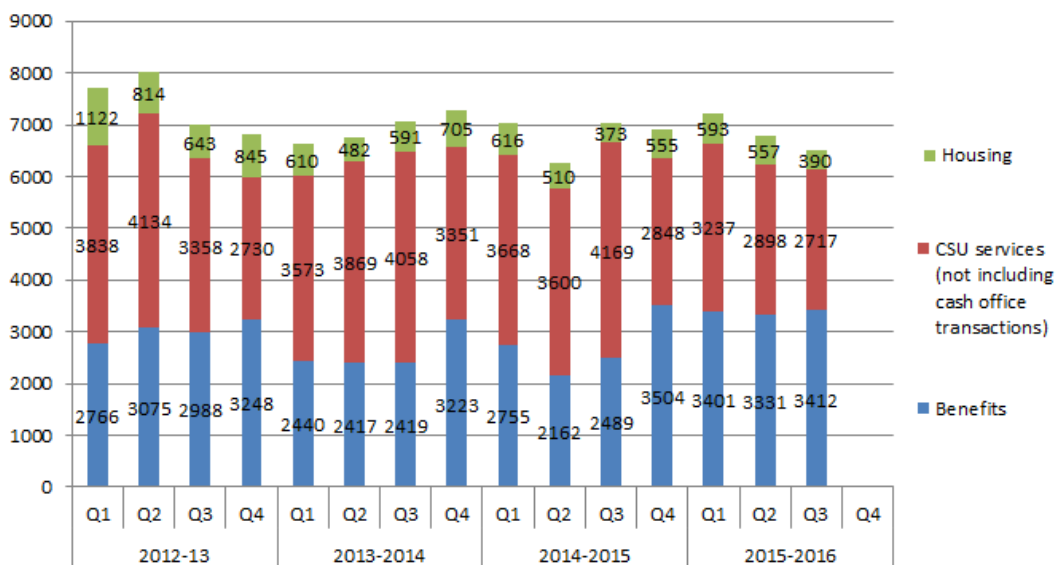
Services used:

In Quarter 3 of 2015/16, we had 6,519 walk-in customers. The breakdown of these customers is:

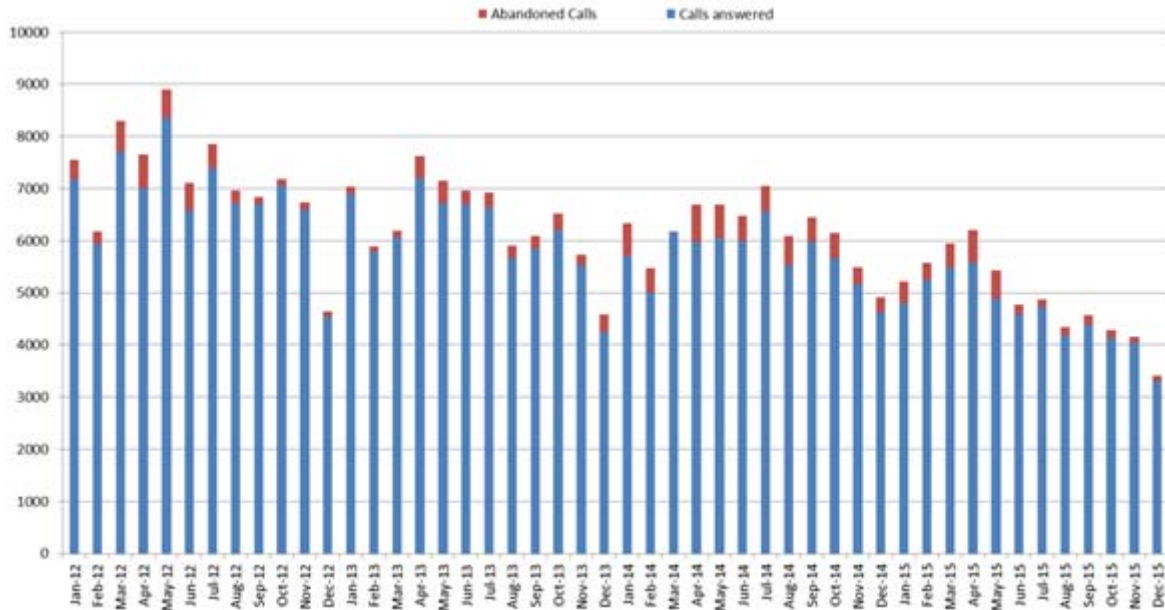
- 3,412 (52%) for Benefits services
- 2,717 (42%) for CSU services
- 390 (6%) for Housing services

From the previous quarter, the overall number of walk in customers has decreased by 3.9%. Benefit services saw 81 more customers, Customer Services saw 181 fewer customers and Housing Services 167 fewer customers. From the same quarter last year, the overall number of walk in customers has decreased by 7.2%.

Number of walk-in customers Quarter 1 2012-13, to Quarter 3 2015-16



CSU Call Statistics: January 2012 –December 2015



In the last quarter, the CSU have answered 11,473 calls. This is a decrease of 3,968 (25%) on the same period last year.

	Oct - Dec 2015	Oct - Dec 2014	Oct - Dec 2013
Calls offered	11,854	16,554	16,831
Calls answered	11,473	15,441	15,968
Calls abandoned	381	1,113	863
Abandoned rate	3%	6%	5%

The abandoned call rate during Quarter 3 2015 is lower than the same period in both 2014 and 2013. This is largely attributable to new staff members who have been recruited and have undergone significant training so are now ‘operational’.

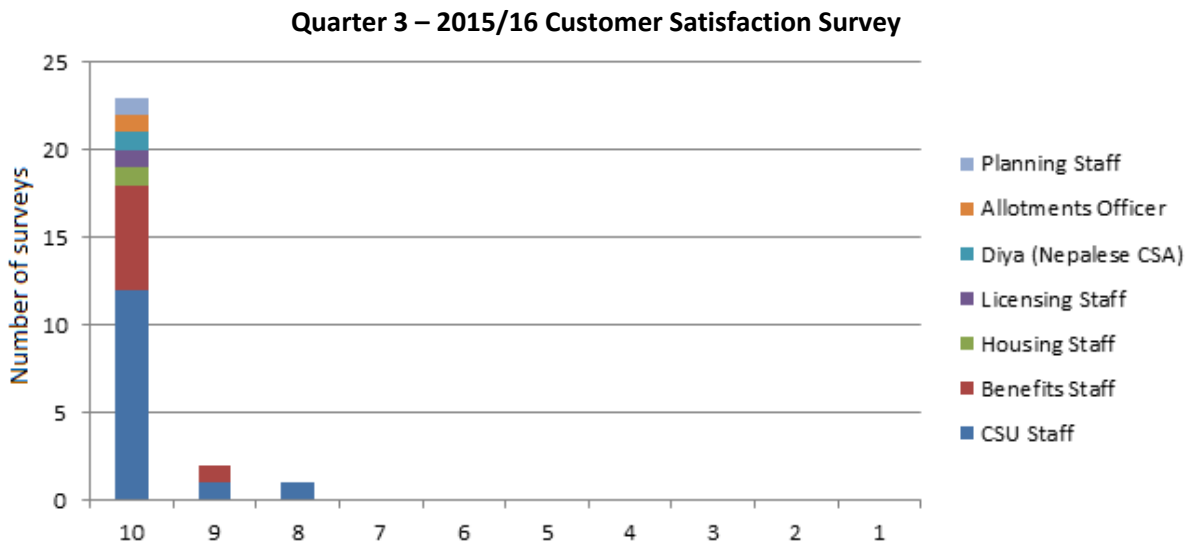
Also during this period, we have seen an increase again in the number of people making payments via the automated payment line – requiring no assistance from the Customer Service Team, an example of positive ongoing Channel Shift.

	Payments via the automated payment line
Oct - Dec 2015	2,892 (1.7% increase on previous year)
Oct - Dec 2014	2,842 (5% increase on previous year)
Oct - Dec 2013	2,704

Customer Satisfaction

During Quarter 3, 26 customer satisfaction surveys were completed. During this period, 88% of customers rated our service 10/10.

Breakdown of Surveys by Service	
CSU Staff	14
Benefits Staff	7
Housing Staff	1
Licensing Staff	1
Diya (Nepalese CSA)	1
Allotments Officer	1
Planning Staff	1



Some examples of the feedback received during Quarter 3 include:

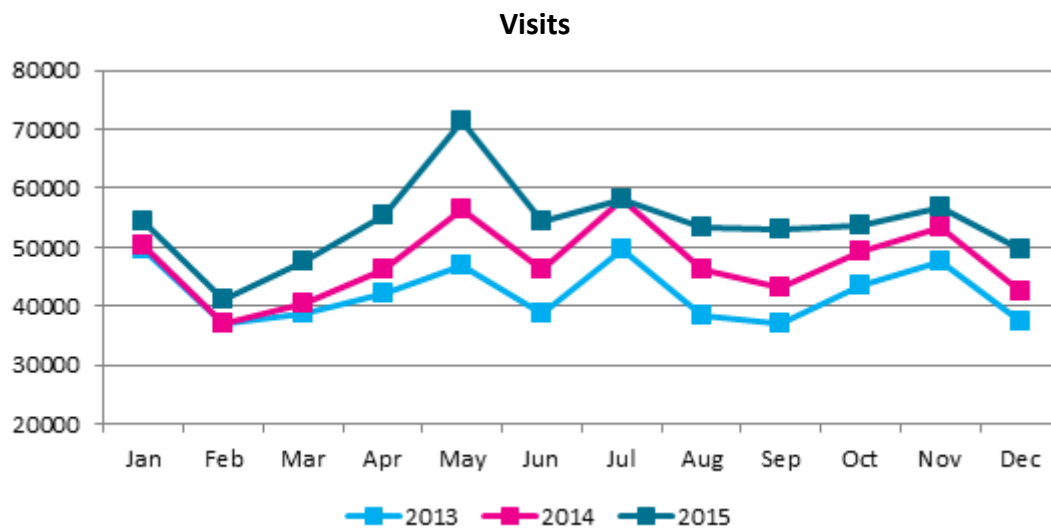
- (+) Nice to be understood and not treated like a stone
- (+) Total Professional, very organised and very friendly
- (-) Did everything really well but had a small wait

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.



Web customer contact

Monthly Visitors to the Council Website



In Quarter 3 of 2015/16 we had 160,083 visits to the website. This is a small decrease of 4,267 visits (-2.6%) on the previous quarter. There was an increase of 14,930 visits (+10.3%) on the same quarter from last year.

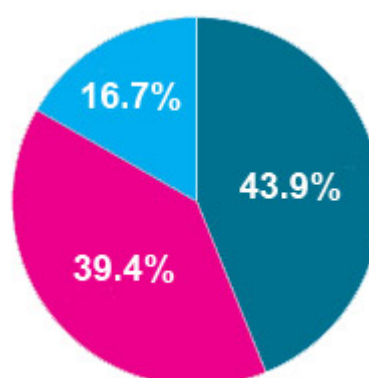
Up time

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

In Quarter 3, we had a total up-time of 99.93%. This is better than the up time of 99.77% in Quarter 2.

Visits to the council website by device

■ desktop	70,235	43.87%
■ mobile	63,088	39.41%
■ tablet	26,760	16.72%



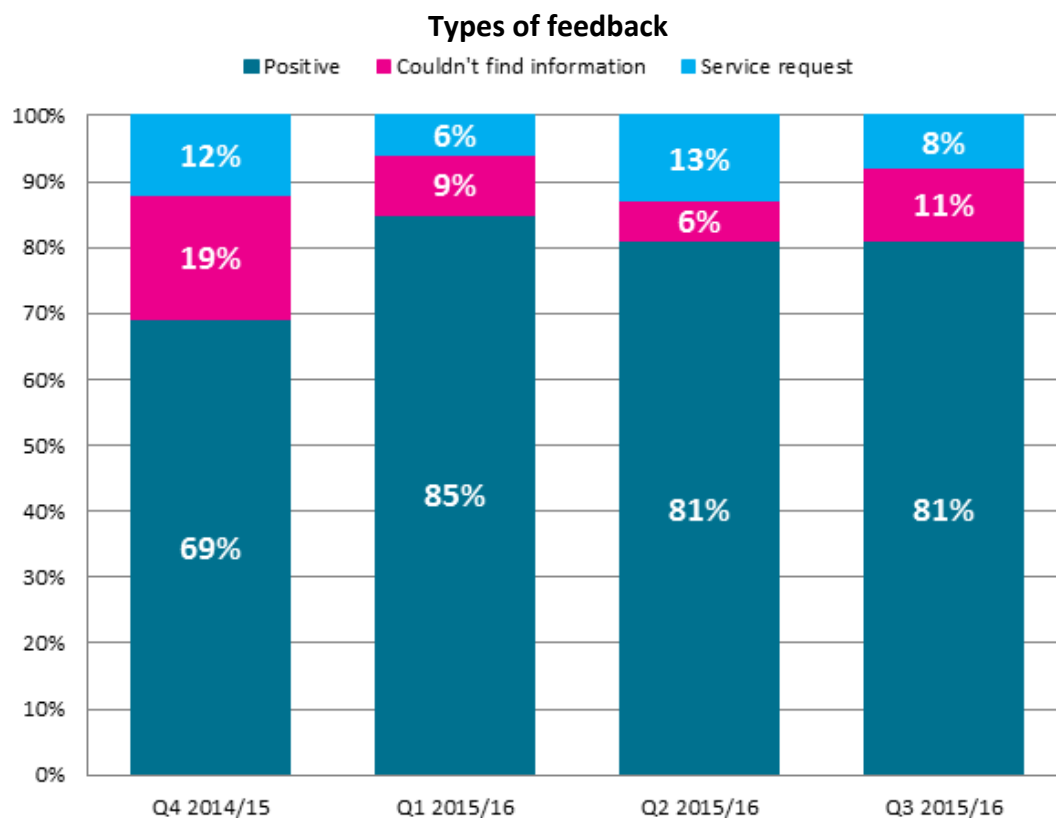
In Quarter 3 of 2015/16 we had 89,848 visits (56.1% of total visits) to the website by mobile/tablet. The percentage of total visits by mobile/tablet was 55% in Quarter 2 this year and 50.8% in Quarter 3 of 2014/15.

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 3 we had a total of 671 completed feedback forms.



Page views

Top three page views for content in Quarter 3

1. Bin collections (15,219)
2. Fireworks spectacular (14,775)
3. Hampshire Waste and Recycling Centres (HWRCs) (8,323)

Top 20 page views on the council website

No	October	November	December
1	Home (14,093)	Home (13,950)	Home (13,683)
2	Fireworks (3,721)	Fireworks (10,996)	Bin collections (12,061)
3	Public access (3,049)	Public access (2,592)	Rubbish and recycling (3,985)
4	HWRC (2,710)	Christmas in Aldershot (2,109)	HWRC (3,613)
5	Planning applications (2,506)	Planning applications (2,066)	Public access (2,035)
6	Caution for poor restaurant hygiene (2,190)	HWRC (2,000)	Planning applications (1,734)
7	Planning (1,924)	Pay council tax (1,708)	Pay council tax (1,620)
8	Pay council tax (1,867)	Planning (1,666)	Contact us (1,462)
9	Council tax (1,867)	Council tax (1,631)	Council tax (1,399)
10	Contact us (1,664)	Contact us (1,597)	Car parks (1,360)
11	Bin Collections (1,566)	Bin Collections (1,592)	Planning (1,324)
12	Rubbish and recycling (1,475)	Markets (1,500)	Crematorium (1,247)
13	Markets (1,380)	Rubbish and recycling (1,371)	Markets (1,162)
14	Our vacancies (1,298)	Our vacancies (1,333)	Shopping in Farnborough (1,134)
15	Car parks (1,294)	Job opportunities (1,315)	Our vacancies (1,065)
16	Crematorium (1,239)	Improving Aldershot (1,315)	Job opportunities (1,018)
17	Job opportunities (1,238)	Car parks (1,292)	About the crematorium (984)
18	Adult learning and evening classes (1,223)	Parking (1,190)	Adult learning and evening classes (860)
19	Parking (1,176)	Adult learning and evening classes (1,140)	Housing and Benefits (859)
20	Housing and Benefits (1,078)	Housing and Benefits (1,091)	Parking fines (837)

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CABINET
29th March 2016

HEAD OF PLANNING
REPORT NO PLN1612

Rushmoor Biodiversity Action Plan 2016 – 2021

1. Purpose of Decision

- 1.1 This report seeks Cabinet's approval to adopt a new Biodiversity Action Plan (BAP) for Rushmoor following public consultation that took place in early 2016. A copy of the BAP text is attached as Annex 1 to this report.
- 1.2 The new action plan will continue to provide the framework for initiatives to protect and enhance biodiversity across the borough. It will also provide the basis for joint working with the local community and the voluntary groups who will be key partners. The plan will also be a clear sign of the Council's commitment on biodiversity issues.

2 Background

- 2.1 The Rushmoor BAP 2016-21 has been produced after a key stakeholder meeting held on February 20th 2015 and a six week consultation period in early 2016. The document identifies:

- Key habitats within the borough
- Priority species associated with different habitats
- Main threats to local biodiversity
- Key actions needed to protect and enhance biodiversity

The stakeholder meeting was attended by Rushmoor staff and Members and representatives from partner organisations such as the Wildlife Trust, the Basingstoke Canal Authority, The Hampshire and Isle of Wight Wildlife Trust, local enthusiasts and members of the Rushmoor Urban Wildlife Group. In addition, consultation responses were received from Natural England, RBC staff and Councillors, the RSPB, the Hampshire and Isle of Wight Wildlife Trust, the Blackwater Valley Countryside Partnership and local residents.

- 2.2 The updated BAP will build upon the work already undertaken during the previous plan, which set out strategic actions at a local level, and provides a more detailed overview of the local environment and the local threats to priority habitats and species.
- 2.3 In 2006, the Natural Environment and Rural Communities Act put a statutory obligation on local authorities to conserve biodiversity. Section 40 of this act sets out the duty to conserve biodiversity;

“Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity”.

- 2.4 In addition, the Government’s “Biodiversity 2020: A strategy for England’s Wildlife and Ecosystem Services” document outlines a mission for the next decade;

“...to halt overall biodiversity loss, support healthy well-functioning ecosystems and establish coherent ecological networks, with more and better places for nature for the benefit of wildlife and people.”

- 2.5 This BAP sets out how the Council plans to meet this duty and mission statement through direct action and working in partnership with others in the borough, both individuals and businesses, to make biodiversity a key consideration.

3 Recommendation

- 3.1 **It is recommended that Cabinet adopt the Rushmoor Biodiversity Action Plan for 2016 – 2021.**

Keith Holland
Head of Planning

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Rushmoor Biodiversity Action Plan

2016-2021



Contents

Introduction	4
Biodiversity Achievements 2009-14.....	4
Partnership work.....	5
The Purpose of this BAP.....	6
What is biodiversity?.....	6
Why is biodiversity important?.....	7
Why do we need to conserve biodiversity?.....	7
What are the main threats to biodiversity?.....	8
The Rushmoor biodiversity resource	10
Designated sites.....	10
Thames Basin Heaths Special Protection Area (SPA).....	11
Sites of Special Scientific Interest.....	13
Sites of Importance for Nature Conservation.....	15
Green Networks.....	17
The Habitats	18
Woodland.....	18
Grassland.....	20
Heathland.....	22

Wetland Habitats.....	24
Urban Environment.....	28
Protected Species.....	29
Action Plan 2016-2021.....	31
Appendices	
Appendix A. List of key Partners.....	35
Appendix B. List of designated sites in Rushmoor.....	37

List of Figures

1). Thames Basin Heaths in Rushmoor.....	12
2). SSSIs in Rushmoor.....	14
3). SINCs in Rushmoor.....	16

List of Plates

1). Chamomile flowering.....	5
2). Rowhill Copse, Aldershot.....	18
3). Ball Hill Grassland.....	20
4). Eelmoor Marsh SSSI.....	22
5). Basingstoke Canal, North Camp.....	24
6). Farnborough Community Centre Pond.....	27
7). Brown long-eared bat.....	29
8). Nightjar at Eelmoor Marsh.....	30

Biodiversity: Rushmoor 2016 - 2021

Introduction

The natural environment in Rushmoor has experienced large changes over the past century, in common with most of south eastern England. However, there remains a considerable biodiversity resource in the borough in the form of heathland, woodland, watercourses and even aspects of the urban environment.

The adoption of the Rushmoor Biodiversity Action Plan (BAP) in 2009 helped translate national and regional targets into local action, whilst also identifying species and areas of local importance. This updated action plan will continue to deliver biodiversity enhancement across the borough by building on the work from the first BAP. It will be necessary for all members of the community, including the council, businesses, volunteer groups and residents, to work together to achieve the aims set out in this document.

As highlighted in the Rushmoor Corporate Plan 2015 the overall aim of the council is "...to improve the quality of life for local residents and businesses". Growing medical evidence shows that access to the natural environment improves health and wellbeing and improving the environment across the borough can only improve life for residents and businesses in Rushmoor. The Council also recognises that it should lead by example in protecting the environment and developing a sustainable environment for future generations.

Biodiversity Achievements 2009-14

Through the period covered by the first action plan there have been many biodiversity achievements and changes across the borough. In planning terms the Aldershot Urban Extension development with its associated green space provision has involved a considerable amount of survey work and the production of detailed management plans. The opportunity to establish positive management in a number of woodland blocks as part of the development will be very beneficial for biodiversity. Rushmoor has continued to play an important role in supporting the Thames Basin Heaths Strategic Partnership which ensures our sensitive and globally important heathlands are protected.

Across the borough the monitoring of Sites of Importance for Nature Conservation (SINCs) has taken place on annual basis. While some sites have been lost through natural succession other sites, such as Rushmoor Arena and Queen's Parade in North Camp, have been newly designated. The overall biodiversity resource has remained constant.

Partnership work

The conservation work of partnership organisations such as the Blackwater Valley Countryside Partnership, Basingstoke Canal Authority, the Cove Brook Greenway Group, Rowhill Copse Nature Reserve, Friends of Brickfields Country Park and the Hampshire and Isle of Wight Wildlife Trust have ensured that habitats and sites of high biodiversity value have been managed positively and the biodiversity value enhanced. Without these strong partnership links effective conservation work across Rushmoor would be severely limited.

The Hampshire and Isle of Wight Wildlife Trust manage a significant portion of heathland in the borough in partnership with the MOD which maintains and enhances the conservation value of these sites. The Blackwater Valley Countryside Partnership not only manage the Blackwater Valley and associated habitats, but also manage other sites in the borough such as Southwood Woodland, Hawley Meadows and much of the woodland network around Aldershot known as Wellesley Woodlands.

Rushmoor has a strong background in partnership conservation work associated with the aforementioned groups and other land owners and managers such as the MOD and Natural England. A full list of partners can be found in Appendix A.

Additionally numerous small projects have been carried out by conservation groups across the borough and support for environmental and community groups is important. The Rushmoor urban Wildlife Group has been involved in pond restoration projects, the creation of wildlife gardens and wildflower meadows and putting up bird and bat boxes in various locations.



Plate 1. Chamomile flowering, wildflower meadow project at Queens Road Rec, North Camp

The Purpose of this BAP

This document highlights the continuing threats to biodiversity and aims to identify what can be done to protect the wildlife we have and enhance the area to increase and protect local biodiversity.

The publication of the Natural Environment and Rural Communities Act in 2006 makes biodiversity an important consideration for all local authorities. Section 40 of this act sets out the duty to conserve biodiversity: "Every public authority must, in exercising its functions, have regard, so far as is consistent with the proper exercise of those functions, to the purpose of conserving biodiversity".

Further to this, in 2011 the government published a "Biodiversity 2020" strategy as a framework for conserving and enhancing biodiversity across the nation in a coherent fashion. The broad aims of the strategy are to improve the condition of existing important habitats and create more protected areas to reduce fragmentation.

This updated plan will provide a framework to build upon the achievements across the borough during the first phase of the BAP by targeting the resources available into delivering achievable and tangible environmental enhancements. These will work locally towards the broader aims of the "Biodiversity 2020" UK-wide strategy.

The aims of this BAP are:

- 1) To continue protecting habitats and species within the borough and enhance existing areas for wildlife
- 2) To Identify opportunities to create new areas for wildlife and to increase borough biodiversity
- 3) To Raise awareness of biodiversity within the community to improve understanding and support for wildlife projects
- 4) To Engage with local communities to encourage individuals to take an active part in projects, initiatives and consultations that have an effect on the borough's biodiversity
- 5) To Raise awareness of biodiversity among council staff and members and work to make biodiversity a key consideration in council decision making.
- 6) To Work in partnership with local businesses, landowners, environmental and community groups to improve local biodiversity
- 7) To Monitor and review local biodiversity and this action plan

What is biodiversity?

The word biodiversity was first used at the Rio Earth Summit in 1992, it stands for biological diversity and is the term used to describe all variety of life on earth in all its forms. This includes variety or differences in genes and individuals of the same species, between different plant and animal species and within or between entire ecosystems. The term goes far beyond simply the number of species in a given environment or habitat.

Not all habitats are equal in biodiversity terms. Broad-leaved woodland and unimproved flower-rich lowland meadows are rich in biodiversity when compared to habitats such as intensive arable farmland or densely constructed urban conurbations. Even within the urban

environment gardens, parks and allotments can all be relatively diverse.

Why is the natural environment and biodiversity important?

The natural world, its biodiversity and its ecosystems are critically important to our well-being and economic prosperity, but are consistently undervalued in conventional economic analyses and decision making (UK National Ecosystem Assessment, 2011). The government white paper “The Natural Choice: securing the value of nature” published in 2011 highlights the “services” the natural environment provides.

These services are defined as the products of natural systems from which people derive benefits. They loosely fit into four categories: Provisioning services (food, water, fuel); regulating services (pollination, water purification, flood reduction, pollution control); cultural services (spiritual enrichment, health and wellbeing, recreation); support services (soil formation, nutrient cycling).

Rushmoor will be producing a green infrastructure strategy which will focus more specifically on ecosystem services and green networks and the multifunctional benefits they provide.

As well as providing these ecosystem services the natural environment in Rushmoor supports a wide variety of species in a variety of different habitats. These will be described in more detail in future sections.

Why do we need to conserve biodiversity?

The State of Nature Report published in 2013 and put together by 25 wildlife organisations found that 60% of the studied species in the UK had declined in the past 50 years. The reasons for the declines are many and varied but habitat loss and climate change are two major contributory factors.

Inevitably, there have been declines in species locally within Rushmoor. For example, in the early 1980's the Marsh Fritillary butterfly was abundant within the borough but it became extinct in the late eighties and has not been recorded here since. Rushmoor is working with the Hampshire and Isle of Wight Wildlife Trust on a project to reintroduce this species to northeast Hampshire.

By conserving biodiversity we will not only protect the diversity of species in our habitats but also maintain a healthy and interesting environment in Rushmoor for ourselves and future generations to enjoy.

What are the main threats to biodiversity?

There are a number of key factors that could have potentially detrimental effects on the level of biodiversity in the borough. These are development, climate change, recreation, pollution, changes in land use and changes or lack of management. These factors are not limited to Rushmoor and represent the wider issues facing the environment in the UK as a whole.

Development

Development can pose a threat to biodiversity through direct loss of habitats and indirectly through habitat fragmentation and the additional impacts of a development throughout its lifetime on the surrounding environment e.g. changes and demands on natural water systems and pressures from increased traffic and other related infrastructure. The population in the combined Rushmoor, Hart and Surrey Heath area has increased by 18% over the last 30 years, which represents an increase of around 43,000 people. There is a need for increases in future housing to meet the growing demand which can put pressure on the environment and protected sites and species and potentially lead to a loss in urban greenspace.

The increased impact on natural resources from a development are not only from the material required for the construction phase, but also their demand for energy and water once the development is active. Impacts on surrounding habitats also need to be considered as changes in light, wind, drainage and usage of these habitats can affect the type and amount of different species able to survive there. It is important that in setting out actions to improve biodiversity within the borough, we are mindful to reduce our negative impact on the biodiversity of other areas.

Paragraph 117 in the National Planning Policy Framework (NPPF) seeks to ensure that planning policies should plan for biodiversity at a landscape scale across authority boundaries, identify and map ecological networks and seek to protect and enhance priority species and habitats.

Pollution

Air, water, light and noise pollution can all impact on biodiversity, changing local features and species found in different habitats. Different types of pollution can affect different species and habitats in different ways, e.g. light pollution can delay emergence time for bats, reducing the amount of time they have to forage insects, it can also affect natural mating and foraging behaviour in birds. Pollution can come from many different sources and activities and it is important to identify where risks of pollution are most likely and to reduce the negative impact on local wildlife.

Inappropriate land management

When there are changes to how a piece of land is used or the way it is managed this can have detrimental impacts on the local biodiversity. Traditionally much of the borough's land was open heathland, a habitat that was maintained by commoners grazing their livestock,

mixed with local farms and their associated grazing fields. With the arrival of the army to the area in 1854 communal grazing was stopped but it is likely that military horses would have continued to be grazed through the early twentieth century. Much of the large areas of countryside within Rushmoor are still owned by the Ministry of Defence who manage these areas of land as part of their training estate.

It is important that this plan encourages local businesses and land owners to make biodiversity a high priority when planning and undertaking grounds maintenance and habitat management work. Without the correct management for biodiversity habitats can become degraded or lost entirely e.g. many unimproved grassland sites have been lost due to the use of artificial fertilisers and heavy mowing regimes.

Climate change

One of the biggest concerns for biodiversity over the next century is likely to be climate change. Negative impacts would include extinction of species from the Rushmoor area and the UK, as conditions change and become unsuitable e.g. increased periods of drought will result in ponds drying out, leaving many amphibians with nowhere to spawn. If species are restricted from migrating as the local weather and climate changes, e.g. by developments, they may face extinction, stranded in a habitat that cannot provide them with all the resources they need to survive and reproduce.

The local extinction of some species will have knock on effects on other species that rely on them for food, shelter, and breeding. Climate change may also lead to the further invasion of non-native species, which negatively interact with native species e.g. out competing native species for resources such as food, if natural predators do not migrate at the same time a non-native species can often colonise a new area quickly putting further pressure on the entire ecosystem. Biodiversity has an important role to play in the mitigation of the effects of climate change. In areas of towns and cities with a lot of green, open spaces and high tree cover, temperatures are measured at up to 2°C cooler than in parts of cities with less tree cover and natural environments, and they experience reduced flooding during storm events.

The Rushmoor biodiversity resource

Before the development of Rushmoor and Aldershot took place over the last century, a mixture of heathland, woodlands, grassland and wetland environments were present within the borough. Today, a large proportion of this land has been developed for housing, retail and industrial purposes and this has resulted in a mosaic of different environments including buildings, gardens, parks and roads that sit between patches of natural habitats e.g. heath/acid grassland, lakes, ponds and woodlands.

The UK Biodiversity Action Plan identified priority habitats for conservation work and attention. Those priority habitats for which there is comprehensive mapping information are detailed in the table below. They represent a total of 481 ha of habitat positively identified in Rushmoor.

Priority habitat type	Area in Rushmoor (hectares)
Lowland Grassland	98
Lowland Heathland	108
Woodland, Wood pasture, Parkland	275

In addition to these fully audited habitats there are a number of other habitat types which make a large contribution to the biodiversity resource in Rushmoor. Aquatic habitats such as the Basingstoke Canal, Blackwater River, Cove Brook and the numerous ponds and lakes are all important habitats that support numerous species. Combined together these also cover a considerable area.

While a significant portion of the borough could be considered to be urbanised it is not without biodiversity interest. Allotments, parks and gardens are all well known as habitats that can support a wide range of insects, birds, mammals and common reptiles. Railway and major road corridors are also often overlooked biodiversity resources.

The next sections provide more detail on the specially designated nature conservation sites in Rushmoor and the habitats they contain. These are linked to the specific actions in the plan in the next section of this report.

Designated sites

Many areas of natural habitats described above have local, national and, or, international designations to protect them from further fragmentation and decline; often providing a refuge for wildlife in close proximity to the densely urban areas of Aldershot and Farnborough. These sites have been designated for the habitats present there or for the rare species they support. These areas provide the opportunity to experience an environment that is in decline in other areas. Together all areas designated at different levels form part of a semi-natural landscape and help to maintain biodiversity in the borough.

Rushmoor currently has 942 hectares of land designated for its nature conservation value (see table). Different areas are given protection at different levels, dependent upon the importance of their features at European, national and local level.

A full list of designated sites is provided in Appendix b.

Designated Site type	Total area in Rushmoor (ha)	
Local Nature reserve	2	
National Nature Reserve	0	
Ramsar	0	
Special area of conservation (SAC)	0	
Special protection area (SPA)	451	
Site of Special Scientific Interest (SSSI)	471	
Site of importance for Nature conservation (SINC)	475	
	Total area =	*948 ha

* note that all designated SPA is included within SSSI land

Thames Basin Heaths Special Protection Area (SPA)

The highest level of protection is awarded to areas of international importance, these areas are known as Special Protection Areas (SPAs) or Special Areas of Conservation (SAC). Areas designated under European law represent the best examples of habitats that are severely restricted throughout Europe or areas that support internationally rare species. Part of the Thames Basin Heaths SPA falls within Rushmoor's boundary (Figure 1.)



Figure 1. TBH SPA in Rushmoor

The Thames Basin Heaths SPA was designated in 2005 under the EC Birds Directive and covers a total area of 8,284 hectares across land in Hampshire, Surrey and Berkshire. The areas in Rushmoor are one part of this ecosystem and over the coming years it will be

important for all those involved in their maintenance to work together to ensure the heaths are restored and maintained to favourable condition for the wildlife they support.

Areas of heathland have been designated because their habitats support breeding populations of woodlark, nightjar and Dartford warbler. All three birds are listed in Annex 1 of the Birds Directive and as such these areas are covered by strict legislation. Due to the sensitivity of the Thames Basin Heaths, potential impacts through development should be avoided by providing Suitable Alternative Natural Greenspace (SANG) at a rate of 8 hectares per 1000 new residents. Additionally there is a buffer zone of 400m around the SPA within which no development can occur.

In addition to the provision of SANGs, the Blackwater Valley Countryside Partnership will also be providing an SPA warden who will engage with the local community through education about the sensitivity of the SPA and the species associated with it.

Sites of Special Scientific Interest

The borough contains areas designated as Sites of Special Scientific Interest (SSSI). These sites are designated because of their importance at a national level. Some of these areas are also designated units for the Thames Basin Heaths SPA.

There are five SSSI's that lie either wholly or partly within Rushmoor borough (present condition in parenthesis), these are:

Yateley & Hawley Common (Unfavourable recovering)

Foxlease & Ancell's Meadows (Unfavourable recovering)

Eelmoor Marsh (Favourable)

Bourley & Long Valley (Unfavourable recovering)

Basingstoke Canal (units variously unfavourable declining, unfavourable recovering, favourable)

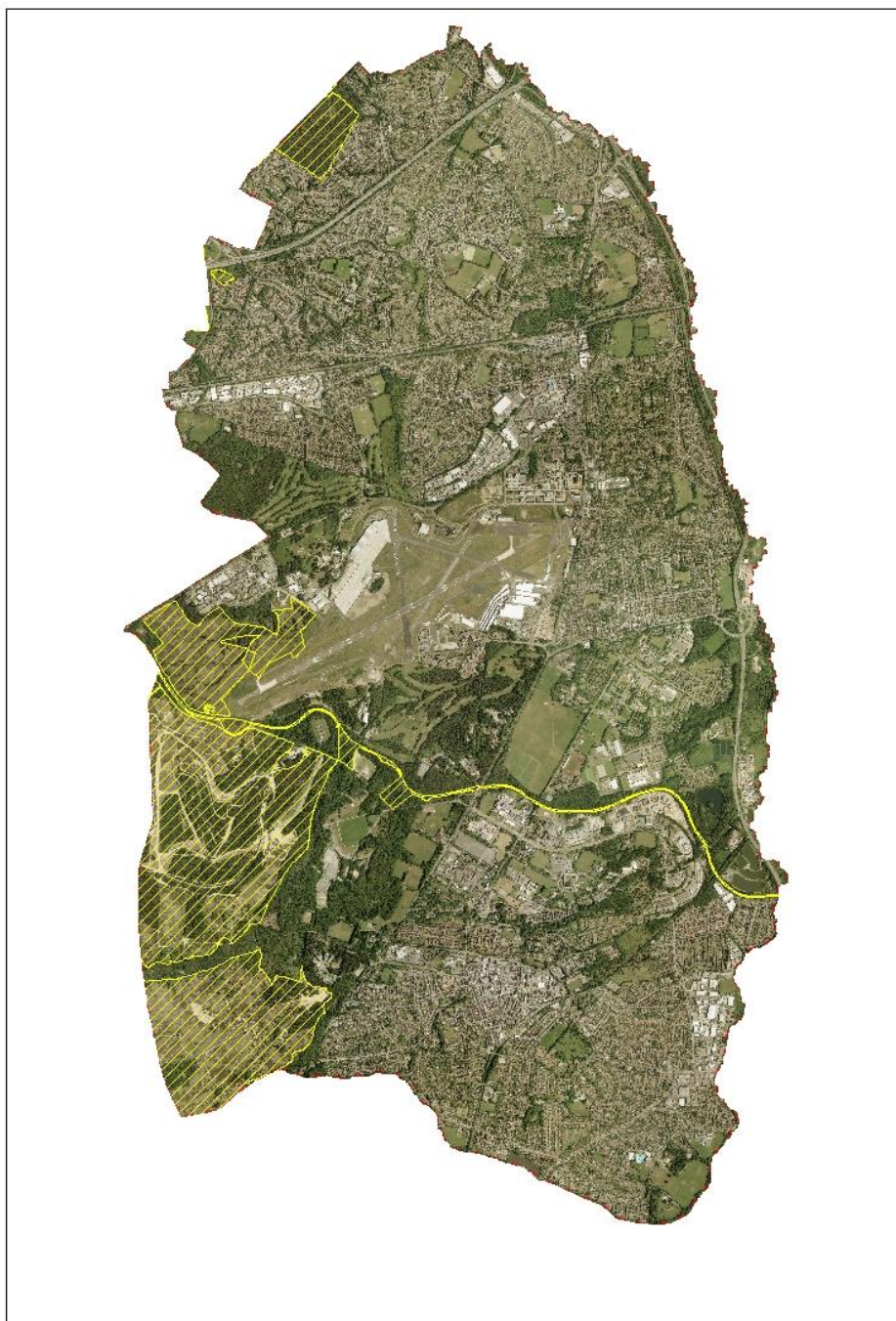


Figure 2. SSSIs in Rushmoor

Natural England are responsible for assessing the condition of these sites. More detail on their current condition can be found at: <https://designatedsites.naturalengland.org.uk/>. The government has committed to having 50% of SSSIs in favourable condition by 2020 while maintaining at least 95% in favourable or recovering condition.

Local Nature Reserves

There is one Local Nature Reserve in Rushmoor, Rowhill Copse in Aldershot. Although the majority of the site sits outside the Rushmoor boundary in Surrey, it is still an important area

for our residents and local wildlife and is an important site for educating schools and local groups.

A Local Nature Reserve is a statutory designation, and these areas are protected from damaging activities. Rowhill Nature Reserve is managed by the Rowhill Conservation Volunteers and provides a good example of traditional woodland management. Funding to enable positive management at Rowhill will come through developer contributions as the site has been designated as Suitable Alternative Natural Greenspace (SANG).

Sites of Importance for Nature Conservation

Locally important examples of habitats and species are protected through the designation of Sites of Interest for Nature Conservation (SINCs). The Council works in partnership with the Hampshire Biodiversity Information Centre (HBIC) to identify and designate Sites of Importance for Nature Conservation (SINCs) in the borough and then to monitor and help maintain these sites. HBIC assesses each site individually against a series of criteria drawn up by Hampshire County Council, Natural England and the Hampshire & Isle of Wight Wildlife Trust. These sites are important because they contain habitats and features that cannot be recreated or species that are rare within Hampshire.

There are 36 SINCs in Rushmoor covering 475 ha (Figure 3) and they vary greatly in size and reason for designation, from small roadside verge sites that support nationally scarce species, to larger areas of heathland and grassland habitats. The SINC monitoring and designation program is undertaken annually. It is a dynamic system and new SINCs can be designated or existing ones removed from year to year. SINC boundaries are also amended as new survey information becomes available.



Figure 3. Sites of Importance for Nature Conservation (SINCs) in Rushmoor

Green Networks

This framework of protected sites contribute towards a network of green spaces across the borough and region, representing a link between urban areas and the surrounding countryside in neighbouring boroughs and districts.

Networks of green spaces are important for many species to aid dispersal and migration. These networks not only include the areas identified as being of importance for particular species and habitats, but also other more common green areas such as public parks, cemeteries, road verges and domestic gardens. Road and rail corridors such as the M3 and London to Weymouth railway line are also important green links due to their extensively wooded or grassed embankments. When combined, all these green spaces can help form green corridors and stepping-stones that provide the opportunity for species to migrate.

The NPPF puts particular emphasis on the need to identify local ecological networks and seek to protect and enhance them. A detailed green infrastructure strategy for Rushmoor which also identifies areas for enhancement and “stepping stones” is scheduled to be developed as part of the Local Plan process. This document will work in parallel to the BAP in protecting and enhancing biodiversity in the borough.

The Habitats

Introduction

Rushmoor borough supports a wide mix of habitats and species in its heathland, woodland, grassland and wetland sites and throughout the more urban areas. It is important that priority habitats are protected and that action is taken to enhance and recreate habitats to support local wildlife species.

In each section National Biodiversity Action Plan species found in specific habitats in Rushmoor have been identified. Some species are found in more than one habitat type.

Woodland



Plate 2. Rowhill Copse, Aldershot

There are some areas of natural woodland within the borough. Good examples of this habitat can be seen at Rowhill Copse and Southwood woodland, but there are also many other small pockets of woodland habitat adjacent to urban parks. The areas of woodland present today are important and add to the diversity of habitats in Rushmoor. Although most of Rowhill lies within Surrey it is still enjoyed by the residents of Rushmoor and represents a useful resource for educating people about woodland habitats and management. Southwood Woodland supports a high number of invertebrates, in particular those that depend on dead wood environments, which is unique in the borough and important at a county level.

The secondary woodland supports species strongly associated with ancient woodlands (e.g. native bluebells) and is an important habitat for many species of bat for roosting and feeding. To increase the biodiversity of woodlands their management is very important to encourage natural regeneration. Management for other habitats may have a negative effect on woodland in the borough, e.g. removal of trees for heathland regeneration. Coniferous plantations are among the poorest for wildlife in terms of species diversity, often with greatly reduced ground flora. However, they do support some speciality species such as firecrests.

While woodland is often found in discrete blocks there is also a significant amount of tree cover along linear features such as the M3 motorway, railway corridors and the Basingstoke Canal. Much of this woodland has been unmanaged for a number of years but projects such as the Aldershot Urban Extension have created opportunities to establish positive management in some of this woodland.

Priority species associated with woodlands:

Lesser spotted woodpecker
Spotted flycatcher
Song thrush
White admiral
Festoon moth
Wood ant
Green flowered helleborine
Bats (serotine, noctule brown long eared & pipistrelle)

Grassland



Plate 3. Ball Hill grassland, Farnborough. Photo Courtesy of Mary Tomlinson, Natural England.

There are different types of grassland habitat present in Rushmoor, representing underlying ground conditions. Dry acid grasslands are included in the Heathlands section of this document. Management of grasslands has an impact on which species will be present and how diverse the overall habitat will be. Unimproved grasslands are the most diverse grassland habitat, this is because they have not been treated with fertilisers, herbicides or pesticides. They are now an extremely scarce habitat across the entire United Kingdom.

The practice of agriculturally improving grasslands through fertilisers, herbicides and pesticides allows only some of the plant and insect species to survive because they introduce high levels of nitrogen into the habitat. In improved grasslands the high nitrogen levels provide conditions where a few species will out compete the others and dominate the area. One of the most attractive qualities of unimproved neutral grasslands, and the reason for their high biodiversity value, is their diversity of wildflowers, which in turn attracts a large number of insects such as butterflies and bees.

Most priority grassland habitats in the borough have been included within the boundaries of designated areas and with correct management, their biodiversity can be maintained and enhanced. There are almost certainly other areas of grassland across the borough which retain a raised level of floral diversity. These can even include areas which are presently heavily mowed such as road verges or amenity spaces. In some cases there could be substantial enhancement opportunities by making relatively small changes to current management regimes.

Priority species associated with unimproved grasslands:

Skylark

Grizzled skipper butterfly

Chamomile

Quaking grass

Potter flower bee

Common lizard

Small heath butterfly

Heathland



Plate 4. Eelmoor Marsh SSSI. Photo courtesy of Paul N Drane Photography.

Heathland habitat is characterised by a mixture of dwarf shrubs such as heathers, gorse, acid grassland, bare sand and gravel and may include everything from parched ground to bog pools. As a habitat, it supports many species that depend upon the special conditions it provides, including protected and BAP priority species. Heathland soil is generally acidic and poor in nutrients restricting the plants that can colonise and persist in these areas. Heathlands are one of the UK's most important but threatened habitats; rare elsewhere in Europe the heathlands remaining in the South of England represent an important stronghold for this habitat. Good examples of heathland habitat are found at Hawley Commons and Bourley & Long Valley.

In the past, much of the borough area would have been heathland and this habitat was maintained by the grazing of cattle, ponies, sheep etc. on the land. The cessation of grazing, introduction of conifer plantations to the area and loss through development have caused a large decrease in the borough's heathland. In recent years cattle have been reintroduced to areas of heathland in the borough with positive effects on the biodiversity of those areas and the regeneration of heathland.

The majority of heathland in Rushmoor is MoD training land, with large areas open to the public and the MoD have been working closely with the Hampshire and Isle of Wight Wildlife Trust and Hampshire County Council to restore heathland areas to favourable condition where this does not impede upon military activity. Eelmoor Marsh is owned by Qinetiq and managed by Marwell wildlife. This site has no public access but is the subject of a long history of positive management and biological recording which is reflected in its "favourable" condition assessment.

Priority Species* associated with heathlands:

Silver studded blue butterfly

Grayling
Adder
Nightjar
Woodlark
Ruby-tailed wasp
Pale heath violet
Marsh clubmoss
Nail fungus

*although not a BAP species, the heathlands are also very important for Dartford warbler

Wetland Habitats



Plate 5. Basingstoke Canal, North Camp.

There is great diversity of wetland habitats within Rushmoor, and these support high levels of biodiversity and a variety of important species. From rivers and streams to lakes and ponds, these habitats do not exist in isolation and are often found together with other habitats such as wet grassland and wet woodland areas.

The range of habitat structure within wetland environments is one of the reasons they can support large numbers of species, often making these areas biodiversity hotspots. The river, brooks and canal also serve as green wildlife corridors through the borough and are important in helping species migration.

The high number of invertebrate species found along the river and canal are important for attracting other species, such as bats, as they are an important source of food. There are many pressures on wetland habitats from changes in hydrology of the area, from development and water extraction, and it is important to maintain wildlife corridors in light of the expected effects of climate change and the increased likelihood of species migration.

Wetland habitats within Rushmoor borough are often within close proximity to highly urban areas which can cause conflict and make them prone to pollution events. It will be necessary for all members and groups in the community to stop pollution of the waterways and help enhance these areas for wildlife and people.

Lakes & Ponds

Ponds can be all shapes and sizes and be manmade or natural. A variety of ponds can be found in Rushmoor from the gravel lakes along the Blackwater River, small garden ponds and larger ones e.g. Brickfields Park pond.

In 2006 a category was added to the UK BAP priority habitats list to recognise the importance of ponds in maintaining biodiversity. Priority ponds are considered those that represent over two hectares of eutrophic standing water, or if under this size they support internationally, nationally scarce species or habitats listed under Annex 1 of the Habitats Directive.

With increasing temperatures there is concern that many smaller ponds may dry out, leading to a loss of many species of invertebrates and amphibians that rely on them for food and as spawning grounds. Ponds of all sizes are important and even garden and school ponds will be colonised by locally prominent species, as well as supporting dragonflies and damselflies. There are a number of old gravel lakes on the eastern border of Rushmoor that are excellent sites for bird watching, especially throughout winter months when they host wintering and migrating wildfowl.

Basingstoke Canal

The canal is an SSSI and has an unusual change in pH along its length, which has led to a variety of different habitats. It was designated because it supports one of the widest ranges of wetland and aquatic plants in Britain.

On the Basingstoke Canal, disused side waters provide additional habitats for increased biodiversity, examples of these are Eelmoor, Claycart and Rushmoor Flashes that are managed by the HIOW Wildlife Trust. The vegetation and species found in these areas are those adapted to occasional flooding.

Blackwater River

Starting in Rowhill Copse in the southeast of the borough the Blackwater River runs from south to north and is an important green corridor for species migration. The river and surrounding gravel lakes provide food and shelter for many bird species, throughout winter months visiting wading birds can be seen overwintering on the lakes. A number of nationally and regionally scarce plant species are supported along the river and continued management for conservation will help maintain populations of these species.

Cove Brook

This is an interesting and important habitat that runs through a very urban area. The Cove Brook provides residents with an excellent opportunity to interact with wildlife on their doorstep and it is important to manage this area for wildlife as well as people.

Southwood Meadow, a traditional area of water meadow, is an important area for invertebrates and amphibians, the meadow is located by Hazel Avenue in Cove. The brook

and the surrounding open spaces is an area identified for priority conservation action to ensure the diversity of the grassland is maintained and increased.

Priority species associated with wetland habitats:

Reed bunting

Otter

Grass snake

Common toad

Downy emerald dragonfly

6 stamened Waterwort

Hair-like pondweed

Pillwort

Urban Environments



Plate 6. Farnborough Community Centre Pond.

The urban environment represents at best a mosaic of habitats that provide an important refuge for many species. Relics and small patches of the habitats discussed in the previous chapters can be found within Farnborough and Aldershot, linking these patches with the wider countryside will help local wildlife populations. The urban environment is included in this plan because the range of environments within the urban landscape helps support a wide variety of species, making an important contribution to the overall biodiversity of the region, and provides the easiest opportunity for residents to access nature in their day to day lives.

The urban environment is not a priority UK BAP habitat but some UK BAP species can be found in our towns. Stag beetles are now commonly found in urban areas despite being dependent upon dead wood for larval development. This adaptation appears to be helping the population of stag beetles in the South East flourish. In addition, the urban environment also supports large populations of common birds, mammals and insects all of which make a substantial contribution to the biodiversity value of the borough. Recent studies have found that bumblebee diversity is higher in urban areas than the wider countryside.

Approximately 27% of urban land use is currently identified as used for gardens; in the highly developed areas of Rushmoor, gardens may provide an important resource for biodiversity. Urban gardens help aid dispersal of biodiversity by acting as green corridors and as stepping-stones for species moving between larger green spaces. Street trees not only protect our neighbourhoods from extremes of weather they are also important for urban wildlife, home to many insects and bird species.

The verges alongside roads and railway embankments create wildlife corridors through urban areas and can support rare plant species. Larger green spaces within the urban environment are often represented by parks, playing fields, cemeteries and allotments and provide the most accessible areas for local residents to access and appreciate wildlife and nature.

Priority species associated with the urban environment:

Stag beetles

Bats (serotine, noctule, brown long eared & pipistrelle)

House sparrows

Common starling

Hedgehog

Slow-worm

Dunnock

Protected Species



Plate 7. Bown long-eared bat. Photo courtesy of Paul N Drane Photography.

Rushmoor contains a wide variety of species which receive protection under domestic or European legislation, some of which have been listed in the habitat sections of this document. The protection could be partial (prohibiting sale, for example) or full, in which case the disturbance, killing or injuring of just one of the species, or interfering with its habitat, could constitute an offence. Natural England provide standing advice on their website related to issues surrounding protected species:

<https://www.gov.uk/guidance/protected-species-and-sites-how-to-review-planning-proposals#standing-advice-for-protected-species>

Protected species could be encountered anywhere across the borough. Some of the most commonly encountered in our urban environments are bats, slow-worms and badgers which share our houses or gardens. Our heathlands are home to Dartford warblers, woodlarks and nightjars along with reptiles such as adders and lizards. Our water courses, such as the Blackwater and Basingstoke Canal, support kingfishers and provide foraging habitat for numerous bats species and even the very occasional otter.



Plate 8. Nightjar at Eelmoor Marsh. Photo courtesy of Paul N Drane Photography.

Action Plan 2016-2021

The government's Biodiversity 2020 strategy for the UK highlights that “..conserving biodiversity in England has long depended on partnership, involving statutory, voluntary, academic and business sectors”. This situation is reflected in Rushmoor where partnership work between council departments, volunteers, statutory bodies and the local business sector have all come together to deliver conservation work in the borough. In the current financial climate partnership working is only likely to become more important.

This updated five-year plan outlines a series of actions to provide a framework for the delivery of conservation and enhancement across Rushmoor until 2015. The actions are intended to make a genuine positive contribution to the borough's biodiversity while being realistic and achievable.

The actions fall into three broad categories: protecting the existing resource, raising awareness of biodiversity in the community and within the council and enhancing biodiversity through partnership projects. The specific actions are also linked in the tables to the relevant protected sites and species where relevant. The document also has a section allowing for review of the plan as it progresses and evolves.

Aim 1. Protecting the existing biodiversity resource

Action	Timescale	Potential partners	Relevant habitats/sites/species
Development Control			
Provide pre-application advice to developers and DC officers to ensure that biodiversity is a consideration early in the process	2016-2021	RBC, NE, EA, HCC	Potentially all habitats/species
Ensure planning applications are accompanied by appropriately detailed ecological survey work	2016-2021	Biodiversity officer	Potentially all habitats/species
Provide biodiversity comments on relevant planning applications	2016-2021	Biodiversity officer	Potentially all habitats/species
Incorporate swift/bat bricks into planning conditions for new dwellings	2016-2021	Biodiversity officer	Swifts, bats
Planning Policy			
Continued support for the Thames Basin Heaths Strategic Partnership Board	2016-2021	Biodiversity Officer, Planning Policy	SPA/Heathland species
Preparation and implementation of relevant planning policies including adoption of a new Local Plan and policy to protect residential gardens	2016-2021	Planning policy	-

Investigate the possibility of producing a supplementary planning document (SPD) for biodiversity	2016	Biodiversity officer, planning policy	-
Ensure new and existing SANG sites have relevant management plans to include enhancements for biodiversity	2016-2021	Biodiversity officer, various partners	Grassland/woodland and associated species
Prepare green infrastructure strategy including ecological network mapping		Biodiversity officer, planning policy	-
Monitoring the existing resource			
Maintain Service Level Agreement with Hampshire Biodiversity Information Centre (HBIC) to provide current biodiversity information for the borough	2016-2021	RBC, HBIC	SINC sites and protected species where specific surveys required
Facilitate annual monitoring scheme for existing SINC sites and surveying new areas	2016-2021	Biodiversity officer, HBIC, MOD	SINC sites
Attend HBIC partnership meetings (two per year) with rotational representation on steering group	2016-2021	Biodiversity officer	-

Aim 2. Enhancing the Rushmoor Biodiversity Resource

Action	Timescale	Potential partners	Relevant habitats/sites/species
Land management opportunities			
Develop wildflower planting scheme on RBC sites	One new scheme per year 2016-2021	RBC, Veolia, Rushmoor Urban Wildlife Group	Grassland and associated invertebrates
Promote biodiversity friendly management on verges and open space	Input into new management contracts as appropriate	RBC, Veolia	Grassland and associated invertebrates
Catalogue small areas of greenspace in Rushmoor, establish ownership and produce GIS mapping layer	2016	Biodiversity Officer, Rushmoor Urban Wildlife Group	Urban environment and associated species
Offer biodiversity advice to private landowners (e.g. business parks, housing associations) in the borough: develop partnership work	Ongoing 2016 - 2021	Biodiversity officer, Rushmoor Urban Wildlife Group	Urban environment and associated species

Support Parks and Open Spaces Manager in implementing biodiversity enhancement projects in Manor Park and Brickfields Country Park	2016 - 2017	Biodiversity Officer, Parks and Open Spaces Manager	Grassland and wetland habitats and associated species
Partnership work			
Support and facilitate species conservation and reintroduction programmes with partnership organisations across the borough	Ongoing as projects develop	Various partners incl. HIWWT, Marwell Conservation Trust	TBC
Continue to chair Rushmoor Urban Wildlife Group and undertake small projects	Four meetings annually	Biodiversity Officer, Rushmoor Urban Wildlife Group	Potentially any habitats of value
SANG acquisition and management	Ongoing 2016-2021	RBC, NE, BVCP	Grassland/woodland
Create spreadsheet of potential conservation tasks across all partners	2016	All partners	Potentially any
Support all partnership organisations in delivering biodiversity enhancement across the borough	ongoing	All Partners	Potentially any

Aim 3. Awareness, communication and education

Action	Timescale	Potential partners
Rushmoor Web Pages		
Keep web pages up to date with relevant biodiversity information	Annually 2016-2021	Biodiversity officer
Provide a link to the "living record" website	2016	Biodiversity Officer
Create link to electronic version of updated BAP	2016	Biodiversity Officer
Community Work		
Give talks to community groups or other interested parties on biodiversity topics	At least one annually 2016-2021	Biodiversity officer and various partners
Attend events to promote biodiversity projects and encourage participation	At least one annually	Biodiversity officer, Rushmoor Urban Wildlife Group
Continue to support the wildlife gardening category for Rushmoor in bloom	Annually	Biodiversity Officer

Media		
Produce articles for Arena highlighting biodiversity projects and opportunities to be involved	At least one annually	Biodiversity Officer
Create new biodiversity display stand for attending events	2016	Biodiversity Officer/Sustainability officer
Create Summary BAP Leaflet to accompany display stand	2016	Biodiversity Officer/Sustainability officer

Aim 4. Monitoring and Review

Action	Timescale	Potential partners
Hold annual Biodiversity Action Plan partnership day to review all project work occurring in the borough	One Annually 2016 -2021, April	Various
Produce summary report as an annual review and feed into the wider Annual Monitoring Report	One annually 2016-2021, May	Biodiversity officer
Full five year review	2021	Biodiversity Officer

Appendix A. List of key partners

Partner organisation	Contact details
Basingstoke Canal Authority	<p>Basingstoke Canal Authority Canal Centre Mytchett Place Road, Mytchett Surrey GU16 6DD</p> <p>email info@basingstoke-canal.co.uk tel 01252 370073 fax 01252 371758</p>
Blackwater Valley Countryside Partnership and Trust	<p>Ash Lock Cottage, Government Road, Aldershot, Hampshire, GU11 2PS Tel: 01252 331353 Blackwater.valley@hants.gov.uk</p>
Cove Brook Greenway Group	<p>http://www.covebrook.hampshire.org.uk covebrookgg@yahoo.co.uk</p>
Environment Agency (EA)	<p>Swift House, Frimley Business Park, Camberley Surrey, GU16 7SQ 08708 506 506 www.environment-agency.gov.uk</p>
Friends of Brickfields Country Park	<p>fbcf@brickfieldspark.org http://www.brickfieldspark.org/</p>
Hampshire Biodiversity Information Centre (HBIC)	<p>Hampshire Biodiversity Information Centre Elizabeth II Court West The Castle Winchester SO23 8UD Email: enquiries.hbic@hants.gov.uk Tel: 01962 832327</p>
Hampshire and Isle of Wight Wildlife Trust (HIWWT)	<p>Hampshire & Isle of Wight Wildlife Trust - Northern Office The Old Cartshed, Herriard Park, Basingstoke, Hampshire, RG25 2PL Telephone - 01256 381190, 01256 381186, 01256 381103, Email - feedback@hiwwt.org.uk</p>
Marwell Zoo Conservation (Eelmoor Marsh)	<p>Call us on 01962 777407 or email marwell@marwell.org.uk.</p> <p><i>Marwell Wildlife</i>, Thompson's Lane, Colden Common, Winchester, Hants SO21 1JH</p>
Natural England	<p>Natural England- Winchester Cromwell House, 15 Andover Road SO23 7BT Winchester Hampshire England</p> <p>0300 060 2514</p> <p>www.naturalengland.org.uk enquiries@naturalengland.org.uk</p>
Rowhill Copse Nature Reserve	

	http://www.rushmoor.gov.uk/article/3109/Rowhill-Nature-Reserve
Rushmoor Borough Council (RBC) and Rushmoor Urban Wildlife Group (RUWG)	Biodiversity Officer, Council Offices, Farnborough Road, GU14 7JU 01252 398731 plan@rushmoor.gov.uk

Appendix B. List of Designated Sites in Rushmoor

Designation	Name of Site	Designating Features	Level of Significance
Special Protection Area (SPA)	Thames Basin Heaths	Internationally important populations of Nightjar, Woodlark and Dartford warbler.	International
Site of Special Scientific Interest (SSSI)	Basingstoke Canal	The Canal, along with associated 'flashes' and heathland, is nationally important for aquatic plants and invertebrates. The Basingstoke Canal is botanically the most species-rich aquatic system in England.	National
Site of Special Scientific Interest (SSSI)	Bourley and Long Valley	A diverse mosaic of heathland, woodland, mire, scrub and grassland habitats. These support a range of important plants, insects and birds.	National
Site of Special Scientific Interest (SSSI)	Castle Bottom to Yateley and Hawley Commons	Heathland and young conifer plantations support important birds, plants and a diverse assemblage of dragonflies.	National
Site of Special Scientific Interest (SSSI)	Eelmoor Marsh	A range of habitat types including deep peat, raised bog, networks of ditches, species-rich grassland and heathland. The acid bog flora is particularly rich in insectivorous plants.	National
Site of Special Scientific Interest (SSSI)	Foxlease and Ancells Meadows	A wide range of acid grassland, wet heath and mire plant communities.	National
Site of Importance for Nature Conservation (SINC)	A325 Slip to Alison's Road	Site supports notable species	County
Site of Importance for Nature Conservation (SINC)	Aldershot Manor Park	Site supports notable species	County
Site of Importance for Nature Conservation (SINC)	Aldershot Park Wood (Heron Wood)	Woodland with a significant element of ancient semi natural	County

		woodland and public amenity value	
Site of Importance for Nature Conservation (SINC)	Aldershot Sports Ground	Site supports Notable Species	County
Site of Importance for Nature Conservation (SINC)	Alison's Road, Aldershot	Site supports Notable Species	County
Site of Importance for Nature Conservation (SINC)	Army Golf Course - East	Site contains areas of heathland vegetation	County
Site of Importance for Nature Conservation (SINC)	Blackwater Valley, Frimley Bridge	Matrix of woodland, grassland and aquatic sites supporting notable species	County
Site of Importance for Nature Conservation (SINC)	Brickfields Park	Country park with public amenity value and a range of habitats supporting some notable species	County
Site of Importance for Nature Conservation (SINC)	Claycart Bottom/Rushmoor Hill	Heathland habitats and some areas of conifer plantation which are valuable in the local landscape context	County
Site of Importance for Nature Conservation (SINC)	Claycart Hill Flash (non SSSI part)	Waterlogged flash adjacent to SSSI habitat with important floral community	County
Site of Importance for Nature Conservation (SINC)	Claycart Hill Open Space	Grassland and heathland habitats with diverse floral community	County
Site of Importance for Nature Conservation (SINC)	Claycart Hill Wood (South)	Deciduous woodland supporting notable species	County
Site of Importance for Nature Conservation (SINC)	Cove Valley, Southern Grassland	The site supports relic unimproved grasslands and one or more notable species	County
Site of Importance for Nature Conservation (SINC)	Farnborough Airfield	The site supports a wide variety of habitats including unimproved and semi-improved grassland, heathland and wetter areas. The site also supports a number of notable species.	County
Site of Importance for Nature Conservation (SINC)	Farnborough Town Cemetery	Remnant acid grassland with some indicator species still present	County
Site of Importance	Hill and Lake	Significant amenity value	County

for Nature Conservation (SINC)		and a mixture of broad habitat types	
Site of Importance for Nature Conservation (SINC)	Hollybush Hill Country Park	Flower-rich grassland developed over a former landfill site. Some grassland indicator species present.	County
Site of Importance for Nature Conservation (SINC)	Meadow North of M3 Junction 4	Grassland habitats with a significant portion of unimproved sward with indicator species	County
Site of Importance for Nature Conservation (SINC)	Military Cemetery	Grassland with a significant portion of unimproved sward remaining	County
Site of Importance for Nature Conservation (SINC)	Pavilion Hill	Heathland habitats and some areas of conifer plantation which are valuable in the local landscape context	County
Site of Importance for Nature Conservation (SINC)	Peaked Hill	Heathland habitats and some areas of conifer plantation which are valuable in the local landscape context	County
Site of Importance for Nature Conservation (SINC)	Prince's Avenue Wood	Deciduous woodland with an element of ancient woodland remaining	County
Site of Importance for Nature Conservation (SINC)	Puckridge Hill Heath	Small areas of remnant heathland vegetation remain	County
Site of Importance for Nature Conservation (SINC)	Queen's Parade	Remnant acid grassland containing notable species	County
Site of Importance for Nature Conservation (SINC)	Ramillies Park/North Camp Lakes	Aquatic habitats with notable assemblage of plants	County
Site of Importance for Nature Conservation (SINC)	Redan Road Cemetery	Semi-improved grassland retaining a significant portion of unimproved grassland	County
Site of Importance for Nature Conservation (SINC)	Rowhill Copse (part)	Areas of remnant heathland within a wider grassland/woodland complex. The site has high amenity value	County
Site of Importance for Nature Conservation (SINC)	Royal Pavilion (QARANC)	Areas of remnant heathland vegetation which support notable species	County

Site of Importance for Nature Conservation (SINC)	Rushmoor Arena	Semi-improved grassland retaining a significant portion of unimproved grassland with indicator species	County
Site of Importance for Nature Conservation (SINC)	Ship Lane Cemetery	Semi-improved grassland retaining a significant portion of unimproved grassland	County
Site of Importance for Nature Conservation (SINC)	Skirmishing Hill - Eastern Edge	Grassland, woodland and heathland complex	County
Site of Importance for Nature Conservation (SINC)	Southwood Woodlands	Woodland, grassland and remnant heathland with outstanding assemblage of invertebrates	County
Site of Importance for Nature Conservation (SINC)	St John's Churchyard, Farnborough	Remnant acid grassland and heathland vegetation with notable species	County
Site of Importance for Nature Conservation (SINC)	The First Grass Heath	Woodland containing a significant portion of ancient woodland and remnant acid grassland	County
Site of Importance for Nature Conservation (SINC)	The Gold	Aquatic habitats with a notable assemblage of plants and notable species	County
Site of Importance for Nature Conservation (SINC)	Watt's Common	Woodland, grassland and heathland complex with notable species	County

DRAFT FOOD AND HEALTH & SAFETY SERVICE PLAN 2016/17

INTRODUCTION

- The Council is obliged to produce an annual Food Safety Service Plan, and a Health and Safety Service Plan, following guidance issued by the Food Standards Agency and the Health and Safety Executive respectively. This paper seeks comments on the draft combined plan for 2016/17. *Copies of the draft plan are available in the Members Resource Room or from Colin Alborough (contact details below).*
- Comments on the draft plan from the Licensing and General Purposes Committee on the 21 March will be reported to Cabinet on 29 March and then, subject to Cabinet endorsement, local business and business organisations will be consulted. Any substantial changes will be considered by the Head of Service in consultation with the Cabinet Portfolio Holder.

BACKGROUND

- The draft plan has been prepared recognising continuing Government review of regulatory services to reduce red tape, to support businesses in the current economic climate, and deliver risk based interventions.
- The service continues to respond to the Council's 8 Point Plan for financial sustainability and has developed opportunity for income generation and cost recovery by, for example, providing businesses support initiatives and training for both businesses and other local authority officers. In addition, by reviewing the service on an annual basis through service planning, the opportunity arises for officers and members to check the service remains fit for purpose. Officers from the service are also engaged in a variety of corporate projects to support the Council's Organisational Development work.
- The plan reflects a strong linkage to the Council's Purpose and Themes, recognising our wider aim to work with others to "improve the quality of people's lives", supporting "an equal right for people to live healthy lives, in safe, clean and sustainable places".
 - **Leadership** – by providing leadership to make Rushmoor the place where our communities want to live and work by securing high standards of hygiene, and health and safety in local businesses, investigating service requests and promoting healthy lifestyles
 - **Prosperity** – by sustaining and developing our local economy through appropriate, timely and business friendly interventions to the benefit of employers, employees and residents
 - **Place** – by protecting and developing a safe and clean environment by promoting standards of cleanliness, hygiene and safety in food businesses and other workplaces
 - **People and Communities** – by supporting our communities and meeting local needs, through evidence based programmes that meet the needs of the Borough
 - **Good Value Services** – by ensuring our services remain fit for purpose and by targeting our resources where they will provide the most benefit

HEALTH & SAFETY SERVICE PLANNING

- **In reviewing the Health and Safety Service in 2015/16, the plan notes the delivery of:**
 - the planned interventions due in the year to higher risk premises with ongoing high levels of customer satisfaction.
 - our role in supporting the partners involved in the arrangements for the Farnborough Airshow 2016, including leading the Safety Advisory Group for the event through the planning stages. This is the largest event of its kind in the world with hundreds of contracting companies, yet resulted in zero reportable health and safety incidents, providing one real measure of the success of the 2014 event.
 - our licensing, registration and enforcement responsibilities in respect of special treatments (tattooing, piercing, etc.). This work included a voluntary closure and Formal Caution for one home tattooist who failed to maintain adequate hygiene standards in accordance with our Byelaws. The subsequent press release generated huge interest with 27,000 views from the Council's Facebook account.
 - our programme of ongoing audits, and an e-learning training system to support the Council's corporate health and safety arrangements.
- **Looking ahead, the key Health and Safety Service priorities for 2016/17 include:**
 - a further focus of our activity on better health and safety outcomes using systems thinking methodology, whilst continuing to reduce the proactive inspection burden on businesses.
 - in accordance with the "National Code" (which directs local authority activity), to continue to use national priorities together with local knowledge to direct our resources to best improve standards of occupational safety and health.
 - to continue to provide timely and appropriate risk based responses to customer requests, statutory notifications and so on, particularly in the current climate where businesses find regulators a trusted source of information to assist their compliance and aid growth.
 - to continue to influence the delivery of Government reforms of health and safety at a national and local level (with the service manager serving local authorities nationally as Co-Chair of HELA, together with the Chief Executive of the HSE).

FOOD SAFETY SERVICE PLANNING

- **In reviewing the Food Safety Service in 2015/16, the plan notes the delivery of:**
 - 100% of the programmed food inspections for the year with continuing high levels of customer satisfaction.
 - a Hampshire-wide inter-authority audit, which found the service to be fully compliant, with many areas of best practice identified.
 - support for the national Food Hygiene Ratings Scheme which provides up to date information to residents on the hygiene of food businesses, and assists in driving up standards.
 - the development of our Primary Authority Partnership with the British Army, offering the opportunity to work more closely to better support the Army and the wider Tri-Services, in partnership, placing our relationship on a firm, regulatory footing.

- **Looking ahead, the key Food Safety Service priorities 2016/17 include:**
 - supporting businesses and providing timely, appropriate, risk based interventions in the current climate.
 - taking further appropriate enforcement actions across the Food/Health and Safety Service in line with the enforcement policy to drive up standards and support justice, whilst ensuring appropriate action to protect and promote public health.
 - continuing to support and promote the national Food Hygiene Rating Scheme to continue to incentivise better hygiene, and inform our residents and visitors.
 - developing the earned recognition model for compliant businesses within the our intervention programme in accordance with the Food Standards Agency, Framework Agreement, effectively providing light touch interventions for businesses with a good track record, and focusing on high risk premises and poor performers identified through sound risk assessment.
 - continuing to deliver our regulatory role, and our support to residents in relation to Private Water Supplies.
 - our role in supporting our partners involved in the planning of the Farnborough Airshow 2016, from the design of food safety regulations for this unique event, to the delivery of on-site interventions. There were no reports of any food poisoning incidents amongst the 200,000 visitors at the 2014 event, providing a real measure of success.

RECOMMENDATION

- Committee is requested to comment on the draft combined Food/Health and Safety Service Plan for 2016/17 (with these comments to be verbally reported to Cabinet).
- Cabinet is requested to endorse the draft combined Food/Health and Safety Service Plan for 2016/17 for consultation with local businesses and business organisations, with any substantial changes being considered by the Head of Service in consultation with the Cabinet Portfolio Holder.

QAMER YASIN HEAD OF ENVIRONMENTAL HEALTH AND HOUSING

Contact: Colin Alborough, Environmental Health Manager
(01252 398169) email: colin.alborough@rushmoor.gov.uk

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Cabinet
29 March 2016

Agenda Item No. 8
Head of Community and Environmental Services
Exempt Report No COMM1605

Extension of Waste, recycling, cleansing and grounds maintenance contract

Introduction

- This paper seeks approval to extend the current waste, recycling, cleansing and grounds maintenance contract with Veolia by 4 months.
- This should enable the new depot to be completed and the outcomes of the current County Council reviews of, waste processing and savings linked to their Agency Agreements (verge / hedge cutting and weed control) to be reflected in the contract specifications prior to final tender submissions.
- The Council as part of its budget review process will also have the opportunity to refine the current tender specifications to deliver further savings, such as its grounds maintenance standard linked to the outcome of the County review.
- The completion of the depot and opportunity to feed in any changes to the specification prior to final tender submission(s) will provide more certainty for the tenderers, so should provide a better financial outcome for the Council.

Background

- The existing contract with Veolia finishes on 31 March 2017. It is currently being retendered as 3 potential lots through competitive dialogue.
- The competitive dialogue has a number of stages and we have now received and evaluated the stage 2 tenders and are due to issue stage 3 documentation in April for evaluation in July /August. The contract(s) would be awarded in September 2016, allowing a 6-month mobilisation for the start of the new contract(s) in April 2017.
- We have experienced some delay with the procurement and build of a new depot, which is now scheduled for completion in April 2017. This would leave no time for the contractors to fit out the new depot and they will need to use the current depot at the Doman road site, which has been secured until late summer 2017. Given the disruption this may cause for the contractor, tenderers have been asked to identify any additional costs this will incur in their submissions.

- The Hampshire and IOW Local Authority chief executives have recently agreed a countywide waste processing and partnership review to conclude in June, with any decisions likely to be made around September 2016. If for example this results in changes to the input specification to the material recovery facility and alters the collection methodology, we are unlikely to receive an optimised service from bidders if this is not known until after the award of contract.
- We have been notified that as part of its savings process the County is reviewing its agency agreement (verge/ hedge cutting and weed control) with local councils. This is likely to have an impact on the Grounds Maintenance specification. The Council as part of its budget review process will also have the opportunity to refine the specifications
- The above delay on the depot and possible changes to the specifications creates uncertainty and risk for the tenderers, which is likely to be reflected in the tender submissions through increased costs to the Council. Also negotiating any changes required post award when there are no longer competitive pressures is unlikely to result in best value for the Council.
- The completion of the depot including fitting out by the successful contractor and changes to the specification could be achieved by extending the existing contract with Veolia by 4 months enabling a contract(s) award in January and start in August 2017.
- At the date of this report, Veolia has agreed in principle to extend their current contract by 4 months although no written agreement has yet been entered into. Once written agreement (which will only be effective following Cabinet approval) is entered into, the remaining contractors in the retendering process will be informed. They too will be notified that the extension is subject to Cabinet approval.
- The Council was required to provide a timetable of the procurement at its commencement and must ensure that any changes are proportionate, transparent and that all bidders are treated fairly. We must ensure it does not favour any bidder over any others.
- There is a chance that an organisation not involved in the process could challenge the change in the timetable. This would be on the basis that had it known the submission date was later it might have been in a better position with appropriate resources to submit a bid. However the likelihood of being able to prove loss and bring a successful claim is considered remote.

- Care has also been taken to ensure that Veolia does not gain an unfair advantage from unreasonably early knowledge of any possible extension or by being given additional information to the other bidders.
- Overall given we are part way through a significant procurement process that has to date run to time , the risk of someone challenging a short extension should be low, particularly as we have been transparent about the reasons.

Options

- The Council could continue with the original timeframe with a start date of 1 April 2017. This would require relocation to the new depot some months after the new contract has started and negotiation of any changes to the specifications post award. This will create uncertainty and is likely to result in increased costs to the Council.
- The Council could extend the current contract with Veolia by 4 months to the end of July 2017 with the final stage of dialogue in September 2016 giving more time to feed in any changes to the specification and allow mobilisation straight into the new depot. This will minimise disruption and ensure that any changes to the specification are included before final tender award optimising the Council`s ability to secure the best financial deal.

Financial Implications

- It is anticipated that there will be savings from the retendering of these services but the level will only be known once the final tenders are evaluated. The original timeframe will enable these potential savings to be realised from April 2017 whereas the four-month extension will mean they are realised from August 2017.
- However, given that the length of contract is for 10 years with a possible 10-year extension, providing more certainty around the depot and specifications prior to tender award is more likely to result in substantial savings being made by the Council over the term of the contract.

Recommendation

Cabinet is recommended to approve that, subject to written agreement, the current contract with Veolia is extended by four months to 31 July 2017 in order to secure the best long-term deal from the retendering of the services.

Peter Amies - Head of Community and Environmental Services.

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