



BOROUGH OF RUSHMOOR

To the Mayor and Members of the Council,

YOU ARE HEREBY SUMMONED to attend a Meeting of the Council to be held at the Council Offices, Farnborough on **Thursday, 22nd February, 2018 at 7.00 pm** for the transaction of the business set out on the Agenda given below.

A G E N D A

1. **MINUTES -**

To confirm the Minutes of the Ordinary Meeting of the Council held on 7th December, 2017 and the Extraordinary Meeting of the Council held on 30th January, 2018 (copy Minutes attached).

2. **MAYOR'S ANNOUNCEMENTS -**

3. **STANDING ORDER 8 - QUESTIONS -**

To receive any questions by Members submitted in pursuance of Standing Order 8 (3).

4. **NOTICE OF MOTION - PARKING CHARGE NOTICES**

To consider the following Notice of Motion, which has been submitted by Cr. A.H. Crawford pursuant to Standing Order 9 (1):

“In view of the high incidence of complaints about the unfairness of parking charge notices issued by private operators in the borough, we call on this Council to investigate their activities and procedures and to report back on which are legitimate and which are not.”

5. **MAYOR-ELECT AND DEPUTY MAYOR-ELECT 2018/19 -**

At its meeting on 29th January, 2018, the Licensing and General Purposes Committee considered the nominations for the Mayor-Elect and the Deputy Mayor-Elect for 2018/19 and made the following recommendations:

- (i) That Cr. Stephen John Masterson be selected as Mayor-Elect for the Municipal Year 2018/19; and
- (ii) That Cr. Sue Carter be selected as Deputy Mayor-Elect for the Municipal Year 2018/19.

6. **RECOMMENDATIONS OF THE CABINET AND COMMITTEES -**

To consider the recommendations of the Cabinet and Committees in relation to the following items:

(1) **Revenue Budget, Capital Programme and Council Tax Level 2018/19 -**

To receive a Report from the Cabinet (copy attached – Annex 1), which recommends the approval of the Revenue Budget, Capital Programme and Council Tax Level 2018/19. The Leader of the Council (Cr. D.E. Clifford) will introduce this item.

(2) **Annual Treasury Management Strategy 2018/19 and Prudential Indicators for Capital Finance -**

To receive a report from the Cabinet (copy attached – Annex 2), which recommends the approval of the Annual Treasury Management Strategy 2018/19, Prudential Indicators and Minimum Revenue Provision Statement. The Cabinet Member for Corporate Services (Cr. P.G. Taylor) will introduce this item.

(3) **Rushmoor Borough Council Plan 2018/19 -**

To receive a report from the Cabinet (copy attached – Annex 3), which recommends the approval of the Rushmoor Borough Council Plan 2018/19. The Leader of the Council (Cr. D.E. Clifford) will introduce this item.

(4) **Amendment to the Standing Orders for the Regulation of Business - Notices of Motion -**

To receive a Report from the Licensing and General Purposes Committee (copy attached – Annex 4) which proposes an amendment to Standing Order 9 (6) in respect of notices of motion. The Chairman of the Licensing and General Purposes Committee (Cr. A. Jackman) will introduce this item.

(5) Honorary Aldermen -

To receive a Report from the Licensing and General Purposes Committee (copy attached – Annex 5), which recommends changes to the protocol for the appointment of Honorary Aldermen. The Chairman of the Licensing and General Purposes Committee (Cr. A. Jackman) will introduce this item.

(6) Appointment of Independent Person -

To receive a Report from the Licensing and General Purposes Committee (copy attached – Annex 6), which recommends an appointment to the role of Designated Person for Rushmoor Borough Council. The Chairman of the Licensing and General Purposes Committee (Cr. A. Jackman) will introduce this item.

7. THE COUNCIL TAX 2018/19 -

To fix the level of Council Tax for the financial year 2018/19 taking into account precepts of Hampshire County Council, the Police and Crime Commissioner for Hampshire and Hampshire Fire and Rescue Authority. (A copy of the appropriate draft resolution is attached – Annex 7).

8. QUESTIONS FOR THE CABINET

To receive any questions by Members to Cabinet Members submitted in accordance with the Procedure Note.

9. REPORTS OF CABINET AND COMMITTEES

To receive and ask questions on the Reports of the following Meetings (copy reports attached):

Cabinet

12th December, 2017
9th January, 2018
6th February, 2018

Committees

Licensing and General Purposes
Development Management
Licensing and General Purposes
Development Management

27th November, 2017
6th December, 2017
29th January, 2018
31st January, 2018

10. REPORTS OF POLICY AND REVIEW PANELS

To note the Reports of the following meetings of the Policy and Review Panels (copy reports attached):

Leisure and Youth
Borough Services
Environment
Community

15th January, 2018
22nd January, 2018
23rd January, 2018
25th January, 2018

A.E. COLVER
Head of Democratic and Customer Services

Council Offices
Farnborough
Hampshire GU14 7JU

Wednesday 14 February 2018

BOROUGH OF RUSHMOOR

MEETING OF THE BOROUGH COUNCIL held at the Council Chamber, Council Offices, Farnborough on Thursday, 7th December, 2017 at 7.00 pm.

The Worshipful The Mayor (Cllr Sophia Choudhary (Chairman))
The Deputy Mayor (Cllr S.J. Masterson (Vice-Chairman))

Cllr Mrs. D.B. Bedford
Cllr T.D. Bridgeman
Cllr Sue Carter
Cllr D.E. Clifford
Cllr Liz Corps
Cllr P.I.C. Crerar
Cllr Sue Dibble
Cllr D.S. Gladstone
Cllr Barbara Hurst
Cllr B. Jones
Cllr J.H. Marsh
Cllr K.H. Muschamp
Cllr J.J. Preece
Cllr P.F. Rust
Cllr M.D. Smith
Cllr P.G. Taylor
Cllr B.A. Thomas
Cllr J.E. Woolley

Cllr D.M.T. Bell
Cllr J.B. Canty
Cllr M.S. Choudhary
Cllr R.M. Cooper
Cllr A.H. Crawford
Cllr K. Dibble
Cllr Jennifer Evans
Cllr C.P. Grattan
Cllr A. Jackman
Cllr G.B. Lyon
Cllr Marina Munro
Cllr A.R. Newell
Cllr M.J. Roberts
Cllr M.L. Sheehan
Cllr L.A. Taylor
Cllr M.J. Tennant
Cllr Jacqui Vosper

Honorary Alderman C. Balchin
Honorary Alderman R.J. Kimber

Apologies for absence were submitted on behalf of Cllr R.L.G. Dibbs and Cllr M. Staplehurst.

33. MINUTES

It was **MOVED** by Cllr M.L. Sheehan; **SECONDED** by Cllr R. Cooper and

RESOLVED: That the Minutes of the Meeting held on 5th October, 2017 (copy having been circulated previously) be taken as read, approved and signed as a correct record of the proceedings.

34. MAYOR'S ANNOUNCEMENTS

- (1) The Mayor reported that, on 12th November, 2017, the Deputy Mayor and she had attended Remembrance Sunday services around the Borough and remarked that it had been nice to see so many Members also attending to show their respect.

- (2) The Mayor reported that she and the Mayoress would be hosting a Christmas Afternoon Tea event the following afternoon to raise funds for the Mayor's Charities and invited all to attend.
- (3) The Mayor advised Members that Oak Furniture Land had donated to the Mayor's Charities an ornate 2ft high Christmas cake, which had been made for the official opening of the Farnborough store. The cake would be raffled over the course of the following week, including at the Mayor's Afternoon Tea event before being drawn on 15th December, 2017.

35. **STANDING ORDER 8 - QUESTIONS**

The Mayor reported that no urgent questions had been submitted under Standing Order 8 (3).

36. **PETITION - SOUTHWOOD GOLF COURSE**

The Mayor reported that a petition opposing the proposed closure of Southwood Golf Course had been submitted to the Council in accordance with the Council's Petitions Scheme. The petition contained 2,366 signatures and a copy of the first page of the petition had been attached at Annex 1 of the Agenda.

Members were reminded that, under the provisions of the Scheme, the petition organiser – Elle Larsson – had a period of up to ten minutes to present the petition. The Scheme did not allow for any further speakers or questions. Miss Larsson was then invited to address the meeting. Following the presentation, Members then debated how to respond to the contents of the petition.

During the debate, it was **MOVED** by Cllr J.B. Canty and **SECONDED** by Cllr J.H. Marsh – That the petition be noted and referred to the Cabinet for further consideration.

During discussion, Members referred to the requirements of Natural England to provide more Suitable Alternative Natural Green Spaces (SANGs) in the Borough in order to be able to address the requirement for 3,000 new housing units in the Rushmoor Local Plan.

Reference was also made to the debate at the joint meeting of the Environment and Leisure and Youth Policy and Review Panels where the possible closure of Southwood Golf Course had been debated and it had been agreed to recommend to the Cabinet that it should defer a decision on the closure for twelve months in order to be able to lobby the Government to review and update its policy regarding SANGs, seeking special dispensation for the area and to examine alternative SANG provision.

Members also spoke of the urgent need to provide affordable housing in the Borough and the regeneration of the town centres and also referred to the current use of Southwood Golf Course. The Council's hands were tied over the need for SANGs in order to be able to build housing.

On a Recorded Vote, there voted FOR: Cllrs Mrs. D.B. Bedford, J.B.Canty, Sue Carter, M.S. Choudhary, D.E. Clifford, R.M. Cooper, Liz Corps, P.I.C. Crerar, D. Gladstone, Barbara Hurst, A. Jackman, G.B. Lyon, J.H. Marsh, Marina Munro, K.H. Muschamp, A. Newell, M.L. Sheehan, M.D. Smith, P.G. Taylor, M.J. Tennant, B. Thomas and J. Woolley (22); AGAINST: Cllrs D.M.T. Bell, T.D. Bridgeman, A.H. Crawford, K. Dibble, Sue Dibble, Jennifer Evans, C.P. Grattan, B. Jones, J. Preece, M.J. Roberts, P.F. Rust and L. Taylor (12) and ABSTAINED: Deputy Mayor (Cllr S.J. Masterson) and the Mayor (Cllr Sophia Choudhary) (2)

Whereupon it was **AGREED** that the Petition be referred to the Cabinet for further consideration.

37. **NOTICE OF MOTION - NATIONAL HEALTH SERVICE**

The Council was asked to consider a Motion which had been submitted by Cllr M.J. Roberts in accordance with the provisions of Standing Order 9 (1). It was MOVED by Cllr M.J. Roberts; SECONDED by Cllr P.F. Rust – That

“Rushmoor is committed, as a Council, on behalf of its residents to support the founding aims of the NHS.

It is, therefore, very concerned that the Government is focused on, by the backdoor, developing a privatisation through an Accountable Care Organisation US concept which builds on the Sustainable Transformation Programmes for Frimley Health and Hampshire and the Isle of Wight concept framework.

RBC declares its full opposition to these moves which have no legal standing and are not in the interests of its wider community.

It will, therefore, determine its policy accordingly in opposition to all such moves.”

During debate, it was MOVED by Cllr R.M. Cooper and SECONDED by Cllr M.S. Choudhary – That the Motion be amended by deleting all the words after the first paragraph, to read as follows:

“Rushmoor is committed, as a Council, on behalf of its residents to support the founding aims of the NHS.”

In discussion on the proposed amendment, it was mentioned that the NHS needed to exist for generations to come. Some Members referred to the lack of funding for the NHS in the current round of funding cuts and the constant need for efficiency savings to be made.

Speaking on the amendment, Cllr Rust stated that the more efficient something was in the health care industry, the more it seemed to cost, with people living longer and requiring longer term health care, which involved more costs. Greater investment was called for to meet the costs of providing health care to the nation.

The Amendment was then put to the Meeting. There voted FOR: 21; AGAINST: 1 and the Amendment was **DECLARED CARRIED**.

NOTE: Cllr G.B. Lyon declared a prejudicial interest in this item in accordance with the Members' Code of Conduct in respect of his employment and left the meeting during the discussion and voting thereon.

38. RECOMMENDATION OF THE CABINET

The Portfolio Holder for Corporate Services (Cllr P.G. Taylor) introduced the Report of the Cabinet meeting held on 17th October, 2017, which recommended the approval of the Medium Term Financial Strategy 2017/18 – 2020/21.

It was **MOVED** by Cllr P.G. Taylor; **SECONDED** by Cllr K.H. Muschamp – that approval be given to the Medium Term Financial Strategy 2017/18 – 2020/21.

There voted **FOR:** (23); **AGAINST:** 0 and the Recommendation was **DECLARED CARRIED.**

39. QUESTIONS FOR THE CABINET

The Mayor reported that no questions had been submitted for response by the Cabinet.

40. REPORTS OF CABINET AND COMMITTEES

(1) Cabinet

It was **MOVED** by Cllr D.E. Clifford; **SECONDED** by Cllr Barbara Hurst and

RESOLVED: That the Reports of the Meetings of the Cabinet held on 17th October and 14th November, 2017 be received.

(2) Licensing and General Purposes Committee

It was **MOVED** by Cllr A. Jackman; **SECONDED** by Cllr J. Woolley and

RESOLVED: That the Report of the Meeting of the Licensing and General Purposes Committee held on 25th September, 2017 be received.

(3) Development Management Committee

It was **MOVED** by Cllr B. Thomas; **SECONDED** by Cllr J.H. Marsh and

RESOLVED: That the Report of the meeting of the Development Management Committee held on 8th November, 2017 be received.

41. REPORTS OF POLICY AND REVIEW PANELS

RESOLVED: That the Reports of the undermentioned meetings of the Policy and Review Panels be received:

POLICY AND REVIEW PANEL	DATE OF MEETING
Corporate Services	21st September, 2017
Joint Leisure and Youth and Environment	7th November, 2017
Corporate Services	9th November, 2017
Borough Services	13th November, 2017
Community	16th November, 2017

The meeting closed at 9.26 pm.

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BOROUGH OF RUSHMOOR

EXTRAORDINARY MEETING OF THE BOROUGH COUNCIL held at the Council Chamber, Council Offices, Farnborough on Tuesday, 30th January, 2018 at 7.00 pm.

The Worshipful The Mayor (Cllr Sophia Choudhary (Chairman))
The Deputy Mayor (Cllr S.J. Masterson (Vice-Chairman))

Cllr Mrs. D.B. Bedford
Cllr T.D. Bridgeman
Cllr Sue Carter
Cllr D.E. Clifford
Cllr Liz Corps
Cllr P.I.C. Crerar
Cllr R.L.G. Dibbs
Cllr D.S. Gladstone
Cllr Barbara Hurst
Cllr B. Jones
Cllr J.H. Marsh
Cllr K.H. Muschamp
Cllr J.J. Preece
Cllr P.F. Rust
Cllr M.D. Smith
Cllr P.G. Taylor
Cllr B.A. Thomas

Cllr D.M.T. Bell
Cllr J.B. Canty
Cllr M.S. Choudhary
Cllr R.M. Cooper
Cllr A.H. Crawford
Cllr K. Dibble
Cllr Jennifer Evans
Cllr C.P. Grattan
Cllr A. Jackman
Cllr G.B. Lyon
Cllr Marina Munro
Cllr A.R. Newell
Cllr M.J. Roberts
Cllr M.L. Sheehan
Cllr L.A. Taylor
Cllr M.J. Tennant
Cllr J.E. Woolley

Honorary Alderman R.J. Kimber

Apologies for absence were submitted on behalf of Cllr Sue Dibble and Cllr Jacqui Vosper.

42. **COUNCIL TAX SUPPORT SCHEME 2018/19 AND COUNCIL TAX DISCOUNTS -**

The Cabinet Member for Concessions and Community Support (Cllr. G.B. Lyon) introduced the Report of the Cabinet meeting held on 9th January, 2018 which recommended approval of changes to the Council Tax Support Scheme and Council Tax Discounts for adoption with effect from 1st April, 2018. It was MOVED by Cllr. G.B. Lyon; SECONDED by Cllr. M.J. Tennant - That

- (i) the following changes to the Council Tax Support Scheme for working age claimants be agreed for adoption with effect from 1st April, 2018:
 - (a) to increase the current 10% minimum contribution (90% discount) for those of working age to 12% minimum contribution (88% discount) for 2018/19
 - (b) to exclude bereavement support payments from the calculation of Council Tax Support from 2018/19

- (c) to limit the number of dependent children to two when calculating Council Tax Support from 2018/19; and
- (i) the following changes to Council Tax Discounts and Exemptions be agreed for adoption with effect from 1st April 2018:
 - (a) to change the level of discount given for homes that are empty due to undergoing major repairs or structural alterations from 50% discount for 12 months to 50% discount for six months;
 - (b) to change the level of discount given for homes that are unoccupied and unfurnished from 100% discount for three months to 100% discount for two months.

During discussion, it was **MOVED** by Cllr. A.H. Crawford and **SECONDED** by Cllr. Jennifer Evans - That recommendation 8.1 (a) (i) be deleted.

Speaking in support of his proposed amendment, Cllr. Crawford was of the opinion that there were deficiencies in the consultation exercise and cited examples. He was of the opinion that, of the 142 comments that the 425 respondents made on the Council Tax part of the consultation, 89 (63%) were opposed to the options given, which included increases to 12% and 15%. With 89 comments being the majority, he was of the opinion that this meant that the Council should seriously consider his amendment – meaning no increase from 10%. Cllr. Crawford pointed out that the Hardship Fund had paid out over £10,000 during the previous financial year and that, in the first nine months of the current financial year, the Hardship Fund had paid out £8,500, which was a higher amount than had been reported to the Welfare Reform Group. He drew attention to the £6,467 saving that the Cabinet was requesting, but stated that this was at a cost to the poorest working age residents of £52,184. Cllr. Crawford further reported that many other local authorities in Hampshire did not have a minimum percentage payment, which he felt was unfair to the poorest residents in Rushmoor.

In seconding the amendment, Cllr. Evans questioned how those affected would be able to afford the increase in contribution and what sacrifices would have to be made in order to be able to make the increased payments. Cllr. Evans referred to other effects of the increased contribution, for example affecting people's health with stress about debt.

In debating the proposed amendment, some Members reflected on the effect on residents of the increased contribution. However, others commented on the minimum contributions paid by residents of neighbouring authorities and how favourably Rushmoor compared with those. The proposed amendment was put to the meeting. There voted **FOR: 11; AGAINST: 23** and the amendment was **DECLARED LOST**.

During debate on the original Motion, Members commented on the need to be aware of the Borough's most vulnerable residents and the existence of the Hardship Fund for those most in need of assistance. It was pointed out that the implementation of the proposed increased contribution would be monitored.

Following further debate, the Recommendations were put to the meeting. On a recorded vote, there voted FOR: Cllrs. Diane Bedford, J.B. Canty, Sue Carter, M.S. Choudhary, D.E. Clifford, R.M. Cooper, Liz Corps, P.I.C. Crerar, R.L.G. Dibbs, D.S. Gladstone, Barbara Hurst, A. Jackman, G.B. Lyon, J.H. Marsh, Marina Munro, K.H. Muschamp, A.R. Newell, M.L. Sheehan, M.D. Smith, P.G. Taylor, M.J. Tennant, B.A. Thomas and J.E. Woolley (23); AGAINST: Cllrs. D.M.T. Bell, T.D. Bridgeman, A.H. Crawford, Keith Dibble, Jennifer Evans, C.P. Grattan, B. Jones, J.J. Preece, M.J. Roberts, P.F. Rust and L.A. Taylor (11); ABSTAINED: The Mayor (Cllr. Sophia Choudhary) and Deputy Mayor (Cllr. S.J. Masterson (2) and the Recommendations were **DECLARED CARRIED**.

The meeting closed at 7.55 pm.

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COUNCIL MEETING – 22ND FEBRUARY 2018

AGENDA ITEM NO. 6 (1)

**REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL
2018/19**

A report from the meeting of Cabinet held on the 6th February 2018.

1 INTRODUCTION

- 1.1 On the 17th October 2017, Cabinet endorsed report FIN1731, which included the Council's medium-term financial forecast and its approach to maintaining financial sustainability over the medium-term, and set out the Council's Medium-Term Financial Strategy, which was approved by Council on the 7th December 2017.
- 1.2 On the 6th February 2018, Cabinet considered report FIN1808 and agreed recommendations on the budget and Council Tax requirement for 2018/19, subject to any amendments resulting from the finalisation of the Local Government Finance Settlement, or the operation of the collection fund, particularly in respect of the Business Rates Retention Scheme. Any changes associated with the delegation arrangements (which were agreed at Council on the 20th January 2014), or the final settlement figures, would be made by the Head of Financial Services, in consultation with the Leader of the Council and the portfolio holder for Corporate Services.
- 1.3 Final estimates for business rates were completed on the 31st January 2018 and the Local Government Finance Settlement was approved in Parliament on the 7th February 2018.
- 1.4 There are no changes to the overall estimates for Business Rates, or to the Settlement figures, from those previously reported to Cabinet, other than minor movements between figures stated for income, tariffs and section 31 grants, largely resulting from some last minute adjustments by MHCLG to the tariffs and compensation mechanisms for various reliefs.
- 1.5 The estimated General Fund balance at the close of 2018/19 therefore remains as previously approved by Cabinet for recommendation to Council.

2 PRINCIPAL ISSUES CONTAINED WITHIN THE BUDGET

- 2.1 The Council's medium term financial forecast and budget proposals were the subject of a presentation to Members on 18th January 2018, alongside the draft Council priorities for the year ahead and the future direction and focus for the Council. Whilst the Medium Term Financial Forecast has been updated as part of the budget preparation, the broad assumptions contained within the

budget remain the same and are consistent with the agreed Financial Strategy.

- 2.2 The budget proposals include an increase in Council Tax, up to the maximum permissible level before triggering a local referendum, in order to assist in mitigating the challenging financial position the Council faces over the medium-term. MHCLG announced that it was relaxing the referenda thresholds for Shire Districts to allow for an increase in Council Tax up to a 3% referendum limit or £5.00, (whichever is higher) for a Band D property. Annual rises in Council Tax have been built into MHCLG's total funding figures for local government within the finance settlement, meaning that Council's need to increase Council Tax levels just to retain the same level of funding, rather than being able to make choices about the level of local funding for local services.
- 2.3 The budget proposals reflect expected growth in local business rates with a promising outlook for the local economy. However, the mechanics of the scheme (and in particular, the provision for appeals) can cause major fluctuations in annual income, which continues to highlight the need for adequate reserves to mitigate the on-going risk.
- 2.4 The four-year settlement figures accepted by Council for 2016/17 – 2019/20, provide some level of certainty over funding for both 2018/19 and 2019/20 but 2020/21 will be subject to a new Spending Review, the introduction of a 75% Business Rates Retention Scheme and a review of relative funding needs between local authorities.
- 2.5 The Council has managed the reduction in funding from previously announced changes to the New Homes Bonus (NHB) and lobbied hard to government for reconsideration of the proposals to make further changes in 2018/19. Whilst lobbying was successful for 2018/19 there is no guarantee that the scheme will not change in the future, which further supports the need for reserves to mitigate this risk to on-going service provision.
- 2.6 To meet the challenges ahead and to ensure maintenance of a sustainable financial position, it is proposed to increase the general fund revenue balance to £1.7m by the close of 2018/19, and to continue the use of the Service Improvement Fund and additional flexibilities for the use of capital receipts, to drive through key efficiency and sustainability projects. This leaves a savings requirement for the year of £1,550,000 without the need to draw down on the Stability and Resilience Reserve. This approach builds on the feedback from the Council's recent Local Government Association Peer Challenge.
- 2.7 This level of savings is achievable through a combination of projects, including organisational redesign, procurement, commercial property acquisition and other efficiency savings or income generation plans. The savings plan will be supported by the new improvement plan, coming forward in April 2018.

- 2.8 The proposed programme of capital expenditure totals £28.7 million which contributes to the Council's priorities by concentrating resources in the following areas:

Projects with a clearly defined financial return to the Council or economic benefit to the Borough such as:

- Invest-to-Save schemes
- Income generation projects
- Town Centre regeneration

Projects that support the delivery and development of core services:

- Asset enhancement
- ICT strategy

The programme also includes support for the provision of local housing through social housing grants and the Council's statutory duties in respect of Disabled Facilities Grants.

- 2.9 Major invest-to-save projects within the programme include investment in commercial property of £15 million in both 2017/18 and 2018/19 and £17 million in 2019/20. These investments should provide significant returns to the Council as well as contributing to key strategic aims of regeneration and promoting local economic growth. Other similar projects include regeneration plans for Aldershot Town Centre and Farnborough Civic Quarter and the development of housing initiatives that will either make a return for the Council or will meet wider strategic priorities. Detailed business cases will be required for these key projects to progress.
- 2.10 Also included in the programme are some major recreational facilities, which are completely funded from external sources, and some provision for a rolling plan of updates to existing playground facilities. A playground strategy will be coming forward for consideration by Cabinet before any significant playground refurbishment takes place.
- 2.11 Implementation of the core programme in 2018/19 will require the use of £21.1 million of Council resources, largely through borrowing, together with £7.6 million use of grants and contributions including Better Care Fund and an element of developers' S.106 contributions.

3 CORPORATE GOVERNANCE

- 3.1 The Head of Financial Services, as the Council's Section 151 Officer, has made a statement in compliance with Section 25 of the Local Government Act 2003 on the robustness of the estimates and the adequacy of the Council's reserves. This is attached at Appendix 6 of the budget booklet.

4 CONCLUSIONS

- 4.1 In spite of the difficult economic situation, the uncertainties about government funding and the pressures on services, the Council has been able to prepare a sound budget whilst maintaining services to residents. The budget will also provide a platform for Rushmoor to address future challenges.
- 4.2 The budget adheres to all of the elements within the previously approved budget strategy. In particular, this includes the principle of maintaining the Council's general fund revenue balances within a range of £1million - £2 million and maintaining other usable reserves to mitigate risk and support improvement. The budget also takes account of feedback from the Peer Review in that it does not assume any use of balances to support on-going expenditure.
- 4.3 The budget allows for the implementation of essential additional revenue items and a substantial capital programme of approximately £28.7 million in 2018/19.
- 4.4 The budget proposals provide for the current Council Tax level to increase by £5.76 or 2.99% for a Band D property (from £192.73 per annum to £198.49) – an increase of 11p per week) in line with government assumptions within its settlement funding formula.
- 4.5 In order to achieve this, the budget proposals will require the implementation of budget savings of £1.55 million in 2018/19, together with further savings over the medium term, totalling approximately £3.785 million over the period to 2020/21. This will require reductions in the Council's service expenditure, and increased income generation, in accordance with the Medium-Term Financial Forecast and the Financial Strategy.
- 4.6 The level of savings for 2018/19 is achievable, based on past experience and current plans. It will be essential however, to maintain the pace of delivery for net reductions (cost savings and income generation) during the forthcoming period in order to achieve the savings required by 2020/21.
- 4.7 As part of this process, reserves continue to be held to support the implementation of key projects and to mitigate against the substantial increased risk the Council is facing, which will be monitored and reported to Members throughout 2018/19 and subsequent years.

5 RECOMMENDATIONS

- 5.1 The Council is recommended to approve the following, as detailed in report FIN1808 and in the budget booklet (attached separately):
 - i) the General Fund Revenue Budget Summary, set out in Appendix 1
 - ii) the detailed General Fund Revenue Budget, set out in Appendix 2

- iii) the additional items for inclusion in the budget, set out in Appendix 3
- iv) the Council Tax Requirement of £6,147,509 for this Council
- v) the Council Tax level for Rushmoor Borough Council's purposes of £198.49 for a Band D property in 2018/19
- vi) the Capital Programme, set out in Appendix 4
- vii) the Strategy for the Flexible Use of Capital Receipts, set out in Appendix 5
- viii) the Head of Financial Services' report under S.25 of the Local Government Act 2003 as set out in Appendix 6
- ix) the holding of reserves and use of the Service Improvement Fund, as previously detailed in report FIN1808.

D E CLIFFORD
LEADER OF THE COUNCIL

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COUNCIL MEETING
22nd FEBRUARY 2018

RUSHMOOR BOROUGH COUNCIL

REVENUE BUDGET & CAPITAL PROGRAMME

BUDGET BOOKLET 2018/19

BUDGET BOOKLET

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GENERAL FUND REVENUE BUDGET SUMMARY

		Original Estimate 2017/18 £000	Revised Estimate 2017/18 £000	Forecast 2018/19 £000
Net Cost of Services by Portfolio				
	Page			
1	Corporate Services	415	557	771
2	Environment and Service Delivery	3,723	3,413	3,331
3	Concessions and Community	1,714	1,945	2,034
4	Health and Housing	1,335	1,504	1,352
5	Business, Safety and Regulation	2,673	2,689	2,736
6	Leisure & Youth	4,447	3,795	3,948
7	PORTFOLIO NET EXPENDITURE	14,307	13,903	14,172
8	Capital Accounting Charges - Reversed	(1,761)	(1,241)	(1,491)
9	Pension Adj/Employee Benefits Reversed	10	(568)	(613)
10	NET EXPENDITURE AFTER ADJUSTMENTS	12,556	12,094	12,068
Provisions for Budget Re-structuring:				
11	Reductions in Service Costs/Income Generation	(550)		(1,550)
12	Vacancy Monitoring	(320)	(50)	(325)
13	Variations in Service		117	272
14	Non-recurring Items		34	99
15	Corporate Income and Expenditure	93	44	163
16	Contributions to/(from) Reserve Accounts	(351)	(257)	69
17	Central Government Funding	(5,139)	(5,580)	(4,888)
18	NET TOTAL EXPENDITURE	6,289	6,402	5,908
19	Contribution to/(from) balances	(425)	(538)	240
20	COUNCIL TAX REQUIREMENT	5,864	5,864	6,148
REVENUE BALANCES				
21	1 April	1,945	2,000	1,462
22	General Fund Transfer	(425)	(538)	240
23	31 March	1,520	1,462	1,702

Illustrative CT Levels (£)	192.73	192.73	198.49
CT Base	30,424.24	30,424.24	30,971.38
& CT Increase (%)	2.66	-	2.99

15	Corporate Income and Expenditure			
	Interest Receivable	(839)	(839)	(846)
	Interest Payable	51	106	296
	Minimum Revenue Provision	190	150	807
	Collection Fund (surplus)/deficit - Ctax	(88)	(88)	(100)
	- NNDR	779	779	22
	Other Corporate Income and Expenditure	-	(64)	(16)
	Total	93	44	163

16	Contributions to/(from) Reserve Accounts			
	Transfers to CPE Surplus Account	205	133	212
	Contributions to/(from) earmarked reserves/prior yr grants	(76)	(310)	(143)
	Contributions to/(from) Service Improvement Fund	(80)	(80)	-
	Contributions to/(from) Stability & Resilience Reserve	(400)	-	-
	Total	(351)	(257)	69

17	Central Government Funding			
	New Burdens and other non-ring-fenced grants	(40)	(93)	-
	New Homes Bonus	(1,450)	(1,450)	(1,095)
	Revenue Support Grant	(536)	(536)	(190)
	RBC share of rates collected	(18,990)	(18,990)	(19,797)
	Tariff payable	15,443	15,252	15,709
	Levy /(Safety net)	828	1,022	1,267
	s31 grants in relation to business rates	(394)	(785)	(782)
	Total	(5,139)	(5,580)	(4,888)

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REVENUE BUDGET 2018/19

CORPORATE SERVICES PORTFOLIO	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Revised Estimate £	2018/19 Estimate £
STATUTORY				
Council Tax Collection	310,931	363,390	364,710	387,720
Corporate Finance	118,928	117,040	122,380	130,370
Corporate Policy Support to Members	105,105	108,980	106,700	117,160
Admin Support to Members	94,233	100,970	94,400	110,600
Chief Executive	70,958	72,620	81,080	91,770
Treasury Management & Bank Charges	54,096	57,710	70,780	84,700
External Audit and Inspection Fees	62,037	62,510	63,580	64,810
Attendance at Member Meetings	52,120	53,340	55,160	57,240
Public Performance Reporting	19,241	19,880	24,990	25,500
Cost of NNDR Collection	(31,262)	(19,520)	(13,660)	(7,990)
Land Charges	618	(27,340)	(32,530)	(29,500)
Sub Total	857,004	909,580	937,590	1,032,380
DISCRETIONARY				
Members Expenditure	362,163	379,840	361,020	365,720
Corporate Investigation	95,843	98,120	116,430	116,150
Land & Property Management	65,074	65,160	96,080	73,700
Mayoral Costs	46,920	52,480	55,270	56,340
Local Government Association	24,362	29,090	29,000	28,860
Civic Ceremonial	25,231	27,810	23,880	25,540
Corporate Events	7,272	6,730	7,930	7,950
35/39 High Street Offices	(13,789)	(20,000)	(22,060)	(24,200)
Belle Vue Enterprise Centre	(123,509)	(97,100)	(115,780)	(106,570)
Town Centres	(731,590)	(673,260)	(704,410)	(693,600)
Investment Properties	(474,101)	(911,590)	(808,440)	(826,050)
Industrial Estates	(932,956)	(954,810)	(1,014,030)	(961,000)
Sub Total	(1,649,080)	(1,997,530)	(1,975,110)	(1,937,160)
Total	(792,075)	(1,087,950)	(1,037,520)	(904,780)
UNAPPORTIONABLE CENTRAL OVERHEADS				
Retirement/Pension Costs	(500)	-	-	-
Corporate Management Expenses	44,131	46,860	62,740	46,070
Corporate Support Service	4,758,113	4,889,050	5,056,750	5,155,470
NET DIRECT COSTS	4,009,668	3,847,960	4,081,970	4,296,760
Support Service Recharges	(3,826,397)	(3,829,140)	(3,939,320)	(3,986,990)
Capital Accounting Charges	774,245	396,080	414,130	460,830
NET EXPENDITURE	957,516	414,900	556,780	770,600

Notes:

A budget increase of £58,637 equates to a council tax increase of 1%, equivalent to an increase of £1.93 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 2% for 2018/19.
- 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
- 3) Incremental progression within individual employee pay band.
- 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
- 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
- 6) Employers' pension contributions increased from 1st April 2018 following actuarial changes.

STATUTORY SERVICES**COUNCIL TAX COLLECTION****Service Purpose:**

To issue accurate bills and collect money due from local residents for Council Tax.

Service Activity:

Assessing liability for Council Tax. Issuing bills and arranging collection. Taking recovery and enforcement action. Dealing with discounts and exemptions. Handling customer enquiries. Liaison with the Valuation Officer regarding properties to be charged.

Cost Centre 3805	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Amanda Fahey	£	£	£	£	
EXPENDITURE					
Employees	323,518	351,640	353,190	374,520	
Transport Related	1,098	1,700	1,300	-	
Supplies & Services	78,055	94,050	92,170	93,200	1
	402,671	447,390	446,660	467,720	
INCOME					
Customer and Client Receipts	(91,740)	(84,000)	(81,950)	(80,000)	2
NET EXPENDITURE	310,931	363,390	364,710	387,720	

Notes:

- 1 The 2017/18 revised estimates and 2018/19 estimates include costs relating to the new Citizen Access Account
- 2 2016/17 Actuals includes higher court costs recovered than estimated will receive for future years

CORPORATE FINANCE**Service Purpose:**

Provision of financial advice and support to the Council.

Service Activity:

Provide for the preparation of budgets, closure of accounts and financial advice at the corporate level.

Cost Centre 3402	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Amanda Fahey	£	£	£	£	
EXPENDITURE					
Employees	110,566	114,480	119,780	127,770	1
Transport Related	120	140	80	80	
Supplies & Services	8,242	2,420	2,520	2,520	2
	118,928	117,040	122,380	130,370	
NET EXPENDITURE	118,928	117,040	122,380	130,370	

Notes:

- 1 Increase in budget due, in part to service restructure
- 2 Increase in use of external consultancy in 2016/17

CORPORATE POLICY SUPPORT TO MEMBERS**Service Purpose:**

To provide support to the Council and Members to ensure their duties are undertaken effectively and within the law.

Service Activity:

Provide advice and co-ordination on the policy and procedural aspects of the decision-making process; ensure corporate documents and information (especially the Constitution) are maintained and up to date.

Cost Centre 1317	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	105,105	108,980	106,700	117,160
NET EXPENDITURE	105,105	108,980	106,700	117,160

ADMIN SUPPORT TO MEMBERS**Service Purpose:**

To support the Council and Members in undertaking their duties.

Service Activity:

Provide administrative support to the Council, including the Cabinet, Committees, Policy and Review Panels and other Member groups.

Cost Centre 1316	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	84,235	83,800	90,570	93,510
Transport Related	134	270	390	390
Supplies & Services	9,864	16,900	16,900	16,700
	94,233	100,970	107,860	110,600
INCOME				
Customer and Client Receipts	-	-	(13,460)	-
NET EXPENDITURE	94,233	100,970	94,400	110,600

Notes:

- 1 2017/18 includes software costs for the new modern government tool which is to help streamline the democratic and meeting administration process
- 2 Revised 17/18 estimates includes a contribution for providing admin and executive support to the Local Enterprise Partnership (Enterprise M3)

CHIEF EXECUTIVE**Service Purpose:**

Chief Executive's operational budget.

Service Activity:

To support the Chief Executive function.

Cost Centre 1407	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	70,958	72,620	81,080	91,770
NET EXPENDITURE	70,958	72,620	81,080	91,770

TREASURY MANAGEMENT & BANK CHARGES**Service Purpose:**

Management of the Council's funds.

Service Activity:

The management of the Council's investments, borrowing and cash flows, its banking and money market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Cost Centre 3403	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	29,134	30,240	32,130	34,030
Transport Related	91	120	60	60
Supplies & Services	15,572	12,350	29,090	40,610
Bank Charges	9,299	15,000	9,500	10,000
NET EXPENDITURE	54,096	57,710	70,780	84,700

Note:

- 1 Part consultancy budget moved from Financial Services Support in 2017/18 only
Increase in brokers fees due to increase in borrowing activity
- 2 Reduction in budget due to change in banking provider

EXTERNAL AUDIT AND INSPECTION FEES**Service Purpose:**

External approval of the Council's financial management and governance.

Service Activity:

Assisting external auditors in review and inspection work; Liaison at the operational and strategic level on the issues arising from the audit and payment of the subsequent fees for the work.

Cost Centre 3404	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	12,185	12,640	13,710	14,940
Transport Related	12	30	30	30
External Audit Fees	49,840	49,840	49,840	49,840
NET EXPENDITURE	62,037	62,510	63,580	64,810

ATTENDANCE AT MEMBER MEETINGS**Service Purpose:**

To provide professional and administrative support to the Council and Members at meetings.

Service Activity:

Provide advice and co-ordination on procedural and administrative aspects of the decision making structure and processes at meetings.

Cost Centre 1318	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	52,042	53,240	55,100	57,180
Transport Related	78	100	60	60
NET EXPENDITURE	52,120	53,340	55,160	57,240

PUBLIC PERFORMANCE REPORTING**Service Purpose:**

Publication of the Corporate Plan and other corporate reports.

Service Activity:

Production and printing of the Corporate Plan.

Cost Centre 1408	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	19,087	19,410	24,520	25,030
Transport Related	25	70	70	70
Supplies & Services	129	400	400	400
NET EXPENDITURE	19,241	19,880	24,990	25,500

COST OF NNDR COLLECTION**Service Purpose:**

To issue accurate bills and collect money due from local businesses for Non Domestic Rates.

Service Activity:

Assessing liability for business rates. Issuing bills and arranging collection. Taking recovery and enforcement action. Dealing with rating reliefs. Liaison with ratepayers about rating matters and customer enquiries and with the Valuation Officer regarding properties to be charged.

Cost Centre 3804	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	85,373	94,230	92,610	99,040
Transport Related	256	440	230	-
Supplies & Services	9,908	12,150	18,130	16,600
	95,537	106,820	110,970	115,640
INCOME				
Customer and Client Receipts	(126,799)	(126,340)	(124,630)	(123,630)
	(126,799)	(126,340)	(124,630)	(123,630)
NET EXPENDITURE	(31,262)	(19,520)	(13,660)	(7,990)

Notes:

- 1 The 2017/18 revised estimates and 2018/19 estimates includes costs relating to the new Citizen Access Account

LAND CHARGES**Service Purpose:**

To provide a land charges service.

Service Activity:

The registration of land charges; the collating of information; the compilation of official searches and the answering of Con 29 enquiries.

Cost Centre 1200	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	65,057	67,620	64,920	68,180
Supplies & Services	27,558	40,040	27,320	27,320
	92,615	107,660	92,240	95,500
NON RECURRING ITEM				
Preparatory work for the transfer of responsibility to the Land Charges Registry (funded by Service Improvement Fund)	9,001	-	-	-
Legal Costs	20,692	-	230	-
	122,308	107,660	92,470	95,500
INCOME				
Customer and Client Receipts	(121,690)	(135,000)	(125,000)	(125,000)
NET EXPENDITURE	618	(27,340)	(32,530)	(29,500)

Notes:

- 1 Changes to time allocations in 2017/18
 2 Original 2017/18 Estimates anticipated higher number of searches, increasing HCC search costs and income
 3 Litigation costs in 2016/17 relating to Environmental Information Regulations, predominately funded by earmarked reserves

DISCRETIONARY SERVICES**MEMBERS EXPENDITURE****Service Purpose:**

To support the Council and elected Members in undertaking their duties.

Service Activity:

Provide Members with the necessary support and resources within the framework set by the Council.

Cost Centre 1310	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	52,947	54,630	41,410	42,670
Travel & Subsistence	1,023	800	800	800
Members Allowances	297,534	304,000	305,000	308,000
Transport Related	108	210	120	120
Supplies & Services	10,551	20,200	13,690	14,130
NET EXPENDITURE	362,163	379,840	361,020	365,720

Notes:

- 1 Reduction in costs due to dispatch to Members being sent out by post not couriered

CORPORATE INVESTIGATION**Service Purpose:**

To investigate internal and external allegations of fraud, corruption and dishonesty in accordance with prevalent legislation and utilising appropriate investigative techniques.

Service Activity:

To plan and undertake investigations into allegations of fraud and corruption of varying nature and complexity using the most cost effective and efficient methods. To comply with legislative requirements, Council policies and procedures governing the conduct of investigations. To assist in the identification of control weaknesses and implementing solutions and controls for future improvements. To assist in the development and delivery and to participate in education, training and awareness activities as part of the fraud prevention programme.

Cost Centre 3809	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	90,749	92,860	111,960	112,500
Transport Related	1,311	2,110	820	-
Supplies & Services	3,783	3,150	3,650	3,650
NET EXPENDITURE	95,843	98,120	116,430	116,150

LAND & PROPERTY MANAGEMENT**Service Purpose:**

To provide strategic advice on property related matters.

Service Activity:

To include asset management strategy and asset valuations on former operational properties.

Cost Centre 1209	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	69,844	83,060	100,920	104,670	1
Premises Related	16,357	15,890	18,490	15,890	2
Transport Related	25	120	200	200	
Supplies & Services	696	1,000	14,720	10,070	3
	86,922	100,070	134,330	130,830	
NON RECURRING ITEMS					
Support for Legal/Planning: Getting better return, 8 point plan work, review of historic records and transfer responsibility for Land Changes (funded by Service Improvement Fund)	13,429	-	-	-	4
	100,351	100,070	134,330	130,830	
INCOME					
Customer and Client Receipts	(35,277)	(34,910)	(38,250)	(57,130)	
NET EXPENDITURE	65,074	65,160	96,080	73,700	

Notes:

- 1 Changes to time allocations in 2017/18
- 2 Combination of increased expenses for repairs and maintenance and an additional cost for council tax of Manor Park Lodge and Cottages in 2017/18 only
- 3 Additional management fee for Manor Park Cottage and vacant property inspection costs in Revised 2017/18 Estimates
- 4 Non-recurring item for 2016/17 is a one-off payment

MAYORAL COSTS**Service Purpose:**

To support the Mayor and Deputy Mayor in carrying out their duties.

Service Activity:

Co-ordinate and make arrangements for all Mayoral engagements, organise certain events and provide support for the Mayor and Deputy Mayor during the Mayoral year.

Cost Centre 1304	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	37,937	40,280	43,980	44,940
Mayor's Transport Costs	4,853	7,150	7,240	7,250
Supplies & Services	14,130	16,500	15,500	15,600
	56,920	63,930	66,720	67,790
INCOME				
Customer and Client Receipts	(10,000)	(11,450)	(11,450)	(11,450)
NET EXPENDITURE	46,920	52,480	55,270	56,340

LOCAL GOVERNMENT ASSOCIATION**Service Purpose:**

To support the Council with its involvement in external organisations working for local government.

Service Activity:

Provide Members and Officers with support and resources to work with local and national bodies including the Local Government Association and The Hampshire & Isle Of Wight Local Government Association.

Cost Centre 1313	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	12,706	13,550	14,470	15,330
Transport Related	8	40	30	30
Supplies & Services	11,648	15,500	14,500	13,500
NET EXPENDITURE	24,362	29,090	29,000	28,860

CIVIC CEREMONIAL**Service Purpose:**

To carry out civic activities within the community.

Service Activity:

Make arrangements for civic events in the Borough; provide civic support to events organised within the local community.

Cost Centre 1300	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	17,863	17,780	14,910	15,570
Transport Related	25	80	70	70
Supplies & Services	7,343	9,950	8,900	9,900
NET EXPENDITURE	25,231	27,810	23,880	25,540

CORPORATE EVENTS**Service Purpose:**

To enable the Council to engage with the local community at local events in the Borough.

Service Activity:

To enable the Council to engage with the local community and support events in the Borough including Farnborough Donkey Derby, Victoria Day, the Aldershot Military Festival, Christmas lights and the North Camp Summer Fayre.

Cost Centre 1412	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	3,527	2,730	5,430	4,950
Supplies & Services	3,745	4,000	2,500	3,000
NET EXPENDITURE	7,272	6,730	7,930	7,950

35/39 HIGH STREET OFFICES**Service Purpose:**

To provide a safe, secure and comfortable working environment for users of the premises.

Service Activity:

Ensure the building is maintained to the necessary standards, including health and safety, security and cleanliness.

Cost Centre 1212	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	18,995	15,590	14,900	12,680	1
Premises Related	18,974	26,370	26,370	26,370	2
Supplies & Services	3,252	5,500	4,130	4,210	3
	41,221	47,460	45,400	43,260	
INCOME					
Customer and Client Receipts	(55,010)	(67,460)	(67,460)	(67,460)	4
NET EXPENDITURE	(13,789)	(20,000)	(22,060)	(24,200)	

1 Changes to time allocation in 2017/18

2 Increases in General Repairs and Maintenance costs for 2017/18

3 Increases in insurance costs for 2017/18

4 Service charges for 2016/17 Actual reflects reduction in costs for this period.

BELLE VUE ENTERPRISE CENTRE**Service Purpose:**

To provide starter units for small businesses.

Service Activity:

To manage the estate, collect income, arrange repairs and lettings.

Cost Centre 1206	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	13,268	15,830	18,760	19,580	1
Premises Related	5,149	11,450	10,900	11,280	2
Supplies & Services	14,496	13,360	17,450	15,750	
	32,913	40,640	47,110	46,610	
NON RECURRING ITEMS					
Service Transformation funded by the Service Improvement Fund	2,686	-	-	-	
INCOME					
Customer and Client Receipts	(159,108)	(137,740)	(162,890)	(153,180)	3
NET EXPENDITURE	(123,509)	(97,100)	(115,780)	(106,570)	

Notes:

1 Additional costs for repairs and maintenance for 2017/18

2 Revision of costs for vacant units. Revised 2017/18 Estimate allows for a reduction to one vacancy from three vacancies

3 Revision of rental income for vacant units. Revised 2017/18 Estimate allows for a reduction to one vacancy from three vacancies

TOWN CENTRES**Service Purpose:**

To manage the Council's town centre holdings.

Service Activity:

Estate management of lettings, repairs, collection of rents etc.

Cost Centre 1208	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	21,951	29,030	37,230	38,650	1
Premises Related	76,570	86,580	71,600	66,210	2
Supplies & Services	36,807	34,470	42,590	38,330	2
	135,328	150,080	151,420	143,190	
NON RECURRING ITEMS					
Service Transformation funded by the Service Improvement Fund	8,058	-	-	-	
INCOME					
Customer and Client Receipts	(874,976)	(823,340)	(855,830)	(836,790)	3
NET EXPENDITURE	(731,590)	(673,260)	(704,410)	(693,600)	

Notes:

- 1 Change of grounds maintenance contractor and alterations in costs
- 2 Increase in insurance costs
- 3 Revised 2017/18 Estimates includes fluctuations due to level of profit share from Kingsmead and the Wellington Centre of £25,000

INVESTMENT PROPERTIES ACQUIRED WITHIN THE YEAR 2016/17 AND IN FUTURE YEARS**Service Purpose:**

To manage a number of properties acquired in the year 2016/17. Three of the six properties acquired are located outside of the Council's area.

Service Activity:

Management of lettings, repairs and collection of rents from tenants.

Cost Centre 1230/1/2/3/4/5/6	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Premises Related	16,090	11,400	49,870	53,590	1
Supplies & Services	13,656	28,360	58,750	52,990	2
	29,746	39,760	108,620	106,580	
INCOME					
Customer and Client Receipts	(503,847)	(951,350)	(917,060)	(932,630)	3
NET EXPENDITURE	(474,101)	(911,590)	(808,440)	(826,050)	

Notes:

- 1 Combination of the Council's liability to pay for general repairs/maintenance and business expenses for vacant units at Wellesley House that are difficult to rent out and, to a lesser extent, other units that are vacant as part of regular turnover.
- 2 Combination of the Council's liability to pay for service charges and insurance costs for vacant units that are difficult to rent at Wellesley house, and agents' commission to market said vacant properties. Regular turnover of properties and the Council's liability to meet the service charge and insurance costs in the vacancy interim. Plus unexpected service charges that are over and above agreed charge to tenants at Optrex Business Centre as part of rental agreements.
- 3 Changes in rental income from 2016/17 - 2017/18 due to rent reviews and ability to charge higher rental fees. Income decreases in the Revised Estimate and 2018/19 Estimate due to vacancy projections

INDUSTRIAL ESTATES**Service Purpose:**

To manage the industrial estates.

Service Activity:

To deal with estate management matters and asset strategy in relation to Farnborough, Black Water Valley and Holder Road Industrial Estates, including variations, covenant issues, renewals, extensions and rent reviews.

Cost Centre 1205	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	10,697	13,200	16,020	16,740
Premises Related	950	200	200	200
	11,647	13,400	16,220	16,940
NON RECURRING ITEMS	2,686	0	0	0
Non-Recurring Item for 2016/17 regarding Service Transformation funded by the Service Improvement Fund				
INCOME				
Customer and Client Receipts	(947,289)	(968,210)	(1,030,250)	(977,940)
NET EXPENDITURE	(932,956)	(954,810)	(1,014,030)	(961,000)

1

Notes:

- 1 Alterations in income are accounted for by a combination of rental reviews and back-dated rent on these reviews.

UNAPPORTIONABLE CENTRAL OVERHEADS**RETIREMENT/PENSION COSTS****Service Purpose:**

To reflect the cost to the Council of early retirement costs, added years and other pension scheme costs.

Service Activity:

To record payments to Hampshire Pension Fund.

Cost Centre 1416	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Rachel Gray	£	£	£	£	
EXPENDITURE					
Other Retirement/Pension Costs	292,635	306,000	299,970	291,500	1
Employer's Fixed Super Amount	582,400	628,560	633,700	689,400	1
IAS19 Adjustments	(875,535)	(934,560)	(933,670)	(980,900)	2
NET EXPENDITURE	(500)	-	-	-	

Notes:

- 1 Pension costs payable to Hampshire Pension Fund. Values are dependent upon actual pensions in payment and estimated costs of future payments.
- 2 Accounting adjustment for pension costs based on actuarial data - this has no effect on the General Fund balance.

DEPARTMENTAL SALARIES SUMMARY

	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
	£	£	£	£	
Corporate Director's Service	755,231	713,200	869,840	779,370	1
Chief Executives Office	158,979	172,270	173,840	201,660	
Community Services	2,708,341	2,769,230	2,615,750	2,715,040	
Democratic and Customer Services	1,103,036	1,158,560	1,172,720	1,218,750	
Environmental Health	1,217,699	1,273,480	1,169,800	1,214,990	
Financial Services	1,563,072	1,634,970	1,582,970	1,684,500	
Housing Services	803,222	765,250	831,500	806,130	
IT and Facilities	737,527	926,810	825,800	963,020	
Legal & Estates	518,172	663,060	691,710	678,240	1
Planning Services	1,443,302	1,475,350	1,467,800	1,449,900	1
NET UNDER/(OVER) RECOVERY	11,008,580	11,552,180	11,401,730	11,711,600	

Notes:

- 1 Movement of staff to Corporate Directors from Legal and Planning Services

CORPORATE MANAGEMENT EXPENSES

The following cost centres collect the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

CORPORATE MANAGEMENT EXPENSES SUMMARY	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
NET EXPENDITURE				
Information Technology Management	19,347	18,510	24,980	16,780
Democratic Services Management	14,939	14,360	23,670	14,510
Customer Services Management	9,895	12,870	11,950	12,870
Corporate Director	4,888	2,880	3,830	3,670
Legal & Estates Management	(4,939)	(1,760)	(1,690)	(1,760)
NET EXPENDITURE (excludes Recharges to Services)	44,131	46,860	62,740	46,070

CORPORATE SUPPORT SERVICES

CORPORATE SUPPORT SERVICES SUMMARY	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
NET EXPENDITURE				
Customer Services	578,737	686,050	655,920	711,420
IT Applications Support	508,279	530,870	512,090	538,400
IT Technical Services	421,476	443,710	481,730	515,570
Financial Services	381,902	386,040	405,000	473,880
Legal Support Services	371,248	310,180	412,790	423,650
Corporate Policy Support	497,595	396,620	434,950	415,030
Council Offices	325,719	407,130	385,170	375,800
Personnel Services	349,361	394,440	419,000	341,170
Communications Support	282,037	306,320	328,390	317,370
IT Service Desk	207,705	237,870	224,880	243,660
Print Room	143,664	105,050	133,050	135,200
Systems Thinking	135,338	148,810	120,060	126,960
Audit Services	142,884	151,870	118,410	122,370
Building Services Support	119,146	114,570	130,450	120,880
Facilities	91,076	90,390	94,680	98,670
Estates Support Services	82,704	64,970	86,370	75,500
Payroll Services	47,942	48,330	53,910	56,420
Democratic Support Service	36,502	37,250	32,850	33,550
Debtors Support Services	34,797	28,580	27,050	29,970
NET EXPENDITURE (excludes Recharges to Services)	4,758,113	4,889,050	5,056,750	5,155,470

CUSTOMER SERVICES**Service Purpose:**

To answer enquiries from the general public calling at the Council offices in person, by telephone, letter and e-mail.

Service Activity:

To run the Council's main reception area, the Council switchboard service and the customer service response team, answer e-mails and respond to enquiries via the Council's website. Process payments made to the Council in person, by phone and by post; and carry out meeting room administration and post services.

Cost Centre 1327	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Andrew Colver	£	£	£	£	
EXPENDITURE					
Employees	431,597	506,230	484,550	540,410	1
Transport Related	272	460	350	350	
Supplies & Services	157,259	187,360	177,720	177,360	2
	589,128	694,050	662,620	718,120	
INCOME					
Customer and Client Receipts	(10,391)	(8,000)	(6,700)	(6,700)	
NET EXPENDITURE	578,737	686,050	655,920	711,420	

Notes:

1 Reductions in 2016/17 actuals and revised estimates due to vacancies.

2 2016/17 actuals reduction in postage costs

IT APPLICATIONS SUPPORT**Service Purpose:**

- Maintaining, upgrading and developing applications to meet user requirements.
- Liaise with customer departments and suppliers on planning upgrades and implementing new requirements.
- Co-ordinate and project manage upgrade process or installation of new applications.
- Production of statutory and other reports for service departments.
- Maintain databases to ensure efficient running.
- Departmental administration.
- Corporate Gazetteer (LLPG) maintenance and information provision to external bodies.
- Corporate Geographical Information Systems.
- Web Site and Channel Shift development.

Service Activity:

Liaise with suppliers on planning upgrades and new requirements; co-ordinate and project manage upgrade process or installation of new applications; maintain databases to ensure efficient running.

Cost Centre 3302	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Nick Harding	£	£	£	£	
EXPENDITURE					
Employees	323,230	332,720	280,010	313,580	1
Transport Related	283	310	-	-	
Supplies & Services	185,594	197,840	232,080	224,820	2
	509,107	530,870	512,090	538,400	
INCOME					
Customer and Client Receipts	(828)	-	-	-	
NET EXPENDITURE	508,279	530,870	512,090	538,400	

Notes:

1 Reductions in spend due to vacant posts in 2017/18, budget allows for full establishment in 2018/19

2 Increase in budget due to software providers increasing prices at a higher rate than budgeted

IT TECHNICAL SERVICES**Service Purpose:**

- Maintaining, upgrading and developing ICT infrastructure (data network, telephony and server system environments, key corporate systems, ISO 27001 information security policy, security/ firewalls etc.).
- Provision of 3rd line technical support, liaison with suppliers and customer departments on planning upgrades and implementing new requirements.
- Provision and support for Public Services Network (GC) services.
- Research in changes in ICT infrastructure market and the potential benefits to the organisation.
- IT procurement & 3rd line telephony support.
- Data centre operations – back up and recovery.

Service Activity:

Research in changes in ICT infrastructure market and the potential benefits to the organisation.

Cost Centre 3304	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Nick Harding	£	£	£	£	
EXPENDITURE					
Employees	188,169	185,590	221,990	250,140	1
Premises Related	8,309	8,900	8,900	8,900	
Transport Related	115	210	80	80	
Supplies & Services	225,433	249,010	250,760	256,450	2
	422,026	443,710	481,730	515,570	
INCOME					
Other Grants & Contributions	(550)	-	-	-	
NET EXPENDITURE	421,476	443,710	481,730	515,570	

Notes:

- 1 Increase in spend on temporary staff used to cover vacant posts. Assumed full establishment in 2018/19
- 2 Main increases relate to increased number of home workers (additional costs include the purchase of G/On tokens)

FINANCIAL SERVICES**Service Purpose:**

To provide financial support to all areas of the Council.

Service Activity:

Provide a comprehensive budgeting and accounting service including the provision of financial advice, the exercising of financial control, the maintenance of financial systems, insurances and the payment of the Council's creditors.

Cost Centre 3401	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Amanda Fahey	£	£	£	£	
EXPENDITURE					
Employees	361,501	364,600	391,120	451,070	1
Transport Related	321	380	240	250	
Supplies & Services	21,038	21,560	14,140	23,060	2
	382,860	386,540	405,500	474,380	
INCOME					
Customer & Client Receipts	(958)	(500)	(500)	(500)	
NET EXPENDITURE	381,902	386,040	405,000	473,880	

Notes:

- 1 Additional resource in 2018/19 to support major projects and transformation.
- 2 Part consultancy budget moved to treasury management cost centre in 2017/18 only

LEGAL SUPPORT SERVICES**Service Purpose:**

The provision of legal advice to the Council; the carrying out of the role of Monitoring Officer.

Service Activity:

The provision of legal advice to officers, Members and the Council. To include general advice on planning, housing, local government law, environmental health, licensing, contracts and procurement, prosecutions, conveyancing, Freedom of Information requests and Data Protection duties.

Cost Centre 1202	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	370,803	276,350	373,830	380,190	1
Transport Related	187	320	70	70	
Supplies & Services	48,512	98010	103,890	101,390	2
	419,502	374,680	477,790	481,650	
NON RECURRING ITEMS					
Better Procurement and LA Data Transparency code 2014 funded by Service Improvement Fund for 2016/17	35,702	-	-	-	
INCOME					
Customer & Client Receipts	(83,956)	(64,500)	(65,000)	(58,000)	3
	371,248	310,180	412,790	423,650	
NET EXPENDITURE	371,248	310,180	412,790	423,650	

Notes:

- 1 Changes to time allocations, pension adjustments and training expenses
- 2 Increases in spending on books and publications
- 3 2016/17 Actual includes income for staff member working at another authority

CORPORATE POLICY SUPPORT**Service Purpose:**

Development, implementation and monitoring of the Council's corporate strategies, policies and plans.

Service Activity:

Collating, analysing and sharing key data to drive and inform decision making. Performance management and development of corporate strategy and planning, the production of quarterly monitoring reports to Corporate Leadership Team and Cabinet and corporate programme management. Community cohesion and integration strategy.

Cost Centre 1409	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Andrew Colver	£	£	£	£	
EXPENDITURE					
Employees	385,150	369,880	412,090	408,140	
Transport Related	292	740	860	890	
Supplies & Services	22,729	6,000	6,000	6,000	1
Grants & Contributions	-	-	-	-	
	408,171	376,620	418,950	415,030	
NON RECURRING ITEMS					
Channel Shift Implementation (funded by Service Improvement Fund)	89,424	20,000	20,000	-	
	497,595	396,620	438,950	415,030	
INCOME					
Other Grants & Contributions	-	-	(4,000)	-	2
NET EXPENDITURE	497,595	396,620	434,950	415,030	

Notes:

- 1 Actual 2016/17 includes recruitment costs for the appointment of a new Chief Executive
- 2 2017/18 Revised estimate contribution towards procurement work for an outside organisation

COUNCIL OFFICES**Service Purpose:**

To provide a safe, secure and comfortable environment for all users of the Council Offices.

Service Activity:

Ensure the building is maintained to the necessary standards of health and safety and meets the Council's needs. Maximise usage of the offices to provide capacity for use by external organisations where appropriate.

Cost Centre 3305	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Nick Harding	£	£	£	£	
EXPENDITURE					
Employees	113,750	130,840	132,740	131,740	
Premises Related	407,074	438,280	430,580	436,220	1
Transport Related	897	420	690	690	
Supplies & Services	53,247	59,700	54,800	55,260	2
	574,968	629,240	618,810	623,910	
INCOME					
Customer and Client Receipts	(249,249)	(222,110)	(233,640)	(248,110)	3
NET EXPENDITURE	325,719	407,130	385,170	375,800	

Notes:

- 1 Reduction in spend in 2016/17 on utilities due to change in energy provider. Increase in business rates in 2017/18 due to valuation
- 2 Increase in insurance costs
- 3 Increase in income received from external occupants including additional room booking income not anticipated in 2017/18 estimate

HUMAN RESOURCES**Service Purpose:**

To assist the Council in its objectives by: - advising, supporting and guiding individuals and the organisation on people management issues, - by achieving and facilitating learning and improvement, and through interpretation and application of employment law and good employment practices.

Service Activity:

Provide support to managers and employees through various activities - including employee relations, policy development, recruitment and selection and learning and development.

Cost Centre 1415	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Paul Shackley	£	£	£	£
EXPENDITURE				
Employees	256,960	253,460	281,370	264,370
Transport Related	116	-	-	100
Supplies & Services	48,781	52,200	53,850	50,600
Grants & Contributions	-	40,000	35,000	37,000
	305,857	345,660	370,220	352,070
NON RECURRING ITEMS				
HR Development (funded by Service Improvement Fund)	54,116	59,680	59,680	-
	359,973	405,340	429,900	352,070
INCOME				
Customer & Client Receipts	(10,611)	(10,900)	(10,900)	(10,900)
NET EXPENDITURE	349,361	394,440	419,000	341,170

COMMUNICATIONS**Service Purpose:**

To communicate, consult and engage with local residents. To maintain and develop the Council's website.

Service Activity:

To promote Council services, protect its reputation and ensure the Council communicates effectively and professionally through a broad range of communication channels and engages meaningfully with the Rushmoor community, staff, Members and partners using

- Public, social and media relations
- Marketing, campaigns and publications
- Effective consultation, engagement and involvement

Cost Centre 1411	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	232,642	219,000	252,270	249,000
Transport Related	6	220	270	270
Supplies & Services	49,684	87,100	75,850	68,100
	282,332	306,320	328,390	317,370
INCOME				
Other Grants & Contributions	(295)	-	-	-
NET EXPENDITURE	282,037	306,320	328,390	317,370

Notes:

1 Fluctuations reflect a fixed term post being employed to cover review and project work.

IT SERVICE DESK**Service Purpose:**

- Provide an integrated central contact point via central service desk system for users to report service requests or log incidents so that the IT service can resolve them
- To periodically analyse the type and frequency of requests and incidents
- Review with the IT management team, the analysis to enable learning, leading to changes in the ICT service/ infrastructure and training plan
- IT purchasing and 1st line telephony support
- Moves and change management
- Ad-hoc technical implementation support for ICT projects
- IT Project and Programme Management

Service Activity:

To periodically analyse the type and frequency of requests and incidents and review with the IT management team, the analysis to enable learning, leading to changes in the ICT service/ infrastructure and training plan.

Cost Centre 3303	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	201,791	232,490	219,510	238,290
Transport Related	157	80	70	70
Supplies & Services	5,757	5,300	5,300	5,300
NET EXPENDITURE	207,705	237,870	224,880	243,660

Notes:

- 1 Part budget moved to other areas of IT services to assist with temporary staff
Assumed full establishment across service in 2018/19

PRINT ROOM**Service Purpose:**

To provide comprehensive printing, copying and finishing services to Council services and external customers.

Service Activity:

Manage photocopier contracts; deal with external printing requirements; provide volume and specialist printing services from within the Print room.

Cost Centre 3306	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	72,449	27,880	61,170	63,310
Transport Related	68	160	170	170
Supplies & Services	74,060	80,010	74,710	74,720
	146,577	108,050	136,050	138,200
INCOME				
Customer & Client Receipts	(2,913)	(3,000)	(3,000)	(3,000)
NET EXPENDITURE	143,664	105,050	133,050	135,200

Notes:

- 1 Use of temporary staff in 2016/17 only (budget moved from other areas within the service). Full establishment following service restructure in 2017/18

SYSTEMS THINKING

Service Purpose:

To improve services to our customers by enhancing the design and management of our work.

Service Activity:

Help improve the delivery of services to our customers; support managers by carrying out interventions in service areas; coaching in system thinking principles and work design; review data and redesign processes; run workshops and presentations.

Cost Centre 3103	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Nick Harding	£	£	£	£	
EXPENDITURE					
Employees	144,318	148,270	153,930	126,680	1
Transport Related	53	20	-	-	
Supplies & Services	1,351	520	280	280	
	145,722	148,810	154,210	126,960	
INCOME					
Customer & Client Receipts	(10,384)	-	(34,150)	-	2
NET EXPENDITURE	135,338	148,810	120,060	126,960	

Notes:

- 1 Change in staffing requirement
- 2 Income received relating to work carried out on behalf of another Local Authority

AUDIT SERVICES

Service Purpose:

The purpose of Internal Audit is to:

- Evaluate and assist in improving the effectiveness of governance, risk management and control processes within the Council.
- Provide the Council with anti-fraud and corruption, and internal investigation expertise.
- Provide assurance to External Audit on the controls within key financial systems.

Service Activity:

To meet the above purpose the following activities are carried out by Internal Audit:

- Audit reviews of corporate and service activities.
- Significant financial audits.
- Work with management to address risks and issues identified.
- Provide advice on system controls, legislation and policies.
- Proactive anti-fraud and corruption work as well as investigations when required.

Cost Centre 3106	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Amanda Fahey	£	£	£	£	
EXPENDITURE					
Employees	140,490	149,840	117,290	120,650	1
Transport Related	9	30	20	20	
Supplies & Services	2,385	2,000	1,100	1,700	
NET EXPENDITURE	142,884	151,870	118,410	122,370	

Notes:

- 1 Reduction in agency staff spend in 2016/17

BUILDING SERVICES SUPPORT**Service Purpose:**

To provide a building support service for the Council's property portfolio.

Service Activity:

Provision of administrative and management support, building surveying service, repairs and maintenance, health and safety issues for the Council's estate.

Cost Centre 1210	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	107,804	107,410	123,140	113,670
Premises Related	10,665	6,000	6,000	6,000
Transport Related	361	360	510	410
Supplies & Services	316	800	800	800
NET EXPENDITURE	119,146	114,570	130,450	120,880

FACILITIES**Service Purpose:**

To provide appropriate facilities to maintain effective working arrangements within the Council.

Service Activity:

Carry out all work associated with incoming and out-going mail and parcels; deal with all central purchasing of stationery and associated products; maintain the civic suite and provide appropriate meeting facilities.

Cost Centre 3307	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	77,551	76,260	82,300	86,280
Transport Related	688	410	790	790
Supplies & Services	12,837	13,720	11,590	11,600
NET EXPENDITURE	91,076	90,390	94,680	98,670

ESTATES SUPPORT SERVICES**Service Purpose:**

To provide an Estate Management Service for the residual estate within the Communities portfolio.

Service Activity:

Provision of admin and management support to the residual estate within the Communities portfolio.

Cost Centre 1203	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	52,565	53,590	59,980	59,130
Transport Related	252	280	290	270
Supplies & Services	29,887	11,100	26,100	16,100
NET EXPENDITURE	82,704	64,970	86,370	75,500

Notes:

1 Combination of expenses for a specialist recruitment charge and changes in suppliers

PAYROLL SERVICES**Service Purpose:**

To provide a payroll service to employees and Councillors.

Service Activity:

To process 100% of changes to salary, including starters leavers, salary changes on a monthly basis.

Cost Centre 1414	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Rachel Gray	£	£	£	£
EXPENDITURE				
Employees	46,632	47,630	53,510	55,820
Supplies & Services	1,310	700	400	600
NET EXPENDITURE	47,942	48,330	53,910	56,420

DEMOCRATIC SUPPORT SERVICE**Service Purpose:**

To provide support to corporate groups.

Service Activity:

To provide administrative support to corporate groups including organising and attending meetings.

Cost Centre 1312	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	36,368	37,110	32,780	33,480
Transport Related	69	140	70	70
Supplies & Services	65	-	-	-
NET EXPENDITURE	36,502	37,250	32,850	33,550

DEBTORS SUPPORT SERVICES**Service Purpose:**

To issue accurate bills and collect money due from individuals and businesses for rents and services.

Service Activity:

Issue bills, make collection arrangements and undertake recovery and enforcement for sums due. Liaise with Council Service areas to raise bills and establish liability and payment arrangements for debts from their area. Assist customers with enquiries about bills issued.

Cost Centre 3807	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	33,575	25,240	24,160	27,080
Supplies & Services	1,222	3,340	2,890	2,890
NET EXPENDITURE	34,797	28,580	27,050	29,970

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REVENUE BUDGET 2018/19

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
STATUTORY				
Domestic Refuse	1,365,688	1,409,030	1,328,740	1,118,880
Street Cleansing	863,392	912,800	933,730	939,650
Recycling	359,931	393,030	239,770	331,900
Planning Policy	350,981	352,180	475,940	326,950
Conservation	68,020	74,890	80,060	82,050
Land Drainage/Sewerage	20,027	21,370	16,850	18,540
Abandoned Vehicles	4,085	5,270	5,710	6,230
Sub Total	3,032,124	3,168,570	3,080,800	2,824,200
DISCRETIONARY				
Town Centre Management	102,852	104,920	123,510	118,740
Other Highways	164,562	167,890	185,170	99,930
Aldershot Regeneration	75,151	85,420	95,850	99,010
Farnborough Town Centre Regeneration	37,047	47,370	53,610	55,230
Maintenance Team	77,748	45,120	48,750	44,900
Street Furniture	20,323	31,390	26,390	26,390
Street Lighting	9,834	7,400	7,400	7,400
Parking Management	(395,975)	(375,990)	(329,860)	(390,400)
Car Parks	(830,181)	(762,000)	(874,750)	(792,560)
Sub Total	(738,639)	(648,480)	(663,930)	(731,360)
Total	2,293,485	2,520,090	2,416,870	2,092,840
Environment & Service Delivery Management Expenses	67,850	61,970	59,870	59,570
Environment & Service Delivery Support Service	20,923	21,720	24,830	24,170
NET DIRECT COSTS	2,382,258	2,603,780	2,501,570	2,176,580
Support Service Recharges	986,620	1,012,240	1,018,790	1,021,580
Capital Accounting Charges	270,648	107,280	(106,980)	132,550
NET EXPENDITURE	3,639,526	3,723,300	3,413,380	3,330,710

Notes:

A budget increase of £58,637 equates to a council tax increase of 1%, equivalent to an increase of £1.93 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 2% for 2018/19.
- 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
- 3) Incremental progression within individual employee pay band.
- 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
- 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
- 6) Employers' pension contributions increased from 1st April 2018 following actuarial changes.

STATUTORY SERVICES**DOMESTIC REFUSE****Service Purpose:**

Protecting public health and developing a clean, sustainable and green environment by provision of a regular domestic waste collection.

Service Activity:

Weekly collection of household residual waste from 39,250 households; weekly household clinical waste collection service; collection service for bulky/heavy items of household waste.

Cost Centre 2553	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: James Duggin	£	£	£	£	
EXPENDITURE					
Employees	64,781	70,030	74,140	79,010	
Transport Related	636	700	700	700	
Supplies & Services	112,258	111,860	156,340	56,650	1
Payment to Contractor	1,299,287	1,368,090	1,172,970	1,082,870	2
	1,476,962	1,550,680	1,404,150	1,219,230	
NON RECURRING ITEM					
Service Transformation and Service Review (funded by Service Improvement Fund)	13,366	-	-	-	
Procurement support for major contract review (funded by Service Improvements Fund)	32,918	-	-	-	1
	1,523,246	1,550,680	1,404,150	1,219,230	
INCOME					
Other Grants and Contributions	(4,461)	(3,070)	(3,070)	(3,070)	
Customer and Client Receipts	(153,097)	(138,580)	(72,340)	(97,280)	3
	(157,558)	(141,650)	(75,410)	(100,350)	
NET EXPENDITURE	1,365,688	1,409,030	1,328,740	1,118,880	

Notes:

For 2016/17 actual the Non-Recurring Item for procurement support relates to the Refuse, Recycling, Street Cleansing, Grounds Maintenance and Public Conveniences Cleaning contract procurement

- 2017/18 Revised Estimate & 2018/19 Estimate include the cost of mobilising the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract from the Doman Road depot whilst our new depot is being constructed.
- Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Conveniences Cleaning contract which commenced on 31st July 2017.
- 2016/17 Actual includes additional income from bulky waste collections. 2017/18 Revised Estimate onwards reflects changes to recharge income following the commencement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract. 2018/19 Estimate Onwards includes the Council's income from the Contractor for Commercial Activities

STREET CLEANSING**Service Purpose:**

To maintain and enhance the visual appearance and environmental quality of the Borough, thus protecting and developing a clean, sustainable and green environment, helping to make Rushmoor a place that our communities want to live and work in and reducing the fear of crime.

Adequately ensuring levels of public hygiene and health by regularly removing litter.

Service Activity:

Removal of litter, flyposting, flytips, graffiti and shopping trolleys; sweeping of streets; leaf collection; emptying of litter bins, gum removal and street washing. All of these activities take place on the public highway, in town centres, parks, playgrounds, Council land and public open space.

Cost Centre 2556	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: James Duggin	£	£	£	£	
EXPENDITURE					
Employees	40,191	44,680	45,930	49,350	
Premises Related	-	10,000	5,370	8,190	1
Transport Related	574	620	620	620	
Supplies & Services	10,878	15,100	30,100	30,100	2
Payment to Contractor	995,290	1,056,140	1,009,130	1,004,500	3
	1,046,933	1,126,540	1,091,150	1,092,760	
NON RECURRING ITEM					
Procurement support for major contract review (funded by Service Improvements Fund)	6,952	-	-	-	
Service Transformation and Service Review (funded by Service Improvement Fund)	17,121	-	-	-	
	1,071,006	1,126,540	1,091,150	1,092,760	
INCOME					
Customer and Client Receipts	(8,847)	(10,000)	(10,000)	(27,820)	4
Other Grants & Contributions	(198,767)	(203,740)	(147,420)	(125,290)	5
	(207,614)	(213,740)	(157,420)	(153,110)	
NET EXPENDITURE	863,392	912,800	933,730	939,650	

Notes:

- 1 2016/17 Actual includes an underspend on specialist cleaning.
- 2 2017/18 Revised Estimate onwards includes the cost of monitoring the contract performance.
- 3 Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.
- 4 2018/19 Estimate Onwards includes the Council's income from the Contractor for Commercial Activities
- 5 Fluctuations in internal recharges following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Conveniences Cleaning contract which commenced on 31st July 2017

RECYCLING**Service Purpose:**

To protect and develop a clean, sustainable and green environment by providing a regular collection service for recyclable materials, which also contributes to conservation of natural resources, energy saving – (CO2 reduction & climate change) and cost avoidance.

Service Activity:

Mixed dry recyclables are collected via a blue 240L wheeled bin or equivalent to 38,750 properties;
Compostable garden waste is collected via re-useable green sacks or 240L brown bins;
Glass collection via a basket to all houses or via 240L purple bin to flats;
Provision of circa. 50 bring sites across the Borough for a variety of household recyclables;
Problems and queries associated with both household and commercial recycling are dealt with;
Advice is provided to developers on the provision of recycling and refuse facilities for residential developments.

Cost Centre 2554	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: James Duggin	£	£	£	£
EXPENDITURE				
Employees	82,111	87,920	94,100	100,050
Transport Related	1,753	3,780	3,780	3,780
Supplies & Services	49,167	55,570	49,310	49,710
Payment to Contractor	770,907	814,760	773,110	797,460
	903,938	962,030	920,300	951,000
NON RECURRING ITEM				
Service Transformation and Service Review (funded by Service Improvement Fund)	3,955	-	-	-
Procurement support for major contract review (funded by Service Improvement Fund)	9,740	-	-	-
	917,633	962,030	920,300	951,000
INCOME				
Other Grants and Contributions	(6,717)	(4,000)	(4,000)	(4,100)
Customer and Client Receipts	(550,985)	(565,000)	(676,530)	(615,000)
	(557,702)	(569,000)	(680,530)	(619,100)
NET EXPENDITURE	359,931	393,030	239,770	331,900

Notes:

For 2016/17 actual the Non-Recurring Item for procurement support relates to the Refuse, Recycling, Street Cleansing, Grounds Maintenance and Public Convenience Cleaning contract procurement

- 1 2016/17 Actual includes an underspend on publicity & promotion. 2017/18 Revised Estimate onwards reflects a reduction as some costs have transferred to the contractor under the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Conveniences Cleaning contract which commenced on 31st July 2017
- 2 Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Conveniences Cleaning contract which commenced on 31st July 2017.
- 3 2017/18 Revised Estimate & 2018/19 Estimate includes the anticipated increase in subscribers to the Green Waste service. 2017/18 Revised Estimate also includes a change in the accruals estimate for Green Waste Service Income.

PLANNING POLICY

Service Purpose:

Prepare the planning policy framework for the Borough.

Service Activity:

Preparation of the Local Plan for Rushmoor. Review policy documents from central government, regional bodies and adjoining local authorities. Prepare detailed planning guidance for important development sites within the Borough.

Cost Centre 2609	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Keith Holland	£	£	£	£	
EXPENDITURE					
Employees	303,521	320,940	335,820	306,550	1
Transport Related	521	630	690	640	
Supplies & Services	50,691	33,300	61,330	22,500	2
PDG LDF Examinations	-	-	65,510	-	3
	354,733	354,870	463,350	329,690	
NON RECURRING ITEM					
LDF Exams	-	-	15,300	-	4
	354,733	354,870	478,650	329,690	
INCOME					
Customer and Client Receipts	(3,752)	(2,690)	(2,710)	(2,740)	
NET EXPENDITURE	350,981	352,180	475,940	326,950	

Notes:

- 1 Budget increased for 2017/18 to allow for the recruitment of a temporary Senior Planning Officer position.
- 2 Spend on the Local Plan varies from year to year depending on the delivery cycle.
- 3 The Local Plan Examination is due to be done in 2017/18 but may now occur in 2018/19, the funding is transferred from earmarked reserves.
- 4 The Local Plan Examination is budgeted in 2017/18 but may now occur in 2018/19.

CONSERVATION

Service Purpose:

Preserve and enhance the Borough's Conservation Areas and ensure that its Listed Buildings and preserved trees are adequately protected.

Service Activity:

Provision of advice on works to listed buildings and within conservation areas. Determination of applications for works to preserved trees, and provide specialist advice on ecology, biodiversity and landscaping.

Cost Centre 2610	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Keith Holland	£	£	£	£	
EXPENDITURE					
Employees	89,081	89,410	93,590	91,020	
Transport Related	567	540	910	910	
Supplies & Services	5,878	12,450	12,450	7,450	1
	95,526	102,400	106,950	99,380	
INCOME					
Customer and Client Receipts	(27,506)	(27,510)	(26,890)	(17,330)	2
NET EXPENDITURE	68,020	74,890	80,060	82,050	

Notes:

- 1 A £5k one-off additional item budget was agreed for 2017/18 to commence appraisals of the 8 conservation areas. However, the appraisals have not proceeded and the budget is instead to be utilised against priority local plan work.
- 2 Reduction in income in 2018/19 due to the Conservation SLA ceasing as Hart District Council have given notice to terminate the agreement. The Conservation Officer's hours are reducing accordingly resulting in an overall net effect of zero.

LAND DRAINAGE/SEWERAGE**Service Purpose:**

Inspection of ditches and watercourses to ensure free flow of water. To ensure that the Council carries out it's riparian duties and also that others with riparian responsibilities are required to complete necessary works. Inspection of watercourses and removal of obstructions where necessary, working with the Environment Agency and Hampshire County Council as the Lead Local Flood Risk Authority.

Service Activity:

Blockages are cleared and obstructions removed; provision of sandbags, inspections carried out; minor works undertaken e.g. digging. Laying of new pipes to assist land drainage.

Cost Centre 2227	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Colin Alborough	£	£	£	£
EXPENDITURE				
Employees	10,370	10,540	6,020	7,710
Premises Related	427	1,600	1,600	1,600
Supplies & Services	9,230	9,230	9,230	9,230
NET EXPENDITURE	20,027	21,370	16,850	18,540

ABANDONED VEHICLES**Service Purpose:**

Protecting and maintaining a clean, sustainable and green environment by removing abandoned vehicles; removal of these helps reduce fear of crime; prevents abuse of unsafe abandoned vehicles (e.g. burnt out vehicles) and maintains local environmental quality.

Service Activity:

Collection of abandoned and end of life vehicles; problems and queries associated with nuisance vehicles and implementation of collection and disposal legislation.

Cost Centre 2557	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: James Duggin	£	£	£	£
EXPENDITURE				
Employees	3,183	3,310	3,750	4,270
Transport Related	57	60	60	60
Supplies & Services	845	1,900	1,900	1,900
NET EXPENDITURE	4,085	5,270	5,710	6,230

DISCRETIONARY SERVICES**TOWN CENTRE MANAGEMENT****Service Purpose:**

Improve and promote Aldershot Town Centre.

Service Activity:

Improve the appearance of the town centre, support retailers, organise events, etc.

Cost Centre 2543	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	51,357	87,810	71,910	103,110	
Premises Related	24,294	-	19,600	-	1
Transport Related	126	820	220	130	
Supplies & Services	37,678	16,290	31,780	15,500	2
	113,455	104,920	123,510	118,740	
INCOME					
Customer & Client Receipts	(4,130)	-	-	-	3
Other Grants & Contributions	(6,473)	-	-	-	2
	(10,603)	-	-	-	
NET EXPENDITURE	102,852	104,920	123,510	118,740	

Notes:

- 1 National Non Domestic Rates cost for the digital wayfinders/advertising totems and Aldershot Town Centre.
- 2 2016/17 Actual includes additional costs for various events covered by contributions from companies and a the cost for the temporary installation of an ice rink at Princes Gardens for December 2016. 2017/18 Revised Estimate includes a carry forward of promotions budgets from 2016/17 .
- 3 2016/17 Revised Estimate includes the ticket sales income following the temporary installation of an ice rink at Princes Gardens for December 2016.

OTHER HIGHWAYS**Service Purpose:**

Maintenance of the highway grass verges, shrubs and hedges on behalf of Hampshire County Council.

Service Activity:

To maintain highway grass verges, shrub beds and hedges in accordance with grounds maintenance specifications and to facilitate non routine works to maintain a clean, bright and attractive urban environment.

Cost Centre 2540	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	268,585	209,450	168,890	128,500	1
Premises Related	6,576	5,050	5,050	5,050	
Transport Related	2,731	3,580	1,910	1,330	
Supplies & Services	39,264	32,610	32,160	32,550	2
Payment to Contractors	209,655	221,300	194,870	136,670	3
	526,811	471,990	402,880	304,100	
INCOME					
Customer & Client Receipts	(149,204)	(131,100)	(100,710)	(87,170)	4
HCC Agency Contributions	(213,045)	(173,000)	(117,000)	(117,000)	5
	(362,249)	(304,100)	(217,710)	(204,170)	
NET EXPENDITURE	164,562	167,890	185,170	99,930	

Notes:

- 1 2016/17 Actual includes the transfer of the Admin/Contracts Apprentice post to the Highways Team and the additional costs incurred by the highways team as they have been covering some of the Market Manager duties. 2017/18 Estimate onwards reflects the deletion of one post from within the team, 2017/18 Revised Estimate onwards reflects the deletion of another post which has a corresponding reduction in income.
- 2 2016/17 Actual includes the increase expenditure on temporary traffic regulation orders.
- 3 Fluctuations in the contractor payment are as a result of the savings achieved with the procurement of the new Waste and Recycling Collection Services and the Cleansing of Street, car parks and open spaces and the Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017. A further variation is shown in 2018/19 Estimate as a result of a reduction in service specification (and funding) by Hampshire County Council for Highway grass, shrubs and hedges .
- 4 2016/17 Actual includes the increase income from temporary traffic regulation orders. 2017/18 Revised Estimate onwards reflects the reduction in fee income which is offset by a reduction in employee costs detailed in note 1
- 5 2017/18 Estimate reflects the reduction in funding from Hampshire County Council in its traffic management and environmental works agency agreements. 2017/18 Revised Estimate reflects the reduction in service specification (and funding) by Hampshire County Council for Highway grass, shrubs and hedges .

ALDERSHOT REGENERATION**Service Purpose:**

To work with commercial and other organisations to facilitate the redevelopment and regeneration of the town.

Service Activity:

Redevelopment of the town.

Cost Centre 1100	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Karen Edwards	£	£	£	£	
EXPENDITURE					
Employees	73,798	85,170	93,270	96,430	1
Transport Related	153	250	230	230	
Supplies & Services	1,200	-	2,350	2,350	2
	75,151	85,420	95,850	99,010	
NET EXPENDITURE	75,151	85,420	95,850	99,010	

Notes:

- 1 Salaries include the additional resources to deliver regeneration works.
- 2 Consultancy fees for town centre regeneration.

FARNBOROUGH TOWN CENTRE REGENERATION**Service Purpose:**

To work with commercial and other organisations to facilitate the redevelopment and regeneration of the town.

Service Activity:

Redevelopment of the town.

Cost Centre 2102	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Karen Edwards	£	£	£	£
EXPENDITURE				
Employees	36,972	47,300	53,560	55,180
Transport Related	75	70	50	50
NET EXPENDITURE	37,047	47,370	53,610	55,230

Notes:

- 1 Salaries include the additional resources to deliver regeneration works, all other variances as described on the portfolio summary page

MAINTENANCE TEAM**Service Purpose:**

To maintain and improve the environment.

Service Activity:

To address vandalism, flytipping, graffiti, damage to street furniture and playground equipment; Installation of litter bins and street furniture; assist in emergencies as and when required.

Cost Centre 2549	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: John Trusler	£	£	£	£
EXPENDITURE				
Employees	129,082	110,020	100,930	109,670
Transport Related	22,246	15,900	18,500	18,500
Supplies & Services	52,942	31,330	50,950	30,860
	204,270	157,250	170,380	159,030
INCOME				
Other Grants and Contributions	(126,522)	(112,130)	(121,630)	(114,130)
NET EXPENDITURE	77,748	45,120	48,750	44,900

Notes:

- 1 2016/17 Actual includes costs associated with the skilled up project (funded by external income and earmarked reserves)
- 2 2016/17 Actual includes additional spend on hiring of an extra vehicle.
- 3 2016/17 Actual includes additional expenditure on handyman materials. 2016/17 Actual and 2017/18 Revised Estimate include skilled up project costs which are funded by external income & earmarked reserves
- 4 2016/17 Actual and 2017/18 Revised Estimate include skilled up projects external income

STREET FURNITURE**Service Purpose:**

To improve the street scene.

Service Activity:

Provide items of street furniture such as street name plates and public benches, in accordance within the requirements of the Highways Act 1980.

Cost Centre 2541	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Premises Related	2,100	2,000	2,000	2,000
Supplies & Services	18,223	29,390	24,390	24,390
NET EXPENDITURE	20,323	31,390	26,390	26,390

Notes:

- 1 Fluctuations in spending on Street Names Plates.

STREET LIGHTING**Service Purpose:**

To maintain and where appropriate improve street lighting throughout our parks & open spaces.

Service Activity:

To provide lighting of footways and public areas.

Cost Centre 2542	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Premises Related	2,249	3,300	3,300	3,300
Supplies & Services	7,585	4,100	4,100	4,100
NET EXPENDITURE	9,834	7,400	7,400	7,400

PARKING MANAGEMENT**Service Purpose:**

Effect strategic traffic management objectives through powers delegated by Hampshire County Council to secure safe and accessible town centres and residential areas .

Service Activity:

On-street enforcement against parking contraventions; on-street charging; on-street residents permit parking facilities.

Cost Centre 2538	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Kirsty Hosey	£	£	£	£
EXPENDITURE				
Employees	333,652	358,190	398,930	390,030
Premises Related	6,629	9,300	9,300	9,300
Transport Related	7,327	7,700	7,410	7,410
Supplies & Services	68,494	71,220	76,560	78,410
	416,102	446,410	492,200	485,150
INCOME				
Customer and Client Receipts	(812,077)	(822,400)	(822,060)	(875,550)
NET EXPENDITURE	(395,975)	(375,990)	(329,860)	(390,400)

Notes

1 2017/18 Revised Estimate onwards reflects the cost to the Council of credit and debit card surcharges following the installation of new Pay & Display machines that now offer our customers these payment methods.

2 2018/19 reflects the full year effect of the revised parking tariffs introduced in January 2018.

CAR PARKS**Service Purpose:**

Effect strategic traffic management objectives through the provision of structured off-street parking to secure safe

Service Activity:

Ensure car parks remain available and accessible for use. Ensure the car parks are safe, accessible and of acceptable quality. Protect and account for income received.

Cost Centre 2537	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Kirsty Hosey	£	£	£	£	
EXPENDITURE					
Employees	133,799	141,760	132,620	156,230	
Premises Related	223,231	238,230	225,650	242,820	1
Transport Related	2,449	4,040	3,050	3,050	
Supplies & Services	262,104	277,840	288,710	332,660	2
Payment to Contractor	96,402	101,440	98,600	106,790	3
	717,985	763,310	748,630	841,550	
Other Grants and Contributions	(80,568)	(52,000)	(98,060)	(94,790)	4
Customer and Client Receipts	(1,467,598)	(1,473,310)	(1,525,320)	(1,539,320)	
	(1,548,166)	(1,525,310)	(1,623,380)	(1,634,110)	
NET EXPENDITURE	(830,181)	(762,000)	(874,750)	(792,560)	

Notes:

- 1 2016/17 Actual reflects the underspend on general repairs & maintenance, lighting repairs and lift maintenance. The underspend on the lift maintenance & general repairs and maintenance continues into the 2017/18 Revised Estimate.
- 2 2016/17 Actual includes underspends mainly on car park machine maintenance, external printing and publicity & advertising some of which continue into 2017/18 Revised Estimate. 2017/18 Revised Estimate onwards reflects the cost to the Council of credit and debit card surcharges following the installation of new Pay & Display machines that now offer our customers these payment methods.
- 3 Fluctuations in the contractor payment are mainly as a result of the savings achieved with the procurement of the new Waste and Recycling Collection Services and the Cleansing of Street, car parks and open spaces and the Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.
- 4 This budget reflects the notional income of granting parking permits to various charities and voluntary organisations. The main increase in the notional income is due to a change in the way we are issuing the parking permits to these organisations, in previous years these organisations were given smartcards and the credit on the smartcard was consumed as the smartcard was used. The use of smartcards has now stopped and instead the organisations are issued with parking permits, the value of the the parking permit is calculated depending on the allocated car park and the hours the permit covers each day. The notional cost for these parking permits is shown in the Grants to Major Voluntary Organisations cost centre note.

ENVIRONMENT & SERVICE DELIVERY MANAGEMENT EXPENSES

The following cost centres collect the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

ENVIRONMENT & SERVICE DELIVERY MANAGEMENT EXPENSES SUMMARY	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
NET EXPENDITURE				
Environmental Health Management	50,211	42,150	42,100	41,800
Planning Policy Management	7,074	6,210	6,100	6,100
Conservation Management	2,805	3,300	3,220	3,220
Corporate Director	7,760	10,310	8,450	8,450
NET EXPENDITURE	67,850	61,970	59,870	59,570
Recharges to Services				
Allocated to Services	67,850	61,970	59,870	59,570
Net Under/(Over) Recovery	-	-	-	-

Notes

1 2016/17 Actual includes additional training expenditure for the organisation

ENVIRONMENT & SERVICE DELIVERY SUPPORT SERVICE**ENVIRONMENTAL HEALTH SUPPORT**

Cost Centre 2217	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
Budget Officer: Qamer Yasin				
EXPENDITURE				
Employees	20,814	21,660	24,770	24,110
Transport Related	109	60	60	60
NET EXPENDITURE (excludes Recharges to Services)	20,923	21,720	24,830	24,170

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REVENUE BUDGET 2018/19

CONCESSIONS & COMMUNITY PORTFOLIO	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
STATUTORY				
Council Tax Support	196,515	204,400	211,180	217,960
Electoral Registration	96,766	123,780	165,430	130,550
Elections	65,111	27,590	41,340	126,770
Rent Allowances	(92,269)	(35,120)	10,710	95,690
Emergency Planning	34,823	38,090	42,240	43,290
Sub Total	300,946	358,740	470,900	614,260
DISCRETIONARY				
Grants to Major Voluntary Organisations	552,546	510,670	567,350	553,070
Grants to Local and National Organisations	234,422	195,250	249,420	200,020
Community Transport	45,408	45,930	46,000	46,080
Sustainability Initiatives	13,096	14,370	16,030	16,660
Meals on Wheels	(108)	4,840	4,840	3,900
Sub Total	845,364	771,060	883,640	819,730
NET DIRECT COSTS	1,146,310	1,129,800	1,354,540	1,433,990
Support Service Recharges	573,301	583,700	589,750	599,880
Capital Accounting Charges	7,654	680	680	80
NET EXPENDITURE	1,727,265	1,714,180	1,944,970	2,033,950

Notes:

A budget increase of £58,637 equates to a council tax increase of 1%, equivalent to an increase of £1.93 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 2% for 2018/19.
- 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
- 3) Incremental progression within individual employee pay band.
- 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
- 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
- 6) Employers' pension contributions increased from 1st April 2018 following actuarial changes.

STATUTORY SERVICES**COUNCIL TAX SUPPORT****Service Purpose:**

To assess claims for council tax support quickly and accurately.

Service Activity:

Assist customers with their application for council tax support. Assessing and awarding any support due. Reviewing customer's circumstances as they change. Providing advice about other related welfare benefits.

Cost Centre 3806	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	185,535	194,010	200,870	207,950
Transport Related	347	390	310	10
Council Tax Support Scheme Hardship Fund	10,633	10,000	10,000	10,000
NET EXPENDITURE	196,515	204,400	211,180	217,960

ELECTORAL REGISTRATION**Service Purpose:**

To maintain an up-to-date electoral register and to provide associated registration services.

Service Activity:

Compile and maintain the electoral register through the yearly canvass and rolling registration; Maintain the lists of postal and proxy voters and overseas and service voters; promote and develop initiatives to increase the level of registration.

Cost Centre 1302	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	50,108	52,150	76,080	68,920
Transport Related	117	180	230	230
Supplies & Services	72,381	79,650	77,700	77,900
	122,606	131,980	154,010	147,050
NON RECURRING ITEM				
Transitional cost for Individual Elector Registration	243	8,500	32,060	-
	122,849	140,480	186,070	147,050
INCOME				
Customer and Client Receipts	(1,359)	(1,700)	(1,500)	(1,500)
Government Grant	(24,724)	(15,000)	(19,140)	(15,000)
	(26,083)	(16,700)	(20,640)	(16,500)
NET EXPENDITURE	96,766	123,780	165,430	130,550

Notes:

1 2016/17 underspend against budget on transitional costs for Individual Elector Registration (IER), this budget has been carried forward to 2017/18

2 Funding received towards IER from Central government is being reduced year on year

ELECTIONS**Service Purpose:**

To arrange and manage elections in the Borough.

Service Activity:

Organise all parliamentary, European and local elections in the Borough and the Aldershot Constituency; ensure compliance with legislative provisions and guidance relating to all administrative aspects of elections; promote and develop initiatives to increase turnout at elections.

Cost Centre 1303	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Andrew Colver	£	£	£	£	
EXPENDITURE					
Employees	62,409	33,330	43,260	73,400	
Premises Related	4,088	-	5,800	5,800	
Transport Related	1,231	800	150	800	
Supplies & Services	23,500	5,460	14,210	54,890	
	91,228	39,590	63,420	134,890	
Other Grants and Contributions	(26,117)	(12,000)	(22,080)	(8,120)	2
	(26,117)	(12,000)	(22,080)	(8,120)	
NET EXPENDITURE	65,111	27,590	41,340	126,770	1

Notes:

1 There are no local elections in the year 2017/18. Borough elections will occur in May 2018.

2 Contributions are made towards some of the Council's costs for administering elections organised on behalf of the Government and Hampshire County Council.

RENT ALLOWANCES**Service Purpose:**

To assess claims for housing benefit quickly and accurately; to prevent and detect housing & council tax benefit fraud; and to collect amounts of overpaid housing benefit.

Service Activity:

Assist customers with their application for housing benefit, assessing and awarding any benefit due. Review customer's circumstances as they change. Provide advice about other related welfare benefits. Make payment arrangements and take enforcement action in respect of customers that have been overpaid housing benefit. Making arrangements with customers who owe the Council debts for both housing benefit and council tax sums.

Cost Centre 3811	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Amanda Fahey	£	£	£	£	
EXPENDITURE					
Employees	388,990	398,560	452,980	459,130	1
Transport Related	657	790	580	-	
Supplies & Services	66,194	53,290	55,010	47,120	2
Allowances Granted/Transfer Payments	36,450,946	36,351,000	35,330,000	34,300,000	
Bad Debt Provision	166,418	175,000	175,000	175,000	3
Discretionary Housing Payments	167,958	100,000	240,000	240,000	
	37,241,163	37,078,640	36,253,570	35,221,250	
INCOME					
Discretionary Rent Allowances	(167,839)	(100,000)	(240,000)	(240,000)	
Housing Benefit Subsidy	(36,424,682)	(35,897,000)	(34,827,360)	(33,765,600)	
Flexible homelessness income	-	-	(220,000)	(260,000)	
Housing Benefits Admin Subsidy	(441,126)	(399,960)	(399,960)	(359,960)	
Overpayments Recovered	(241,825)	(700,000)	(500,000)	(500,000)	3
Other Income	(135)	-	-	-	
Government Grants	(22,532)	-	(38,740)	-	4
Universal Credit Funding	(35,293)	(16,800)	(16,800)	-	5
	(37,333,432)	(37,113,760)	(36,242,860)	(35,125,560)	
NET EXPENDITURE	(92,269)	(35,120)	10,710	95,690	

Notes:

- 1 2017/18 revised estimates include £22,810 for additional work on overpayments using Real time Information funded by government grant.
- 2 Fluctuations reflect additional software changes funded by government grant
- 3 Overpayments and bad debt provision figures fluctuate and are dependant upon recovery of overpayments identified
- 4 Fluctuations in Government grants towards software changes, together with £22,810 grant towards additional salaries costs in revised 2017/18
- 5 Government funding towards administration costs of phased migration of benefits claimants to Universal Credits

EMERGENCY PLANNING**Service Purpose:**

To meet the statutory requirements of the Civil Contingencies Act 2004.

Service Activity:

Preparing the Council's response to a Major Civil Emergency. Including liaising with partners, updating the Emergency Plan, running a programme of training exercises, reviewing the Rushmoor Area Risk Register and participating in the delivery of NI188 Climate Change mitigation.

Cost Centre 1404	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	13,762	15,180	19,320	20,170
Transport Related	3	10	20	20
Supplies & Services	21,058	22,900	22,900	23,100
NET EXPENDITURE	34,823	38,090	42,240	43,290

DISCRETIONARY SERVICES**GRANTS TO MAJOR VOLUNTARY ORGANISATIONS****Service Purpose:**

To provide assistance to non-profit making organisations through the granting of discretionary rent relief or contribution to rent payments.

Service Activity:

Providing financial and advisory support to organisations who provide benefit to the Borough.

Cost Centre 2535	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	3,345	3,480	3,490	3,780
Transport Related	1	10	10	10
Supplies & Services	76,248	46,770	93,440	90,170
Citizens Advice	272,802	261,870	271,870	259,590
Farnborough & Cove War Memorial Hospital Trust	112,570	102,570	102,570	103,000
Rushmoor Voluntary Service	74,210	74,950	74,950	75,500
35-39 High Street Service Charge	13,370	21,020	21,020	21,020
NET EXPENDITURE	552,546	510,670	567,350	553,070

Notes:

- 1 This budget reflects the notional cost of granting parking permits to various charities and voluntary organisations. The main increase in the notional cost is due to a change in the way we are issuing the parking permits to these organisations, in previous years these organisations were given smartcards and the credit on the smartcard was consumed as the smartcard was used. The use of smartcards has now stopped and instead the organisations are issued with parking permits, the value of the the parking permit is calculated depending on the allocated car park and the hours the permit covers each day. The notional income for these parking permits is shown in the car parks cost centre note.
- 2 2016/17 Actual and 2017/18 Revised Estimate include additional grant funding agreed in year.
- 3 2017/18 Estimate onwards reflects the reduction in grant for Farnborough & Cove War Memorial Hospital Trust

GRANTS TO LOCAL & NATIONAL ORGANISATIONS**Service Purpose:**

To provide small grants to voluntary, community, sports and arts and youth related groups.

Service Activity:

The aim of the grant is to support non-profit making groups that require financial support to provide or improve services that will benefit the people of Rushmoor.

Cost Centre 2513	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	18,428	19,440	20,320	21,240	
Transport Related	37	10	10	10	
Grants & Contributions	44,530	20,000	20,000	20,000	1
Farnborough Airport Community Environmental Fund	56,146	-	-	-	2
Service Charge	1,390	2,190	2,190	2,190	
Community Matters Partnership	5,000	5,000	5,000	2,500	
Community Lottery	3,163	-	1,070	1,070	
Rent Relief	156,421	148,610	200,830	153,010	3
	285,115	195,250	249,420	200,020	
INCOME					
Farnborough Airport Community Environmental Fund	(50,693)	-	-	-	2
NET EXPENDITURE	234,422	195,250	249,420	200,020	

Notes:

- 1 2016/17 Actual includes the costs of grants awarded during 2015/16 but not processed until 2016/17 and a one-off grant of £20,000 to a local school for education attainment.
- 2 2016/17 shows the amount of Farnborough Airport Community Environmental Fund received and used in year.
- 3 2017/18 Revised Estimate includes the cost of awarding rent relief for both of the Borough's major football clubs

COMMUNITY TRANSPORT**Service Purpose:**

To support residents who may become isolated due to lack of transport.

Service Activity:

To provide Dial a Ride in liaison with Rushmoor Voluntary Services and Hampshire County Council.

Cost Centre 2534	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	1,392	1,460	1,530	1,610	
Payment to Contractor	10,455	10,570	10,570	10,570	
Dial A Ride	33,561	33,900	33,900	33,900	
NET EXPENDITURE	45,408	45,930	46,000	46,080	

SUSTAINABILITY INITIATIVES**Service Purpose:**

To plan and deliver the Council's work to promote sustainability in the Borough.

Service Activity:

Develop, implement and monitor the Council's Climate Change Strategy and Action Plan; promote sustainability initiatives and implement associated actions with the community and partnership organisations; initiate, manage and support the delivery of projects to improve the Council's and its partners sustainability performance, particularly in relation to resource use.

Cost Centre 1211	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	24,873	25,320	26,910	27,540
Transport Related	541	550	620	620
Supplies & Services	7,128	8,300	8,300	8,300
	32,542	34,170	35,830	36,460
INCOME				
Other Grants and Contributions	(19,446)	(19,800)	(19,800)	(19,800)
NET EXPENDITURE	13,096	14,370	16,030	16,660

MEALS ON WHEELS**Service Purpose:**

To support a luncheon club at the Aldershot and Fleet Rugby Club and the County's Food and Friendship programme.

Service Activity:

Provide grants to Age Concern.

Cost Centre 2536	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	1,391	1,330	1,330	1,390
Transport Related	1	10	10	10
Third Party Payment	(4,000)	1,000	1,000	-
Direct Grant	2,500	2,500	2,500	2,500
NET EXPENDITURE	(108)	4,840	4,840	3,900

Notes:

1 2016/17 Actual includes the reimbursement of surplus funds for the Food & Friendship project which finished in March 2017.

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REVENUE BUDGET 2018/19

HEALTH & HOUSING PORTFOLIO	2016/17 Actual £	2017/18 Original Estimate £	2017/18 Revised Estimate £	2018/19 Estimate £
STATUTORY				
Houses in Multiple Occupation	115,797	101,110	103,880	106,950
DISCRETIONARY				
Healthy Rushmoor	7,000	7,000	7,000	7,000
MIXED				
Housing Advice	512,806	571,860	712,740	638,470
Improvement Grants	130,874	133,470	154,540	161,120
Housing Strategy	156,133	145,030	125,460	130,180
	799,813	850,360	992,740	929,770
Total	922,610	958,470	1,103,620	1,043,720
Health & Housing Support Service	24,060	24,310	25,690	26,570
NET DIRECT COSTS	946,670	982,780	1,129,310	1,070,290
Support Service Recharges	257,517	253,900	276,750	281,280
Capital Accounting Charges	49,400	98,500	98,500	1,000
NET EXPENDITURE	1,253,586	1,335,180	1,504,560	1,352,570

Notes:

A budget increase of £58,637 equates to a council tax increase of 1%, equivalent to an increase of £1.93 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 2% for 2018/19.
- 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
- 3) Incremental progression within individual employee pay band.
- 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
- 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
- 6) Employers' pension contributions increased from 1st April 2018 following actuarial changes.

STATUTORY SERVICES**HOUSES IN MULTIPLE OCCUPATION****Service Purpose:**

Safeguard the public from poor housing conditions. Licence high-risk houses in multiple occupation.

Service Activity:

All high risk houses; 3 storey and above, housing 5 people or more not in the same household. Licensing will ensure properties are maintained to legal requirement minimising risk to residents.

Cost Centre 2403	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	144,167	113,930	116,760	120,830
Transport related	2,185	1,180	1,120	1,120
	146,352	115,110	117,880	121,950
INCOME				
Customer and Client Receipts	(30,555)	(14,000)	(14,000)	(15,000)
NET EXPENDITURE	115,797	101,110	103,880	106,950

Notes:

- 1 2016/17 included additional salary costs to cover a one-year contract for a targeted survey of specific areas of private rented accommodation in the Borough.
- 2 Fluctuations in licencing income is as a result of variations in number of HMOs registered and renewals each year. Licences are for a 5 year period

DISCRETIONARY SERVICES**HEALTHY RUSHMOOR****Service Purpose:**

The promotion of good health and healthy lifestyles across the Borough.

Service Activity:

The service is delivered by a charity Rushmoor Healthy Living and covers a wide variety of health-related projects.

Cost Centre 2248	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Third Party Payments	7,000	7,000	7,000	7,000
NET EXPENDITURE	7,000	7,000	7,000	7,000

MIXED SERVICES**HOUSING ADVICE****Service Purpose:**

To help people solve their housing problem and to provide a suitable home to those in housing need.

Service Activity:

Manage the housing allocation pool and choice based lettings home finder scheme. Provide temporary and permanent accommodation to priority homeless people and those in housing need. Make referrals to other agencies as appropriate.

Cost Centre 2402	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Qamer Yasin	£	£	£	£	
EXPENDITURE					
Employees	401,860	419,860	490,650	445,080	1
Transport related	1,712	1,680	1,250	970	
Supplies & Services	114,164	121,620	137,490	131,520	2
Step by Step	40,642	27,400	40,640	27,400	3
Rent Deposits	24,970	36,000	36,000	36,000	4
HCC Childs Safeguarding Board	2,494	2,500	2,500	2,500	
Housing Advice Direct Grants	19,954	17,500	20,000	15,000	
Flexible Homeless Cost	-	-	246,610	283,750	5
	605,796	626,560	975,140	942,220	
NON RECURRING ITEMS					
Housing Advice under occupancy scheme	13	-	4,210	-	
	605,809	626,560	979,350	942,220	
INCOME					
Customer Clients and Receipts	(23,673)	(25,000)	(266,610)	(303,750)	5
Other Grants and Contributions	(69,330)	(29,700)	-	-	6
	(93,003)	(54,700)	(266,610)	(303,750)	
NET EXPENDITURE	512,806	571,860	712,740	638,470	

Notes:

- 1 2017/18 revised estimates includes a temporary contract that ends March 2018
- 2 2016/17 reduction in Bed and Breakfast costs. Revised 2017/18 and Estimate 2018/19, Bed and breakfast costs include anticipated increases for Severe Weather Emergency protocol as no Winter watch shelter and changes to legislation from April 2018
- 3 2016/17 and revised estimate 2017/18 additional funding agreed to provide help for youth homelessness
- 4 2016/17 reduction in rent deposits as more landlords agreed to be part of the bond scheme.
- 5 In 2017/18 there were changes to the subsidy support that the Rushmoor received for those in temporary accommodation, to cover this the government have provided a grant to support Homelessness costs for 2 years.
- 6 2016/17 all the grant income to support costs for the North Lane lodge was received, any unspent monies were transferred to an earmarked reserve to drawn down against costs in future years

IMPROVEMENT GRANTS**Service Purpose:**

The provision of funding to vulnerable people who are not able to afford essential repairs and or adaptations to their home.

Service Activity:

All cases applying for grants are means tested and funding provided to vulnerable and eligible people. Essential repairs and adaptations (recommended by Social Service Occupational Therapists) are approved where there is a high risk of injury or a person is unable to remain in their home without the necessary work being carried out.

Cost Centre 2404	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Qamer Yasin	£	£	£	£	
EXPENDITURE					
Employees	124,388	127,060	163,030	169,610	1
Transport related	1,394	1,310	1,410	1,410	
Supplies & Services	5,092	5,100	5,100	5,100	
	130,874	133,470	169,540	176,120	
INCOME					
Other Grants and Contributions	-	-	(15,000)	(15,000)	1
NET EXPENDITURE	130,874	133,470	154,540	161,120	

Notes:

- 1 In 2016/17 funding to support the provision of Housing Improvement Agency services was shown in Housing Strategy. In 2017/18 agreed to employ a member of staff to carry out this work with costs now showing in Improvement grant salary budget with a contribution to cover any additional costs from the Better Care Fund.

HOUSING STRATEGY**Service Purpose:**

To prepare the Council's Housing Strategy and ensure the delivery of affordable housing.

Service Activity:

To prepare and publish a rolling five year Housing and Homelessness Strategy, to keep updated and to monitor delivery of strategy objectives. Work to achieve an average 150 units per year over a rolling 3 year period to deliver affordable housing - including; affordable rented, social rented, market rent, shared ownership and home buy. This will involve providing top up funding to partners to ensure target on delivery of new housing is met.

Cost Centre 2401	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Qamer Yasin	£	£	£	£	
EXPENDITURE					
Employees	123,650	122,270	123,630	128,350	
Transport related	341	260	530	530	
Supplies & Services	32,142	22,500	1,300	1,300	1
NET EXPENDITURE	156,133	145,030	125,460	130,180	

Notes:

- 1 2016/17 additional funding agreed to support the provision of Housing Improvement Agency services. In 2017/18 it was agreed to employ a member of staff to do do this work and the budget is shown in Improvement Grants budget do this work

HOUSING SUPPORT SERVICE COSTS

Cost Centre 2405	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	23,913	24,130	25,620	26,500
Transport related	147	180	70	70
NET EXPENDITURE (excludes Recharges to Services)	24,060	24,310	25,690	26,570

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REVENUE BUDGET 2018/19

BUSINESS, SAFETY & REGULATION PORTFOLIO	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
STATUTORY				
Development Management	146,801	316,860	342,460	382,110
Pollution & Environmental Control	262,073	289,070	317,970	319,630
Food Safety	146,047	167,250	163,840	156,610
Health & Safety	119,366	127,180	113,870	121,790
Building Control - non fee earning	94,513	86,520	91,820	95,080
Licensing General	55,463	73,660	82,730	85,700
Hackney Carriages	62,205	70,770	56,040	60,920
Building Control - fee earning	(50,579)	(44,630)	(46,030)	(39,860)
Sub Total	835,889	1,086,680	1,122,700	1,181,980
DISCRETIONARY				
Integrated CCTV	205,792	210,180	214,690	219,460
Public Conveniences	200,172	198,380	181,020	172,030
Economic Development	171,656	174,980	174,270	169,570
Community Patrol Team	200,879	212,380	158,940	166,810
Dog Warden	19,511	22,400	49,710	67,860
Emergency Callout	37,814	33,340	33,550	33,910
Pest Control	26,870	35,200	25,580	24,520
Cemeteries	114,959	85,670	34,910	4,420
Markets & Car Boot Sales	(94,015)	(182,930)	(27,640)	(31,600)
Crematorium	(811,604)	(683,490)	(823,540)	(862,680)
Sub Total	72,034	106,110	21,490	(35,700)
MIXED				
Community Safety	107,443	143,110	144,230	150,120
Total	1,015,366	1,335,900	1,288,420	1,296,400
Business, Safety & Regulation Management Exp	25,593	17,710	19,780	18,530
Business, Safety & Regulation Support Service	356	370	390	410
NET DIRECT COSTS	1,041,315	1,353,980	1,308,590	1,315,340
Support Service Recharges	1,227,826	1,205,970	1,276,620	1,309,360
Capital Accounting Charges	160,956	112,830	103,420	111,030
NET EXPENDITURE	2,430,097	2,672,780	2,688,630	2,735,730

Notes:

A budget increase of £58,637 equates to a council tax increase of 1%, equivalent to an increase of £1.93 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 2% for 2018/19.
- 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
- 3) Incremental progression within individual employee pay band.
- 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
- 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
- 6) Employers' pension contributions increased from 1st April 2018 following actuarial changes.

STATUTORY SERVICES**DEVELOPMENT MANAGEMENT****Service Purpose:**

Promote and enable good development in the Borough.

Service Activity:

The provision of informal planning advice and the determination of planning applications. The provision of planning enforcement, investigating breaches of planning control and taking appropriate action. Presentation of the Council's submission at appeal.

Cost Centre 2604	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Keith Holland	£	£	£	£
EXPENDITURE				
Employees	722,818	725,160	764,180	754,860
Transport Related	2,429	1,920	2,470	2,420
Supplies & Services	15,697	6,890	8,600	6,900
	740,944	733,970	775,250	764,180
INCOME				
Customer and Client Receipts	(594,143)	(417,110)	(432,790)	(382,070)
NET EXPENDITURE	146,801	316,860	342,460	382,110

Notes:

- 1 A paper went to Cabinet on 15 November 2016 to seek approval to advertise only regarding what is required. As a result of the approval, the budget required in 2017/18 is significantly less than expenditure in 2016/17.
- 2 The 2016/17 Actuals reflect an increase in income due to some large planning applications being received. However, this is not an increase which can be relied upon year on year and therefore the 2017/18 Estimate did not reflect such an increase. The 2018/19 Estimate has been reduced as a contribution from HCC will no longer be received as the Transportation Officer post no longer exists.

POLLUTION & ENVIRONMENTAL CONTROL**Service Purpose:**

The service responds to complaints from residents regarding potential nuisance including noise, drainage, odour, smoke, rubbish and unauthorised encampments.

Service Activity:

- Response to service requests.
- Air quality measurements in accordance with Government guidance.
- Identification of potential contaminated land and control potentially polluting industries.
- Responsible authority under the Licensing Act 2003 for applications for Premises and Club Premises Licences to ensure that the licensing objective ("Prevention of Public Nuisance") is successfully achieved.
- Working with other statutory agencies; responsibility for surface water drainage and land drainage with the aim of preventing potential flooding.

Cost Centre 2213	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	281,073	303,170	332,900	335,340
Premises Related	138	400	400	400
Transport Related	1,984	2,840	2,720	2,700
Supplies & Services	3,649	8,010	57,730	7,740
	286,844	314,420	393,750	346,180
INCOME				
Customer and Client Receipts	(6,586)	(6,850)	(7,100)	(7,100)
Government Grant	-	-	(50,000)	-
Other Grants & Contributions	(18,185)	(18,500)	(18,680)	(19,450)
	(24,771)	(25,350)	(75,780)	(26,550)
NET EXPENDITURE	262,073	289,070	317,970	319,630

Notes

- 1 2017/18 Revised Estimate reflects the expenditure for the Air Quality Feasibility Study on the A331. This expenditure is covered by a grant from DEFRA.

FOOD SAFETY**Service Purpose:**

To ensure that food and drink on sale for human consumption in the Borough is without risks to the health of the consumer.

Service Activity:

Inspection of food premises in accordance with the Food Standards Agency Framework Agreement;
Maintenance of a 100% level of customer satisfaction with the food safety regulatory service;
Response to service requests in an appropriate manner, with a same day response to matters of evident concern;
Support and develop the public health benefits of the National Food Hygiene Rating Scheme.

Cost Centre 2208	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	175,132	177,600	168,120	174,810
Transport Related	882	820	650	670
Supplies & Services	763	2,030	1,500	1,500
	176,777	180,450	170,270	176,980
INCOME				
Customer and Client Receipts	(30,730)	(13,200)	(6,430)	(20,370)
NET EXPENDITURE	146,047	167,250	163,840	156,610

Notes:

- 1 Fluctuations due to biennial Air Show food inspections. 2017/18 Revised Estimate onwards reflects the reduction in Health & Safety income generation.

HEALTH & SAFETY**Service Purpose:**

To ensure the Borough's workplaces are healthy and safe.

Service Activity:

Inspection of premises to ensure health and safety standards;

Maintenance of 100% level of customer satisfaction with the food safety regulatory service;

Response to service requests (e.g. accidents, notifications, complaints and requests for assistance);

Maximisation of public health benefits arising from the Rushmoor Health and Wellbeing Partnership.

Cost Centre 2206	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	130,445	134,720	120,990	126,870
Transport Related	810	780	570	570
Supplies & Services	2,733	3,080	2,810	2,850
	133,988	138,580	124,370	130,290
INCOME				
Customer & Client Receipts	(14,622)	(11,400)	(10,500)	(8,500)
NET EXPENDITURE	119,366	127,180	113,870	121,790

BUILDING CONTROL - NON FEE EARNING**Service Purpose:**

Ensure the safe condition of buildings and structures in the Borough.

Service Activity:

The provision of advice on building regulations, demolition licences, dangerous structures and street naming and numbering within the Borough.

Cost Centre 2601	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Martin Hobley	£	£	£	£
EXPENDITURE				
Employees	151,279	89,220	92,760	96,040
Transport Related	1,512	930	1,060	1,060
Supplies & Services	-	1,000	1,000	1,000
	152,791	91,150	94,820	98,100
INCOME				
Customer and Client Receipts	(58,278)	(4,630)	(3,000)	(3,020)
NET EXPENDITURE	94,513	86,520	91,820	95,080

Notes:

1 2016/17 Actuals includes the full cost of the Non Fee Earning element of the Shared Building Control Service.

For 2017/18 onwards, the budget has been separated out to exclude Hart District Council's share of the costs and as such their contribution to such costs.

LICENSING GENERAL**Service Purpose:**

To enable good business through the administration and enforcement of the Council's principal licensing functions concerning regulated entertainments, late night refreshments, liquor, gaming, lotteries, street trading consents, tables and chairs, charitable collections and sex establishments.

Service Activity:

Consultation with key agencies, to ensure the fair and efficient determination of relevant licensing applications, including conducting hearings where appropriate. Inspection of licensed premises and resolution of problems arising from and in connection with licensed premises activities.

Cost Centre 2211	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: John McNab	£	£	£	£
EXPENDITURE				
Employees	164,237	166,000	170,310	174,490
Transport Related	709	750	610	630
Supplies & Services	1,019	3,490	4,970	5,070
	165,965	170,240	175,890	180,190
INCOME				
Customer and Client Receipts	(110,502)	(96,580)	(93,160)	(94,490)
NET EXPENDITURE	55,463	73,660	82,730	85,700

Notes:

1 Additional income received in 2016/17 mainly from premises licences.

TAXI LICENSING**Service Purpose:**

To enable good business by providing quality, timely and value for money taxi licensing and regulatory services that reasonably ensure the safety and protection of both the public and other road users and provides for a suitable, good quality and efficient public transportation service for all.

Service Activity:

Processing of licence applications and supervision of hackney carriage and private hire drivers, vehicles and operators; inclusive of carrying out Criminal Records, DVLA and medical checks. Other documentation (e.g. insurance) checks. Carrying out Council tests and inspection of licensed vehicles.

Cost Centre 2218	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	128,332	131,310	122,080	125,730
Transport Related	309	400	370	380
Supplies & Services	14,992	11,000	10,550	10,550
	143,633	142,710	133,000	136,660
INCOME				
Customer and Client Receipts	(81,428)	(71,940)	(76,960)	(75,740)
NET EXPENDITURE	62,205	70,770	56,040	60,920

Notes

1 Fluctuations mainly due to driver licence fees, CRB deposits (offset by additional expenditure), vehicle plate income and knowledge tests.

BUILDING CONTROL - FEE EARNING**Service Purpose:**

Ensure the safe construction of buildings and structures in the Borough.

Service Activity:

The determination of applications under the building regulations. Inspection and liaison with builders and developers.

Cost Centre 2608	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Martin Hobley	£	£	£	£	
EXPENDITURE					
Employees	293,972	163,620	166,460	172,620	1
Transport Related	4,179	2,450	2,770	2,770	
Supplies & Services	5,008	4,850	3,400	3,460	
	303,159	170,920	172,630	178,850	
INCOME					
Customer and Client Receipts	(353,738)	(215,550)	(218,660)	(218,710)	1
NET EXPENDITURE	(50,579)	(44,630)	(46,030)	(39,860)	

Notes:

- 1 2016/17 Actuals includes the full cost of the Fee Earning element of the Shared Building Control Service. For 2017/18 onwards, the budget has been separated out to exclude Hart District Council's share of the costs and as such their contribution to such costs.

DISCRETIONARY SERVICES**INTEGRATED CCTV****Service Purpose:**

To help prevent and deter crime and disorder and reduce the fear of crime.

Service Activity:

Provide a joint Hart and Rushmoor CCTV service, consisting of a control room and 115 CCTV cameras, to monitor activity in town centres and parks and open spaces in both local authority areas. The main functions are to reduce the fear of crime, deter crime and anti-social behaviour, assist the police in identifying and prosecuting offenders, help protect Council property, provide a link for both Councils' out of hours service and to assist in civil emergencies.

Cost Centre 2246	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Qamer Yasin	£	£	£	£	
EXPENDITURE					
Employees	136,726	150,240	155,010	163,890	1
Supplies & Services	84,426	73,190	73,590	70,040	
	221,152	223,430	228,600	233,930	
INCOME					
Other Grants and Contributions	(15,360)	(13,250)	(13,910)	(14,470)	
NET EXPENDITURE	205,792	210,180	214,690	219,460	

Notes:

- 1 2016/17 Actual includes the purchase and installation cost of 2 replacement CCTV cameras and additional equipment maintenance costs.

PUBLIC CONVENIENCES**Service Purpose:**

Protecting and sustaining a clean, sustainable and green environment and supporting the local economy by providing a network of public conveniences in town centres and parks.

Service Activity:

The service provides and maintains a network of 8 public conveniences, they are cleansed twice daily, opened at approximately 8am and closed at 7pm.

Cost Centre 2555	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: James Duggin	£	£	£	£	
EXPENDITURE					
Employees	7,282	7,520	8,460	9,110	
Premises Related	29,598	23,980	29,860	30,000	1
Transport Related	57	70	70	70	
Supplies & Services	915	1,390	2,040	2,190	
Payment to Contractor	162,320	165,420	140,590	130,660	2
NET EXPENDITURE	200,172	198,380	181,020	172,030	

Notes:

1 2017/18 Estimate included a reduction in spend on repairs and maintenance.

2 Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, Car Parks and Open Spaces, Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.

ECONOMIC DEVELOPMENT**Service Purpose:**

To work with partners and business to develop and maintain the Borough's economy.

Service Activity:

To undertake a wide range of corporate and partnership work supporting and developing the local economy and developing and implementing the Council's economic strategy.

Cost Centre 1413	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Karen Edwards	£	£	£	£	
EXPENDITURE					
Employees	75,726	90,770	103,370	99,190	
Transport Related	399	1,010	970	980	
Supplies & Services	54,211	42,000	42,000	42,000	1
Direct Grant	29,445	15,000	13,430	12,900	2
Enterprise First	14,500	26,200	14,500	14,500	
	174,281	174,980	174,270	169,570	
INCOME					
Other Grants & Contributions	(2,625)	-	-	-	1
NET EXPENDITURE	171,656	174,980	174,270	169,570	

Notes:

1 2016/17 Actuals includes costs for Aldershot High Street Mentor and Farnborough Christmas events together with a contribution towards the Christmas events

2 2016/17 revised estimates include a one off grant for Tech Start

COMMUNITY PATROL TEAM**Service Purpose:**

Provides a reassuring presence on the streets and in public places - to ensure a 'Safe and Clean environment'. This is achieved by dealing with issues related to environmental crime. Work closely with residents, local groups, neighbourhood watch, ward Councillors to identify issues in their areas and work to resolve them.

Service Activity:

Completion of environmental audits to improve the appearance of wards to help to secure safe and clean streets and public places. Investigation and removal of abandoned vehicles, fly tipping, fly posting, graffiti. Enforcement work through Fixed Penalty Notices, Inspections of Parks and Playgrounds. Dealing with parking contraventions during patrols and in response to complaints.

Cost Centre 2228	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	181,441	190,140	136,910	144,640
Transport Related	15,882	18,660	18,570	18,580
Supplies & Services	4,776	5,080	4,960	5,090
	202,099	213,880	160,440	168,310
INCOME				
Customer and Client Receipts	(1,220)	(1,500)	(1,500)	(1,500)
NET EXPENDITURE	200,879	212,380	158,940	166,810

Notes

1 Corresponding salary allocation change is shown in the Dog Warden Cost Centre

DOG WARDEN**Service Purpose:**

To enforce legislation for the control of dogs and dog-related problems and promote responsible dog ownership.

Service Activity:

Collection of stray dogs; provision of an out of hours service; response to residents' queries regarding fouling and stray dogs.

Cost Centre 2204	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	7,891	8,250	35,360	53,560
Transport Related	3,182	3,670	3,870	3,850
Supplies & Services	10,814	13,010	13,010	12,910
	21,887	24,930	52,240	70,320
INCOME				
Customer and Client Receipts	(2,376)	(2,530)	(2,530)	(2,460)
NET EXPENDITURE	19,511	22,400	49,710	67,860

Notes

1 Corresponding salary allocation change is shown in the Community Patrol Team Cost Centre

EMERGENCY CALLOUT**Service Purpose:**

Corporate out of hours response service provided to cover all service areas where an emergency response may be required.

Service Activity:

Provision of an out of hours service between 17:00hrs (16:30 Friday) and 8:30hrs the following day, all day Saturday and Sunday and Bank Holidays. Response to complaints such as noise, alarms, drainage, flooding and civil emergencies.

Cost Centre 2207	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	37,716	33,190	33,350	33,410
Supplies & Services	98	150	200	500
NET EXPENDITURE	37,814	33,340	33,550	33,910

PEST CONTROL**Service Purpose:**

A Pest Control Service, covering rats and mice, provided for residents and businesses on request, including both treatment and advice.

Service Activity:

This service is currently contracted out; pest infestations and issues are investigated and resolved.

Cost Centre 2212	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Colin Alborough	£	£	£	£
EXPENDITURE				
Employees	14,613	15,100	5,480	3,600
Supplies & Services	-	100	100	100
Third Party Payments	12,257	20,000	20,000	20,820
	26,870	35,200	25,580	24,520
INCOME				
Customer and Client Receipts	-	-	-	-
NET EXPENDITURE	26,870	35,200	25,580	24,520

Notes

- 1 Original Contract expired during 2016/17, the Council now have an annual fixed fee contract for 2017/18 and 2018/19

1

CEMETERIES**Service Purpose:**

To provide a dignified and personal bereavement service.

Service Activity:

The provision of a cemeteries service to residents and others, which offers individual attention, reverence and respect and which recognises individual cultural requirements. This is achieved through the management of the Borough's three cemeteries.

Cost Centre 2550	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ashley Sharpe	£	£	£	£	
EXPENDITURE					
Employees	26,407	23,210	26,620	27,780	1
Premises Related	29,890	16,040	16,850	17,690	
Transport Related	53	70	70	70	
Supplies & Services	15,020	17,550	17,500	17,610	
Payment to Contractor	205,833	206,700	151,770	126,230	2
	277,203	263,570	212,810	189,380	
INCOME					
Customer and Client Receipts	(162,244)	(177,900)	(177,900)	(184,960)	3
NET EXPENDITURE	114,959	85,670	34,910	4,420	

Notes:

- 1 2016/17 Actual included additional costs for Victoria Road cemetery chapel
- 2 Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.
- 3 2016/17 Actual reflects a shortfall in grave sales income

MARKETS & CAR BOOT SALES**Service Purpose:**

To manage markets and car boot sales to enhance the town centre offering.

Service Activity:

Manage the set up, safety and inspection of markets and car boot sales, and collect rent and entrance fees.

Cost Centre 2565	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: John Trusler	£	£	£	£	
EXPENDITURE					
Employees	41,351	66,750	70,830	70,800	1
Transport Related	669	-	2,980	2,980	
Premises Related	35,417	35,180	43,520	41,100	2
Supplies & Services	10,028	10,140	9,660	9,660	
	87,465	112,070	126,990	124,540	
INCOME					
Customer and Client Receipts	(181,480)	(295,000)	(154,630)	(156,140)	3
NET EXPENDITURE	(94,015)	(182,930)	(27,640)	(31,600)	

Notes:

- 1 2017/18 Estimate onwards includes an increase in casual staffing costs to cover Health & Safety and security as we have moved from 2 market days to 4 market days per week.
- 2 2017/18 Revised Estimate includes increased costs for trade refuse.
- 3 2017/18 Estimate included the original income projections for the markets and car boot sales when we took the service back in-house in 2015, since then there has been a downturn in market and car boot income which is reflected in the 2017/18 Revised Estimate onwards.

CREMATORIUM**Service Purpose:**

To provide a dignified and personal bereavement service.

Service Activity:

The provision of a bereavement service that offers individual attention, reverence and respect whilst recognising cultural requirements. Provision of memorials that offer a wide variety of opportunities in which to remember loved ones.

Cost Centre 2551	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Ashley Sharpe	£	£	£	£	
EXPENDITURE					
Employees	307,443	250,500	369,750	397,010	1
Premises Related	116,614	164,350	148,950	150,950	2
Transport Related	370	470	470	470	
Supplies & Services	173,284	214,000	157,280	151,700	3
Payment to Contractor	119,792	121,800	71,570	48,810	4
	717,503	751,120	748,020	748,940	
INCOME					
Customer and Client Receipts	(1,529,107)	(1,434,610)	(1,571,560)	(1,611,620)	5
NET EXPENDITURE	(811,604)	(683,490)	(823,540)	(862,680)	

Notes:

- 1 2016/17 Actual & 2017/18 Revised Estimate onwards reflects the movement of previously categorised supplies and services expenditure into the Employee expenditure category.
- 2 2016/17 Actual includes an underspend on utility costs which are reflected into 2017/18 Revised Estimate onwards. 2017/18 Estimate onwards includes an increase in the Non Domestic Rates cost.
- 3 2016/17 Actual & 2017/18 Revised Estimate onwards includes the movement of previously categorised supplies and services expenditure into the Employee expenditure category. 2016/17 Actual also includes underspends on tree maintenance, ministers fees and operational equipment.
- 4 Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.
- 5 2016/17 Includes an increase in the number of cremations, the increase in number of cremations and the increase in fees and charges has been relected into 2017/18 Revised Estimate onwards.

MIXED SERVICES**COMMUNITY SAFETY**

On 1st November 2012 Rushmoor Borough Council entered into a jointly controlled operation with the Borough Council of Basingstoke and Deane and Hart District Council to deliver a shared community safety service. Rushmoor Borough Council's element of the shared community safety service costs are shown below.

Service Purpose:

Work in partnership to reduce crime, disorder, anti-social behaviour and the fear of crime .

Service Activity:

Work with partners including the Police, Hampshire Fire & Rescue Service, Clinical Commissioning Groups, Probation services, HCC Youth Offending Team and Housing Associations to tackle Crime and Disorder and ASB. Take a lead role in the Rushmoor Community Safety Partnership tackling issues of domestic violence, substance misuse (drugs and alcohol), violent crime arising from the night time economy and acquisitive crimes such as burglary and theft.

Cost Centre 2547	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Caroline Ryan	£	£	£	£
EXPENDITURE				
Employees	106,416	125,690	129,770	132,090
Premises Related	4,344	7,500	4,330	7,840
Transport Related	952	1,900	2,120	2,180
Supplies & Services	8,531	19,480	19,470	19,470
	120,243	154,570	155,690	161,580
INCOME				
Other Grants and Contributions	(12,800)	(11,460)	(11,460)	(11,460)
NET EXPENDITURE	107,443	143,110	144,230	150,120

Notes:

- 1 2016/17 Actual reflects underspends on signage, alcohol awareness programme cost to the Council, promotions and publicity & advertising

1

BUSINESS, SAFETY & REGULATION MANAGEMENT EXPENSES

The following cost centres collect the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

BUSINESS, SAFETY & REGULATION MANAGEMENT EXPENSES SUMMARY	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
NET EXPENDITURE				
Development Control Management	16,696	10,290	12,600	11,350
Building Control Management	15,878	7,420	7,180	7,180
	32,573	17,710	19,780	18,530
INCOME				
Customer and Client Receipts	(6,980)	-		
NET EXPENDITURE (excludes Recharges to Services)	25,593	17,710	19,780	18,530
Recharges to Services				
Allocated to Services	(25,593)	(17,710)	(19,780)	(18,530)
Net Under/(Over) Recovery	-	-	-	-

BUSINESS, SAFETY & REGULATION SUPPORT SERVICES**BUILDING CONTROL**

Business, Safety & Regulation Support Service

Cost Centre 2616	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Keith Holland	£	£	£	£
EXPENDITURE				
Employees	356	370	390	410
NET EXPENDITURE (excludes Recharges to	356	370	390	410

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REVENUE BUDGET 2018/19

LEISURE AND YOUTH PORTFOLIO	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
	£	£	£	£
DISCRETIONARY				
Grounds Maintenance Contracts	692,867	715,170	655,230	612,520
Community Leisure	402,445	451,890	439,500	358,140
Aldershot Indoor Pools	313,900	345,510	329,240	339,880
Farnborough Leisure Centre	252,064	289,610	260,850	266,610
Princes Hall	81,730	257,000	197,530	217,090
Aldershot Lido	125,479	159,320	158,640	164,170
Tourism	76,950	77,140	77,390	77,630
Southwood Golf Course	48,236	48,300	58,790	49,820
Town Twinning	35,387	35,850	37,820	39,220
Blackwater Valley Project	21,606	21,710	21,930	22,080
Special Events	17,820	9,960	19,860	11,270
Public Halls & Community Centres	6,125	10,860	3,280	8,480
Community Schools	9,656	3,760	3,460	4,080
Rushmoor in Bloom	(2,759)	(1,190)	(610)	(1,060)
Gymnastics Academy	(13,895)	(13,950)	(13,950)	(13,930)
Alpine Snow Sports, Aldershot	(29,571)	(21,180)	(20,920)	(20,610)
Sub Total	2,038,040	2,389,760	2,228,040	2,135,390
MIXED				
Parks & Recreation Grounds	24,128	327,570	154,050	335,410
Allotments	10,523	9,590	14,270	13,350
Sub Total	34,651	337,160	168,320	348,760
Total	2,072,691	2,726,920	2,396,360	2,484,150
Leisure & Youth Management Expenses	30,791	33,230	33,180	33,180
Leisure & Youth Support Services	27,676	28,660	16,850	30,530
NET DIRECT COSTS	2,131,158	2,788,810	2,446,390	2,547,860
Support Service Recharges	627,373	612,650	617,520	614,530
Capital Accounting Charges	520,669	1,045,750	731,190	785,410
NET EXPENDITURE	3,279,200	4,447,210	3,795,100	3,947,800

Notes:

A budget increase of £58,637 equates to a council tax increase of 1%, equivalent to an increase of £1.93 per year for a Band D property.

Employee costs vary year on year. Common reasons for fluctuations in employee costs are:-

- 1) Pay inflation - the budget assumes that employees will receive a cost of living pay increase of 2% for 2018/19.
- 2) Changes to time allocations. Employee costs are allocated to the service(s) where staff spend their time. Each year time allocations are reviewed and amended to reflect any changes in the way time is spent.
- 3) Incremental progression within individual employee pay band.
- 4) Vacancies - Actuals and Revised Estimates will reflect any vacancies during the year and are therefore likely to be lower than Original Estimates, which assume that the services are fully staffed.
- 5) Accounting regulations for pension costs. Each year following a valuation provided by our actuaries, it is usual to adjust our forecast pension costs.
- 6) Employers' pension contributions increased from 1st April 2018 following actuarial changes.

DISCRETIONARY SERVICES**GROUNDS MAINTENANCE CONTRACTS****Service Purpose:**

To maintain Council owned property and promote pride of place by provision of quality, value for money services which greatly contribute to making Rushmoor a place our communities want to live and work in.

Service Activity:

Provision of quality services to maintain the grounds of the Borough's parks, recreation grounds, gardens, open spaces and sports pitches/facilities by cutting grass, pruning/weeding shrub beds, rose beds, hedges and planting flower beds etc. to ensure the Borough appears clean, bright and attractive.

Cost Centre 2552	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Andy Ford	£	£	£	£	
EXPENDITURE					
Employees	8,487	11,630	9,040	9,510	
Premises Related	44,170	44,990	64,990	75,440	1
Transport Related	6	80	80	80	
Supplies & Services	0	2,350	2,350	2,350	
Payment to Contractor	637,225	673,940	595,510	559,840	2
	689,888	732,990	671,970	647,220	
NON RECURRING ITEMS					
Service Transformation and Service Review (funded by Service Improvement Fund)	5,696	-	-	-	
Procurement support for major contract review (funded by Service Improvements Fund)	14,028	-	-	-	
	709,612	732,990	671,970	647,220	
INCOME					
Other Grants & Contributions	(16,745)	(17,820)	(16,740)	(20,450)	
Customer & Client Receipts	-	-	-	(14,250)	3
	(16,745)	(17,820)	(16,740)	(34,700)	
NET EXPENDITURE	692,867	715,170	655,230	612,520	

Notes:

- 1 2017/18 Revised Estimate onwards includes the Non Domestic Rates costs for The Grove and Manor Park nursery/depot which the Council is now responsible for under the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.
- 2 Fluctuations in the contractor payment following the procurement of the new Waste, Recycling, Cleansing of Streets, car parks and open spaces, Grounds Maintenance and Public Convenience Cleaning contract which commenced on 31st July 2017.
- 3 2018/19 Estimate Onwards includes the Council's income from the Contractor for commercial activities

COMMUNITY LEISURE**Service Purpose:**

Provision of a community leisure programme.

Service Activity:

Provision of health programmes and play activities.

Cost Centre 2508	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	387,955	437,340	401,050	330,930	1
Transport Related	2,652	4,260	2,660	1,960	
Supplies & Services	20,867	29,380	25,680	15,140	2
Transfer Payments	24,206	14,610	14,610	14,610	3
	435,680	485,590	444,000	362,640	
INCOME					
Customer and Client Receipts	(33,235)	(33,700)	(4,500)	(4,500)	1
NET EXPENDITURE	402,445	451,890	439,500	358,140	

Notes:

- 1 From 2017/18 onwards cost and income from the provision of the playschemes has moved to the Alderwood Leisure Centre.
- 2 Fluctuations in expenditure mainly due to spend on projects such as programmes for integrating Nepalese community within the wider community and other developing our communities activities and projects. This expenditure is either funded from grants and external contributions.
- 3 2016/17 Actual cost reflects the final year of the Disabled Go Access Guide and other community grants agreed in year.

ALDERSHOT INDOOR POOLS**Service Purpose:**

To provide and maintain swimming pool and fitness room facilities through a leisure management contract.

Service Activity:

25m main pool, 12m teaching pool, 50+ station fitness gym, office accommodation and changing rooms.

Cost Centre 2558	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	10,386	10,800	11,220	11,960
Transport Related	11	20	20	20
Premises Related	17,819	19,320	19,320	19,320
Supplies & Services	27,689	30,950	25,660	26,670
Payment to Contractor	257,995	284,420	273,020	281,910
NET EXPENDITURE	313,900	345,510	329,240	339,880

Notes:

1 Fluctuations to the insurance costs.

2 2016/17 Actual reflects a reduction in the contractual energy payment.

FARNBOROUGH LEISURE CENTRE**Service Purpose:**

To provide and maintain a multi purpose leisure centre through a leisure management contract.

Service Activity:

33.3m main pool, 12.8m teaching pool, 100+ station fitness gym, cafeteria, 4x squash courts, 10 lane ten pin bowling, sauna and steam rooms, crèche, soft play area, 10 court sports hall, 6 lane indoor bowls green, meeting rooms, treatment rooms, office accommodation, multi activity rooms and dance studios.

Cost Centre 2560	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	19,108	19,910	20,810	22,110
Premises Related	33,868	34,630	34,630	34,630
Transport Related	25	30	30	30
Supplies & Services	83,807	95,840	78,050	81,620
Payment to Contractor	123,701	139,200	127,330	128,220
	260,509	289,610	260,850	266,610
INCOME				
Profit Share	(8,445)	-	-	-
NET EXPENDITURE	252,064	289,610	260,850	266,610

Notes

1 Fluctuations to the insurance costs.

2 2016/17 Actual reflects a reduction in the contractual energy payment. 2017/18 Revised Estimate onwards reflect the reduction in the Booking Service contract payment to the Leisure contractor as the booking of pitches has moved to the Grounds Maintenance contractor.

3 2016/17 includes payment for the profit share arrangement for 2016/17 & 2015/16.

PRINCES HALL**Service Purpose:**

Provide multi-purpose entertainment centre for residents.

Service Activity:

595 seat auditorium and three function rooms, hosting professional and amateur shows, meetings, parties, workshops, wedding receptions, etc.

Cost Centre 2518	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: David Phillips	£	£	£	£
EXPENDITURE				
Employees	410,369	440,650	447,830	481,970
Premises Related	137,375	147,670	147,850	131,130
Transport Related	263	260	240	230
Supplies & Services	473,822	475,520	476,410	481,560
	1,021,829	1,064,100	1,072,330	1,094,890
INCOME				
Customer and Client Receipts	(940,099)	(807,100)	(874,800)	(877,800)
NET EXPENDITURE	81,730	257,000	197,530	217,090

Notes:

1 2016/17 Actual includes fluctuations in heating costs, which is reflected in the 2018/19 Estimate

2 2016/17 Actual includes increased income from merchandising, refreshments, lettings, and ticket sales, The increase in income is reflected into the 2017/18 Revised Estimate onwards.

ALDERSHOT LIDO**Service Purpose:**

To provide and maintain an outdoor Lido through a leisure management contract.

Service Activity:

Large outdoor Lido with 3 flumes, changing rooms, catering outlet, extensive open space, 2x all weather floodlit football pitches, coach and car parking for 180 vehicles.

Cost Centre 2559	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	7,600	7,880	8,140	8,680
Premises Related	9,575	9,440	9,440	9,440
Transport Related	5	10	10	10
Supplies & Services	11,306	12,980	17,250	18,190
Payment to Contractor	116,993	129,010	123,800	127,850
	145,479	159,320	158,640	164,170
NON RECURRING ITEMS				
Profit share	(20,000)	-	-	-
NET EXPENDITURE	125,479	159,320	158,640	164,170

Notes:

1 2016/17 Actual reflects a reduction in the contractual energy payment.

2 2016/17 Actual includes the Lido initiatives profit share/loss agreement.

TOURISM**Service Purpose:**

Promote tourism in the Borough.

Service Activity:

Grants to Aldershot Military Museum and Basingstoke Canal Management Committee.

Cost Centre 2523	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	5,092	5,260	5,510	5,750
Aldershot Military Museum Joint Mgmt Agreement	29,612	29,630	29,630	29,630
Basingstoke Canal Management Committee	42,246	42,250	42,250	42,250
NET EXPENDITURE	76,950	77,140	77,390	77,630

SOUTHWOOD GOLF COURSE**Service Purpose:**

To provide and maintain a public golf course through a management contract.

Service Activity:

18 hole golf course, putting green, practice hole, spare hole, chipping green, practice area, clubhouse, pro shop, bungalow, maintenance buildings, car park.

Cost Centre 2561	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	9,194	9,540	10,070	10,600
Premises Related	39,071	37,690	37,720	38,170
Transport Related	11	10	10	10
Supplies & Services	1,150	2,250	12,180	2,230
	49,426	49,490	59,980	51,010
INCOME				
Other Grants & Contributions	(1,190)	(1,190)	(1,190)	(1,190)
NET EXPENDITURE	48,236	48,300	58,790	49,820

In December 2017 the Cabinet agreed that the golf course should close and the land be converted into new natural open parkland which would provide Suitable Alternative Natural Greenspace, to enable new homes to continue to be built in the borough and the town centres to be regenerated.

A management plan is being developed and the Chief Executive was delegated authority to decide the closure date for the golf course.

TOWN TWINNING**Service Purpose:**

To encourage and facilitate educational, cultural and leisure links between Rushmoor organisations and their counterpart organisations in Rushmoor twin towns.

Service Activity:

To encourage travel and hosting to Rushmoor clubs, societies and organisations (youth and adult) that wish to have links in Rushmoor twin towns. The Twinning Association itself is required to organise and represent the Borough in various annual events, both in Rushmoor and twin towns.

Cost Centre 2531	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	34,276	35,030	37,300	38,700
Transport Related	863	820	520	520
Supplies & Services	248	-	-	-
NET EXPENDITURE	35,387	35,850	37,820	39,220

BLACKWATER VALLEY PROJECT**Service Purpose:**

To manage, maintain and improve the environment of the Blackwater Valley and enable recreational access for the benefit of the local community.

Service Activity:

To provide a local Countryside Service and volunteer worker co-ordination within the Borough. To contribute to the cost of the service along with other sponsor authorities to enable access to the countryside via a long distance footpath (green corridor), maintain/protect the environment of the valley for both Community benefit and nature conservation. To lead with land reclamation projects such as renewal of old gravel pits to nature rich areas (reserves) and Suitable Alternative Natural Green Space (SANGS) management within the Borough.

Cost Centre 2525	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	4,092	4,190	4,410	4,560
Transport Related	14	20	20	20
Contribution to Service	17,500	17,500	17,500	17,500
NET EXPENDITURE	21,606	21,710	21,930	22,080

SPECIAL EVENTS**Service Purpose:**

To support and promote various community events within the Borough.

Service Activity:

Includes Annual Fireworks display, Victoria Day, Junior Citizen's event and various voluntary events.

Cost Centre 2533	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	7,686	7,940	8,340	8,750
Fireworks	21,900	39,320	23,770	39,320
Victoria Day	2,984	2,000	2,500	2,500
	32,570	49,260	34,610	50,570
INCOME				
Customer and Client Receipts	(14,750)	(39,300)	(14,750)	(39,300)
NET EXPENDITURE	17,820	9,960	19,860	11,270

Notes:

- 1 2016/17 Actual and 2017/18 Revised Estimate reflects the changes made for the November 2016 & November 2017 Fireworks event which was scaled back in size, offered free to the public and partially funded through sponsorship and concessions income.

PUBLIC HALLS & COMMUNITY CENTRES**Service Purpose:**

To provide facilities for educational, recreational, arts and social opportunities.

Service Activity:

Facilities provided at Farnborough Community Centre, Prospect Centre, Southwood Community Centre, Blunden Hall and Beaumont Guardrooms.

Cost Centre 2505/6/7/11/15/16/26/48	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: P Amies/D Phillips	£	£	£	£
EXPENDITURE				
Employees	12,951	13,180	16,900	13,910
Transport Related Expenses	26	20	20	20
Premises Related	74,216	75,230	77,140	75,760
Supplies & Services	3,090	5,220	4,150	4,340
Grants & Contributions	16,500	16,500	6,000	16,500
	106,783	110,150	104,210	110,530
INCOME				
Customer and Client Receipts	(100,658)	(99,290)	(100,930)	(102,050)
NET EXPENDITURE	6,125	10,860	3,280	8,480

Notes:

- 1 2017/18 Revised Estimate reflects a reduction in expenditure as the Prospect Community Centre is being managed in-house as a trial arrangement.

COMMUNITY SCHOOLS**Service Purpose:**

Provision of Connaught Leisure Centre.

Service Activity:

Provide and maintain the service in partnership with Hampshire County Council for educational, recreational, cultural and social opportunities.

Cost Centre 2528	2016/17 Actual	2017/18 Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	3,576	3,760	3,460	4,080
Supplies & Services	6,080	-	-	-
NET EXPENDITURE	9,656	3,760	3,460	4,080

Notes:

- 1 2017/18 Estimate onwards reflects the grant funding being removed which coincides with changes in operating hours

RUSHMOOR IN BLOOM**Service Purpose:**

Promote and enable civic pride and encourage participation.

Service Activity:

To promote and develop an environmental campaign to include community gardening and planting projects, litter picking events, local gardening competition, allotment competition and school gardening and painting competition. Enable residents and business to be active in improving their communities.

Cost Centre 2529	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andy Ford	£	£	£	£
EXPENDITURE				
Employees	7,965	8,170	8,630	8,950
Premises Related	4,283	3,420	3,540	2,770
Transport Related	18	50	50	50
Supplies & Services	3,447	5,500	5,500	5,500
	15,713	17,140	17,720	17,270
INCOME				
Other Grants and Contributions	(18,472)	(18,330)	(18,330)	(18,330)
NET EXPENDITURE	(2,759)	(1,190)	(610)	(1,060)

GYMNASTICS ACADEMY**Service Purpose:**

Support the health and fitness of residents and other users.

Service Activity:

Leasing of accommodation to the independent gymnastics academy.

Cost Centre 2514	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	905	850	850	870
	905	850	850	870
INCOME				
Customer and Client Receipts	(14,800)	(14,800)	(14,800)	(14,800)
NET EXPENDITURE	(13,895)	(13,950)	(13,950)	(13,930)

ALPINE SNOW SPORTS, ALDERSHOT**Service Purpose:**

To provide and maintain a ski centre through a management contract.

Service Activity:

3 dry ski slopes, mist lubrication system, ski lifts and tows, floodlighting, main building inc. office accommodation, bar and cafeteria, function area, maintenance workshop, chalet building and car park.

Cost Centre 2503	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: David Phillips	£	£	£	£
EXPENDITURE				
Employees	5,094	5,310	5,570	5,880
Premises Related	1,500	1,000	1,000	1,000
Transport Related	7	10	10	10
	6,601	6,320	6,580	6,890
INCOME				
Customer and Client Receipts	(36,172)	(27,500)	(27,500)	(27,500)
NET EXPENDITURE	(29,571)	(21,180)	(20,920)	(20,610)

Notes:

1 2016/17 Actual includes additional profit share income.

MIXED SERVICES**PARKS & RECREATION GROUNDS****Service Purpose:**

To provide parks, open spaces, playgrounds, sports pitches and tree management service.

Service Activity:

To manage and maintain green infrastructure to ensure facilities are safe and attractive for all sections of the community. To provide quality inspirational facilities and ensure the legacy of quality provision for future generations.

Cost Centre 2517	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andy Ford	£	£	£	£
EXPENDITURE				
Employees	116,807	119,950	126,300	131,090
Premises Related	141,424	147,570	141,050	141,370
Transport Related	403	940	790	790
Supplies & Services	235,597	226,160	235,640	225,170
Third Party Payment	12,000	12,000	12,000	12,000
	506,231	506,620	515,780	510,420
INCOME				
Customer and Client Receipts	(478,570)	(175,330)	(358,010)	(171,210)
Other Grants & Contributions	(3,533)	(3,720)	(3,720)	(3,800)
	(482,103)	(179,050)	(361,730)	(175,010)
NET EXPENDITURE	24,128	327,570	154,050	335,410

Notes:

- 1 2016/17 Actual includes additional spend on one-off revenue projects funded by developers contributions.
2017/18 Revised Estimate includes the additional one-cost for the removal of poplar trees
- 2 2016/17 Actual and 2017/18 Revised Estimate include developer contributions, which if not used in year are transferred to an earmarked reserve.

ALLOTMENTS**Service Purpose:**

To provide and ensure the opportunity for the community to grow their own produce by provision of allotment gardens.

Service Activity:

The management and maintenance of affordable allotment land to provide adequate infrastructure to enable letting of plots and receipt of income.

Cost Centre 2502	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Andy Ford	£	£	£	£
EXPENDITURE				
Employees	16,478	15,080	15,950	17,200
Premises Related	4,689	7,820	8,750	8,770
Transport Related	288	500	500	500
	21,455	23,400	25,200	26,470
INCOME				
Customer and Client Receipts	(10,932)	(13,810)	(10,930)	(13,120)
NET EXPENDITURE	10,523	9,590	14,270	13,350

LEISURE & YOUTH MANAGEMENT EXPENSES

The following cost centre collects the management expenses involved in running the services within the portfolio. They are recharged to other Direct and Support cost centres.

LEISURE MANAGEMENT

Cost Centre 2510	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	9,304	9,300	9,100	9,100
Supplies & Services	21,487	23,930	24,080	24,080
	30,791	33,230	33,180	33,180
NET EXPENDITURE (excludes Recharges to Services)	30,791	33,230	33,180	33,180

LEISURE SUPPORT SERVICES

Cost Centre 2522	2016/17 Actual	2017/18 Original Estimate	2017/18 Revised Estimate	2018/19 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	27,676	28,000	16,820	30,500
Transport Related	-	660	30	30
NET EXPENDITURE (excludes Recharges to Services)	27,676	28,660	16,850	30,530

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ADDITIONAL ITEMS

Portfolio	Cost Centre	Description	Revised Estimate 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<u>Non-Recurring Items</u>				
Corporate Services	Civic Ceremonial	Commemorations for the end of WW1 Proposals for a civic reception, a major event on Armed Forces Day and a WW1 end event		8,000	
	HR Support	Budget required to enable delivery of Leadership training programme		15,000	
Environment and Service Delivery	Domestic Refuse	Contribution to temporary workshops	20,000	20,000	
	Other Highway Services	Additional cost to Rushmoor for maintaining the current standard for grass, shrubs and hedges following the reduction in funding by Hampshire County Council		56,000	
	Regeneration Strategy	To put in place internal and external resources to enable the delivery of the Council's Regeneration and PRS Housing Programme*	15,000	60,000	60,000
		Staffing costs funded from Service Improvement Fund	(15,000)	(60,000)	(60,000)
		*link to variation in service			
	Planning Policy	Transport Assessment Stage 3 & Strategic Housing Market Assessment update required before Local Plan can be submitted	14,000		
Health and Housing	Housing Advice	One x 2 year fixed-term housing officer in response to new responsibilities/burdens placed on local authorities by the new Homelessness Reduction Act due to come into force in April 2018		43,490	43,490
		Funded from three year new burdens money for homelessness support		(43,490)	(43,490)
Total Non-Recurring Items			34,000	99,000	0

Appendix 3

ADDITIONAL ITEMS

Portfolio	Cost Centre	Description	Revised Estimate 2017/18 £	Forecast 2018/19 £	Forecast 2019/20 £
	<u>Variations in Service</u>				
Corporate Services	Civic Ceremonial	Get Involved Fair Volunteers event run in June with RVS - to inform people about local volunteering opportunities and help generate support for local organisations		3,000	3,000
	HR Support	Modernisation of HR service to include resource levels and full roll out of the MyHR technology and deployment to the web		50,430	50,430
Environment and Service Delivery	Other Highway Services	Additional budget required to deal with weeds and basal growth around highway tree bases		13,000	13,000
	Regeneration Strategy	To put in place internal and external resources to enable the delivery of the Council's Regeneration and PRS Housing Programme	115,000	160,000	160,000
	Maintenance Team	Skilled Up - provide learning resource and personal protection equipment for skilled up participants per year (linked to the Council's property development projects)		10,000	10,000
		Skilled Up - expenditure would only be incurred if the Council has the income from either Capital projects or external sources		(10,000)	(10,000)
Health and Housing	Housing Advice	To make a Housing Officer post permanent The Housing Options team continues to see a high level of demand from people at risk of homelessness. The complexity of homelessness cases is placing officers under increased pressure. Additionally there are also challenges associated with providing affordable social and private sector housing		43,490	43,490
Business, Safety and Regulation	Development Management	Hampshire County Council Archaeological Service - Maintenance of HER (Historic Environment Records) plus comments on planning applications	1,700	1,700	1,700
Total Variations in Service			116,700	271,620	271,620
Total Additional Items			150,700	370,620	271,620

CAPITAL PROGRAMME SUMMARY 2017/2018 TO 2021/2022

	Original Estimate 2017/18	Anticipated Payments				
		Revised Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
	£'000	£'000	£'000	£'000	£'000	£'000
CAPITAL EXPENDITURE ON PORTFOLIOS						
Corporate Services	6,764	24,330	16,636	17,288	268	268
Leisure & Youth	362	542	1,729	170	170	170
Environment & Service Delivery	5,455	6,076	9,240	16,602	14,602	28,302
Business, Safety & Regulation	83	202	80	30	20	770
Sub total (excluding Housing)	12,664	31,150	27,685	34,090	15,060	29,510
Health & Housing	965	1,251	1,033	1,033	1,033	1,033
TOTAL CAPITAL EXPENDITURE	13,629	32,401	28,718	35,123	16,093	30,543
CAPITAL EXPENDITURE RESOURCES						
Revenue Contribution to Capital - General	0	0	0	0	0	0
Revenue Contribution to Capital - Improvement Grants	0	0	0	0	0	0
Total Revenue Contributions	0	0	0	0	0	0
Grants & Contributions from Other Bodies (see Grants & Concs Summary page)	710	1,230	6,015	4,465	65	815
Grants & Contributions - Improvement Grants	816	1,097	983	983	983	983
Section 106 Developers Contributions (see s106 Summary page)	1,759	123	648	30	30	30
	3,285	2,450	7,646	5,478	1,078	1,828
Capital Receipts & Borrowing - General Fund Schemes	10,195	29,797	21,022	29,595	14,965	28,665
Capital Receipts & Borrowing - Housing Schemes	149	154	50	50	50	50
Total Capital Receipts & Borrowing	10,344	29,951	21,072	29,645	15,015	28,715
TOTAL CAPITAL FINANCING	13,629	32,401	28,718	35,123	16,093	30,543

GRANTS & CONTRIBUTIONS SUMMARY 2017/2018 TO 2021/2022

Project Number	PROJECT	Original Estimate 2017/18	Anticipated Receipts				
			Revised Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
	General Fund - Grants & Contributions	£'000	£'000	£'000	£'000	£'000	£'000
6585	- Municipal Gardens - Playground Refurbishment (SUEZ)		50				
6518	- Wheeled Bin Contributions (Developers & Household)	15	15	15	15	15	15
5335	- Council Offices Co-Location Project (HCC One Public Estate)		4				
5337	- Council Offices Parking Bays and External Work (CPE)		12				
6524	- Pay and Display Machines Replacements (CPE)		129				
6567	- Replacement Cremator (CAMEO)						750
6597	- Car Park Enhancements (CPE)		120				
	- Alpine Ski Centre Aldershot - Various internal and external works (Ski Centre Development Fund)			40			
6588	- Ivy Road - Sports Pavilion (VIVID, The Football Foundation, Landfill Tax)			230			
	- Moor Road - Recreation Ground Development (Sport England, PEBL, Landfill Tax)			300			
	- Recreation Ground Playground Renewal (Landfill Tax)			50	50	50	50
	<u>Regeneration Projects</u>						
	- Union Street East, Aldershot (LEP and Housing Infrastructure Fund)			5,100	4,400		
5405	- Civic Quarter, Farnborough (HCA)	60					
	<u>Activation Aldershot Projects</u>						
5401	- Project 1 - Integration between AUE and Town Centre (LEP)	75					
5404	- Project 2 Phase 6 - Station Forecourt Improvements (Local Growth Fund, HCC, South Western Railway)	560	900	280			
	Total General Fund Grants & Contributions	710	1,230	6,015	4,465	65	815
	<u>Housing Schemes - Government Grants</u>						
640050013	- Improvement Grants - Disabled Facilities Grants (Better Care Fund)	816	1,097	983	983	983	983
	TOTAL GRANTS & CONTRIBUTIONS	1,526	2,327	6,998	5,448	1,048	1,798

SECTION 106 DEVELOPERS CONTRIBUTIONS SUMMARY 2017/2018 TO 2021/2022

Project Number	PROJECT	Original Estimate 2017/18	Anticipated Receipts				
			Revised Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
		£'000	£'000	£'000	£'000	£'000	£'000
5211	- Purchase of Land - Ball Hill (SANG)	1,696					
6526	- Cove Green - Cricket Pitch Refurbishment	7					
6528	- Brickfield Country Park - Improvement Works	28	2	23			
6539	- Cove Green - Park Improvements	9					
6571	- Manor Park - Lake Improvements	19	1	15			
6588	- Ivy Road - Sports Pavilion			300			
6595	- Manor Park - Link Fence Replacement		18				
	- Aldershot Park Car Park - Installation of LED powered lighting columns			30			
	- Moor Road - Recreation Ground Development			250			
	- Recreation Ground Playground Renewal			30	30	30	30
6585	- Municipal Gardens - Playground Refurbishment		102				
TOTAL SECTION 106 DEVELOPERS CONTRIBUTIONS		1,759	123	648	30	30	30

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CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

1 of 2		Payments To 31.3.17	Original Estimate 2017/18	Revised Estimate 2017/18	Anticipated Payments			
Project Number	Project				Estimate	Estimate	Estimate	Estimate
					2018/19	2019/20	2020/21	2021/22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	36-62 UNION STREET							
5220	Various Purchases 36-62 Union Street, Aldershot (s)	604	1,172	1,893	735			
	COMPUTER SYSTEMS							
7305	IT Equipment Replacement Programme	28	30	36	30	28	28	28
7500	ICT Strategy and Customer First Projects	114	225	284	180	180	180	180
5336	Meetings and Decisions Management System IDOX Onsite Apps	15			26			
	COUNCIL OFFICES							
5315	Replacement of Obsolete Air Conditioning Plant (*)	41		-26				
5329	Accommodation and Upgrade Changes (bc)	33	47	33	35	30	20	20
5335	Co-Location Project (bc)	70		25	20	10		
5337	Parking Bays and External Work		12	12				
5338	Maintenance of Lower Roofs		24	24				
5339	Replacement Building Management System Electrical Generator Switch (bc) Co-Location - Relocation of Voluntary Group(s) (bc) Co-Location Joint Reception (bc)		45		10 30 45			
	COUNCIL PROPERTIES							
5211	Purchase of Land - Ball Hill (SANG)		1,696					
5221	Land Adjacent to Optrex Business Park	365		1				
5222	Boulters House, 237 High Street redevelopment	4	30	36				
5313	Energy Efficiency Schemes (bc)	45	40	45	40	40	40	40
	FARNBOROUGH AIRPORT							
5403	Farnborough International Loan	65	2,853	4,435				
	FLEXIBLE CAPITAL RECEIPTS							
5299	Schemes Funded by Unallocated Capital Receipts (s)	162	490	333	485			

Note: (s) denotes projects which include slippage from 2017/2018 into 2018/2019
(bc) denotes projects which are subject to further business case and presentation to Cabinet
(*) the revised estimate 2017/18 represents the settlement of a claim for the inadequate design of the Council Offices heating and cooling system from a prior year

CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

2 of 2		Payments To 31.3.17 £'000	Original Estimate 2017/18 £'000	Revised Estimate 2017/18 £'000	Anticipated Payments			
Project Number	Project				Estimate	Estimate	Estimate	Estimate
					2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
INVESTMENT PROPERTIES								
5209	9 Wellington Street Refurbishment	7		3				
5213	Purchase of plot 10A Wellesley House	643		22				
5215	12 Arthur Street redevelopment	1	100	267				
5223	Lease Purchase 2A Windsor Way			125				
5224	Specified Commercial Property Acquisition			1,782				
5225	Unspecified Commercial Property Acquisition(s) (bc)			15,000	15,000	17,000		
5214	20 Blackwater Way	259						
5216	168 High Street, Guildford	7,153						
5217	Optrex Business Park	1,570						
5218	114-116 Dominion Road, Worthing	6,307						
5219	31 Hercules Way, Farnborough	554						
TOTAL		18,040	6,764	24,330	16,636	17,288	268	268

Note: (bc) denotes projects which are subject to further business case and presentation to Cabinet

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

1 of 3		Payments To 31.3.17 £'000	Original Estimate 2017/18 £'000	Revised Estimate 2017/18 £'000	Anticipated Payments			
Project Number	Project				Estimate	Estimate	Estimate	Estimate
					2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
ALDERSHOT POOLS COMPLEX								
6242	Lido - Concrete Works and Structural Pool Repairs	25	15	15	15	15	15	15
6543	Aldershot Pools - Electrical Testing and Rewiring	10	10	10	10	10	10	10
6551	Aldershot Pools - Replacement Pumps and Valves	15	15	15	15	15	15	15
6557	Roof Insulation and Coating over Pools	47	72	72				
6558	Replacement Ceiling		62					
ALPINE SNOWSPORTS								
6501	Repainting and Anti Corrosion		7	7				
6527	Slope Maintenance (s) Alpine Ski Centre Aldershot - Various internal and external works	1	38		75	40		
BEAUMONT COMMUNITY CENTRE								
6521	Repairs to Column and Stonework		19	19				
BLUNDEN HALL								
	Kitchen refurbishment and hall decoration				35			
BRICKFIELD COUNTRY PARK								
6528	Improvement Works (s)	5	28	2	23			
COVE GREEN								
6526	Cricket Pitch Refurbishment		7					
6539	Park Improvements		9					

Note: (s) denotes projects which include slippage from 2017/2018 into 2018/2019

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

2 of 3		Payments To 31.3.17	Original Estimate 2017/18	Revised Estimate 2017/18	Anticipated Payments			
Project Number	Project				Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
FARNBOROUGH LEISURE CENTRE								
6541	Electrical Testing and Rewiring	10	15	15	15	15	15	15
6545	Replacement Pumps and Valves	15	15	15	15	15	15	15
6548	Teaching Pool Filter Refurbishment			15				
6542	Foyer Lift	62						
FARNBOROUGH TENNIS CLUB								
6556	Pavilion Extension	2						
KING GEORGE V PAVILION								
6523	Upgrading toilets		21	21				
MANOR PARK								
6559	Memorial Refurbishment							
6571	Lake Improvements (s)	3	19	1	15			
6586	Construction of a property (s)			20	191			
6590	Lodge renovation			10				
6592	Depot New Paving and Tarmac			19				
6593	Cottage Redecoration and Repairs			48				
6595	Link Fence Replacement			18				
6570	Playground Refurbishment	152						

Note: (s) denotes projects which include slippage from 2017/2018 into 2018/2019

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

3 of 3		Payments To 31.3.17 £'000	Original Estimate 2017/18 £'000	Revised Estimate 2017/18 £'000	Anticipated Payments			
Project Number	Project				Estimate	Estimate	Estimate	Estimate
					2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
PARKS & OPEN SPACES								
6572	Farnborough Skate Park Refurbishment			18				
6588	Ivy Road Sports Pavilion (bc)				530			
6500	Ivy Road Pitch Reconstruction	6						
6522	Aldershot Park Rugby Pitches	3						
	Aldershot Park Playground Resurfacing				30			
	Moor Road - Recreation Ground Development (bc)				550			
PLAYGROUNDS								
6585	Municipal Gardens Playground Refurbishment	8		162				
6538	Osborne Road Basketball Centre Upgrade	35						
6544	Pyestock Crescent	81						
6546	Osborne Road Recreation Ground Refurbishment	104						
	Recreation Ground Playground Renewal (bc)				150	100	100	100
PRINCES HALL								
6581	Replacement Flooring Princes Suite			15				
6584	Coating to Roof			15				
6513	Electrical Rewiring	1						
6535	Replacement Flooring	3						
6537	WI-FI Installation	2						
6582	Replacement Sound System	30						
SOUTHWOOD COMMUNITY CENTRE								
6532	Internal Decoration		10	10	20			
6552	Boiler Replacement	10						
TOTAL		630	362	542	1,729	170	170	170

Note: (bc) denotes projects which are subject to further business case and presentation to Cabinet

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

1 of 2		Payments To 31.3.17 £'000	Original Estimate 2017/18 £'000	Revised Estimate 2017/18 £'000	Anticipated Payments			
Project Number	Project				Estimate	Estimate	Estimate	Estimate
					2018/19 £'000	2019/20 £'000	2020/21 £'000	2021/22 £'000
ALDERSHOT TOWN CENTRE PROJECTS - ACTIVATION ALDERSHOT								
5401	Project 1 - Integration between AUE and Town Centre		75	1,500				
5402	Project 2 - Town Centre Improvements	89		259				
5404	Project 2 Phase 6 - Station Forecourt Improvements (s)	4	1,600	900	896			
BEAUMONT PARK								
6510	Emergency Works to Boundary Wall	306		8				
6563	Beaumont Guards Room Internal Redecoration	11						
CAR PARKS								
6524	Pay and Display Machines Replacement	55		295				
6597	Car Park Enhancements (s)	13		120	73			
6509	High Street Car Park, Aldershot	13						
	Kingsmoat Car Park Resurfacing				80			
	Aldershot Park Car Park - Installation of LED powered lighting columns				30			
	Pinehurst Car Park Security (bc)				50			
CYCLEWAY LINKS								
6520	Cove Brook Greenway (s)	18		20	14			
6577	Hazel Avenue to Arrow Road (s)			20	3			

Note: (s) denotes projects which include slippage from 2017/2018 into 2018/2019
(bc) denotes projects which are subject to further business case and presentation to Cabinet

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

2 of 2		Payments To 31.3.17 £'000	Original Estimate 2017/18 £'000	Revised Estimate 2017/18 £'000	Anticipated Payments			
Project Number	Project				Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
					£'000	£'000	£'000	£'000
DEPOTS								
6517	Hawley Lane Development Works (bc)	15			50			
6573	New Depot (s)	1,683	3,509	2,769	505			
PARKING SCHEMES								
6550	Residents Parking Scheme	11						
PUBLIC CONVENIENCES								
6533	North Camp Refurbishment of WC's		19	24				
6579	Manor Park and Aldershot Park WC's	13						
REFUSE/ RECYCLING								
6518	Wheeled Bins	103	90	90	90	90	90	90
REGENERATION								
5405	Civic Quarter, Farnborough (s) (bc)		150	60	280	10,000	10,000	19,000
	Housing PRS Delivery (bc)				707	1,500	1,500	1,500
	Union Street East, Aldershot (bc)				6,450	5,000	3,000	7,700
STREET CLEANSING								
6515	Litter / Cigarette Bins	15	12	11	12	12	12	12
TOTAL		2,349	5,455	6,076	9,240	16,602	14,602	28,302

Note: (s) denotes projects which include slippage from 2017/2018 into 2018/2019
(bc) denotes projects which are subject to further business case and presentation to Cabinet

BUSINESS, SAFETY & REGULATION PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

1 of 1		Payments To 31.3.17	Original Estimate 2017/18	Revised Estimate 2017/18	Anticipated Payments			
Project Number	Project				Estimate	Estimate	Estimate	Estimate
					2018/19	2019/20	2020/21	2021/22
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	CCTV							
	CCTV Equipment Refresh Programme (bc)				30	30	20	20
	CEMETERIES							
6226	Ship Lane - Upgrade Toilets		17	17				
6227	Redan Road Repairs to Boundary Wall		30	30				
6231	Ship Lane - Drainage		11	11				
6589	Victoria Road Cemetery, Chapel Roof			44				
6229	Path Improvements	9						
	Victoria Road Cemetery - Fencing Repairs/Redecoration				10			
	CREMATORIUM							
6560	Mobile Elevation Work Platform		10	10				
6565	Waiting Room Modernisation			10				
6566	Replacement Cremator Equipment			56				
6567	Replacement Cremator							750
6568	Equipment for the Chapel and Waiting Room		15	18				
6591	Woodland Memorial	5		6				
6564	Memorial Garden	22						
	Crematorium Combustion Fan and PCME Monitors upgrade				19			
	Crematorium - New Cremulator and Transfer Cabinet				21			
	TOTAL	36	83	202	80	30	20	770

Note: (bc) denotes projects which are subject to further business case and presentation to Cabinet

HEALTH & HOUSING PORTFOLIO CAPITAL PROGRAMME 2017/2018 TO 2021/2022

1 of 1		Payments To 31.3.17	Original Estimate 2017/18	Revised Estimate 2017/18	Anticipated Payments			
Project Number	Project				Estimate 2018/19	Estimate 2019/20	Estimate 2020/21	Estimate 2021/22
					£'000	£'000	£'000	£'000
IMPROVEMENT GRANTS								
640050013	Disabled Facilities Grants (Mandatory)	713	816	1,097	983	983	983	983
640050022	Housing Renewal Grants (Discretionary)	31	50	44	50	50	50	50
640050050	Home Loan Scheme (Discretionary)			10				
NORTH LANE LODGE								
6403	North Lane Lodge - Wellesley Site	26		1				
SOCIAL HOUSING GRANT								
6401	Grants to Registered Providers of Social Housing	97	99	99				
TOTAL		867	965	1,251	1,033	1,033	1,033	1,033

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STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

The strategy has regard to the Guidance on the Flexible Use of Capital Receipts issued by the Secretary of State under section 15 (1)(a) of the Local Government Act 2003 during March 2016, including only those projects which are designed 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.

Projects included in the strategy support the Council's Transformation Programme and progress will be monitored regularly as part of the Council's review of performance against top line priorities and budget monitoring.

The Guidance on the Flexible Use of Capital Receipts allows set-up and implementation costs to be counted as qualifying costs, however the on-going revenue costs of new processes or arrangements cannot.

Only receipts from the disposal of capital assets received between 1 April 2016 and 31 March 2019 are eligible for use to fund qualifying costs of service reform. During 2016/17, a receipt of £500,000 was received to be fully utilised by the Flexible Use of Capital Receipts. The strategy for 2017/18 adopted a cumulative budget of £800,000 with a £300,000 capital receipt to be secured in 2017/18. In 2017/18 the Council has secured a capital receipt of £480,000 and the additional £180,000 is outlined in the revised strategy below, supporting other major transformation projects.

A further capital receipt of £379,788 has been secured in 2017/18. Detailed in the strategy is an estimate of the costs surrounding the second phase of identifying a range of possible options for the design of the organisation. However, should this estimate be insufficient to meet the future scale of change and additional expenditure is required, this report seeks authority to use this capital receipt towards the costs of this project.

As part of the Local Government Settlement, the Secretary of State for Communities and Local Government announced on 19 December 2017 that there would be a continuation of the capital receipts flexibility programme for a further three years. Should future projects be identified alongside suitable asset sales, this will be presented in a revised strategy.

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.

The impact of this strategy on the Council's Prudential Indicators is included in the Annual Treasury Management Strategy 2018/19. The Council will have due regard to the requirements of the Prudential Code and the impact on the Prudential Indicators. The only indicator that will be impacted by this Strategy is the estimates of Capital Expenditure Indicator which has increased by £180k. The Prudential Indicators show that this Strategy is affordable and will not impact on the Council's operational and authorised borrowing limits.

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STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

INCOME GENERATION & COMMERCIAL

1 of 3 Project	Cumulative Budget Determined April 2017 (£)	Revised Cumulative Budget Determined January 2018 (£)	Change in Budget (£)	Actuals 2016/17 (£)	Revised Forecast 2017/18 (£)	Forecast 2018/19 (£)	Projected Savings Identified in the 2017/18 Strategy	Update February 2018
Opening Balance				500,000	338,224	484,873		
Additional Capital Receipts					480,000			
Creation of new income generating assets	24,500	24,225	(275)	24,225				(C) Originally for investigating the provision of decking on Union Street West car park with potential for residential development on Union Street East car park, a site appraisal and viability advice was obtained in 2016/17. As a result of this initial work, it was determined opportunities for a joint venture would now be investigated (see below).
Explore the options of a joint venture.	25,000		(25,000)				£70k p/a	(S) Some schemes are being looked at under a Joint Venture (JV) and some initial advice on setting up/procuring a JV/LLP has been sought. Only at initial stages so no savings achieved at present. This project has been combined with the project detailed below.
Explore options for the development of a Special Purpose Vehicle/Housing company	40,000		(40,000)				Dependant on number of properties sourced, state of the market, level of returns.	(S) Some expertise are being bought in to advise on the best body/corporate arrangement to establish an appropriate corporate vehicle. The project is being looked at as part of the wider regeneration programme. Only at initial stages so no savings achieved at present. This project has been combined with the project detailed above.
To support the delivery of the Housing and Regeneration Programme		97,260	97,260		83,495	13,765		(N) This project subsumes the two projects detailed above. Combined budget has been increased to reflect the specialist expertise required for the project.

- (C) denotes projects which is completed
(S) denotes projects which have been subsumed into other projects
(N) denotes new projects
(D) denotes discontinued projects

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

INCOME GENERATION & COMMERCIAL

2 of 3 Project	Cumulative Budget Determined April 2017 (£)	Revised Cumulative Budget Determined January 2018 (£)	Change in Budget (£)	Actuals 2016/17 (£)	Revised Forecast 2017/18 (£)	Forecast 2018/19 (£)	Projected Savings Identified in the 2017/18 Strategy	Update February 2018
Opening Balance				500,000	338,224	484,873		
Additional Capital Receipts					480,000			
To invest in property, diversifying the asset portfolio and securing greater returns	35,000	30,000	(5,000)	10,000	20,000		Difficult to quantify at this stage – depends on number of properties sourced, state of the market, level of returns. Minimum expected 2016/17 £250k	(C) The Council has acquired 6 investment properties to date at a total acquisition cost of £15.5m. These properties are generating additional revenue in the region of £888k p/a. A Commercial Acquisitions Strategy has been devised and the approach to future acquisitions is being refined in order to build on the portfolio. Future returns are expected to increase but will be dependent on what properties are acquired.
To explore new ways of delivering services while maintaining or improving service standards and reducing costs	60,000	80,000	20,000		35,000	45,000	Yet to be evaluated	The procurement process for the Ski Centre has started but this is only a small element of the Leisure Contract procurement. Decisions need to be made about the future of the Farnborough Leisure Centre before procurement on the major element of the Leisure Contract can commence. Until a decision is reached, potential savings cannot be determined.
Making better use of existing assets by utilising land for advertising hoardings in order to maximise revenue return.	6,500	6,500		6,500				(C) A feasibility study was carried out in 2016/17 to identify opportunities with income currently being generated of £10k p/a from digital advertising monoliths. When the 2017/18 Strategy was designed it was determined that the spend of £6.5k would conclude this project. However, with other opportunities identified this project is to recommence as part of the 2018/19 Strategy. Budget to be restored to the level detailed in the Cabinet report 26 July 2016.
Making better use of existing assets by utilising land for advertising hoardings in order to maximise revenue return (Phase 2)		33,500	33,500			33,500		(N) A budget is required for associated procurement. Revenue returns are expected but the level of returns cannot be determined until sites are identified and suitability assessed.

(C) denotes projects which is completed

(S) denotes projects which have been subsumed into other projects

(N) denotes new projects

(D) denotes discontinued projects

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

INCOME GENERATION & COMMERCIAL

Project	Cumulative Budget Determined April 2017 (£)	Revised Cumulative Budget Determined January 2018 (£)	Change in Budget (£)	Actuals 2016/17 (£)	Revised Forecast 2017/18 (£)	Forecast 2018/19 (£)	Projected Savings Identified in the 2017/18 Strategy	Update February 2018
Opening Balance				500,000	338,224	484,873		
Additional Capital Receipts					480,000			
To understand sales trends, price demand and ticket buying behaviour	15,000	12,000	(3,000)		12,000	£5K p/a from 2017/18 and for the next 5 years		Work is yet to commence on this project as the four year exemption to continue with the existing panto provider was only signed on 7 December 2017. Now that this has been signed, the review can commence. The earliest savings will be returned is 2018/19.
Developing commercial trading opportunities by setting up commercial or alternative delivery models	80,000		(80,000)			Yet to be evaluated		(S) See: "Explore options for the development of a Special Purpose Vehicle/Housing company", this project no longer needs to be a standalone project.
Exploration of new models of service delivery within the organisation to include the potential for: - More Shared Services - Outsourcing - More Commercial approach	50,000		(50,000)			£35k - £100k		(S) Any outsourcing/shared services opportunities will be identified within the second phase of the design for the organisation and future ways of working. This project no longer needs to be a standalone project.
SUB TOTAL	336,000	283,485	(52,515)	40,725	150,495	92,265		

(C) denotes projects which is completed

(S) denotes projects which have been subsumed into other projects

(N) denotes new projects

(D) denotes discontinued projects

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

ORGANISATIONAL DEVELOPMENT

Project	Cumulative Budget Determined April 2017 (£)	Revised Cumulative Budget Determined January 2018 (£)	Change in Budget (£)	Actuals 2016/17 (£)	Revised Forecast 2017/18 (£)	Forecast 2018/19 (£)	Projected Savings Identified in the 2017/18 Strategy	Update February 2018
Opening Balance				500,000	338,224	484,873		
Additional Capital Receipts					480,000			
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	154,000	121,670	(32,330)	98,200	23,470		£65K-£300K	(C) The Council went through the process of assessing applications made under the Mutually Agreed Resignation Scheme (MARS). This round of MARS is expected to cost £122k, returning savings of £141k in 17/18, £200k 18/19 and £206k p/a thereafter. A second phase of functional and organisational arrangements is now to be reviewed (see below).
Review the functional and organisational arrangements of the Council, identifying a range of possible options for the design of the organisation (Phase 2)		289,305	289,305			289,305		(N) The implementation of new organisational design and future ways of working. Dependant on the approach will depend on the level of savings but in the region of £250k p/a.
SUB TOTAL	154,000	410,975	256,975	98,200	23,470	289,305		

(C) denotes projects which is completed

(S) denotes projects which have been subsumed into other projects

(N) denotes new projects

(D) denotes discontinued projects

STRATEGY FOR THE FLEXIBLE USE OF CAPITAL RECEIPTS 2018/19

CUSTOMER & DIGITAL

Project	Cumulative Budget Determined April 2017 (£)	Revised Cumulative Budget Determined January 2018 (£)	Change in Budget (£)	Actuals 2016/17 (£)	Revised Forecast 2017/18 (£)	Forecast 2018/19 (£)	Projected Savings Identified in the 2017/18 Strategy	Update February 2018
Opening Balance				500,000	338,224	484,873		
Additional Capital Receipts					480,000			
A comprehensive IT approach to integrate the client and contractor systems	85,000	85,000			52,465	32,535	As detailed below, £600k p/a as a result of the procurement of the new Waste Contract	The IT approach to integrate the client and contractor systems is being done over three phases with the first two phases to be live before the end of the 2017/18 financial year. The final phase is the implementation of a new DD solution. As stated below, savings of £600k p/a are being achieved as a result of the new waste contract.
Feasibility and implementation of an expanded customer hub model	100,000	107,740	7,740		40,000	67,740	£200k - £300k p/a	Work is underway for some scoping work to be carried out, as well as carrying out a financial health review of the organisation; benchmarking; and identifying quick wins. Only at initial stages so no savings achieved at present and any savings would be recognised under the organisational development phase 2 item above.
Making the best use of technology and improving our service delivery for customers	25,000		(25,000)				Yet to be evaluated	Subsumed into project above.
Setting up new governance arrangements and project management support to overall transformation programme	30,000	22,800	(7,200)	16,852	5,900		Will contribute to delivery of savings indicated throughout the plan	The transformation programme has been setup and savings will be achieved as indicated throughout this plan.
To successfully implement the new waste contract	70,000	70,000		6,000	61,020	2,980	£600k p/a as a result of the procurement of the new Waste Contract	The new waste contract is being successfully implemented and is due to finish in May 2018. Savings of £600k p/a are being achieved as a result of the new waste contract.
SUB TOTAL	310,000	285,540	(24,460)	22,852	159,385	103,255		
TOTAL	800,000	980,000	180,000	161,776	333,351	484,825		
Closing Balance				338,224	484,873	48		

(C) denotes projects which is completed

(S) denotes projects which have been subsumed into other projects

(N) denotes new projects

(D) denotes discontinued projects

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REPORT UNDER S.25 OF LOCAL GOVERNMENT ACT 2003

CHIEF FINANCE OFFICER'S REPORT

Under Section 25 of the Local Government Act 2003, the Council's Chief Finance Officer (Head of Financial Services) is required to report to Council on:

- the robustness of the estimates contained in the budget and
- the adequacy of the reserves maintained by the Council.

In order to comply with the Act, the Council must have regard to this report when making its decisions on the budget.

The budget has been constructed following a detailed process involving budget holders, Corporate Leadership Team and Cabinet, flowing from the Medium Term Financial Strategy through to detailed budget estimates. Estimates have been carefully considered during the budget process, with two targeted sessions with Cabinet to consider revenue growth and capital bids. In addition, the Budget Strategy Working Group has been involved in detailed scrutiny of budgetary issues throughout the year and have input into the process of how to engage all Members in the budget proposals prior to the budget-setting meeting on 22nd February 2018.

In preparing the budget, account has been taken of financial issues identified during the current year, new legislative requirements, service pressures and key economic indicators such as RPI, pay inflation etc. Realistic assumptions have been made and key risks identified. Risks are managed through timely and comprehensive in-year budget monitoring and performance reporting and with regard to the corporate risk register, which leads to prompt identification of problems and management of risks.

The Corporate Risk Register has recently been updated to reflect good practice and to focus effort on priority risk areas. The Licensing and General Purposes Committee considered the register and the Risk Policy at its meeting on 29th January 2018. It should be recognised that this is a rolling document, which will be updated and reported to Members on a regular basis. Further work needs to be carried out on risk management however, to ensure a robust, corporate approach is embedded within the organisation.

The proposed Capital Programme supports the Council's current infrastructure through asset enhancement and ICT strategy, while focussing on projects that will deliver financial return or economic benefit to the Borough. The Capital Programme clearly identifies which projects will only be brought forward when robust implementation plans are developed. This applies to the Council's major regeneration schemes and support for housing initiatives, for example, where clear business cases, including identified resources, both financial and in terms of project delivery, will be developed on a case-by-case basis. The pace of investment in these schemes will determine the timing and scale of the Council's borrowing requirement, as will prevailing interest rates and decisions taken on utilisation of short or long-term borrowing. The need to absorb borrowing costs in the general fund has been taken into account in the medium-term budget plans.

The general fund is forecast to remain within the £1 million - £2 million range of balances approved in the financial strategy. The Stability and Resilience Reserve set up during 2012/13 provides sufficient resource to allow the Council to react to the increase in risk and uncertainty it faces over the medium-term and any consequential adverse affect on its financial position. The Service Improvement Fund and the current freedoms over use of capital receipts, also support the Council's endeavour to achieve a sustainable financial position over the medium-term, by supporting key projects, which deliver significant financial benefit to the organisation.

These proposals will enable the Council to meet the challenges of achieving a balanced budget in the current year, to be protected from potential volatility in its finances and to reshape the organisation to be sustainable over the longer-term.

In conclusion, I am satisfied that the budget is robust and is supported by adequate reserves.

Amanda Fahey, Head of Financial Services/S151 Officer

ANNEX 2

COUNCIL MEETING – 22ND FEBRUARY 2018

AGENDA ITEM NO. 6 (2)

ANNUAL TREASURY MANAGEMENT STRATEGY 2018/19 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE

A report from the meeting of the Cabinet held on the 6th February 2018

1. INTRODUCTION

- 1.1 This report sets out the proposed Treasury Management Strategy for the year 2018/19, including the borrowing and investment strategies and treasury management indicators, the Prudential Indicators for capital finance for 2018/19 and the Minimum Revenue Provision Statement.
- 1.2 The Council has adopted the Chartered Institute of Public Finance and Accountancy's *Treasury Management in the Public Services: Code of Practice 2011 Edition* (the CIPFA Code) which requires the Authority to approve a treasury management strategy before the start of each financial year.
- 1.3 CIPFA has conducted reviews of the "Prudential Code" and the "Treasury Management Code of Practice". These reviews have been particularly focused on 'non-treasury' investments, especially the purchase of investment property and other commercial activities that aim to generate income; but may require external borrowing (or the use of existing cash balances) to raise the cash to finance such activities. However, whilst CIPFA produced finalised codes in December 2017 associated guidance and explanatory advice remains outstanding. The MHCLG have also undertaken consultation on treasury management issues during 2017 but no definitive new guidance has been produced at the current time.
- 1.4 In the absence of detailed guidance and explanatory advice therefore the Treasury Management Strategy (TMSS) for 2018/19 at Appendix A is therefore prepared in accordance with the 2010 MHCLG Investment Guidance and the 2011 CIPFA Treasury Management Code of Practice.
- 1.5 It is expected that CIPFA and the MHCLG will provide further definitive guidance possibly within months. Should this be the case then revision and update to the Treasury Management Strategy for 2018/19 may be required during the year 2018/19.

2. PURPOSE

- 2.1 The purpose of the treasury management operation is to ensure that cash flow is adequately planned, with cash being available when it is needed. Surplus monies are invested in counterparties or instruments commensurate with the Council's low risk approach, pursuing optimum performance while ensuring that security of the investment is considered ahead of investment

return. The Council is required to operate a balanced budget, which broadly means that cash raised during the year will meet cash expenditure.

- 2.2 The second main function of the treasury management service is the funding of the Council's capital plans. These capital plans provide a guide to the borrowing need of the Council, essentially the longer term cash flow planning, to ensure the Council can meet its capital spending obligations. The management of longer term cash may involve the arrangement of long and/or short term loans (external borrowing) or may use longer term cash flow surpluses in lieu of external borrowing (internal borrowing).
- 2.3 Accordingly, the Chartered Institute of Public Finance and Accountancy (CIPFA) defines treasury management as: *"The management of the Council's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks"*.
- 2.4 The purpose of Prudential Indicators is to set a framework for affordable, prudent and sustainable capital investment.
- 2.5 The appendices (A to C) set out the Treasury Management Strategy and the Prudential Indicators for 2018/19 to 2021/22 and fulfil key legislative requirements as follows:

Appendix A

- The **Treasury Management Strategy** which sets out how the Council's treasury service will support capital decisions taken during the period, the day to day treasury management and the limitations on activity through treasury prudential indicators, in accordance with CIPFA's Code of Practice on Treasury Management and Prudential Code;
- The **Annual Borrowing Strategy** which sets out the Council's objectives for borrowing together with the approved sources of long and short-term borrowing and;
- **Annual Investment Strategy** which sets out the Council's criteria for choosing investment counterparties and limiting exposure to the risk of loss, in accordance with MHCLG Investment Guidance.

Appendix B

- The setting of **Prudential Indicators** and the expected capital activities for the period as required by CIPFA's Prudential Code for Capital Finance in Local Authorities.

Appendix C

- The Council's **Minimum Revenue Provision (MRP) Statement**, which sets out how the Council will pay for capital assets through revenue each year, as required by the Local Government Act 2003 (Regulations 27 and 28 in the Local Authorities (Capital Finance and Accounting) (England) Regulations 2003). It should be noted that Government guidance expected to be issued in the coming months is most likely to include a reference to the maximum useful economic life of 50 years for freehold land and 40 years for other assets. The Council's Minimum Revenue Provision (MRP) Statement is therefore suitably updated in

expectation of this guidance.

- 2.6 These policies and parameters provide an approved framework within which officers undertake the day-to-day capital and treasury activities.

3. SCOPE

- 3.1 This report covers the Council's treasury management activities as set out in paragraphs 2.1 and 2.2 above. The funds invested consist of short-term cash available due to timing of income and expenditure i.e. from movements in working capital, or from reserves that need to be available in the short term, and potentially longer-term investment funds derived from the Council's capital receipts.
- 3.2 Arlingclose advice continues to indicate that the Council should diversify investment risk (spreading smaller amounts over an increasing number of counterparties) wherever possible. The Council is now progressively incurring further borrowing, and Arlingclose have advised that in the circumstances of some current specific investments reaching their maturity date(s) the Council should not replace them. This strategy allows for a natural reduction in overall investments balance during a period when borrowing is increasing.
- 3.3 The Council incurred prudential code borrowing in 2016/17 in the sum of £6.548m in relation to its capital expenditure. Further borrowing to support the financing of its approved capital programme in the year 2017/18 will also be required. It therefore commences the year 2018/19 in a position where its investment holdings continue to remain significant (although, less than in previous financial years) but it also carries some accumulating debt. There will be an inevitable requirement to incur some further borrowing to service capital expenditure in future years.
- 3.4 Careful observation of the Prudential Indicator "gross debt v capital financing requirement" will need to be undertaken progressively throughout the financial year. This means that the Council will may need to redeem an element of its core pooled fund investments at some time in the future in order to adhere to the requirements of this Indicator.

4. RECOMMENDATIONS:

- 4.1 Council is recommended to approve:
- (i) the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy attached at Appendix A;
 - (ii) the Prudential Indicators set out in Appendix B; and
 - (iii) the Minimum Revenue Provision (MRP) Statement set out in Appendix C.

P G TAYLOR
PORTFOLIO HOLDER FOR CORPORATE SERVICES

TREASURY MANAGEMENT STRATEGY 2018/19

1. INTRODUCTION

- 1.1 This strategy has been prepared in accordance with CIPFA's Treasury Management in the Public Sector: Code of Practice, which requires the Council to approve a Treasury Management Strategy before the start of each financial year.
- 1.2 In addition, MHCLG issued revised Guidance on Local Authority Investments in March 2010 that requires the Council to approve an Investment Strategy before the start of each financial year.
- 1.3 The Council approves an annual strategy to be prepared in advance of the year, a mid-year review and an annual report after its close. The Licensing and General Purposes Committee is the nominated Committee responsible for the effective scrutiny of the Treasury Management Strategy and policies.
- 1.4 The Council has invested sums of money and is therefore exposed to financial risks including loss of invested funds and the revenue effect of changing interest rates. The successful identification, monitoring and control of risk are therefore central to the Council's Treasury Management Strategy.
- 1.5 This strategy covers:
 - External context
 - Current borrowing and investment portfolio position
 - Annual Borrowing Strategy
 - Annual Investment Strategy
 - Specified & Non-specified Investments
 - Performance Indicators

2. EXTERNAL CONTEXT (commentary provided by Arlingclose)

- 2.1 **Economic background:** The major external influence on the Authority's treasury management strategy for 2018/19 will be the UK's progress in negotiating its exit from the European Union and agreeing future trading arrangements. The domestic economy has remains relatively robust since the surprise outcome of the 2016 referendum, but there are indications that uncertainty over the future is now weighing on growth. Transitional arrangements may prevent a cliff-edge, but will also extend the period of uncertainty for several years. Economic growth is therefore forecast to remain sluggish throughout 2018/19.
- 2.2 Consumer price inflation reached 3.0% in September 2017 as the post-

referendum devaluation of sterling continued to feed through to imports. However, this effect is expected to fall out of year-on-year inflation measures during 2018, removing pressure on the Bank of England to raise interest rates.

- 2.3 In contrast, the US economy is performing well and the Federal Reserve is raising interest rates in regular steps to remove some of the emergency monetary stimulus it has provided for the past decade. The European Central Bank is yet to raise rates, but has started to taper its quantitative easing programme, signalling some confidence in the Eurozone economy.
- 2.4 **Credit outlook:** High profile bank failures in Italy and Portugal have reinforced concerns over the health of the European banking sector. Sluggish economies and fines for pre-crisis behaviour continue to weigh on bank profits, and any future economic slowdown will exacerbate concerns in this regard.
- 2.5 Bail-in legislation, which ensures that large investors including local authorities will rescue failing banks instead of taxpayers in the future, has now been fully implemented in the European Union, Switzerland and USA, while Australia and Canada are progressing with their own plans. In addition, the largest UK banks will ringfence their retail banking functions into separate legal entities during 2018. There remains some uncertainty over how these changes will impact upon the credit strength of the residual legal entities.
- 2.6 The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Authority; returns from cash deposits however remain very low.
- 2.7 **Interest rate forecast:** The Bank of England raised the UK base rate to 0.5% in early November 2017. Authority's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.5% during 2018/19. The risk of a cut to zero or negative rates has diminished and there is now a chance that rates will rise despite the economic fundamentals.
- 2.8 Longer-term interest rates have risen in the past year, reflecting the possibility of increasing short-term rates. Arlingclose forecasts these to remain broadly constant during 2018/19, but with some volatility as interest rate expectations wax and wane with press reports on the progress of EU exit negotiations.

3. CURRENT BORROWING & INVESTMENT PORTFOLIO POSITION

- 3.1 The Guidance on Local Government Investments in England gives priority to security and liquidity, and the Council's aim has been to achieve a yield commensurate with these principles. The Council continues to follow

APPENDIX A

Arlingclose advice in the knowledge that whilst long-term interest rate forecasts remain low it should generate enhanced returns with counterparties other than banks and to invest across a diverse investment portfolio.

3.2 During 2017/18 the Council has generated returns from existing long-term pooled fund investments together with diversification within the Council's investment portfolio. The Council held the following investments at 31st December 2017:

- £19.6m in pooled funds (providing a balance across a range of 5 different types of fund).
- £1 million Yorkshire BS at a fixed rate of 1.33% (until Apr 18)
- £1 million Yorkshire BS at a fixed rate of 1.18% (until Apr 18)
- £2 million Leeds BS at a fixed rate of 1.47% (until Dec 18)
- £1 million Leeds BS at Libor + 0.27% (until Feb 18)
- Various temporary investments of minor amounts held in Money Market funds all for durations of 6 months or less

3.3 An interpretation of IFRS 9 for the future may mean that under-performing pooled fund marginal losses may have to be recorded in the General Fund Revenue Account. In the light of this potential accounting requirement (even though the Council's pooled fund holding in Aberdeen Absolute Fund was providing regular yield returns in accordance with expectations) its capital value was under-performing. A decision was therefore taken in during December 2017 to redeem the entire holding and an element of the CCLA holding and purchase a pooled fund holding in M & G Investment Strategic Corporate. The result of the decision produced a favourable revenue effect of £28,000 in 2017/18. The graph that follows has been produced by Arlingclose and demonstrates that during the nine months to 31 December 2017 the Council's income (only) returns on its total investment portfolio was 1.5%. Total Return (income and capital) was 2.5%.

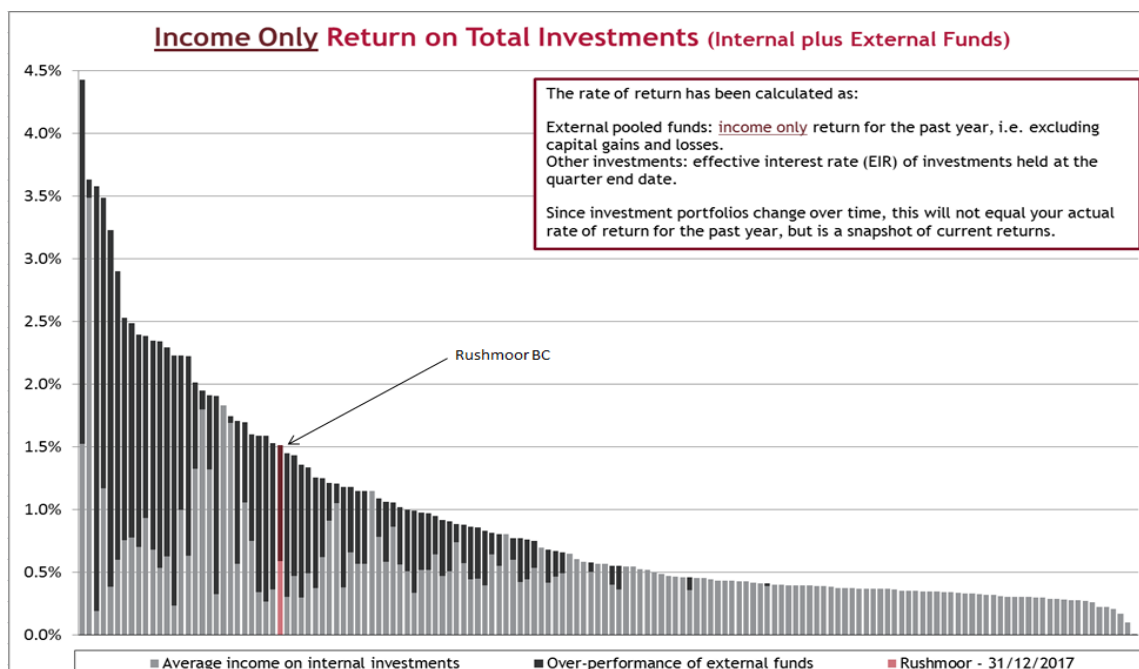


Table 1: – Existing Investment & Debt Portfolio Position

	Actual Portfolio at 31 st Dec 17 £m	Average Rate %
Total External Borrowing		
Borrowing from the M3 LEP	2.1	0.0
Borrowing from other Local Authorities	12.0	0.53
Other external Borrowing	-	
Total Gross External Debt	14.1	0.45
Investments:		
Managed in-house:		
Short-term investments	-	-
Long Term Investments	5.5	1.2
Money Market Funds	13.2	0.3
Call accounts	-	-
Managed externally:		
Pooled Funds:		
Payden & Rygel’s Sterling Reserve	5.0	0.66
CCLA LAMIT Property Fund	3.6	4.75
M&G Investments Strategic Corporate Bond Fund	4.0	3.22
UBS Multi Asset Fund	5.0	4.01
Threadneedle Investments	2.0	3.64
Total Investments	38.3	1.92

Table 1 Illustrates the Council’s investment and debt portfolio position as at 31st December 2017.

4. ANNUAL BORROWING STRATEGY 2018/19

- 4.1 The Council has made use of funds from the Enterprise M3 (LEP) by borrowing £3 million in an earlier year to progress the Aldershot regeneration schemes. External contributions will be received over a seven-year period to fully finance this amount. At the commencement of 2018/19 £2.1m of this borrowed amount remains outstanding.
- 4.2 Capital expenditure in the previous financial year (2017/18) is programmed to be substantial, including a significant amount for investment property acquisitions, property purchases in Union Street Aldershot and the continuation of the new Council Depot construction. Capital expenditure in relation to the Farnborough International Loan will be concluded within 2017/18 utilising a significant proportion of the Council's remaining available capital receipts. Prudential code borrowing will therefore be required in order to achieve overall financing. The Council will incur some further borrowing during 2018/19 in order assist in the financing of its capital programme.
- 4.3 **Objectives:** The Council's chief objective when borrowing money will be to strike an appropriately low risk balance between securing low interest costs and achieving cost certainty over the period for which funds are required.

Sources: The approved sources of long-term and short-term borrowing are detailed within TMP 4 (Approved Instruments, Methods and Techniques), and are summarised below:

- Public Works Loan Board (PWLB)
- Money market loans (long term & temporary)
- Any bank or building society authorised to operate in the UK
- UK Local Authorities
- UK public and private sector pension funds (except the Local Government Pension Scheme administered by Hampshire County Council)
- Capital market bond investors
- UK Municipal Bond Agency plc and other special purpose companies created to enable local authority bond issues.
- Lottery monies

In addition, capital finance may be raised by the following methods that are not borrowing, but may be classed as other debt liabilities:

- Operating and finance leases
- Hire purchase
- Private Finance Initiative

5. ANNUAL INVESTMENT STRATEGY 2018/19

- 5.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. Advice was received during 2017/18 from Arlingclose that as the Council is now progressing further into the use of borrowing to finance capital expenditure, that in the circumstances of an investment maturity date arising the Council should not seek to replace the investment. This allows for the natural reduction in overall investment holding whilst the Council incurs increasing elements of borrowing. Market investments are expected to further decline in 2018/19. These reductions are mainly due to the Council's capital expenditure requirements linked to the Prudential Code requirement to ensure that Gross Debt does not exceed the Capital Financing Requirement.
- 5.2 **Objectives:** Both the CIPFA Code and the MHCLG Guidance require the Council to invest its funds prudently, and to have regard to the security and liquidity of its investments before seeking the highest rate of return, or yield. The Council's objective when investing money is to strike an appropriate balance between risk and return, minimising the risk of incurring losses from defaults and the risk of receiving unsuitably low investment income.
- 5.3 **Strategy:** The Council continues to maintain a diverse range of secure and/or higher yielding asset classes during 2018/19, whilst retaining short-term accessibility.
- 5.4 Table 2 outlines the approved investment counterparties with whom the Council may invest its surplus funds, subject to the cash, investment and time limits shown. The schedule of approved counterparties is underpinned by a detailed list of named counterparties. This list is maintained within Financial Services for treasury management operational purposes.

Table 2: Approved Investment Counterparties

Counterparty		Cash limit per counterparty	Investment Limit (per type of counterparty)	Time limit †
Banks Unsecured whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£2m	£20m in total	5 Years*
	AA+	£2m		5 Years*
	AA	£2m		4 years*
	AA-	£2m		3 years*
	A+	£2m		2 years
	A	£2m		13 months
	A-	£2m		6 months
	BBB+	£1m		100 days
Banks Secured whose	AAA	£4m		20 years

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lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AA+	£4m	Unlimited	10 years
	AA	£4m		5 years
	AA-	£4m		4 years
	A+	£4m		3 years
	A	£4m		2 years
	A-	£4m		13 months
	BBB+	£2m		6 months
	BBB or BBB-	£2m		100 days
Government whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£4m	Unlimited	50 Years
	AA+	£4m		25 Years
	AA	£4m		15 Years
	AA-	£4m		10 Years
	A+	£2m		5 Years
	A	£2m		5 Years
	A-	£2m		5 Years
	BBB+	£1m		2 Years
	None	£4m		25 Years

Counterparty		Cash limit per counterparty	Investment Limit (per type of counterparty)	Time limit †
Corporates whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£2m	£6m in total	20 Years
	AA+	£2m		10 Years
	AA	£2m		10 Years
	AA-	£2m		10 Years
	A+	£2m		5 Years
	A	£2m		2 Years
	A-	£1m		13 months
	BBB+	£1m		6 months
	none	£0.5m		5 Years
Registered Providers whose lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£4m	£10m in total	20 Years
	AA+	£4m		10 Years
	AA	£4m		10 Years
	AA-	£4m		10 Years
	A+	£4m		5 Years
	A	£4m		5 Years
	A-	£4m		5 Years
	BBB+	£4m		5 Years
None	£4m	5 Years		
The Council's current account bank if it fails to meet the above criteria		£2m	£2m	next day
UK Building Societies without credit rating		£1m	£4m	1 Year

APPENDIX A

Money market funds	£5m	£20m in total	n/a
Collective Investment Schemes (pooled funds)	£5m per fund	£20m in total	These funds do not have a defined maturity date

** no longer than 2 years in fixed-term deposits and other illiquid instruments*

5.5 Investments may be made with banks or any public or private sector organisations that meet the above credit rating criteria. The Council may also invest with organisations and pooled funds without credit ratings, following an external credit assessment and advice from the Council's treasury management adviser.

5.6 Further information as to why certain counterparties have been included in Table 2 is set out below:

- **Banks Unsecured:** Accounts, deposits, certificates of deposit and senior unsecured bonds with banks and building societies, other than multilateral development banks. These investments are subject to the risk of credit loss via a bail-in should the regulator determine that the bank is failing or likely to fail.
- **Banks Secured:** Covered bonds, reverse repurchase agreements and other collateralised arrangements with banks and building societies. These investments are secured on the bank's assets, which limits the potential losses in the unlikely event of insolvency, and means that they are exempt from bail-in. Where there is no investment specific credit rating, but the collateral upon which the investment is secured has a credit rating, the highest of the collateral credit rating and the counterparty credit rating will be used to determine cash and time limits. The combined secured and unsecured investments in any one bank will not exceed the cash limit for secured investments.
- **Government:** Loans, bonds and bills issued or guaranteed by national governments, regional and local authorities and multilateral development banks. These investments are not subject to bail-in, and there is an insignificant risk of insolvency. Investments with the UK Central Government may be made in unlimited amounts for up to 50 years.
- **Corporates:** Loans, bonds and commercial paper issued by companies other than banks and registered providers. These investments are not subject to bail-in, but are exposed to the risk of the company going insolvent. Loans to unrated companies will only be made as part of a diversified pool in order to spread the risk widely.

Investments in unrated small businesses may provide considerably higher rates of return. They will however only be made following a favourable external credit assessment and on the specific advice of the Council's treasury management adviser.

- **Registered Providers:** Loans and bonds issued by, guaranteed by or secured on the assets of Registered Providers of Social Housing, formerly known as Housing Associations. These bodies are tightly regulated by the Homes and Communities Agency and, as providers of public services, they retain a high likelihood of receiving government support if needed.
- **Money Market Funds:** These funds are pooled investment vehicles consisting of money market deposits and similar instruments. They have the advantage of providing wide diversification of investment risks, coupled with the services of a professional fund manager. We will continue to use funds that offer same-day liquidity as an alternative to instant access bank accounts, while funds whose value changes with market prices and/or have a notice period will be used for longer investment periods.
- **Other Pooled Funds:** The Council will continue to use pooled bond, equity and property funds that offer enhanced returns over the longer term, but are potentially more volatile in the shorter term. These allow the Council to diversify into asset classes other than cash without the need to own and manage the underlying investments. Because these funds have no defined maturity date, but are available for withdrawal after a notice period, their performance and continued suitability in meeting the Council's investment objectives will be monitored regularly.

5.7 **Risk Assessment and Credit Ratings:** The Council uses long-term credit ratings from the three main rating agencies Fitch Ratings, Moody's Investors Service and Standard & Poor's Financial Services to assess the risk of investment default. The lowest available counterparty credit rating will be used to determine credit quality, unless an investment-specific rating is available. Credit ratings are obtained and monitored by the Council's treasury advisers, who will notify changes in ratings as they occur. Where an entity has its credit rating downgraded so that it fails to meet the approved investment criteria then:

- no new investments will be made with that entity
- we will recall or sell any existing investments with that entity where we can do so at no cost
- due consideration will be given to the recall or sale of all other existing investments with the affected counterparty.

5.8 **Other Information on the Security of Investments:** The Council will also take account of other available information on the credit quality of

the organisations in which it invests, including credit default swap prices, financial statements, information on potential government support and reports in the quality financial press. The Council will not proceed with an investment with an organisation if it has doubts about its credit quality, even though it may meet the credit rating criteria.

When deteriorating financial market conditions affect the creditworthiness of all organisations, as happened in 2008 and 2011, this is not reflected in general credit-ratings. In these circumstances, where the Council feels the whole market has been affected, it will restrict its investments to those organisations of higher credit quality and reduce the maximum duration of its investments to maintain the required level of security. If these restrictions mean that insufficient commercial organisations of high credit quality are available to invest the Council's cash balances, then the surplus will be deposited with the UK Government, or with other local authorities. This will cause a reduction in the level of investment income earned, but will protect the principal sum invested.

6. SPECIFIED AND NON-SPECIFIED INVESTMENTS

6.1 **Specified Investments:** The MHCLG Guidance defines specified investments as those:

- denominated in pound sterling,
- due to be repaid within 12 months of arrangement,
- not defined as capital expenditure by legislation, and
- invested with one of:
 - the UK Government
 - a UK local authority, parish council or community council
 - a body or investment scheme of "high credit quality".

The Council defines "high credit quality" organisations as those having a credit rating of A- or higher that are domiciled in the UK or a foreign country with a sovereign rating of AA+ or higher. For money market funds and other pooled funds "high credit quality" is defined as those having a credit rating of A- or higher.

6.2 **Non-specified Investments:** Any investment not meeting the definition of a specified investment is classified as non-specified. The Council does not intend to make any investments denominated in foreign currencies, nor any that are defined as capital expenditure e.g. company shares.

Non-specified investments at the Council are limited to longer term investments e.g. pooled funds, or other long-term (12 months +) investments with other LAs, banks or building societies, and investments with bodies and schemes not meeting the definition of high

credit quality. Limits on non-specified investments are shown in Table 3 below.

Table 3: Non-Specified Investment Limits

	Cash limit
Total long-term investments	£40m
Total investments without credit ratings or rated below A-	£30m
Total non-specified investments	£40m

6.3 **Approved Instruments:** The Council may lend or invest money using any of the instruments detailed in Treasury Management Practice (TMP) 4, held within Financial Services. The approved instruments are summarised as follows:

- interest-bearing bank accounts
- fixed term deposits and loans
- callable deposits and loans where the Council may demand repayment at any time (with or without notice)
- callable deposits and loans where the borrower may repay before maturity
- certificates of deposit
- bonds, notes, bills, commercial paper and other marketable instruments
- shares in money market funds and other pooled funds
- reverse repurchase agreements (repos)

Investments may be either made at a fixed rate of interest, or at a variable rate linked to a market interest rate, such as LIBOR, subject to the limits on interest rate exposures below.

6.4 **Liquidity management:** The Council produces cash flow forecasts to determine the maximum period for which funds may be committed. Limits on long-term investments are set by reference to the Council's medium-term financial plan and cash flow forecast.

7. TREASURY MANAGEMENT INDICATORS

7.1 The Treasury Management Code requires that local authorities set a number of indicators for treasury management performance, which have been set out below at paragraphs 7.3 to 7.5. The Council has also adopted a voluntary measure for credit risk as set out in paragraph 7.2

7.2 **Credit Risk (Credit Score Analysis):** Counterparty credit quality is assessed and monitored by reference to credit ratings. Credit ratings are supplied by rating agencies Fitch, Standard & Poor's and Moody's.

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Arlingclose assign values between 1 and 26 to credit ratings in the range AAA to D, with AAA being the highest credit quality (1) and D being the lowest (26). Lower scores mean better credit quality and less risk.

The advice from Arlingclose is to aim for an average A-, or higher, average credit rating, with an average score of 7 or lower. The scores are weighted according to the size of our deposits (value-weighted average) and the maturity of the deposits (time-weighted average).

	Target
Portfolio average credit rating	A-
Portfolio average credit score	7.0

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

	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m
Upper limit on fixed interest rate exposure	35	55	85	100
Upper limit on variable interest rate exposure	-50	-50	-50	-50

It is expected that for most Councils the interest rate exposure calculation would result in a positive figure. As the Council has more funds available to invest than it intends to borrow, the calculation has resulted in a negative figure for variable rate funds.

- 7.4 **Maturity Structure of Borrowing:** This indicator is set to control the Council's exposure to refinancing risk. The upper and lower limits on the maturity structure of fixed rate borrowing will be:

	Upper	Lower
Under 12 months	100%	0%
12 months and within 24 months	100%	0%
24 months and within 5 years	100%	0%
5 years and within 10 years	100%	0%
10 years and above	100%	0%

Time periods start on the first day of each financial year. The maturity date of borrowing is the earliest date on which the lender can demand repayment.

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

	2018/19	2019/20	2020/21	2021/22
Limit on principal invested beyond year end at any one time	£40m	£40m	£40m	£40m

8. OTHER ITEMS

- 8.1 There are a number of additional items that the Council is obliged by CIPFA or MHCLG to include in its Treasury Management Strategy.

- 8.2 **Policy on Use of Financial Derivatives:** Local authorities have previously made use of financial derivatives embedded into loans and investments both to reduce interest rate risk, and to reduce costs or increase income at the expense of greater risk. The general power of competence in Section 1 of the Localism Act 2011 removes much of the uncertainty over local authorities' use of standalone financial derivatives (i.e. those that are not embedded into a loan or investment).

The Council will only use standalone financial derivatives (such as swaps, forwards, futures and options) where they can be clearly demonstrated to reduce the overall level of the financial risks that the Council is exposed to. Embedded derivatives, including those present in pooled funds, will not be subject to this policy, although the risks they present will be managed in line with the overall treasury risk management strategy.

- 8.3 **Investment Training:** The needs of the Council's treasury management staff for training in investment management are assessed on a continuous basis, discussed as part of the staff appraisal process and reviewed as the responsibilities of individual members of staff change.

Staff regularly attend training courses, seminars and conferences provided by Arlingclose and CIPFA.

- 8.4 **Investment Advisers:** The Council jointly tendered the treasury management service together with three other District Councils located within the Hampshire area, and appointed Arlingclose Limited for a further 3 year contract in April 2016. This contract enables the Council to receive specific advice on investment, debt and capital finance issues. The quality of this service will be reviewed on an ongoing basis as part of the process of monitoring the Council's investment portfolio.

- 8.5 **Investment of Money Borrowed in Advance of Need:** The Council may, from time-to-time, borrow in advance of need, where this is expected to provide the best long-term value for money. Since amounts borrowed will be invested until spent, the Council is aware that it will be exposed to the risk of loss of the borrowed sums, and potential interest rate changes. These risks will be managed as part of the Council's overall management of its treasury risks.

The total amount borrowed will not exceed the authorised borrowing limit of £63 million during 2018/19. The maximum period between borrowing and expenditure is expected to be two years.

- 8.6 **Financial Implications - Investments:** The budget for investment income in 2018/19 is £846k (gross of borrowing interest), based on an average investment portfolio of £30 million at interest rates ranging from 0.4% liquid MMF and other short-term investments to 5% on the highest yielding long-term pooled property investment fund. Performance of investments against budget will be reviewed on an ongoing basis and as part of our quarterly budget monitoring process. The investment income will reduce depending on the pace and size of capital expenditure that arises from the 8-Point Plan work and strategic projects.
- 8.7 **Financial Implications - Borrowing:** The budget for interest costs in relation to borrowing in 2018/19 is £296k (not including IFRIC 4 lease accounting interest). It is determined using estimated short-term interest rates. The Council's actual borrowing at the end of 2018/19 is estimated to be in the region of £52 million.
- 8.8 **Other Options Considered:** The HLG Guidance and the CIPFA Code do not prescribe any particular treasury management strategy for local authorities to adopt. The Chief Finance Officer continues to believe that the above strategy represents an appropriate balance between risk management and cost effectiveness. An alternative strategy might be to invest in a narrower range of counterparties and/or for shorter periods. The likely impact of this alternative would be lower interest income alongside a reduced risk of loss from credit-related defaults. Investing in a wider range of counterparties and/or for longer periods would result in the opposite impact i.e. interest income would be higher but there would be a greater risk of loss. When final guidance becomes available from the HLG and CIPFA (discussed in paragraph 1.3 of this report) consideration will be made on how to incorporate changes to the Council's strategy

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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) when determining how much money it can afford to borrow. 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 the following indicators that must be set and monitored each year.

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

Capital Expenditure and Financing	2017/18 Revised £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
General Fund	32.401	28.718	35.123	16.093	30.543
TOTAL EXPENDITURE	32.401	28.718	35.123	16.093	30.543

Capital Receipts	5.325	0.733	0.885	-	-
Capital Grants & Contributions	2.189	7.646	5.478	1.078	1.078
Revenue (related to utilisation of earmarked reserve introduced in GF revenue account)	0.261	-	-	-	0.750
Borrowing	24.626	20.339	28.760	15.015	28.715
TOTAL FINANCING	32.401	28.718	35.123	16.093	30.543

2 Estimates of Capital Financing Requirement: The Capital Financing Requirement (CFR) measures the Council's underlying need to borrow for capital purposes.

Capital Financing Requirement	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.20 Estimate £m	31.03.21 Estimate £m	31.03.22 Estimate £m
General Fund	30.9	39.3	67.1	80.1	105.8
Adjustment ref IFRIC 4 lease accounting	3.2	2.9	2.6	2.3	2.0
Total CFR	34.1	42.2	69.7	82.4	107.8

Grants and external contributions are expected to be received for some specific capital schemes, but the Council will need to borrow to finance a significant element of its core capital expenditure. This is in addition to the existing use of Local Enterprise Partnership funding for which borrowing is

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incurred but repayment of the borrowing is achieved by the receipt of external contributions.

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

Gross Debt and the Capital Financing Requirement	2017/18 Revised £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Capital Financing Requirement (measured in the preceding year plus the estimates of any additional capital financing requirement for the current and next two financial years)	69.7	82.4	107.8	127.5	147.2
Total Gross Debt	34.3	52.1	81.1	95.5	123.6
Difference	35.4	30.3	26.7	32.0	23.6

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

Operational Boundary	2017/18 Revised £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Borrowing	40.0	58.0	87.0	102.0	130.0
Total Debt	40.0	58.0	87.0	102.0	130.0

- 5 Authorised Limit for External Debt:** The authorised limit is the affordable borrowing limit determined in compliance with Section 3(1) the Local Government Act 2003. It is the maximum amount of debt that the Council can legally owe. It is measured on a daily basis against all external borrowing items on the Balance Sheet (i.e. long and short term borrowing,

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overdrawn bank balances and long-term liabilities. This Prudential Indicator separately identifies borrowing from other long-term liabilities such as finance leases. It is consistent with the Council's existing commitments, its proposals for capital expenditure and financing and its approved Treasury Management Policy Statement and practices. The authorised limit provides headroom over and above the operational boundary for unusual cash movements.

Authorised Limit	2017/18 Revised £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m
Borrowing	44.0	62.0	91.0	106.0	134.0
Other long-term liabilities	1.0	1.0	1.0	1.0	1.0
Total Debt	45.0	63.0	92.0	107.0	135.0

- 6 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	2017/18 Revised %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
General Fund	-5.2	2.8	7.1	20.5	34.4

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

Incremental Impact of Capital Investment Decisions	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £	2020/21 Estimate £	2021/22 Estimate £
General Fund - increase in annual band D Council Tax	-	(29.43)	(67.18)	(86.84)	(87.94)

Adoption of the CIPFA Treasury Management Code: The prudential indicator in respect of treasury management is that the Council adopt CIPFA's Treasury Management in the Public Services: Code of Practice and Cross-Sectoral Guidance Notes. The aim is to ensure that treasury management is led by a clear & integrated forward treasury management strategy, with recognition of the existing structure of the Council's borrowing and investment portfolios. The revised edition of the Code (November 2011) was adopted by the Council on 20th February 2014.

MINIMUM REVENUE PROVISION STATEMENT

- 1.1 Where the Council finances capital expenditure by debt, it must put aside resources to repay that debt in later years. The amount charged to the revenue budget for the repayment of debt is known as Minimum Revenue Provision (MRP), although there has been no statutory minimum since 2008.
- 1.2 The Local Government Act 2003 requires the Council to have regard to the Department for Communities and Local Government's *Guidance on Minimum Revenue Provision* (the MHCLG Guidance) most recently issued in 2012.
- 1.3 The broad aim of the MHCLG Guidance is to ensure that debt is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits, or, in the case of borrowing supported by Government Revenue Support Grant, reasonably commensurate with the period implicit in the determination of that grant.
- 1.4 The MHCLG Guidance requires the Council to approve an Annual MRP Statement each year, and recommends a number of options for calculating a prudent amount of MRP. This statement only incorporates options recommended in the Guidance.
- 1.5 For any unsupported capital expenditure incurred after 31st March 2008, MRP will be determined by charging the expenditure over the expected useful life of the relevant assets, starting in the year after the asset becomes operational. MRP on purchases of freehold land will be charged over 50 years. MRP on expenditure for all other assets or on capital expenditure not related to fixed assets but which has been capitalised by regulation or direction (revenue expenditure financed by capital under statute), will be charged over 40 years.
- 1.6 For assets acquired by finance lease or private finance initiative, MRP will be determined as being equal to the element of the rent or charge that goes to write down the balance sheet liability.
- 1.7 Where loans are made to other bodies and designated as capital expenditure, no MRP will be charged. However, the capital receipts generated by the repayments on those loans will be set aside to repay debt instead.
- 1.8 It should be noted that the Council continues to make use of two revolving infrastructure funds from the Local Enterprise Partnership (LEP). The related capital expenditure does not however give rise to MRP as a contract of structured external repayments will eliminate the need to incur MRP.

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- 1.9 At the commencement of 2017/18 the Council had, a Capital Financing Requirement (CFR) of £6.548m in relation to a specific elements of capital expenditure incurred in the previous financial year (2016/17). The Council has incurred further amounts of capital expenditure in 2017/18 and will need to engage in an element of Prudential Code borrowing in that financial year to achieve total financing of its capital programme. It is inevitable therefore that the borrowing that is required in 2017/18 will require MRP to be charged to the Council's General Fund Revenue Account in 2018/19 and future years.
- 1.10 The implementation of International Financial Reporting Standards (IFRS) has meant that the accounting treatment for assets used within major contracts may result in embedded finance leases appearing on the Balance Sheet, leading to a requirement for MRP. This is purely an accounting requirement and does not give rise to any requirement to borrow to fund these assets.

COUNCIL MEETING – 22ND FEBRUARY, 2018**AGENDA ITEM NO. 6 (3)****RUSHMOOR BOROUGH COUNCIL PLAN 2018/19**

A Report from the meeting of the Cabinet held on 6th February 2018.

SUMMARY AND RECOMMENDATIONS:

This paper sets out the proposed Council Plan for 2018/19, building on the four priorities and 34 key actions identified by Cabinet.

It is recommended that Council approve the Council Plan 2018/19.

1. INTRODUCTION

- 1.1 This report follows consideration by Cabinet of the Rushmoor Borough Council Plan 2018/19, in report DMB 1802. The Council Plan for 2018/19, is built on the four priorities and key actions identified by Cabinet.
- 1.2 The Cabinet approved the Council Plan 2018/19 and recommends it for adoption by the Council.

2. CONTEXT

- 2.1 In 2017/18 Rushmoor Borough Council's Cabinet reviewed the Council's priorities based on the concept of "Listen, Learn and Deliver – Better". This resulted in four priorities underpinning its stated Purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives**. The following further review these priorities have been confirmed as remaining relevant for 2017/18. The four priorities are:
 - Sustaining a thriving economy and boosting local business
 - Supporting and empowering our Communities and meeting local needs
 - A cleaner, greener and more cultural Rushmoor
 - Financially sound with services fit for the future
- 2.2 The development of the Council Plan has taken into account the need to respond to the continued economic pressures and uncertainty local government faces. It also considers the ongoing impacts on our communities of this and legislative changes such as welfare reform and the Housing and Planning Act 2016 that will have an impact moving forward. The key elements of the Plan revolve around a desire to:

- Regenerate our Town Centres
- Develop private rented and affordable housing
- Improve skills and educational attainment
- Foster civic pride and increase engagement
- Enhance the leisure and cultural offer in the Borough
- Invest further in commercial property and explore other opportunities to generate income / reduce costs
- Develop and implement a Modernisation and Improvement Plan based on the “Listen, Learn, Deliver - Better” ethos

2.3 It is clear that the Council will continue to face ongoing financial challenges, and the Council Plan and the Council’s Budget provide a clear framework to ensure we meet these challenges and address the long-term sustainability of the organisation. The purpose and identified priorities will help guide the Council as it approaches decisions about reshaping services and targeting reducing resources, as well as choosing where and when to invest in the future of the Borough.

2.4 In coming to its conclusions, Cabinet used two Away Days to develop their latest thinking on the Council’s priorities and the revenue and capital budgets. A wide range of information and data about the Borough and the challenges it faces, were considered. These included characteristics of the area, for instance:

- Rushmoor has a younger age profile than the average for both Hampshire and England.
- Compared to Hampshire, the South East and Great Britain, Rushmoor has fewer residents with the highest level of qualifications
- The score of one of the four state run secondary schools in Rushmoor (Wavell) is average in Progress 8 (the Government’s new measure for secondary school attainment), the other three schools have scores below average and fall within the bottom 30% of schools in England (based on national data published 12 October, 2017)
- Rushmoor has two small areas of multiple deprivation that are in the 20% most deprived in the country
- Local health issues include inequalities in years of potential life lost and mental health issues
- Rushmoor has a lower unemployment rate than Hampshire, the South East and Great Britain

2.5 A range of continuing financial pressures were also considered:

- Central Government funding changes
- The Hampshire County Council Transformation Programme and the potential impact on local services
- The Business Rates retention scheme - Fair Funding Review and the expansion of 100% Business Rate pilots
- Welfare Reform, with potential loss of benefits for some parts of the community leading to greater demand for support from the Council’s services

2.6 The Cabinet also took into account the results of the Members' survey and the views of the Chief Executive on the future direction of the organisation. From this work 34 key actions were identified, as set out below.

3. OUTLINE OF THE PLAN 2018-19

3.1 The Council Plan is intended to help the public, businesses, partners and staff to understand the Council's future plans and aspirations. The 2018/19 Council Plan has been developed alongside the Council's Budget.

3.2 The Plan is based around the Council's stated purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives**. This purpose is supported by four priorities and 34 key actions as set out below.



3.3 In trying to better understand and communicate Rushmoor Borough Council's role in achieving the key actions three distinct roles have been identified. Firstly, the Council can take a facilitating role which involves helping others to achieve the desired outcome, for example calling a meeting of relevant people and organisations. Secondly, we can have an enabling role which involved empowering others to deliver the action or desired outcome, for example giving others the opportunity or funds to deliver the work themselves. Thirdly, the Council can take on a direct delivery role where it actually delivers the action itself.

For each action we have identified which role(s) Rushmoor may undertake, the key to this is : **F** = Facilitate, **E** = Enable, **D** = Deliver

Sustaining a thriving economy and boosting local business

- 1) Set up new partnership and company arrangements to enable regeneration and the development of private rented and affordable housing on Council owned land **(D)**
- 2) Finalise and consult on a development scheme for Union Street, East Aldershot and agree proposals for other sites to support regeneration of Aldershot **(F,E,D)**
- 3) Produce a retail plan for Aldershot town centre **(D)**
- 4) Finalise and consult on the Masterplan for the Civic Quarter area of Farnborough town centre. Agree the approach for moving forward each site in the Masterplan **(F,E,D)**
- 5) Support HCC to implement the Farnborough Transport Package **(E)**
- 6) Submit the Local Plan to Government and prepare for its examination **(D)**
- 7) Work with schools, local FE providers, the County Council and employers to improve skills, raise aspirations and increase educational attainment **(F)**
- 8) With partners start developing a centre of excellence for aerospace built on the Farnborough brand **(F)**
- 9) Exploit the economic and social benefits of the Farnborough Air show 2018 and the new conference centre. **(E)**
- 10) Develop a more strategic and proactive approach to economic development, building on the Borough's assets and offer to investors **(F,E,D)**

Supporting and empowering our Communities and meeting local needs

- 1) Continue to address the rough sleeping and street drinking issues in our town centres through enforcement, deterrent and prevention **(F,E,D)**
- 2) With partners reshape the Rushmoor Strategic Partnership to focus on fewer, more strategic issues that deliver outcomes through shared leadership **(F,E,D)**
- 3) Use Council and community led events and other initiatives to foster civic pride and increase engagement **(F,E,D)**
- 4) Determine a clearer focus on what the Council and partners are doing to tackle pockets of significant deprivation in parts of the Borough **(F,E,D)**
- 5) Generate and support targeted employment and skills opportunities to improve outcomes for residents **(F,E,D)**
- 6) Take tangible steps to address the loss of temporary accommodation in 2021 and the current shortage of social housing **(FED)**
- 7) Continue the Council's review of grants and support and work with affected voluntary sector organisations to become more sustainable **(F,E,D)**
- 8) Agree future shape of the CCTV service and procure new cameras and maintenance and supply contracts **(D)**
- 9) Support the CCG to open a facility in west Farnborough **(E,D)**
- 10) Enable decisions to be made as close to customers and communities as possible **(F,E,D)**

A cleaner, greener and more cultural Rushmoor

- 1) Work with Serco to increase recycling rates **(F,E,D)**
- 2) Complete and open the new depot **(D)**
- 3) Commence new leisure contract procurement **(D)**
- 4) Develop options for a new leisure centre in Farnborough as part of the Civic Quarter Development **(D)**
- 5) Build the new pavilions and changing rooms at Ivy Road and Moor Road recreation grounds **(D)**
- 6) Develop the management plan for delivering the new natural open park land at Southwood **(D)**
- 7) Develop the options and future maintenance arrangements for the public open space transferring to the Council's ownership as part of the Wellesley Development **(F,E,D)**
- 8) Put in place and review the environmental enforcement pilot with East Hampshire DC **(E,D)**

Financially sound with services fit for the future

- 1) Develop and implement "Rushmoor 2020", a modernisation and improvement plan based on the "Listen, Learn, Deliver - Better" ethos and the findings from the Peer Challenge, Staff Survey and IESE work **(D)**
 - 2) Take forward the new operating model and implement structural review **(D)**
 - 3) Deliver the Customer & Digital Strategy plan for 2018/19 **(D)**
 - 4) Invest further in commercial property and explore other opportunities to generate income / reduce costs **(D)**
 - 5) Develop and renew the Asset Management Plan and implement a programme of review of the Council's asset and property holdings **(D)**
 - 6) Review of the constitution including changes to the scheme of delegation and procedures to enable improved democratic arrangements and to ensure better customer service and improved delivery **(D)**
- 3.4 The progress being made towards achieving these actions will be regularly monitored. This monitoring will be undertaken so that Cabinet can have an overview of performance and be reassured that progress is being made to deliver against their priorities.
- 3.5 The Council recently went through a Peer Challenge process with a team from the Local Government Association. Recommendations from the process include a number of points relevant to the Council's strategic planning process and Council Plan:
- Develop a long term vision for the Borough and the Council, and extend the planning horizon for the Council Plan to support delivery of that vision

- Undertake regular resident surveys to inform both the development and on-going review of the vision for the Borough and service transformation
- Strengthen performance management arrangements and ensure that poor performance is tackled effectively

3.6 In light of these recommendations work will be undertaken with Cabinet to decide how best to respond. This will include reviewing the format of the Council Plan document itself to attempt to clearly illustrate and the Council's priorities and to allow effective monitoring of progress and outcomes

4. CONCLUSIONS

4.1. The new Council Plan reflects the aspirations of Members to make significant improvements to the Borough and is complemented by the budget proposals for 2018/19 and beyond. The Peer Review recommended that the Council establish a long term vision for the Borough and extend the planning horizon for the plan and this will be developed as part of the next corporate planning cycle.

5. RECOMMENDATION

5.1 It is recommended that the Council approves the Council Plan 2018/19.

D E CLIFFORD
LEADER OF THE COUNCIL

COUNCIL MEETING – 22ND FEBRUARY 2018**AGENDA ITEM NO. 6 (4)****AMENDMENT TO THE STANDING ORDERS FOR THE REGULATION OF
BUSINESS – NOTICES OF MOTION**

A report from the meeting of the Licensing and General Purposes Committee held on 29th January, 2018.

1. INTRODUCTION

- 1.1 This report follows the full discussion at the Licensing and General Purposes Committee on the merits of an amendment to the Council Procedure Rules (Standing Orders) relating to Notices of Motion.

2. BACKGROUND

- 2.1 A potential amendment to the Council Procedure Rules on Notices of Motion was first raised at the Committee Meeting on 27th November, 2017 at the request of Cllr John Woolley (Vice-Chairman of the Licensing and General Purposes Committee). Following this, the Vice-Chairman brought a report to the Committee on 29th January, 2018 setting out further background material and details for discussion. This included a review of past notices of motion to the Council and the approach taken by a sample of other local authorities.

3. PROPOSAL

- 3.1 It is proposed that an amendment be made to Standing Order 9 (6) in order to ensure that all motions debated by the Council are relevant to topics over which the Council has some control, and on which the Council may be able to take action.
- 3.2 Standing Order 9(6), relating to Notices of Motion is currently worded as follows:
“Every motion shall be relevant to some matter in relation to which the Council has powers or duties or which affects the Borough directly.”
- 3.3 The proposed amendment is to delete the words “or which affects the Borough directly”.

4. BACKGROUND FINDINGS

- 4.1 The Report to the Licensing and General Purposes Committee included background information to support the proposal:

Motions debated by Rushmoor Borough Council

4.2 It is recognised that a significant amount of time is spent debating motions during meetings of the full Council. The following are examples of past notices of motion, the subject matter of which Rushmoor Borough Council has no powers or duties:

Meeting and Topic	Motion
<p>Oct 2014</p> <p>Tax Avoidance by Multi-national Companies</p>	<p>Motion moved by Cr. A.M. Ferrier.</p> <p>“This Council expresses concern that some multinational companies are avoiding billions of pounds of tax from a tax system that fails to make them pay their fair share and, therefore, calls on the Government to act to end the injustice of aggressive tax avoidance by large multinational companies so that the revenue raised can be used to assist the improvement of public services, including those provided by local authorities such as Rushmoor.”</p>
<p>July 2010</p> <p>VAT</p>	<p>Motion moved by Cr. K. Dibble.</p> <p>“This Council resolves:</p> <p>(1) to write directly to the Chancellor of the Exchequer raising concerns about the impact of the proposed VAT increase on pensioners, other vulnerable groups and businesses in Rushmoor; and</p> <p>(2) to call on the Member of Parliament representing Aldershot and Farnborough to stand up for Rushmoor’s pensioners, businesses and wider community, to voice their opposition to this unfair increase in VAT and to vote against it in Parliament.”</p> <p>Amendment moved by Cr. G.B. Lyon and agreed by the Council:</p> <p>“This Council resolves to write directly to the former Prime Minister, Gordon Brown, raising concerns about the impact of the necessary VAT increase on pensioners, other vulnerable groups and businesses in Rushmoor resulting from his mismanagement of the economy”</p>
<p>Feb 2011</p> <p>Sale of Public Forests</p>	<p>Motion moved by Cr. M.J. Roberts.</p> <p>“This Council believes that, given the impact on Rushmoor’s residents, the Government’s intention for public bodies to sell off up to 100% of England’s public forestry is fundamentally unsound, flies in the face of public views, ecosystems, carbon reduction and calls on Government to rethink its decision to protect it for future generations.”</p>

	<p>Amendment moved by Cr. Roberts and rejected by the Council</p> <p>“This Council notes that Government, in response to its earlier proposal has modified its intentions but it still proposes to sell 100,000 hectares, it still proposes to make the Forestry Commission staff redundant and it still proposes to abolish the Forestry Commission</p> <p>Therefore, this Council wishes to record its dissatisfaction with the overall strategy as known.”</p>
<p>Dec 2013</p> <p>Armed Forces Pension Scheme</p>	<p>Motion moved by Cr. Jennifer Evans.</p> <p>“This Council considers that those military personnel who have been made redundant just before their pension rights would become operational have suffered a grave injustice. Bearing in mind the Rushmoor Military Covenant, we call upon the Government and the Ministry of Defence to compensate those servicemen and women who have lost out by being made redundant close to a pension point.”</p> <p>[NB The scope of the RBC Armed Forces Community Covenant does not include redundancy selection criteria or pension policy.]</p>
<p>Feb 2015</p> <p>VAT</p>	<p>Motion moved by Cr. G.B. Lyon.</p> <p>“Whilst the Council recognises that Rushmoor is working on proposals to provide greater protection for public houses through the planning system, it is concerned that pubs in Aldershot and Farnborough and throughout the country are under threat and therefore calls on the Government to play their part by levelling the playing field between pubs and supermarkets by reducing the VAT pubs pay on food and drink to that paid by supermarkets.”</p>
<p>Feb 2011</p> <p>EU Budget</p>	<p>Motion moved by Cr. G.B. Lyon.</p> <p>“The Council notes, due to the financial mess which the Westminster Government inherited, Rushmoor needs to play its part in balancing the books by making massive savings in its budget. This Council notes, despite opposition of some MPs and MEPs, the Government is likely to agree a further 2.9% increase in the overall EU budget.</p> <p>This Council believes the EU should be treated like other tiers of Government and should share responsibility, with central and local Government, for making savings in public spending.</p> <p>This Council therefore urges the Government and MEPs not to support an increase in the EU budget.”</p>

Other Local Authority Rules

- 4.3 Some local authorities have a similar scope for motions as Rushmoor, but others take a different approach by focussing on issues on which the Council has a direct role.

Authority	Scope for Notices of Motion
Portsmouth	As long as the Notice of Motion is received before the 12 days [notice] it will be placed on the agenda unless... it is not a matter within the jurisdiction of Council.
Thurrock	A notice of motion must relate to a matter which affects the authority or the authority's area and must relate to a matter in respect of which the authority has a relevant function.
Kirklees	Every motion shall be relevant to some matter in relation to which the Council has powers or duties and which affects the area of Kirklees.
Waltham Forest	Motions must be about matters for which the Council has statutory responsibility and that affect the community.

5. CONCLUSION

- 5.1 The Committee proposes that the following change to Standing Order 9(6) will encourage a focus on local issues on which the Council may be able to take action, and thereby using the full Council's time effectively:

"Every motion shall be relevant to some matter in relation to which the Council has powers or duties ~~or which affects the Borough directly.~~"

6. RECOMMENDATION

- 6.1 The Council is recommended to:

- (i) agree the proposed change to the provisions relating to Notices of Motion; and
- (ii) approve the following amendment be made to Council Procedure Rule (Standing Orders) 9(6), to read as follows:

"Every motion shall be relevant to some matter in relation to which the Council has powers or duties."

NOTE: If approved, Recommendation (ii) will stand adjourned without discussion until the Council Meeting on 19th April, 2018.

A. JACKMAN
CHAIRMAN
LICENSING AND GENERAL PURPOSES COMMITTEE

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ANNEX 5**COUNCIL MEETING – 22ND FEBRUARY 2018****AGENDA ITEM NO. 6 (5)****HONORARY ALDERMEN**

A report from the meeting of the Licensing and General Purposes Committee held on 29th January, 2018.

1. INTRODUCTION

1.1 This report follows the discussion at the Licensing and General Purposes Committee on the review of the arrangements for appointing Honorary Aldermen and their roles. The arrangements have been in place for over ten years and the review has taken account of the comments made by some Members and an assessment of the practice in some other authorities.

2. PROPOSED CHANGES

2.1 The Committee has received the results of the review, which has proposed some changes to the protocol set out in the Constitution (copy attached). The main changes involve a reduction in the period of eligible service with the Council and its constituent authorities from 25 to a total of 16 years (i.e. four full terms) and inclusion of a provision that Aldermen should normally be Borough residents. In addition, there is now recognition that Aldermen could ask to speak at meetings, subject to agreement by the relevant Council body. This arrangement is the same as that which is currently afforded to elected Members who are not already Members of that body. At Council Meetings each Alderman will be able to speak on one agenda item at a meeting subject to the other rules of debate set out in Standing Orders.

2.2 Whilst Aldermen can currently be appointed to represent the Council on many outside bodies, a provision has now been included in the protocol. It is sometimes difficult to fill appointments on outside bodies and Aldermen will be able to bring knowledge and experience to many of the outside bodies.

3. WAY FORWARD

3.1 The Committee discussed the proposals and was supportive of both the reduction in the period of eligible service and the proposed changes in roles. It was agreed that the provisions would be kept under review. If the Council agrees to the changes they will be implemented from the start of 2018/19 Municipal Year.

4. **RECOMMENDATION**

- 4.1 The Committee is recommending the Council to approve the changes to the appointment and role of Honorary Aldermen.

A. JACKMAN
CHAIRMAN
LICENSING AND GENERAL PURPOSES COMMITTEE

February 2018

APPOINTMENT OF HONORARY ALDERMEN

The Council has established criteria for the appointment of Honorary Alderman. The criteria takes account of Section 249 of the Local Government Act 1972 and local practice.

- The title 'Honorary Alderman' can be conferred on someone no longer a Member of the Council who has "in the opinion of the Council rendered eminent services to the Council".
- The Council resolution requires a two-thirds majority of those voting at a meeting specially convened for the purpose.
- Nominees should be former councillors and have not less than 16 years' service (normally this would mean re-election on at least four occasions) with the Council or its constituent authorities and should normally be a resident of the Borough.
- There should be no specific criteria for offices held with the Council.
- The Extraordinary Meeting to bestow the honour should not be on the same day as the Annual Council Meeting.
- Honorary Aldermen may attend and take part in civic events but shall not have the right to claim allowances. Whilst an Alderman does not have the right to attend meetings of the relevant bodies set out in the Council's Constitution, an Alderman may ask the relevant body to attend and address the meeting on an item of business included on the agenda. At council meetings an Alderman may ask to speak on only one item per meeting, subject to the other rules of debate set out in the Council's Procedure Rules.
- Honorary Aldermen may be selected by the Council to represent it on outside bodies to which it is asked to make nominations.

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COUNCIL MEETING – 22ND FEBRUARY, 2018

AGENDA ITEM NO. 6 (6)

APPOINTMENT OF INDEPENDENT PERSON

A Report from the meeting of the Licensing and General Purposes Committee on 29th January, 2018.

1. INTRODUCTION

1.1 This report recommends an appointment to the role of Designated Independent Person (DIP) for Rushmoor Borough Council, as part of the regime on Members' Standards, which was introduced by the Localism Act 2011.

2. SUMMARY OF ROLE

2.1 Under the provisions of the Localism Act 2011, the Council is required to appoint at least one "Independent Person" to assist the Council in promoting and maintaining high standards of conduct amongst its elected Members. The previously appointed DIP is no longer available to the Council and it is necessary to re-appoint to the role. A copy of the role description is attached as Appendix 1.

2.2 The Statutory functions of the DIP are:-

- They must be consulted by the Authority before it makes a finding as to whether a Member has failed to comply with the Code of Conduct or decides on action to be taken in respect of that Member.
- They may be consulted by the Authority in respect of a standards complaint at any other stage; and
- They may be consulted by a Member or co-opted member of the Council against whom a complaint has been made.

2.3 A person is considered not to be "Independent" if:-

- He/she is, or has been within the last five years, an elected or co-opted member or an officer of the Council.
- He/she is, or has been within the last five years an elected or co-opted member of any Committee or Sub-Committee of the Council; or
- He/she is a relative or close friend of a current elected or co-opted member or officer of the Council.

- 2.4 There is no payment for the role. However, it is proposed that a small annual retainer allowance be paid to the post-holder equivalent to the amount allowed for a co-opted committee member (£480 per annum). This reflects the need for the Independent Person to maintain up to date knowledge, attend training and be available to the Council as and when required by the Solicitor to the Council and/or Members.
- 2.5 Since the adoption of the current standards regime, there have been few complaints, and the call on the DIP has been minimal. In the circumstances that an elected Member is involved in a complaint, and a conflict of interest arises with the Designated Independent Person, the Council would seek to work with a neighbouring authority's DIP for that case.

3. APPOINTMENT PROCESS

- 3.1 In accordance with the requirements, applications for the position of Independent Person were invited by public advertisement through the Council's website and social media, and with additional assistance from Rushmoor Voluntary Services, during October/November 2017. Three eligible candidates were invited to an interview in December. In consultation with the Chairman of the Licensing and General Purposes Committee, the Interview Panel convened and comprised the Vice-Chairman of the Licensing and General Purposes Committee, the Head of Legal Services (Monitoring Officer) and the Democratic Services Manager.
- 3.2 Further to the interviews, it was proposed to the Licensing and General Purposes Committee that Mrs Mary Harris be recommended to the Council for appointment as the Designated Independent Person for a three-year term. Further to a request by the Committee, contact was then made with all councillors to confirm the independence of the recommended candidate.

3.3 Candidate Details

Mary Harris is a resident of the Borough, with an MBA in Public Policy and substantial experience in parish and town clerk roles with Proper Officer responsibilities. This includes responsibilities for advising on, and experience of working within, the current standards regime. She is currently Parish Clerk in a neighbouring Hampshire District. Mary Harris has also held a number of senior executive positions for Housing Associations and served in a number of community voluntary roles bringing experience of dealing with difficult and contentious issues and complaints.

4. RECOMMENDATION

- 4.1 The Council is recommended to approve the appointment of Mrs. Mary Harris as the Council's Designated Independent Person (DIP) for a three-year term.

A. JACKMAN
CHAIRMAN
LICENSING AND GENERAL PURPOSES COMMITTEE

ROLE OF INDEPENDENT PERSON – RUSHMOOR BOROUGH COUNCIL

ROLE DESCRIPTION

Responsible to: The Council

Liaison with: Monitoring Officer, members of the Licensing and General Purposes Committee, officers and members of the Borough, key stakeholders within the community.

1. To assist the Council in promoting high standards of conduct by elected and co-opted members of Rushmoor Borough Council and in particular to uphold the Code of Conduct adopted by the Council and the seven principles of public office, namely selflessness, honesty, integrity, objectivity, accountability, openness and leadership.
2. To be consulted by the Council through the Monitoring Officer and/or the Licensing and General Purposes Committee before it makes a decision on an investigated allegation and to be available to attend meetings of the Hearing Panel of the Licensing and General Purposes Committee for this purpose.
3. To be available for consultation by the Monitoring Officer and/or the Licensing and General Purposes Committee before a decision is taken as to whether to investigate a complaint or to seek local resolution of the same.
4. To be available for consultation by any elected member, who is the subject of a standards complaint.
5. To develop a sound understanding of the ethical framework as it operates within Rushmoor Borough Council.
6. To participate in training events to develop skills, knowledge and experience and in networks developed for Independent Persons operating outside the Borough Council's area.
7. To attend training events organised and promoted by the Council's Licensing and General Purposes Committee.
8. To act as advocate and ambassador for the Council in promoting ethical behaviour.

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ANNEX 7

COUNCIL MEETING – 22ND FEBRUARY 2018

AGENDA ITEM NO. 7

COUNCIL TAX RESOLUTION 2018/19

1. That it be noted that the Council calculated the amount of £30,971.38 as its Council Tax Base for the year 2018/19 in accordance with Section 31B(3) of the Local Government Finance Act 1992 as amended by the Localism Act 2011 (the 'Act').
2. That the following amounts be calculated by the Council for the year 2018/19 in accordance with Sections 31 and Sections 34 to 36 of the Act:
 - (a) £78,181,984 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act
 - (b) £72,034,475 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £6,147,509 being the amount by which the aggregate at 2(a) above exceeds the aggregate at 2(b) above, calculated by the Council in accordance with Section 31A(4) of the Act, as its Council Tax requirement for the year.
 - (d) £198.49 being the amount at 2(c) above, all divided by the amount at 1 above, calculated by the Council, in accordance with Section 31B(1) of the Act, as the basic amount of its Council Tax for the year.

(e)

Valuation Bands

A	£132.33
B	£154.38
C	£176.44
D	£198.49
E	£242.60
F	£286.71
G	£330.82
H	£396.98

being the amounts given by multiplying the amount at 2(d) above by the number which, in the proportion set out in Section 5(1) of the Act, is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D, calculated by the Council, in accordance with Section 36(1) of the Act, as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands;

- 3 That it be noted that for the year 2018/19 Hampshire County Council, the Police and Crime Commissioner for Hampshire and Hampshire Fire and Rescue Authority have stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992, for each of the categories of the dwellings shown below:

Precepting Authority	Valuation Bands	
Hampshire County Council (including Adult Social Care precept)	A	£800.64
	B	£934.08
	C	£1067.52
	D	£1200.96
	E	£1467.84
	F	£1734.72
	G	£2001.60
	H	£2401.92

Precepting Authority	Valuation Bands	
Police and Crime Commissioner for Hampshire	A	£118.31
	B	£138.02
	C	£157.74
	D	£177.46
	E	£216.90
	F	£256.33
	G	£295.77
	H	£354.92

Precepting Authority

Hampshire Fire and Rescue Authority

Valuation Bands

A	£43.83
B	£51.13
C	£58.44
D	£65.74
E	£80.35
F	£94.96
G	£109.57
H	£131.48

4. That, having calculated the aggregate in each case of the amounts at 2(e) and 3 above, the Council, in accordance with Sections 30 and 36 of the Local Government Finance Act 1992, hereby sets the following amounts as the amounts of Council Tax for the year 2018/19 for each of the categories of dwellings shown below:

Valuation Bands

A	£1095.11
B	£1277.61
C	£1460.14
D	£1642.65
E	£2007.69
F	£2372.72
G	£2737.76
H	£3285.30

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CABINET

Meeting held on Tuesday, 12th December, 2017 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

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

Cllr Barbara Hurst, Health and Housing Portfolio Holder
Cllr G.B. Lyon, Concessions and Community Support Portfolio Holder
Cllr M.L. Sheehan, Leisure and Youth Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Environment and Service Delivery Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **27th December, 2017**.

56. MINUTES –

The Minutes of the meeting of the Cabinet held on 14th November, 2017 were confirmed and signed by the Chairman.

57. REVISIONS TO DISCRETIONARY RATE RELIEF POLICY –

(Councillor Gareth Lyon, Concessions and Community Support Portfolio Holder)

The Cabinet considered Report No. FIN1737, which set out proposed amendments to the Council's existing Discretionary Rate Relief Policy, which was intended to support charities, Community Amateur Sports Clubs (CASCs), not-for profit organisations and other businesses.

Members were informed that these amendments would allow the Council to award Discretionary Rate Relief to other organisations in the Borough that provided benefit to the community and not be limited to charities and not-for-profit organisations.

The Cabinet RESOLVED that the adoption of the amended policy, as set out at Appendix 1 to Report No. FIN1737, be approved.

58. TREASURY MANAGEMENT OPERATIONS MID-YEAR REPORT 2017/18 –

(Councillor Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet received Report No. FIN1736, which set out the main activities of the treasury management operations during the first half of 2017/18 and provided an update on the current economic conditions affecting treasury management decisions.

The Cabinet was informed that the Council had continued to receive treasury management advice from Arlingclose Limited, who had provided a detailed commentary on the economic background, which was set out at Appendix A to the Report. In relation to investment activity in 2017/18, Arlingclose had produced a graph that was set out at Appendix B to the Report. This indicated total investment returns generated were down on the same period in the previous year. Their advice was to review the Council's holdings in pooled funds and, as a result of this review, the Council had made some adjustments to its holdings in this area. Appendix C to the Report showed the actual prudential indicators relating to capital and treasury activities for the first half of 2017/18 and compared these to the indicators which had been set in the Annual Treasury Management Strategy for the year, which had been approved by the Council on 27th July, 2017.

In response to a question, it was confirmed that this area of the Council's financial activities had been outside of the scope of the recent peer challenge exercise.

The Cabinet NOTED the Council's treasury management operations in the first half of 2017/18, as set out in FIN1736.

59. **FARNBOROUGH AIRPORT COMMUNITY ENVIRONMENTAL FUND –**
(Councillor Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. COMM1722, which sought approval to award a grant from the Farnborough Airport Community Environmental Fund, which had been set up to assist local projects.

The Environment and Service Delivery Portfolio Holder had considered the application by the Friends of Ancells Farm for an award of £8,496 towards the cost of developing a play area at Ancells Farm Park in Fleet. It was confirmed that this application met all of the agreed criteria.

The Cabinet RESOLVED that a grant of £8,496 be awarded from the Farnborough Airport Community Environmental Fund to the Friends of Ancells Farm.

60. **SOUTHWOOD GOLF COURSE - CONSULTATION ON OPTION TO CREATE A MAJOR NEW PARKLAND AND DELIVER SUITABLE ALTERNATIVE NATURAL GREENSPACE –**
(Councillor Martin Tennant, Environment and Service Delivery Portfolio Holder and Councillor Maurice Sheehan, Leisure and Youth Portfolio Holder)

The Cabinet considered Joint Report No. COMM1721 / PLN1739, which set out the results of a consultation exercise on an option to create a major new parkland and deliver Suitable Alternative Natural Greenspace (SANG) at Southwood Golf Course, Farnborough. Also included was a summary of the process to date, to assist the Cabinet in determining what action was to be taken in relation to the future of the Southwood Golf Course.

Members were reminded that a joint meeting of the Environment Policy and Review Panel and the Leisure and Youth Policy and Review Panel had been held on 7th November, 2017 to consider this matter. It was reported that the Chairman of that

meeting had requested to address the meeting, as had five members of the public and a representative from England Golf.

Cr. Mrs. D.B. Bedford, Chairman of the Joint Panel meeting, explained that, at the meeting, a thorough examination of the options for the golf course following the completion of the consultation exercise had been carried out. The Minutes of the meeting were set out at Appendix 1 of the Joint Report No. COMM1721 / PLN1739. Following a comprehensive debate, the Joint Panel had agreed that the following should be recommended to the Cabinet:

“That the decision regarding the future of the Southwood Golf Course be deferred for twelve months while all other options be pursued to include:

- Lobbying Government
- Seeking special dispensation for the area of Rushmoor in the way it is treated for SANG land, and;
- Examination of alternative SANG provision to provide the necessary mitigation for housing development in Rushmoor.”

The Cabinet then received representations in favour of the Southwood Golf Course from Mr. Mike Bartley, Mr. Barry Gilmore, Mr. Keith Ledgerwood and Mr. Andy Short. Mr. William Fry of England Golf also spoke on behalf of England Golf. It was noted that Mr. David Scott had also registered to speak at the meeting but had been unable to attend.

The Cabinet then questioned officers in relation to various matters. These matters had been raised during the consultation exercise and events, the Joint Panel meeting, the Council meeting, at which the petition containing 2,366 signatures had been received, and the spoken representations received earlier in the meeting. The following clarifications were received:

- The Council’s previous Portfolio Holder for Environment and Service Delivery had consistently challenged both Natural England and the Department for Communities and Local Government (DCLG) in relation to SANG provision in Rushmoor’s individual circumstances, and the whole concept of the approach to mitigation but had been unsuccessful in achieving concessions in this respect;
- Aldershot’s Member of Parliament, Mr. Leo Docherty, had recently written to the Rt. Hon. Sajid Javid MP expressing concerns regarding SANG and the Southwood Golf Course. Mr. Javid’s reply had confirmed that there were no plans for the Government to revise its current position in relation to the provision of SANG to mitigate the harmful effects of new housing development on protected sites;
- It was Natural England’s view that an operating golf course would not qualify as SANG due to the lack of open access;

- In terms of the production of the new Local Plan, a delay of twelve months would represent a significant risk, as a failure to demonstrate available SANG could lead to the Local Plan being found to be unsound at the examination stage, leading to a potential loss of control over planning for new development in the Borough;
- As at the date of this meeting, existing SANG capacity would only provide for the creation of around a further 12 new dwellings in the Aldershot area;
- Of the predicted total of homes required in Aldershot up to 2032, around 700 were currently without mitigation, even if the proposed SANG at Blandford House was to become available and fully utilised, which was uncertain at this time. This would hinder or even halt the Council's efforts to regenerate Aldershot Town Centre;
- The Memorandum of Understanding with Hart District Council in relation to the shared SANGs, including at Bramshot, was not legally binding;
- The Council expected to receive planning applications early in 2018 regarding housing developments in Aldershot town centre totalling around 600 dwellings, at which time SANG would need to be in place for the schemes to progress;
- Even if the Government was to lower the minimum housing requirement following the recent consultation, due to pressing housing need, development of dwellings in Rushmoor would need to progress to meet demand;
- The ratio of dogs to people in the Borough was unknown;
- If the Council did not have a current Local Plan and relevant SANG policy, each planning application would need to undertake an "appropriate assessment" to determine appropriate avoidance and mitigation measures;
- Rushmoor's new Local Plan would make provision for 436 homes to be added to the housing stock each year;
- Officers had been working on developing the new Local Plan for four to five years and the total cost to date would be estimated at around £1.4 million;
- There were fifteen months left on the current contract with Mack Trading for the operation of Southwood Golf Course, meaning that any early termination in the event of closure would be subject to negotiation with the contractor;
- Appendix 3 of the Joint Report No. COMM1721 / PLN1739 set out alternatives to Southwood in terms of local golf courses;
- Southwood Golf Club members could be assisted in transferring membership to alternative local clubs but this was likely to carry financial implications for the Council;
- The £40,000 subsidy of Southwood Golf Course was factual information and was contained in the Council's accounts;

- It was confirmed that the Council applied different levels of occupation for SANG calculation purposes depending of the type of dwelling proposed and did not use the 2.4 level as a standard when determining SANG mitigation requirements for planning applications, in order to make the best use of this scarce resource;
- The Council had carried out an exhaustive search of its land holdings in the Borough to find alternative sites but had been unsuccessful;
- The conversion of Southwood to SANG parkland would carry no cost to local Council Tax payers as this would be paid for by local developers; and
- The golf course site would be protected from future development by an existing covenant, meaning that any future proposal for development on the site would carry a financial burden that would prove prohibitive.

Having considered the issues in detail, the Cabinet took the view that, taking account of the comprehensive information and evidence provided, the Council's requirements to identify SANG meant that the Golf Course would need to be converted to open space. Therefore, subject to a number of safeguards and further steps, the Cabinet agreed that the Golf Course should close and that the Chief Executive should be authorised to determine the date of closure.

In considering the options available, the Cabinet expressed its gratitude for the extensive and high quality engagement that had been demonstrated by all parties during the process.

The Cabinet RESOLVED that

- (i) the Southwood Golf Course be closed to provide SANG to mitigate the impact of new housing on the Special Protection Area (SPA);
- (ii) the Council's Chief Executive be authorised to decide on the date of closure of the Golf Course, dependent on the provision of new SANG capacity at Blandford House;
- (iii) the necessary actions be taken forward to make the land suitable as SANG, with the management plan being brought to the Cabinet in due course;
- (iv) the continuation of the dialogue with the Government and Natural England in an attempt to address the SANG issue be approved; and
- (v) arrangements be made to provide support and advice to Southwood Golf Club users living in the Borough as to other options available in the local area.

The Meeting closed at 9.05 pm.

CABINET

Meeting held on Tuesday, 9th January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

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

Cllr Barbara Hurst, Health and Housing Portfolio Holder
Cllr G.B. Lyon, Concessions and Community Support Portfolio Holder
Cllr M.L. Sheehan, Leisure and Youth Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Environment and Service Delivery Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **22nd January, 2018**.

61. MINUTES –

The Minutes of the meeting of the Cabinet held on 12th December, 2017 were confirmed and signed by the Chairman.

62. COUNCIL TAX SUPPORT SCHEME 2018/19 AND COUNCIL TAX DISCOUNTS – (Councillor Gareth Lyon, Concessions and Community Support Portfolio Holder)

The Cabinet considered Report No. FIN1801, which set out the outcome of the recent public consultation exercise and the recommendations and comments of the Council's Welfare Reform Task and Finish Group in respect of potential changes to the Council Tax Support Scheme and to the level of discounts allowed against Council Tax for certain empty properties. The Chairman welcomed Cr. A.H. Crawford, who had requested to address the Cabinet on this issue.

Members were reminded that the Council had been running its own Council Tax Support Scheme since 2013, replacing the previous national Council Tax Benefit Regulations. The recent public consultation exercise had run for six weeks, starting on 6th November, 2017, and had been carried out, primarily, using an online survey. A total of 482 responses had been received and a detailed consultation report was set out in Appendix 1 to the Report. It was noted that this level of responses was considerably higher than in previous years.

The Welfare Reform Task and Finish Group had continued to meet during 2017 and had met most recently in December 2017 to consider the consultation responses. The Group had recommended three changes to the Council Tax Support Scheme and two changes to the level of Council Tax discounts in relation to empty properties, summarised as:

- To increase the minimum amount of Council Tax that working age people would pay from 10% (90% discount) to 15% (85% discount) for 2018/19 and to hold the minimum contribution at that level for 2019/20
- To exclude the new bereavement support payment when calculating Council Tax support
- To limit the number of dependent children to two when calculating Council Tax support
- To award 50% discount for six months for homes that were having major repairs or structural alterations done to them (currently twelve months)
- To award 100% discount for two months for homes that were unoccupied and unfurnished (currently three months)

In discussing the recommendations, it was proposed that, to make any increases more affordable, it would be fairer to phase these over two years as opposed to one. It was, therefore, proposed that an increase to 12% should be implemented in 2018/19 and, subject to analysis of the impact of this increase on recipients, the contribution should be increased to 15% from 2019/20.

Cr. Crawford expressed opposition to any increase of the minimum contribution from 10% and requested that the Cabinet should delay any increase until the impact of the rollout of Universal Credit was known. He also expressed concern in relation to the content of the consultation document issued by the Council.

The Cabinet discussed the proposals and considered that it was appropriate to increase the level of contribution payable in order to protect other Council Tax payers in the Borough, especially those on low incomes. Members agreed, however, that the increase to a contribution of 15% should be phased over two years, with the impacts of the increases being closely monitored by the Council.

The Cabinet RECOMMENDED TO THE EXTRAORDINARY MEETING OF THE COUNCIL ON 30TH JANUARY, 2018 that the following changes to the Council Tax Support Scheme and the level of Council Tax discounts, as set out in Report No. FIN1801 and amended at the meeting, be approved:

- (i) to increase the current 10% minimum contribution (90% discount) for those of working age to 12% minimum contribution (88% discount) for 2018/19;
- (ii) to set the minimum contribution at 15% for the subsequent year (2019/20) to allow sufficient time to consider the impact of the increase on residents;
- (iii) to exclude bereavement support payments from the calculation of Council Tax Support from 2018/19;
- (iv) to limit the number of dependent children to two when calculating Council Tax Support from 2018/19;

- (v) to change the level of discounts given for homes that are empty due to undergoing major repairs or structural alterations from a 50% discount for twelve months to a 50% discount for six months; and
- (vi) to change the level of discounts given for homes that are unoccupied and unfurnished from a 100% discount for 3 months to a 100% discount for 2 months.

63. REGENERATION PROGRAMME –

(Councillor Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. CD1801, which set out the current regeneration programme for the Council, requested funding to support the delivery of the programme and sought delegated authority to move forward with processes to secure investment, development and delivery partners as required.

It was reported that a supplementary estimate of £50,100 was required to support the regeneration programme for the remainder of the municipal year. Members had been previously informed that the Aldershot Railway Station Project had been delayed due to a change of franchise owner and that the funding that had been secured from the Enterprise M3 Local Enterprise Partnership in this respect had not, to date, been taken up. The Cabinet agreed that, in the event that the project could not proceed, the Local Enterprise Partnership should be requested to divert this funding to other Aldershot projects in the programme.

In response to a question, it was confirmed that the Council had identified consultants that were well qualified to help to progress the Council's regeneration plans across the Borough. Members reaffirmed the Cabinet's commitment to regeneration as its top priority and assured that tough decisions would be taken when required.

The Cabinet RESOLVED that

- (i) the update and funding allocations, as set out in Report No. CD1801, be noted;
- (ii) a supplementary estimate of £50,100, to support the delivery of the regeneration programme for the remainder of the 2017/18 financial year, be approved;
- (iii) in the event that it was not possible to proceed with the Aldershot Railway Station Project, the Enterprise M3 Local Enterprise Partnership be requested to divert funding for the scheme to other Aldershot projects in the programme and the Council's own current capital allocation for the project be released for other projects within the programme for 2018/19 onwards; and
- (iv) the Corporate Director, in consultation with the Leader, the Environment and Service Delivery Portfolio Holder, the Corporate Services Portfolio Holder and the Chief Executive, be authorised to agree the selection criteria and undertake the appropriate selection or procurement processes to select an investment or development partner or partners, to enable the delivery of sites

within the regeneration programme, for recommendation to the Cabinet and the Council in due course.

64. **FARNBOROUGH AIRPORT COMMUNITY ENVIRONMENTAL FUND –**
(Councillor Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. COMM1801, which sought approval to award grants from the Farnborough Airport Community Environmental Fund to assist local projects.

The Environment and Service Delivery Portfolio Holder had considered two applications and had recommended that both awards should be made.

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

Pinewood Park Infant School	£6,583
Fernhill Primary School	£2,000

The Meeting closed at 7.59 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

CABINET

Meeting held on Tuesday, 6th February, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

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

Cllr Barbara Hurst, Health and Housing Portfolio Holder
Cllr G.B. Lyon, Concessions and Community Support Portfolio Holder
Cllr M.L. Sheehan, Leisure and Youth Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Environment and Service Delivery Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **19th February, 2018**.

65. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 9th January, 2018 were confirmed and signed by the Chairman.

66. **REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL –** (Cllr David Clifford, Leader of the Council)

The Cabinet considered Report No. FIN1808, which made final recommendations on the budget, Council Tax requirement and proposals for budget savings for 2018/19 and included the key factors taken into account in preparing the budget plans. The Report also set out the Strategy for the Flexible Use of Capital Receipts, which had, previously, been contained within a separate report.

At its meeting on 7th December, 2017, the Council had approved the Medium Term Financial Strategy. This included an approved range for the General Fund balance of £1 million - £2 million and a minimum expected level for total working balances of 5% of gross expenditure. The Cabinet was advised that the Report had been prepared on the basis that there would be no change to the provisional local government finance settlement figure. It was proposed that any changes which materially altered the figures contained in the budget summary, particularly in respect of the local government finance settlement figure or the business rates estimates, would be made by the Council's Section 151 Officer, in consultation with the Leader of the Council and the Corporate Services Portfolio Holder, prior to consideration of the budget by the Council on 22nd February, 2018.

The General Fund Revenue Budget would enable the Council to deliver services at similar to current levels and identified reductions in the level of net spending of £1.55 million to be delivered during 2018/19. The General Fund summary showed that the revenue balances were expected to be around £1.7 million by the end of 2018/19.

This was towards the top end of the approved range of balances of £1 million - £2 million and was deemed to be acceptable given the levels of risks and uncertainty that had been identified. The General Fund Revenue Budget assumed a 2.99% increase in a Band D charge for Council Tax, which fell within the permissible level of increase before triggering a local referendum. The Cabinet was advised that the Business Rate Retention Scheme represented a volatile income stream and, for this reason, it was necessary to maintain sufficient reserves to meet any unforeseen shocks to the system. Future changes to the New Homes Bonus and the pace and extent of the Council's invest-to-save programme and regeneration plans would bring further potential pressures to the revenue budget over the medium term.

The Capital Programme of £28.7 million in 2018/19 was set out in Appendix 4 of the Report. Implementation of the core Programme in 2018/19 would require the use of £21.1 million, largely through borrowing, together with £7.6 million use of grants and contributions, including the Better Care Fund, and an element of developers' Section 106 contributions. The main areas where the Council would be facing increased levels of risk and uncertainty over the medium term were set out in Section 8 of the Report. Members were informed that the most significant risk was the potential for the redistribution of funding under the Fairer Funding Review, which would reallocate resources across local authorities based on an assessment of relative needs.

Under Section 25 of the Local Government Act, 2003, the Head of Financial Services, being the Council's Chief Finance Officer, was required to report to the Council on the robustness of the estimates contained in the budget and the adequacy of the reserves maintained by the Council. The Council had to have regard to this report when making its decisions on the budget. The Chief Finance Officer was satisfied that the budget was robust and that it was supported by adequate reserves.

In response to a question, it was confirmed by the Chief Finance Officer that, in view of the risks faced, it would be prudent for the Council to either maintain or increase its current level of reserves.

The Cabinet

- (i) **RECOMMENDED TO THE COUNCIL** that approval be given to:
 - (a) the General Fund Revenue Budget Summary, as set out in Appendix 1 of Report No. FIN1808;
 - (b) the detailed General Fund Revenue Budget, as set out in Appendix 2 of the Report;
 - (c) the additional items for inclusion in the budget, as set out in Appendix 3 of the Report;
 - (d) the Council Tax requirement of £6,147,509 for this Council;
 - (e) the Council Tax level for Rushmoor Borough Council's purposes of £198.49 for a Band D property in 2018/19;

- (f) the Capital Programme, as set out in Appendix 4 of the Report;
 - (g) the Strategy for the Flexible Use of Capital Receipts, as set out in Appendix 5 of the Report;
 - (h) the Head of Financial Services' Report under Section 25 of the Local Government Act, 2003, as set out in Section 9 of the Report;
 - (i) the holding of reserves and the use of the Service Improvement Fund, as set out in the Report; and
- (ii) **RESOLVED** that authority be delegated to the Council's Section 151 Officer, in consultation with the Leader of the Council and the Corporate Services Portfolio Holder, to make any necessary changes to the General Fund Summary arising from the final confirmation of the Local Government Finance Settlement and the Business Rates Retention Scheme estimates.

67. **ANNUAL TREASURY MANAGEMENT STRATEGY 2018/19 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE –**

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN1802, which set out an update to the Treasury Management Strategy for 2018/19, the Annual Borrowing Strategy, the Annual Investment Strategy, the Prudential Indicators for Capital Finance and the Minimum Revenue Provision Statement. Members were reminded that the purpose of the treasury management operation was to ensure that the Council's cash flow was adequately planned, so that sufficient cash was available when needed but also that any surplus funds were invested in counterparties or instruments, in line with the Council's agreed Investment Strategy. The Strategy also provided the flexibility to pursue a range of diverse investment opportunities, within appropriate investment boundaries, in line with the advice from the Council's treasury advisers, Arlingclose. It was reported that the Council was now borrowing progressively and this would be required to service capital expenditure in the current and future years.

The Cabinet discussed the Strategy and, in response to a question, it was confirmed that the performance of the Council's advisers, Arlingclose, was closely monitored and benchmarked against other providers.

The Cabinet RECOMMENDED TO THE COUNCIL that approval be given to:

- (i) the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy, as set out in Appendix A of Report No. FIN1802;
- (ii) the Prudential Indicators, as set out in Appendix B of the Report; and
- (iii) the Minimum Revenue Provision Statement, as set out in Appendix C of the Report.

68. **RUSHMOOR BOROUGH COUNCIL PLAN 2018/19 –**
(Cllr David Clifford, Leader of the Council)

The Cabinet considered Report No. DMB1802, which introduced the draft Rushmoor Borough Council Plan for 2018/19.

Members were informed that the proposed Council Plan had built on the four priorities and 34 key actions that had been identified by the Cabinet. The development of the Plan had taken into account the need to respond to the continued economic pressures and uncertainty that local government faced. It was confirmed that the document would be regularly monitored to ensure that progress was being made against the agreed priorities.

The Cabinet RECOMMENDED TO THE COUNCIL that the Rushmoor Borough Council Plan 2018/19, as set out in Report No. DMB1802, be approved.

69. **COUNCIL PLAN THIRD QUARTER 2017/18 PERFORMANCE UPDATE REPORT–**
(Cllr David Clifford, Leader of the Council)

The Cabinet received Report No. DMB1801, which set out the Council's performance management monitoring information for the third quarter of the 2017/18 municipal year. In particular, the Cabinet welcomed that grant funding had recently been secured in respect of the regeneration of Aldershot town centre and that the Rushmoor Local Plan had been successfully submitted for examination.

The Cabinet NOTED the progress made towards delivering the Council Plan 2017/18, as set out in Report No. DMB1801.

70. **ENVIRONMENTAL LITTERING - PILOT PROJECT WITH EAST HAMPSHIRE DISTRICT COUNCIL –**
(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. COMM1802, which set out details of a proposed pilot project with East Hampshire District Council to better tackle litter and dog fouling.

It was reported that, during the pilot, East Hampshire District Council would provide a dedicated, experienced and well-equipped team to issue Fixed Penalty Notices for littering and dog fouling. Members were informed that the fine for these offences would be £75 and, of this, East Hampshire District Council would receive £55 for each Fixed Penalty Notice correctly issued. It was expected that the project would be cost neutral, although it was possible that the Council would not recover all of its costs in the event of an initial high level of non-payment of fines. The full details of the proposal were set out in the Report.

The Cabinet expressed firm support for this initiative as littering and dog fouling had been identified by residents as a high priority. In response to a question, it was confirmed that the Council would work closely with East Hampshire District Council throughout the pilot and would consider delivering this service in-house, subject to a review of lessons learnt during the pilot.

The Cabinet RESOLVED that

- (i) the Solicitor to the Council be authorised to enter into the Agency Agreement with East Hampshire District Council for a one year environmental littering and dog fouling project, as set out in Report No. COMM1802;
- (ii) the environmental offences fixed penalty fines for littering and dog fouling on designated land be standardised at £75, with no early penalty payment discount; and
- (iii) an initial income and expenditure budget of £65,000, to be pro rata to cover one month in 2017/18 and eleven months in 2018/19, be approved.

The Meeting closed at 7.38 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

LICENSING AND GENERAL PURPOSES COMMITTEE

Meeting held on Monday, 27th November, 2017 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr A. Jackman (Chairman)
Cllr J.E. Woolley (Vice-Chairman)

Cllr Liz Corps
Cllr A.H. Crawford
Cllr B. Jones
Cllr S.J. Masterson
Cllr M.D. Smith
Cllr L.A. Taylor

Apologies for absence were submitted on behalf of Cllr Sue Carter, Cllr Sophia Choudhary and Cllr Jacqui Vosper.

19. MINUTES

The Minutes of the Meeting held on 25th September, 2017 were approved and signed by the Chairman.

20. ANNUAL AUDIT LETTER

The Chairman welcomed to the meeting Mr Andrew Brittain (Associate Partner) and Ms Justine Thorpe (Manager, Government & Private Sector) from Ernst & Young who were attending the meeting to present the Annual Audit Letter for the year ended 31st March, 2017 following the completion of its audit procedures for the financial year.

The Committee was advised that, in respect of the Council's Financial Statements, the auditors had issued an unqualified opinion, stating that the financial statements gave a true and fair view of the financial position of the Council and of its expenditure and income for the year ended 31st March, 2017. The auditors were also of the opinion that other information published with the financial statements was consistent with the Annual Accounts. In respect of the Council's arrangements for securing economy, efficiency and effectiveness, the auditors had concluded that the Council had put in place proper arrangements to secure value for money in its use of resources.

The auditors had also concluded that the Governance Statement was consistent with their understanding of the Council and had no matters to report in the public interest and had no matters to report to the Council which should be copied to the Secretary of State. There were no matters to report regarding other actions taken in relation to the auditor's responsibilities under the Local Audit and Accountability Act, 2014.

Going forward, the auditors had recommended revised terms of reference and a work programme for the Committee to include regular risk management updates, self-assessment of the Committee's effectiveness and the production of an annual report of its achievements for the Cabinet.

It had further been recommended by Ernst & Young that the Council should consider mapping its Assurance Framework, where it obtained its risk assurances, where there were gaps and risks to manage and actions to take. This should then be reported to the Committee to give Members a clear view of how the Council was achieving its objectives and addressing areas for improvement.

During debate, Members raised questions regarding training for Members of the Committee on their duties and responsibilities, which was something that was being looked at by the Member Training and Development Group.

RESOLVED: That the Annual Audit Letter for the year ended 31st March, 2017 be noted.

21. TREASURY MANAGEMENT OPERATIONS MID-YEAR REPORT 2017/18

The Committee received the Head of Financial Services' Report No. FIN1736, which set out the main activities of the Treasury Management Operations during the first half of 2017/18.

RESOLVED: That the Head of Financial Services' Report No. FIN1736 be noted.

22. AMENDMENT TO STANDING ORDER 8 - NOTICES OF MOTION

At the request of Cllr John Woolley, the Committee considered the possibility of making an amendment to the Standing Order relating to notices of motion. The effect of the proposed change would be to remove the words "or which affects the Borough directly" from Standing Order 9 (6).

Following discussion, it was agreed that Cllr Woolley should prepare a report for consideration by the Committee, setting out further details of reasons for the proposed change.

RESOLVED: That a report on this matter be drafted by Cllr. Woolley for consideration at a future meeting.

23. WELLESLEY S106 AGREEMENT - RUSHMOOR BOROUGH COUNCIL APPOINTMENT TO THE ESTATE MANAGEMENT COMPANY - WELLESLEY RESIDENTS TRUST LTD

The Committee considered the Solicitor to the Council's Report No. LEG1720, which proposed the appointment of the Head of Community and Environmental Services as a Director of Wellesley Residents Trust Ltd.

Members noted that, under the terms of the Section 106 agreement dated 10th March, 2014 for the Wellesley Development, the developers (Grainger plc and Grainger (Aldershot) Ltd) were required to set up an Estate Management Company as a non-profit-making entity, to maintain and manage in perpetuity the features of the development (as set out in the appendix to the Report). A detailed Estate Management Plan setting out the maintenance and management arrangements had been approved by the Council, as required by the Section 106 agreement.

The Estate Management Company comprised stakeholders in the development, including the Minister of State for Defence and/or the developers, Rushmoor Borough Council, Hampshire County Council, any registered provider of social housing on the site and occupiers of the residential units and commercial units on the site and full details of this were set out in the Report. The structure and voting rights of the Estate Management Company had been approved by the Council prior to its formation as required by the provisions of the Section 106 agreement. The maintenance and management costs of the Estate Management Company were funded by an annual service charge levied on the residential units in the development in accordance with the obligations of the Section 106 agreement.

The Report recommended that the Council's representative should be an officer of the Council rather than an elected Member during the build-out period. It was considered that the Head of Community and Environment had an in depth understanding of the estate management obligations of the Estate Management Company and the terms of the Section 106 agreement.

During discussion, the view was expressed that the Council should be represented by a Ward Councillor and further clarification was requested from the Solicitor to the Council before a decision could be made.

RESOLVED: That the decision be deferred pending further clarification by the Solicitor to the Council on the appointment.

The meeting closed at 8.00 pm.

CLLR A. JACKMAN (CHAIRMAN)

DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 6th December, 2017 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr B.A. Thomas (Chairman)
Cllr J.H. Marsh (Vice-Chairman)

Cllr Mrs. D.B. Bedford
Cllr D.M.T. Bell
Cllr R. Cooper
Cllr P.I.C. Crerar
Cllr Sue Dibble
Cllr Jennifer Evans
Cllr D.S. Gladstone
Cllr C.P. Grattan
Cllr A.R. Newell

Non-Voting Members

Cllr M.J. Tennant (Environment and Service Delivery Portfolio Holder) (ex officio)

47. DECLARATIONS OF INTEREST

There were no declarations of interest.

48. MINUTES

The Minutes of the meeting held on 8th November, 2017 were approved and signed by the Chairman.

49. PLANNING APPLICATIONS

RESOLVED: That

(i) permission be given to the following applications, as set out in Appendix "A" attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

- * 17/00858/REVPP (No. 34 Cranmore Lane, Aldershot);
- * 17/00891/FULPP (No. 12 Arthur Street, Aldershot);

(ii) the applications dealt with by the Head of Planning, where necessary in consultation with the Chairman, in accordance with the Council's Scheme of Delegation, more particularly specified in Section "D" of the Head of Planning's Report No. PLN1740, be noted;

(iii) the following application be determined by the Head of Planning, in consultation with the Chairman:

- * 17/00866/FULPP (Blackwater Shopping Park, Farnborough Gate, Farnborough);

(iv) the current position with regard to the following applications be noted pending consideration at a future meeting:

- 16/00837/FULPP (The Crescent, Southwood Business Park, Summit Avenue, Farnborough);
- 16/00981/FULPP (Aldershot Bus Station, No. 3, Station Road, Aldershot);
- 17/00616/FULPP (Land at Orchard Rise, No. 127 and La Fosse House, No. 129 Ship Lane, and Farnborough Hill School, No. 312 Farnborough Road, Farnborough);
- 17/00842/RBCRG3 (No. 259 North Lane, Aldershot);
- 17/00914/OUTPP (Blandford House, Aldershot);
- 17/00956/FULPP (Nos. 110-118 Victoria Road, Farnborough);

- * The Head of Planning's Report No. PLN1740 in respect of these applications was amended at the meeting

50. **APPLICATION NO. 17/00866/FULPP - BLACKWATER SHOPPING PARK, FARNBOROUGH GATE, FARNBOROUGH**

The Committee considered the Head of Planning's Report No. PLN1740 (as amended at the meeting) regarding the erection of a retail unit (Class A1) for the sale of bulky goods along with associated improvements to retail park access arrangements, revised car parking and servicing arrangements, and associated works.

It was noted that the recommendation was to grant permission subject to the completion of a satisfactory Legal Agreement under Section 106 of the Town and Country Planning Act 1990.

On considering the application, Members were supportive of the overall proposal but asked that an additional condition be added in relation to the management of the car park, so as to limit any anti-social behaviour.

RESOLVED: That

- (i) subject to the completion of a satisfactory Legal Agreement under Section 106 of the Town and Country Planning Act 1990 by 11th January, 2018 to secure a financial contribution towards transport, the Head of Planning, in consultation with the Chairman, be authorised to grant planning permission subject to the conditions and informatives

as set out above and in the Head of Planning's Report No. PLN1740; however

- (ii) in the event that a satisfactory Section 106 Agreement is not completed by 11th January, 2018 the Head of Planning, in consultation with the Chairman, be authorised to refuse planning permission on the grounds that the proposal fails to mitigate its impact in highway terms, contrary to the provisions of the Council's supplementary planning document Planning Contributions – Transport 2008.

51. ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT - NO. 36 MAYFIELD ROAD, FARNBOROUGH

The Committee noted the decision to take enforcement action by the Head of Planning in accordance with the Council's Scheme of Delegation, more specifically specified in the Head of Planning's Report No. PLN1741.

RESOLVED: that the Report be noted.

The meeting closed at 7.45 pm.

CLLR B.A. THOMAS (CHAIRMAN)

**Development Management Committee
6th December 2017**

Appendix "A"

Application No. & Date Valid: **17/00858/REVPP** **11th October 2017**

Proposal: **MATERIAL MINOR AMENDMENT: Variation of condition 2 of planning permission 12/00967/FULPP dated 15 March 2013 to substitute site plan drawing to extend dropped kerb to allow separate accesses to be provided to new and original dwellinghouse
at 34 Cranmore Lane Aldershot Hampshire GU11 3AT**

Applicant: **Mr & Mrs Nazim**

Conditions: **1 The permission hereby granted shall be carried out and completed in accordance with the following approved drawing - P.50, submitted with this application and drawings P.41 Rev B, P.42 Rev B, P.43 Rev B and P.44 Rev B approved under planning permission 17/00182/MMA.**

Reason - To ensure the development is implemented in accordance with the permission granted

2 The development shall be carried out and completed in accordance with the details that were approved under reference 15/00577/CONDPP on 20 November 2015, pursuant to conditions 3, 4, 5, 6, 8 and 13 of planning permission 13/00949/MMAPP.

Reason - To ensure a satisfactory form of development.

3 Prior to the occupation of the property, details of measures to incorporate Sustainable Drainage Systems (SUDS) into the development or suitable alternative drainage strategy shall be submitted to and approved in writing by the Local Planning Authority. Such details as may be approved shall be implemented in full prior to the first occupation of the dwelling and retained in perpetuity.

Reason - To reflect the objectives of Policy CP4 of the Rushmoor Core Strategy

4 The new property shall not be occupied until a fully

detailed landscape and planting scheme (to include, where appropriate, both landscape planting and ecological enhancement) has been submitted to and approved in writing by the Local Planning Authority. The development shall be completed and retained in accordance with the details so approved.

Reason - To ensure the development makes an adequate contribution to visual amenity.*

- 5 All planting, seeding or turfing comprised in the approved details of landscaping shall be carried out in the first planting and seeding season following the occupation of the buildings or the practical completion of the development, whichever is the sooner and shall be so retained.

Reason -To ensure the development makes an adequate contribution to visual amenity.

- 6 Construction or demolition work of any sort within the area covered by the application shall only take place between the hours of 0800-1800 on Monday to Fridays and 0800-1300 on Saturdays. No work at all shall take place on Sundays and Bank or Statutory Holidays.

Reason - To protect the amenities of neighbouring residential properties and to prevent adverse impact on traffic and parking conditions in the vicinity.

- 7 The parking spaces shown on the approved plans shall be used only for the parking of vehicles ancillary and incidental to the residential use of the existing and proposed properties. These spaces shall be kept available at all times for parking and shall not be used for the storage of Caravans, boats or trailers. The manoeuvring area between the spaces shall be kept free of obstructions at all times.

Reason - To safeguard residential amenity and ensure the provision and availability of adequate off-street parking.

- 8 There shall be no use of the flat roof of the single storey part of the building as a terrace or sitting out area.

Reason - To safeguard the amenities of adjoining residents.

- 9 Notwithstanding the provisions of the Town and Country

Planning (General Permitted Development Order) 2015, (or any Order revoking and re-enacting that Order), no development falling within Classes) A, B, C, D or E of Part(s) 1 of Schedule 2 shall be carried out without the prior permission of the Local Planning Authority.

Reason - To protect the amenities of neighbouring residential properties and to prevent adverse impact on traffic and parking conditions in the vicinity.

Application No. & Date Valid: 17/00891/FULPP 20th October 2017

Proposal: Change of use from B1a to C3 at ground and first floor levels to provide 2 two bedroom flats with associated external alterations to include the demolition and rebuilding of existing two storey rear extension at **12 Arthur Street Aldershot Hampshire GU11 1HL**

Applicant: Rushmoor Borough Council

Conditions: 1 The development hereby permitted shall be begun before the expiration of one year from the date of this permission.

Reason - As required by Section 91 of the Town and Country Planning Act 1990 as amended by Section 51 of the Planning and Compulsory Purchase Act 2004, to reflect the objectives of the Council's Thames Basin Heaths Special Protection Area Avoidance and Mitigation Strategy as amended July 2014 and to accord with the resolution of Rushmoor's Cabinet on 17 June 2014 in respect of Planning Report no PLN1420.

2 Any new brickwork and roof shall be finished in materials of the same colour and type as those of the existing building, and in the case of brickwork matching the existing bond and pointing. The development shall be completed and retained in accordance with the details so approved.

Reason - To ensure satisfactory external appearance

- 3 Prior to the first occupation of the development, the approved cycle parking facilities to serve the development shall be provided in full and thereafter retained for their designated purpose.

Reason - To promote alternative modes of transport

- 4 Construction or demolition work of any sort within the area covered by the application shall only take place between the hours of 0800-1800 on Monday to Fridays

and 0800-1300 on Saturdays. No work at all shall take place on Sundays and Bank or Statutory Holidays.

Reason - To protect the amenities of neighbouring residential properties and to prevent adverse impact on traffic and parking conditions in the vicinity.

- 5 The permission hereby granted shall be carried out in accordance with the following approved drawings - 1507 002.P1, 100.P1, 101.P1, 110.P1, 130.P1, 140.P1, 141.P1, 200.0.P3, 201.0.P1, 300.0.P3, 400.P3 and 401.P1.

Reason - To ensure the development is implemented in accordance with the permission granted.

LICENSING AND GENERAL PURPOSES COMMITTEE

Meeting held on Monday, 29th January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr A. Jackman (Chairman)
Cllr J.E. Woolley (Vice-Chairman)

Cllr Sue Carter
Cllr Sophia Choudhary
Cllr Liz Corps
Cllr A.H. Crawford
Cllr B. Jones
Cllr S.J. Masterson
Cllr M.D. Smith
Cllr L.A. Taylor

Apologies for absence were submitted on behalf of Cllr Jacqui Vosper.

24. MINUTES

The Minutes of the Meeting held on 27th November, 2017 were approved and signed by the Chairman.

25. CRITERIA FOR THE SELECTION OF THE MAYOR AND DEPUTY MAYOR 2018/19

The Chief Executive reported on the outcome of the selection process for the Mayor-Elect and the Deputy Mayor-Elect for 2018/19. The Chief Executive had contacted the appropriate Members on the seniority list and reported that Cllr Sue Carter was the next Member able to accept the nomination for Deputy Mayor. Through normal progression, Cllr S.J. Masterson, currently Deputy Mayor, would progress to the position of Mayor for 2018/19.

The Committee **RECOMMENDED TO THE COUNCIL** that:

- (i) Cllr S.J. Masterson be appointed as Mayor-Elect for the 2018/19 Municipal Year; and
- (ii) Cllr Sue Carter be appointed as Deputy Mayor-Elect for the 2018/19 Municipal Year.

26. WELLESLEY SECTION 106 AGREEMENT - RUSHMOOR BOROUGH COUNCIL APPOINTMENT TO THE ESTATE MANAGEMENT COMPANY - WELLESLEY RESIDENTS TRUST LTD

The Committee considered the Solicitor to the Council's Report No. LEG1801 which proposed the appointment of a Council representative as a Director of Wellesley Residents Trust Ltd, provided for by a Section 106 Agreement for the development. The Committee had considered the matter previously on 27th November, 2017, however, had sought further clarification on the appointment.

The Chief Executive confirmed that the appointment could be filled by either an officer or Member of the Council and that the duties would involve attendance at board and general meetings of the company. It was considered important that the appointment should be made so that the Council could influence the estate arrangements for the development to ensure that the development was properly funded, managed and maintained to a high standard so problems were not experienced by residents or by being a drain upon Council resources.

During discussion, Members were of the opinion that the Council should be represented on the Board by a Member of the Council and Cllr A.H. Crawford's name was put forward as a nominee. Following a vote, it was agreed that Cllr Crawford should be nominated as the Council's director on the estate management company – Wellesley Residents Trust Ltd.

RESOLVED: That Cllr A.H. Crawford be appointed at the Council's representative on Wellesley Residents Trust Ltd.

27. **AUDIT PLAN**

The Chairman welcomed to the meeting Ms. Justine Thorpe, Manager, Ernst & Young who was attending the meeting to present the external auditor's Audit Plan. The Committee received the Audit Plan which had been prepared by the Council's external auditors, Ernst & Young. The purpose of the Plan was to provide a basis on which to review the proposed audit approach and scope for the 2017/18 audit in accordance with the requirements of the Local Audit and Accountability Act 2014, the National Audit Office's 2015 Code of Practice, the Statement of Responsibilities issued by Public Sector Audit Appointments (PSAA) Ltd, auditing standards and other professional requirements. The Plan was also used to ensure that the audit was aligned with the Committee's service expectations.

The Plan also summarised Ernst & Young's initial assessment of the key risks driving the development of an effective audit for the Council and outlined the planned audit strategy in response to the risks.

RESOLVED: That the Audit planning report for the year ended 31st March, 2018 be noted.

28. **HOUSING BENEFIT CLAIM CERTIFICATION**

The Committee received Ernst & Young's report, which summarised the results of the work on the Council's 2016/17 housing benefit claim to the Department for Work and Pensions (DWP) towards the cost of administering the Government's housing benefits scheme for tenants. In certifying the claim, Ernst & Young had followed a methodology determined by the DWP. The report showed that Ernst & Young had

checked and certified the housing benefits subsidy claim with a total value of £36,777,346. In testing an initial sample of claims, two cases had been identified where benefit had been overpaid (£187.96 and £5.51) and one case where the claim had been overpaid by £65.81 due to an incorrect earnings figure. In view of these errors, an additional random sample of 40 cases had been selected. The testing of the additional sample had identified four errors where benefit had been underpaid. These observations had been reported to the Department for Work and Pensions in a qualification letter. The auditor was of the opinion that there was no impact on the Council's claim to the DWP.

During discussion, a question was raised regarding the underpayment of a claim and whether the Council would go back to the claimant. The Head of Financial Services undertook to look into the matter and report back.

RESOLVED: That Ernst & Young's report on its certification work on the Council's housing benefits subsidy claim be noted.

29. **LOCAL GOVERNMENT AUDIT COMMITTEE BRIEFING**

The Committee received the Local Government Audit Committee briefing paper that had been produced by Ernst & Young, which covered Government and economic news, accounting, auditing and governance and any key questions for the Committee.

RESOLVED: That the Local Government Audit Committee Briefing Paper be noted.

30. **INTERNAL AUDIT UPDATE**

The Committee received the Audit Manager's Report No. AUD1801, which set out the work carried out by Internal Audit for Quarter 3 of the 2017/18 financial year and gave details of the proposed work to be delivered for Quarter 4.

It was noted that audit reviews which had been completed since September, 2017 had included: cyber security; contract letting and tendering; purchase of property and land; Aldershot and Farnborough Markets follow-up; and, HMRC requirements and tax requirements.

The Committee was also advised that Internal Audit had provided input and advice as part of the Risk Management Group, which was overseeing the reconstitution of the Council's risk management processes and development of strategic and operational risk registers. Input had also been provided to work to ensure that the Council was set up to comply with the new General Data Protection Regulations (GDPR), which would replace the existing Data Protection Act from May 2018.

The Report advised that, since the previous internal audit update report in September, 2017, an additional review had been added to the audit plan in respect of portable IT equipment, which was expected to be completed in the near future. Follow-up of previous audit recommendations relating to IT network security had also been added to the schedule and a follow-up of recommendations made concerning

the Parking Machine income review would be deferred as this was reliant on the introduction of new parking machines which had been delayed.

RESOLVED: That the Audit Manager’s Report No. AUD1801 be noted.

31. INTERNAL AUDIT PLAN

The Committee considered the Audit Manager’s Report No. AUD1802, setting out the Annual Internal Audit Plan for 2018/19 which provided the framework for the use of audit resources.

The first six months’ work was set out in the Report and this had been selected from the higher risk areas set out in Appendix B to the Report. The Committee was advised that it would receive quarterly updates on the Audit Plan and that the list of audits would be subject to review due to the changing needs of the organisation or resource availability.

RESOLVED: That approval be given to the annual audit plan, as set out in the Audit Manager’s Report No. AUD1802, which would be monitored and updated on a rolling, quarterly basis.

32. FEES AND CHARGES - ENVIRONMENTAL HEALTH ANIMAL LICENCES

The Committee considered the Head of Environmental Health and Housing’s Report No. EHH1802, which sought approval for revised fees for new licences and licence renewals in respect of animal boarding establishments, pet shops, dog breeders and dangerous wild animals following a review of the work time required to deliver the work. The fees proposed were based on the principle of full cost recovery and were comparable with other local authorities.

RESOLVED: That approval be given to the following fees, as set out in the Head of Environmental Health and Housing’s Report No. EHH1802, with effect from 1st April, 2018:

Licence	Existing Fee	Fee payable from 1st April 2018
New Animal Boarding Establishment Licence/Renewal	£142/£142	£242/£143
New Pet Shop Licence/Renewal	£142/£142	£271/£171
New Dog Breeder Licence/Renewal	£160/£160	£271/£171
New Dangerous Wild Animals Licence (2 years)/Renewal	£280/£280	£399/£399

33. AMENDMENT TO STANDING ORDER 8 - NOTICES OF MOTION

The Committee considered a report on a potential amendment to the Council Procedure Rules (Standing Orders) relating to Notices of Motion and Questions. The report had been prepared by the Vice-Chairman, Cllr John Woolley, following discussion on the issue at the Committee meeting on 27th November, 2017 when it

had been agreed that further information should be provided on the current situation and potential amendment options.

Cllr Woolley presented his report and explained that the background to his proposal for an amendment was to ensure that all motions debated by the Council were relevant to topics over which the Council had some control and thereby using the Council's time more effectively.

At the previous meeting, it had also been suggested that a similar amendment could be made to Standing Order 8(3) (Questions). However, it was felt that very few questions were submitted under this Standing Order and, as there was no debate on the question, the item was therefore dealt with quickly. Standing Order 8 questions were there to give Members the opportunity to raise issues which might not otherwise be dealt with by an agenda item.

The report gave examples of motions which had been debated by Members, the subject matter over which the Council had no powers or duties. The report also gave details of other local authorities' rules in respect of Notices of Motion.

During discussion on the proposal, Members raised questions regarding the Government's response to the resolutions passed by the Council the point was made that the idea behind the proposal was to focus the Council's time rather than to stifle debate. A further request was made that there should be an annual report to the Council on the outcome of Notices of Motion taken to full Council.

The Committee RECOMMENDED TO THE COUNCIL that

- (i) the proposed change to the provisions relating to Notices of Motion be agreed; and
- (ii) the following amendment be made to Council Procedure Rule (Standing Orders) 9(6), to read as follows:

“Every motion shall be relevant to some matter in relation to which the Council has powers or duties”; and

RESOLVED: That further examination of the proposal to have an annual report to full Council of the outcome of Notices of Motion be considered as part of the next review of the Council Procedure Rules.

Note: Recommendation (ii) will stand adjourned without discussion until the Council Meeting on 19th April 2018.

34. APPOINTMENT OF HONORARY ALDERMEN

The Committee considered the Head of Democratic and Customer Services' Report No. DEM1802 which recommended the approval of changes to the appointment and duties of Honorary Aldermen and the protocol thereon in the Council's Constitution.

Following a review of arrangements for appointing Honorary Aldermen and their roles, it was proposed that there should be a reduction in the period of eligible service with the Council and its constituent authorities from 25 to a total of 16 years (i.e. four full terms) and the inclusion of a provision that Aldermen should normally be Borough residents. In addition, it was proposed that Aldermen should be allowed to ask to speak at meetings, subject to agreement by the relevant Council body. This arrangement was the same as that which was currently afforded to elected Members who were not already members of that body. At full Council meetings each Alderman would be able to speak on one agenda item at a meeting, subject to the other rules of debate set out in Standing Orders.

It was further proposed to include in the protocol the provision to appoint an Honorary Alderman to represent the Council on outside bodies. If agreed, the new arrangements would be kept under review.

The Committee RECOMMENDED TO COUNCIL that approval be given to changes regarding the appointment and role of Honorary Aldermen, as set out in the Head of Democratic Services' Report No. DEM1802.

35. **APPOINTMENT OF INDEPENDENT PERSON**

The Committee considered the Head of Democratic and Customer Services' Report No. DEM1802 which recommended an appointment to the role of Designated Independent Person for the Council, as part of the regime on Members' standards which had been introduced by the Localism Act 2011.

The Report advised the Committee that the previously appointed Designated Independent Person was no longer available to the Council and that it had therefore become necessary to re-appoint to this role. The Report set out the role description and statutory functions of the Designated Independent Person. It was noted that a person could not be considered independent if:

- he or she had been an elected or co-opted Member of the Council or an officer of the Council;
- he or she had been an elected or co-opted Member of any committee or sub-committee of the Council; or
- he or she had a relative or close friend of a current elected or co-opted Member or officer of the Council

There was no payment for the role, however it was proposed that a small, annual retainer allowance should be paid to the post-holder equivalent to the amount paid to a co-opted committee member (£480 per annum).

The Report gave details of the appointment process which had been undertaken for the role, following which it was proposed that Mrs Mary Harris be recommended for appointment as the Designated Independent Person for a three-year term, subject to the approval of the Committee and the Council. Details of the candidate were also set out in the Report.

During discussion, it was agreed that, prior to seeking the approval of the full Council, contact would be made with all Members of the Council to confirm the independence of the recommended candidate for the appointment.

Subject to confirmation by Members of the Council of the independence of the recommended candidate, the Committee **RECOMMENDED TO THE COUNCIL** that Mrs Mary Harris be appointed to the role of Designated Independent Person for a three-year term.

36. **TREASURY MANAGEMENT STRATEGY AND PRUDENTIAL INDICATORS 2018/19**

The Committee considered the Head of Financial Services' Report No. FIN1802, which set out the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy, Prudential Indicators and Minimum Revenue Provision Statement for recommendation to the Cabinet for approval.

The Committee noted that CIPFA had conducted reviews of the Prudential Code and the Treasury Management Code of Practice in 2017 and that the Ministry of Housing, Communities and Local Government (MHCLG) had also recently undertaken a consultation on treasury management issues. However, neither of these institutions had produced additional new definitive reference and guidance. The Treasury Management Strategy Statement for 2018/19 had therefore been prepared in accordance with the existing 2011 CIPFA Treasury Management Code of Practice and the 2010 MHCLG Investment Guidance. It was expected that CIPFA and the MHCLG would provide further definitive guidance in the coming months. Should this be the case, then a revision and an update to the Treasury Management Strategy for 2018/19 might be required during the current financial year.

The Report set out the purpose and functions of the treasury management operation and the Strategies, Indicators and Statement set out in Appendices A, B and C provided an approved framework within which officers undertook the day-to-day capital and treasury activities.

Members were advised that Arlingclose continued to indicate that the Council should diversify investment risk (spreading smaller amounts over an increasing number of counterparties) wherever possible. The Council was progressively incurring further borrowing and Arlingclose had advised that, in the circumstances of some current specific investments reaching their maturity dates, the Council should not replace them. This strategy would allow for a natural reduction in overall investments balance during a period when borrowing was increasing.

The Committee was also advised that the Council had incurred prudential code borrowing in 2016/17 of £6.548 million in relation to its capital expenditure. Further borrowing to support the financing of the approved Capital Programme for the 2017/18 financial year would be required. The Council had therefore commenced the 2018/19 financial year in a position where its investment holdings continued to remain significant, but the Council also carried some accumulating debt. Members

were advised that there would be an inevitable requirement to incur some further borrowing to service capital expenditure in future years.

The Report advised that careful observation of the Prudential Indicator “gross debt v capital financing requirement” would need to be undertaken progressively throughout the financial year. This meant that the Council might need to redeem an element of its core pooled fund investments at some time in the future in order to adhere to the requirements of this Indicator.

During discussion, Members asked questions in respect of borrowing in respect of Aldershot Regeneration projects, the role of Arlingclose and levels of risk in respect of investment.

RESOLVED: That

- (i) the Cabinet be recommended to approve
 - (a) the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy, as set out in Appendix A to the Head of Financial Services’ Report No. FIN1802;
 - (b) the Prudential Indicators, as set out in Appendix B; and
 - (c) the Minimum Revenue Position Statement, as set out in Appendix C; and
- (ii) an all Member seminar be organised on the role and work of Arlingclose in due course.

37. RISK MANAGEMENT UPDATE

The Committee considered the Head of Financial Services’ Report No. FIN1806, which set out the new processes being established to manage corporate risk within the organisation.

The Report advised that a Corporate Risk Management Group had been formed to undertake a review and update of the risk register, which had led to the establishment of new policy and processes for risk management, details of which were set out in the Report. Members were advised that, in order to ensure that key risks were assessed, managed and recorded appropriately, a risk register would be updated and maintained for the Council by the Risk Management Group. A copy of the draft register was also set out in the Report. The risk register would be a “living document” and would be subject to on-going updating and used as a tool for assessing and mitigating risk to the Council.

The Committee was advised that the Head of Financial Services would report on the risk register to the Corporate Leadership Team every three months to ensure that Heads of Service and Directors remained aware of the key risks to the Council and the measures being put in place to mitigate that risk. The Head of Financial Services would report on the risk register at least annually to Members via the Committee and the appropriate scrutiny panel.

Work would continue to develop the risk register and adapt the system being established to ensure it remained fit for purpose. In order to ensure risks were effectively identified and managed into the future, work to embed these practices at all levels of the organisation would take place. Initially it was proposed to cascade information through a workshop for the Corporate Leadership Team and middle managers, with the aim of maturing the corporate risk management system within the organisation to a position where effective risk management was recognised and actively promoted at all levels.

It was further reported that regular discussions had been held with the external auditors to validate and improve the Council's approach and to respond to recommendations in the Audit Results Report/Annual Audit Letter and to develop the risk register. In addition, the Council's insurers were actively engaged and would be assisting with a workshop on risk management issues.

During discussion, it was requested that Members should also receive training on risk management,

RESOLVED: That approval be given to the approach to corporate risk management as set out in the Head of Financial Services' Report No. FIN1806.

38. **AUDIT FEES - RESPONSE TO CONSULTATION**

The Committee received the Head of Financial Services' Report No. FIN1805 which set out the Council's response to the Public Sector Audit Appointments Limited (PSAA) consultation on scale fee setting for 2018/19 for opted-in local government and police bodies.

It was noted that, from 2018/19, Public Sector Audit Appointments was responsible for appointing an auditor and setting scale fees for relevant principal authorities that had chosen to opt into its national scheme and that, for the Council, there would be a 23% fee reduction in 2018/19, providing an audit fee saving of £11,462. In its response to the consultation, the Council had made representation regarding additional fees, which could be charged by an external auditor for additional work undertaken. It was felt that there should be a robust consultation process in place on a fee variation, to include the audited body, auditor and PSAA with an iterative progressive resolution process in place.

RESOLVED: That the Head of Financial Services' Report No. FIN1805 be noted.

39. **PUBLIC SECTOR AUDIT APPOINTMENTS' REPORT ON RESULTS OF AUDITOR'S WORK**

The Committee received the Head of Financial Services' Report No. FIN1807 which summarised the results of audit work performed on local government bodies in the 2016/17 audit cycle and the types of audit opinion that could be issued.

RESOLVED: That the Head of Financial Services' Report No. FIN1807 be noted.

40. **ACCOUNTING POLICIES AND RELATED MATTERS FOR THE YEAR 2017/18**

The Committee considered the Head of Financial Services' Report No. FIN1809 which reviewed the proposed accounting policies to be applied for the closure of the 2017/18 accounts.

The Report advised that, as part of its Statement of Accounts, the Council had to disclose the accounting policies it had applied to all material balances and transactions. This process was described in CIPFA's Code of Practice on Local Authority Accounting in the UK 2017/18 (the Code) as proper accounting policies, over which the Council had limited discretion. The accounting policies had not changed compared to the policies applied for the previous financial year other than for:

- cash and cash equivalent's policy had been clarified to remove ambiguity with investments
- the introduction of new accounting policy related to the capitalisation of borrowing cost
- date references relating to the financial year 2017/18 applicable to some of the accounting policies had been updated.

Members were advised that the materiality threshold might be lower for common transactions and outcomes where materiality judgements were usually particularly sensitive. Preparations for 2017/18 account disclosure would be commencing in the near future and would be reviewed against the previous year's disclosures in line with the level of materiality.

RESOLVED: That

- (i) the minor amendments to accounting policy in respect of cash and cash equivalents and borrowing costs eligible for capitalisation, as set out in the Head of Financial Services' Report No. FIN1809, be approved for the closure of the 2017/18 accounts; and
- (ii) the updated disclosures and internal level of materiality to be included within the Statement of Accounts for 2017/18 be noted.

41. **FOLLOW UP FROM AUDIT RESULTS REPORT**

The Committee considered the Head of Financial Services' Report No. FIN1810, which set out a proposed course of action in response to observations made by Ernst & Young and set out in its recent Audit Results Report and in the Annual Audit Letter in respect of:

- revised terms of reference and work programme for the Licensing and General Purposes Committee
- mapping and reporting of the Council's Assurance Framework
- review of Risk Management Framework

- robust challenge of experts

Other actions were proposed to underpin this work and these included improved communications on available training and forums and targeted training for Members of the Committee to understand their role as “those charged with governance”.

During discussion, Members raised questions regarding the setting up of a work programme for the Committee, training and the scheduling of committee meetings. The comment was also made that some of the issues identified would need to be actioned by the end of the 2017/18 financial year.

RESOLVED: That approval be given to the action plan in response to the observations made by Ernst & Young in its annual Audit Results Report and Annual Audit Letter reported to the Committee on 25th September and 27th November, 2017 respectively, and as set out in the Head of Financial Services’ Report No. FIN1810.

The meeting closed at 8.45 pm.

CLLR A. JACKMAN (CHAIRMAN)

DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 31st January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr J.H. Marsh (Vice-Chairman), in the Chair

Cllr Mrs. D.B. Bedford
Cllr D.M.T. Bell
Cllr R. Cooper
Cllr P.I.C. Crerar
Cllr Jennifer Evans
Cllr D.S. Gladstone
Cllr C.P. Grattan
Cllr A.R. Newell

Apologies for absence were submitted on behalf of Cllr Sue Dibble and Cllr B.A. Thomas.

Cllr S.J. Masterson and Cllr P.F. Rust attended the meeting.

Non-Voting Member

Cllr M.J. Tennant (Environment and Service Delivery Portfolio Holder) (ex officio)

52. DECLARATIONS OF INTEREST

There were no declarations of interest.

53. MINUTES

The Minutes of the meeting held on 6th December, 2017 were approved and signed by the Vice-Chairman.

54. PLANNING APPLICATIONS

RESOLVED: That

- (i) permission be given to the following application, as set out in Appendix "A" attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

17/01011/ADVPP

(Land at the junction of Belle Vue Road, Connaught Road and Holly Road, Aldershot);

(ii) an objection be raised in respect of the application listed below and set out in Appendix "B" attached hereto for the reasons mentioned therein:

* 17/00920/ADJ (Hartland Park, Bramshot Lane, Fleet);

(iii) the applications dealt with by the Head of Planning, where necessary in consultation with the Chairman, in accordance with the Council's Scheme of Delegation, more particularly specified in Section "D" of the Head of Planning's Report No. PLN1801, be noted;

(iv) the following application be determined by the Head of Planning, in consultation with the Chairman:

* 16/00837/FULPP (The Crescent, Southwood Business Park, Summit Avenue, Farnborough);

(v) the current position with regard to the following applications be noted pending consideration at a future meeting:

16/00981/FULPP (Aldershot Bus Station, No. 3, Station Road, Aldershot);

17/00616/FULPP (Land at Orchard Rise, No. 127 and La Fosse House, No. 129 Ship Lane, and Farnborough Hill School, No. 312 Farnborough Road, Farnborough);

17/00842/RBCRG3 (No. 259 North Lane, Aldershot);

17/00914/OUTPP (Blandford House, Aldershot);

17/00956/FULPP (Nos. 110-118 Victoria Road, Farnborough);

18/00006/PRIOR (The Crescent, Southwood Business Park, Summit Avenue, Farnborough);

18/00025/FULPP (Block 3, Queensmead, Farnborough);

* The Head of Planning's Report No. PLN1801 in respect of these applications was amended at the meeting

55. REPRESENTATIONS BY THE PUBLIC

In accordance with the guidelines for public participation at meetings, the following representation was made to the Committee and was duly considered before a decision was reached:

Application No.	Address	Representation	In support of or against the application
16/00837/FULPP	The Crescent, Southwood Business Park, Summit Avenue, Farnborough	Mr. J. Robson	In support

56. APPLICATION NO. 16/00837/FULPP - THE CRESCENT, SOUTHWOOD BUSINESS PARK, SUMMIT AVENUE, FARNBOROUGH

The Committee considered the Head of Planning's Report No. PLN1801 (as amended at the meeting) regarding the comprehensive redevelopment of the site comprising demolition of existing buildings and site clearance and erection of 159 residential units (Use Class C3) (comprising 9 x one-bedroom flats, 27 x two-bedroom flats, 26 x two-bedroom houses, 2 x three-bedroom flats, 79 x three-bedroom houses & 16 x four-bedroom houses), associated parking and servicing, hard and soft landscaping, public amenity space and play areas, formation of vehicular accesses onto Southwood Road and Apollo Rise and other associated works. Before considering the application in detail, the Committee received a representation in accordance with the scheme for public representation from Mr. J. Robson in support of the application.

The Committee was reminded that it had previously considered this application at its meeting on 19th July, 2017 and had agreed then to defer a decision in order that the applicants could be invited to consider alternative vehicular access instead of the one access point onto Southwood Road.

It was noted that the recommendation was to grant permission subject to the completion of a satisfactory Planning Obligation under Section 106 of the Town and Country Act 1990.

RESOLVED: That

- (i) subject to the completion of a satisfactory Planning Obligation under Section 106 of the Town and Country Planning Act 1990 by 23rd February, 2018 to secure the following:
 1. £1,034,722 towards SPA avoidance and mitigation and access management at the Southwood Woodland II SANG mitigation scheme (comprising £932,750 Suitable Alternative Natural Greenspace (SANG) and £101,972 Strategic Access Management and Monitoring (SAMM) contributions);
 2. £236,590 towards the off-site provision of public open space comprising habitat improvements and footpath renovation at Southwood Meadows/Southwood Playing Fields (£129,049) and pitch refurbishments at Southwood Playing Fields (£107,541);
 3. £120,000 Transport Contribution towards improvements to local pedestrian and cycleway links to the site and/or towards

enhancements to local bus services and/or towards implementation of Traffic Regulation Orders in the vicinity of the site;

4. £16,500 for the implementation, evaluation and monitoring of the Travel Plan;
5. the provision on-site of 32 Affordable Housing units of a mix of sizes and tenures to meet local housing needs; and
6. financial viability re-assessment clauses in the event that the implementation and completion of the scheme is protracted beyond three years from commencement and market conditions improve the value of the scheme.

- (ii) The Head of Planning be authorised to amend the deadline for the completion of the Section 106 Obligation should the circumstances be considered appropriate.

57. ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT - NO. 36 MAYFIELD ROAD, FARNBOROUGH

The Committee noted the decision to take enforcement action by the Head of Planning in accordance with the Council's Scheme of Delegation, more specifically specified in the Head of Planning's Report No. PLN1802.

RESOLVED: that the Report be noted.

58. APPEALS PROGRESS REPORT

The Committee received the Head of Planning's Report No. PLN1803 concerning the following new appeals:

Address	Description
Wellington Centre, Aldershot	Against the refusal of planning permission for the proposed residential development involving erection of extensions above both the existing Boots shop and the Wellington Centre multi-storey car park comprising a total of 43 dwelling units (15 x one-bedroom, 25 x two-bedroom and 3 x three-bedroom units), to include construction of new building access cores, elevational alterations to the multi-storey car park and alterations to the entrance to Victoria House. It was noted that this appeal was being dealt with by means of the written procedure.
Nos. 40-42 Park Road, Farnborough	Against the refusal of planning permission for the erection of 4 x one-bedroom flats with parking on land at rear. It was noted that this appeal was being dealt with by means of the written procedure.

No. 201 Weybourne Road, Aldershot Against the refusal of planning permission to extend the existing two-storey residential building to create additional residential accommodation provided 4 x one-bedroom apartments. It was noted that this appeal was being dealt with by means of the written procedure.

No. 55 High Street, Aldershot Against the refusal of prior approval under Class M of the Town and Country Planning (General Permitted Development)(England) Order 2015 as amended for a proposed change of use of the ground floor of No. 55 High Street from a shop (Class A1) to a use falling within Use Class C3 (dwellinghouses) namely two flats. It was noted that this appeal was being dealt with by means of the written procedure.

RESOLVED: That the Head of Planning's Report No. PLN1803 be noted.

59. **PLANNING (DEVELOPMENT MANAGEMENT) SUMMARY REPORT FOR THE QUARTER OCTOBER - DECEMBER 2017**

The Committee received the Head of Planning's Report No. PLN1804 which provided updates on the Performance Indicators for the Development Management Section of Planning and the overall workload of the Section for the period 1st October to 31st December, 2017.

RESOLVED: That the Head of Planning's Report No. PLN1804 be noted.

The meeting closed at 7.50 pm.

CLLR B.A. THOMAS (CHAIRMAN)

Applicant: Hart District Council

- Reasons:
- 1 Insufficient information has been submitted to demonstrate that the development will have a satisfactory impact on the highway network within Rushmoor.
 - 2 Insufficient information has been provided to demonstrate the proposal will adequately mitigate the additional recreation impact arising from the new residential development on the Thames Basin Heaths Special Protection Area.

LEISURE AND YOUTH POLICY AND REVIEW PANEL

Meeting held on Monday, 15th January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Mrs. D.B. Bedford (Chairman)
Cllr Liz Corps (Vice-Chairman)

Cllr J.B. Canty
Cllr Sue Carter
Cllr P.I.C. Crerar
Cllr Sue Dibble
Cllr L.A. Taylor

Apologies for absence were submitted on behalf of Cllr T.D. Bridgeman and Cllr J.H. Marsh.

11. MINUTES

The Minutes of the Meeting held on 4th September, 2017 and the Minutes of the Joint Meeting of the Environment and Leisure and Youth Panels held on 7th November, 2017 were agreed as a correct record.

Following the joint meetings of the Panels, where it had been proposed that the decision regarding the future of the Southwood Golf Course be deferred for twelve months while all other options were pursued, it was noted that the Cabinet decision had been to close the Golf Course.

12. HAMPSHIRE CULTURAL TRUST

The Panel welcomed Ms. Janet Owen, Chief Executive Officer, Hampshire Cultural Trust, who attended the meeting to give a presentation on the working arrangements for the Trust.

The Panel was advised that the Trust had been founded in November, 2014 to promote Hampshire as a cultural county and to operate the 23 venues within its portfolio, two of which, the Aldershot Military Museum and the West End Centre, were in the Borough. The Trust had an annual turnover of £7.5 million, employed 138 staff, assisted by over 400 volunteers, and cared for 2.5 million objects. The Trust had been established to enrich and transform the lives of people through cultural experiences, which connected well with the Rushmoor priorities. It was advised that the Trust was led by a strong leadership team supported by a number of trustees, with varying skill sets, to help drive the trust forward.

It was advised that a refurbishment programme was currently underway and the Aldershot Military Museum had benefited from an updated logo, new signage and a

refresh of the shop and café facilities. A new ticketing system had also been introduced that allowed annual entry with tickets purchased with Gift Aid.

Supporting and empowering local communities had been a priority for the Trust, an example in the Borough of this had been The Gurkha Connection, an exhibition of photography, by young people in Hart and Rushmoor, of serving Gurkhas, veterans and local members of the Gurkha community. This exhibition had first been displayed in the Military Museum and had recently opened in Southampton. Other projects included the Arts Council funded Reaching Out Project, a curriculum linked learning programme for young people in heritage venues, and the Paul Hamlyn Foundation funded Horizon 20:20 project, which worked with vulnerable people in venues such as the West End Centre.

Ms Owen informed the Panel of the financial position of the Trust, and reported that, year on year, a financial surplus had been achieved with unrestricted reserves of circa £700,000. Performance management had significantly improved during 2017/18, including clarity on key performance indicators and targets at venue level.

Ms Owen explained that, moving forward the Trust had identified what worked effectively and had segmented their portfolio into four categories:

- Social Impact through community arts and museum venues (Aldershot Military Museum)
- Cultural partnerships – education and wellbeing
- Milestones
- Culture Hubs – including arts centres (The West End Centre)

These categories helped identify what worked and prioritised the focus for each venue. 2018/19 would see the West End Centre become part of the new Cultural Hub and Community Work Streams and the Aldershot Military Museum would welcome a dedicated Community Manager. It was also noted that a new website was being developed for the Trust; this would include a sub site for the West End Centre with a new box office system. The West End Centre would also be launching “Gallery Live” which would be significantly promoted through social media and both venues would continue to be part of the development programme for 2018/19 onwards.

In response to a query regarding funding, it was advised that the Trust had a 25 year agreement with Hampshire County Council (HCC), other funding was secured through grants, philanthropic funding and ambassador schemes. Going forward fundraising would be strengthened through the employment of a dedicated fundraising manager. This resource would allow for other funding streams, such as social impact funding, to be explored.

A request was made for more detailed financial information of the two venues in the Borough, and Ms Owen undertook to provide this after the meeting.

The Chairman thanked Ms Owen for her presentation.

13. HEALTHY WEIGHTS AUDIT - UPDATE

The Panel welcomed Mr. Martin Sterio, Health and Physical Activity Officer and Mr. Jamie Adcock, Planning Officer, who attended the meeting to give an update on the outcomes of the recent Healthy Weights Audit. The audit had been carried out in response to National Child Measuring Programme (NCMP) data which identified that Rushmoor was above the County average at both Year R and Year 6 and above the National average for Year R and only slightly below it for Year 6. The audit had assessed the effects of the local environment on younger years obesity levels in the Borough and the role that schools played in addressing the issues.

All 29 primary, junior and infant schools in the Borough had completed the survey, which asked 56 questions on physical activity and healthy eating. In addition, an environmental study was carried out of the catchment areas for each school, identifying the number of leisure facilities, sports clubs, green spaces, play areas and fast food outlets. A profile had been produced for each school identifying the findings from both the survey and the environmental study; the report also included specific recommendations for each school.

In summary, it was felt that the audit had found that the issues around younger years obesity were more to do with the environment and home, irrespective of what the schools were doing to address the issue. It was also explained that there were links between areas of deprivation and obesity in young people, with data from schools in areas of deprivation in the Borough showing some Year R children remaining overweight through to Year 6. The Panel also noted that only seven of the 29 schools surveyed had access to their NCMP data, an issue which would be raised with Public Health, and only a small number engaged in national/local schemes such as the daily mile, school travel team and cooking programmes for parents. A number of the schools had also identified that unhealthy weights linked to mental health issues, low self esteem, bullying and anxiety.

In the longer term, Mr. Sterio advised that work, through a whole partnership approach with, Hampshire County Council, Public Health, the school nurse team, the Active Travel Team and younger years groups, would be prioritised in the catchments/schools that had pupils whose weight was significantly above the county/national average. In the shorter term, schools would be encouraged to sign up to local/national initiatives and good practice would be shared.

The Panel discussed the presentation and the issues in their own Wards. It was felt that approaching parents with children with weight issues needed to be carried out sensitively and in a considered way. In response to a query it was noted that schools received £18,000 a year funding for physical activities within the curriculum.

The Panel **ENDORSED** the work being undertaken and requested that an update be made at a future meeting.

14. **WORK PROGRAMME**

The Panel **NOTED** the current work programme and were advised that playgrounds and football clubs would be considered for the next meeting of the Panel. Members were reminded that, should they wish to raise any issues for future meetings, this should be done through the Chairman or the Panel Administrator.

The meeting closed at 8.53 pm.

CLLR MRS. D.B. BEDFORD (CHAIRMAN)

BOROUGH SERVICES POLICY AND REVIEW PANEL

Meeting held on Monday, 22nd January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr A.R. Newell (Chairman)
Cllr R.L.G. Dibbs (Vice-Chairman)

Cllr Liz Corps
Cllr A.H. Crawford
Cllr Marina Munro
Cllr B.A. Thomas

Apologies for absence were submitted on behalf of Cllr T.D. Bridgeman and Cllr S.J. Masterson.

15. **MINUTES**

The Minutes of the Meeting held on 13th November, 2017 were approved and signed by the Chairman.

16. **ADDRESSING LOCAL ISSUES OF STREET DRINKING, ROUGH SLEEPING AND ANTISOCIAL BEHAVIOUR IN THE BOROUGH**

The Panel welcomed, John Halfacre (Temporary Chief Inspector) and Phil Mayne (Sergeant) from Hampshire Police; Caroline Ryan (Community Safety Manager); Suzannah Hellicar (Housing Options Manager); Simone Gleed and Tony Keall (Society of St. James); Tina Harvey, Kirsty Quinn, Faye Thorpe and Chris Nyamunga (The Home Group); and, Lesley Herniman and Tracey Ashton (The Vine), who had been invited to the meeting to give presentations on activities and measures being taken to make positive changes in the Borough around the issues of street drinking, rough sleeping and associated behaviours.

The Panel was advised of the current position in the Borough, and in particular the situation in Aldershot Town Centre. It was noted that the Public Spaces Protection Orders (PSPO) were now in place in each of the two towns. The PSPOs allowed the Council and the Police to enforce acts of anti social behaviour within the exclusion zones. Civil injunctions had been placed on some offenders, which had been undertaken by the individuals, however, should these restrictions be breached the offender would be taken to court and dealt with appropriately. In addition, a number of ancillary measures were being considered to combat and deter nuisance; these included demountable cameras to help deter criminal activity and the Positive Change Campaign – to encourage the public to give donations to appropriate charities. The Safer North Hampshire Partnership also worked across Hampshire to share problems and identify best practice.

Chief Inspector Halfacre advised on the work being carried out by the Police. It was reported that Operation Cadbury had been instigated to assist with the situation in the town centres, the idea of which was not to punish people, but to refer them through the appropriate services. However, if behaviours fell below appropriate levels individuals would be prosecuted according to the law. The Panel was advised of Section 35 dispersals, new legislation which had replaced Anti Social Behaviour Orders (ASBO). New Criminal Behaviour Orders (CBO) placed both positive and negative demands on individuals, if these were breached three times the individual would be required to go back to court for further sentencing. It was reported that three of the prolific offenders were currently in prison and one had recently been released.

The Panel was advised on what the Housing Options Team were doing to help address the issues. Ms. Hellicar reported that a partnership approach was being taken to help solve the problem through early engagement with individuals at risk of homelessness. A "Hub" Event was held on a weekly basis to bring the homeless together with agencies who could offer a one stop process for accessing services and housing support. It was felt important to assist individuals at an early stage to try and prevent the situation escalating. It was noted that the implementation of Universal Credit could have an impact on the levels of homelessness and the situation would be monitored closely. The Panel was also advised of the Homelessness Reduction Bill which had been implemented to allow all individuals at risk the same level of advice and prevention. In response to a question, it was advised that the option of "housing first", where individuals were placed in housing first before any support work took place, would be investigated as this had proved successful in other areas.

The Society of St. James representatives explained its work, in particular around the North Lane Lodge site, a wet hostel that had been created in collaboration with the Council. North Lane Lodge was a refurbished Air Cadets hut on ex-Military of Defence land. The refurbishment had created a hostel for homeless people, willing to engage, and consisted of nine small rooms, a communal area, break out rooms and laundry space. The expected lifespan of the facility was three years. The Lodge had been created to tackle issues around rough sleeping and street drinking and to provide access to accommodation to those that faced barriers accessing supported housing. The male only facility was staffed seven days a week and had 24 hour call cover. As part of the project, the Lodge offered access to life skill courses, such as cooking, painting, woodworking and fitness, and support services like counselling, and support sessions on substance abuse, mental health issues, budgeting and benefits. It was reported that since February, 2017 the Lodge had housed 15 residents, 11 of which had been sleeping rough, 13 who had mental health issues and 14 who were active drug/alcohol users. Of the 15 residents it was noted that one individual had been given a custodial sentence, two had abandoned the project and a further two had been given a "notice to quit". However, three residents were currently in the process of moving on to more independent living and three more had been identified as "ready to move on". To assist with the "moving on" process it was noted that the Society of St. James acquired properties, such as their site on Victoria Road, Aldershot due to open in February, 2018. These properties were shared houses with access to support and intervention.

The Home Group reported on the outreach work they carried out within the Borough. It was noted that two outreach workers worked within the town centres, providing familiar faces to the ones who were street attached/homeless. The process of supporting these individuals included, identification through 'Streetlink' an online tool to report rough sleepers and outreach work and an assessment of the situation, considering safeguarding for all and taking a person centred approach to each case as every individuals' needs were different. Outreach work would continue until the individual was willing to engage. The Panel noted the 'no second night out' approach which had been put in place to avoid people sleeping rough for more than one night at a time. This initiative was aimed at those sleeping rough for the first time when emergency accommodation could be provided via local authorities or local night shelters. Another initiative taken by the Home Group was to engage with individuals at risk of homelessness before their release from custodial sentences; this helped prevent crisis situations and in some cases being sent back to prison. It was advised that all the people homeless/street attached in Rushmoor had access to benefits, but still chose to sit on the streets and beg; in some cases, individuals could earn up to £100 a day.

The Panel noted the new holistic approach that The Vine was taking to help combat homelessness. Initiatives included advice and support with benefits, budgeting and housing issues, counselling, drugs and alcohol support and a range of stimulating leisure activities including art. It was noted that there were two outreach 'Vine' centres in the Prospect Estate, Farnborough and at Aldershot Park, Aldershot both funded by Vivid Housing, which ran alongside the main site in Station Road, Aldershot. It was reported that individuals felt comfortable within the environment provided by The Vine and within that setting they were able to access support and advice.

The Panel discussed the presentations and **ENDORSED** the approach being taken through joint working with multiple agencies across the Borough.

17. **WORK PROGRAMME**

The Panel noted the current work programme.

The meeting closed at 9.05 pm.

CLLR A.R. NEWELL (CHAIRMAN)

ENVIRONMENT POLICY AND REVIEW PANEL

Meeting held on Tuesday, 23rd January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr D.S. Gladstone (Chairman)

Cllr Mrs. D.B. Bedford
Cllr J.B. Canty
Cllr K. Dibble
Cllr C.P. Grattan
Cllr A. Jackman
Cllr Marina Munro
Cllr J.J. Preece

Apologies for absence were submitted on behalf of Cllr Sophia Choudhary.

12. MINUTES

The Minutes of the Meeting held on 5th September and the Joint Meeting with the Leisure and Youth Panel held on 7th November were approved and signed by the Chairman.

13. SERCO - CONTRACT DELIVERY PERFORMANCE

Robert Noble and Jason Kinsella from Serco attended the meeting and advised the Panel on the Serco performance during the first six months of the contract delivery. The contract commenced on 31st July, 2017 and all 82 members of staff from the previous contractor had been TUPE'd over to Serco. The transition had been made easier due to the partnership working between Serco and the Council.

There had been no major changes to the grounds service due to the excellent standards that were already being achieved. The service had been supplemented with an edging programme. The edging programme would be a continual rolling programme carried out across the Borough. Environmental improvements had been introduced to the provision of toilets in the Borough and Serco promoted the most eco-friendly cleaning chemicals available on the market. The driving from site to site was now completed in a state-of-the-art fully electric van. The Whitespace hand-held devices also cut down travelling time by sending new jobs directly to the crew.

The Serco street cleansing strategy committed to provide residents with a simple, efficient and visible streets service throughout the Borough based on a two phased approach of manual sweeping/litter clearance operation and mechanical cleansing. Serco had taken a more neighbourhood area approach which included a barrow sweeping beat in Aldershot, Farnborough and North Camp Town Centres and ten

further barrow sweeping beats across the rest of the Borough operating on a 20-day cleansing cycle. There was also a large mechanical broom and two smaller mechanical brooms to support the barrow sweeping. Feedback received on street cleansing had been positive with compliments on the standard of detritus removed and visibility of staff. The litter picking, sweeping and weed removal had been time consuming and intensive. The team had identified that litter had built up due to the time spent in detail cleansing. As a result the cleansing schedules had been revised to enable the ten barrow beats to spend two-days per week litter picking. There were also plans to integrate some of the litter picking with the hedge trimming and edging work.

The team had increased staffing levels in certain areas to help get the levels of detritus down to meet the contract specification. The Whitespace handhelds would help highlight the trends and patterns in cleansing complaints and staffing levels/times would be adjusted to suit the needs of the contract. An Integration Supervisor had also been introduced to act as a link between the streets, collections and grounds services.

The Panel was then advised that Hampshire County Council had reduced the number of weed sprays in the Borough from two per year to one from 2017/18. To maintain the service, Serco had added weed control to the contract and committed to carrying out a further spray across the Borough with two sprays in some areas. A number of Serco staff had been trained to a national qualification standard in chemical weed spraying to enable the team to complete spraying during the Spring, depending on the weather, and maintain the standard during the Summer months.

Serco had committed to providing marketing investment to raise recycling awareness and participation levels. Serco would carry out glass recycling campaigns through communication activity and the delivery of additional recycling boxes. The team was also keen to improve the garden waste subscription within Rushmoor. Serco was committed to increasing the bulky waste reuse while reducing landfill. Site visits to local charities had taken place to discuss potential projects around the amount of bulky items collected and making residents aware of what could be reused would feature in the reuse strategy. The recycling of Waste Electrical and Electronic Equipment (WEEE) was underway and showed excellent signs of sustainability with almost three tons of WEEE items already collected. Work was also being carried out with the Contracts Team to identify a solution to begin textile recycling.

Serco aimed to use the partnership contract as a vehicle to grow and develop both commercial and commercial waste recycling services. The team planned to maximise the scale and penetration as quickly as possible.

It was explained that there were a number of added value projects and incentives introduced as part of the new contract that it was felt would benefit the local community. The Community Champions programme would seek individuals to assist in improving their environment for the benefit of the community. Champions would be supplied with smart phone technology to report incidents and attach photographs of places where there were social issues. Other areas of added value included visits to parks from the Fido machine to highlight dog-fouling issues, link to local charities, share information and knowledge with local groups and associations

and visit schools to educate children about recycling and set up planting activities in local parks. Serco was due to move its base of operations from Camberley to Lysons Avenue, Ash Vale in July 2018. The site was purpose built and would be a flagship site for Serco in the South East.

The Panel noted the presentation and raised a number of questions. Cllr Keith Dibble had carried out a local residents survey regarding the service and had received a number of comments on sweeping, street cleansing, weed removal and grass cutting. The responses would be passed to Serco. Serco was happy to receive any feedback from residents as it was constantly aiming to improve services. A customer tracker survey had recently been carried out with 250 random selected residents from across the Borough, the initial results would set a benchmark for future surveys.

The Panel suggested educational trips to the depot would be beneficial. Serco advised that some visits were planned but there had not been a great take up so further work was being carried out to get schools engaged. It was proposed that Serco liaised with local ward councillors to identify suitable residents to approach to become Community Champions. It was requested that a member of the Panel attended the Serco quarterly meetings as an observer and proposed Cllr Marina Munro. The suggestion would be put to the Portfolio Holder for agreement.

Action to be taken	By whom	When
Cllr Keith Dibble to share results from local residents survey with Serco	Cllr Keith Dibble	January 2018
Serco to liaise with Ward Councillors to select residents to approach to become Community Champions	Rob Noble/ Jason Kinsella	February 2018
The appointment of Cllr Marina Munro as an observer at the Serco quarterly meetings be put to the Environment and Service Delivery Portfolio Holder	Panel Chairman	February 2018
A six monthly performance delivery update from Serco be added to the work programme	Panel Administrator	January 2018

14. **FARNBOROUGH CIVIC QUARTER - MASTERPLAN**

The Panel received a presentation from Nick Irvine, Principal Planning Officer, on the development of the Masterplan for the Farnborough Civic Quarter area. The Farnborough Town Centre Supplementary Planning Document (SPD) adopted in 2007 identified a vision and set of objectives for the town over a 10-15 year timeframe. The SPD focussed on the need to unify and strengthen the Civic Quarter and its functions and provide new public space. The Farnborough Civic Quarter SPD set out a vision, design and delivery principles and an example scheme layout to guide future development.

AECOM had been appointed as the consultant to lead on the development of the Masterplan and to take forward an outline planning application for the former police station site as a first phase of development on behalf of Homes England (formerly the Homes and Communities Agency). The landowners had entered into a memorandum of understanding in March 2017 to jointly masterplan the Civic Quarter, enable regeneration to come forward on a phased basis and work collaboratively throughout the design and delivery phase.

There were six plots within the development parcel which included the Iceland store, Library, former Police Station, Community Centre, Leisure Centre and Westmead House/Sulzers Roundabout. The Iceland store was in a strategic position that was integral to achieving improved connectivity. Discussions would be held with tenants to understand their position and future plans. Hampshire County Council was not in a position financially to relocate the Library at the current time, although it was keen to support the delivery of the wider masterplan. Demolition of the former Police Station had been completed in March 2017 and Homes England would be looking for expressions of interest in January 2018 with a full invitation to tender expected in March 2018. The Community Centre was owned by the Council and existing users would be relocated prior to redevelopment. Discussions would be held with the users to agree the way forward. Options for the redevelopment of the Leisure Centre were being considered, it was likely to be developed in parcels to enable a continuity of use of some of the facilities. Westmead House and Sulzers Roundabout was owned by the Wilky Group and there was currently well established office use with good occupancy levels. Options for the site were being explored and discussions would be held on whether the site should be retained or reprovided.

There would be public engagement activity carried out to inform the final masterplan to balance community use, public open space and leisure. The Panel felt it was important to maximise the channels of engagement to give all residents the opportunity to comment and feel that their view had been heard. The public engagement activity would run in late Spring/early Summer.

The Panel expressed concern regarding how the infrastructure would cope with additional housing in the town centre. The Panel was advised that Hampshire County Council was currently working on a Farnborough Growth Package to address the increase in traffic. Developers would also need to make a contribution to improve the infrastructure. A question was also raised regarding the provision of the skate park. The Panel was advised that an alternative location had been identified for a skate park and young people would be engaged to find out what they would like included in the new provision.

The Panel **NOTED** the update and proposed next steps.

15. **WORK PROGRAMME**

The Panel discussed the current work programme and it was requested that issues on noise pollution relating to fireworks, co-ordination of temporary lights/road works and the Farnborough Growth Package be added to the work programme as items for a future meeting. The work programme would be discussed at the mid-cycle

meeting where it would also be confirmed whether a Panel meeting was required in both February and March.

The meeting closed at 9.10 pm.

CLLR D.S. GLADSTONE (CHAIRMAN)

COMMUNITY POLICY AND REVIEW PANEL

Meeting held on Thursday, 25th January, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr M.D. Smith (Chairman)
Cllr S.J. Masterson (Vice-Chairman)

Cllr M.S. Choudhary
Cllr R. Cooper
Cllr J.H. Marsh
Cllr Marina Munro
Cllr J.J. Preece
Cllr M.J. Roberts
Cllr P.F. Rust

15. **MINUTES**

The Minutes of the Meeting held on 16th November, 2017 were approved and signed by the Chairman.

16. **HAMPSHIRE COUNTY COUNCIL - SUPPORTING FAMILIES PROGRAMME (SFP)**

The Panel welcomed Ian Langley (SFP Strategic Lead), Hampshire County Council, Julia Dixon (SFP Health Lead and SFP Central Team Lead for Rushmoor), and Qamer Yasin, Head of Environmental Health and Housing and Senior Responsible Officer for Rushmoor SFP, who gave a presentation to update Members on the Supporting Families Programme in Hampshire. The Panel was reminded that the Programme had been rolled out nationally in 2012 and was led in Hampshire by Hampshire County Council.

The presentation covered the following areas:

- Background
- Identification of eligible families
- Core principles
- Troubled families cohort
- Hampshire's delivery approach
- Rushmoor and Hart programme and process
- Characteristics and location of Rushmoor families
- Support available
- Finances for Rushmoor programme
- Evaluation and business case
- Challenges ahead

It was explained that, at present, Government funding for the Supporting Families Programme would end in 2020. The Panel discussed the presentation and, in particular, asked questions relating to the effect of the local programme being shared with Hart, young carers, levels of deprivation in the Borough, mental health issues, the importance of the evaluation of the Programme to demonstrate its effectiveness and the monitoring of families that had been through the Programme in previous years.

The Panel **NOTED** the presentation.

17. **SAFEGUARDING OF CHILDREN AND VULNERABLE ADULTS POLICY**

The Panel welcomed Caroline Ryan, Community Safety Manager for Safer North Hampshire, who gave a presentation on safeguarding.

The presentation covered the following areas:

- Background
- Role of local authorities
- Case studies – including Victoria Climbié, Alex Malcolm, Tower Hamlets
- Key legislation
- Serious Case Review
- Prevent (counter terrorism) – including case studies
- Modern vulnerabilities – including modern slavery
- Vulnerable adults
- Information sharing
- Rushmoor Borough Council's 'Safeguarding Champions'
- Recording and reporting procedures

The Panel discussed the presentation and explored a number of issues, including the number of safeguarding referrals that had been made in Rushmoor over the previous year, safeguarding training for Members, domestic violence, modern vulnerabilities and the Prevent initiative.

The Panel **NOTED** the presentation.

18. **COUNCIL TAX SUPPORT SCHEME**

The Panel welcomed Amanda Fahey, Head of Financial Services, who gave a presentation on the Council's Council Tax Support Scheme 2018/19.

Members were informed that the Welfare Reform Group had met a number of times during the previous year. Its terms of reference enabled it to make recommendations in relation to the local Council Tax Support Scheme. The Panel was reminded that, prior to 2013, Council Tax benefit had been a national scheme. Since then, Rushmoor had developed its own scheme, which had been subject to an annual review, with a public consultation exercise carried out if any changes had

been proposed. The 2013 scheme had required working age recipients to make a minimum contribution of 8% regardless of their income.

Members were given a definition of Council Tax support and data was provided on the amount of support awarded and the breakdown of the classifications of recipients. It was explained that Rushmoor's current minimum contribution of 10% was at the low end of schemes within its audit grouping of Councils with similar demographics. The Welfare Reform Group had considered the responses from the public consultation exercise on potential changes to the Scheme for 2018/19 and had recommended a number of changes to the Support Scheme and to the level of Council Tax discounts to the Cabinet, including an increase in the minimum contribution to 15%. The Cabinet had considered these at its meeting on 9th January, 2018 and had decided that it was more equitable to increase the level of the contribution to 12% in 2018/19, with a view to a further increase to 15% in the following year, depending on how the increase to 12% impacted on recipients.

The Chairman explained that Members would have an opportunity to express any views on the proposed changes when the recommendations were considered at the Extraordinary Council Meeting on 30th January, 2018.

The Panel **NOTED** the presentation.

19. **WORK PROGRAMME**

The Panel **NOTED** the updated work programme for the 2017/18 Municipal Year.

The meeting closed at 9.31 pm.

CLLR M.D. SMITH (CHAIRMAN)

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