



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, 23rd February, 2017 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 8th December, 2016 and the Extraordinary Meeting of the Council held on 25th January, 2017 (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. **NOTICES OF MOTION**

To consider the following Notice of Motion, which has been submitted by (insert name) pursuant to Standing Order 9 (1):

(1) **Bus Services**

Cr. A.R. Newell to propose:

“This Council:-

- Recognises the vital role that bus services play in the daily lives of all our residents
- Calls upon HCC to remove any restrictions on bus operators from setting up competitive services, and asks for the current review of local bus services to take account of future growth areas in the borough
- Will ask Sir Gerald Howarth to make the case for localism and competition when the opportunity next arises in Parliament.”

(2) **Financial Transactions Tax**

Cr. A.H. Crawford to propose:

“This Council notes the suffering forced upon local residents as a result of this Government’s programme of cuts in local authority funding and asserts that there is an alternative – namely the levy of a Financial Transactions Tax. This Council therefore calls upon the Government to enact a Financial Transactions Tax and use the revenues from this measure to replace the loss of Revenue Support Grant and the reduction of New Homes Bonus.”

5. **MAYOR-ELECT AND DEPUTY MAYOR ELECT 2017/18**

At its meeting on 30th January, 2017, the Licensing and General Purposes Committee considered the nominations for the Mayor-Elect and the Deputy Mayor Elect for 2017/18 and made the following recommendations:

- (i) That Cr. Sophia Choudhary be selected as Mayor-Elect for the Municipal Year 2017/18; and
- (ii) That Cr. Stephen John Masterson be selected as Deputy Mayor-Elect for the Municipal Year 2017/18.

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**

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 2017/18. The Leader of the Council (Cr. D.E. Clifford will introduce this item).

(2) Annual Treasury Management Strategy 2017/18 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 2017/18, Prudential Indicators, and policy on Minimum Revenue Provision. The Cabinet Member for Corporate Services (Cr. P.G. Taylor) will introduce this item.

(3) Rushmoor Borough Council Plan 2017/18

To receive a Report from the Cabinet (copy attached – Annex 3), which recommends the approval of the Rushmoor Borough Council 2017/18. The Leader of the Council (Cr. D.E. Clifford) will introduce this item.

(4) Housing and Homelessness Strategy

To receive a Report from the Cabinet (copy attached – Annex 4) which recommends the approval of the Housing and Homelessness Strategy. The Cabinet Member for Health and Housing (Cr. Barbara Hurst) will introduce this item.

(5) Appointment of External Auditor

To receive a Report from the Licensing and General Purposes Committee (copy attached – Annex 5) which recommends Rushmoor opts in to the appointing person arrangements made by the Public Sector Audit Appointments (PSAA) for the appointment of external auditors. The Chairman of the Licensing and General Purposes Committee (Cr. A. Jackman) will introduce this item.

(6) Pay Policy Statement 2017/18

To receive a Report from the Licensing and General Purposes Committee (copy attached – Annex 6), which recommends the approval of the Council's Pay Policy Statement 2016/17. The Chairman of the Licensing and General Purposes Committee (Cr. A. Jackman) will introduce this item.

(7) Appointment of Chief Executive

To receive a Report from the Licensing and General Purposes Committee (copy attached – Annex 7) which recommends the appointment of Mr. Paul Shackley for the position of Chief Executive.

7. THE COUNCIL TAX 2017/18

To fix the level of Council Tax for the financial year 2017/18 taking into account the 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 8).

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 -	13th December, 2016
	10th January, 2017
	1st February, 2017
	7th February, 2017

Committees -

Licensing and General Purposes	28th November, 2016
Development Management	7th December, 2016
Licensing and General Purposes	30th January, 2017
Development Management	1st February, 2017
Licensing and General Purposes	2nd February, 2017

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	23rd January, 2017
Environment	31st January, 2017
Community	2nd February, 2017

A.E. COLVER
Head of Democratic and Customer Services

Council Offices
Farnborough
Hampshire GU14 7JU

Wednesday 15 February 2017

FIELD_TITLE

BOROUGH OF RUSHMOOR

MEETING OF THE BOROUGH COUNCIL held at the Council Offices,
Farnborough on Thursday, 8th December, 2016 at 7.00 p.m.

THE WORSHIPFUL THE MAYOR (CR. JACQUI M. VOSPER)
THE DEPUTY MAYOR (CR. SOPHIA CHOUDHARY, L.L.B.)

- | | |
|-------------------------------------|---------------------------------------|
| CR. MRS. D.B. BEDFORD | CR. B. JONES, M.Sc., A.R.C.S., |
| CR. D.M.T. BELL | M.N.E.I.M.M.E., C.Eng., M.I.E.T., |
| CR. T.D. BRIDGEMAN, B.A. (Hons.) | M.B.C.S., C.I.T.P. |
| a CR. SUE CARTER | CR. G.B. LYON, B.A. (Oxon) |
| CR. M.S. CHOUDHARY, M.A. | CR. J.H. MARSH, C.Eng., M.I.Mech.E. |
| CR. D.E. CLIFFORD, M.P.A., M.C.M.I. | CR. S.J. MASTERS |
| CR. R. COOPER | a CR. P.J. MOYLE |
| CR. LIZ CORPS, N.N.D., A.T.D. | a CR. MARINA MUNRO |
| CR. A.H. CRAWFORD, J.P., B.Sc., | CR. K.H. MUSCHAMP |
| A.R.C.S., Dip.Man. (Open). | CR. A.R. NEWELL |
| CR. P.I.C. CRERAR, B.A. (Hons.), | CR. J.J. PREECE |
| a M.Arch., M.A. | CR. M.J. ROBERTS, B.Sc., F.R.S.A. |
| CR. K. DIBBLE, M.A.F.M., B.I.F.M. | CR. P.F. RUST, A.I.M.E.E., M.I.S.M. |
| CR. SUE DIBBLE | CR. M.L. SHEEHAN |
| CR. R.L.G. DIBBS | CR. M.D. SMITH |
| a CR. JENNIFER M. EVANS, B.Sc., | CR. M. STAPLEHURST |
| M.Sc. | CR. L.A. TAYLOR |
| CR. D.S. GLADSTONE | CR. P.G. TAYLOR, A.C.I.B. |
| CR. C.P. GRATTAN | CR. M.J. TENNANT, B.Sc. |
| CR. BARBARA J. HURST, B.A., M.A. | CR. B.A. THOMAS |
| CR. A. JACKMAN, B.Sc. | CR. J.E. WOOLLEY, B.Sc., L.L.B., M.A. |
| a | |

Honorary Alderman C. Balchin J.P.
a Honorary Alderman R.J. Debenham, M.B.E.
a Honorary Alderman R.J. Kimber
Honorary Alderman G.J. Woolger

Apologies for absence were received on behalf of Crs. Sue Carter, P.I.C. Crerar, R.L.G. Dibbs, A. Jackman, P.J. Moyle and Marina Munro.

Before the meeting was opened, the meeting was led in prayers by the Mayor's Chaplain, Reverend Steve Stewart.

28. **MINUTES –**

It was **MOVED** by Cr. D.E. Clifford; **SECONDED** by Cr. K.H. Muschamp and

RESOLVED: That, the Minutes of the Ordinary Meeting of the Council held on 6th October, 2016 (copy having been circulated previously) be taken as read, approved and signed as a correct record.

29. **MAYOR'S ANNOUNCEMENTS –**

- (1) The Mayor reported that she had attended the unveiling of the Jetstream monument on 8th November, 2016 at the Farnborough Air Sciences Museum. The monument, which symbolised Farnborough's history, had previously been located in Queensmead and consisted of an arrow and four plaques mounted on a plinth. The monument had been restored by Farnborough Air Sciences Trust (FAST) volunteers and relocated at the FAST museum. The monument had been unveiled by Mrs. Barbara Allday, the widow of the original designer of the monument.
- (2) The Mayor and Deputy Mayor had attended Remembrance Day services around the Borough on 13th November, 2016. The Mayor remarked that it had been pleasing to see so many Members had attended the services to show their respect.
- (3) The Mayor reported that she had attended the 18th World Championships for Powerlifting, Bench Press and Dead Lift at the Connaught Leisure Centre on 19th November 2016. Over 100 lifter entries from six nations had taken part. The Mayor expressed her pride that the Borough had hosted these world championships.
- (4) The Mayor reported that her Christmas Afternoon Tea had been held on 25th November, 2016 and had been a great success and had raised £674 for the Mayor's Charities.
- (5) The Mayor advised Members that she had attended a reception at Ashburton Hall at The Castle in Winchester on 29th November, 2016 to mark the achievements of Hampshire's Olympians and Paralympians at the 2016 Olympic and Paralympic Games.
- (6) The Mayor advised Members that her Charity Ball would be held on Friday, 10th March, 2017 and asked Members to note the date in their diaries. Invitations would be sent out in due course.
- (7) The Mayor thanked all those Members who had decided to donate money to the Mayor's Charities this year rather than send Christmas cards.
- (8) The Mayor then congratulated Cr. Frank Rust on having completed twenty years' service in local government.

Cr. Rust had been first elected to serve the Newport Ward in 1994 and, following a boundary review, Heron Wood Ward from 2002 – 2004. Cr. Rust had regained his position on the Council following a by-election in January 2006 when he had been elected to the North Town Ward.

Cr. Rust had been Deputy Mayor in 2002/03 and had served as Mayor in 2003/04.

Cr. Rust had served on most of the Council's committees and panels over the years. Most notably, Cr. Rust had been Chairman of the Human Resources Sub-Committee in 1998/99 and Vice-Chairman of the Management Committee in 1995/96 and Vice-Chairman of the Standards and Audit Committee in 2009/10.

Cr. Rust had a keen interest in health issues affecting residents and was active on health sector groups working inside the Borough and beyond. He had been a long-time supporter of town twinning activities and Rushmoor in Bloom. As Chairman of the Aldershot and District Allotment Association, he had worked with the Council on allotment issues.

Cr. Rust had represented the Council on a number of outside bodies, particularly on the Aldershot and Farnborough Festival of Music and Arts, Rushmoor Citizens' Advice Bureaux Management Committee, Rushmoor Town Twinning Committee and South East Employers Local Democracy and Accountability Network. Cr. Rust was also Chairman of the Aldershot Senior Citizens' Forum.

On behalf of the Council, the Mayor thanked Cr. Rust for his excellent service to the Council and the Borough and extended sincere congratulations on reaching this milestone. Cr. Rust was then presented with a long service medal.

30. STANDING ORDER 8 – QUESTIONS –

The Mayor reported that no questions had been submitted in pursuance of Standing Order 8(3).

31. NOTICES OF MOTION –

(1) Housing Provision –

The Council was asked to consider the following Motion, which had been submitted by Cr. M.L. Sheehan in accordance with the provisions of Standing Order 9 (1). It was MOVED by Cr. M.L. Sheehan; SECONDED by Cr. M.S. Choudhary – That

“This Council:

- believes all its residents should have access to affordable good quality housing and related services
- recognises that town centre regeneration is an opportunity for delivering high quality affordable housing

- welcomes the Government's recent announcement to significantly increase house building across all sectors of the UK housing market and looks forward to the publication of the forthcoming White Paper
- recognises the value of a preventative approach to tackle homelessness locally
- will take full advantage of the recently announced changes in national housing policy when delivering its revised Housing and Homelessness Strategy."

In introducing the Motion, Cr. Sheehan stated that, on 10th December, 1948, the General Assembly of the United Nations adopted and proclaimed the Universal Declaration of Human Rights. Article 25 stated that "Everyone has the right to a standard of living adequate for the health and wellbeing of himself and his family including food, clothing, housing and medical care ...". Cr. Sheehan felt that everyone across the world accepted that having a safe and secure home was a basic necessity for life; a place to rest; a place to live; a place to call one's own. Cr. Sheehan questioned why it was, almost 68 years to the day after the UN declaration, that many of the Borough's residents were without a safe and secure home – somewhere they could call a place of their own.

Cr. Sheehan said that, in Rushmoor, there were 103 homeless households living in temporary or short-term accommodation. Temporary accommodation that was difficult and expensive for the Council to provide and temporary accommodation that was expensive and unsuitable for the people being housed. Cr. Sheehan stated that 121 children from the Borough's community would be sleeping in temporary accommodation that night and who would be spending Christmas in such accommodation. He felt that it was a scandal that shamed everyone.

Cr. Sheehan welcomed the Homeless Reduction Bill which was currently before Parliament. He felt it would bring about a cultural change in how society addressed homelessness. Its aim was to help prevent people from becoming homeless in the first place and to combat homelessness before it became a crisis.

Cr. Sheehan was of the opinion that the problem stemmed from a lack of housing across all sectors of the housing market. He felt that Rushmoor had brownfield sites, including abandoned shops, which could be developed and that the Council's goal ought to be to promote the development of those abandoned sites and bring them back to life. Members were advised that the Government had announced plans to build one million new homes by 2020 and would shortly be publishing a White Paper outlining how they would be expanding the housing sector. Cr. Sheehan said that the Council would be publishing its new Housing and Homelessness Strategy in 2017 and that all Councillors should be involved in the debate to shape the housing policy to ensure that all the Borough's residents, whatever their means, could have a

decent and affordable place in which to live and call their own.

In seconding the Motion, Cr. M.S. Choudhary referred to the disproportionate number of people sleeping rough in Britain having come from the armed forces. He felt it was of utmost importance to ensure that when people left the armed forces they were given proper support and accommodation to keep them off the streets. He referred to the tremendous work of the local charity, Mike Jackson House, in supporting the Borough's ex-servicemen and women to adjust to life outside the armed forces. Cr. Choudhary referred to a recent report from the charity St. Mungo's, which had identified that four out of every ten rough sleepers in England had a mental health condition. Poor mental health made it harder for a rough sleeper to get off the streets and almost impossible to access mainstream NHS services. He felt that homelessness was not just an issue about accommodation. The Council's Housing Options Team often became the gateway by which people could enter other services. He stressed the importance of the Council developing a preventative approach to tackling homelessness. He also welcomed the Government's announcement to build one million homes by 2020. He referred to Hampshire County Council's affordable homes programme, which had a capital budget of £7.1 million, which would fund a wide range of affordable homes, including affordable rent, rent to buy and shared ownership. This was all part of a programme that would ensure that the area had 400,000 affordable homes by 2020. In Rushmoor this would mean supporting urban regeneration – building homes in the town centres where people wanted to live and he referred to the Aldershot Town Centre Prospectus, which provided the blueprint by which the Council could deliver these homes.

During debate, it was recognised that homelessness was a huge and growing issue for the Borough. Reference was made to the work of organisations such as The Vine Centre and the Aldershot Winter Night Shelter. The view was also expressed regarding the need for affordable housing for the area which local people could afford. It was stressed that infrastructure issues would also need to be addressed to meet the demand brought about by additional housing in the area. Some Members referred to the detailed work already being carried out on housing policy and provision and in particular the Housing and Homelessness Strategy 2017-2011 which was due to be considered by the Cabinet early in 2017 prior to adoption by the Council on 23rd February, 2017.

The Motion was then put to the Meeting. On a recorded vote, there voted FOR: Crs. Mrs. D.B. Bedford, M.S. Choudhary, D.E. Clifford, R. Cooper, Liz Corps, D.S. Gladstone, Barbara Hurst, G.B. Lyon, J.H. Marsh, S.J. Masterson, K.H. Muschamp, A.R. Newell, M.L. Sheehan, P.G. Taylor, M.J. Tennant, B.A. Thomas and J.E. Woolley (17); ABSTAINED: Crs. D.M.T. Bell, T.D. Bridgeman, A.H. Crawford, Keith Dibble, Sue Dibble, Jennifer Evans, C.P. Grattan, B. Jones, J.J. Preece, M.J. Roberts, P.F. Rust, M.D. Smith, M. Staplehurst, L.A. Taylor, Deputy Mayor (Cr. Sophia Choudhary) and the Mayor (Cr. Jacqui Vosper) (16) and AGAINST: (0) and the Motion was **DECLARED CARRIED.**

(2) **National Health Service –**

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

“Aware of the dangers facing future funding of the National Health Service, this Council calls on the Frimley Sustainability and Transformation Plan (STP) to consult members as a matter of urgency about the gaps identified in the National Health Service locally, the priorities for the next five years, the initiatives in the next 18 months, the difficulties in recruiting staff, and the financing of plans going forward.”

In introducing his Motion, Cr. Rust stated that the STP process was one of the key mechanisms for making decisions about the future delivery of health care in England. There were 44 plans for areas across the country. Individual STPs had been tasked with delivering improvements in health outcomes and the quality of services, as well as achieving financial sustainability. Cr. Rust commented that, despite their critical role, STP footprints across the country had no statutory status and were being asked to work at a rapid pace, developing plans with significant implications for the future of NHS services in a matter of months.

Cr. Rust explained his involvement in local health services as a patient/public consultant continuously since 1983. He was a member of the Wessex Clinical Senate and was currently involved in a project with The Nuffield Trust visiting smaller general hospitals in England. Cr. Rust made the observation that the National Health Service was a business which did not obey the usual rules of business, because the more successful it was, the more it cost. The invention of new drugs meant that a new group of people could potentially be helped and also the development of new surgical techniques created further new markets. In view of these developments, people were living longer and with long term conditions, which again involved greater cost. In addition to these factors, there was an ever increasing population. Therefore, there had to be an increase in funding each year just to achieve a status quo. Cr. Rust accepted that in any system there were inefficiencies, but he felt that the STPs were not the right way to achieve sustainability.

Cr. Rust stated that, in 2011/12, the overall budget for the NHS was £97 billion. In 2015/16 it had been £118 billion and the Government had stated that it wanted savings of £20 billion by 2020. In his opinion, Cr. Rust felt that this would cripple the service now provided and foresaw the closure of large general hospitals and a reduction in centres for services such as cancer, cardiovascular disease, maternity and children’s services, mental health, dementia and neurological conditions. Cr. Rust was of the opinion that one of the strengths of the NHS was its ability to work across systems with the

clinical networks and cutting it up in to sections would lose much efficiency and be detrimental to health care. In order to keep people out of hospitals and in their own homes, money and resources needed to be put into primary care and more support staff. Cr. Rust felt it was of great importance that local government was involved in the STP process.

During debate on the Motion, it was **MOVED** by Cr. Barbara Hurst and **SECONDED** by Cr. D.E. Clifford that the Motion be referred to the Community Policy and Review Panel for further examination.

During discussion on this, it was mentioned that the STP assumed that health providers could make efficiency savings of 3% per year for five years and could reduce demand by 1% per year for five years, which effectively was a 20% reduction despite the significant growth in population and increasing number of elderly people requiring health and social care. Another assumption being made was that efficiencies in social care would deliver approximately £176 million in savings by 2020/21.

It was noted that Sir Andrew Morris OBE had been invited to attend a meeting of the Community Panel to discuss the issues concerning the Frimley STP. The Council would also be involved with the Vanguard programme process for the STP in order to deliver better health care locally.

The amendment was then put to the meeting. There voted **FOR: 29; AGAINST: 0** and it was **DECLARED CARRIED** that the Motion be referred to the Community Policy and Review Panel for further investigation.

NOTES:

- (1) Cr. P.F. Rust declared a non-pecuniary interest in this item in respect of his involvement with the Nuffield Trust and, in accordance with the Members' Code of Conduct, remained in the meeting during the discussion and voting thereon.
- (2) Cr. G.B. Lyon declared a pecuniary interest in this item in respect of his work in the health industry and, in accordance with the Members' Code of Conduct, left the meeting during the discussion and voting thereon.
- (3) Cr. Sophia Choudhary declared a pecuniary interest in this item in respect of her professional work and, in accordance with the Members' Code of Conduct, left the meeting during the discussion and voting thereon.

32. **QUESTIONS FOR THE CABINET –**

The Mayor reported that no questions had been submitted.

33. **REPORTS OF CABINET AND COMMITTEES –**

(1) **Cabinet –**

It was MOVED by Cr. D.E. Clifford; SECONDED by Cr. K.H. Muschamp and

RESOLVED: That the Report of the Meeting of the Cabinet held on 18th October, 2016 (Para. Nos. 186 - 189) be received.

(2) **Cabinet –**

It was MOVED by Cr. D.E. Clifford; SECONDED by Cr. K.H. Muschamp and

RESOLVED: That the Report of the Meeting of the Cabinet held on 15th November, 2016 (Para. Nos. 190 – 204) be received.

(3) **Licensing and General Purposes Committee –**

It was MOVED by Cr. M.L. Sheehan; SECONDED by Cr. Sophia Choudhary and

RESOLVED: That the Report of the Meeting of the Licensing and General Purposes Committee held on 26th September, 2016 (Para. Nos. 205 – 207) be received.

(4) **Development Management Committee –**

It was MOVED by Cr. B.A. Thomas; SECONDED by Cr. J.H. Marsh and

RESOLVED: That the Report of the Meeting of the Development Management Committee held on 12th October, 2016 (Para. Nos. 208 – 216) be received.

(5) **Development Management Committee –**

It was MOVED by Cr. B.A. Thomas; SECONDED by Cr. J.H. Marsh and

RESOLVED: That the Report of the Meeting of the Development Management Committee held on 9th November, 2016 (Para. Nos. 217 – 224) be received.

34. **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	PARA. NOS. RECEIVED
Leisure and Youth	7th November, 2016	225 – 229
Environment	8th November, 2016	230 – 236
Corporate Services	10th November, 2016	237 – 239
Borough Services	14th November, 2016	240 – 245
Community	17th November, 2016	246 – 251

The Meeting closed at 8.40 p.m.

BOROUGH OF RUSHMOOR

EXTRAORDINARY MEETING OF THE BOROUGH COUNCIL held at the Council Offices, Farnborough on Wednesday, 25th January, 2017 at 7.00 p.m.

THE WORSHIPFUL THE MAYOR (CR. JACQUI M. VOSPER)
THE DEPUTY MAYOR (CR. SOPHIA CHOUDHARY, L.L.B.)

- | | |
|-----------------------------------|---------------------------------------|
| CR. MRS. D.B. BEDFORD | CR. B. JONES, M.Sc., A.R.C.S., |
| a CR. D.M.T. BELL | M.N.E.I.M.M.E., C.Eng., M.I.E.T., |
| CR. T.D. BRIDGEMAN, B.A. (Hons.) | M.B.C.S., C.I.T.P. |
| CR. SUE CARTER | CR. G.B. LYON, B.A. (Oxon) |
| CR. M.S. CHOUDHARY, M.A. | CR. J.H. MARSH, C.Eng., M.I.Mech.E. |
| CR. D.E. CLIFFORD, M.P.A., | CR. S.J. MASTERSON |
| M.C.M.I. | CR. P.J. MOYLE |
| CR. R. COOPER | CR. MARINA MUNRO |
| CR. LIZ CORPS, N.N.D., A.T.D. | CR. K.H. MUSCHAMP |
| CR. A.H. CRAWFORD, J.P., B.Sc., | CR. A.R. NEWELL |
| A.R.C.S., Dip.Man. (Open). | CR. J.J. PREECE |
| CR. P.I.C. CRERAR, B.A. (Hons.), | CR. M.J. ROBERTS, B.Sc., F.R.S.A. |
| M.Arch., M.A. | CR. P.F. RUST, A.I.M.E.E., M.I.S.M. |
| CR. K. DIBBLE, M.A.F.M., B.I.F.M. | CR. M.L. SHEEHAN |
| CR. SUE DIBBLE | CR. M.D. SMITH |
| CR. R.L.G. DIBBS | a CR. M. STAPLEHURST |
| CR. JENNIFER M. EVANS, B.Sc., | CR. L.A. TAYLOR |
| M.Sc. | CR. P.G. TAYLOR, A.C.I.B. |
| a CR. D.S. GLADSTONE | CR. M.J. TENNANT, B.Sc. |
| CR. C.P. GRATTAN | CR. B.A. THOMAS |
| CR. BARBARA J. HURST, B.A., M.A. | CR. J.E. WOOLLEY, B.Sc., L.L.B., M.A. |
| CR. A. JACKMAN, B.Sc. | |

- Honorary Alderman C. Balchin J.P.
a Honorary Alderman R.J. Debenham, M.B.E.
Honorary Alderman R.J. Kimber
a Honorary Alderman G.J. Woolger

Apologies for absence were received on behalf of Crs. D.M.T. Bell, D.S. Gladstone and M. Staplehurst.

Before the meeting was opened, the meeting was led in prayers by the Mayor's Chaplain, Reverend Steve Stewart.

35. **COUNCIL TAX SUPPORT SCHEME 2017/18 –**

The Leader of the Council (Cr. D.E. Clifford) introduced the Report of the Cabinet meeting held on 10th January, 2017 which recommended approval of changes to the Council Tax Support Scheme for adoption with effect from 1st April, 2017. It was **MOVED** by Cr. D.E. Clifford; **SECONDED** by Cr. K.H. Muschamp - That the following changes to the Council Tax Support Scheme for working age claimants be agreed for adoption with effect from 1st April, 2017:

- (i) To reduce the time a person can be absent at one time from Great Britain and still get council tax support to four weeks at one time;
- (ii) To remove the work-related activity payment for new claimants of Employment and Support Allowance when council tax support is calculated;
- (iii) To remove the Severe Disability Premium from council tax support calculations when the claimant is being looked after by someone receiving the carer's element of Universal Credit; and
- (iv) To disregard 70% of the new postgraduate student loan in council tax support calculations.

During discussion, Members commented that the proposed changes would bring the Council Tax Support Scheme in line with Housing Benefit and other benefits. Reference was made to the work of the cross-party Welfare Reform Task and Finish Group and that the recommendations were based on data and evidence which had been collected. A range of options had been considered and tested by public consultation. The Hardship Fund would remain in place for those adversely affected by the scheme.

Members requested that their thanks and appreciation to Mr. Ian Harrison and his team be placed on record for their work on the Council Tax Support Scheme.

The Recommendations were then put to the Meeting. There voted **FOR: 34; AGAINST: 0** and the Recommendations were **DECLARED CARRIED**.

The Meeting closed at 7.30 p.m.

COUNCIL MEETING – 23RD FEBRUARY 2017

AGENDA ITEM NO. 6 (1)

REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL

A report from the meeting of Cabinet on the 7th February 2017.

1 INTRODUCTION

- 1.1 On the 20th September 2016, Cabinet endorsed report FIN1619, 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 6th October 2016.
- 1.2 On the 7nd February 2017, Cabinet considered report FIN1708 and agreed recommendations on the budget and Council Tax requirement for 2017/18, 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 2017 and the Settlement figures are due to be confirmed week commencing 20th February 2017.
- 1.4 Cabinet were provided with an update to the Business Rates figures on 7th February 2017. The final estimates had varied from those previously reported due to some changes to the estimates for growth during the year ahead and the amount of unoccupied property relief expected to be awarded. The change to business rates income also had a small knock-on effect on the amount of levy payable to central government.
- 1.5 These changes led to a movement of approximately £50,000 in the budget, to be offset by a transfer from the Stability and Resilience Reserve, leaving general fund balances close to the mid-point of the approved range. This change has been incorporated into the general fund summary at Appendix 1.

2 PRINCIPAL ISSUES CONTAINED WITHIN THE BUDGET

- 2.1 The Council's medium term financial forecast and budget proposals have been the subject of presentations to Members on 26th January 2017, and to,

business rate payers and voluntary sector organisations on 30th January 2017.

- 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. DCLG announced last year that it was relaxing the referenda thresholds for Shire Districts to allow for an increase in Council Tax up to the 2% referendum limit or up to £5.00, for a Band D property. Annual rises in Council Tax have been built into DCLG'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 earlier in the year, confirmed the expected significant level of reduction in central government funding around Revenue Support Grant. However, the provisional allocations for New Homes Bonus (NHB) and the significant departure from the scheme as consulted upon, have led to sharper reductions than expected. This Council lobbied hard to government for reconsideration of the proposals.
- 2.5 To meet the challenges posed by these risks and ensure maintenance of a sustainable financial position, it is proposed to maintain general fund revenue balances around the mid-point of the agreed range, to transfer £400,000 from the Stability and Resilience Reserve, 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 £550,000.
- 2.6 This level of savings is achievable through existing projects within the Council's 8-point plan for achieving financial sustainability.
- 2.7 The budget proposals continue to be centred around the principles set out in the 8-Point plan and the council's Financial Strategy. A clear focus will be required to deliver projects during 2017/18, not only to meet the net cost reductions required for the coming year, but to put the Council in a strong position to meet the more challenging requirements for 2018/19 and beyond.
- 2.8 The proposed programme of capital expenditure totals £13.6 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 improvement
- 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 The capital programme does not include expenditure on projects falling within the 8-point plan that have yet to come forward for individual consideration and where feasibility studies or business cases are being developed. Proposals that support other strategic priorities such as the Aldershot Prospectus or Farnborough Civic Quarter, or for the additional provision of affordable housing in the Borough, will come forward once schemes are sufficiently developed and evaluated, thus allowing for detailed scrutiny, taking into account the prevailing financial conditions.

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 5 of the budget booklet.

4 CONCLUSION

- 4.1 Despite the difficult financial position presented by the local government financial settlement, the Council has again been able to prepare a sound and balanced budget and maintain services.
- 4.2 The Council has a clear plan for reductions in its net revenue spending over the medium term, which will require continued and regular monitoring and has maintained reserves and balances to mitigate in the short-term against adverse fluctuations.
- 4.3 Considerable work will be undertaken during 2017/18 to ensure that net cost reductions are delivered during 2017/18, to meet the savings required both for the coming year and to achieve the full year effect of those reductions in 2017/18.

5 RECOMMENDATIONS

5.1 The Council is recommended to approve the following, as detailed in report FIN1708 and in the attached budget booklet:

- 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 £5,863,664 for this Council
- v) the Council Tax level for Rushmoor Borough Council's purposes of £192.73 for a Band D property in 2017/18
- vi) the Capital Programme, set out in Appendix 4
- vii) the Head of Financial Services' report under S.25 of the Local Government Act 2003 as set out in Appendix 5
- viii) the holding of reserves as previously detailed in report FIN1708.

D.E. CLIFFORD
LEADER OF THE COUNCIL

COUNCIL MEETING

23rd FEBRUARY 2017

RUSHMOOR BOROUGH COUNCIL

REVENUE BUDGET & CAPITAL PROGRAMME

BUDGET BOOKLET 2017/18

BUDGET BOOKLET
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GENERAL FUND REVENUE BUDGET SUMMARY

		Original Estimate 2016/17 £000	Revised Estimate 2016/17 £000	Forecast 2017/18 £000
Net Cost of Services by Portfolio	Page			
1 Corporate Services	3	1,158	710	240
2 Environment and Service Delivery	29	3,456	3,785	3,708
3 Concessions and Community	45	1,922	1,863	1,845
4 Health and Housing	55	1,696	1,614	1,335
5 Business, Safety and Regulation	59	2,709	2,637	2,669
6 Leisure & Youth	71	4,574	4,191	4,447
7 PORTFOLIO NET EXPENDITURE		15,515	14,800	14,244
8 Capital Accounting Charges - Reversed		(2,285)	(1,996)	(1,761)
9 Pension Adj/Employee Benefits Reversed		298	(8)	10
10 NET EXPENDITURE AFTER ADJUSTMENTS		13,528	12,796	12,493
Provisions for Budget Re-structuring:				
11 Reductions in Service Costs/Income Generation		(860)	-	(550)
12 Vacancy Monitoring		(315)	(50)	(320)
13 Variations in Service		-	-	40
14 Non-recurring Items		-	38	23
15 Corporate Income and Expenditure		(580)	(370)	93
16 Contributions to/(from) Reserve Accounts		136	(232)	(351)
17 Central Government Funding		(6,286)	(6,463)	(5,139)
18 NET TOTAL EXPENDITURE		5,623	5,719	6,289
19 Contribution to/(from) balances		41	(55)	(425)
20 COUNCIL TAX REQUIREMENT		5,664	5,664	5,864
REVENUE BALANCES				
21 1 April		1,492	2,000	1,945
22 General Fund Transfer		41	(55)	(425)
23 31 March		1,533	1,945	1,520
Illustrative CT Levels (£)		187.73	187.73	192.73
CT Base		30,172.66	30,172.66	30,424.24
& CT Increase (%)		1.99	-	2.66
15 Corporate Income and Expenditure				
Interest Receivable		(850)	(782)	(839)
Interest Payable		-	13	51
Minimum Revenue Provision		-	-	190
Collection Fund (surplus)/deficit - Ctax		(91)	(91)	(88)
- NNDR		361	361	779
Other Corporate Income and Expenditure		-	129	-
Total		(580)	(370)	93
16 Contributions to/(from) Reserve Accounts				
Revenue Contributions to Capital Programme		550	550	-
Revenue Contributions to Improvement Grants		200	178	-
Transfers to CPE Surplus Account		266	224	205
Contributions to/(from) earmarked reserves/prior yr grants		(80)	(127)	(76)
Contributions to/(from) Service Improvement Fund		-	(257)	(80)
Contributions to/(from) Stability & Resilience Reserve		(800)	(800)	(400)
Total		136	(232)	(351)
17 Central Government Funding				
New Burdens and other non-ring-fenced grants		(46)	(113)	(40)
New Homes Bonus		(1,994)	(1,994)	(1,450)
Revenue Support Grant		(1,104)	(1,104)	(536)
RBC share of rates collected		(19,018)	(19,018)	(18,990)
Tariff payable		15,305	15,305	15,443
Levy /(Safety net)		904	781	828
s31 grants in relation to business rates		(333)	(320)	(394)
Total		(6,286)	(6,463)	(5,139)

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REVENUE BUDGET 2017/18

CORPORATE SERVICES PORTFOLIO	2015/16 Actual £	2016/17 Estimate £	2016/17 Revised Estimate £	2017/18 Estimate £
STATUTORY				
Council Tax Collection	298,463	345,450	338,730	363,390
Corporate Finance	100,622	131,980	116,830	117,040
Corporate Policy Support to Members	99,061	103,840	107,010	108,980
Admin Support to Members	97,352	97,830	94,950	100,970
Chief Executive	69,536	70,350	74,370	72,620
External Audit and Inspection Fees	61,332	64,120	62,270	62,510
Treasury Management & Bank Charges	63,393	73,230	56,620	57,710
Attendance at Member Meetings	50,835	50,700	51,110	53,340
Public Performance Reporting	23,165	22,620	19,540	19,880
Cost of NNDR Collection	(75,450)	(66,500)	(24,430)	(19,520)
Land Charges	47,054	(29,060)	(33,250)	(27,340)
Sub Total	835,364	864,560	863,750	909,580
DISCRETIONARY				
Members Expenditure	377,134	377,590	378,640	379,840
Land & Property Management	118,933	62,630	133,630	65,160
Mayoral Costs	55,408	60,370	53,170	52,480
Local Government Association	24,873	31,610	29,060	29,090
Civic Ceremonial	30,618	28,970	26,400	27,810
Corporate Events	6,346	5,730	7,490	6,730
35/39 High Street Offices	(17,846)	(13,270)	(23,830)	(20,000)
Belle Vue Enterprise Centre	(101,124)	(95,450)	(117,730)	(97,100)
Town Centres	(723,255)	(648,530)	(680,960)	(673,260)
Investment Properties	-	-	(485,070)	(911,590)
Industrial Estates	(870,661)	(888,800)	(891,050)	(954,810)
Sub Total	(1,099,574)	(1,079,150)	(1,570,250)	(2,095,650)
Total	(264,210)	(214,590)	(706,500)	(1,186,070)
UNAPPORTIONABLE CENTRAL OVERHEADS				
Retirement/Pension Costs	(500)	-	-	-
Corporate Management Expenses	59,014	62,450	43,140	46,860
Corporate Support Service	4,643,092	4,738,490	4,867,820	4,845,050
NET DIRECT COSTS	4,437,396	4,586,350	4,204,460	3,705,840
Support Service Recharges	(3,760,502)	(3,773,820)	(3,909,570)	(3,862,050)
Capital Accounting Charges	404,350	345,330	414,800	396,080
NET EXPENDITURE	1,081,244	1,157,860	709,690	239,870

Notes:

A budget increase of £56,643 equates to a council tax increase of 1%, equivalent to an increase of £1.88 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 1% for 2017/18.

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) With effect from 1st April 2016 there was an increase in National Insurance contributions following the introduction of the single-tier state pension.

7) Employers' pension contributions increased from 1st April 2017 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	291,844	338,950	323,680	351,640
Transport Related	1,413	-	1,700	1,700
Supplies & Services	80,117	101,500	92,350	94,050
	373,374	440,450	417,730	447,390
INCOME				
Customer and Client Receipts	(74,911)	(95,000)	(79,000)	(84,000)
NET EXPENDITURE	298,463	345,450	338,730	363,390

Notes:

- 1 The 2016/17 original estimate includes costs for the implementation of new software relating to Channel shift work. A reduction in costs has been achieved by the work being carried out by the IT department

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	91,753	129,470	110,470	114,480
Transport Related	104	90	140	140
Supplies & Services	8,765	2,420	6,220	2,420
	100,622	131,980	116,830	117,040
NET EXPENDITURE	100,622	131,980	116,830	117,040

Notes:

- 1 Combination of vacant posts in 2015/16 and accounting regulations for pension costs
2 Increase in 2015/16 and revised estimate 2016/17 relating to external consultancy requirement

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	99,061	103,840	107,010	108,980
NET EXPENDITURE	99,061	103,840	107,010	108,980

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	86,759	86,120	84,260	83,800
Transport Related	171	210	290	270
Supplies & Services	10,422	11,500	10,400	16,900
NET EXPENDITURE	97,352	97,830	94,950	100,970

Notes:

1 2017/18 includes software costs for the new modern government tool which is to help streamline the democratic and meeting administration process

CHIEF EXECUTIVE**Service Purpose:**

Chief Executive's operational budget.

Service Activity:

To support the Chief Executive function.

Cost Centre 1407	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	69,536	70,350	74,370	72,620
NET EXPENDITURE	69,536	70,350	74,370	72,620

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	10,583	14,270	12,380	12,640
Transport Related	9	10	50	30
External Audit Fees	50,740	49,840	49,840	49,840
NET EXPENDITURE	61,332	64,120	62,270	62,510

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

Management of the Council's funds.

Service Activity:

The management of the Council's investments 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	24,519	35,800	29,150	30,240
Transport Related	83	80	120	120
Supplies & Services	15,786	12,350	12,350	12,350
Bank Charges	23,005	25,000	15,000	15,000
NET EXPENDITURE	63,393	73,230	56,620	57,710

Note:

1 Reduction due to banking contract

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	50,799	50,650	51,010	53,240
Transport Related	36	50	100	100
NET EXPENDITURE	50,835	50,700	51,110	53,340

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	22,847	22,620	19,060	19,410
Transport Related	8	-	80	70
Supplies & Services	309	-	400	400
NET EXPENDITURE	23,165	22,620	19,540	19,880

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	45,133	45,140	89,390	94,230
Transport Related	101	-	440	440
Supplies & Services	6,963	17,420	12,080	12,150
	52,197	62,560	101,910	106,820
INCOME				
Customer and Client Receipts	(127,647)	(129,060)	(126,340)	(126,340)
	(127,647)	(129,060)	(126,340)	(126,340)
NET EXPENDITURE	(75,450)	(66,500)	(24,430)	(19,520)

Notes:

1 Changes to time allocations in 2016/17

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	58,439	73,530	65,410	67,600
Transport Related	219	-	20	20
Supplies & Services	34,242	32,410	27,320	40,040
	92,900	105,940	92,750	107,660
NON RECURRING ITEM				
Service Transformation - Land Charges Restructure (funded by Service Improvement Fund)	12,240	-	-	-
Legal Costs	89,770	-	-	-
	194,910	105,940	92,750	107,660
INCOME				
Customer and Client Receipts	(147,856)	(135,000)	(126,000)	(135,000)
NET EXPENDITURE	47,054	(29,060)	(33,250)	(27,340)

Notes:

1 Litigation costs in 15/16 relating to Environmental information regulations, predominately funded by new burdens grants and 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	54,851	53,570	54,320	54,630
Travel & Subsistence	772	800	800	800
Members Allowances	298,996	300,000	302,000	304,000
Transport Related	336	110	210	210
Supplies & Services	22,179	23,110	21,310	20,200
NET EXPENDITURE	377,134	377,590	378,640	379,840

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	103,145	80,630	81,630	83,060
Premises Related	17,436	15,890	15,890	15,890
Transport Related	20	-	70	120
Supplies & Services	-	1,000	370	1,000
	120,601	97,520	97,960	100,070
NON RECURRING ITEMS				
Work related to transfer of responsibility to Land Registry (funded by Service Improvement Fund)			9,000	
Service Transformation and Service Review (funded by Service Improvement Fund)	23,752	-	24,900	-
Staff costs (Legal Assistant)	4,224			
Better Procurement/LA Data Transparency code	-	-	34,300	-
	148,577	97,520	166,160	100,070
INCOME				
Customer and Client Receipts	(29,644)	(34,890)	(32,530)	(34,910)
NET EXPENDITURE	118,933	62,630	133,630	65,160

Notes:

1 Changes to time allocations in 2016/17

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	46,361	47,100	40,880	40,280
Mayor's Transport Costs	5,097	10,070	7,190	7,150
Supplies & Services	14,890	16,400	16,400	16,500
	66,348	73,570	64,470	63,930
INCOME				
Customer and Client Receipts	(10,940)	(13,200)	(11,300)	(11,450)
NET EXPENDITURE	55,408	60,370	53,170	52,480

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	13,008	13,600	13,500	13,550
Transport Related	12	10	60	40
Supplies & Services	11,853	18,000	15,500	15,500
NET EXPENDITURE	24,873	31,610	29,060	29,090

Notes:

1 2015/16 costs lower than usual due to fluctuations in subscriptions to the Hampshire and Isle of Wight Local Government Association.

1

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	18,839	18,240	17,920	17,780
Transport Related	45	30	120	80
Supplies & Services	11,734	10,700	8,360	9,950
NET EXPENDITURE	30,618	28,970	26,400	27,810

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	3,528	1,730	3,490	2,730
Supplies & Services	2,818	4,000	4,000	4,000
NET EXPENDITURE	6,346	5,730	7,490	6,730

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	18,998	17,490	14,530	15,590
Premises Related	21,387	26,250	21,380	26,370
Supplies & Services	3,399	5,450	3,760	5,500
	43,784	49,190	39,670	47,460
INCOME				
Customer and Client Receipts	(61,630)	(62,460)	(63,500)	(67,460)
NET EXPENDITURE	(17,846)	(13,270)	(23,830)	(20,000)

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	7,494	15,430	15,560	15,830	1
Premises Related	24,198	11,450	7,250	11,450	2
Supplies & Services	4,532	2,000	12,500	13,360	3
	36,224	28,880	35,310	40,640	
INCOME					
Customer and Client Receipts	(137,348)	(124,330)	(153,040)	(137,740)	3
NET EXPENDITURE	(101,124)	(95,450)	(117,730)	(97,100)	

Notes:

- 1 Changes to time allocations in 16/17
- 2 A one off cost in 2015/16 relating to electricity certificates for all the properties increased expenditure
- 3 The management fee and service charge are now recorded as expenditure whereas previously income was paid net of these charges

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	5,796	28,670	28,550	29,030
Premises Related	60,844	80,830	77,840	86,580
Supplies & Services	40,202	34,240	40,300	34,470
	106,842	143,740	146,690	150,080
INCOME				
Customer and Client Receipts	(830,097)	(792,270)	(827,650)	(823,340)
NET EXPENDITURE	(723,255)	(648,530)	(680,960)	(673,260)

Notes:

- 1 Agency staff costs were coded centrally in 15/16 rather than being split as will be the case going forward
- 2 Reduction in spend in 2015/16 on ground maintenance variations and general maintenance

INVESTMENT PROPERTIES ACQUIRED WITHIN THE YEAR 2016/17**Service Purpose:**

To manage a number of properties acquired in the year 2016/17, driven by Part 3 of the Council's 8 Point Plan. Three of the five 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Premises Related	-	-	18,490	11,400
Supplies & Services	-	-	19,260	28,360
	-	-	37,750	39,760
INCOME				
Customer and Client Receipts	-	-	(522,820)	(951,350)
NET EXPENDITURE	-	-	(485,070)	(911,590)

Notes:

- 1 Properties acquired in the first half of 2016/17 generating significant revenue income to the Council. The amounts (income net of expenditure) relate to a full-year effect for 2017/18, but are only part-year effect for the year 2016/17.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Ann Greaves	£	£	£	£	
EXPENDITURE					
Employees	5,102	12,910	12,970	13,200	1
Premises Related	-	200	1,150	200	
	5,102	13,110	14,120	13,400	
INCOME					
Customer and Client Receipts	(875,763)	(901,910)	(905,170)	(968,210)	2
NET EXPENDITURE	(870,661)	(888,800)	(891,050)	(954,810)	

Notes:

- 1 A staffing vacancy during 15/16 has now been filled
- 2 A combination of changes to the property portfolio, higher levels of occupancy and some rent increases

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Karen Edwards	£	£	£	£	
EXPENDITURE					
Other Retirement/Pension Costs	299,506	305,800	300,000	306,000	1
Employer's Fixed Super Amount	535,300	582,400	582,000	628,560	1
IAS19 Adjustments	(835,306)	(888,200)	(882,000)	(934,560)	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

	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
	£	£	£	£	
Corporate Director's Service	495,172	536,282	795,140	815,940	2
Chief Executives Office	167,369	170,405	178,240	172,270	
Community Services	2,601,006	2,805,379	2,679,570	2,769,230	
Democratic & Facilities	712,842	800,010	1,142,540	1,158,560	1
Environmental Health	1,160,150	1,250,803	1,234,740	1,273,100	
Financial Services	1,302,761	1,513,313	1,466,840	1,532,230	
Housing Services	710,651	753,934	778,020	765,250	
IT and Facilities	748,267	952,656	778,360	926,810	
Legal Services	534,650	549,235	646,930	663,060	
Planning Services	1,252,619	1,233,750	1,440,210	1,475,350	
Strategy, Engagement and Organisational Development	745,367	798,075	-	-	2
NET UNDER/(OVER) RECOVERY	10,430,854	11,363,842	11,140,590	11,551,800	

Notes:

- 1 Facilities function moved from Democratic and Customer Services to ICT and Facilities
- 2 Strategy, Engagement and Organisational Development moved to a number of services as part of a restructure

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
NET EXPENDITURE				
Information Technology Management	29,055	18,310	18,390	18,510
Strategy & Communications Management	18,115	16,000	-	-
Democratic Services Management	5,938	12,890	14,060	14,360
Customer Services Management	11,118	9,920	12,870	12,870
Corporate Director	2,556	3,180	3,850	2,880
Legal & Estates Management	(7,768)	2,150	(6,030)	(1,760)
NET EXPENDITURE (excludes Recharges to Services)	59,014	62,450	43,140	46,860

CORPORATE SUPPORT SERVICES

CORPORATE SUPPORT SERVICES SUMMARY	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
NET EXPENDITURE				
Customer Services	612,618	688,150	630,940	686,050
IT Applications Support	488,637	527,120	558,610	530,870
IT Technical Services	406,087	457,820	447,070	443,710
Council Offices	419,837	458,870	371,990	407,130
Corporate Policy Support	484,876	395,860	495,890	396,620
Financial Services	451,734	358,590	382,060	386,040
Personnel Services	241,092	279,440	355,860	350,440
Legal Support Services	275,868	285,250	308,230	310,180
Communications Support	296,773	302,050	301,850	306,320
IT Service Desk	189,065	205,120	214,390	237,870
Audit Services	148,567	146,680	149,850	151,870
Systems Thinking	132,138	115,450	141,650	148,810
Building Services Support	102,289	111,980	116,980	114,570
Print Room	111,829	110,230	133,920	105,050
Facilities	97,316	102,510	77,180	90,390
Estates Support Services	53,842	52,050	60,890	64,970
Payroll Services	54,106	72,030	47,600	48,330
Democratic Support Service	41,183	36,620	37,180	37,250
Debtors Support Services	35,237	32,670	35,680	28,580
NET EXPENDITURE (excludes Recharges to Services)	4,643,092	4,738,490	4,867,820	4,845,050

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	430,335	509,090	449,880	506,230
Transport Related	149	30	520	460
Supplies & Services	183,522	182,030	188,540	187,360
	614,006	691,150	638,940	694,050
INCOME				
Customer and Client Receipts	(1,388)	(3,000)	(8,000)	(8,000)
NET EXPENDITURE	612,618	688,150	630,940	686,050

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	298,699	322,120	349,600	332,720
Transport Related	-	-	310	310
Supplies & Services	190,407	205,000	208,700	197,840
	489,106	527,120	558,610	530,870
INCOME				
Customer and Client Receipts	(469)	-	-	-
NET EXPENDITURE	488,637	527,120	558,610	530,870

Notes:

1 Reductions in spend due to vacant posts in 2015/16, budget allows for full establishment

2 Reduction in aerial data work in 2015/16, full works to be carried out in 2016/17 then to take place every two years

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Nick Harding	£	£	£	£	
EXPENDITURE					
Employees	155,687	215,450	191,340	185,590	1
Premises Related	19,708	8,900	8,900	8,900	2
Transport Related	101	90	210	210	
Supplies & Services	230,591	233,380	246,620	249,010	3
NET EXPENDITURE	406,087	457,820	447,070	443,710	

Notes:

- 1 Reductions in spend due to vacant posts in 2015/16, budget allows for full establishment
- 2 Reductions in 2016/17 and 2017/18 reflect the new contract for data centre maintenance.
- 3 Main increases relate to software requirements and auditing tools and increase in number of licences relating to the Archive system

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Nick Harding	£	£	£	£	
EXPENDITURE					
Employees	133,873	160,880	119,410	130,840	1
Premises Related	425,288	439,740	414,910	438,280	2
Transport Related	935	320	630	420	
Supplies & Services	53,942	61,630	61,130	59,700	3
	614,038	662,570	596,080	629,240	
NON RECURRING ITEMS					
Service Restructure (funded by Service Improvement Fund)	20,098	-	-	-	
	634,136	662,570	596,080	629,240	
INCOME					
Customer and Client Receipts	(214,299)	(203,700)	(224,090)	(222,110)	
	(214,299)	(203,700)	(224,090)	(222,110)	
NET EXPENDITURE	419,837	458,870	371,990	407,130	

Notes:

- 1 Movement relates to changes in staff time allocations, vacancies and use of salary savings for temporary staff within other areas of the facilities service
- 2 Reduction in utility charges as a result of changing energy provider
- 3 Increase in subsidy to canteen provider

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 Directors' Management Board and Cabinet and corporate programme management. Community cohesion and integration strategy.

Cost Centre 1409	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Andrew Colver	£	£	£	£	
EXPENDITURE					
Employees	375,789	389,800	387,860	369,880	
Transport Related	341	60	930	740	
Supplies & Services	3,286	6,000	26,000	6,000	1
Grants & Contributions	10,000	-	-	-	2
	389,416	395,860	414,790	376,620	
NON RECURRING ITEMS					
Channel Shift Implementation (funded by Service Improvement Fund)	66,188	-	54,800	20,000	
Service Transformation and Service Review (funded by Service Improvement Fund)	23,168	-	20,000	-	
Organisational Development (funded by Service Improvement Fund)	17,901	-	6,300	-	
	496,673	395,860	495,890	396,620	
INCOME					
Other Grants & Contributions	(11,797)	-	-	-	2
NET EXPENDITURE	484,876	395,860	495,890	396,620	

Notes:

- 1 Revised estimate includes a supplementary estimate for costs of recruiting a new chief executive
 2 2015/16 Grant received from the Supporting Families fund, provided to fund improving mental health and education attainment in schools.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	393,886	337,760	364,330	364,600
Transport Related	257	250	380	380
Supplies & Services	16,076	21,080	18,310	21,560
	410,219	359,090	383,020	386,540
NON RECURRING ITEM				
Service Restructure Costs (funded by Service Improvement Fund)	28,595	-	-	-
Review of Accounting and budget structure (funded by Service Improvement Fund)	12,920	-	-	-
	451,734	359,090	383,020	386,540
INCOME				
Customer & Client Receipts	-	(500)	(960)	(500)
NET EXPENDITURE	451,734	358,590	382,060	386,040

Notes:

1 Reduction in requirement for external consultancy in 2015/16

PERSONNEL SERVICES**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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Karen Edwards	£	£	£	£
EXPENDITURE				
Employees	202,071	233,340	254,870	249,460
Transport Related	116	-	10	-
Supplies & Services	44,617	57,100	55,380	52,200
	246,804	290,440	310,260	301,660
NON RECURRING ITEMS				
Pension Advice (funded by Service Improvement Fund)	5,549			
HR Development (funded by Service Improvement Fund)			56,400	59,680
	252,353	290,440	366,660	361,340
INCOME				
Customer & Client Receipts	(11,261)	(11,000)	(10,800)	(10,900)
NET EXPENDITURE	241,092	279,440	355,860	350,440

Notes:

1 2015/16 Actual reduction in expenditure due to less costs on occupational health, budget savings on corporate training have carried forward to 2016/17

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	270,751	257,790	274,190	276,350
Transport Related	374	-	390	320
Supplies & Services	56,118	65,960	102,150	98,010
	327,243	323,750	376,730	374,680
INCOME				
Customer & Client Receipts	(51,375)	(38,500)	(68,500)	(64,500)
	(51,375)	(38,500)	(68,500)	(64,500)
NET EXPENDITURE	275,868	285,250	308,230	310,180

Notes:

1 Counsel fees naturally fluctuate year on year and a change in accounting practice has increased income and expenditure, although no effect on net position

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	234,232	212,850	232,830	219,000
Transport Related	57	-	220	220
Supplies & Services	62,769	89,200	68,800	87,100
	297,058	302,050	301,850	306,320
INCOME				
Other Grants & Contributions	(285)	-	-	-
NET EXPENDITURE	296,773	302,050	301,850	306,320

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	183,669	199,730	209,010	232,490
Transport Related	82	90	80	80
Supplies & Services	5,314	5,300	5,300	5,300
NET EXPENDITURE	189,065	205,120	214,390	237,870

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ian Harrison	£	£	£	£
EXPENDITURE				
Employees	147,566	143,930	147,800	149,840
Transport Related	215	-	50	30
Supplies & Services	786	2,750	2,000	2,000
NET EXPENDITURE	148,567	146,680	149,850	151,870

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ian Harrison	£	£	£	£
EXPENDITURE				
Employees	108,284	114,930	144,110	148,270
Transport Related	2	-	20	20
Supplies & Services	1,486	520	520	520
	109,772	115,450	144,650	148,810
NON RECURRING ITEM				
Systems Thinking / Process Reviews (funded by Service Improvement Fund)	22,366	-	-	-
	132,138	115,450	144,650	148,810
INCOME				
Customer & Client Receipts	-	-	(3,000)	-
NET EXPENDITURE	132,138	115,450	141,650	148,810

Notes:

1 Increase due to additional support (previously funded from Service Improvement Fund)

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	95,424	104,980	106,220	107,410
Premises Related	6,211	6,000	10,000	6,000
Transport Related	395	-	360	360
Supplies & Services	259	1,000	400	800
NET EXPENDITURE	102,289	111,980	116,980	114,570

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	33,561	32,060	58,260	27,880
Transport Related	70	-	160	160
Supplies & Services	81,100	81,170	78,500	80,010
	114,731	113,230	136,920	108,050
INCOME				
Customer & Client Receipts	(2,902)	(3,000)	(3,000)	(3,000)
NET EXPENDITURE	111,829	110,230	133,920	105,050

Notes:

- 1 Salary savings due to vacant post within other areas of the facilities service used to cover cost of temporary staff

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Nick Harding	£	£	£	£
EXPENDITURE				
Employees	83,647	87,700	63,100	76,260
Transport Related	362	-	420	410
Supplies & Services	13,307	14,810	13,660	13,720
	97,316	102,510	77,180	90,390
NET EXPENDITURE	97,316	102,510	77,180	90,390

Notes:

- 1 Salary savings due to vacant post within other areas of the facilities service used to cover cost of temporary staff

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	50,956	50,950	52,530	53,590
Transport Related	274	-	260	280
Supplies & Services	2,612	11,100	8,100	11,100
	53,842	62,050	60,890	64,970
INCOME				
Customer & Client Receipts	-	(10,000)	-	-
NET EXPENDITURE	53,842	52,050	60,890	64,970

Notes:

1 An increase in the number of projects has increased the use of consultants

2 Recovery of fees from a third party anticipated at the time of estimate preparation.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Karen Edwards	£	£	£	£
EXPENDITURE				
Employees	53,482	70,630	46,500	47,630
Supplies & Services	624	1,400	1,100	700
	54,106	72,030	47,600	48,330
NET EXPENDITURE	54,106	72,030	47,600	48,330

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	40,904	36,560	36,970	37,110
Transport Related	80	60	140	140
Supplies & Services	199	-	70	-
NET EXPENDITURE	41,183	36,620	37,180	37,250

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	33,119	29,730	32,340	25,240
Supplies & Services	2,118	2,940	3,340	3,340
NET EXPENDITURE	35,237	32,670	35,680	28,580

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REVENUE BUDGET 2017/18

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
STATUTORY				
Domestic Refuse	1,439,053	1,358,640	1,373,070	1,409,030
Street Cleansing	912,886	916,940	905,700	912,800
Recycling	384,376	369,020	401,410	393,030
Planning Policy	333,489	329,970	445,540	348,430
Conservation	68,079	49,460	69,940	69,890
Land Drainage/Sewerage	20,461	21,280	20,590	21,370
Abandoned Vehicles	3,130	4,030	5,160	5,270
Sub Total	3,161,474	3,049,340	3,221,410	3,159,820
DISCRETIONARY				
Other Highways	121,277	156,160	170,290	167,890
Town Centre Management	94,930	101,780	103,050	104,920
Aldershot Regeneration	122,962	66,640	79,230	85,420
Farnborough Town Centre Regeneration	43,827	28,620	42,220	47,370
Maintenance Team	71,062	24,460	72,870	45,120
Street Furniture	32,088	31,390	31,390	31,390
Street Lighting	4,962	7,400	7,400	7,400
Markets	6,277	-	-	-
Parking Management	(309,924)	(392,250)	(378,810)	(380,870)
Car Parks	(772,381)	(1,003,490)	(769,560)	(763,630)
Sub Total	(584,920)	(979,290)	(641,920)	(654,990)
Total	2,576,554	2,070,050	2,579,490	2,504,830
Environment & Service Delivery Management Expense	55,216	58,070	61,820	61,970
Environment & Service Delivery Support Service	19,339	20,180	20,910	21,720
NET DIRECT COSTS	2,651,108	2,148,300	2,662,220	2,588,520
Support Service Recharges	1,066,028	979,820	1,022,490	1,012,240
Capital Accounting Charges	3,681,849	328,460	100,750	107,280
NET EXPENDITURE	7,398,986	3,456,580	3,785,460	3,708,040

Notes:

A budget increase of £56,643 equates to a council tax increase of 1%, equivalent to an increase of £1.88 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 1% for 2017/18.
- 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) With effect from 1st April 2016 there was an increase in National Insurance contributions following the introduction of the single-tier state pension.
- 7) Employers' pension contributions increased from 1st April 2017 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 38,750 households; weekly household clinical waste collection service; collection service for bulky/heavy items of household waste.

Cost Centre 2553	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: James Duggin	£	£	£	£	
EXPENDITURE					
Employees	56,162	56,240	66,040	70,030	1
Transport Related	512	560	700	700	
Supplies & Services	110,700	111,860	111,860	111,860	
Payment to Contractor	1,335,009	1,331,630	1,327,240	1,368,090	
	1,502,383	1,500,290	1,505,840	1,550,680	
NON RECURRING ITEM					
Service Transformation and Service Review (funded by Service Improvement Fund)	19,792	-	-	-	
Procurement support for major contract review (funded by Service Improvements Fund)	66,658	-	22,880	-	
	1,588,833	1,500,290	1,528,720	1,550,680	
INCOME					
Other Grants and Contributions	(3,033)	(3,070)	(3,070)	(3,070)	
Customer and Client Receipts	(146,747)	(138,580)	(152,580)	(138,580)	2
	(149,780)	(141,650)	(155,650)	(141,650)	
NET EXPENDITURE	1,439,053	1,358,640	1,373,070	1,409,030	

Notes:

For 2015/16 actual and 2016/17 revised these Non-Recurring Items all relate to the Refuse, Recycling, Street Cleansing, Grounds Maintenance and Toilet Cleaning contract procurement

1 2016/17 Revised Estimate onwards includes the effects of the contracts team staffing restructure.

2 2015/16 Actual and 2016/17 Revised Estimate include additional bulky waste income offset with additional contractor payments

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: James Duggin	£	£	£	£	
EXPENDITURE					
Employees	31,752	33,360	41,280	44,680	1
Premises Related	10,010	10,000	10,000	10,000	
Transport Related	460	500	630	620	
Supplies & Services	11,904	15,100	15,100	15,100	
Payment to Contractor	1,028,023	1,063,680	1,036,730	1,056,140	2
	1,082,149	1,122,640	1,103,740	1,126,540	
NON RECURRING ITEM					
Procurement support for major contract review (funded by Service Improvements Fund)	34,674	-	11,900	-	
Service Transformation and Service Review (funded by Service Improvement Fund)	10,295	-	-	-	
	1,127,118	1,122,640	1,115,640	1,126,540	
INCOME					
Customer and Client Receipts	(10,026)	(500)	(10,000)	(10,000)	3
Other Grants & Contributions	(204,206)	(205,200)	(199,940)	(203,740)	
	(214,232)	(205,700)	(209,940)	(213,740)	
NET EXPENDITURE	912,886	916,940	905,700	912,800	

Notes:

For 2015/16 actual and 2016/17 revised these Non-Recurring Items all relate to the Refuse, Recycling, Street Cleansing, Grounds Maintenance and Toilet Cleaning contract procurement

- 1 2016/17 Revised Estimate onwards includes the effects of the contracts team staffing restructure.
- 2 2015/16 Actual includes underspends mainly on the parks, car parks and highways non-routine works.
- 3 2015/16 Actual, 2016/17 Revised Estimate and 2017/18 Estimate all include the continuation of income from works carried out on behalf of a Housing Association.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: James Duggin	£	£	£	£	
EXPENDITURE					
Employees	72,065	71,870	83,420	87,920	1
Transport Related	2,217	3,630	2,280	3,780	
Supplies & Services	46,063	50,570	60,960	55,570	2
Payment to Contractor	797,327	796,160	788,090	814,760	
	917,672	922,230	934,750	962,030	
NON RECURRING ITEM					
Service Transformation and Service Review (funded by Service Improvement Fund)	5,858	-	-	-	
Procurement support for major contract review (funded by Service Improvement Fund)	19,728	-	6,770	-	
	943,258	922,230	941,520	962,030	
INCOME					
Other Grants and Contributions	(5,278)	(4,000)	(4,000)	(4,000)	
Customer and Client Receipts	(553,604)	(549,210)	(536,110)	(565,000)	3
	(558,882)	(553,210)	(540,110)	(569,000)	
NET EXPENDITURE	384,376	369,020	401,410	393,030	

Notes:

For 2015/16 actual and 2016/17 revised these Non-Recurring Items all relate to the Refuse, Recycling, Street Cleansing, Grounds Maintenance and Toilet Cleaning contract procurement

1 2016/17 Revised Estimate onwards includes the effects of the contracts team staffing restructure.

2 2016/17 Revised Estimate includes additional costs on sacks and project integra fee

3 2015/16 Actual, 2016/17 Revised Estimate and 2017/18 Estimate all include fluctuations in the MRF (Materials Recovery Facility) income, glass sales tonnage prices and the increase in subscribers to the Green Waste service.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Keith Holland	£	£	£	£	
EXPENDITURE					
Employees	269,124	285,980	312,490	317,190	
Transport Related	294	670	630	630	
Supplies & Services	3,165	3,320	3,300	3,300	
PDG Consultancy Fees	42,733	-	-	-	1
PDG LDF Examinations	-	-	65,510	-	1
Local Plans & Publications	13,167	20,000	20,000	10,000	2
Public Relations/Consultancy	7,898	20,000	31,000	20,000	2
	336,381	329,970	432,930	351,120	
NON RECURRING ITEM					
LDF Exams	-	-	15,300	-	3
	336,381	329,970	448,230	351,120	
INCOME					
Customer and Client Receipts	(2,892)	-	(2,690)	(2,690)	4
NET EXPENDITURE	333,489	329,970	445,540	348,430	

Notes:

1 Housing & Planning Delivery Grant spend in 2015/16 and revised estimates 16/17 . The funding is transferred from earmarked reserves.

2 Spend on the Local Plan varies from year to year depending on the delivery cycle

3 Delivering Development (DPD) examination costs

4 Budget amended in 2016/17 and 2017/18 to reflect the income being received from another Local Authority for the provision of a Service Level Agreement

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Keith Holland	£	£	£	£
EXPENDITURE				
Employees	101,141	95,950	89,460	89,410
Transport Related	556	580	540	540
Supplies & Services	3,569	7,450	7,450	7,450
Environmental Improvements & Conservation Area Enhancement	-	-	-	-
	105,266	103,980	97,450	97,400
INCOME				
Customer and Client Receipts	(37,187)	(54,520)	(27,510)	(27,510)
NET EXPENDITURE	68,079	49,460	69,940	69,890

Notes:

- 1 The Revised Estimate 2016/17 reflects the correct split of income being received from another Local Authority for the provision of a Service Level Agreement. The reduction compared to the 2015/16 actuals is a result of a reduction in the hours contracted under the Service Level Agreement

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LAND DRAINAGE/SEWERAGE**Service Purpose:**

Inspection of ditches and watercourses to ensure free flow of water. To ensure that the Council carries out its 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Helen Lolley	£	£	£	£
EXPENDITURE				
Employees	9,622	10,450	10,360	10,540
Premises Related	1,609	1,600	1,000	1,600
Supplies & Services	9,230	9,230	9,230	9,230
NET EXPENDITURE	20,461	21,280	20,590	21,370

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: James Duggin	£	£	£	£
EXPENDITURE				
Employees	2,746	2,080	3,190	3,310
Transport Related	45	50	70	60
Supplies & Services	339	1,900	1,900	1,900
NET EXPENDITURE	3,130	4,030	5,160	5,270

DISCRETIONARY SERVICES**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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	232,265	228,380	251,670	209,450	1
Premises Related	2,697	5,050	5,130	5,050	
Transport Related	2,234	3,580	3,580	3,580	
Supplies & Services	26,292	32,370	37,600	32,610	2
Payment to Contractors	214,616	222,880	215,310	221,300	
	478,104	492,260	513,290	471,990	
INCOME					
Customer & Client Receipts	(123,886)	(116,100)	(134,000)	(131,100)	3
HCC Agency Contributions to Salaries	(232,941)	(220,000)	(209,000)	(173,000)	4
	(356,827)	(336,100)	(343,000)	(304,100)	
NET EXPENDITURE	121,277	156,160	170,290	167,890	

Notes:

- 1 2016/17 Revised Estimate 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 reflects the deletion of one post from within the team.
- 2 2015/16 Actual includes underspends on a variety of supplies and services. 2016/17 Revised Estimate includes an increase spend required for signs.
- 3 2015/16 Actual, 2016/17 Revised Estimate and 2017/18 Estimate includes the increase income from temporary traffic regulation orders
- 4 2016/17 Revised Estimate includes a £7k shortfall in grass cutting income relating to prior year adjustment. 2017/18 Estimate reflects the reduction in funding from Hampshire County Council in its traffic management and environmental works agency agreements.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	79,099	84,700	69,330	87,810	1
Premises Related	-	-	6,850	-	2
Transport Related	623	820	290	820	
Supplies & Services	26,865	16,260	36,580	16,290	3
	106,587	101,780	113,050	104,920	
INCOME					
Customer & Client Receipts	(841)	-	(10,000)	-	4
Other Grants & Contributions	(10,816)	-	-	-	3
	(11,657)	-	(10,000)	-	
NET EXPENDITURE	94,930	101,780	103,050	104,920	

Notes:

1 2016/17 Revised Estimate includes a vacancy saving.

2 2016/17 Revised Estimate includes the one-off additional spend required at Union St on alleyway gates.

3 2015/16 Actual includes additional costs for various events covered by contributions from companies. 2016/17 Revised Estimate includes a carry forward of promotions budgets from 2015/16 and a one-off budget for the temporary installation of an ice rink at Princes Gardens for December 2016.

4 2016/17 Revised Estimate includes the ticket sales/sponsorship and stall income following the temporary installation of an ice rink at Princes Gardens for December 2016.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Karen Edwards	£	£	£	£	
EXPENDITURE					
Employees	55,979	66,580	78,980	85,170	1
Transport Related	37	60	250	250	
Supplies & Services	66,946	-	-	-	2
NET EXPENDITURE	122,962	66,640	79,230	85,420	

Notes:

1 2016/17 Revised Estimate & 2017/18 Estimate 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Karen Edwards	£	£	£	£	
EXPENDITURE					
Employees	21,030	28,620	42,150	47,300	1
Transport Related	5	-	70	70	
Supplies & Services	32,792	-	-	-	2
	53,827	28,620	42,220	47,370	
INCOME					
Other Grants and Contributions	(10,000)	-	-	-	2
	(10,000)	-	-	-	
NET EXPENDITURE	43,827	28,620	42,220	47,370	

Notes:

- 1 2016/17 Revised Estimate & 2017/18 Estimate include the additional costs of the Planning Officer as part of the regeneration works.
- 2 Consultancy fees for town centre regeneration, offset in part by a £10k contribution from Hampshire County Council.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: John Trusler	£	£	£	£	
EXPENDITURE					
Employees	143,210	93,520	148,750	110,020	1
Transport Related	27,137	15,900	15,900	15,900	2
Supplies & Services	69,739	27,170	40,350	31,330	3
	240,086	136,590	205,000	157,250	
INCOME					
Other Grants and Contributions	(169,024)	(112,130)	(132,130)	(112,130)	4
NET EXPENDITURE	71,062	24,460	72,870	45,120	

Notes:

- 1 2015/16 Actual and 2016/17 Revised Estimate includes costs associated with the skilled up project (funded by grant income in 2015/16 and external project income and earmarked reserves in 2016/17 Revised Estimate).
- 2 2015/16 Actual includes additional spend on vehicle costs mainly due to the hiring of an extra vehicle.
- 3 2015/16 Actual includes additional expenditure on handyman materials due to the additional cleanup costs at the depot and an increase in the maintenance team workload. 2016/17 Revised Estimate includes additional handyman material costs.
- 4 2015/16 Actual includes grant funding for the skilled up project. 2016/17 Revised Estimate includes external project income for the skilled up project.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Premises Related	-	2,000	2,000	2,000
Supplies & Services	32,088	29,390	29,390	29,390
NET EXPENDITURE	32,088	31,390	31,390	31,390

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Premises Related	50	3,300	3,300	3,300
Supplies & Services	4,912	4,100	4,100	4,100
NET EXPENDITURE	4,962	7,400	7,400	7,400

MARKETS**Service Purpose:**

To provide markets for Aldershot and Farnborough.

Service Activity:

To manage the market lettings agreement.

Cost Centre 1207	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	314	-	-	-
Premises Related	-	-	-	-
Transport Related	-	-	-	-
	314	-	-	-
INCOME				
Customer and Client Receipts	5,963	-	-	-
NET EXPENDITURE	6,277	-	-	-

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Notes:

1 Markets are now run in-house and all income and expenditure is reported under "Markets & Car Boot Sales".

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Kirsty Hosey	£	£	£	£	
EXPENDITURE					
Employees	287,321	337,620	342,030	358,190	1
Premises Related	8,098	7,500	8,100	9,300	
Transport Related	3,550	9,560	7,430	7,700	1
Supplies & Services	53,099	68,700	70,240	66,340	1
	352,068	423,380	427,800	441,530	
INCOME					
Customer and Client Receipts	(661,992)	(815,630)	(806,610)	(822,400)	2
NET EXPENDITURE	(309,924)	(392,250)	(378,810)	(380,870)	

Notes

- 1 The 2015/16 Actual includes an underspend on staffing whilst a number of the Civil Enforcement Officer posts were vacant, a saving as the leased vehicles were not immediately replaced when the leases ended & a reduction in Penalty Charge Notice (PCN) related costs due to the reduction in the PCN's issued as there were vacant Civil Enforcement Officer posts
- 2 2015/16 Actual reflects a shortfall in the penalty charge notices income as the recruitment of the 4 Civil Enforcement Officer posts was delayed by several months.

CAR PARKS**Service Purpose:**

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

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Kirsty Hosey	£	£	£	£	
EXPENDITURE					
Employees	117,104	134,180	136,720	141,760	1
Premises Related	213,943	243,880	238,090	238,230	2
Transport Related	1,282	4,050	3,100	4,040	
Supplies & Services	269,729	289,180	277,340	276,210	3
Payment to Contractor	98,148	102,170	99,590	101,440	
	700,206	773,460	754,840	761,680	
Other Grants and Contributions	(56,359)	(52,000)	(52,000)	(52,000)	
Customer and Client Receipts	(1,416,228)	(1,724,950)	(1,472,400)	(1,473,310)	4
	(1,472,587)	(1,776,950)	(1,524,400)	(1,525,310)	
NET EXPENDITURE	(772,381)	(1,003,490)	(769,560)	(763,630)	

Notes:

- 1 2015/16 Actual includes an underspend on staffing whilst a number of the Civil Enforcement Officer posts were vacant.
- 2 2015/16 Actual includes an underspend mainly on general repairs and maintenance and lighting repairs.
- 3 2015/16 Actual includes an underspend mainly on payments to the owners of managed car parks.
- 4 2015/16 Actual includes a shortfall in for a number of reasons; a.) shortfall in smartcard sales mainly relating to a reduction in purchases by one company b.) a shortfall in Pay & Display income at various car parks, the main being at the Aldershot Multi-storey car park due to a combination of the factors; closure of the Marks & Spencer store, problems with rough sleepers, problems with the lifts, and building works, other managed car parks have also seen a reduction in pay and display income (this is offset with a reduction in payments as shown in note 3 above), c.) a shortfall in the penalty charge notices income as the recruitment of the 4 Civil Enforcement Officer posts was delayed by several months. These variance have been incorporated into the 2016/17 Revised and 2017/18 Estimates.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
NET EXPENDITURE				
Environmental Health Management	43,038	45,950	42,000	42,150
Planning Policy Management	6,441	6,210	6,210	6,210
Conservation Management	3,014	3,300	3,300	3,300
Corporate Director	2,723	2,610	10,310	10,310
NET EXPENDITURE	55,216	58,070	61,820	61,970
Recharges to Services				
Allocated to Services	55,216	58,070	61,820	61,970
Net Under/(Over) Recovery	-	-	-	-

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

Cost Centre 2217	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
Budget Officer: Qamer Yasin				
EXPENDITURE				
Employees	19,199	20,180	20,850	21,660
Transport Related	140	-	60	60
NET EXPENDITURE (excludes Recharges to	19,339	20,180	20,910	21,720

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REVENUE BUDGET 2017/18

Appendix 2

CONCESSIONS & COMMUNITY PORTFOLIO	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
STATUTORY				
Council Tax Support	203,478	199,570	193,970	204,400
Electoral Registration	97,059	129,220	132,880	123,780
Corporate Fraud Investigations	97,995	100,900	96,350	98,120
Emergency Planning	36,223	36,460	37,750	38,090
Elections	70,661	86,130	64,240	27,590
Rent Allowances	(37,144)	(42,940)	(100,910)	(35,120)
Sub Total	468,272	509,340	424,280	456,860
DISCRETIONARY				
Grants to Major Voluntary Organisations	523,636	521,780	530,750	510,670
Grants to Local and National Organisations	203,511	193,820	220,000	195,250
Community Transport	49,988	53,700	45,440	45,930
Sustainability Initiatives	24,355	38,280	13,910	14,370
Meals on Wheels	8,113	3,820	4,800	4,840
Public Health	19,082	-	-	-
Sub Total	828,685	811,400	814,900	771,060
NET DIRECT COSTS	1,296,957	1,320,740	1,239,180	1,227,920
Support Service Recharges	590,751	598,290	621,140	616,610
Capital Accounting Charges	3,383	2,780	2,780	680
NET EXPENDITURE	1,891,091	1,921,810	1,863,100	1,845,210

Notes:

A budget increase of £56,643 equates to a council tax increase of 1%, equivalent to an increase of £1.88 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 1% for 2017/18.
- 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) With effect from 1st April 2016 there was an increase in National Insurance contributions following the introduction of the single-tier state pension.
- 7) Employers' pension contributions increased from 1st April 2017 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	196,049	189,560	186,570	194,010
Transport Related	482	10	400	390
Council Tax Support Scheme Hardship Fund	6,947	10,000	7,000	10,000
NET EXPENDITURE	203,478	199,570	193,970	204,400

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	57,447	51,250	55,990	52,150
Transport Related	128	170	290	180
Supplies & Services	80,688	64,000	79,500	79,650
	138,263	115,420	135,780	131,980
NON RECURRING ITEM				
Transitional cost for Individual Elector Registration	1,223	26,000	23,800	8,500
	139,486	141,420	159,580	140,480
INCOME				
Customer and Client Receipts	(1,525)	(2,200)	(1,700)	(1,700)
Government Grant	(40,902)	(10,000)	(25,000)	(15,000)
	(42,427)	(12,200)	(26,700)	(16,700)
NET EXPENDITURE	97,059	129,220	132,880	123,780

Notes:

- 1 2015/16 underspend against budget on transitional costs for Individual Elector Registration (IER), this budget has been carried forward to 2016/17
- 2 2015/16 actuals reflects funding received towards IER, which is being reduced year on year by central government

CORPORATE FRAUD INVESTIGATIONS

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Amanda Fahey	£	£	£	£
EXPENDITURE				
Employees	93,186	92,500	91,090	92,860
Transport Related	1,294	-	2,110	2,110
Supplies & Services	3,515	8,400	3,150	3,150
NET EXPENDITURE	97,995	100,900	96,350	98,120

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	2014/15 Actual	2015/16 Estimate	2015/16 Revised Estimate	2016/17 Estimate
Budget Officer: Andrew Colver	£	£	£	£
EXPENDITURE				
Employees	14,535	13,560	14,840	15,180
Transport Related	-	-	10	10
Supplies & Services	21,688	22,900	22,900	22,900
NET EXPENDITURE	36,223	36,460	37,750	38,090

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Andrew Colver	£	£	£	£	
EXPENDITURE					
Employees	71,623	56,480	60,590	33,330	
Premises Related	6,038	5,100	5,100	-	
Transport Related	140	740	1,350	800	
Supplies & Services	27,425	36,110	26,500	5,460	
	105,226	98,430	93,540	39,590	
Other Grants and Contributions	(34,565)	(12,300)	(29,300)	(12,000)	2
	(34,565)	(12,300)	(29,300)	(12,000)	
NET EXPENDITURE	70,661	86,130	64,240	27,590	1

Notes:

1 Elections budget for 2017/18 reduced as there are no local elections in this year

2 Additional contributions towards election costs

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Amanda Fahey	£	£	£	£	
EXPENDITURE					
Employees	457,022	414,580	391,480	398,560	1
Transport Related	1,067	0	820	790	
Supplies & Services	58,635	55,640	65,520	53,290	2
Allowances granted/Transfer Payments	37,145,244	37,720,000	36,505,000	36,351,000	
Bad Debt Provision	587,420	150,000	175,000	175,000	3
Discretionary Housing Payments	125,101	100,000	169,000	100,000	
	38,374,489	38,440,220	37,306,820	37,078,640	
INCOME					
Discretionary Rent Allowances	(125,101)	(100,000)	(169,000)	(100,000)	
Housing Benefit Subsidy	(36,897,337)	(37,250,000)	(36,050,000)	(35,897,000)	
Housing Benefits Admin Subsidy	(509,575)	(433,160)	(441,130)	(399,960)	
Overpayments Recovered	(848,638)	(700,000)	(700,000)	(700,000)	3
Other Income	(65)	-	-	-	
Government Grants	(25,937)	-	(15,600)	-	4
Universal Credit Funding	(4,980)	-	(32,000)	(16,800)	5
	(38,411,633)	(38,483,160)	(37,407,730)	(37,113,760)	
NET EXPENDITURE	(37,144)	(42,940)	(100,910)	(35,120)	

Notes:

- 1 2015/16 actuals included two posts funded by earmarked reserves
- 2 Fluctuations reflect additional software changes funded by government grant
- 3 2015/16 actuals for overpayments recovered together with the associated bad debt provision reflects overpayments identified due to Real Time Information matching at HMRC and Fraud and Error Reduction Incentive Scheme
- 4 Fluctuations in government grants reflects additional expenditure incurred as a consequence of software changes
- 5 Government funding towards administration costs of phased migration of benefit claimants to Universal Credit

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	3,942	3,240	3,370	3,480	
Transport Related	-	10	10	10	
Supplies & Services	56,984	46,770	46,770	46,770	1
Direct Grants	-	3,000	-	-	
Citizens Advice	257,380	259,720	272,800	261,870	2
Farnborough & Cove War Memorial Hospital Trust	112,570	113,810	112,570	102,570	3
Rushmoor Voluntary Service	73,400	74,210	74,210	74,950	
35-39 High Street Service Charge	19,360	21,020	21,020	21,020	
NET EXPENDITURE	523,636	521,780	530,750	510,670	

Notes:

1 This budget reflects the notional costs associated with granting parking permits to various voluntary organisations and charities. The corresponding notional income is shown in the Car Parks cost centre.

Fluctuations between years occur due to timing of requests.

2 One off grant in 2016/17 of £13k Citizens Advice Bureau towards additional staff

3 2017/18 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	17,046	18,010	18,530	19,440	
Transport Related	8	10	20	10	
Grants & Contributions	38,146	20,000	45,650	20,000	1
Farnborough Airport Community Environmental Fund	43,321	-	-	-	
Service Charge	2,020	2,190	2,190	2,190	2
Community Matters Partnership	5,000	5,000	5,000	5,000	
Rent Relief	148,278	148,610	148,610	148,610	
	253,819	193,820	220,000	195,250	
INCOME					
Farnborough Airport Community Environmental Fund	(50,308)	-	-	-	2
NET EXPENDITURE	203,511	193,820	220,000	195,250	

Notes:

1 2015/16 includes one off grant for rent contribution for Source young people's charity. Revised 2016/17 estimate includes a one off grant agreed for Fernhill School to sustain educational attainment

2 2015/16 shows the amount of Farnborough Airport Community Environmental Fund received and used in year.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	1,678	1,390	1,410	1,460
Payment to Contractor	13,670	17,670	10,470	10,570
Dial A Ride	34,640	34,640	33,560	33,900
NET EXPENDITURE	49,988	53,700	45,440	45,930

Notes:

- 1 2016/17 revised budget reflects the reduced transport payment to Rushmoor Voluntary Services for Luncheon Club

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ann Greaves	£	£	£	£
EXPENDITURE				
Employees	27,467	25,580	24,860	25,320
Transport Related	565	-	550	550
Supplies & Services	14,639	12,700	8,300	8,300
	42,671	38,280	33,710	34,170
INCOME				
Other Grants and Contributions	(18,316)	-	(19,800)	(19,800)
NET EXPENDITURE	24,355	38,280	13,910	14,370

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	1,348	1,310	1,290	1,330
Transport Related	2	10	10	10
Third Party Payment	6,763	2,500	1,000	1,000
Direct Grant	-	-	2,500	2,500
NET EXPENDITURE	8,113	3,820	4,800	4,840

PUBLIC HEALTH**Service Purpose:**

To support public health in the Borough.

Service Activity:

To reallocate and administer public health grants made to the Rushmoor Health & Well Being Partnership.

Cost Centre 2219	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Colin Alborough	£	£	£	£
EXPENDITURE				
Direct Grants	40,000	-	-	-
Supplies & Services	535	-	-	-
	40,535	-	-	-
INCOME				
Public Health Grant	(21,453)	-	-	-
NET EXPENDITURE	19,082	-	-	-

Notes:

- 1 Reallocation of public health grants made by Hampshire County Council. Due to timings there was a £20k surplus in 2014/15 which was spent in 2015/16

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REVENUE BUDGET 2017/18

HEALTH & HOUSING PORTFOLIO	2015/16 Actual £	2016/17 Estimate £	2016/17 Revised Estimate £	2017/18 Estimate £
STATUTORY				
Houses in Multiple Occupation	88,319	132,950	121,360	101,110
DISCRETIONARY				
Healthy Rushmoor	7,000	7,000	7,000	7,000
MIXED				
Housing Advice	606,788	583,870	583,310	571,860
Housing Strategy	147,843	152,160	154,190	145,030
Improvement Grants	127,893	127,690	130,670	133,470
	882,524	863,720	868,170	850,360
Total	977,843	1,003,670	996,530	958,470
Health & Housing Support Service	23,950	23,310	23,910	24,310
NET DIRECT COSTS	1,001,793	1,026,980	1,020,440	982,780
Support Service Recharges	240,516	252,810	259,170	253,900
Capital Accounting Charges	197,689	416,350	334,350	98,500
NET EXPENDITURE	1,439,999	1,696,140	1,613,960	1,335,180

Notes:

A budget increase of £56,643 equates to a council tax increase of 1%, equivalent to an increase of £1.88 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 1% for 2017/18.
- 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) With effect from 1st April 2016 there was an increase in National Insurance contributions following the introduction of the single-tier state pension.
- 7) Employers' pension contributions increased from 1st April 2017 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	109,130	137,430	149,040	113,930
Transport related	1,055	1,080	2,320	1,180
Supplies & Services	-	500	-	-
	110,185	139,010	151,360	115,110
INCOME				
Customer and Client Receipts	(21,866)	(6,060)	(30,000)	(14,000)
NET EXPENDITURE	88,319	132,950	121,360	101,110

Notes:

- 1 2016/17 Revised Estimate include 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 HMO's 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Qamer Yasin	£	£	£	£	
EXPENDITURE					
Employees	360,625	396,320	404,990	419,860	1
Transport related	1,613	1,710	1,820	1,680	
Supplies & Services	174,776	135,260	135,320	121,620	2
Step by Step	36,670	40,750	40,750	27,400	3
Rent Deposits	47,245	37,500	36,000	36,000	
HCC Childs Safeguarding Board	2,494	2,500	2,500	2,500	
Mortgage Rescue	400	-	-	-	
Housing Advice Direct Grants	9,350	-	27,440	17,500	4
Hants Welfare Assistance	7,481	-	-	-	
	640,654	614,040	648,820	626,560	
NON RECURRING ITEMS					
Housing Advice under occupancy scheme	145	-	4,210	-	
	640,799	614,040	653,030	626,560	
INCOME					
Customer Clients and Receipts	(31,503)	(27,150)	(32,000)	(25,000)	
Other Grants and Contributions	(2,508)	(3,020)	(37,720)	(29,700)	4
	(34,011)	(30,170)	(69,720)	(54,700)	
NET EXPENDITURE	606,788	583,870	583,310	571,860	

Notes:

- 1 2016/17 includes a new part time Housing Allocations Assistant post
- 2 2016/17 has a forecast reduction in Bed and Breakfast costs as Rushmoor continue to work with a housing association providing temporary accommodation over the next 6 years
- 3 Revised 2016/17 additional funding agreed to provide help for youth homelessness
- 4 Revised 2016/17 additional funding agreed for winter watch 2016/17 and 2017/18 include grant towards North Lane Lodge (hostel) funded by grant income

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 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	2015/16 Actual £	2016/17 Estimate £	2016/17 Revised Estimate £	2017/18 Estimate £
Budget Officer: Qamer Yasin				
EXPENDITURE				
Employees	125,243	125,310	121,130	122,270
Transport related	348	450	260	260
Supplies & Services	22,252	26,400	32,800	22,500
NET EXPENDITURE	147,843	152,160	154,190	145,030

Notes:

1 2016/17 additional funding agreed to support the provision of Housing Improvement Agency services

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	2015/16 Actual £	2016/17 Estimate £	2016/17 Revised Estimate £	2017/18 Estimate £
Budget Officer: Qamer Yasin				
EXPENDITURE				
Employees	121,629	121,380	124,260	127,060
Transport related	1,172	1,210	1,310	1,310
Supplies & Services	5,092	5,100	5,100	5,100
NET EXPENDITURE	127,893	127,690	130,670	133,470

HOUSING SUPPORT SERVICE COSTS

Cost Centre 2405	2015/16 Actual £	2016/17 Estimate £	2016/17 Revised Estimate £	2017/18 Estimate £
Budget Officer: Qamer Yasin				
EXPENDITURE				
Employees	23,827	23,220	23,730	24,130
Transport related	123	90	180	180
NET EXPENDITURE (excludes Recharges to	23,950	23,310	23,910	24,310

REVENUE BUDGET 2017/18

BUSINESS, SAFETY & REGULATION PORTFOLIO	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
STATUTORY				
Development Management	230,614	355,190	268,740	313,110
Pollution & Environmental Control	261,653	270,140	276,680	289,070
Food Safety	171,901	163,960	150,820	167,250
Health & Safety	126,481	128,940	120,380	127,180
Building Control - non fee earning	80,622	112,940	104,010	97,640
Licensing General	67,551	86,390	67,370	73,660
Hackney Carriages	44,609	51,980	68,350	70,770
Building Control - fee earning	(96,447)	(11,430)	(54,590)	(63,680)
Sub Total	886,984	1,158,110	1,001,760	1,075,000
DISCRETIONARY				
Community Patrol Team	181,749	198,360	199,380	212,380
Integrated CCTV	190,508	201,710	215,840	210,180
Public Conveniences	196,855	200,840	195,250	198,380
Economic Development	181,015	159,910	191,370	174,980
Cemeteries	83,462	90,530	95,130	85,670
Pest Control	29,076	34,000	30,920	35,200
Emergency Callout	35,729	29,200	35,130	33,340
Dog Warden	20,680	23,750	22,130	22,400
Markets & Car Boot Sales	(127,542)	(180,580)	(125,800)	(182,930)
Crematorium	(660,141)	(680,730)	(732,200)	(683,490)
Sub Total	131,391	76,990	127,150	106,110
MIXED				
Community Safety	131,569	155,890	134,540	143,110
Total	1,149,944	1,390,990	1,263,450	1,324,220
Business, Safety & Regulation Management Expenses	36,997	21,710	19,660	16,610
Business, Safety & Regulation Support Service	1,307	1,260	360	370
NET DIRECT COSTS	1,188,248	1,413,960	1,283,470	1,341,200
Support Service Recharges	1,127,185	1,196,990	1,241,360	1,215,000
Capital Accounting Charges	109,135	97,870	112,150	112,830
NET EXPENDITURE	2,424,568	2,708,820	2,636,980	2,669,030

Notes:

A budget increase of £56,643 equates to a council tax increase of 1%, equivalent to an increase of £1.88 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 1% for 2017/18.

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) With effect from 1st April 2016 there was an increase in National Insurance contributions following the introduction of the single-tier state pension.

7) Employers' pension contributions increased from 1st April 2017 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Keith Holland	£	£	£	£
EXPENDITURE				
Employees	719,023	743,790	724,840	721,410
Transport Related	2,176	2,510	1,920	1,920
Supplies & Services	19,281	22,770	15,560	6,890
	740,480	769,070	742,320	730,220
INCOME				
Customer and Client Receipts	(509,866)	(413,880)	(473,580)	(417,110)
NET EXPENDITURE	230,614	355,190	268,740	313,110

Notes:

- 1 The 2016/17 Revised Estimate reflects a reduction in expenditure on press advertising of planning applications as agreed by Cabinet in November 2016. The 2017/18 Estimate reflects a full years saving
- 2 The 2015/16 Actual included income of £59k for the S106 admin charge, this income is tapering off and no longer budgeted for as agreed by Cabinet in June 2015 following a legal challenge. The 2016/17 Revised Estimate was increased to reflect an increase in income due to a couple of 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 does not reflect such an increase

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	282,746	282,860	291,800	303,170
Premises Related	-	400	400	400
Transport Related	2,054	3,380	2,010	2,840
Supplies & Services	3,784	8,000	7,500	8,010
	288,584	294,640	301,710	314,420
INCOME				
Customer and Client Receipts	(26,931)	(24,500)	(25,030)	(25,350)
	(26,931)	(24,500)	(25,030)	(25,350)
NET EXPENDITURE	261,653	270,140	276,680	289,070

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	175,731	176,260	173,640	177,600
Transport Related	1,291	1,340	820	820
Supplies & Services	2,327	3,510	2,010	2,030
	179,349	181,110	176,470	180,450
INCOME				
Customer and Client Receipts	(7,448)	(17,150)	(25,650)	(13,200)
	(7,448)	(17,150)	(25,650)	(13,200)
NET EXPENDITURE	171,901	163,960	150,820	167,250

Notes:

1 Fluctuations due to biennial Air Show food inspections.

1

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	126,552	127,310	130,320	134,720
Transport Related	702	670	780	780
Supplies & Services	567	960	3,260	3,080
	127,821	128,940	134,360	138,580
INCOME				
Customer & Client Receipts	(1,340)	-	(13,980)	(11,400)
NET EXPENDITURE	126,481	128,940	120,380	127,180

Notes:

1 2016/17 Revised estimate onwards includes income from Council run health and safety courses and consultancy/Primary Authority services.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Martin Hobley	£	£	£	£
EXPENDITURE				
Employees	85,579	112,580	103,190	96,715
Transport Related	334	360	820	925
Supplies & Services	3,897	1,000	1,000	1,000
	89,810	113,940	105,010	98,640
INCOME				
Customer and Client Receipts	(9,188)	(1,000)	(1,000)	(1,000)
NET EXPENDITURE	80,622	112,940	104,010	97,640

Notes:

1 In 2015/16 the Building Control team was not fully staffed for the Shared Building Control Service. There is a reduction between the 2016/17 Revised Estimate and the 2017/18 Estimate due to no longer paying for any temporary Contractors

2 Circumstances can arise where income can be obtained in relation to the recovery of costs associated with dangerous structures.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Helen Lolley	£	£	£	£
EXPENDITURE				
Employees	171,500	177,130	163,910	166,000
Transport Related	725	820	750	750
Supplies & Services	2,050	2,040	3,040	3,490
	174,275	179,990	167,700	170,240
INCOME				
Customer and Client Receipts	(106,724)	(93,600)	(100,330)	(96,580)
NET EXPENDITURE	67,551	86,390	67,370	73,660

Notes:

- 1 Additional income received in 2015/16 mainly from premises licences. 2016/17 revised estimate includes Licence income for Scrap Metal Dealer renewable every 3 years

HACKNEY CARRIAGES**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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	110,495	112,290	128,790	131,310
Premises Related	-	820	-	-
Transport Related	242	210	400	400
Supplies & Services	10,223	10,400	12,600	11,000
	120,960	123,720	141,790	142,710
INCOME				
Customer and Client Receipts	(76,351)	(71,740)	(73,440)	(71,940)
NET EXPENDITURE	44,609	51,980	68,350	70,770

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Martin Hobley	£	£	£	£
EXPENDITURE				
Employees	132,463	191,100	152,490	143,015
Transport Related	931	910	2,160	2,455
Supplies & Services	5,089	10,560	4,760	4,850
	138,483	202,570	159,410	150,320
INCOME				
Customer and Client Receipts	(234,930)	(214,000)	(214,000)	(214,000)
NET EXPENDITURE	(96,447)	(11,430)	(54,590)	(63,680)

Notes:

- 1 In 2015/16 the Building Control team was not fully staffed for the Shared Building Control Service. There is a reduction between the 2016/17 Revised Estimate and the 2017/18 Estimate due to no longer paying for any temporary Contractors

DISCRETIONARY SERVICES**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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	161,848	177,760	176,950	190,140
Transport Related	14,828	18,100	18,560	18,660
Supplies & Services	5,273	5,000	5,370	5,080
	181,949	200,860	200,880	213,880
INCOME				
Customer and Client Receipts	(200)	(2,500)	(1,500)	(1,500)
NET EXPENDITURE	181,749	198,360	199,380	212,380

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	133,515	141,230	148,070	150,240
Premises Related	-	4,380	-	-
Transport Related	9	20	80	-
Supplies & Services	68,299	69,330	80,980	73,190
	201,823	214,960	229,130	223,430
INCOME				
Other Grants and Contributions	(11,315)	(13,250)	(13,290)	(13,250)
NET EXPENDITURE	190,508	201,710	215,840	210,180

Notes:

- 1 Budget removed from 2016/17 Estimate onwards as the electricity costs for the CCTV room are part of the support services recharges and not a cost charged directly to the cost centre.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: James Duggin	£	£	£	£
EXPENDITURE				
Employees	6,201	6,070	7,320	7,520
Premises Related	23,111	26,740	24,160	23,980
Transport Related	45	50	70	70
Supplies & Services	898	1,380	1,380	1,390
Payment to Contractor	166,600	166,600	162,320	165,420
NET EXPENDITURE	196,855	200,840	195,250	198,380

Notes:

- 1 2015/16 Actual includes a reduction in spend on repairs and maintenance.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Karen Edwards	£	£	£	£
EXPENDITURE				
Employees	83,580	76,260	76,820	90,770
Transport Related	276	450	1,050	1,010
Supplies & Services	54,034	42,000	60,850	42,000
Direct Grant	18,000	15,000	29,450	15,000
Enterprise First	25,125	26,200	26,200	26,200
	181,015	159,910	194,370	174,980
INCOME				
Other Grants & Contributions	-	-	(3,000)	-
NET EXPENDITURE	181,015	159,910	191,370	174,980

Notes:

1 2015/16 includes consultancy costs for feasibility for Business Improvement Districts. 2016/17 revised estimates 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

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	24,866	23,120	22,910	23,210
Premises Related	9,679	15,950	27,500	16,040
Transport Related	74	90	70	70
Supplies & Services	7,832	17,520	21,920	17,550
Payment to Contractor	208,617	208,180	202,830	206,700
	251,068	264,860	275,230	263,570
INCOME				
Customer and Client Receipts	(167,606)	(174,330)	(180,100)	(177,900)
NET EXPENDITURE	83,462	90,530	95,130	85,670

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Helen Lolley	£	£	£	£
EXPENDITURE				
Employees	14,164	14,890	14,810	15,090
Transport Related	5	10	10	10
Supplies & Services	-	100	100	100
Third Party Payments	15,290	19,000	16,000	20,000
	29,459	34,000	30,920	35,200
INCOME				
Customer and Client Receipts	(383)	-	-	-
NET EXPENDITURE	29,076	34,000	30,920	35,200

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	35,631	29,050	34,980	33,190
Supplies & Services	98	150	150	150
NET EXPENDITURE	35,729	29,200	35,130	33,340

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Qamer Yasin	£	£	£	£
EXPENDITURE				
Employees	7,672	8,160	8,100	8,250
Transport Related	3,687	3,590	3,620	3,670
Supplies & Services	11,302	14,010	12,910	13,010
	22,661	25,760	24,630	24,930
INCOME				
Customer and Client Receipts	(1,981)	(2,010)	(2,500)	(2,530)
NET EXPENDITURE	20,680	23,750	22,130	22,400

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: John Trusler	£	£	£	£
EXPENDITURE				
Employees	56,513	71,280	45,000	66,750
Premises Related	36,273	37,140	35,380	35,180
Supplies & Services	17,917	6,000	18,320	10,140
	110,703	114,420	98,700	112,070
INCOME				
Customer and Client Receipts	(238,245)	(295,000)	(224,500)	(295,000)
NET EXPENDITURE	(127,542)	(180,580)	(125,800)	(182,930)

Notes:

- 1 Changes to the service have been agreed at cabinet to achieve the current income budget in future years, however these changes will only apply to the latter part of 2016/17 financial year

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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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	245,590	242,420	243,500	250,500
Premises Related	138,150	147,760	145,380	164,350
Transport Related	388	490	470	470
Supplies & Services	202,549	212,460	221,740	214,000
Payment to Contractor	122,561	122,670	120,700	121,800
	709,238	725,800	731,790	751,120
INCOME				
Customer and Client Receipts	(1,369,379)	(1,406,530)	(1,463,990)	(1,434,610)
NET EXPENDITURE	(660,141)	(680,730)	(732,200)	(683,490)

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Caroline Ryan	£	£	£	£
EXPENDITURE				
Employees	123,616	137,780	116,440	125,690
Premises Related	4,280	7,500	7,500	7,500
Transport Related	2,632	1,900	1,890	1,900
Supplies & Services	11,212	19,480	19,480	19,480
	141,740	166,660	145,310	154,570
INCOME				
Other Grants and Contributions	(10,171)	(10,770)	(10,770)	(11,460)
NET EXPENDITURE	131,569	155,890	134,540	143,110

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
NET EXPENDITURE				
Development Control Management	11,351	11,790	12,640	10,290
Building Control Management	25,645	9,920	8,220	6,320
	36,997	21,710	20,860	16,610
INCOME				
Customer and Client Receipts	-	-	(1,200)	-
NET EXPENDITURE (excludes Recharges to Services)	36,997	21,710	19,660	16,610
Recharges to Services				
Allocated to Services	(36,997)	(21,710)	(19,660)	(16,610)
Net Under/(Over) Recovery	-	-	-	-

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

Business, Safety & Regulation Support Service

Cost Centre 2616	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
	£	£	£	£
Budget Officer: Keith Holland				
EXPENDITURE				
Employees	1,307	1,260	360	370
NET EXPENDITURE (excludes Recharges to	1,307	1,260	360	370

REVENUE BUDGET 2017/18

LEISURE AND YOUTH PORTFOLIO	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
DISCRETIONARY				
Grounds Maintenance Contracts	756,761	727,370	711,010	715,170
Community Leisure	454,893	493,380	474,730	451,890
Aldershot Indoor Pools	318,316	338,450	338,830	345,510
Farnborough Leisure Centre	270,478	283,200	283,740	289,610
Princes Hall	148,827	282,990	231,750	257,000
Aldershot Lido	173,294	155,960	136,240	159,320
Tourism	75,995	75,870	77,010	77,140
Southwood Golf Course	52,158	50,290	50,400	48,300
Town Twinning	34,821	34,180	35,090	35,850
Blackwater Valley Project	21,583	21,510	21,630	21,710
Public Halls & Community Centres	(11,558)	13,180	15,710	10,860
Special Events	23,468	12,540	18,720	9,960
Community Schools	9,575	8,990	9,710	3,760
Rushmoor in Bloom	(2,593)	(2,970)	(500)	(1,190)
Gymnastics Academy	(13,887)	(13,960)	(13,960)	(13,950)
Alpine Snow Sports, Aldershot	(26,672)	(21,570)	(21,440)	(21,180)
Sub Total	2,285,458	2,459,410	2,368,670	2,389,760
MIXED				
Parks & Recreation Grounds	(411,726)	345,070	91,180	327,570
Allotments	9,161	10,530	15,760	9,590
Sub Total	(402,565)	355,600	106,940	337,160
Total	1,882,893	2,815,010	2,475,610	2,726,920
Leisure & Youth Management Expenses	32,010	32,970	33,130	33,230
Leisure & Youth Support Services	26,494	27,240	28,340	28,660
NET DIRECT COSTS	1,941,397	2,875,220	2,537,080	2,788,810
Support Service Recharges	587,408	604,640	622,150	612,650
Capital Accounting Charges	1,221,242	1,093,900	1,031,470	1,045,750
NET EXPENDITURE	3,750,047	4,573,760	4,190,700	4,447,210

Notes:

A budget increase of £56,643 equates to a council tax increase of 1%, equivalent to an increase of £1.88 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 1% for 2017/18.
- 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) With effect from 1st April 2016 there was an increase in National Insurance contributions following the introduction of the single-tier state pension.
- 7) Employers' pension contributions increased from 1st April 2017 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford	£	£	£	£
EXPENDITURE				
Employees	8,256	9,870	9,730	11,630
Premises Related	45,464	45,310	44,140	44,990
Transport Related	68	80	80	80
Supplies & Services	236	2,350	2,350	2,350
Payment to Contractor	682,593	687,700	662,440	673,940
	736,617	745,310	718,740	732,990
NON RECURRING ITEMS				
Service Transformation and Service Review (funded by Service Improvement Fund)	8,431	-	-	-
Procurement support for major contract review (funded by Service Improvements Fund)	28,397	-	9,750	-
	773,445	745,310	728,490	732,990
INCOME				
Other Grants & Contributions	(16,684)	(17,940)	(17,480)	(17,820)
NET EXPENDITURE	756,761	727,370	711,010	715,170

Notes:

1 Fluctuation due to saving on operational equipment budget in 2015/16 Actual.

COMMUNITY LEISURE**Service Purpose:**

Provision of a community leisure programme.

Service Activity:

Provision of health programmes and play activities.

Cost Centre 2508	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	444,718	459,880	437,470	437,340
Transport Related	2,881	4,260	4,110	4,260
Supplies & Services	40,540	17,350	40,360	29,380
Transfer Payments	23,673	21,090	24,040	14,610
	511,812	502,580	505,980	485,590
INCOME				
Customer and Client Receipts	(56,919)	(9,200)	(31,250)	(33,700)
NET EXPENDITURE	454,893	493,380	474,730	451,890

Notes:

1 Fluctuations in expenditure are due to grant funding being available, either as a grant received in year of from earmarked reserves.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	10,285	10,080	10,420	10,800
Transport Related	13	20	20	20
Premises Related	13,731	19,320	19,320	19,320
Supplies & Services	29,428	30,180	30,220	30,950
Payment to Contractor	264,859	278,850	278,850	284,420
NET EXPENDITURE	318,316	338,450	338,830	345,510

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	19,268	18,800	19,160	19,910
Premises Related	34,406	34,630	34,630	34,630
Transport Related	30	30	30	30
Supplies & Services	85,971	93,270	93,450	95,840
Payment to Contractor	130,803	136,470	136,470	139,200
NET EXPENDITURE	270,478	283,200	283,740	289,610

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: David Phillips	£	£	£	£
EXPENDITURE				
Employees	406,276	418,490	418,760	440,650
Premises Related	133,618	145,630	148,460	147,670
Transport Related	643	260	240	260
Supplies & Services	494,247	478,710	469,390	475,520
	1,034,784	1,043,090	1,036,850	1,064,100
INCOME				
Customer and Client Receipts	(885,957)	(760,100)	(805,100)	(807,100)
NET EXPENDITURE	148,827	282,990	231,750	257,000

Notes:

1 2015/16 actual include underspends on electricity, heating and general repairs and maintenance.

2 2015/16 Actual includes additional income from refreshments, sales and hire for corporate activities.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	7,719	7,390	7,640	7,880
Premises Related	19,100	9,440	9,440	9,440
Transport Related	7	10	10	10
Supplies & Services	12,321	12,630	12,660	12,980
Payment to Contractor	134,147	126,490	126,490	129,010
	173,294	155,960	156,240	159,320
NON RECURRING ITEMS				
Profit share	-	-	(20,000)	-
NET EXPENDITURE	173,294	155,960	136,240	159,320

Notes:

1 2015/16 actual included additional repairs and maintenance works agreed for the 2015 summer season.

2 Member agreement for a Lido initiatives profit share/loss agreement to cover 2015/16 and 2016/17. In 2015/16 there was a loss included in payment to contractor, in 2016/17 Revised profit expected

TOURISM**Service Purpose:**

Promote tourism in the Borough.

Service Activity:

Grants to Aldershot Military Museum and Basingstoke Canal Management Committee.

Cost Centre 2523	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	5,150	5,020	5,130	5,260
Aldershot Military Museum Joint Mgmt Agreement	28,599	28,600	29,630	29,630
Basingstoke Canal Management Committee	42,246	42,250	42,250	42,250
NET EXPENDITURE	75,995	75,870	77,010	77,140

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Ashley Sharpe	£	£	£	£
EXPENDITURE				
Employees	9,547	9,280	9,210	9,540
Premises Related	41,588	39,970	40,150	37,690
Transport Related	13	10	10	10
Supplies & Services	2,200	2,220	2,220	2,250
	53,348	51,480	51,590	49,490
INCOME				
Other Grants & Contributions	(1,190)	(1,190)	(1,190)	(1,190)
NET EXPENDITURE	52,158	50,290	50,400	48,300

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	32,707	33,360	34,270	35,030
Transport Related	1,506	820	820	820
Supplies & Services	608	-	-	-
NET EXPENDITURE	34,821	34,180	35,090	35,850

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	4,063	3,990	4,110	4,190
Transport Related	20	20	20	20
Contribution to Service	17,500	17,500	17,500	17,500
NET EXPENDITURE	21,583	21,510	21,630	21,710

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: P Amies/D Phillips	£	£	£	£
EXPENDITURE				
Employees	13,559	12,920	12,430	13,180
Transport Related Expenses	4	20	20	20
Premises Related	61,665	73,810	79,870	75,230
Supplies & Services	4,105	5,510	5,090	5,220
Grants & Contributions	16,500	16,500	16,500	16,500
	95,834	108,760	113,910	110,150
INCOME				
Customer and Client Receipts	(107,392)	(95,580)	(98,200)	(99,290)
NET EXPENDITURE	(11,558)	13,180	15,710	10,860

Notes:

1 2015/16 reduction in spend on repairs and maintenance

1

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	9,417	7,520	7,700	7,940	
Fireworks	12,676	39,320	23,020	39,320	1
VE Day 70 Event	2,773	-	-	-	2
Victoria Day	-	5,000	3,000	2,000	
	24,867	51,840	33,720	49,260	
INCOME					
Customer and Client Receipts	(1,399)	(39,300)	(15,000)	(39,300)	1
NET EXPENDITURE	23,468	12,540	18,720	9,960	

Notes:

- 1 2015/16 Actual The fireworks event was postponed due to adverse weather conditions. 2016/17 revised estimate reflects the changes made for the November 2016 Fireworks event which was scaled back in size, offered free to the public and partially funded through sponsorship and concessions income.
- 2 2015/16 reflects the one-off VE Day 70 Event.

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Peter Amies	£	£	£	£	
EXPENDITURE					
Employees	3,495	2,910	3,630	3,760	
Supplies & Services	6,080	6,080	6,080	-	1
NET EXPENDITURE	9,575	8,990	9,710	3,760	

Notes:

- 1 2017/18 reduction in grant due to change in 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford	£	£	£	£
EXPENDITURE				
Employees	5,964	5,420	7,990	8,170
Premises Related	4,248	4,420	4,290	3,420
Transport Related	23	20	50	50
Supplies & Services	3,841	5,500	5,500	5,500
	14,076	15,360	17,830	17,140
INCOME				
Other Grants and Contributions	(16,669)	(18,330)	(18,330)	(18,330)
NET EXPENDITURE	(2,593)	(2,970)	(500)	(1,190)

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	913	840	840	850
	913	840	840	850
INCOME				
Customer and Client Receipts	(14,800)	(14,800)	(14,800)	(14,800)
NET EXPENDITURE	(13,887)	(13,960)	(13,960)	(13,950)

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: David Phillips	£	£	£	£
EXPENDITURE				
Employees	5,150	4,980	5,110	5,310
Premises Related	1,176	1,000	6,000	1,000
Transport Related	8	10	10	10
	6,334	5,990	11,120	6,320
INCOME				
Customer and Client Receipts	(33,006)	(27,560)	(32,560)	(27,500)
NET EXPENDITURE	(26,672)	(21,570)	(21,440)	(21,180)

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate	
Budget Officer: Andy Ford	£	£	£	£	
EXPENDITURE					
Employees	118,556	114,770	117,330	119,950	
Premises Related	141,028	162,340	147,240	147,570	
Transport Related	857	940	950	940	
Supplies & Services	198,573	224,800	238,370	226,160	1
Third Party Payment	12,000	12,000	12,000	12,000	
	471,014	514,850	515,890	506,620	
INCOME					
Customer and Client Receipts	(879,867)	(166,130)	(421,060)	(175,330)	2
Other Grants & Contributions	(2,874)	(3,650)	(3,650)	(3,720)	
	(882,741)	(169,780)	(424,710)	(179,050)	
NET EXPENDITURE	(411,726)	345,070	91,180	327,570	

Notes:

1 2015/16 underspend on playground apparatus, tree survey works and repairs and maintenance

2 These budgets 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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Andy Ford	£	£	£	£
EXPENDITURE				
Employees	12,663	13,730	16,530	15,080
Premises Related	5,448	7,810	10,230	7,820
Transport Related	229	500	510	500
	18,340	22,040	27,270	23,400
INCOME				
Customer and Client Receipts	(9,179)	(11,510)	(11,510)	(13,810)
NET EXPENDITURE	9,161	10,530	15,760	9,590

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	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	5,407	7,700	9,200	9,300
Supplies & Services	26,603	25,270	23,930	23,930
	32,010	32,970	33,130	33,230
NET EXPENDITURE (excludes Recharges to Services)	32,010	32,970	33,130	33,230

LEISURE SUPPORT SERVICES

Cost Centre 2522	2015/16 Actual	2016/17 Estimate	2016/17 Revised Estimate	2017/18 Estimate
Budget Officer: Peter Amies	£	£	£	£
EXPENDITURE				
Employees	26,363	26,580	28,310	28,000
Transport Related	131	660	30	660
NET EXPENDITURE (excludes Recharges to Services)	26,494	27,240	28,340	28,660

ADDITIONAL ITEMS

Appendix 3

Portfolio	Cost Centre	Description	Revised Estimate 2016/17 £	Forecast 2017/18 £
<u>Non-Recurring Items</u>				
Corporate Services	Estates Support Service	Essential valuations provided for insurance purposes carried out in house but following departure of a suitably qualified member of staff will need to employ external services to complete the valuations	9,400	
	Legal Support Services	Cost of external solicitor required to cover part of the work load of member of staff on long term sick leave	4,130	
		Cost of external solicitor required to cover part of the work load of member of staff on phased return to work	24,460	
	Personnel Support Services	Training rollout requirement of additional functionality of the new Payroll and Human Resources system		4,000
Environment and Service Delivery	Car Parks	Procurement of body worn cameras for the Civil Enforcement Officers to assist in preventing verbal and physical abuse of staff		1,630
	Parking Management	Procurement of body worn cameras for the Civil Enforcement Officers to assist in preventing verbal and physical abuse of staff		4,880
	Planning Conservation	Conservation area appraisals required for the next three years		5,000
	Development Control	Retention of member of staff for one extra day per week to complete the Review of Car Parking Standards		7,500
Total Non-Recurring Items			37,990	23,010
Portfolio	Cost Centre	Description	Revised Estimate 2016/17 £	Forecast 2017/18 £
<u>Variations in Service</u>				
Corporate Services	Personnel Support Services	Apprenticeship levy - 0.5% of annual pay bill £11m then less the levy allowance of £15k		40,000
Total Variations in Service			0	40,000
Total Additional Items			37,990	63,010

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CAPITAL PROGRAMME SUMMARY 2016/2017 TO 2020/2021

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	Original Estimate 2016/17	Anticipated Payments				
		Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
CAPITAL EXPENDITURE ON PORTFOLIOS	£'000	£'000	£'000	£'000	£'000	£'000
Corporate Services	2,117	20,857	6,764	308	253	253
Leisure & Youth	725	837	362	740	190	120
Environment & Service Delivery	5,003	4,714	5,455	102	102	102
Business, Safety & Regulation	116	102	83	10	750	0
Sub total (excluding Housing)	7,961	26,510	12,664	1,160	1,295	475
Health & Housing	841	1,037	965	866	866	866
TOTAL CAPITAL EXPENDITURE	8,802	27,547	13,629	2,026	2,161	1,341
CAPITAL EXPENDITURE RESOURCES						
Revenue Contribution to Capital - General	550	550	0	0	0	0
Revenue Contribution to Capital - Improvement Grants	200	178	0	0	0	0
Total Revenue Contributions	750	728	0	0	0	0
Grants & Contributions from Other Bodies (see Grants & Conds Summary page)	1,730	1,652	710	115	615	15
Grants & Contributions - Improvement Grants	425	816	816	816	816	816
Section 106 Developers Contributions (see s106 Summary page)	390	375	1,759	400	0	0
Total Grants & Contributions	2,545	2,843	3,285	1,331	1,431	831
Capital Receipts & Borrowing - General Fund Schemes	5,291	23,933	10,195	645	680	460
Capital Receipts & Borrowing - Housing Schemes	216	43	149	50	50	50
Total Capital Receipts & Borrowing	5,507	23,976	10,344	695	730	510
TOTAL CAPITAL FINANCING	8,802	27,547	13,629	2,026	2,161	1,341

GRANTS & CONTRIBUTIONS SUMMARY 2016/2017 TO 2020/2021

Project Number	PROJECT	Original Estimate 2016/17	Anticipated Receipts				
			Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	<u>General Fund - Grants & Contributions</u>	£'000	£'000	£'000	£'000	£'000	£'000
6510	- Beaumont Park - Emergency Works to Boundary Wall (Property Owners)	81	135				
6570	- Manor Park - Playground Refurbishment (Landfill Tax)	50					
6585	- Municipal Gardens - Playground Refurbishment (Landfill Tax)	50					
6518	- Wheeled Bin Contributions (Developers & Householders)	10	13	15	15	15	15
	<u>Activation Aldershot Projects</u>						
5401	- Project 1 - Integration between AUE and Town Centre (GE Fund)	1,500	1,425	75			
5404	- Project 2 Phase 6 - Station Forecourt Improvements (Local Growth Fund, HCC & SWT)			560			
6546	- Osborne Road - Recreation Ground Refurbishment (Landfill)	30	20				
5405	- Redevelopment of the Civic Quarter Farnborough			60			
6567	- Replace Cremators - Cameo Crematorium Provision					600	
6564	- Sands Memorial Gardens - Crematorium Charity Fund	9	9				
	- Ivy Road - Sports & Community Pavilion				100		
	Total General Fund Grants & Contributions	1,730	1,602	710	115	615	15
	<u>Housing Schemes - Government Grants</u>						
6400	- Improvement Grants - Disabled Facilities Grants (Better Care Fund) (H&H)	425	816	816	816	816	816
6401	- Grants to Support Social Housing		50				
	TOTAL GRANTS & CONTRIBUTIONS	2,155	2,468	1,526	931	1,431	831

SECTION 106 DEVELOPERS CONTRIBUTIONS SUMMARY 2016/2017 TO 2020/2021

Project Number	PROJECT	Original Estimate 2016/17	Anticipated Receipts				
			Revised Estimate 2016/17	Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
	<u>General Fund Schemes</u>	£'000	£'000	£'000	£'000	£'000	£'000
6528	- Brickfield Country Park - Improvement Works			28			
6526	- Cove Green - Cricket Pitch Refurbishment			7			
6539	- Cove Green - Park Improvements			9			
	- Ivy Road - Sports & Community Pavilion				400		
6570	- Manor Park - Playground Refurbishment	110	100				
6585	- Municipal Gardens - Playground Refurbishment	110	110				
6571	- Manor Park - Lake Improvements			19			
6546	- Osborne Road - Recreation Ground Refurbishment	90	84				
5211	- Purchase of Land - Ball Hill (Sang)			1,696			
6544	- Pyestock Crescent - Playground Refurbishment	80	81				
TOTAL SECTION 106 DEVELOPERS CONTRIBUTIONS		390	375	1,759	400	0	0

CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

1 of 2 Project Number	Project	Payments To 31.3.16 £'000	Original Estimate 2016/17 £'000	Revised Estimate 2016/17 £'000	Anticipated Payments			
					Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000	Estimate 2020/21 £'000
	12 ARTHUR SREET							
5215	Redevelopment (s)	5		168	100			
	COMPUTER SYSTEMS							
7305	IT Equipment Replacement Programme	37	30	30	30	25	20	20
7310	Channel Shift Implementation & Resourcing	38						
7500	ICT Strategy & Customer First Projects		250	225	200	200	150	150
7500 40103	Council Website (s)			5	25			
5336	Meetings & Decisions management System			15				
	COUNCIL OFFICES							
5315	Replacement of Obsolete Air Conditioning Plant	4		31				
5329	Accommodation & Upgrade Changes	38	35	44	47	43	43	43
5335	Co-Location Project Phase 3	160	115	65				
5339	Replacement of Building Management System				45			
5337	Parking Bays & External Works				12			
5338	Maintenance Of Lower Roofs				24			
	COUNCIL PROPERTIES							
5211	Purchase of Land - Ball Hill (Sang) (s)	4			1,696			
5313	Energy Efficiency Schemes	36	40	50	40	40	40	40
	FARNBOROUGH AIRPORT							
5403	Farnborough International Loan		1,647	1,647	2,853			
	FLEXIBLE CAPITAL RECEIPTS							
2299	Schemes Funded By Unallocated Flexible Capital Receipts (s)			10	490			

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

CORPORATE SERVICES PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	237 HIGH STREET							
5222	Redevelopment at Boulters House, 237 High Street			10	30			
	INVESTMENT PROPERTIES							
5209	9 Wellington Street Refurbishment			10				
5213	Purchase of Plot 10A Wellesley House	3		644				
5214	20 Blackwater Way			259				
5216	168 High Street, Guildford			7,153				
5217	Optrex Business Park			1,569				
5218	114-116 Dominion Road, Worthing			6,305				
5219	31 Hercules Way, Farnborough			557				
	36-62 UNION SREET ALDERSHOT							
5220	Revelopment (s)			2,060	1,172			
	TOTAL	323	2,117	20,857	6,764	308	253	253

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

1 of 4 Project Number	Project	Payments To 31.3.16 £'000	Original Estimate 2016/17 £'000	Revised Estimate 2016/17 £'000	Anticipated Payments			
					Estimate 2017/18 £'000	Estimate 2018/19 £'000	Estimate 2019/20 £'000	Estimate 2020/21 £'000
	ALDERSHOT PARK							
6522	Drainage Works to Rugby Pitches	5		3				
	ALDERSHOT POOLS COMPLEX							
6242	Lido - Concrete Works & Structural Pool Repairs	5	15	25	15	15	15	
6543	AIP - Electrical Testing & Rewiring	10	10	10	10	10	10	
6551	AIP - Replacement Fans, Pumps & Valves	15	15	15	15	15	15	
6557	Roof Insulation & Coating over Pools (s)	1		47	72			
6558	Replacement Ceiling				62			
	ALPINE SNOWSPORTS							
6501	Repainting & Anti Corrosion				7			
6527	Slope Maintenance (s)	2	25		38	20	20	20
	BEAUMONT COMMUNITY CENTRE							
6521	Repairs To Column & Stonework				19			
	BRICKFIELD COUNTRY PARK							
6528	Improvement Works (s)		20	1	28			
	COVE GREEN							
6526	Cricket Pitch Refurbishment (s)	1			7			
6539	Park Improvement (s)	2			9			

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

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Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
FARNBOROUGH LEISURE CENTRE								
6541	Electrical Testing & Rewiring	10	10	10	15	15	15	
6542	FLC Foyer Lift			68				
6545	Replacement Fans, Pumps & Valves	15	15	15	15	15	15	
6548	Teaching Pool Filter Refurbishment		15	15				
6549	Part Coating of Roof	0						
6561	Roof Coating Over Gym & Changing Rooms	22						
6574	Main Pool Filter Refurbishment	32						
6575	Ultra Violet Pool Disinfection Unit	35						
FARNBOROUGH TENNIS CLUB								
6556	Pavilion Extension	115		2				
IVY ROAD PLAYING FIELDS								
6500	Pitch Reconstruction	48		6				
	Sports & Community Pavilion					500		
KING GEORGE V PAVILION								
6523	Upgrading Toilets				21			
MANOR PARK								
6559	Memorial Refurbishment	0		1				
6570	Playground Refurbishment		160	150				
6571	Lake Improvements (s)		10		19			
6592	Depot New Paving & Tarmac		13	13				
MUNICIPAL GARDENS								
6585	Playground Refurbishment		160	160				

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

3 of 4 Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	OSBORNE ROAD							
6538	Osborne Road Basketball Centre Upgrade			36				
6546	Recreation Ground Refurbishment		120	104				
	PARKS & OPEN SPACES							
6504	Houseman Road Footbridge Improvements	18						
	PLAYGROUNDS							
	Maintenance of Playgrounds					150	100	100
	PRINCES HALL							
6513	Electrical Rewiring	1		1				
6525	Air Handling / Environmental Control	3						
6529	Essential Maintenance & Redecoration	18						
6535	Replacement Flooring	1		4				
6537	Wi-Fi installation	1		3				
6540	Moving Stage Lights	15						
6581	Preplace Flooring Princes Suite		12	12				
6582	Replace Main Auditorium Sound System		30	30				
6584	Coating to Roof		15	15				
	PYESTOCK CRESCENT							
6544	Playground Refurbishment		80	81				
	QUEENS ROAD							
6553	Weightlifting Pavilion Improvements	25						

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

LEISURE & YOUTH PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
6555	REDAN ROAD Fortifications	6						
6532	SOUTHWOOD COMMUNITY CENTRE Internal Decoration				10			
6552	Boiler Replacement	10		10				
TOTAL		416	725	837	362	740	190	120

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/21

1 of 3 Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
ALDERSHOT TOWN CENTRE PROJECTS - ACTIVATION ALDERSHOT								
5401	Project 1 - Activation Aldershot (100% funded by GE Fund) (s)		1,500	1,425	75			
5402	Project 2 - Town Centre Improvements (part funded by GE Fund)	1,385	60	348				
5404	Project 2 Phase 6 - Station Forecourt Improvements (s)		1,240	200	1,600			
BEAUMONT PARK								
6510	Emergency Works to Boundary Wall Repairs	14	127	341				
6562	Railings, Link Work with Wall Renovation		52	52				
6563	Beaumont Guards Room Internal Redecoration		13	13				
CAR PARKS								
6509	High Street Car Park Aldershot			13				
6524	Pay and Display Machines Replacement		400	400				
6578	Parking Management System	9		23				
6597	Provision for Enhancement (excluding Payment & Management Systems)	43		206				
CIVIC QUARTER FARNBOROUGH								
5405	Redevelopment				150			

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/21

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Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	CYCLEWAY LINKS							
6520	Cove Brook Greenway			52				
6577	Hazel Avenue to Arrow Road			23				
	DEPOTS							
6517	Hawley Lane			12				
6573	New Depot (s)	27	1,500	1,447	3,509			
6576	Refurbishment of Temporary Depot	10						
	FARNBOROUGH TOWN CENTRE PROJECTS							
5207	Kingsmead Construction Works	686						
	MARKETS							
6502	Pop Up Gazebo's	8						
	MAYFIELD REGENERATION							
6554	Environmental Improvements	1		18				
	NOISE MONITORING							
6402	Noise Monitoring Equipment	11						

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

ENVIRONMENT & SERVICE DELIVERY PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/21

3 of 3 Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	PARKING SCHEMES							
6550	Residents Parking Schemes			11				
	PUBLIC CONVENIENCES							
6533	North Camp - Refurbishment of Public Conveniences				19			
6579	Manor Park & Aldershot Park PC's - Replacement of Sanitary Fittings	3		13				
6587	Aldershot Bus Station - Refurbishment of Facilities	31						
	REFUSE/ RECYCLING							
6232	Bottle Bank Replacement	1	85					
6518	Wheeled Bins	78		102	90	90	90	90
	ROWHILL NATURE RESERVE							
6512	Rowhill Nature Reserve - Maintain Timber Structure		11					
	SPEED VISORS							
6511	Speed Visor Replacement	11						
	STREET CLEANSING							
6515	Litter / Cigarette Bins	9	15	15	12	12	12	12
	TOTAL	2,326	5,003	4,714	5,455	102	102	102

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

BUSINESS, SAFETY & REGULATION PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

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Project Number	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	CEMETERIES							
6226	Ship Lane (Cemetery) - Upgrade Toilets				17			
6227	Redan Road Repairs to Boundary Wall (s)		30		30			
6229	Path Improvements	1		9				
6230	Redan Road Boundary Fence	6						
6231	Ship Lane - Drainage				11			
	Victoria Road (Cemetery) - Fencing Repairs/Redecoration					10		
	CREMATORIUM							
6560	The Park Crematorium Aldershot - Mobile Elevation Work Platform				10			
6564	Sands Memorial Garden		20	20				
6565	Waiting Room Modernisation		10	10				
6566	Replacement Cremator Equipment		56	56				
6567	Replace Cremators - Grants & Contributions						750	
6568	The Park Crematorium Aldershot - Equipment For Chapel & Waiting Room				15			
6591	Woodland Memorial			7				
6596	New Doorway to Hall of Remembrance	18						
	TOTAL	25	116	102	83	10	750	0

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

HEALTH & HOUSING PORTFOLIO CAPITAL PROGRAMME 2016/2017 TO 2020/2021

1 of 1	Project	Payments To 31.3.16	Original Estimate 2016/17	Revised Estimate 2016/17	Anticipated Payments			
Project Number					Estimate 2017/18	Estimate 2018/19	Estimate 2019/20	Estimate 2020/21
		£'000	£'000	£'000	£'000	£'000	£'000	£'000
	IMPROVEMENT GRANTS							
6400 50013	Disabled Facilities Grants (Mandatory)		650	816	816	816	816	816
6400 50022	Housing Renewal Grants (Discretionary)		50	50	50	50	50	50
6400 50050	Home Loan Scheme (Discretionary)		20	20				
	SOCIAL HOUSING GRANT							
6401	Grants To Support Social Housing (s)	40	121	131	99			
	NORTH LANE LODGE							
6403	North Lane Lodge - Wellesley Site			20				
	TOTAL	40	841	1,037	965	866	866	866

Note: (s) denotes projects which include slippage from 2016/2017 into 2017/2018

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, Director's Management Board and Cabinet, flowing from the Medium Term Financial Strategy through to detailed budget estimates. Estimates have been carefully considered during the budget process, with an additional budget challenge from Directors being built into this year's process.

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 the corporate risk register which leads to prompt identification of problems and management of risks.

The proposed Capital Programme supports the Council's current infrastructure through its asset maintenance and ICT strategy, while focussing on projects that will deliver financial return or economic benefit to the Borough. Resources both internal and external have been identified, with no requirement for external borrowing.

The general fund is forecast to remain within the £1m - £2m range of balances approved in the financial strategy. The Stability & 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 is also available to 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. For example, the continued use of Systems Thinking principles to review services, supporting Channel Shift and exploring income- generating opportunities.

These proposals, underpinned by the Council's 8-point plan, 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

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COUNCIL MEETING – 23RD FEBRUARY 2017

AGENDA ITEM NO. 6 (2)

ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE

A report from the meeting of the Cabinet held on the 7th February 2017

1. INTRODUCTION

1.1 This report provides an update to the Treasury Management Indicators and the Prudential Indicators for capital financing for the year 2016/17. It also sets out the proposed Treasury Management Strategy for the year 2017/18, including the borrowing and investment strategies and treasury management indicators, the Prudential Indicators for capital finance for 2017/18 and the Minimum Revenue Provision Statement.

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 i.e. the longer-term cash flow planning to ensure that the Council can meet its capital spending obligations.

2.3 The purpose of Prudential Indicators is to set a framework for affordable, prudent and sustainable capital investment.

2.4 The Council's full-year capital expenditure for 2016/17 will be in the region of £27.5m. The Treasury Management Strategy for 2016/17, approved by Council on 25 February 2016, presented a core capital programme of £8.8m for an array of capital projects alongside an estimate for an expanded capital programme that incorporated £8.5m of potential expenditure on strategic aims and invest-to-save schemes under part 3 of the Council's 8-point plan (Income generation and investment opportunities). Prudential Indicators, dependent on the level of capital expenditure for 2016/17, were therefore set to cover the extended programme.

- 2.5 The Council subsequently approved the acquisition of five investment properties in the first half of the current year and the acquisition of a number of properties in Union Street, Aldershot. Some other capital items were also approved.
- 2.6 Taken together, the additional approved capital expenditure amounts to over £20m, although there has been some slippage of items in the original estimate for the year 2016/17. The investment properties will achieve high rental income returns to the General Fund Revenue Account, and the Union Street properties have been acquired for regeneration reasons.
- 2.7 The effect of achieving such a substantial approved programme of capital expenditure in the current year requires the Council to consider and re-approve a number of the Prudential Indicators set for 2016/17. Discussion and reasoning for this requirement is provided in Appendix A.
- 2.8 The remaining appendices (B to D) set out the Treasury Management Strategy and the Prudential Indicators for 2017/18 to 2019/20 and fulfil key legislative requirements as follows:

Appendix B

- 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 Management¹ and Prudential Code²;
- 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 CLG Investment Guidance.

Appendix C

- 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 Authorities².

Appendix D

- 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).
- 2.9 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).
- 3.3 The Council will now need to incur some borrowing to support the financing of its approved capital programme in the current year (2016/17). It therefore commences the year 2017/18 in a position where its investment holdings remain significant, but it also carries some debt. There will be an inevitable requirement to incur some additional borrowing to service capital expenditure in 2017/18.
- 3.4 However, 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 have to redeem an element of its market investments towards the end of 2017/18, and in future years, in order to reflect the requirements of this Indicator.

4. RECOMMENDATIONS:

- 4.1 Council is recommended to approve:
- (i) the revised Treasury Management and Prudential Indicators for the year 2016/17 attached at Appendix A
 - (ii) the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy for 2017/18 attached at Appendix B;
 - (iii) the Prudential Indicators for 2017/18 set out in Appendix C; and
 - (iv) the Minimum Revenue Provision (MRP) Statement set out in Appendix D.

P G TAYLOR
PORTFOLIO HOLDER
FOR CORPORATE SERVICES

REVISION TO THE 2016/17 TREASURY & PRUDENTIAL INDICATORS

- 1.1 Significant additional approved capital expenditure was incurred in 2016/17 in relation to the acquisition of income yielding investment properties, and also for an array of other approved capital items. These capital items were not included in the Council's original capital budget for 2016/17. Cabinet approval for all of these additional capital expenditure items has successively occurred during the year 2016/17.
- 1.2 The Council's Prudential Indicators for 2016/17 were approved by Council within the Annual Treasury Management Strategy Statement (TMSS) on 25 February 2016. The indicators were set in the knowledge that there was a need to progress expenditure on Invest- to-Save schemes (as part of the 8-Point Plan) and strategic projects such as regeneration schemes.
- 1.3 Capital expenditure for Invest-to-Save schemes was estimated to be £8.5m when reported in the TMSS for 2016/17, although the Council has now approved additional capital expenditure of around £17m in relation to Invest-to-Save schemes. A figure twice in value compared to the TMSS projection for the year 2016/17.
- 1.4 The resulting additional approved capital expenditure in 2016/17 means that some of the Treasury Management & Prudential Indicators previously set for 2016/17 require restatement and approval. Each of these Indicators is examined as follows:
- 1.5 **Treasury Management Indicators:** The list of Treasury Management Indicators in the TMSS 2016/17 approved by Council on 25 Feb 2016 is given below:
 - a) Credit Risk (Credit Score Analysis)
 - b) Interest Rate Exposure * (see paragraphs 1.6 & 1.7)
 - c) Maturity Structure of Borrowing
 - d) Principal Sums Invested for Periods Longer than 364 days
- 1.6 Items a, c & d remain as previously stated for the year 2016/17, and do not require revision. However, Item b (Interest Rate Exposure) has been affected by the substantial increase in the year's capital programme. Temporary borrowing has been incurred during the financial year in order to provide sufficient liquid funds to service the needs of the approved capital programme. This has exerted pressure on the indicator. The Revised 2016/17 figures provided in the table at 1.7 requires Council approval.
- 1.7 **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:

APPENDIX A

	2016/17 Approved 25 Feb 2016 £m	2016/17 Revised £m
Upper limit on fixed interest rate exposure	-27	6
Upper limit on variable interest rate exposure	-19	-27

- 1.8 The Council has incurred elements of borrowed funds during 2016/17 to provide cash to service the substantially increased capital programme. This borrowing has increased cash flows requiring some amounts to be deposited temporarily into short-term deposits. The above limits therefore require revision to reflect this matter.
- 1.9 It is expected that for most Councils the interest rate exposure calculation would result in a positive figure. The fixed limit for exposure is a positive figure. This relates to fixed rate borrowing being incurred (generating debit interest charges) offset by a limited, reducing range of fixed rate investments (generating credit interest charges). The net effect of these two fixed rate elements produces a net debit (of £6m). As the Council has more variable rate funds available to invest and does not intend to borrow at a variable rate, the variable rate limit on exposure calculation has resulted in a negative figure.
- 1.10 **Prudential Indicators:** The list of Prudential Indicators in the TMSS 2016/17 approved by Council on 25 Feb 2016 is given below:
1. Estimates of Capital Expenditure
 2. Estimates of Capital Financing Requirement
 3. Gross Debt and the Capital Financing Requirement
 4. Operational Boundary for External Debt
 5. Authorised Limit for External Debt
 6. Ratio of Financing Costs to Net Revenue Stream
 7. Incremental Impact of Capital Investment Decisions
- 1.11 All of the above items require revision because of the substantial additional amount of capital expenditure that have been approved after the Council's approval of the TMSS for 2016/17.
- 1.12 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

APPENDIX A

Council has fulfilled these objectives, the Prudential Code sets out the following indicators that must be set and monitored each year.

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

Capital Expenditure and Financing	2016/17 Approved 25 Feb 2016 £m	2016/17 Revised £m
General Fund	8.802	27.547
TOTAL EXPENDITURE	8.802	27.547

Capital Receipts	5.477	11.447
Capital Grants & Contributions	2.575	2.843
Revenue	0.750	0.728
Borrowing	-	12.529
TOTAL FINANCING	8.802	27.547

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

Capital Financing Requirement	2016/17 Approved 25 Feb 2016 £m	2016/17 Revised £m
General Fund	4.7	13.9
Total CFR	4.7	13.9

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

- 1.15 **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	2016/17 Approved 25 Feb 2016 £m	2016/17 Revised £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)	4.7	29.3
Total Gross Debt	4.7	15.0
Difference	-	14.3

1.16 **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	2016/17 Approved 25 Feb 2016 £m	2016/17 Revised £m
Borrowing	5.0	20.0
Total Debt	5.0	20.0

1.17 **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, 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	2016/17 Approved 25 Feb 2016 £m	2016/17 Revised £m
Borrowing	9.0	22.0
Other long-term liabilities	1.0	1.0
Total Debt	10.0	23.0

1.18 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	2016/17 Approved 25 Feb 2016 %	2016/17 Revised %
General Fund	-7	-8

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

1.19 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 £
General Fund - increase in annual band D Council Tax	-	(0.05)	(0.21)

1.20 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 and 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.

TREASURY MANAGEMENT STRATEGY 2017/18

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, DCLG 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

- 2.1 **Economic background:** The major external influence on the Council's treasury management strategy for 2017/18 will be the UK's progress in negotiating a smooth exit from the European Union. Financial markets, wrong-footed by the referendum outcome, have been weighed down by uncertainty over whether leaving the Union also meant leaving the single market. The Prime Minister has now confirmed in a speech to Parliament the intention to leave. Negotiations are expected to start in March 2017 once the UK formally triggers exit from the EU and last for at least two years. Uncertainty over future economic prospects will therefore remain throughout 2017/18.
- 2.2 The fall and continuing weakness in sterling and the near doubling in the price of oil in 2016 have combined to drive inflation expectations higher.

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The Bank of England is forecasting that Consumer Price Inflation will breach its 2% target in 2017, the first time since late 2013, but the Bank is expected to look through inflation overshoots over the course of 2017 when setting interest rates so as to avoid derailing the economy.

- 2.3 Initial post-referendum economic data showed that the feared collapse in business and consumer confidence had not immediately led to lower GDP growth. However, the prospect of a leaving the single market has dented business confidence and resulted in a delay in new business investment and, unless counteracted by higher public spending or retail sales, will weaken economic growth in 2017/18.
- 2.4 **Credit outlook:** Markets have expressed concern over the financial viability of a number of European banks recently. Sluggish economies and continuing fines for pre-crisis behaviour have weighed on bank profits, and any future slowdown will exacerbate concerns in this regard. 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. The credit risk associated with making unsecured bank deposits has therefore increased relative to the risk of other investment options available to the Council; returns from cash deposits however continue to fall.
- 2.5 **Interest rate forecast:** The Council's treasury adviser Arlingclose's central case is for UK Bank Rate to remain at 0.25% during 2017/18. The Bank of England has, however, highlighted that excessive levels of inflation will not be tolerated for sustained periods. Given this view and the current inflation outlook, further falls in the Bank Rate look less likely. Negative Bank Rate is currently perceived by some policymakers to be counterproductive but, although a low probability, cannot be entirely ruled out in the medium-term, particularly if the UK enters recession as a result of concerns over leaving the European Union.

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 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 2016/17 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 2016:

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- £20m in pooled funds (providing a balance across a range of 5 different types of fund)
- Bond - £1 million Yorkshire BS at a fixed rate of 1.33% (until Apr 18)
- Bond - £1 million Yorkshire BS at a fixed rate of 1.18% (until Apr 18)
- Bond - £2 million Leeds BS at a fixed rate of 1.47% (until Apr 18)
- Bond - £1 million Leeds BS at Libor + 0.27% (until Feb 18)
- £2m with Dumfries and Galloway Council (until July 2017)
- Bank investment - £1 million Lloyds (until Apr 2017)
- Various temporary investments of minor amounts held in Money Market funds all for durations of 6 months or less

3.3 The graph below has been produced by Arlingclose and demonstrates that during the nine months to 31 December 2016 the Council's returns on its total investment portfolio at 2.3% were amongst the highest when benchmarked against their other local authority clients.

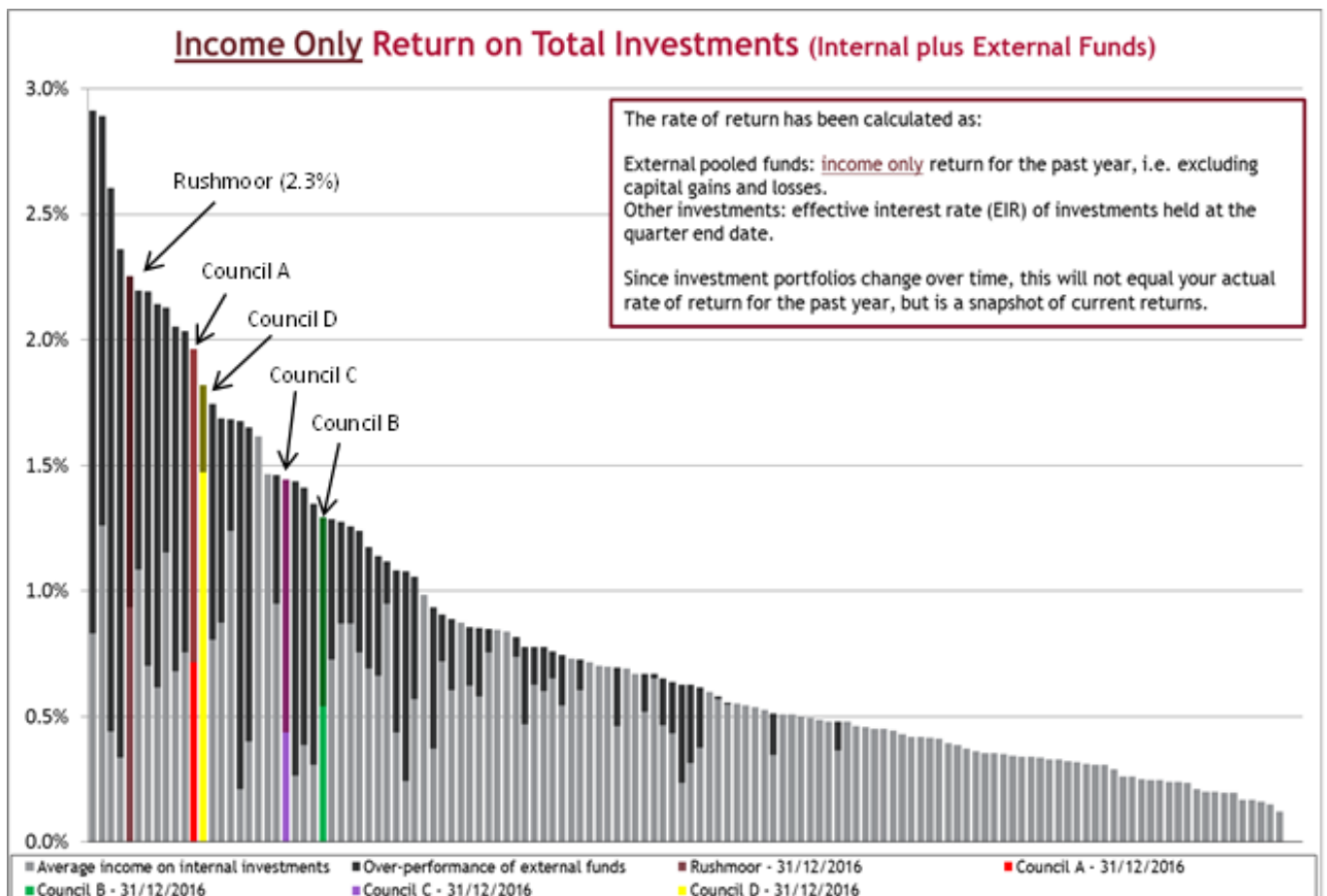


Table 1: – Existing Investment & Debt Portfolio Position

	Actual Portfolio at 31 st Dec 16 £m	Average Rate %
Total External Borrowing		
Borrowing from the M3 LEP	3	0.0
Borrowing from other Local Authorities	5	0.3
Other external Borrowing	-	
Total Gross External Debt	8	0.2
Investments:		
Managed in-house:		
Short-term investments	3	0.9
Long Term Investments	5	1.2
Money Market Funds	2	0.4
Call accounts	-	-
Managed externally:		
Pooled Funds:		
Payden & Rygel’s Sterling Reserve	5	0.84
CCLA LAMIT Property Fund	5	5.55
Aberdeen Absolute Fund	3	2.00
UBS Multi Asset Fund	5	3.72
Threadneedle Investments	2	4.32
Total Investments	30	2.50

Table 1 Illustrates the Council’s investment and debt portfolio position as at 31st December 2016.

4. ANNUAL BORROWING STRATEGY 2017/18

- 4.1 The Council made use of funds from the Local Enterprise Partnership (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. However, at the commencement of 2017/18 much of this borrowed amount remains outstanding.
- 4.2 Capital expenditure in the previous financial year (2016/17) is substantial, utilising a significant proportion of the available capital receipts to finance the capital programme, and an element of prudential code borrowing will be required in order to achieve overall financing for that year. The Council will incur some additional borrowing during 2017/18 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.

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 2017/18

- 5.1 The Council holds significant invested funds, representing income received in advance of expenditure plus balances and reserves held. In the past 12 months, the Council's investment balance has ranged from £39 million reducing to £30 million. However, overall market investments are expected to further decline in 2017/18. 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 CLG 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.

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5.3 **Strategy:** The Council continues to maintain a diverse range of secure and/or higher yielding asset classes during 2017/18, 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 lowest published long-term credit rating from Fitch, Moody's or Standard & Poor's is:	AAA	£4m	Unlimited	20 years
	AA+	£4m		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

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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
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 CLG 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. 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

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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:

	2017/18 £m	2018/19 £m	2019/20 £m
Upper limit on fixed interest rate exposure	16	24	22
Upper limit on variable interest rate exposure	-25	-21	-12

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.

- 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:

	2017/18	2018/19	2019/20
Limit on principal invested beyond year end at any one time	£40m	£40m	£40m

8. OTHER ITEMS

- 8.1 There are a number of additional items that the Council is obliged by CIPFA or CLG 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 £30 million during 2017/18. The maximum period between borrowing and expenditure is expected to be two years.

- 8.6 **Financial Implications - Investments:** The budget for investment income in 2017/18 is £839k (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 2017/18 is £51k. It is determined using estimated short-term interest rates. The Council's actual borrowing at the end of 2017/18 is estimated to be in the region of £20 million.
- 8.8 **Other Options Considered:** The CLG 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.

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.

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

Capital Expenditure and Financing	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
General Fund	27.547	13.629	2.026	2.161
TOTAL EXPENDITURE	27.547	13.629	2.026	2.161

Capital Receipts	11.447	4.300	0.500	0.500
Capital Grants & Contributions	2.843	3.285	1.331	1.431
Revenue	0.728	-	-	-
Borrowing	12.507	6.044	0.195	0.230
TOTAL FINANCING	27.547	13.629	2.026	2.161

The estimates for 2018/19 & 2019/20 are based on the capital programme recommended for Council approval as part of the 2017/18 budgetary process. In order for the Council to approve Prudential Indicators for 2018/19 & 2019/20 (as part of this document) realistic estimates of potential capital expenditure for these financial years has been made. The table that follows reflects these estimates:

Capital Expenditure and Financing	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
General Fund	As above	As above	13.000	12.000
TOTAL EXPENDITURE	As above	As above	13.000	12.000

Capital Receipts	As above	As above	0.500	0.500
Capital Grants & Contributions	As above	As above	1.330	1.430
Revenue	As above	As above	-	-
Borrowing	As above	As above	11.170	10.070
TOTAL FINANCING	As above	As above	13.000	12.000

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

Capital Financing Requirement	31.03.17 Estimate £m	31.03.18 Estimate £m	31.03.19 Estimate £m	31.03.20 Estimate £m
General Fund	13.9	19.8	30.7	40.4
Total CFR	13.9	19.8	30.7	40.4

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

- 4 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	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 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)	30.7	40.4	39.8	39.0
Total Gross Debt	15.0	19.5	25.5	24.5
Difference	15.7	20.9	14.3	14.5

- 5 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

APPENDIX C

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	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Borrowing	20.0	27.0	30.0	27.0
Total Debt	20.0	27.0	30.0	27.0

- 6 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, 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	2016/17 Revised £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
Borrowing	22.0	29.0	31.0	30.0
Other long-term liabilities	1.0	1.0	1.0	1.0
Total Debt	23.0	30.0	32.0	31.0

- 7 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	2016/17 Revised %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %
General Fund	-8	-6	-4	-

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

8 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 £
General Fund - increase in annual band D Council Tax	-	(0.05)	(0.21)

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 and 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 CLG Guidance) most recently issued in 2012.
- 1.3 The broad aim of the CLG 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 CLG 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 not related to fixed assets, but which has been capitalised by regulation or direction, will also be charged over 50 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 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.

APPENDIX D

- 1.9 At the commencement of 2016/17 the Council incurred a Capital Financing Requirement (CFR) of £1.4m in relation to a specific element of capital expenditure. The Council has incurred a significant level of capital expenditure in 2016/17 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 2016/17 will require MRP to be charged to the Council's General Fund Revenue Account in 2017/18 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. For 2017/18 no such embedded finance leases are envisaged.

COUNCIL MEETING – 23RD FEBRUARY, 2017

AGENDA ITEM NO. 6 (3)

RUSHMOOR BOROUGH COUNCIL PLAN 2017/18

A report from the meeting of the Cabinet held on 7th February, 2017.

SUMMARY AND RECOMMENDATIONS:

This paper sets out the proposed Council Plan for 2017/18, building on the four priorities and 36 key actions identified by the Cabinet.

It is recommended that Council approves the Council Plan 2017/18.

1. INTRODUCTION

- 1.1 This report follows consideration by the Cabinet of the Rushmoor Borough Council Plan 2017/18, in report DMB 1701. The Council Plan for 2017/18, is built on the four priorities and 36 key actions identified by Cabinet.
- 2.1 The Cabinet approved the Council Plan 2017/18 and recommends it for adoption by the Council.

2. DETAIL

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

The four priorities are:

- Sustaining a thriving economy and boosting local business
 - Supporting and empowering our Communities and meeting local needs
 - Cleaner, greener and more cultural Rushmoor
 - Financially sound with services fit for the future
- 2.2. 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.

- 2.3 It is clear that the Council will continue to face ongoing financial challenges, and the Council Plan provides 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 The Cabinet undertook an all Member workshop on the 29 September, 2016 and from this session 36 key actions were identified, as set out below and in the attached Council Plan 2017/18 document.

3. Outline of the Plan 2017-18

- 3.1 The Corporate Plan is intended to help the public, businesses, partners and staff to understand the Council’s future plans and aspirations. To assist with this there are two published versions of the plan, a public summary version and a more detailed document. Both versions are being circulated with this report. The 2017/18 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 36 key actions as set out below.



Sustaining a thriving economy and boosting local business

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

Supporting and empowering our Communities and meeting local needs

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

Cleaner, greener and more cultural Rushmoor

- Maintain weekly collections whilst increasing recycling
- Complete the major contracts renewal for waste, recycling, grounds and streets
- Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods

- Ensure new buildings contribute to improving the quality of the environment
- Build on the historic value of our towns and create the conditions for a cultural renaissance
- Developing and actively increase use of our leisure and cultural facilities
- Develop and implement a parking strategy

Financially sound with services fit for the future

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

3.3 The detailed Council Plan document adds an overview of the key projects and core activities that will help deliver the Council's priorities and key actions. The Cabinet will use the contents of this document to regularly monitor the progress being made towards achieving these actions. This monitoring will be undertaken so that the Cabinet can have an overview of performance across the organisation and be reassured that progress is being made to deliver against their priorities.

4. RECOMMENDATION

4.1. It is recommended that the Council approves the Council Plan 2017/18.

D E CLIFFORD
LEADER OF THE COUNCIL

DRAFT



Council Plan 2017/18

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Introduction

Welcome to our Council Plan for 2017-18. Over the following pages you can find out about our plans for the year ahead and what we are doing to continue to meet the needs of our residents, visitors and businesses. Our approach is firmly based on the concept of “Listen, Learn, Deliver – Better”

We provide more than 100 local services to the communities of Aldershot and Farnborough, including core services such as rubbish and recycling collections, street cleaning, planning, environmental health, housing, parks and leisure facilities.

Nowadays, though, the role of local councils is more complex than ever and we also play an essential role in broader areas like engaging with and where necessary, supporting local communities and businesses, helping the most vulnerable in society and making sure our Borough continues to develop and thrive economically.

Like all councils, we continue to face substantial financial challenges because of the Government’s austerity measures, which have put particular pressure on public sector finances. Up until now, we have been able to steer a steady path through these challenges with sound financial planning. The next few years, however, will be particularly demanding as we work towards meeting a £2.9 million reduction in our budgets.

An important focus for the coming year, therefore, will be what we call our “8 Point Plan”. This sets out a number of major projects that we believe will help us to transform how we work to remain financially sound and be able to continue to deliver important local services. These projects include investment in property, better use of our assets, income generation schemes, reviewing or organisational structure and using technology to improve and transform our services and the way we work.

At the same time, we want to continue to press ahead with major priorities, including supporting the regeneration of Aldershot and Farnborough town centres, improving parking arrangements and the continued creation of the new

Wellesley development in Aldershot. We are also going to tackle the shortage of local homes (in part by setting up our own housing company), re-tendering our bin collection (whilst maintaining a weekly collection service), street cleaning and grounds' maintenance services by August 2017, improve leisure and cultural facilities and work in neighbourhoods to bring together local communities.

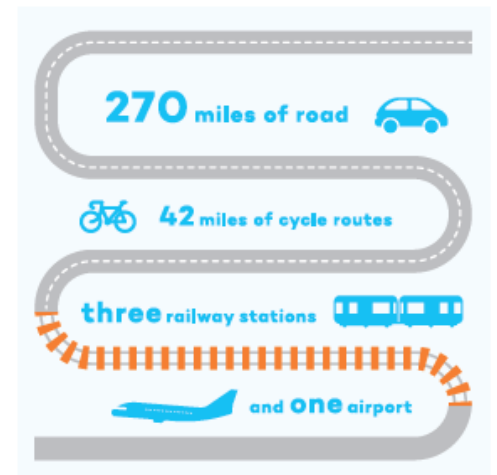
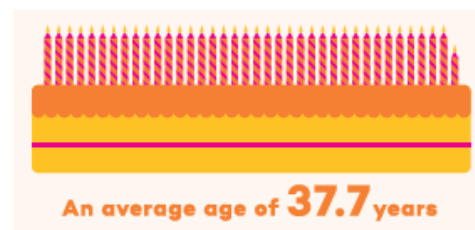
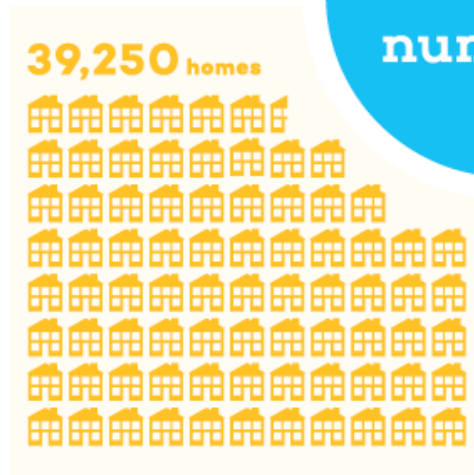
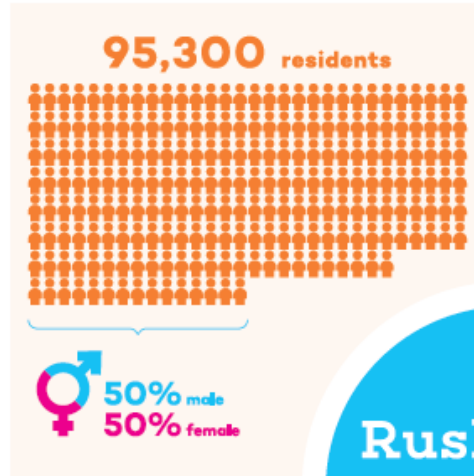
Our Cabinet has undertaken a major review of the Council's priorities based on the concept of "Listen, Learn and Deliver – Better". The Council now has four new priorities underpinning its stated Purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives.**

The four priorities are:

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

This plan sets out a detailed overview of the key actions and activities we will be pursuing to achieve these priorities. The Cabinet will regularly monitor the progress being made towards achieving these actions. This monitoring will be undertaken so that the Cabinet can have an up to date understanding of performance across the organisation and be reassured that progress is being made to deliver against their priorities.

Rushmoor in numbers



Rushmoor
in
numbers

Council Plan 2017/18

Action Summary



Sustaining a thriving economy and boosting local business

1. Drive the regeneration of Aldershot

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Develop the Aldershot elements of the Council's regeneration programme and implement officer arrangements to support delivery of projects	MT	KE	Resourced and deliverable programme in place	Programme agreed and fully established Q2 2017/18
Put in place Aldershot Regeneration Task Force and supporting officer arrangements to drive forward the regeneration of Aldershot Town Centre. This will include promotion of the Aldershot Town Centre Prospectus to potential investors and developers and the development and implementation of schemes with partners including the Enterprise M3 Local Enterprise Partnership (LEP).	MT	KE/DP	Task Force chaired by Councillor Sheehan to meet on a monthly basis to support the delivery of identified regeneration priorities within Aldershot Town Centre and make progress reports to Cabinet	Agree programme for 2017/18 (end of May 17) First report to Cabinet July 2017
To bring forward the regeneration scheme at Union Street East	MT	DP/NI	<ul style="list-style-type: none"> -Acquisition of properties within Union Street and High Street -Procurement of architect to undertake masterplanning and viability work to establish a deliverable scheme -Seek external funding to support the delivery of the project from LEP/HCA -Submit planning application for site -If required seek development partner to bring forward regeneration proposals 	<ul style="list-style-type: none"> -Q1 2017/18 (dependent on any CPO requirements) -Procurement confirmed February 2017. Report completed by April 2017. -Submit Business Case to the LEP in Q1 2017/18 -Q2 2017/18 -Potential taking site to market in Q2 2017/18

To support the regeneration of The Galleries	MT	NI	-Provide pre-application input into the emerging principles of a development scheme -Agree the inclusion of the High Street Multi-Storey car park within the development scheme, subject to provision of up to 300 public parking spaces within the wider proposals	-Q1 2017/18 -In principle agreed by Cabinet (Dec 2016). Formal agreement including financial consideration will be required for the release of the site once viability work has been undertaken and reviewed by the District Valuer (Q1 2017/18)
To bring forward the regeneration scheme at Aldershot Railway Station	MT	NI	Provision of an improved transport interchange and public realm improvements – provision of new decked car park	Delivery of project by March 2018 in accordance with LEP funding agreement
To bring forward the Princes Hall regeneration proposals	MT	DP	-Complete feasibility study work for inclusion of a 'Games Hub' on the ground floor of the venue -Undertake additional feasibility work exploring long-term options for the development of the venue	April 2017 Summer 2017
Develop proposals and business cases to support the development of the gaming sector in Aldershot including the potential implementation of an Aldershot Games Hub	MT	PS	(1) Prepare feasibility and business cases which encourage growth of the gaming sector (2) Develop a business case for a scheme to provide incubator space for the gaming sector in the short term (3)Subject to the business case seek appropriate land/funding to provide purpose built accommodation to support the gaming sector subject to demand	-Q1 2017/18 -Q1 2017/18 -Subject to business case
Complete the implementation of the Shop Front Improvements Scheme and undertake initial evaluation of impact	MT	NI	Schemes completed and an initial view of impacts understood	Q2 2017/18
Review the town centre's car parking provision as part of the Council's Strategic Parking Review	MT	KE	Undertake work to establish that car parking provision is appropriate to meet the proposed town centre uses	Q2 2017/18

Ensure the Wellesley residential development on the former military land to the north of Aldershot is well linked to the town centre through walkways, cycle paths and signage	MT	JT	Seek delivery of remaining s278 schemes by Grainger between Wellesley and Aldershot Town Centre to gain maximum benefit from the delivery of 3,850 new homes	Q1 2017/18
Explore ways of promoting Aldershot Town Centre as a 'family friendly' destination.	MT	DP	Undertake work to encourage the promotion of Aldershot Town Centre as an attractive destination for young families.	Ongoing

2. Push forward with the regeneration of Farnborough town centre

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Develop the Farnborough elements of the Council's regeneration programme and implement officer arrangements to support delivery of projects	MT	KE	Resourced and deliverable programme in place	Programme agreed and fully established Q2 2017/18
To continue to support the regeneration of the town centre and encourage completion of the KPI scheme	MT/KM	AL/KE	<ul style="list-style-type: none"> - Delivery of KPI residual phases of development (Blocks 3 and 4) in accordance with revised Development Agreement (agreed by Cabinet in August 2016). Step-in rights for RBC are activated in March 2019. - Anticipate a revised planning application for Blocks 3 and 4 in Q4 2016/17. 	Revised proposals for Block 3 and 4 expected in Q4 2016/17 Planning application to be determined within 13 weeks of submission
Progress the regeneration of the Farnborough Civic Quarter in accordance with the Supplementary Planning Document agreed in 2015	MT/KM	NI	<ul style="list-style-type: none"> -Procure Strategic Property Advice -Agree Memorandum of Understanding between landowners -Work with partners on detailed masterplan for the Civic Quarter site. -Put in place any required RBC projects to support implementation 	<ul style="list-style-type: none"> -Receive advice in Q4 2016/17 -January 2017 -Commence work on detailed masterplan development Q1 2017/18 Receive detailed masterplan in Q4 2016/17

3. Improve local levels of educational attainment and skills and raise aspirations

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
<p>Proactively enable and support work with partners including the Local Education Authority and Schools to help raise aspirations and improve educational attainment for students attending schools in the borough</p> <p>For 2017/18</p> <ul style="list-style-type: none"> - Meet with HCC members and officers to agree the areas of priority and any joint working for 2017/18 - Continue to support, monitor and review the mental health support in schools project - Work with providers and local businesses to enable work experience opportunities in local schools - Support Fernhill to deliver the 'Think Big' Youth Aspiration Fund Project to improve reading attainment of White Boys - Monitor the impact of the English teacher post part supported by RBC to work flexibly across Fernhill and The Connaught Schools - Consider the role that the Council could play directly in supporting reading in local Schools 	SC	KE/EL	Improved overall education attainment level at Secondary Level (Key Stage 4) in Rushmoor	<ul style="list-style-type: none"> -First meeting with HCC 19th January -Funding for the Mental Health worker concluded in December. Final report due in Feb 2017 Ongoing as opportunities arise -'Think Big' YAF project commences March 2017 -Post commences in September 2017 – initial review Q4 2017/18 -To be considered as part of review of volunteering policy – May 2017
Samuel Cody work placement and apprentice project	KM	MS	Enabling students to secure a place on HCC apprentice pathway through providing year 10 work placements	1st scheme rolled out June 2017

4. Bring forward social and private rented housing opportunities - establish our own housing company

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
To take steps to put in place a Housing Company or other vehicle to enable the purchase and/or develop residential properties for rental purposes Note: 8 Point Plan item	BH	QY	To have a company which would enable the authority to purchase, develop and retain residential properties for rental purposes	Report going to Cabinet 7 th February 2017
Housing Delivery	BH	SR / ZP NI	-Delivery of new homes, bringing empty properties back into use and making the best use of property available to us. -Management of capital budget and bidding for grant funding - Delivery of specialist housing (e.g. domestic violence property, accommodation for people with disabilities). -Delivery of Starter Homes via Local Authority Partnership working with the HCA	Quarterly updates on progress to Head of Service using agreed Performance Indicators (PI).
Registered Providers Liaison and Partnership Working	BH	SR / ZP	-Registered Providers review process allows officers and members to build good relationships with RP partners, understand how they are implementing changes to government policy and assess how that impacts on residents - Registered Providers partners supported to deliver housing in the borough	Registered Providers reviews run October- March and are reported to Community Panel

5. Supporting the borough's small and medium businesses (SMEs)

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Provide a range of business support activities.	KM	PS	Offer a range of training and network events including events such as 'Meet the Buyer'	Throughout 2017
Assessment of Business Rates retention	GL	AF/DM	<ul style="list-style-type: none"> -increase our Business Rates income by identifying business we are unaware of -Review all businesses in receipt of Discretionary Relief to ensure is appropriate -New discretionary relief policy which encourages economic growth and development -Promote the extension to Small Business Rate Relief 	<ul style="list-style-type: none"> -2017/18 -February 2017 -February 2017 -March 2017
Identify gaps in broadband provision in commercial office/industrial space and find solutions to provide it	KM	PS	To ensure that all our business have access to fast broadband services	Survey of existing provision by March 2017. Provide the solution (with partners HCC/service providers) March 2018
Continue to provide Town Centre management support	KM	KE	To ensure that a range of activities and events are undertaken throughout the year in Farnborough and Aldershot Town Centres	Throughout the year
Food Safety Regulation (Including the Food Hygiene Rating Scheme)	KM	CA	To deliver the requirements of the FSA framework agreement and the Food Hygiene Rating Scheme whilst providing appropriate business support and regulation to meet local need. Food Safety Service Plan 2017/18 describes the service.	As per the annual Food/Health and Safety Service approved by L+GP and Cabinet.
Health & Safety Regulation and Business Support	KM	CA	To deliver the requirements of HSE National Code whilst providing appropriate business support and regulation to meet local need. Health and Safety Service Plan 2017/18 describes the service.	As per the annual Food/Health and Safety Service Plan approved by L+GP and Cabinet.

Review of licensing policy	KM	JMC	<p>1) To develop and establish local area profiles for -</p> <p>(a) Taxi & Private Hire Services</p> <p>(b) Gambling premises and activities</p> <p>(c) The sale and supply of alcohol, the provision of entertainments and late night refreshments</p> <p>2) To review, update and approve revised policies for -</p> <p>(a) Taxi licensing</p> <p>(b) Licensing of gambling, gaming and lotteries</p> <p>(c) Alcohol, entertainments and late night refreshment licensing.</p>	<p>1(a) By September 2017 and every three years thereafter</p> <p>1(b) By April 2018 and every three years thereafter</p> <p>1(c) By September 2019 and every three years thereafter</p> <p>2(a) By December 2017 and every three years thereafter</p> <p>2(b) By July 2018 and every three years thereafter</p> <p>2(c) By December 2019 and up to 5 years thereafter</p>
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6. Work with the Enterprise M3 Local Enterprise Partnership and other organisations

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Support the preparation of Local Growth Fund (LGF) Bids to the Enterprise M3 LEP, making the most of Aldershot's 'Step-Up Town' status and Farnborough's 'Growth Town' status	MT	NI	Securing growth fund monies to act as a catalyst for regeneration and economic growth.	The expressions of interest for LGF 3 funding have already been submitted and a priority list for funding has been developed however it depends on the final figure received from Government as to how many projects can be supported

7. Pursue continued economic growth across the borough

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Develop an Economic Development Strategy for the Council	KM	PS	Provide a framework and delivery plan to ensure economic growth and prosperity with a focus on:- -A Growing Economy -A Learning and working economy -A revitalised economy	End Q2 2017/18

8. Put in place a new Rushmoor Local Plan by 2017/18

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Preparation of new Rushmoor Local Plan	MT	LP	Adoption of new development plan to provide planning policies to guide future development in the Borough to 2032	Submission Autumn 2017 Adoption Summer 2018

9. Secure Alternative Natural Green Spaces (SANGS) to enable development

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Identify new sources of Suitable Alternative Green Space (SANG) to support the delivery of net new residential development	MT	LP	Delivery of new SANG sites, or formal agreement to share SANG capacity in neighbouring authority areas focusing on: 1. Great Bramshott Farm – agreement with Hart District Council on use of site for mitigating new housing in Rushmoor 2. Blandford House – agreement with Grainger/MoD on use of site for mitigating	Autumn 2017 June 2017

			new housing in Rushmoor 3. Review Council land holdings to assess the possible future use of SANGS	April 2017
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10. Support the Wellesley development and maximise the opportunities it offers

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
To achieve a successful residential led development on Wellesley	MT	JT	Regular overview of implementation of delivery of the outline planning permission	Quarterly review meetings with Grainger

Supporting and empowering our communities and meeting local needs

1. Address the shortage of homes

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Delivery of the Housing and Homelessness Strategy 2017-22	BH	QY/SR/ ZP	Over the next five-year strategy period, we will continue to strive to meet housing needs and our aspirations for Rushmoor by focusing on four strategic themes. -The right homes in the right places -Making the best use of the housing stock -Helping people solve their own housing problems and provide a suitable home when needed -Enabling people to live in good quality accommodation that is suitable for their needs	Revised Strategy considered by Cabinet January 2017 and then by Full Council February 2017. Progress against strategic themes reported in quarterly monitoring and 6 monthly updates to Community Panel every March and September
Full review of housing allocation, including consultation with Members, users and partners.	BH	SH	A revised housing allocation scheme and ensure the fair allocation of social housing to people in housing need.	Start in March 2017
The 'Trail Blazer' grant funding has been awarded to Rushmoor BC and Hart DC to explore new ways of delivering advice and prevention in light of the Homelessness Reduction Bill.	BH	SH	Duty to provide comprehensive free advice to residents to help them to solve their housing problems, prevent homelessness and when required provide accommodation.	This project will commence in March 2017.
Complete the Housing Condition Survey	BH	HS	Support residents to live in homes that are: -Free from disrepair -Safe and warm -Not overcrowded	The Housing Condition Survey is due to be completed in March 2017 and a report on its findings will be drafted in May 2017.

			-Suitable for their needs -Appropriately licenced	
Delivery of Starter Homes	BH	NI	RBC identified as a partner for the delivery of Starter Homes following a successful funding bid to the HCA.	Ongoing and subject to site identification for delivery

2. Address rough sleeping and street drinking issues in our town centres

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Working with partners to address rough sleeping and street drinking, including: -Support North Lane Lodge, oversee effectiveness and ensure smooth running -Consult on and implement a Public Space Protection Order (P.S.P.O.)	BH/KM	IH	-Developed approach for rough sleeping and street drinking based on experience in 2016/17 -Partners are working to effect change in individuals' behaviour and life opportunities and living arrangements -New P.S.P.O. in place Reduction in the number of rough sleepers and street drinkers in Rushmoor -Businesses, residents, Members and users of the town centre are clearly aware that the Council and partners are dealing with the issue	-North Lane Lodge opened February 2017 -P.S.P.O. by end of June 2017

3. Improve the health and wellbeing of residents and workers in the borough

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Rushmoor Strategic Partnership – Support the vision of the Sustainable Community Strategy and develop the future key priorities with the Partnership.	BH	AD	Delivery of key priorities: -Understand mental health problems to enable coordinated support for prevention and recovery -Encourage healthy lifestyles -Improve secondary educational achievement -Understand and respond to skills and employment needs and opportunities -Support our residents and businesses to increase resilience and encourage economic growth and prosperity -Protect vulnerable people and reduce the level of violent crime, drug and alcohol related offences and anti-social behaviour -Address deprivation issues across the borough including specific pockets of deprivation in Aldershot Park, Cherrywood and Wellington	RSP Meeting Dates 2017: -22nd March -17th May -19th July -4th October -6th December RSP Steering Group Dates 2017: -8th March -26th April -5th July -20th September -22nd November
Safer North Hampshire Strategic Community Safety Partnership – Delivery of Community Safety Partnership Plan	KM	CR	The priorities for North Hampshire will be set during workshops taking place in February	Meeting dates -21 st March 2017, Basingstoke and Deane Borough Council -20 th July 2017, Hart District Council
Local Children’s Partnership - Support the Local Children’s Partnership.	SC	TM/ SL	The Partnership’s priorities are: -Improving outcomes and life chances for those living in relative poverty and breaking the cycle of deprivation -Improving inclusion for children and young people who are proving challenging in mainstream settings	Half termly meetings (Six each year) HCC Family Support Services grants process (Panel meets in September) Annual presentation to Leisure & Youth Panel

			<ul style="list-style-type: none"> -Improving mental health support for children and their families -Improved access to appropriate early help/support and intervention 	
<p>Rushmoor Health and Wellbeing Partnership - To provide leadership and engagement of health partners to support the public health needs of the Borough.</p> <ul style="list-style-type: none"> -To initiate, monitor and evaluate health projects around current key health priorities and monitor emerging public health issues. -Developing a more joined up view of Health and Wellbeing 	BH	CA	<p>Delivery of improvements in the key health and wellbeing priorities around:</p> <ul style="list-style-type: none"> -Mental Health -Obesity -Falls -Health Inequalities -Regular health data/evidence sense checking -Develop and publish Health Strategy for Rushmoor -Health and Wellbeing workshop 	<p>HWBP Meeting Dates 2017:</p> <ul style="list-style-type: none"> -27th February -21st June -27th September -13th December -Next health data check meeting 13th February -Health Strategy Spring 2017
To develop approaches with local schools to consider how the high level of childhood obesity in the borough might be addressed	SC	KE/CA/PA	Approaches agreed and projects developed and underway	<p>Initial meeting with Cabinet and Head teachers – March 2017</p> <p>Agree approach and commence initial projects by September</p>
Grants – Provision of means tested financial assistance to improve housing condition and administer adaptations to residents homes to enable them to remain independent and have quality of life	BH	HS	<p>Support residents by providing:</p> <ul style="list-style-type: none"> - Access to home improvement grants and loans to ensure residents have safe, warm and appropriate accommodation for their needs -Partnership working with RPs & HCC Adult Services -Administration of Better Care Fund to deliver disabled facility grants 	Milestones are as per the Housing and Homelessness Strategy Delivery Plan.
To encourage residents to engage with sport and exercise	SC	MS	<ul style="list-style-type: none"> - Rushmoor 10k, parkrun, Cycle Sportive -Developing the Breeze ride programme -Delivery of balanceability cycle classes to all infant schools - Develop series of Rushmoor walks 	<ul style="list-style-type: none"> - Ongoing, weekly and annually - Ongoing - Ongoing - Winter 2017

4. Work in and with our communities to help them become more involved in doing things in their local communities

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Continue to work with and support Aldershot residents' community group (Aldershot Community Together)	MT	DP	To enable community run and supported events and activities	Ongoing
Undertake a range of work in neighbourhoods to encourage participation and community involvement	SC	LW	-Maintain Rushmoor Disability Youth Forum and Rushmoor Youth Forum (virtual information exchange network) -Community development strategy for Wellesley in place -Continuation of facilitation, signposting and capacity building work with key voluntary sector partners	Ongoing
Providing support to Prospect Estate Big Local (PEBLE)	GL	KOR	PEBLE can deliver their programme of activities, currently entering year 3 of a 10 year programme	April 2017 Year 3 delivery plan approved
Continue to support and work of the Rushmoor Voluntary Services (RVS) to increase engagement in volunteering	GL	LW	Increase in volunteering activities in local communities	Ongoing
Work with the Farnborough Society to develop an approach for the future use of the Victoria Road Chapel, Farnborough	KM/BH	KE	A more sustainable approach agreed and funding being put in place/sought	Agree approach by end September

5. Tackle deprivation where it exists within the borough

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Work to improve outcomes in areas of deprivation	SC	LW	-Produce and implement a Tackling Deprivation Strategy for the Council and the Rushmoor Strategic Partnership	Ongoing

			- Deprivation activity incorporated and delivered through relevant partnership plans (e.g. HWBP, Economic Recovery Group, SNH, HCC)	
Supporting Children and Young people Work to improve outcomes in areas of deprivation- including Cherrywood and Aldershot Park plus other areas with some forms of deprivation -Holiday activity programme -Youth activities in priority neighbourhoods	SC	SL	-Megarider bus travel scheme -Discounted swimming programme -Weekly Prospect Estate Friday night youth club -Weekly street games activity (basketball, other)	Ongoing
Increasing skills and supporting people into work through delivery of Rushmoor Employment and Skills Zone (RESZ) Action Plan -1 to 1 employment support for residents (Skilled Up/NSAC/Benefit cap/Welfare Reform) -Secure training and employment outcomes from National Skills Academy for Construction (NSAC) -Provide one to one client and employer support -Partnership engagement to maximise employment and training support and job creation	KM	DW	-Skills and employment targets met through Employment and Skills Plans for Wellesley/Farnborough International/Osbournes/HCC- -Client skills and employment personal development plans -CSCS and Health and Safety Level 1 training (via rolling Skilled Up programme) -CV/Interview preparation and training and job brokering -Quarterly RESZ stakeholder bulletin -Adult skills training RESZ brochure in priority LSOA's	Ongoing
Health inequalities in Rushmoor – Focus on the four geographic pockets of health and disability deprivation according to the 2015 Indices of Multiple Deprivation and address mental health inequalities on a borough-wide level.	BH	CA	-Health data/evidence sense check on each area -Develop action plan in line with Deprivation Strategy -According to specific needs initiate, monitor and evaluate health projects to reduce the health inequality gap in each pocket and borough-wide for mental health.	-Next health data check meeting 13th February -Action Plan Spring/Summer 2017

6. Help the voluntary sector to become more sustainable

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Implement the new policy in relation to rent relief for local charities and voluntary organisations in the Borough	GL	PA/AF	Local voluntary organisations are able to make some contribution to their rent and the Council has provided additional support to make them more sustainable	Rent relief reduced to 90% in 2018/19 and to 80%-90% in 2019/20
Hold a fair to encourage people to volunteer for local charitable organisations	GL	AC	-Raise awareness of local organisations -Increase the number of volunteers in the borough	Spring/Summer 2017
Through the Councils new partnership model with the voluntary sector support improved governance and capacity to improve suitability	GL	IH	Work with organisation to identify areas where they could benefit from support from the Council or other bodies for example bid writing and other income generating opportunities and training etc.	Commence Spring/Summer 2017

7. Establish a ward community grant scheme and good causes lottery

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
<p>Ward Community Grant Scheme</p> <p>-Evaluate result of pilot ward community grant scheme in place during 2016/17</p> <p>-Determine the scheme for 2017/18</p> <p>-Summarise effect & outcome of pilot & publicise alongside details of 2017/18 scheme and how to access it</p>	GL	IH/PA	<p>-A report and summary of the pilot for discussion with Portfolio Holder</p> <p>-Based on evidence and discussion – Portfolio Holder to present report to Cabinet for 2017/18 onwards</p> <p>-Following Cabinet decision regarding 2017/18 scheme produce a summary document and scheme details and publicise in accordance with a developed communications plan</p>	<p>-By 31/3/2017</p> <p>-By 30/4/2017</p> <p>-By 31/5/2017</p>

<p>Good Causes Lottery</p> <ul style="list-style-type: none"> -Make arrangements to enable the establishment of a Good Causes Lottery -Engage with the voluntary sector to register as good causes -Promote sign up widely and arrange launch events -Engage with businesses to contribute sponsorship, promotion and prizes -Develop arrangements to distribute central funding generated from the lottery 	GL	IH	<ul style="list-style-type: none"> -Work is carried out with the appointed Lottery Management Company, Gatherwell, to develop and implement the project plan to establish the lottery -All potential organisations within the Borough are aware about the lottery and are invited to join -A series of promotional activities and some flagship launch events will be organised -Raised awareness amongst the business community and additional access to prizes making the lottery more attractive -A transparent system of allocating funds will be set up so that lottery players money paid into the central fund can be distributed locally 	<ul style="list-style-type: none"> -June 2017 -From 1/4/2017 -From 1/4/2017 -From 1/4/2017 -From 1/6/2017
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8. Continue to support families to transform their futures through our supporting families programme

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
<p>Rushmoor Supporting Families Programme – National Programme delivered at a district level via HCC – to support families with multiple problems to enable them to sustain and maintain quality of life and contribute positively to our communities</p>	BH	QY	<p>Through programme we aim to help those who have issues relating to:</p> <ul style="list-style-type: none"> -Crime and anti-social behaviour -Education, children not in school -Worklessness, adults on out-of-work benefits -Young people not in employment, education of training -Problems with drugs and/or alcohol -Physical or mental health problems -Domestic violence and abuse -Families at risk of homelessness or unmanaged 	<p>In 2016/17 there was a target of 58 families identified as eligible. In 2017/18 the number will be similar, Hampshire County Council will confirm the exact numbers in April 2017.</p>

			debts -Young children failing to thrive -Unhealthy weight and/or malnutrition concerns	
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9. Encourage, incentivise and support those affected by welfare reforms

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Continuing to assess the impact of welfare reform, particularly for our most vulnerable residents and those affected by more than one policy change. Including the impact of: -Benefit cap -Under occupation rent cap -Universal Credit roll-out to full local services in July 18 -Council tax Support Scheme (CTSS)	GL	DMK	-Supporting residents affected by the benefit cap to access employment and comprehensive debt advice. -Working with Registered Providers to prevent rent arrears by use of Discretionary Housing fund -Work with residents on Universal Credit who need Council Tax Support. -Monitor the impact of the Councils CTSS on levels of Council Tax collection.	2017/18 Discretionary Housing fund to be agreed March 2017 by the Department of Work and Pensions. -Implementation of new Council Tax Support Scheme in April 2017

10. Enable decisions to be made as close to customers and communities as possible

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
-Work with Cabinet to identify options for increasing local participation and decision making -Engage Ward Councillors as part of the decision-making process for applications for Council support for or in respect of organisations based in their ward	GL	IH	-Those living and working in the Borough and using Council services feel that they have more influence over places they work and live and the services they use -A plan will be developed that delivers the approach to achieve this action, that will ultimately enable important strategies and area	-Q1 2017/18 Definition and understanding phase -Q3 2017/18 Proposals to Cabinet and Council -Q4 2017/18 If appropriate any new arrangements established

<ul style="list-style-type: none"> -To develop a more cohesive and inclusive approach to involving local Ward Councillors in ward based meetings -To ensure that local ward voices are heard and represented in conversations with other tiers of Government 			<p>decisions to be influenced by local communities</p>	
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11. Manage and improve community cohesion

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
<p>Managing ongoing community cohesion and social tensions</p> <p>Delivery of cohesion action plan</p> <ul style="list-style-type: none"> -Engagement and capacity building with partners and community to support integration -Responding to emerging migration policy- e.g. Syrian refugee/asylum seeker dispersal -Securing and managing cohesion funding -Community integration events and activity -Substance misuse engagement and awareness work (Nepali focus) -Co-ordinate and support cohesion partnership work 	DC	LW	<ul style="list-style-type: none"> -Quarterly/bi-annual partner meetings including cohesion forum, English for Speakers of Other Languages (ESOL) forum, Vulnerable Operations board and Members cohesion group -Training programme with community leaders -Administer Uniting Communities grant fund -Stage 2 Reaching Communities bid (CAB) -Strategic DAAT substance misuse funds -Bi-annual new arrivals information days -Resident led neighbourhood events e.g. International Food Festival -Youth activity day -Rushmoor 10K -Supporting volunteer led ESOL via bi-annual ESOL forum -Representation on South East Strategic Partnership for Migration and countywide meetings 	Ongoing

Cleaner, greener and more cultural Rushmoor

1. Maintain weekly collections whilst increasing recycling

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Following the mobilisation of the new waste contract, develop and implement a new strategy to encourage recycling in the Borough	MT	JD/PA	-New contract in place and contractor operating from the new depot. -Raised levels of recycling	December 2017
Provide information on social media and website to encourage recycling	MT	JD/PA	Higher profile of recycling in borough.	Ongoing

2. Complete the major contracts renewal for waste, recycling, grounds and streets

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Work with successful contractor(s) to mobilise contract for: -Waste Collection -Street Cleansing -Grounds Maintenance -Public Convenience Cleaning Note: 8 Point Plan item	MT	JD/PA	A successfully mobilised contract that will smoothly transfer from the incumbent to the new provider(s)	Contract due to start 31 July 2017
Complete the build of the depot	MT	PA	A fully functional depot for use by successful contractor	December 2017

3. Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Continue to support local community groups to clean up the local area, by providing advice, equipment and organising for rubbish to be removed. Groups include: -Aldershot Community Action Group -Ahmadiyya Muslim Youth Group (AMYA) -Cove Brook Greenway Group -Mayfield Community Partnership -North Town Spring Clean	MT	Contracts Team	Existing local community groups are supported and new groups encouraged to help keep their areas clean	North Town Spring Clean – 25 /03/17 Cove Brook Greenway group – 8/04/17 Mayfield Community Partnership – 22/04/17
Launch the Council’s “Love Rushmoor” mobile “App”	PT	IN/NH	Residents and Members are able to use the App to report environmental issues around the Borough	Phase 1 by March 2017
Undertake a programme of Conservation Area Character Appraisal work	MT	LP	Conservation Area Character Appraisals for the eight Conservation Areas in the Borough	Following adoption of the Rushmoor Local Plan
Improvements to information relating to protected trees on the Council’s website	MT	LP	Residents have a better information in relation to protected trees	End of Q2 2017/18
Review our approaches to environmental crime including a more place central approach and methods of increasing enforcement	MT	HL	Improvements in appearance of public areas where problems of environmental crime are identified. Removal of fly tips, graffiti, abandoned vehicles etc. Education of the public regarding importance of disposing of litter, rubbish etc appropriately.	Ongoing

4. Ensure new buildings contribute to improving the quality of the environment

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Implementing 'Creating high quality and distinctive environment' section of the emerging Rushmoor Local Plan	MT	LP	Adoption of Rushmoor Local Plan	Summer 2018
Ensuring design considerations addressed in determination of planning applications	MT	JT	No deterioration in quality of built environment	Ongoing

5. Build on the historic value of our towns and create the conditions for a cultural renaissance

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Recognises the heritage value of our towns in the implementation of projects that seek to regenerate Aldershot and Farnborough Town Centres	MT	NI	Recognition of the special historical values and military, aviation and Victorian heritage	Ongoing
Aldershot Heritage Trails project	SC	MS	Installing five local trails detailing the Military History of Aldershot	Bid to be submitted to Heritage Lottery Spring 2017
Victoria Day	MT	DP	Work with resident volunteers to deliver and enhance a successful festival	Annual summer event
Continue to support the Hampshire Cultural Trust	SC	DP	West End Centre and Aldershot Military Museum can continue to form part of the Borough's cultural offer	Ongoing
Princes Hall events programme	SC	DP	Offer residents a varied programme of events that broadens the Borough's cultural offer	Ongoing

6. Developing and actively increase use of our leisure and cultural facilities

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Determining the future approach to procurement of the leisure facilities – consider various facility or packaged options. Including: -Farnborough Leisure Centre -Aldershot Pools and Lido -Alpine Snowsports Centre -Southwood Golf Course	SC	PA/AS	Maintain high quality leisure provision but providing significant savings to the Council and use of our facilities encourage healthier lifestyles	Approach to be determined by Spring 2017 to lead to identification of outcomes /deliverables
To run the Princes Hall as a successful venue and enable the broad events programme in the Borough	SC	DP	Princes Hall increase customer numbers and events such as the Fireworks Spectacular and Pantomime are well attended	Ongoing
Consider the Council’s future approach to maintenance and provision of play areas	SC	PA	To undertake initial feasibility work to enable more sustainable approach to play areas	Autumn 2018
Take forward the opportunities for developing Moor Road Recreation Ground	SC	MS	-Explore funding opportunities -Installation of leisure facilities at Moor Road	-Summer 2017 -Long term project to 2027
Development of Bourley Road pitches	SC	MS	Work leading to handover of pitches to clubs	Summer 2018
Develop a new pavilion at Ivy Rd playing fields	SC	MS	Secure additional external funding to provide a home to large football club including a community room for meetings, social, and lettings.	Autumn 2018
Take forward the procurement process to establish café facilities in King George V Playing Fields	SC	PA	Procurement process completed and successful supplier in place	Autumn 2017

7. Develop and implement a parking strategy

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Develop and implement a parking strategy that	MT	KE	A Members’ Parking Strategy Group was	

<p>balances quality, income, economic growth and considers residents' car parking issues</p>		<p>established and will work to deliver four key work streams, as follows:</p> <ol style="list-style-type: none"> 1. Review of Rushmoor car parking standards: <ul style="list-style-type: none"> - Scoping and evidence research - Prepare draft revised standard - Consultation on draft - Revise draft - 6-week statutory consultation - Cabinet adoption of revised standard 2. Residents' parking: <ul style="list-style-type: none"> - Survey re effectiveness of current schemes - Review of current issues - Approach to new schemes 3. Pay & Display parking (on and off street): <ul style="list-style-type: none"> - Review income and costs - Assess permits - Examine assets and locations - Review tariff structure 4. School safety: <ul style="list-style-type: none"> - Education - Enforcement - Improvements to drop off/collection points <p>Publish Parking Strategy document</p> <p><i>Implementation of findings and improvements from these work streams will be on a rolling basis throughout the lifecycle of this work.</i></p>	<p>Q3-4 2016/17 Q4 2016/17 Q1 2017/18 Q1 2017/18 Q1-2 2017/18 To be advised</p> <p>Q4 2016/17</p> <p>Q4 2016/17 Q1 2017/18</p> <p>Q1 2017/18 Q1 2017/18 Q1 2017/18 Q2-3 2017/18</p> <p>May be done alongside residents' parking work stream Otherwise start in Q3 2017/18</p> <p>Q4 2017/18</p>
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Financially sound with services fit for the future

1. Keep people well informed about our services and what is going on

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Review arrangements for Arena magazine -Consider options for publishing the magazine -Determine frequency and format -Develop new working systems/carry out procurement	PT	GC	-Provide cost effective arrangements for Arena magazine -Reduce the cost of publication	Identify options and evaluate - June 2017
Redesign of Council website to be able to respond to future demand and the emerging transformation programme, including: -Consider customer service issues -Prepare and deliver redesign plan - Information - Transitional web service - Impact of mobile -Examine web content management issues	PT	GC	-Review of contents and usage of website -Prepare scope plan for review work -Process and programme of work	Timescales under development as part of customer and digital work stream of transformation programme
Continue to develop Council's use of digital/social media to inform and engage residents as part of its communication's strategy and following on from its staff digital learning network.	PT	GC	-Increase frequency and take-up of email news through promotional campaigns -Review current social media usage, its effectiveness and future direction in order to develop a social media strategy.	-March 2018 -March 2018

2. Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan

Note: 8 Point Plan items also appear under other actions and other priority areas

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Put in place a transformation programme to enable delivery of the next stages of the 8 Point Plan. Three key work streams: -Organisational development -Income generation -Customer & digital work streams -Develop a Benefits Realisation Plan for the Transformation Programme	PT	IH	Process in place to enable benefits arising from projects within the Transformation Programme to be identified, tracked and realised Process in place to track the benefits from 8 Point Plan projects already delivered. To include: -Farnborough International Loan -Co Location -Organisational structure reviews -Effective Taxation Policies	-April 2017 -April 2017
Property investment – Continue to invest in commercial property to provide a revenue return -Develop of Asset Management Strategy -Make better use of our assets and make better use of community property	PT	AG	Range of purchases made, achieving a return of between 3.2% and 5.4% Asset Management Strategy completed	Asset Management Strategy completion – December 2017
To complete feasibility on the alternative use of Union Street car park as private sector rented housing	PT	KE	Approach to development considered and approach agreed	June 2017
Review of Fees and Charges on an annual basis to ensure the income is maximised while reflecting market conditions and residents' ability to pay	PT	AF	-Annual review of Fees and Charges -Review of fees and charges in the following areas carried out: -Licensing fees & charges -Land charges -Parking charges -Printing	-December 2017 -December 2017
Income Generation – Digital Advertising – This	PT	AF	Scope project to deliver the potential options for	April 2017

is a feasibility project which covers the potential for proceeding with digital advertising on: -Land adjacent to the M3 -Mobile advertising screen -Council buildings and assets			digital advertising identified for the Borough	
Customer Services Strategy -Determine future operating model -Develop plan for new customer service approach -Develop internal organisation- that reflects customer service principles	PT	IH/ KE/ AC/NH	-Adoption of new strategy and principles -Contribution to the targets in the 8 Point Plan for financial sustainability -Establish plan to meet strategy objectives	-May, 2017 -2017/18 -December 2017

3. Take forward options to use trading to increase income

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Assessing new trading opportunities and consider whether any would benefit from delivery through a trading company Note: Establish a Housing Company is in 'Sustaining a thriving economy and boosting local business'	PT	AF	Maximising income generation through the use of relevant powers	Ongoing – re-assess need as each opportunity arises

4. Through our Digital Strategy seize opportunities to do things better

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
To agree the Council's Digital Strategy	PT	IH/NH	<ul style="list-style-type: none"> -Council adoption of new strategy and promote digital ambitions -Establish a Digital learning network for employees -Implementation of the Council's "Love Rushmoor" mobile App (Phase 2 linked to waste contract implementation) 	<ul style="list-style-type: none"> -September 2017 -October 2016 -March 2017
To deliver the Council's ICT strategy	PT	NH	<p>Applications</p> <ul style="list-style-type: none"> -Employee self-service portal system implementation -Corporate financial system upgrade (Oracle to MS Sequel) & Hyper-V migration -Cash receipting system upgrade -New committee management information system (Modern.gov) implementation (ICT) -Housing options system replacement and mobile working -Car parking pay and display equipment procurement/ implementation (ICT) and pay by phone -Implement applications/interfaces and mobile solutions to support the Council's new waste contract <p>Security Policy</p> <ul style="list-style-type: none"> -IT Security Policy implementation including the annual penetration test PSN & PCI compliance -Council protected from cyber threats <p>Infrastructure</p> <ul style="list-style-type: none"> -Phase 2 Server Virtualisation – including 	<ul style="list-style-type: none"> -January 2017 -November 2017 -2017 -2017 -May 2017 -August 2017 (Phased) -September 2017 -April 2017 -Ongoing

			replacement back up/ replication -Office 365 Cloud feasibility -Re-tender for telephony maintenance -Geographical Information Systems (location services) strategy implementation -Flexible and mobile working equipment/ infrastructure upgrades - linked to co-location project and front line service services improvement -Modernise application interfaces and be-spoke code for all major business applications	-June 2017 -June 2017 -September 2017 -Ongoing -September 2017
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5. Continue to implement our organisational development strategy

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Equip staff with skills & behaviours needed to deliver our priorities and help with organisational and service improvement: <ol style="list-style-type: none"> 1. Role out model of Action Learning skills across the organisation. 2. Work more collaboratively with Members via Political Skills initiative. 3. Maximise income to support sustainability for the organisation by becoming more commercial. 4. Coaching and mentoring. 	PT	KE	<ol style="list-style-type: none"> 1. Continue to support the existing Action Learning sets. Decide the next steps for Action Learning in the organisation. 2. Greater awareness of the decision making process and understanding of the varied roles of our Councillors. 3. Acquire greater understanding and skills to support more commercial ways of working. 4. Develop our approach to coaching and mentoring. 	Ongoing January 2017 Training offer due March – May 2017 Training offer due April – July 2017 Autumn 2017
Develop our HR Service for the future to modernise processes and achieve efficiencies. <ol style="list-style-type: none"> 1. Continue the development of My HR (e-services) 	PT	KE	<ol style="list-style-type: none"> 1. Further development of e-services/online hub after the success of migrating payslips online – utilise the functionality of the system. 	Ongoing

<ul style="list-style-type: none"> 2. Review secondment guidelines and practice 3. Redesign our approach to managing sickness and supporting employee wellbeing 4. Develop the HR team, skills, structure and resources 			<ul style="list-style-type: none"> 2. Trial the use of secondments in a different way based on evidence gathered previously to improve service delivery. 3. Sickness process and wellbeing initiatives redesign. 4. Review and develop key HR Policies to help us manage and support our workforce. Consider the future skills and structure for the HR team . 	<p>March 2017 onwards</p> <p>Ongoing</p> <p>Ongoing</p> <p>By end of October 2017</p>
<p>Continue to work on our OD infrastructure to support the Council's day to day business:</p> <ul style="list-style-type: none"> 1. Continue work to maintain and develop the behaviours the Council wants to see across the organisation linked to its Simple Rules. 2. Complete Development Reviews 2017/18 cycle. 3. Undertake a Skills Audit to utilise the relevant skills staff already have. 4. Establish Learning and Development programme for 2018/19. 	PT	KE	<ul style="list-style-type: none"> 1. Introduce a new Values and Behaviours framework. 2. Design and test an electronic Learning and Development approach for the 2017 Development Review cycle and ensure Development Reviews are completed for all staff. 3. Run a skills audit as part of the 2017 Development Review cycle. 4. Analyse the Learning and Development data supplied through the 2017 Development Reviews and complete the Learning and Development Programme for 2018/19. 	<p>End of April 2017</p> <p>End of July 2017</p> <p>May - July 2017</p> <p>Autumn 2017</p>
<p>Continue to review the Council's organisational design to ensure it meets the organisation & resident's needs & enables us to work differently:</p> <ul style="list-style-type: none"> 1. Embed and support structural change, new roles, responsibilities and working relationships. 2. Follow through on the impact of MARS scheme, which will overtime support the 	PT	KE	<ul style="list-style-type: none"> 1. Support the organisation through the appointment of and transition to a new Chief Executive. Utilise changes in the workforce to deploy staff to projects that support our priorities. Deliver structural services changes resulting from the MARS scheme and deliver associated savings. 	<p>February 2017 onwards</p> <p>Ongoing</p> <p>From April 2017</p>

delivery of the transformation programme.				
<p>Enable and support the Council's political leadership:</p> <ol style="list-style-type: none"> 1. Support and follow through development needs identified through Member Development Training Needs Questionnaire, Member Development Group etc.. 2. Develop member understanding of and support their work on financial sustainability and community leadership 3. Develop Political skills for staff and managers 	PT	KE	<ol style="list-style-type: none"> 1. Refresh Member Development Strategic Action Plan 2017 - 2019 2. Delivery of member development activities linked to the Council Plan which support skills and knowledge for councillors' community leadership roles 3. Support Cabinet leadership role at Member events related to the Council Budget and corporate planning 4. One to one's and mentoring sessions for Cabinet Members. 5. Regular updates on the Council's financial position at Informal Cabinet meetings. 6. Political skills training for staff to be delivered collaboratively with South East Employers. 	<p>April 2017</p> <p>2017/18</p> <p>Events held approx. twice a year</p> <p>Ongoing</p> <p>Ongoing</p> <p>Training offer due March – May 2017</p>
<p>Develop networked approaches to learning and improve internal communications:</p> <ol style="list-style-type: none"> 1. Develop employee networking opportunities. 2. Review and implement improved internal communications to help enable sustainability 	PT	KE	<ol style="list-style-type: none"> 1. Hold a 3rd Staff Showcase to explore how we are working differently, supporting our narrative, delivering services better and helping us to become a more sustainable organisation. 2. Hold 2 digital learning events. 3. Develop and implement an approach to make sure communication in the organisation is up to date and easier to access. 	<p>Run event September 2017</p> <p>By end of Mach 2018 Spring 2017</p>

6. Listen better to our residents, customers and local businesses

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
Residents' satisfaction survey	DC	AC	To undertake a residents' satisfaction survey in the spirit of Listen, Learn and Deliver – Better. Results to help to inform Members for the priority setting for the 2018/19 Council Plan cycle.	Complete survey by end October 2017.

7. Taking advantage of opportunities to bring together public services at the Council offices and use our assets better

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
To work with Hampshire County Council and other organisations as appropriate to take opportunities to co-locate services in the Council's building	PT	NH	<ul style="list-style-type: none"> -Ongoing rollout of new-ways of-working environment, accommodation re-fresh/ improvements for tenants. -HCC requirement to locate more back office staff into existing accommodation and construct new meeting rooms - income generation. -One Public Estate feasibility into integrated reception, front of house service (RBC/HCC children's services) – income generation. 	<ul style="list-style-type: none"> -2017/18 -By June 2017 -Decision by November 2017, implementation by Spring 2018

8. Improve local accountability and increase democratic engagement to deliver better services to the public

Activities	Portfolio holder	Lead Officer	Outcomes/deliverables	Milestones (key dates)
<p>Support Member Development activities with a focus on skills and knowledge to support councillors' community leadership role</p> <p>-Follow up SEE Charter Recommendations, with Member Development Group</p>	PT	JS	<p>-Refresh Member Development Strategy 2017 – 2019</p> <p>-Programme of activities reflecting needs identified in the Members' Training Needs Questionnaire</p>	<p>-April/May 2017</p> <p>-April 2018</p>
<p>Review of the Constitution</p> <p>-Update Access to Information Procedure Rules</p> <p>-Update scheme of Delegation for Officers</p> <p>-Revise content to reflect new legislation and organisational changes</p>	PT	JS	<p>-New Scheme of Delegation completed</p> <p>-Updated documentation published on Council website</p> <p>-Explore opportunities for new Modern.gov software to support update processes</p>	<p>-April/May 2017</p> <p>-June 2017</p>
<p>Improve the electoral process</p> <p>-Implement the Hampshire County Council boundary review for Rushmoor</p> <p>-Consult electors on voting systems</p> <p>-Apply outcomes of the review of electoral registration and elections</p>	PT	AC	<p>-Introduce County divisional boundary changes</p> <p>-Introduce new arrangements for regulatory elections</p> <p>-Submit proposals for changing electoral systems to the Cabinet Office</p>	<p>-May, 2017</p> <p>-March, 2018</p> <p>-September 2017</p>
<p>Implement new Meeting and Decision Management System</p> <p>-Staged implementation of Modern.gov software</p> <p>-Review structure of policy and review panels</p> <p>-Prepare framework for new meetings/decision management system cross council</p>	PT	AC	<p>-Trialling and testing of Modern.gov</p> <p>-Delivery of new platform for agenda and minutes</p> <p>-Introduction of new 'App' for paperless meetings</p> <p>-Extend use of software for Members' records and appointments (website updates)</p>	<p>-February, 2017</p> <p>-February, 2017</p> <p>-June 2017</p>

Rushmoor Borough Council

Council Plan 2017-18



Welcome



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At Rushmoor Borough Council, we believe that to be successful, we should listen to our residents, businesses and communities, learn from them and from experts about what is needed and then do all we can to deliver better services.

This is at the heart of what we do and is reflected in the priorities we have developed and in the activities that we will be focusing on over the coming year to deliver them.

In this, the summary version of our Council Plan for 2017-18, you can find some of the highlights of what we will be doing over the next 12 months.

These are a combination of activities that we know are particularly important to local people and that will help us to continue to be financially sound, providing services that are fit for the future. In addition, we will continue to provide more than 100 core services. You find more details in the full Council Plan on our website at www.rushmoor.gov.uk/councilplan.

Among these highlights is the regeneration of our town centres, which remains of utmost importance. We will also be looking at how we can improve parking in our towns and residential areas and continue to support the Wellesley development in Aldershot.

We are also going to tackle the shortage of local homes (in part by setting up our own housing company); re-tender our bin collection (while maintaining a weekly collection service),

street cleaning and grounds' maintenance services by August 2017; improve leisure and cultural facilities and work in neighbourhoods to bring together local communities.

Like all councils, we continue to face substantial financial challenges and the next few years will be particularly demanding as we work towards meeting a £2.9 million reduction in our budgets. We will also therefore be focusing on several major projects to help us transform how we work to remain financially sound and continue to deliver important local services.

Our Council Plan reflects our four main priorities, which in turn underpin our stated purpose:

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

These priorities are:

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

You can read more about them and the activities that will help us deliver them in the following pages.



Councillor David Clifford
Leader of the Council

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

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



Supporting and empowering
our communities and
meeting local needs

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

Cleaner, greener and
more cultural Rushmoor

- Maintain weekly collections whilst increasing recycling
- Complete the major contracts renewal for waste, recycling, grounds and streets
- Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods
- Ensure new buildings contribute to improving the quality of the environment
- Build on the historic value of our towns and create the conditions for a cultural renaissance
- Developing and actively increase use of our leisure and cultural facilities
- Develop and implement a parking strategy



Sustaining a thriving economy

and boosting local business

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We want to see our town centres thrive, to create the best conditions for existing and new businesses to grow and for our residents to have the right skills to secure sound employment.



Aldershot Regeneration Task Force

Town centre regeneration

The regeneration of Aldershot town centre is one of our highest priorities and over the next 12 months, we want to increase the pace of improvement, led by our Aldershot Regeneration Task Force.

Among the areas of focus will be the regeneration of key buildings in Union Street and improvements to Aldershot railway station.

We will also be pushing hard on the redevelopment of The Galleries' site and exploring the opportunity to create a 'games hub' in the town centre, where new games could be developed and tested.

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Farnborough's continued regeneration is also of high importance to us. Here, we will continue to encourage the town centre owners to invest in further redevelopment and improvement. We will also be pushing forward on the regeneration of the Civic Quarter, which includes the leisure centre, library, Elles Hall community centre and former police station site.

Raising skills of local people

We want our residents to be equipped with the right skills and educational achievements to secure decent jobs locally.

As part of that, we will be working with local schools and Hampshire County Council to help them improve education results, especially in secondary schools.

We will also be encouraging local businesses to offer work experience and placements, supporting apprenticeships, and looking at how we can help improve reading levels in local schools.



Working with local schools



The Hub in Farnborough Business Park

Supporting businesses and encouraging economic growth

All our businesses are incredibly important to us and to the borough's economic prosperity. We want to see them grow and flourish; we also want to attract new business.

Over the next 12 months, we will provide a range of business support activities, including 'meet the buyer' events for our small and medium sized businesses.

We also want to find ways to make sure businesses have access to fast broadband services and that they have the right support in place to protect the health and safety of their employees and customers.

We will review our licensing policy covering taxis and private hire services, gambling and alcohol.

We will continue to work closely with Enterprise M3 Local Enterprise Partnership to make sure Aldershot and Farnborough have the best chance of benefitting from economic growth funding.

Our new economic development strategy will provide a framework for much of our work on developing the area's economic prosperity.

While our new Rushmoor Local Plan will provide the planning policies essential for guiding future local development up to 2032. We will submit the plan in the autumn, with adoption in summer 2018.

Encouraging and supporting high quality housing development

Recognising the shortage of rented homes locally, we will look at setting up a housing company to provide new social and private rented homes. We will continue to bring empty properties back into use and to provide specialist housing, such as for people with disabilities.

The borough will also benefit over the next decade from the Wellesley development, which will provide up to 3,850 new homes to the north of Aldershot town centre. In 2017/18, we will continue to work closely with the development company, Grainger, to get the best for our towns and for our current and future residents.

Rushmoor includes heathland covered by the Thames Basin Special Protection Area, which protects the habitat of vulnerable ground-nesting birds. This means we can only grant planning permission for new homes where there won't be any significant impact on the protection area. One of the main ways we do this is by making sure developers provide suitable alternative green space. Over the next 12 months, we will work with neighbouring authorities and others to establish new green space sites at Great Bramshott Farm in Hart and Blandford House in Aldershot. We'll also review our own land to see what could be suitable for future green space.



Wellesley's Maida development under construction



Supporting and empowering

our communities and meeting

local needs

Pack Page 201

We think it's important that our residents feel part of their community and can get involved. We want them to lead healthy, happy and active lives and to have access to decent, affordable homes. We recognise the value of our volunteers and our voluntary organisations and we want to build on this.

Meeting housing and homelessness needs

We know that currently, there is a shortage of homes locally and we want to address this.

One of the ways we will do this is through our new Housing and Homelessness Strategy, which over the next five years will focus on making sure there are the right homes in the right places; that we make best use of available housing stock; we help and advise people to solve their own housing problems and provide a suitable home when needed; and that people can live in a good quality home that meets their needs.

We will also carry out a full review of our housing allocation scheme to make sure we are allocating social housing fairly to those in most need.

In addition, we will complete a survey of private housing in the borough, checking if it's of a good standard, safe and warm and that people aren't living in overcrowded conditions and if necessary, it's licensed. We will use the results to focus on where we need to take action.

We recognise there have been issues with homelessness and street drinking in our town centres and we will continue to work closely with other organisations to deal with the problem.

This will include opening a new hostel, the North Lane Lodge in Aldershot, in the spring where people with complex problems can stay and access professional help to get themselves sorted.

Improving health and wellbeing

We recognise we play an important role in improving the health and wellbeing of our residents and that we should provide leisure and cultural opportunities to enrich lives.



Breeze Cycle Club

We will continue to work with our partners to improve health issues, including mental health, obesity, falls and health inequalities.

We want more people to get active and to encourage more volunteers to come forward to support our sports clubs. We will build on successful events like the Farnborough Half-Marathon, the Rushmoor Parkrun, the Cycle Sportive and Breeze cycle programme for women. We will also develop a series of Rushmoor walks to encourage people to get out and enjoy the borough.

Helping to improve people's life chances

Rushmoor is part of one of the most prosperous regions in the country but we still have areas where people struggle to have the same chances in life as others.

We will work to support residents and communities in these areas, including Farnborough's Cherrywood area and Aldershot Park, developing a new Tackling Deprivation Strategy for the council and our partners. We want to make sure all our children and young people have access to, and can take part in, local activities.

We will help people get back into work through projects, such as our Skilled Up programmes and the Rushmoor Employment and Skills Zone (RESZ) employment plans.



Skilled Up programme repairing pathways

Through the Rushmoor Supporting Families Programme, we will continue to help families struggling with complex issues.

We will continue to assess the impact of welfare reforms, particularly for our most vulnerable residents, and help them to access employment and debt advice.

Creating strong communities

Aldershot and Farnborough are home to people of all backgrounds, cultures and faiths, and we will continue to work to build strong communities.

This will include organising events to bring local communities together, including forums, training programmes for community leaders, resident-led neighbourhood events, such as an international food festival, and information days for new arrivals to the UK.



Nepali Information Day

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Victoria Day 2016 volunteers



Rushmoor Volunteer Recognition Event

Encouraging residents to get involved and supporting the voluntary sector

We recognise the valuable contribution our voluntary organisations and volunteers make locally and want to celebrate the role these often unsung heroes play. We also want to encourage more people to get involved in their local area and to work with us to improve their communities.

In 2017/18, we will work more closely with voluntary organisations with the aim of providing extra support and advice to help them deliver services and increase their income so they can become more sustainable.

We will launch the Rushmoor Community Lottery, which will offer such organisations the opportunity to benefit from the income generated.

We will also organise a volunteer recruitment fair to raise awareness of our local organisations and charities, and increase support for them.

We will continue to work with the residents of the Aldershot Community Together group to organise community events in the town, including this year's Victoria Day on Saturday 10 June.

In Farnborough, we'll provide support to the Prospect Estate Big Local project, which is providing a programme of activities in that area.

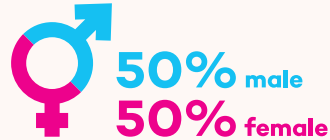
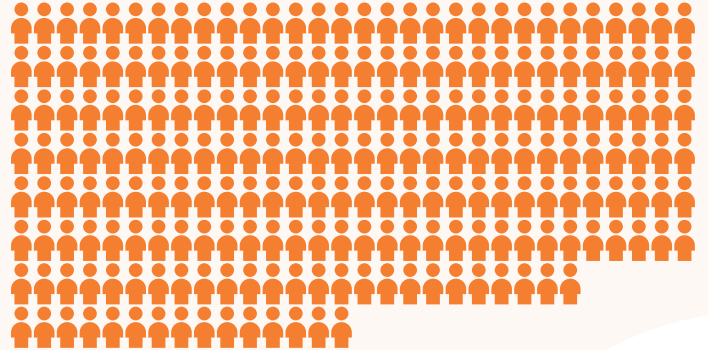
Following our pilot scheme, we will establish a community grant scheme for councillors to bid for funding to improve their wards as part of a programme to make sure ward councillors are involved in local decisions for their areas.

ONE
borough



TWO
world-famous towns

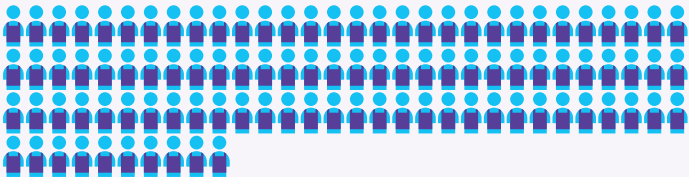
95,300 residents



Rush
in
num

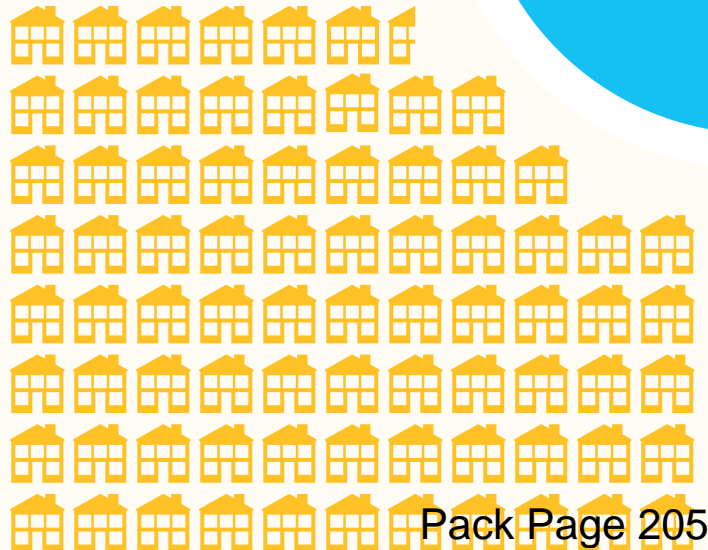


3,370
businesses



more than **50,000** jobs

39,250 homes



Pack Page 205

391,563,900m² of land

70% of land is green space



70 parks and playgrounds



ONE nature reserve

moor
n
bers



Pack Page 206

An average age of **37.7** years



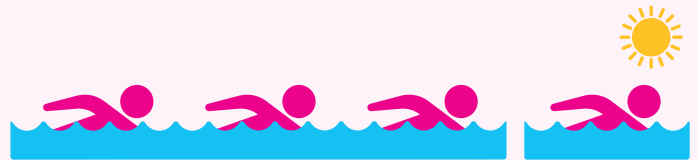
schools



TWO outstanding further education colleges



TWO arts and theatre centres



THREE indoor pools and ONE lido

270 miles of road



42 miles of cycle routes

three railway stations



and ONE airport

Cleaner, greener and

more cultural Rushmoor



Pack Page 207

Your quality of life in Rushmoor is very important to us. Part of this is making sure you live in a clean and healthy environment where there are lots of opportunities to enjoy your leisure time and take advantage of the many cultural opportunities we have. In 2017/18, we'd like you to help us make the most of the borough.

Maintaining weekly bin collections

Your view is clear: you have told us that we should keep our weekly bin collections. We will therefore continue to do so. Our household recycling rates are, however, lower than in many other areas, and we need to focus actively over the next 12 months to increase them.

We have identified where we think more could be recycled rather put into the rubbish bin, for example glass, and we will be increasing our publicity, taking advantage of social media, to encourage residents to recycle as much as possible.

Getting the best value for our residents from our contracts

This year, we will complete the renewal of our major contracts for rubbish and recycling collections, street cleaning, public toilets and grounds maintenance, and in doing so, secure better value for our residents. We will complete the building of a new depot in Ash Vale from which our contractors will operate.



Aldershot Community in Action

Encouraging civic pride with cleaner streets and neighbourhoods

We'd like to strengthen civic pride and community involvement in maintaining the cleanliness and quality of our neighbourhoods and town centres. We will continue to support local groups and events such as Aldershot Community in Action group, the North Town Spring Clean, Cove Brook Greenway Group, the Ahmadiyya Muslim Youth Group and Mayfield Community Group by providing advice, equipment and organising for rubbish to be removed.

In 2017/18, we will launch our new 'Love Rushmoor' mobile app to make it easier for you to report problems that you spot when you're out and about, including litter, graffiti and full bins.

We all have a role to play in keeping the borough clean, so at the same time, we will also be reviewing how we deal with environmental crime, looking at ways of stepping up education as well and enforcement of problems, such as fly-tipping and graffiti.

Recognising and celebrating our towns' heritage and culture

Both Aldershot and Farnborough have a wealth of historic and cultural heritage that we want to make sure we recognise and celebrate.



Cody Statue

As both town centres undergo regeneration, we believe it's important that Aldershot's military and Victorian heritage and Farnborough's aviation history are reflected in redevelopment and improvement schemes.

Having consulted on proposals for five local heritage trails in Aldershot, we will be bidding for funding from the Heritage Lottery Fund in the spring.

We will also be celebrating Aldershot's Victorian heritage with the popular Victoria Day event on Saturday 10 June.

Our cultural offer includes the Princes Hall, Aldershot, where we will, once more, offer a varied programme of events, shows and activities to suit all ages and tastes.

In addition, we will continue to support the work of the Hampshire Cultural Trust, particularly at the Aldershot Military Museum and the town's West End Centre.



Princes Hall

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Improving parking locally

A fresh look at parking in our town centres and neighbourhoods

We know from talking to residents and businesses that you want us to look at parking issues in the borough. This includes our town centre pay-and-display car parks and charges, on-street parking, residents' parking schemes and parking outside schools.

We have therefore started a review that will lead to the development and implementation of a parking strategy. Our aim is to come up with a parking offer that balances quality, income and the economic growth of our town centres. It will also consider residents' parking issues and parking safety, education and enforcement outside our schools.

Pack Page 210

Increasing use of our leisure facilities

We offer lots of leisure facilities in Aldershot and Farnborough, including the Farnborough Leisure Centre, Aldershot Pools and Lido, the Alpine Snowsports Centre, Southwood Golf Course, sports pitches, parks and play areas.

As a number of our current leisure contracts are coming to an end, we will be looking at what our future approach should be. This will include how we continue to offer good quality facilities that our residents want to use, while at the same time making savings to the overall budget.

We will also be considering how we provide and maintain the borough's play areas in future and looking at opportunities to provide leisure facilities at the Moor Road Recreation Ground in Farnborough.

In Aldershot, we will be working towards handing over the Bourley Road sports pitches to local clubs and bidding for external funding to provide a new pavilion at the Ivy Road playing fields.



Aldershot Lido



Financially sound with

services fit for the future

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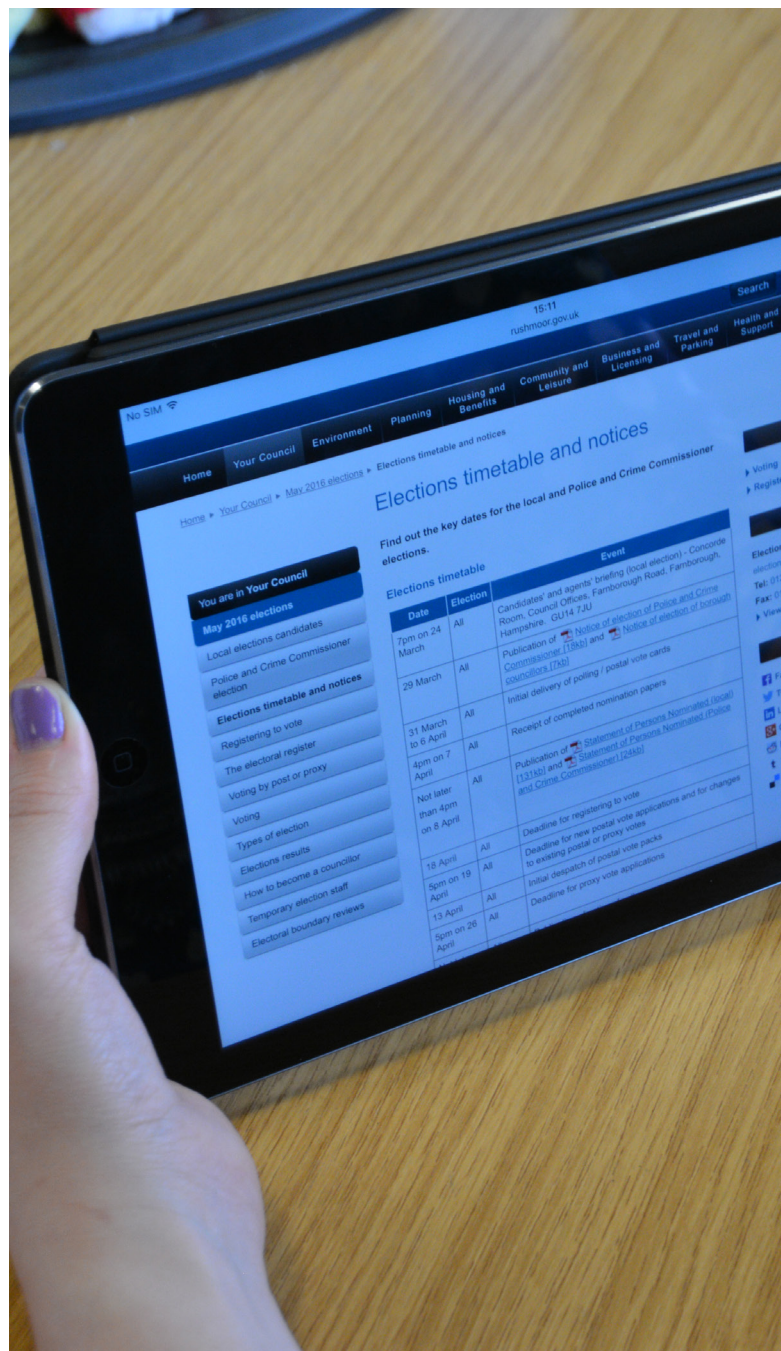
As part of our desire to listen, learn and deliver better, we continue to transform the way we work and the services we provide. This is so that wherever possible, we improve what we do and remain financially sound. In order to listen better to our customers, we recognise we also need to keep them informed, engaged and involved.

Informing and listening to our residents and businesses

We recognise that how people find out about our services and engage with us is changing, with nearly 90% of adults having internet access and more than 70% on social media.

As part of our drive to keep people well informed about our services and what's going on, we will continue to develop our use of social and digital media. We will also begin work to redesign our website to improve our online services and information for our customers. In addition, we will review our current arrangements for our residents' magazine, Arena, with a view to reducing the cost of the publication.

So that we can get a full view of what our residents think about our services and the borough, we want to carry out a residents' satisfaction survey in the autumn of 2017. We will use what people tell us to help plan our priorities for the following year.



Rushmoor Borough Council website

A financially sound and well-run organisation

Like all councils, we continue to face significant financial challenges. While this means we have to look closely at our spending and how we can reduce our budgets to remain financially sound, it has also given us the opportunity to think differently about what we do and how we can transform our services.

Over the next 12 months, as part of our transformation programme, we will continue to build our commercial property investment programme, which is helping to bring in a good return on our investments and therefore increase our income.

We will also review our annual fees and charges and look at whether we could redevelop the Union Street car park in Farnborough to private rented homes.

We want to look at trading opportunities and how we could rent out further parts of our offices to other public services to boost income.

We also need to equip our staff with the right skills and attitudes to be able respond to new and different ways of working. So we will continue to put in place training and support to help them to develop and achieve their potential.

Our customers are at the centre of what we do and we want to strengthen our customer service principles across the organisation.

Increasing our digital offer to improve services to our customers

Around 60,000 customers visit our website every month and in 2017/18, our digital strategy will introduce a number of new opportunities to do things better.

Using our new mobile app, Love Rushmoor, people will be able to report environmental problems, like littering, dog fouling, graffiti and fly-tipping to us, while they are out and about.

We're also introducing a new online committee agenda and information system, a replacement housing options system and more mobile working.

In the spring, we're replacing all our car parking machines, which will offer customers greater choice in how they pay for parking, including by phone, credit and debit card and bank cards registered to a mobile phone.



The Love Rushmoor app

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Rushmoor local election count 2016

Supporting our councillors to be community leaders

As the council continues to transform, it is more important than ever that our councillors are confident in their role as community leaders, understanding what's important to their residents as we aim to deliver better services. We will, therefore, offer a programme of activities to help them to develop the skills they want and need for the future.

Our new online committee agenda and information system will help our councillors to work differently and a supporting mobile app will help us to move to paperless meetings.

Currently in Rushmoor, we hold annual local elections with a third of the council elected at one time. We want to consider how we could improve this system and will consult residents before we submit any proposals to the Cabinet Office in late 2017. Our policy and review panel structure has also been in place for some years now, so we want to review the structure to see if it is still fit for the future or how it could be improved.

Contact us

You can find out more about what we do, the services we provide and how to access them, on our website, www.rushmoor.gov.uk

You can also email us at customerservices@rushmoor.gov.uk

Our office opening hours are:
Monday to Thursday - 8.30am to 5pm
Friday - 8.30am to 4.30pm

During these hours, you can call us on **01252 398 399**

or visit us at
Rushmoor Borough Council
Council Offices
Farnborough Road
Farnborough
GU14 7JU



www.facebook.com/rushmoorboroughcouncil



www.twitter.com/rushmoorborough

To read a copy of our full plan, and to follow our progress, please visit
www.rushmoor.gov.uk/councilplan

Sign up to receive email news from the council

Keep up-to-date with the latest council news and local information by signing up to receive email news. We offer two regular email newsletters: one from the council and one from the Leader. You can sign up to both on our website, www.rushmoor.gov.uk/news

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DRAFT

Foreword from the Portfolio Holder for Health and Housing

Welcome to Rushmoor Borough Council's Housing and Homelessness Strategy 2017-22.

As the Portfolio Holder for Health and Housing, I understand the importance that housing plays in the wellbeing of our residents. Ensuring there is a range of housing types, from supported housing and starter homes through to larger family and executive homes, is important for individuals and families. It also builds strong neighbourhoods and inclusive communities, and supports the economic prosperity of the borough.

The national policy environment has changed since 2011 when we published our last strategy. There have been some big challenges around the introduction of the affordable rent model in 2014; around reduced grant funding for new homes and support services and around the introduction of Universal Credit.

We have seen house prices and rents rise, leaving more households needing help to access housing and, sadly, increasing numbers of homeless people.

Despite these challenges, the Council is meeting its housing responsibilities with the support of several committed partners. I believe this strategy gives us the opportunity to see how we might build on our recent achievements and how we might do things differently, to achieve better housing choices and outcomes for our residents.

Councillor Barbara Hurst

Portfolio Holder for Health and Housing

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Rushmoor's Housing & Homelessness Strategy 2017-2022

Executive Summary

Housing is more than bricks and mortar, it is fundamental to both our quality of life and our ability to engage in a thriving community and local economy.

Rushmoor's purpose and priorities as set out in our corporate plan aim to help improve the quality of local people's lives.

Our purpose:

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

Supporting Values:

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

The Housing and Homelessness Strategy

The strategy sets out our approach to Housing across all tenures and meets our duty to have a Homelessness Strategy and Tenancy Strategy. Comprehensive housing needs data from our Strategic Housing Market Assessment and Homelessness Review provide the data and evidence to support our work.

Over the next five-year strategy period, we will continue to strive to meet housing needs and our aspirations for Rushmoor by focusing on four strategic themes.

- The right homes in the right places
- Making the best use of the housing stock
- Helping people solve their own housing problems and provide a suitable home when needed
- Enabling people to live in good quality accommodation that is suitable for their needs

Each theme has a vision, which is the housing reality that we seek, objectives, measures and action points set out how we will work to achieve this, the detail of this is contained in the Delivery Plan.

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Theme	The Right Homes in the Right Place	Making the best use of the housing stock	Helping People solve their own housing problems and provide a suitable home when needed	Enabling People to live in good quality accommodation that is suitable for their needs
Vision for theme	Having well designed and appropriately located homes in sufficient numbers to meet the needs of our residents and support the economic future of the borough.	Capacity within existing housing assets is maximised across all tenures and that work in tackling under occupation and empty properties is prioritised.	That all who need it have access to housing advice and assistance that will help them resolve their housing problems and that homelessness is reduced significantly. Suitable temporary accommodation is available when needed and B&B is used as an exception. Vulnerable people are able to receive support that helps them sustain their housing	The housing stock is in good condition, not overcrowded and meets housing standards, and that people with disabilities receive the right support, advice and assistance to allow them to live independently in their own home.

As a non- stock holding authority, we deliver homes and housing services with the support of a range of partners. This strategy provides a framework for everyone involved in Rushmoor's housing; housing providers, charities, private developers, investors, regulators, private landlords neighbouring local authorities and of course our residents and local councillors.

We will update the strategy each year, reporting progress to Members and publishing an update document on our website.

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www.rushmoor.gov.uk

Introduction

The Council's previous Housing and Homelessness Strategy covered 2011 to 2016 and was successful in delivering our objectives in a time of change in policy direction and challenging financial conditions. At this point, we are able to evaluate the full impact of the 2011-16 strategy and a summary of our achievements is contained in Appendix 1.

The aim of the Housing and Homelessness Strategy is “**to make sure Rushmoor's residents have access to good quality homes, which are affordable and appropriate to their needs**”. As we do not own any housing stock, we work with housing association partners as well as private and charitable organisations to deliver a range of homes in the borough. This strategy provides a framework for the delivery of different types of housing and housing-related services. It is backed up by data on housing need published in our Strategic Housing Market Assessment 2014, as well as information gathered through consultation with residents and partner organisations. Our plan for delivering new homes locally; providing housing advice; tackling homelessness and poor housing conditions and making the best use of existing social and privately rented housing stock is based around four themes:

- Getting the right homes in the right places
- Making the best use of the housing stock
- Helping people solve their own housing problems providing a suitable home when needed
- Enabling people to live in good quality accommodation

Background information and a delivery plan for each theme is included for the next five years to meet the theme objectives.

Policy and Context

National policy

Nationally, there is a recognised need for housing that is not matched by the supply of new homes. This is reflected in the increased profile of Government policies, Private Members' Bills and white papers addressing the housing crisis.

Housing affordability remains a challenge, particularly for first-time buyers. Following the 2008/9 financial crash, mortgage criteria are now so restrictive that those who previously could secure a mortgage can no longer do so, even with historically low interest rates.

The number of people buying with a mortgage has declined for the first time in decades and there has been a corresponding rise in the number of people in privately-rented homes.

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Recent Government policy has focused on:

Increasing home ownership

- Support for shared ownership – part rent, part buy. A longstanding affordable home ownership product offered by housing associations
- Starter homes initiative – a new route to home ownership aimed at first-time buyers
- Right to buy for housing association tenants – an extension to the right to buy that exists for council tenants
- Custom build – aimed at people who wish to build their own home

Making good use of existing stock

- Fixed-term tenancies – tenancies of two years or more that are reviewed on renewal to make sure that they offer the most suitable housing option for the tenant
- Pay to stay – proposals to make sure that higher earning tenants pay a higher rent, based on a sliding scale

Initiatives for dealing with homelessness

- Discharge of homelessness duty into the private rented sector
- Homelessness prevention fund

Dealing with non-compliant landlords

- The Government is proposing to extend mandatory licensing to cover all relevant Houses in Multiple Occupation (HMOs), regardless of the number of storeys. The Government is also proposing a national minimum bedroom size as part of a drive to prevent landlords creating homes with very small rooms
- Under the Housing and Planning Act 2016, the Government is also creating a database of landlords and letting agents convicted of certain offences to be updated by local authorities; banning orders for ‘the most prolific and serious offenders’; and new civil penalties of up to £5,000.

Homes and Communities Agency (HCA)

The HCA has been responsible for regulating Registered Providers (RPs) of social housing and providing funding to support the delivery of affordable housing. RPs are currently delivering homes funded by the HCA 2015 – 2018 Affordable Housing Programme. Unless the Government adopts a change in approach, this is expected to be last programme that will deliver funding for general needs affordable homes for rent, except for some types of supported housing.

<https://www.gov.uk/government/organisations/homes-and-communities-agency>

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Local policy context**Enterprise M3 Local Enterprise Partnership (LEP)**

Rushmoor sits within the M3 Local Enterprise Partnership (Enterprise M3) area. The partnership drives the economic growth of the area by working with businesses, key delivery partners and the Government. This includes signposting opportunities for business and organisations, including funding; sharing information and data; and bringing the different sectors together for the benefit of the area. One of the issues consistently raised by businesses in the LEP area is the importance of housing for their workforce and how the lack of affordable housing is affecting their ability to draw in and retain the right talent. Enterprise M3 has recognised that the provision of housing is key for a successful economy and is working with partners in both the public and private sector to explore how the delivery of new homes can be accelerated.

A housing evidence study commissioned by Enterprise M3 was published in 2014 to support its work in this area.

<https://www.enterprisem3.org.uk>

Rushmoor Strategic Partnership and Rushmoor Sustainable Community Strategy 2010 - 2026

The Partnership's vision for Rushmoor is:

Rushmoor 2026 will be: *A thriving, innovative and attractive borough, proud of its heritage.*

Rushmoor, a place:

- *Where people are happy, healthy, safe and have a bright future*
- *Which is green, open and bright*
- *Which is easy to get around*
- *Which has great places to go and lots to do*
- *With a prosperous and sustainable economy*

To deliver this vision, the Rushmoor Strategic Partnership has five sub groups with representation from a wide range of partner agencies. The work of each sub group recognises that appropriate housing is central to the health and wellbeing of every individual, as well as to the economic prosperity of the borough. The Partnership sub groups are:

- Rushmoor Strategic Partnership
- Rushmoor Health and Wellbeing Partnership
- Rushmoor Children and Young People's Partnership
- Rushmoor Crime and Disorder Reduction Partnership

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- Neighbourhood Renewal

The provision of good quality housing underpins many of the aims of the Community Strategy by providing residents with a secure home from which to achieve educationally and economically. Housing is also significant in contributing to health and wellbeing.

<http://www.rushmoor.gov.uk/rsp>

The Local Plan

The Council has in place an adopted Core Strategy, which includes several policies on the provision and location of new housing:

<http://www.rushmoor.gov.uk/corestrategy>.

Work is now under way to produce a new Local Plan that will set out a spatial vision for the borough for the period to 2032. The document will set out our approach to planning for the delivery of sufficient housing, the right types of housing, and the tenure mix to meet the borough's housing needs. We will publish a draft submission version of the Local Plan for consultation in 2017.

<http://www.rushmoor.gov.uk/rushmoorplan>

Rushmoor Corporate Plan: purpose and priorities

Our purpose

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

Supporting values

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

Our purpose is underpinned by four corporate objectives:

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

Our priorities

Under each of these broad headings are a number of actions and activities that we know from consultation with our residents, businesses, local groups and our partners

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are important. The Housing Strategy's objectives are consistent with our corporate values and contribute to our corporate priorities.

<http://www.rushmoor.gov.uk/corporateplan>

Assessing housing needs

We regularly update our housing needs information by carrying out surveys on housing needs and conditions and analysing data from our housing allocations pool, the Government's Continuous Recording system (CORE) and from housing providers. Going forward, in response to financial restrictions, we will need to carry out more internal, desktop assessments rather than commissioned surveys.

Strategic Housing Market Assessment (SHMA)

This is an essential part of the evidence base for the Council's Local Plan and the formation of housing policy, as it includes an assessment of affordable housing need. It is a comprehensive analysis of data to determine future housing need generated by demographics, housing market signals, employment growth and migration trends into and out of the borough.

The SHMA covers a housing market area rather than individual districts, and includes data for the administrative areas of Rushmoor, Hart and Surrey Heath. The last Strategic Housing Market Assessment was published in 2014 and updated in 2016 Its principal findings for Rushmoor were:

- A total need for 470 homes per year for the period 2011-31
- A need for 197 of these home to be made available as affordable rented homes per year for 20 years, in order to address the backlog of housing need and deal with newly arising need

<http://www.rushmoor.gov.uk/shlaa>

Needs of specific groups

From time to time, we have commissioned or carried out assessments on the housing needs for specific groups.

The last of these was an accommodation assessment for Gypsies and Travellers and Travelling Showpeople. This identified a need for two further plots to meet the needs of the borough's long-established community of Travelling Showpeople. New Government guidance has removed the need for separate studies for these groups. Going forward, work on identifying their needs will take place as part of the wider housing needs assessments required by the Housing Act 1985.

In relation to other specific groups in the housing market, the key findings of the Strategic Housing Market Assessment 2014 are set out on the following page.

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Older people

- At 12.2%, the proportion of Rushmoor's population aged over 65 is lower than regional or national averages. The size of the older population increased by 8.6% between 2001 and 2011. (Source: Census 2001 & 2011). Using population projections, the number of people aged 55+ is expected to increase by 30% in ten years, with the biggest increase being in the number of residents aged over 85.
- The majority of older people are owner-occupiers. The number of older people living in social housing has decreased over the last ten years, although the proportion in social housing is higher for the oldest of our residents, perhaps reflecting people living in sheltered or specialist housing.
- Older people are more likely than others to be under-occupying their home and although overcrowding among older people is generally low, in Rushmoor this appears to be higher than in our neighbouring districts and has grown significantly over the last ten years. Our targeted survey has identified that overcrowding amongst older people is mainly amongst older Gurkha veterans living in the borough. More details of the survey are contained in theme 4
- The expected increase between 2011 and 2031 in those over 65 experiencing dementia and mobility problems is 137% and 108% respectively (SHMA 2014), suggesting a need for specialist accommodation, particularly sheltered housing and extra care housing.

Disabled people

Information on these groups is limited to Census data, which records the number of people with long-term health problems or disabilities. This shows 13.3% of Rushmoor's population fall into this category and the oldest age groups have a higher percentage of people affected.

Black and Minority Ethnic (BME) households

Rushmoor's population is largely white British (80%). Of the remaining 20%, 3% are categorised as 'white other', which may indicate the extent of European migration, and 7.6% are 'Asian other' which is thought to represent Nepali migration. In Rushmoor, there is strong representation of BME households in the private rented sector; those classified as 'Asian other' are more likely to be living in overcrowded conditions.

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Armed Forces

We are working with Stoll Housing, Haig Homes, Riverside Housing Association and Gurkha Homes to provide a range of specialist accommodation for armed forces veterans in response to the Armed Forces Covenant. We also work with the MOD to advise and support Army leavers.

Housing allocation pool

Our aim is to help people address their housing problems. When we are unable to do this in a short timescale and the only reasonable housing solution is social housing, we place people in our housing allocation pool. People in the pool are then able to bid for social housing through Rushmoor Homefinder however, the supply of homes is limited. Analysis of the household characteristics of those in the allocation pool helps to guide us when seeking new affordable housing, or trying to achieve turnover in the existing housing stock.

Consultation**Housing Strategy consultation with partner forum**

Held in April 2016, the forum met to discuss the main housing issues in the borough and sought to establish some key themes and priorities for the strategy. Those present represented the Council's key partner organisations. The output from the forum was the suggestion of the four themes for the strategy to shape a strategic response to current housing issues. Outcomes from the forum are attached as appendix 2.

Online questionnaire

During June 2016, we carried out an online survey, giving our residents the opportunity to tell us what their housing priorities were. A total of 222 people responded. A copy of the survey questions and the survey report are attached as appendix 3.

Overall, respondents thought Rushmoor did need new homes, with 79.4% disagreeing with the statement 'Rushmoor doesn't need any new homes'. There was also a strong feeling that new homes should be more affordable, with more low cost housing to buy (81.0% agreed), and more affordable homes for rent with housing associations (79.9% agreed).

Respondents agreed with several statements about which groups the new homes should be for, with the highest level of agreement for first time buyers (86.9% agreed), followed by people who need affordable homes to rent because they have low incomes, are homeless, in crisis or living on the streets (80.1% agreed).

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Respondents also answered questions about which types of household should be prioritised for housing. The highest level of agreement was for households where someone is disabled and needs a home to accommodate a wheelchair and/ or specialist equipment (85.6% agreed). There was also strong agreement for ex-armed service personnel having priority (68.9% agreed), followed by older people who want to downsize because their current home is too large (68.0% agreed).

When it came to the location of new homes, there was agreement that they should be located on brownfield sites and an even response to locating the homes in Farnborough (76% agreed) or Aldershot (75% agreed).

Portfolio Holder Consultation

We have worked with our portfolio holder to ensure the structure and content of the strategy respond appropriately to changing Government policy and also reflect the sort of issues our elected members help residents with at their surgeries.

Housing Strategy Standing Group

This is a group of Councillors appointed to work on the detail of the strategy before it is submitted to the Council's Cabinet. The Standing Group met to consider the outcomes of the housing forum, proposals for the structure of the strategy and the online consultation. The group supported the housing team to develop the strategy using the four themes.

Community Policy and Review Panel

Panel members were provided with an overview of the Homelessness Review, a statutory requirement for the homelessness section of the strategy, They were also consulted on the format of the strategy, themes, challenges, objectives and its production timetable.

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THEME 1

The right homes in the right place

Introduction

This section of the strategy deals with making sure that we provide the right amount and types of new homes in locations that are suitable and sustainable.

We do this by considering the housing needs of the borough, as required by the Housing Act 1985, and then planning to make sure that we address these needs through policies and procedures, working with partners, and investing in new homes.

Vision for this theme:

Having well-designed and appropriately-located homes in sufficient numbers to meet the needs of our residents and support the economic future of the borough.

Background and issues

There are a number of issues that affect our ability to achieve this vision.

Housing demand and affordability

The borough has a high level of demand for housing in general, but particularly for affordable subsidised housing. Our Strategic Housing Market Assessment suggests that to meet the current need for housing, we will need to build 470 new homes every year until 2032. Although, compared with neighbouring districts, household income to house price ratios are lower in Rushmoor, they are still high enough to be a barrier to residents buying a property or renting privately. Affordability is a real issue, particularly for those on lower incomes, and is likely to become more of an issue as the welfare benefit cap has been reduced to £20,000 a year. Our data on average income levels in table 3 on the following page indicates many households are likely to be paying more than 35% of their gross income on housing costs.

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Table 1 Rushmoor: Income needed to buy at lower quartile house prices

House type	Lower Quartile prices for existing dwellings (Q4 2015)	Deposit required (10% of purchase price)	Mortgage Required (minus 10% deposit)	Income required (assuming borrowing 3.5 x income)
Detached	£340,000	£34,000	£306,000	£87,428
Semi Detached	£267,500	£26,750	£240,750	£68,785
Terraced	£225,000	£22,500	£202,500	£57,857
Flats	£139,450	£13,945	£125,505	£35,858

Source: GLG housing statistics- Anecdotal evidence from local agents suggests these are conservative figures

Table 2: Median rents and income levels required to support them

House type	Median private rents pcm	Annual income required if rental accounts for 35% of monthly gross income
Room	£433	£14,840
1 bed	£695	£23,820
2 bed	£850	£29,135
3 bed	£1,100	£37,700
4 bed	£1,400	£48,000

Source: Valuation Office Agency Private Rental Market 1 April 2015 – 31 March 2016 -Anecdotal evidence from local agents suggests that these are conservative figures

Table 3: Income of Rushmoor residents and the monthly amount they can spend on housing costs (at 35% of gross monthly income)

	Annual gross income	35% monthly gross income 2016
Mean	£31,000 2015 £29,380 2016	£856
Median	£27,000 2015 £24,908 2016	£726
25 th centile	£20,500 2015 £16,848 2016	£492

Source Annual Survey of Hours and Earnings 2015 Provisional (rounded to nearest £500 and 2016 dataset- figures are per person not household)

The relationship between the cost of housing and incomes drives the demand for both social-rented homes and reasonably priced private-rented homes, as well as for low-cost home ownership options.

Providing housing for those most in need

There are people who, for a range of reasons, will continue to need subsidised rented homes and who receive priority in our housing allocation pool. In some circumstances, a degree of housing-related support helps an individual or household sustain their tenancy and it is important to emphasise the need for specialist housing to ensure that those with specific needs can be housed.

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The Council has a statutory duty to help those who are accepted as homeless. This includes securing suitable accommodation, which, in Rushmoor, could be either a place in temporary accommodation or bed and breakfast. In 2010, research reported by the Department for Communities and Local Government (DCLG) estimated that the cost to councils of each homelessness case was just over £5,300 (Demonstrating the Cost Effectiveness of Preventing Homelessness: DCLG).

It is important to make sure there is a continuing supply of affordable housing so people can move on from temporary accommodation and bed & breakfast, and costs to the Council and the negative impact to households are minimised. As well as maximising the number of lettings that come through re-lets from Registered Provider landlords, there needs to be a minimum level of new subsidised, rented housing to maintain stock levels and to meet the backlog of need evidenced by the Strategic Housing Market Assessment.

Low cost home ownership

Many households, who are not able to buy a home of their own, will be able to rent privately. However, the number of people registered with the Home Buy Agent and the responses to our online survey clearly show that many people want to buy into a home of their own. They may have secure and regular incomes but are unable to get a mortgage or raise a sufficient deposit.

A range of tenures can help meet this demand, some offered by housebuilders under the Help to Buy scheme and others by Registered Providers of social housing. The Government has recently introduced Starter Homes through the Housing and Planning Act 2016, although we have yet to see how popular these are with developers and residents.

The housing stock

The borough has approximately 30,000 homes. There is a higher proportion of semi-detached homes and purpose-built low-rise flats than the average for England, and a smaller supply of larger, detached homes. This means that Rushmoor does not currently offer a complete housing ladder and higher income households tend to move to neighbouring boroughs when they require a larger property. Some rebalancing of the housing stock is taking place at Wellesley.

Housing delivery

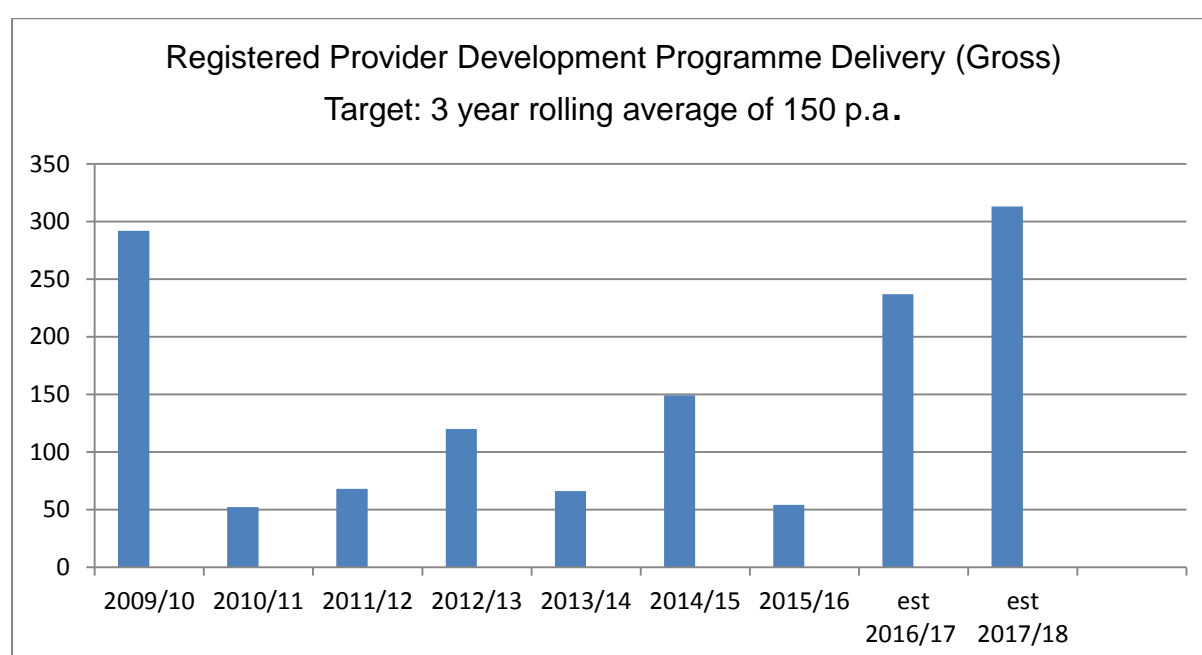
We provide for future housing growth through our Local Plan and we use data from the Strategic Housing Needs Assessment to draft policies that will seek a mix of house types and tenures to meet the borough's housing needs in the context of the wider market area. The Local Plan also sets the overall number of new homes to be provided, indicating where these homes could be located.

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Housing delivery achieved in the borough

Completions	2013/14	2014/15	2015/16
Gross	286	361	282
Net	194	299	173

Our current policies in the adopted Core Strategy seek 35% affordable housing on sites of more than 15 units, with 60% of these homes as affordable rent and 40% for intermediate tenures, e.g. shared ownership. We also provide guidance on density and design, parking and energy efficiency to ensure good quality homes in good environments.



As the borough is urban and constrained, most housing supply comes from brownfield sites, which often have higher costs of development. Because the borough is covered by a European conservation designation to protect endangered species of bird, the Special Protection Area (SPA), housing developers must pay Special Protection Area charges which are an added cost to development. We take a pragmatic approach to situations where viability is an issue, but will require evidence to justify any case made by a developer or housebuilder for reduced affordable housing contributions on these grounds.

In situations where it is not appropriate for affordable housing to be provided on the site, we may seek a financial payment, or commuted sum, that can be used to provide affordable housing elsewhere.

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Key development sites

Wellesley in Aldershot will provide most new homes for the future, delivering up to 3850 homes, including 1347 affordable. The completion of regeneration at North Town, Aldershot, provided 243 new homes in the first two phases and will deliver a further 213 by winter 2017, followed by an additional 266. These will be a mixture of homes for rent, shared ownership and outright sale. Other homes will be built on smaller, brownfield sites where we will seek to work with developers to provide a range of housing.

Housing to achieve regeneration and support the economy

Providing a range of house types from executive homes to those for people on low incomes, is critical to supporting the local economy so that those on higher incomes, and their spending power, remain in the borough, and people on low incomes are able to live near their workplace.

We are leading the regeneration of both Aldershot and Farnborough town centres. The delivery of new homes generates value that can help achieve other uses, for example retail and leisure, for the benefit of the towns and their residents. It is important that we seek to harness this potential value and examine carefully our priorities when seeking section 106 developer contributions from regeneration schemes.

More information about the regeneration of our town centres is available on the Council's website <http://www.rushmoor.gov.uk/farnboroughtowncentrespd>

<http://www.rushmoor.gov.uk/article/8832/Aldershot-Town-Centre-Prospectus---supplementary-planning-document>

Registered Providers of social housing

We rely on Registered Providers of social housing for a continuing supply of affordable housing. Policy and budgetary pressures are affecting their ability to fund the development of the number and types of homes needed in the borough. The Homes and Community Agency's ability to help with funding has diminished and Registered Providers are losing rental income, against which they are able to secure private finance, because of the national policy to reduce rents by one per cent a year over the next four years.

We will consider the types of tenure that can generate income/cash receipts to provide subsidised housing for rent with Registered Provider partners.

Alternative vehicles for delivery

We need to consider making the most of our own assets to generate income to support subsidised housing and deliver new housing. We are progressing work on an appropriate investment and management model to achieve this.

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Housing and Planning Act 2016

The Government's reformed approach to housing is embodied in the Housing and Planning Act 2016, with its emphasis on Starter Homes and the Right to Buy as a way of boosting home ownership. It also puts forward a range of steps to tackle non-compliant landlords to support those living in the private rented sector. The Act provided little detail and we await publication of the regulations under the Act. Currently, this presents challenges for the Council, Registered Provider partners and developers in terms of forward planning for affordable housing needs.

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Theme 1 Summary of challenges:

- Significant need for all types of housing
- As an authority with no housing of our own, we are reliant on housing needs being met by third parties, such as Registered Providers and private developers
- Current imbalance in the housing stock in favour of smaller homes, which means we don't have a full housing market offer.
- Limited land availability
- High costs of development because of costs of mitigation for Special Protection Areas
- Viability challenges from developers/housebuilders resulting in reduced provision of affordable housing
- Lack of subsidy (grant) for affordable rented homes
- Challenges of the Housing and Planning Act 2016 and emphasis on the development of home ownership products

Theme 1 objectives and actions:

1. Make sure that we have an accurate picture of housing needs
2. Develop plans and policies that encourage the delivery of a diverse range of housing types and tenures, including those for older people
3. Use housing to achieve regeneration and economic benefits
4. Provide housing to help those most in need

OBJECTIVE ONE Housing needs

Measure: Subject to the availability of funding, data on housing need is no more than five years old.

Actions:

- Use data from the updated SHMA to inform policies that secure a range of house types and tenure that meets a range of housing needs
- Use our Housing allocation pool as a data source
- Use data from the Homebuy Agent, Help to Buy South
- Prepare a plan for assessing the housing needs of specific groups
- Share and exchange data with our partners

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OBJECTIVE TWO: Maximise housing delivery

Measures: Analyse the number of housing completions, percentage of tenures and types of homes delivered against our policy requirements.

Seek to achieve an average of 150 new affordable homes over a rolling three year period.

Actions:

- Support the planning department with the preparation and adoption of the Rushmoor Local Plan
- Prepare policies and procedures to support housing delivery required by the plan
- Update affordable housing advisory note for developers of affordable housing
- Use our policies and work with developers to achieve a mix of house types and tenures that meet local needs including the needs of an ageing population and other specific groups
- Encourage developers to offer a range of home ownership products
- Use our policies to achieve good quality housing and good design
- Secure commuted sums where housing proposed is of a type or in a location where affordable housing would not be appropriate for meeting local needs.
- Scrutinise viability assessments

OBJECTIVE THREE: Deliver housing to achieve regeneration and to support the economy

Measure: Both the Aldershot and Farnborough regeneration schemes include a range of house types to support the labour force and meet identified housing needs.

Actions:

- Champion the fact that housing contributes value to regeneration schemes
- Consider corporately a mechanism for considering the relative priority of s106 contributions requested for regeneration schemes, including the provision of affordable housing
- Make sure that town centre schemes provide good quality living environments for a range of household types
- Provide a housing offer that will retain higher paid workers in the borough
- Provide properties of a size and tenure that allows lower paid workers to remain in the borough

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OBJECTIVE FOUR Housing to help those most in need

Measures: We will monitor the levels of affordable housing stock in the borough and work to maintain the level of housing stock available to people in need.

Actions:

- Continue to seek a proportion of affordable housing on new developments as affordable homes for rent
- Negotiate provision of specialist housing as part of new housing schemes
- Enable specialist housing in the existing housing stock or custom-built new specialist projects
- Secure delivery of specialist housing where appropriate.
- Provide a contribution to funding to secure housing to meet specific needs
- Explore options for direct procurement of affordable housing to meet local needs
- Put in place an appropriate scheme to achieve residential development for income generation, regeneration and to cross-subsidise housing to meet housing needs
- Develop shared housing options for single under-35s

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Making the best use of the housing stock

Introduction

Making best use of the borough's housing stock has become increasingly important as the delivery of new, affordable homes becomes ever more challenging. In the previous Housing and Homelessness Strategy, this issue was embedded in our approach to homelessness prevention. As a result of our consultation process, we have prioritised this as one of our key strategic themes. We believe our approach to tackling empty properties and supporting our residents with a range of options to help reduce under-occupation; will allow improved stewardship of the existing stock for present and future generations.

This will help us to assist more people into suitably sized accommodation. By making the most of existing housing assets, more people will have access to the larger or smaller accommodation they need, creating movement in both the social housing and private rented sectors.

Vision for this theme

Capacity within existing housing assets is maximised across all tenures and work in tackling under-occupation and empty properties is prioritised.

Background and Issues

Empty properties

We have a good track record for tackling empty properties. Since 2011, we have brought 94 empty properties back into use. These include:

- Forty-two empty street properties
- Conversion of a disused Sergeants' Mess in Aldershot to provide 45 units of much-needed temporary accommodation. in partnership with Grainger Trust and Oak Housing Ltd
- Seven units of empty sheltered accommodation now being used as supported accommodation in partnership with Hyde Housing Association and Society of St James

We work in a supportive way with homeowners and partners through voluntary negotiations. When this does not work, we have powers available to help us bring empty properties back into use:

- Housing Health and Safety Rating System (HHSRS) under the Housing Act 2004
- Empty Dwelling Management Orders (EDMO) under the Housing Act 2004

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- Compulsory Purchase Orders under the Housing Act 1985 or the Town and Country Planning Act 1990
- Enforced sale

We tackle empty property cases in order of priority, inspecting and assessing each case reported in terms of the nuisance and risk it poses to neighbouring properties. We offer advice and help to the property owner and the person reporting the property as empty. During the period of the new strategy, we will take steps to improve the way we draw on the expertise of officers across the organisation to access a range of incentives and enforcement powers.

Under-occupation

A proactive approach to tackling under-occupation, outside of the issues created by the social sector size subsidy, would contribute to meeting housing need. During the previous strategy period, we achieved good results with chain lettings where older people, who were under-occupying, moved into smaller properties within the social sector and several homes along the chain were then available to larger households. We will continue to work with partners to achieve maximum letting opportunities wherever possible.

Tackling under-occupation in the private sector is more challenging, as many homeowners choose, and can afford, to under-occupy. The 2011 Census showed that across the Strategic Housing Market Area, 12,480 properties had an under occupancy rating of 2+ bedrooms, 94% of them owner-occupied, 2% privately rented and 4% in the social sector.

If homeowners, currently under-occupying, were to downsize, this could potentially reduce pressure on the private rent and social sectors by releasing more family homes to the market. Generating a demand for downsizing requires a range of housing choices and options for older people. The Strategic Housing Market Assessment identifies overall targets for smaller homes with 30% being one bed and 30% being two beds. It also identifies the need for suitable accommodation for older people. We will continue to seek opportunities to develop good quality homes for older people to improve the choice of those wanting to move.

Tenancy Strategy

The Localism Act 2011 introduced the concept of fixed term tenancies for Registered Providers of social housing. It also required each council to publish a Tenancy Strategy to help Registered Providers prepare their tenancy policies. Although each Registered Provider develops its own tenancy policy, it is required to have regard to the Council's Tenancy Strategy.

Most of our Registered Provider partners offer fixed term tenancies which gives them greater flexibility to manage their stock. We support the use of fixed-term tenancies and our partners have policies in place that help:

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- Meet housing needs
- Make best use of stock
- Recognise housing aspiration
- Create successful and sustainable communities

To secure these objectives, our strategy on tenancies supports:

- The use of fixed-term tenancies
- A minimum tenancy term of five years
- Protection for vulnerable people, with lifetime tenancies for certain categories of tenant
- A presumption in favour of renewal of tenancies to provide stability for both households and the community in which they live
- Registered Provider tenancy policies that make sure tenants are provided with good information about their tenancy type, the processes around review and renewal of their tenancy, and their right to appeal
- The development of working protocols with Registered Providers especially where tenancies are to end

Vulnerable people, whose circumstances are unlikely to change, need more security. Registered Providers should consider offering lifetime tenancies to:

- Tenants of sheltered housing
- People over state retirement age, in general needs housing, occupying property appropriate to their needs
- Tenants of supported housing and people with a long-term medical or welfare need for secure accommodation, whose circumstances are not expected to change, including, but not limited to:
 - Tenants who are disabled
 - Tenants with a terminal illness
 - Tenants who already hold a lifetime tenancy and downsize to a development specifically built to be allocated to under-occupiers or who downsize under the Council's under-occupation scheme
 - Ex-service personnel who have been medically discharged

The first fixed-term tenancies, granted in 2012, will start to expire during 2017/18. Together with Registered Providers, we will monitor the impact of reviews and renewals on households, stock turnover and the effect on lettings available to the housing allocations pool.

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Pay to Stay

Pay to Stay is a new Government policy intended to make sure that social housing is available to help those who need it most. This is compulsory for stock- holding local authorities and discretionary for Registered Providers, who will have the ability to charge tenants, whose incomes exceed £60,000, rents at near market levels. Registered Providers considering the scheme will need to take account of the potential for increased income, the costs of administration and the impact on their tenants and communities, before deciding whether to implement it.

Income generated from Pay to Stay will subsidise the development of new homes. If our Registered Providers choose to introduce Pay to Stay, it should be combined with a robust housing options approach so tenants moving on from social housing receive advice on the alternative housing options available to them.

New approaches

We will look at new approaches to supporting owner-occupiers to make the most of the housing capacity in their own homes. These include promoting the benefits of renting out a spare room, including information on tax and benefits as well as mortgage and insurance company requirements, and appropriate referral processes.

We will also explore working with Hampshire County Council Adult Services to deliver a Keeping House scheme. This is where a housing association leases a property from an older person moving into residential care. The scheme makes sure the property is well maintained, and in some cases improved, rather than left empty. It also provides an income to the family towards the cost of their loved one's care, safeguarding the family asset, and a home for a household in our housing allocation pool.

Safeguarding tenants, those letting rooms or properties and the council's reputation will be paramount in the design of any new schemes. We will also need to ensure appropriate resources are made available to monitor the success of the scheme, and provide advice and support to householders should problems arise.

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Theme 2 Summary of challenges:

- Overcrowding and the low numbers of re-lets of larger properties
- Under-occupation and the lack of appropriate stock to encourage downsizing
- The balance between generating lettings and turnover in the stock, and creating settled communities
- Limited funding
- The need to continue to improve joint working, particularly with our Registered Providers

Our objectives and actions:

To get movement in the housing stock across all tenures by:

1. Understanding both the profile of the housing stock and the profiles of current tenants to improve our information on housing need.
2. Work with RPs and private developers to encourage the delivery of a range of appropriate and affordable homes that are attractive to downsizers.
3. Generating maximum lettings opportunities through our housing allocation scheme, the use of fixed term tenancies, lettings plans and chain lettings.
4. Maintaining an empty property programme, ensuring a corporate approach and undertaking more proactive work to prevent properties from becoming long-term empty homes.
5. Exploring how practical support and advice might encourage increasing number of people to downsize or to feel confident about renting out a spare room.

OBJECTIVE ONE Housing needs and household profiles

Measure: Data on housing need is kept up-to-date and is no more than five years old.

Actions:

- Ongoing interpretation of the housing allocations pool data.
- Partnership working with Registered Providers and letting agents to understand better their tenant profiling and stock occupancy levels
- Understand the needs and aspirations of under-occupying homeowners to help developers and housebuilders provide attractive homes for downsizers

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OBJECTIVE TWO Delivery of a range of appropriate, affordable properties for people to downsize to.

Measures: Number of properties let to downsizers and the number of lettings achieved from chain lets of properties released by downsizers.

Actions:

- The housing team will work with planning colleagues and development partners to ensure opportunities for appropriate housing units are delivered for people to downsize into, considering the location, design and affordability
- Assess the effectiveness of the housing allocations policy in creating movement in the housing stock through the under-occupation scheme

OBJECTIVE THREE Maximising the turnover of vacancies using fixed-term tenancies, lettings plans and chain lets.

Measures: The number of lettings achieved from fixed-term tenancies ending, lettings plans and chain lettings.

Actions:

- Continue to encourage all Registered Providers operating in the borough to base their tenancy policies on our Tenancy Strategy and to provide fixed term tenancies
- In the social housing stock, continue to use lettings plans and chain lettings to achieve the maximum movement for each new unit available to us
- Explore how a planned lettings approach might work with private landlords
- Collect lettings data to illustrate the impact of the above
- Consider borough-wide lettings targets for specific property types in partnership with our partners
- Monitor compliance with, and effectiveness of, nomination agreements
- Provide housing advice with partners for Pay to Stay cases
- Make sure our housing allocation scheme supports these actions

OBJECTIVE FOUR Empty properties

Measure: That year –on- year, the number of long-term empty properties in the borough reduces.

Actions:

- Develop a consistent, corporate approach to prioritising and dealing with empty properties within limited resources
- Improve collaborative working across the Council on empty property work
- Develop an approach to prevent properties from becoming empty

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- Publicise advice and options to property owners of empty properties
- Explore the use of a Keeping House scheme
- Continue to capitalise on opportunities which arise from empty commercial or retail buildings in the borough that could be used for homes

OBJECTIVE FIVE: Supporting Rushmoor's residents to downsize or let out spare rooms

Measures: The number of residents downsizing and units of accommodation generated.

Actions:

- Determine what support people need to help them downsize
- Research the availability of resources to fund downsizing support
- Within the resources available, launch and promote a comprehensive package of advice for:
 - Older residents wanting to downsize
 - Residents who would like to let out their spare room
- Work with partner organisations to scope, develop and implement both projects
- Ensure robust safeguarding measures are in place for homeowners and tenants
- Promote both projects across a range of media

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THEME 3**Helping people solve their housing problems and provide a suitable home when needed****Introduction:**

The Council's objective is to prevent homelessness wherever possible, providing people with advice and working with specialist service providers to help them resolve their own housing problems. When we are not able to do this, we have duty to provide suitable accommodation. Preventing homelessness and sourcing accommodation is becoming increasingly challenging, as our customers often face multiple, complex problems and the local housing market does not supply sufficient affordable accommodation.

As well as having sufficient and appropriate housing stock, we need to look at how we might work more effectively with partners to develop packages of easily-accessible advice, support and accommodation to enable customers to access emergency, temporary, supported and settled accommodation successfully and to be able to sustain this.

Vision for this theme:

That all, who need it, have access to housing advice and assistance that will help them resolve their housing problems and that homelessness is reduced significantly. Suitable temporary accommodation is available when needed and B&B is used as an exception. Vulnerable people are able to receive support that helps them sustain their housing.

Homelessness - background Information:

The Homelessness Act 2002 requires us to produce a Homelessness Review to support our strategy. In July 2016, we carried out a review with service providers specifically on homelessness. Through this work, we have:

- Undertaken a housing needs assessment
- Audited homelessness services and assessed the resources available to tackle homelessness and gaps in services
- Developed a programme for implementing key objectives and actions, set out in The Housing and Homelessness Strategy Delivery Plan 2017-2022

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The review process identified an overall increase in the demand for our Housing Options service, with a 39% increase in households presenting as homeless and 29% increase in homeless acceptances between 2014 and 2016. Over the same time, cases of street homelessness have increased by 50% with 39 cases being recorded in summer 2016, and with 8-12 cases of entrenched rough sleepers in Aldershot town centre.

In 2011, the start of our previous Housing and Homelessness Strategy, there were no street homeless cases recorded in the borough. This area of work has become a priority over the last two to three years and looks likely to remain a challenge for the future. It is estimated that we spend 80% of our time dealing with homelessness prevention cases and 20% of our time on supporting people who are homeless.

In addition, the borough has a good level of specialist statutory and voluntary organisations, which provide support services to those experiencing homelessness for a variety of reasons. Comprehensive details of each organisation and the service they offer are contained within the Homelessness Review in appendix 4.

The review process also identified key gaps in service provision. These are summarised as:

- Insufficient numbers of affordable homes to rent
- Insufficient access to emergency temporary accommodation
- Although there is a reasonable supply of general temporary accommodation in the borough, the lack of suitable move-on accommodation is causing accommodation blocking.
- Effective support services for entrenched single street homeless men with consequential increases in the number of street homeless in Aldershot town centre
- Lack of specialist, integrated services to help people with multiple complex needs, for example dual diagnosis of mental health and substance misuse
- Reduced amount of time we have to carry out homelessness prevention work because of the time taken to deal with the number of very complex cases

We will seek to improve further our effective partnerships and to explore new ways of working to deliver better homelessness prevention work.

Housing advice

We provide housing advice at the council offices. This is supplemented by the debt and housing advice offered by Citizens Advice; the housing advice and support provided for single homeless people at The Vine Day Centre; and the housing advice for young people at Step- by- Step.

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Our housing allocation scheme

We have a housing allocation scheme in place to make sure we use housing resources effectively and fairly. The scheme operates as a banding system, which reflects housing need, and we no longer hold a waiting list.

We assist those who have a housing need at the time that they approach us. If we are not able to do this and if they have evidence that they qualify for social housing because of that need, we will add them to our housing allocation pool. They can then bid for properties that we advertise on our Homefinder scheme.

If they have no realistic prospect of being eligible for social housing, we will provide advice and support to help them find an alternative home.

As part of its Armed Services Covenant, the Government revised its guidance on allocations schemes for armed services personnel. Our scheme makes sure that it does not disadvantage armed services personnel, through the local connection criteria, but it does not give additional priority to this group.

Working with private sector landlords

The number of homes in Rushmoor that are rented by private sector landlords has increased significantly from 6% of the total housing stock in 2001 to 18% in 2011. This is because of an increase in Buy-to-Let landlords.

The work that we do to make sure that these properties are in good condition is set out in Theme 4.

The private rented sector meets the needs of a number of household types, including:

- People who cannot buy their own home because their incomes and savings are too low to secure a mortgage, or they have been affected by the tighter mortgage lending criteria
- Households who are not eligible for social housing but can afford to rent privately, either with or without housing benefit
- Those that we help out of homelessness by securing a private rent property in order to discharge our statutory duties

In view of the important role this sector plays in our housing market, it is important that we work with landlords to make sure that this is an option that remains accessible to local households.

We hold an annual Landlords' Forum to provide information and advice and we will look at additional methods of communicating with our landlords.

We will also continue to offer rent deposits to help eligible people with the upfront costs of renting.

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Theme 3 Summary of challenges:

- Lack of social and affordable private rented sector accommodation to meet needs
- Welfare reforms
 - The Benefit Cap
 - Universal Credit
 - Housing Benefit changes mean under 35s now only qualify for a shared room rate below local housing allowance
- Uncertainty around revenue funding and the provision of short-term, rather than long-term, services
- The ability of households to be employment-ready, to secure jobs and through employment improve their housing circumstances

Our objectives and actions:

- To offer a comprehensive housing advice service
- To work with private sector landlords to maximise access to tenancies
- Prevention of homelessness
- Manage our use of temporary accommodation

OBJECTIVE ONE: Provide housing advice and administer our housing allocation scheme

MEASURES: The number of people approaching the Council for advice, against the number of people in the housing allocation pool.

ACTIONS

- Make sure that people with little prospect of re-housing through the housing allocation pool receive comprehensive housing options to help them solve their housing problem
- Review the housing allocation scheme to ensure it is fit for purpose
- Continue working with the armed services to understand the demand from serving personnel and those leaving the military
- Work with community groups to understand the housing needs of our different communities

OBJECTIVE TWO: Work with private sector landlords to maximise access to private rented homes

Measures: The number of private rented homes available to homeless households and the number of rent deposits and bonds issued.

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ACTIONS

- Continue with the rent bond scheme, working with private sector landlords
- Make sure that as private-sector tenants are rehoused in social housing, the private sector vacancies created are available to other households that have approached the Council for help
- Offer a dedicated officer as a main point of contact for landlords
- Provide regular communication and advice to landlords and hold an annual Landlords' Forum
- Investigate barriers to landlords willing to house homeless households

OBJECTIVE THREE: Prevention of homelessness

Measures: Number of successful homeless prevention interventions as well as a reduction in the numbers of rough sleepers and people living in unsuitable accommodation.

Actions:

- Identify existing tenancy and money management training available for residents
- Work with partners to establish longer-term housing support services to help people succeed in their tenancies
- Develop housing pathway approaches for different client groups, for example care leavers, people with disabilities, armed forces' veterans and people with drug, alcohol or mental health problems
- Signpost people to appropriate job clubs, training and employment schemes

OBJECTIVE FOUR: Manage our use of temporary accommodation

Measure: Reduction in the use, length of stay and cost of bed and breakfast accommodation.

Actions

- Maintain the existing temporary accommodation in the borough as set out in our Homelessness Review 2016
- Plan for the end of temporary accommodation at Clayton Court (2022)
- Investigate the value of providing support at temporary accommodation in light of changes to supported housing funding changes

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THEME 4

Enabling people to live in good quality accommodation that is suitable for their needs**Background and Issues**

There are about 30,000 homes in Aldershot and Farnborough. Most of these are owner-occupied; however, increasing numbers are privately rented, or owned by Registered Providers of social housing. The 2011 Census shows that the private rented sector in grew to 18% of the total housing, compared with six per cent in 2001.

Our Private Sector Stock Condition Survey of 2010 found that compared with national averages, Rushmoor has more homes built after 1964 and fewer built before 1919, with more semi-detached houses and purpose- built flats.

The survey established that poor housing conditions are more likely to be found in private sector properties, particularly pre-1919 houses converted into flats. There was also a higher proportion of older people living in poor housing conditions, which is reflected by the experience of our Housing officers.

Vision for this theme

The housing stock is in good condition, not overcrowded and meets housing standards, and that people with disabilities receive the right support, advice and assistance to allow them to live independently in their own home.

Housing and health

There is a correlation between poor housing and poor health. Improving the condition of homes can help considerably to improve the health and wellbeing of their occupants, reducing health inequalities and the cost of clinical interventions by the NHS. Despite this, efforts to bring housing and health priorities together are on a case-by-case basis. We will work with Hampshire County Council's Adult Services and Clinical Commissioning Groups (CCGs) to explore a strategic approach.

Disabled Facilities Grant

Disabled Facilities Grants (DFGs) are mandatory grants that fund adaptations to enable disabled people or people with limited mobility to continue to live independently in their own homes.

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Most people who receive the grants are older people. However, families with disabled children usually receive the largest grants to provide suitable bathing and sleeping accommodation.

Disabled Facilities Grants are means-tested, except for households where their home requires adapting to meet a child's needs. Disabled Facilities Grants are limited to a maximum of £30,000 per grant application, so other funding sources are required in some cases.

We expect to see demand for these grants to continue to increase as the population ages and more disabled children live in their family home, rather than in residential care.

The Better Care Fund

The Care Act 2014 included provision for the creation of a fund to support the integration of health and social care.

NHS England is contributing to the fund by ring-fencing resources allocated to Clinical Commissioning Groups, with the rest of the funding coming from the payments made by the Government to first tier authorities and then passed on to district councils to fund Disabled Facilities Grant.

Hampshire County Council administers the Better Care Fund locally. The aim of the fund is to help reduce avoidable hospital admissions and support earlier discharge from hospital. There is also a requirement for Better Care Fund to support innovative approaches to Disabled Facility Grants.

Some Registered Providers fund low-cost adaptations for their tenants, up to a value of £1,500; a small number of others contribute to the cost of larger Disabled Facilities Grants or will provide top-ups where the cost of the works exceed the £30,000 limit. The one per cent rent reduction imposed on RPs reduces the availability of budget and we will look at options with our partners so this work can continue.

In some cases, it is appropriate to consider if an alternative property would be more suitable to meet the needs of a household. We provide advice to applicants and work with Registered Providers and private landlords to achieve the best housing solution in these cases.

In order to ensure that the Better Care fund is used in the most appropriate way, we will be drafting a DFG Policy giving clear guidance on mandatory and discretionary use of the budget. This will mean that residents will get the maximum benefit from the funds available.

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Home Improvement Agency

Family Mosaic Housing currently delivers the Home Improvement Agency service in Rushmoor. Its caseworker provides the following:

- Support to complete Disabled Facilities Grant application forms
- Homecheck assessments
- Securing charity funding for adaptations that are not eligible for grant
- Help with income maximisation and signposting to other agencies

A separate surveyor service is available on a case-by-case basis and this service is able to signpost residents to other support services. The contract will end on 30 March 2017 and we are looking at other ways to support residents through the Disabled Facilities Grant process.

Housing conditions

In response to the Government's guidance in the document 'Improving the Private Rented Sector and Tackling Bad Practice 2015', we commissioned a targeted survey to cover those areas of the borough that were likely to have problems with poor housing conditions. We based this assessment on the Indices of Multiple Deprivation, population, age of residents, local knowledge and history of housing issues being raised.

The survey data showed that there are problems with overcrowding and disrepair and some situations have needed the immediate intervention by the Council and other supporting agencies, including the Hampshire Fire and Rescue Service.

Through this work, we have learnt how both poverty and cultural differences influence the housing expectations and experiences of households in the borough and that this can result in people renting properties in poor condition and living in overcrowded conditions. We will address these issues in a culturally-sensitive way, and overcome any language barriers to ensure every household in the borough is aware of their housing rights and responsibilities and can access safe housing conditions. In responding to poor housing conditions, we work with landlords to improve conditions and take enforcement action when necessary.

Houses in Multiple Occupation (HMOs)

All Houses in Multiple Occupation that are three storeys or above and have five or more occupants forming two or more households, require a mandatory property licence. Our approach is to ensure landlords comply with the required housing standards.

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Properties must be in good condition, well managed, and must comply with fire safety requirements to obtain a licence. The licence fee chargeable is based on the number of occupants and rooms available for letting.

The landlord must be a 'fit and proper' person', as defined in legislation to obtain a licence.

We currently use the Housing Health and Safety Rating to deal with smaller HMOs outside the licensing regime and by working with landlords to improve conditions. New legislation is likely to mean that smaller HMOs will require a mandatory licence in future.

Grants and loans to deal with housing in disrepair

We have a small budget to fund essential repairs in cases of hardship. Where a household does not qualify for a grant, the Parity Trust can provide subsidised, low-cost loans. The Trust carries out a full financial assessment to make sure the household can afford to re-pay it.

Energy efficiency and fuel poverty

We signpost all enquiries about energy efficiency and fuel poverty to the Environment Centre in Southampton. We offer energy efficiency grants for boiler replacements to people in financial hardship from our discretionary grant budget.

The Housing and Planning Act 2016 and other legislation

The Housing and Planning Act 2016 contains measures to increase council powers to deal with problem landlords and letting agencies. It introduces the concept of banning orders, which prevent a person from letting homes, or engaging in letting agency or property management work. A banned person will not be able to hold a House in Multiple Occupation licence. The Act also gives councils the ability to impose a financial penalty if they are satisfied that a person has breached a banning order. Councils will also be able to use rent repayment orders to reclaim rent from landlords who have committed an offence.

Under this Act, there are additional responsibilities for the Private Sector Housing team:

- To edit and update a database of non - compliant landlords
- To enforce the new requirement for all letting agents to be members of a redress scheme

To regulate the work of letting or managing agents, the government issued an order requiring agents to join a redress scheme regulated by councils. This means that tenants and landlords in the private sector will be able to complain through the

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relevant scheme if they are unhappy with the actions or services provided by their managers or agents.

The Smoke and Carbon Monoxide Alarm (England) Regulations 2015 also requires all private sector landlords to fit smoke alarms and where appropriate carbon monoxide alarms in their rented properties.

Theme 4 Summary of challenges

- Budget pressures
- Lack of awareness among some residents of the impact of poor housing conditions on their health and of fire hazards on their safety.
- Welfare reform forcing people into cheaper, poor quality homes
- Identifying problem properties and landlords in an efficient and cost effective way

Our objectives and actions

1. To help older and disabled people to live in homes appropriate for their needs by providing Disabled Facilities Grants and housing options advice.
2. To make sure we have evidence to secure sufficient Disabled Facilities Grant funding from the Better Care Fund.
3. Subject to the availability of resources, make sure that vulnerable residents have support through the mandatory and discretionary grant process.
4. Map, license and monitor Houses in Multiple Occupation to ensure they offer accommodation that is safe and meets housing standards

OBJECTIVE ONE: To help older and disabled people live in homes appropriate to their needs (by providing housing options advice and Disabled Facilities Grants).

Measure: The number of applications received and grants completed.

Actions:

- Make sure that those most in need of Disabled Facilities Grants are able to access them and publish a DFG Policy
- Work with occupational therapists and our Housing Options team to provide advice where alternative housing may be appropriate

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- Adopt an allocation policy for mandatory and discretionary grants by March 2017

OBJECTIVE TWO: Continue to provide support to vulnerable people.

Measure: Number of residents being supported by the Home Improvement Agency.

Actions:

- Use the Better Care fund to support case workers
- Work with Hampshire County Council to secure funding for adaptations

OBJECTIVE THREE: Improve housing conditions in the borough.

Measures: The number of homes in disrepair, housing complaints and enforcement action taken.

Actions

- Continue to carry out targeted surveys of privately rented properties to identify poor housing conditions
- Ensure all residents are aware of their housing rights and responsibilities
- Record and monitor performance on housing condition complaint handling
- Act on new powers in the Housing and Planning Act 2016

OBJECTIVE FOUR: Map, license and monitor Houses in Multiple Occupation to ensure they offer accommodation that is safe and meets housing standards.

Measure: The number of Houses in Multiple Occupation licensed and achieving required standards for management, amenities, fire safety and repair. .

Actions:

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- Maintain a database of the location, condition and ownership of Houses in Multiple Occupation
- License all known Houses in Multiple Occupation that require a licence
- Bring all Houses in Multiple Occupation up to a safe standard with adequate amenities and fireproofing
- Take action against overcrowding and breach of licensing conditions
- Use new powers under the new Housing and Planning Act 2016 to deal with rogue landlords

CONCLUSION

Rushmoor Borough Council is committed to providing residents with good quality housing, that is affordable, which meets peoples changing needs and aspirations and is located within safe and sustainable communities.

Good quality housing is central to creating sustainable communities and is essential to the health and wellbeing of our community. Housing also promotes the independence of vulnerable adults, equality of opportunity, educational attainment, access to work and generally improving opportunities for local people. New housing supply must reflect the needs and aspirations of a more inclusive community, having regard to prospective economic growth and the direction of Government policies. Our Housing Strategy is a key contributor to Rushmoor achieving the objectives of our Corporate Plan and influencing the work of other agencies, with the main objective of creating sustainable communities.

We need to focus our resources on innovative approaches to maximise housing assets and to maximise housing choice for local people will bring empty properties back into use, to provide additional homes by utilising the existing housing stock carefully. The private rented sector continues to play an important role in housing provision for our residents and we will work with landlords to improve standards and to deliver good quality accommodation.

The action plan is the mechanism for delivering the objectives of the Housing strategy. An annual update will be published to monitor the Housing Strategy's implementation, to respond to major policy or financial changes and to identify any amendments to the strategy or action plan.

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Appendix 1

Summary of Housing and Homelessness Strategy 2011-2016 achievements

There have been significant achievements over the period of the strategy in many aspects of the work of our housing service and our partners.

These are summarised below:

Housing delivery

- A total of 457 affordable homes delivered between 2011 and 2016
- 384 homes provided for affordable rent
- 73 Shared ownership homes and 11 first buy properties provided

Key housing delivery achievements

- 11 units of over-55s accommodation provided at Matinee House, Aldershot, allowing 6 social rent family homes to be released through our under occupation policy (implemented 2011/2012)
- Four new-build one-bed flats at a First Wessex at an under-used garage site has freed up five additional family homes, facilitated by a local letting plan
- 25 units of sheltered housing Alma House North Town
- The Step by Step scheme has provided 27 bed spaces for homeless youths (2011/12)
- Women's refuge refurbished (2012)
- Preferred development partners reviewed and include A2 Dominion, First Wessex, Radian, Sentinel and Thames Valley Housing Association
- Viability issues at Queensgate were resolved to secure 53 affordable homes
- Six units of temporary accommodation will be made available at Wellesley
- The Existing Satisfactory Property Programme (ESPs) secured five additional family homes in partnership with Sentinel Housing Association (2015)
- We have secured 19 units of affordable housing for Rushmoor residents at Sun Park, a cross-boundary scheme in partnership with Hart District Council
- One family house providing a pathway from the women's refuge has been provided in partnership with Sentinel housing association using £50k funding obtained from the DCLG Hampshire Domestic Abuse programme
- Planning permission was granted for 3,850 new homes at the new Wellesley development in Aldershot, 1,347 of which will be affordable housing, including 82 affordable housing units to be delivered in Maida Phase 1
- Delivery of first units at Wellesley May/June 2016 (six shared ownership flats and ten affordable rent)

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Regeneration

- North Town regeneration started on site in 2011. Stage one will provide 471 homes and stage two an additional 226 homes. The first two phases have delivered 202 with a further 110 units expected by March 2017
- First Wessex delivered six private sale homes to subsidise the North Town regeneration programme 2012/13, with a further 77 outright sale homes to be delivered in phase one to five
- Right to Buy receipts of £302,000 supported the regeneration of North Town during 2014
- Selborne Avenue regeneration - 18 unfit units replaced
- First Wessex strategy for the regeneration of under-used garage courts has provided 25 units

Number of empty homes brought back into use

- Eighty-seven empty homes brought back into use without the need for enforcement action (figure includes 45 Clayton Court).
- Seven additional units at Mills House brought back into use October 2016
- A new partnership with Oak Housing Association has enabled the conversion of an empty MOD building into 45 units of temporary accommodation, including two wheelchair-accessible units funded in part by £675,000 of Home and Communities Agency (HCA) empty homes funding

Awards

- Matinee House nominated for UK Housing Award Best Small Scheme of the Year category in 2011
- Step by Step nominated for UK Housing Award Specialist Provider of the Year category 2012
- Wellesley awarded Planning Permission of the Year 2014. Work starts to deliver the first of 3,850 new homes in Aldershot to include 1,347 affordable homes
- The Aldershot Winter Night Shelter, run by The Vine, achieved an Award for Excellent Practice by Housing Justice and helped 23 people access basic accommodation and support from November 2015 - March 2015

Homelessness and homelessness prevention

- 453 households helped into settled accommodation using the rent bond and deposit scheme
- Annual landlords forum and homelessness forum held with partners
- Staff received training on welfare reform with Shelter
- Enhanced housing options software installed and an online self-assessment tool is now available for residents (2012/13)
- Additional staff resources were made available to help identify suitable private rented accommodation
- Night shelter pilot scheme delivered with The Vine, helping 51 people - funding went live in January 2014 and has opened in 2015 and 2016
- Funding secured for ex-offender tenancy support via charity Jigsaw

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- Wheelchair accessible and adapted properties are now identified through lettings plans and choice-based lettings scheme
- Clayton Court has reduced numbers in bed and breakfast, bringing down net costs of £165,100 in 2013/14 to £85,470 in 2015/2016

Meeting the needs of specific groups

- Housing allocation scheme has been updated to reflect the need for fairness to military personnel (2014)
- New partnership working with Stoll and Haig Housing Association is allowing us to develop improved pathways into settled accommodation for armed forces' veterans; 20 existing street properties units have been obtained by Haig Homes
- Planning permission granted for 12 affordable rented units for armed forces' veteran accommodation at Christmas Lodge site to create a housing pathway. Working in partnership with Haig Homes and Stoll; delivery expected summer 2017
- Disposal of a council-owned site to the charity Seeability provided a capital receipt of £150,000 to the council, with plans approved for the development of 12 units of specialist accommodation for people with visual impairment and learning disabilities
- 116 immigration visits made to ensure accommodation standards are being met
- Housing officers have attended community events to give home safety, fire safety and housing advice to the Nepali community
- Older people's delivery plan in place
- Alma House North Town was completed December 2012, providing 265 units of sheltered accommodation
- Over-55 accommodation - 22 units provided over two schemes with delivery of a further eight units expected spring 2017
- The Council's Gypsy, Traveller and Travelling Showpeople accommodation assessments published. Need for two additional plots for Travelling Showpeople identified and options set out in the local plan consultation

Neighbourhoods and housing standards

- 152 licences granted to HMOs
- 500 Disabled Facilities Grants completed
- 21 energy efficiency grants given to vulnerable clients
- First Wessex has delivered a retrofit scheme of 21 properties in Aldershot, part-funded by energy company Obligation (2014)
- Energy efficiency case workers from Rushmoor Healthy Living and Family Mosaic Housing Association are working with us to support residents

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- Insulate Hampshire installed 1,417 energy efficiency measures (2013)
- Housing officers run annual events, including a landlords' forum and information-sharing sessions to promote the importance of home and fire safety as well as the safety implications of overcrowding
- Increased formal enforcement action is being taken by our Private Sector Housing team for poor housing conditions, with the caseload increasing from two in 2012/13 to 23 in 2013/14

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Appendix 2

Housing Strategy Workshop Feedback: 20th April 2016**Theme 1 Getting the right homes in the right places**

Success would look like:

- Meeting housing need
- Good quality, well managed homes
- Good communities

Challenges:

- Viability (SPA etc.)
- Perception of Aldershot- difficult to deliver in Aldershot
- Land availability

Priorities:

- Be more creative with tenure types
- Security of tenure, review fixed term tenancy
- Under occupation among older people

Theme 2 Making the best use of our housing stock

Success would look like:

- More people suitably housed and able to move into smaller or larger accommodation, as they need to

Challenges:

- Overcrowding and under occupation
- Lack of appropriate stock
- No funding and need to improve joint working

Priorities:

To get movement in the housing stock by:

- Practical support and hand holding, possibly by social enterprise/ voluntary sector so people can downsize more easily
- House share/ lodgers/ rent a room out within the context of a scheme DBS checks and contractual arrangement

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- Lease for older people going into care homes- rent contributes towards care costs & family don't have to sell their home, prevents empty homes and property falling into disrepair

Theme 3 Help people to resolve their housing problems and if we can't to house them

Success would look like:

- Housing demand and supply in equilibrium and no requirement for temporary accommodation but better provision of supported accommodation and accommodation pathways for vulnerable people
- Sufficient budgets
- Responsible private rented sector landlords all signed up to accreditation scheme

Challenges:

- Lack of social and affordable PRS accommodation
- Universal Credit U35s shared room rate
- Uncertainty/short termism/ unstable services
- Employability of some people

Priorities:

- Education for tenants, including tenancy and money management (peer to peer?) / landlords/ partners/ manage expectations/ Comprehensive training package for all tenants and landlords
- Resources/ secure longer term budgets/ Integrated health and housing services/ improved partnership working
- Housing pathway approach, with appropriate housing models and resources for a range of needs.

Theme 4 Enabling people to live in good quality accommodation that is suitable for their needs

Success would look like:

- Much faster DFG process
- Great landlord relationships & all agents member of redress scheme
- No overcrowding
- All HMOs licensed, all private rent alarmed
- No enforcement actions needed

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Challenges:

- Budget cuts and finances
- Welfare reform
- Understanding existing and new communities

Priorities:

- Making the DFG service faster, efficient and effective (perhaps a SPV with health?)
- Improved information gathering
- Putting the workbook into action to prioritise out (our?) work

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Appendix 3

Housing and homelessness strategy survey

REPORT

June 2016

Consultation report by Strategy, Engagement and Organisational
Development for Environmental Health and Housing

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Characteristics of the respondents	5
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Summary	25
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Executive summary

The survey was designed so that members of the public have an opportunity to tell the Council their priorities for housing in the borough and to inform the update of the Housing and Homeless Strategy.

Overall, respondents thought Rushmoor did need new homes with 79.4% disagreeing with the statement 'Rushmoor doesn't need any new homes'. New homes should be more affordable, these should be more low cost housing to buy, for example shared ownership or shared equity (81.0% agreed), and more affordable homes for rent with housing associations (79.9% agreed).

Respondents agreed with all of the statements about who the new homes should be for. The highest level of agreement was with new homes should be for first time buyers who need affordable low cost homes to buy e.g. shared ownership or starter homes (86.9% agreed), followed by people who need affordable homes to rent because they have low incomes, are homeless, in crisis or living on the streets (80.1% agreed).

Respondents also agreed with all of the statements about who should have priority for homes. The highest level of agreement was with households where someone is disabled and needs a home which can accommodate a wheelchair and specialist equipment e.g. a lift or hoist system should have priority (85.6% agreed). There was also strong agreement for ex-armed service personnel having priority (68.9% agreed), followed by older people who want to downsize because their current home is too large (68.0% agreed).

Respondents agreed with all the locations for new homes. The highest level of agreement was for new homes on sites which have previously been used for commercial and industrial uses (82.0% agreed), followed by new homes in Farnborough (76.1% agreed) and new homes being in Aldershot (75.2% agreed).

Respondents would go to Rushmoor Borough Council first for advice on renting rights and responsibilities and to Estate Agents first for advice on buying a property (including low cost homes). Respondents would approach a Bank or building society first for advice on budgeting, saving and how mortgages work.

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Introduction

Rushmoor Borough Council is updating its Housing and Homelessness Strategy. The strategy will shape the types of homes that are built in Aldershot and Farnborough and who they are for. It will also set out how Rushmoor will work with residents and partner organisations to prevent people from becoming homeless and to provide the right help to people when they need it.

The survey was designed so that members of the public had an opportunity to give the Council their priorities for housing in the borough. The new strategy is focusing on the following areas:

1. To get the right homes in the right places
2. Make the best use of our existing housing stock
3. To help people to resolve their housing issues and, if these can't be resolved, to help them find new accommodation
4. Enabling people to live in good quality accommodation

Rushmoor will be using the information received to inform the Housing and Homelessness Strategy 2016 – 2021. This will be considered by members of our Cabinet later this year.

Method

The survey method was via an online survey available on the Council's website, this was promoted on social media via Twitter and Facebook posts. In total 200 people filled in the online survey.

In addition paper copies (Appendix A) were available the Councils reception area, in total 22 of these were filled in.

The survey ran from Friday 20th May until the Monday 6th June 2016.

Response rate

Overall, 222 people filled in the survey.

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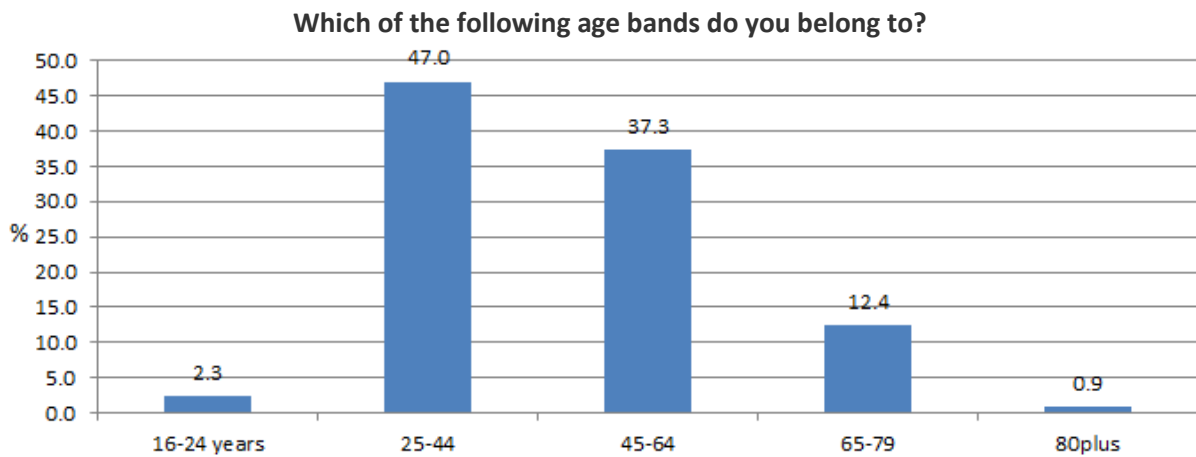
Characteristics of the respondents

Gender

In total 215 respondents filled in this question. 137 (63.7%) of respondents indicated they were female and 78 (36.3%) of respondents indicated they were male.

Age group

In total 217 respondents filled in this question. The largest age group was the 25-44 year olds with 47% of respondents (102) being this age.



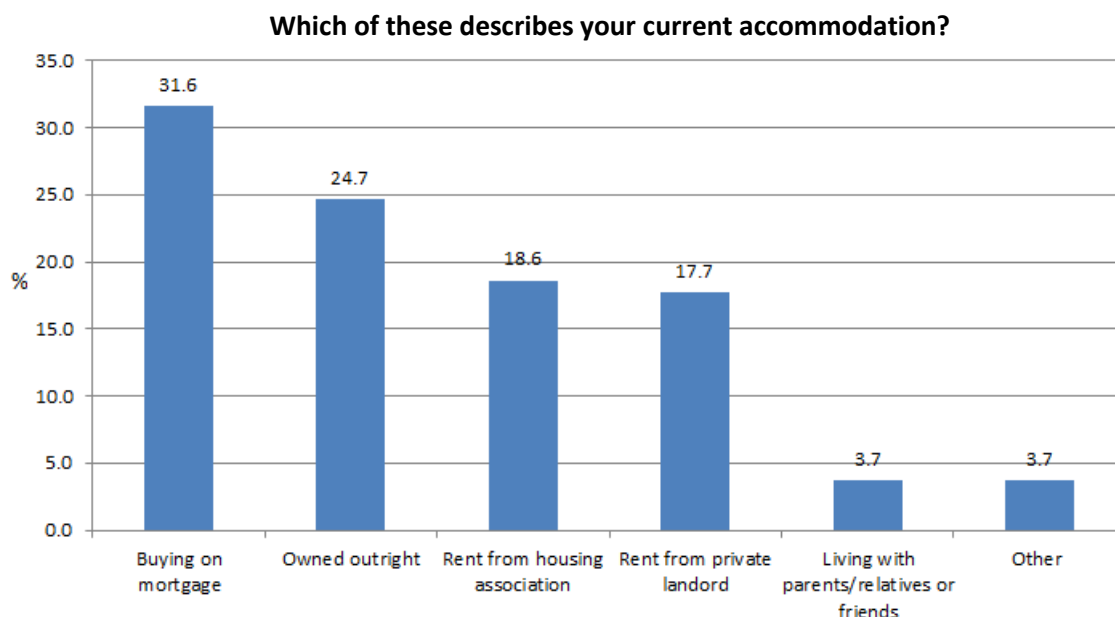
Conditions or disabilities, which limit daily activities

In total 215 respondents filled in this question. 175 (81.4%) respondents indicated that they didn't have any conditions or disabilities which limit daily activities and 31 (14.4%) indicated that they did have conditions or disabilities which limit daily activities. Nine (4.2%) respondents indicated that they preferred not to say.

Current accommodation

In total 215 respondents filled in this question. Over 56% (121) of respondents owned their own homes either out right or on a mortgage and 36.3% (78) of respondents rented their homes (18.6% (40) from housing associations and 17.7% (38) from private landlords). Eight (3.7%) respondents were living with parents/relatives or friends and eight (3.7%) respondents answered other.

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The following seven comments were filled in the other accommodation comment box:

- Army quarter
- Defence housing
- Housed by a charity
- Just been given 8 weeks' notice as landlord wants to sell
- Rent off in-laws
- Renting but eviction notice served and struggling to find local accommodation
- Shared ownership
- Temp Accommodation

Postcode

181 respondents filled in their postcode or part of their postcode. 104 (57.5%) respondents had Farnborough postcodes, 72 (39.8%) respondents had Aldershot postcodes and 5 (2.8%) respondents had postcodes outside the Borough but in surrounding local authority areas.

Of those in the Borough 59.1% were from Farnborough and 40.9% were from Aldershot this a close reflection to the population of the Borough, as the 2011 Census indicated that 61.3% of Rushmoor residents lived in Farnborough and 38.7% in Aldershot.

Ethnic group

In total 212 respondents filled in this question with 188 (88.7%) of them identified themselves as white British. Nine (4.2%) respondents identified themselves as any other white background, eight (3.8%) respondents preferred not to say, three (1.4%) respondents identified themselves as mixed white and black Caribbean, one (0.5%) respondents identified themselves as any other white background - Slovakian, one (0.5%) respondents identified themselves as Asian or Asian British Bangladeshi and one (0.5%) respondents identified themselves as white-Gypsy Traveller.

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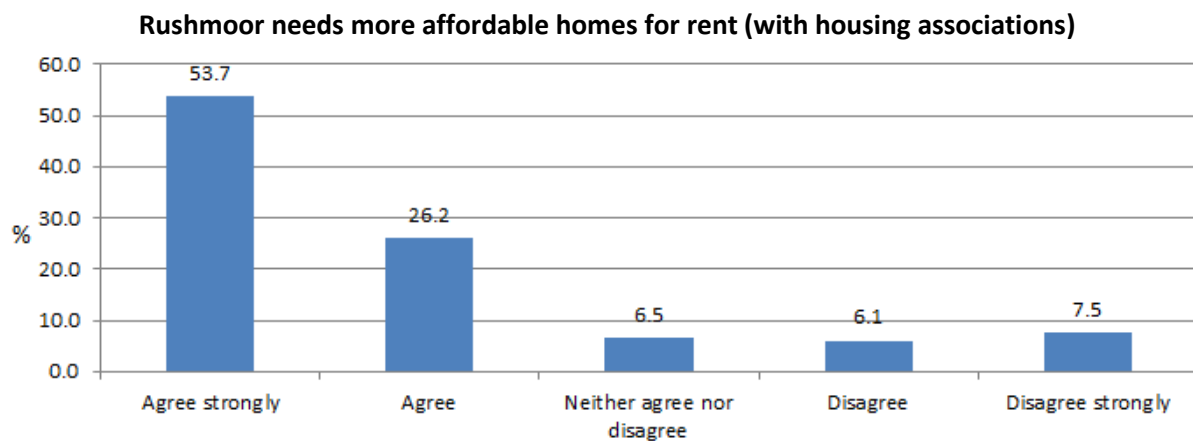
Consultation results

Types of new homes

This section consisted of five statements which respondents were asked how strongly they agree or disagree with which types of new homes.

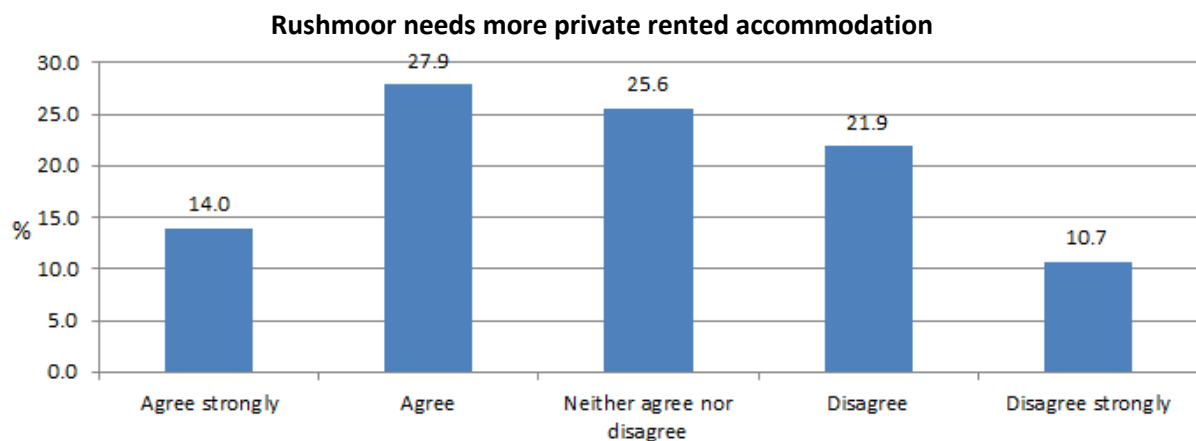
1. Rushmoor needs more affordable homes for rent (with housing associations)

214 valid responses (excluding the 6 'I don't knows'). In total 79.9% agreed with this and 13.6% disagreed.



2. Rushmoor needs more private rented accommodation

215 valid responses (excluding the 5 'I don't knows'). In total 41.9% agreed with this and 32.6% disagreed.

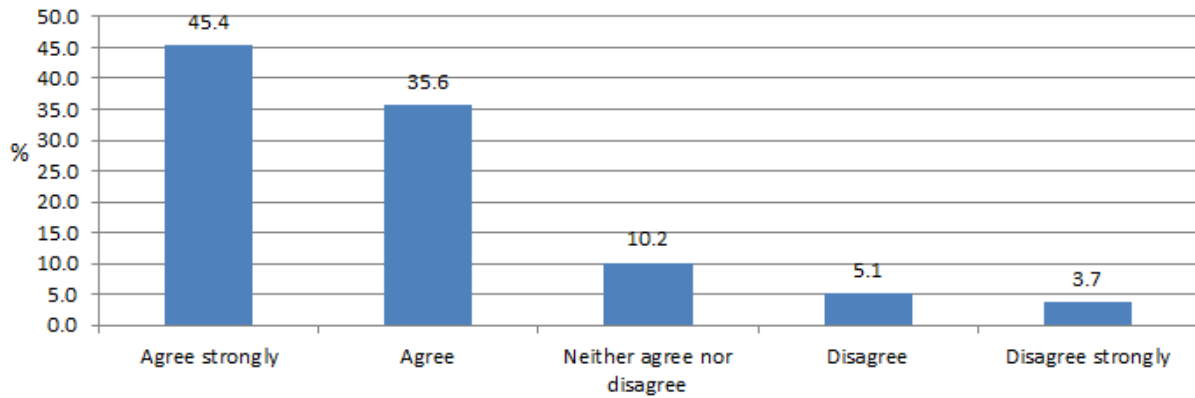


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3. Rushmoor needs more affordable low cost housing to buy, for example shared ownership or shared equity

216 valid responses (excluding the 2 'I don't know's'). In total 81.0% agreed with this and 8.8% disagreed.

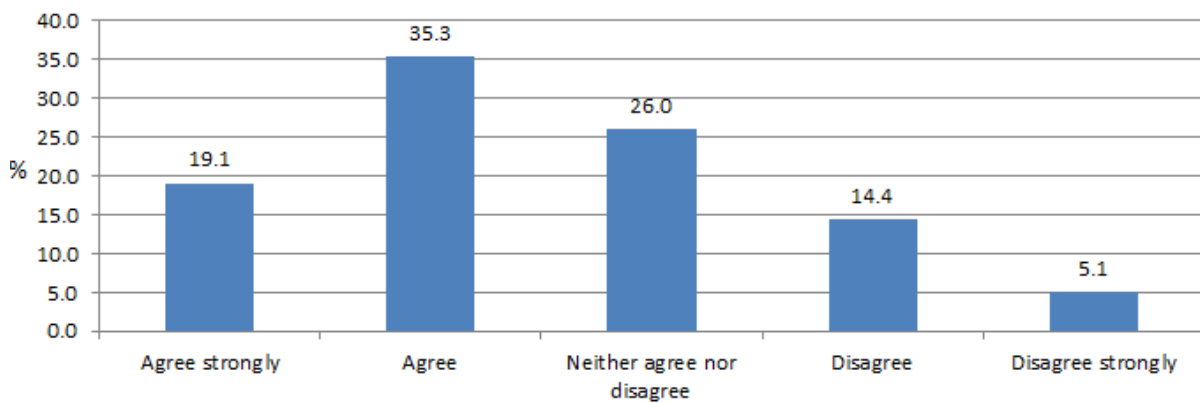
Rushmoor needs more affordable low cost housing to buy, for example shared ownership or shared equity



4. Rushmoor need more homes for outright sale

215 valid responses (excluding the 2 'I don't know's'). In total 54.4% agreed with this and 19.5% disagreed.

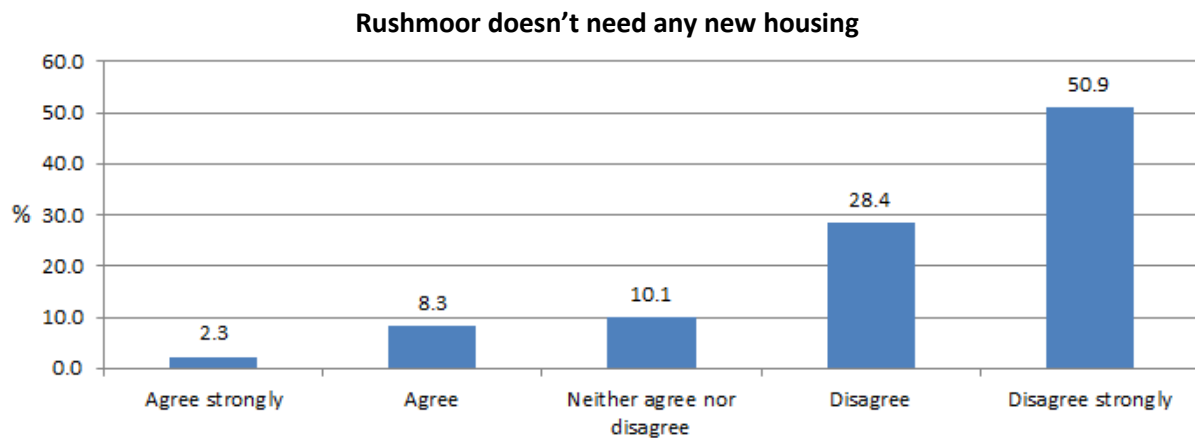
Rushmoor need more homes for outright sale



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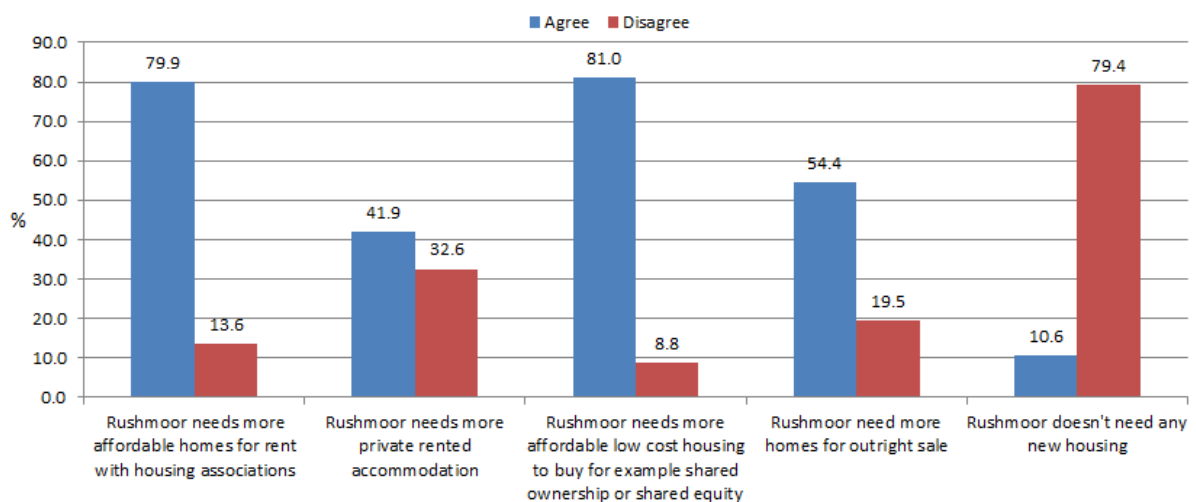
5. Rushmoor doesn't need any new housing

218 valid responses (excluding the one 'I don't knows'). In total 10.6% agreed with this and 79.4% disagreed.



Overall

Respondents disagreed that Rushmoor didn't need any new homes with 79.4% of respondents disagreeing or disagreeing strongly with the statement. Of the statements connected to types of homes the highest level of agreement was with Rushmoor needs more affordable low cost housing to buy, for example shared ownership or shared equity with 81.0% agreeing or agreeing strongly. Followed by the statement Rushmoor needs more affordable homes for rent (with housing associations) with 79.9% agreeing or agreeing strongly. Although more people agreed than disagreed, with the statement Rushmoor needs more private rented accommodation, this was the type of home that had the most disagreement with 32.6% disagreeing or disagreeing strongly.



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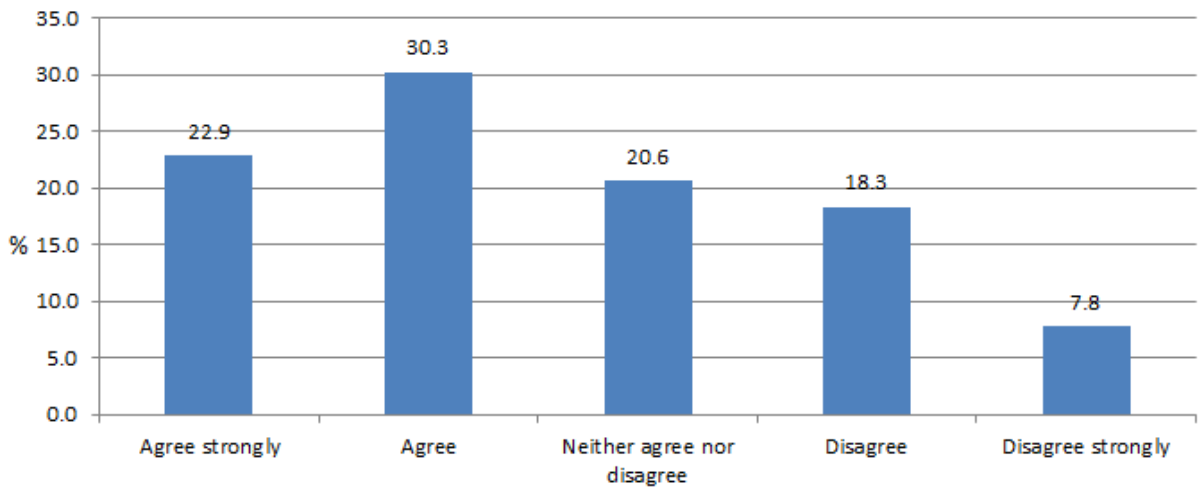
Who the new homes should be for

This section consisted of four statements which respondents were asked how strongly they agree or disagree with who the new homes should be for.

1. People who can afford to buy their own home with a deposit and mortgage

218 valid responses (excluding the 1 'I don't know's'). In total 53.2% agreed with this and 26.1% disagreed.

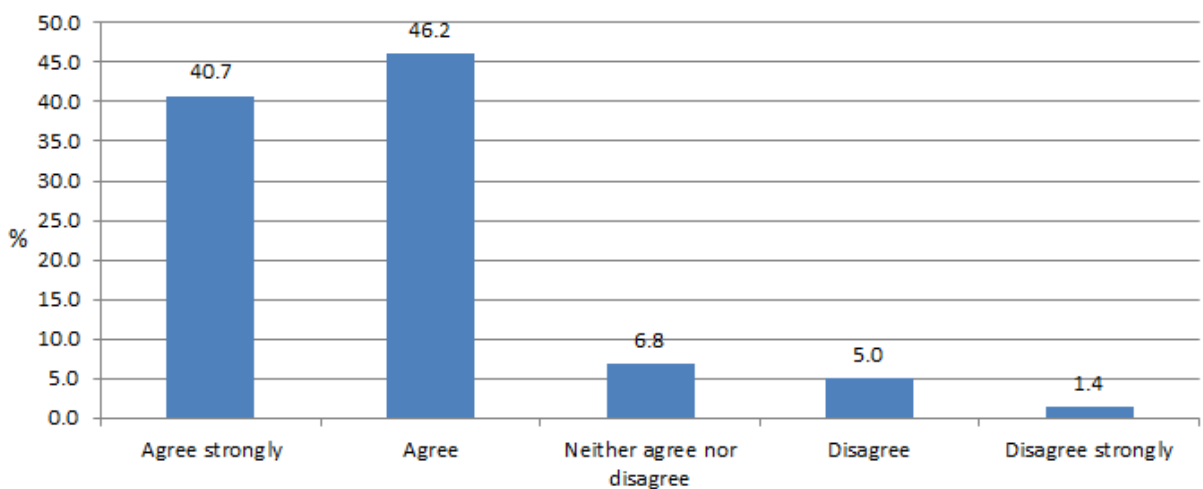
New homes should be for people who can afford to buy their own home with a deposit and mortgage



2. First time buyers who need affordable low cost homes to buy e.g. shared ownership or starter homes

221 valid responses. In total 86.9% agreed with this and 6.3% disagreed.

New homes should be for first time buyers who need affordable low cost homes to buy e.g. shared ownership or starter homes

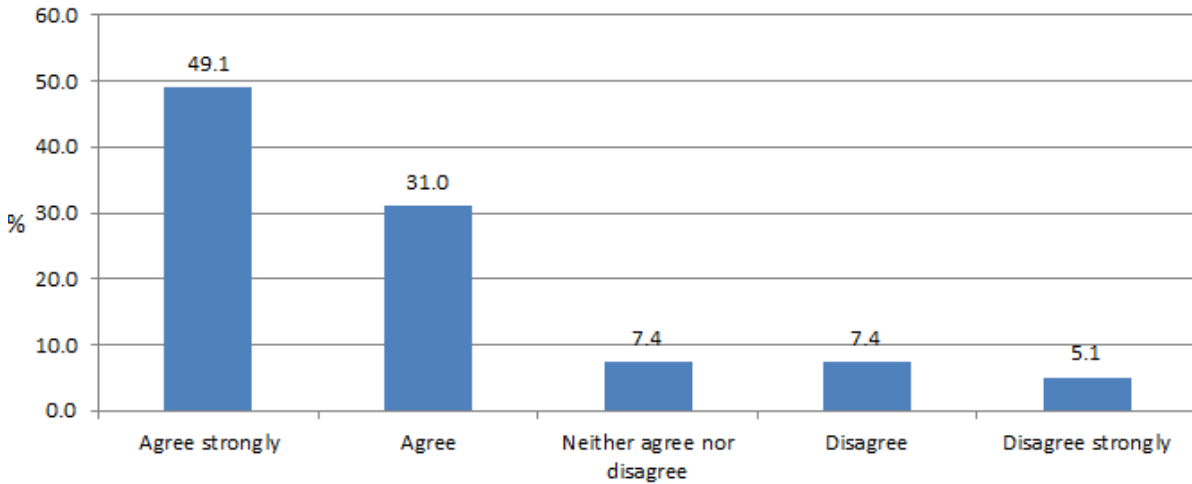


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3. People who need affordable homes to rent because they have low incomes, are homeless, in crisis or living on the streets

216 valid responses. In total 80.1% agreed with this and 12.5% disagreed.

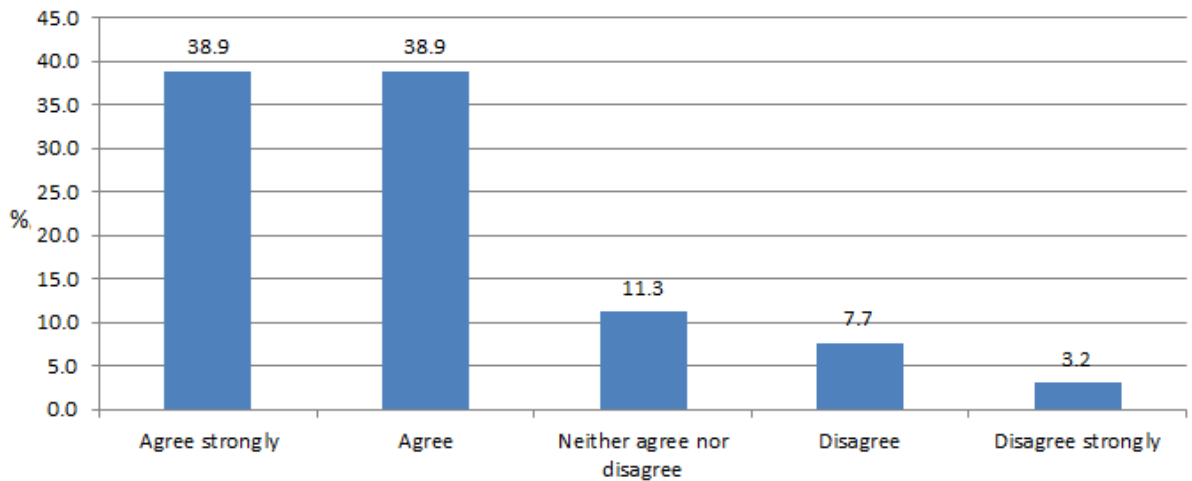
New homes should be for people who need affordable homes to rent because they have low incomes, are homeless, in crisis or living on the streets



4. People who need affordable homes to rent because they are in unsuitable accommodation, for example they are living in poor housing conditions, over crowded or wanting to downsize

221 valid responses. In total 77.8% agreed with this and 10.9% disagreed.

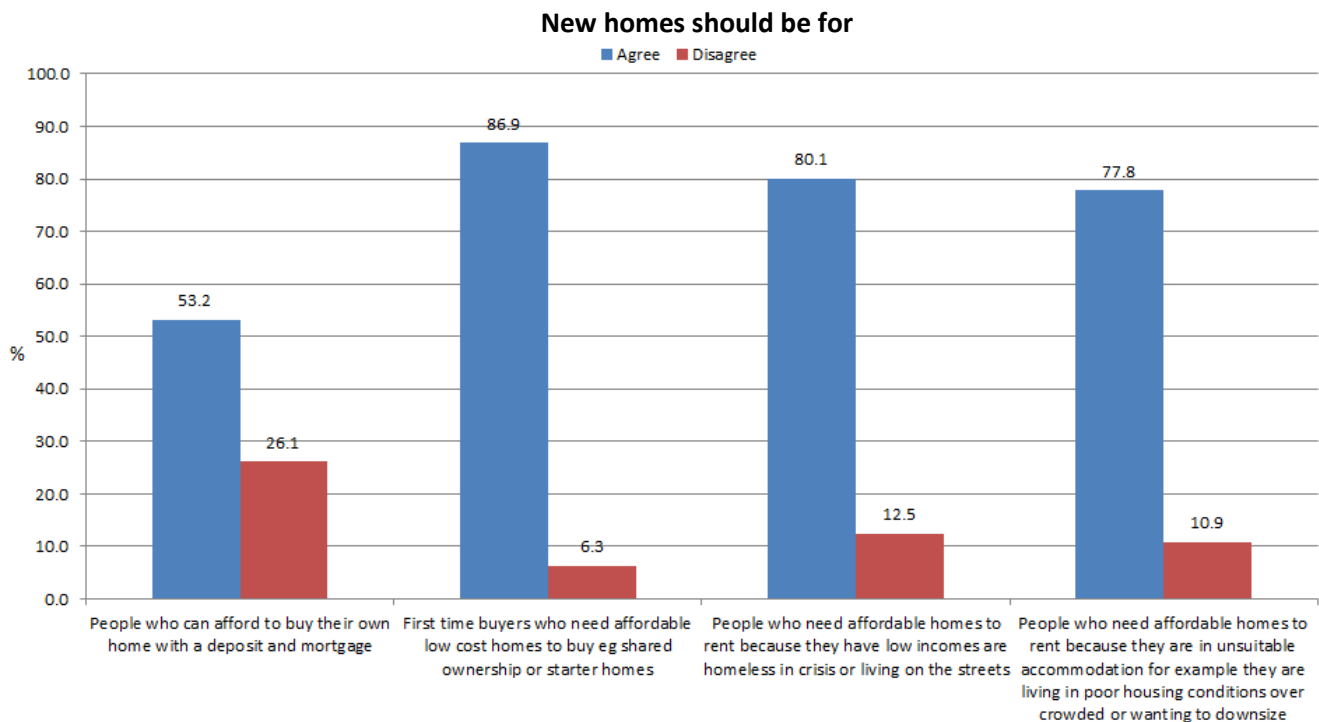
New homes should be for people who need affordable homes to rent because they are in unsuitable accommodation, for example they are living in poor housing conditions, over crowded or wanting to downsize



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Overall

Respondents agreed with all of the statements about who the new homes should be for. The statement with the highest percentage of agreement was that new homes should be for first time buyers who need affordable low cost homes to buy e.g. shared ownership or starter homes, 86.9% of respondents agree and agreed strongly with this. Followed by the statement People who need affordable homes to rent because they have low incomes, are homeless, in crisis or living on the streets with 80.1% of respondents agreeing or agreeing strongly. The statement with lowest level of agreement (53.2%) at and the highest level of disagreement (26.1%) was that new homes should be for people who can afford to buy their own home with a deposit and mortgage.



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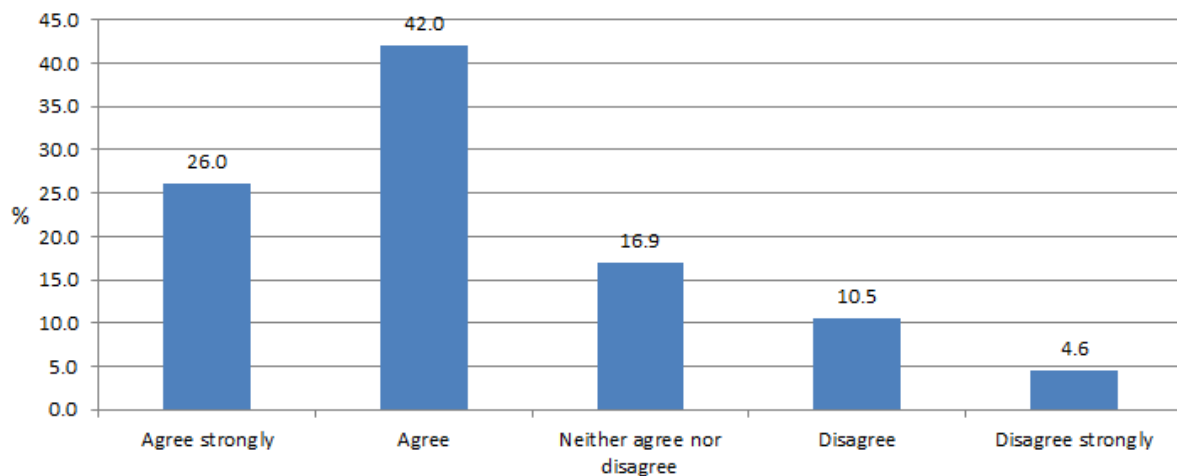
Types of households that should have priority

This section consisted of five statements which respondents were asked how strongly they agree or disagree with which types of households that should have priority.

1. Older people who want to downsize because their current home is too large

219 valid responses (excluding the one 'I don't know'). In total 68.0% agreed with this and 15.1% disagreed.

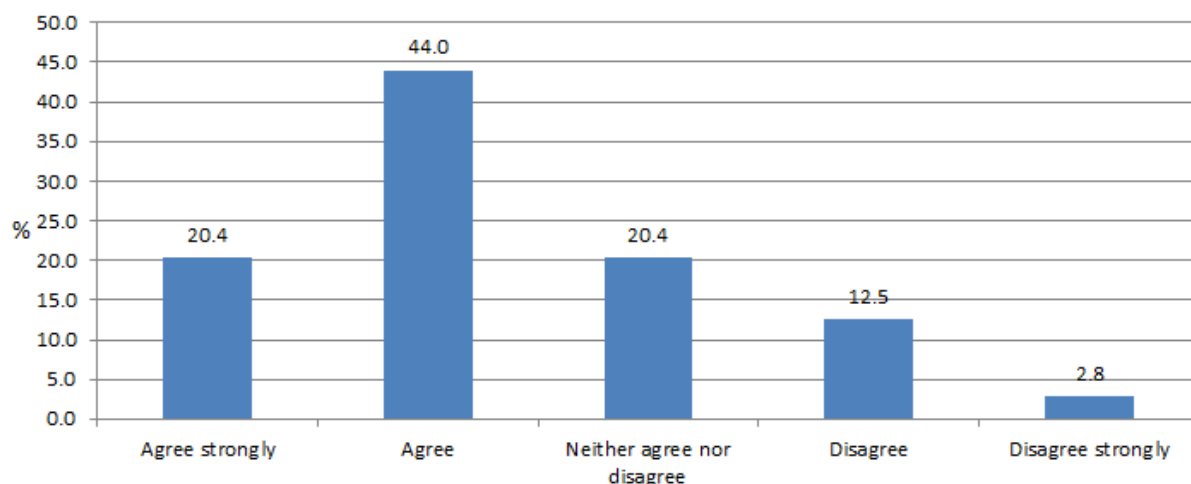
Older people who want to downsize because their current home is too large should have priority



2. Single people or couples who need a one bedroom home

216 valid responses (excluding the two 'I don't know'). In total 64.4% agreed with this and 15.3% disagreed.

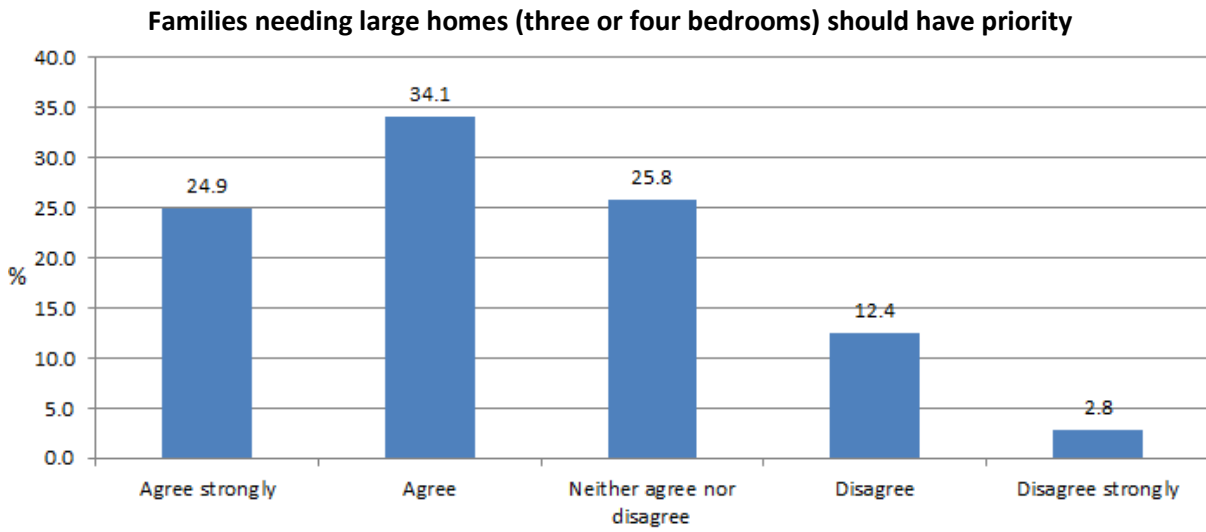
Single people or couples who need a one bedroom home should have priority



3. Families needing large homes (three or four bedrooms)

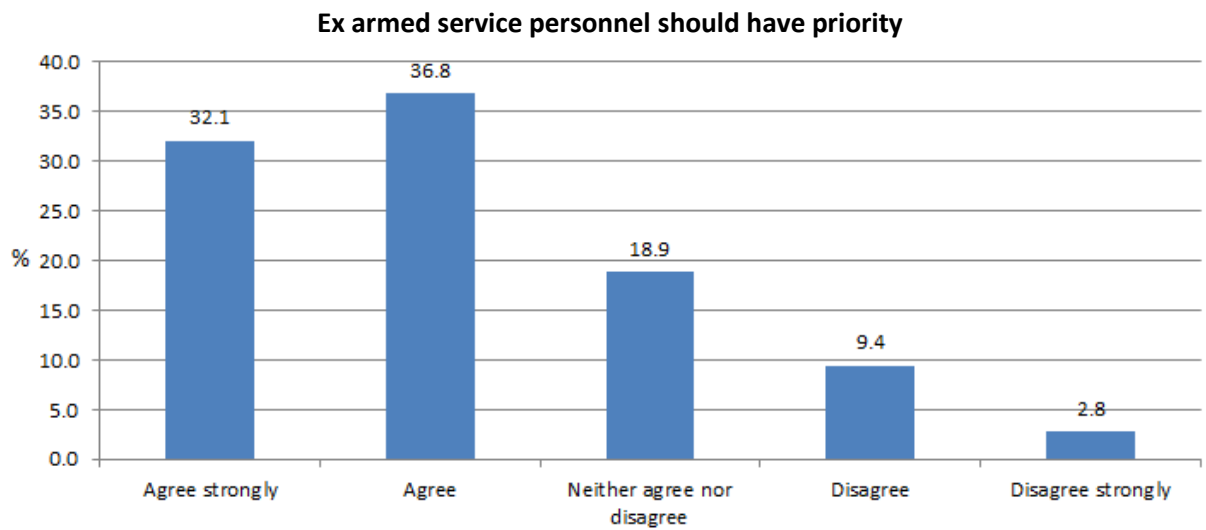
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217 valid responses (excluding the three 'I don't knows'). In total 59.0% agreed with this and 15.2% disagreed.



4. Ex armed service personnel

212 valid responses (excluding the three 'I don't knows'). In total 68.9% agreed with this and 12.3% disagreed.

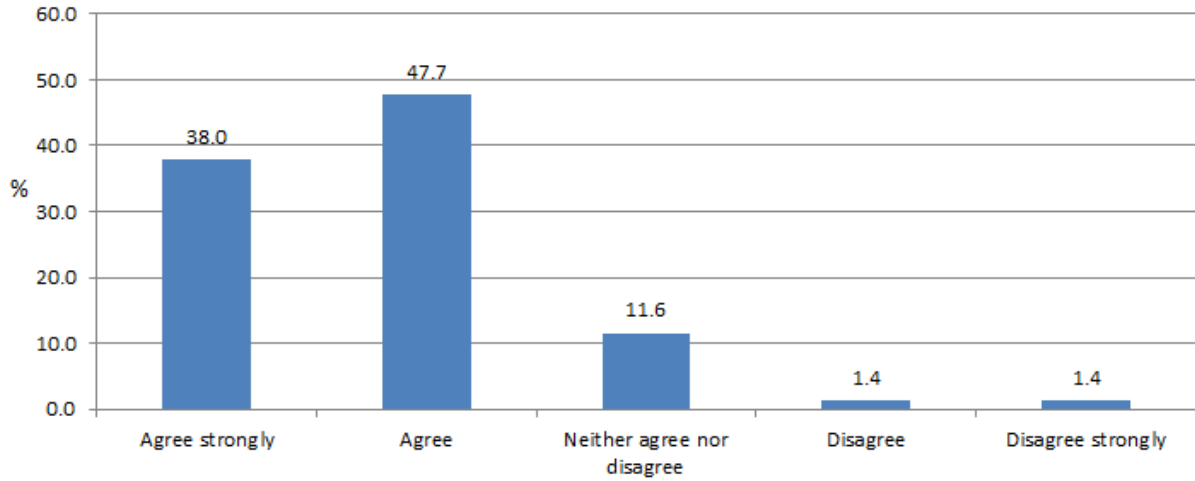


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5. Households where someone is disabled and needs a home which can accommodate a wheelchair and specialist equipment e.g. a lift or hoist system

216 valid responses (excluding the four 'I don't knows'). In total 85.6% agreed with this and 2.8% disagreed.

Households where someone is disabled and needs a home which can accommodate a wheelchair and specialist equipment e.g. a lift or hoist system should have priority

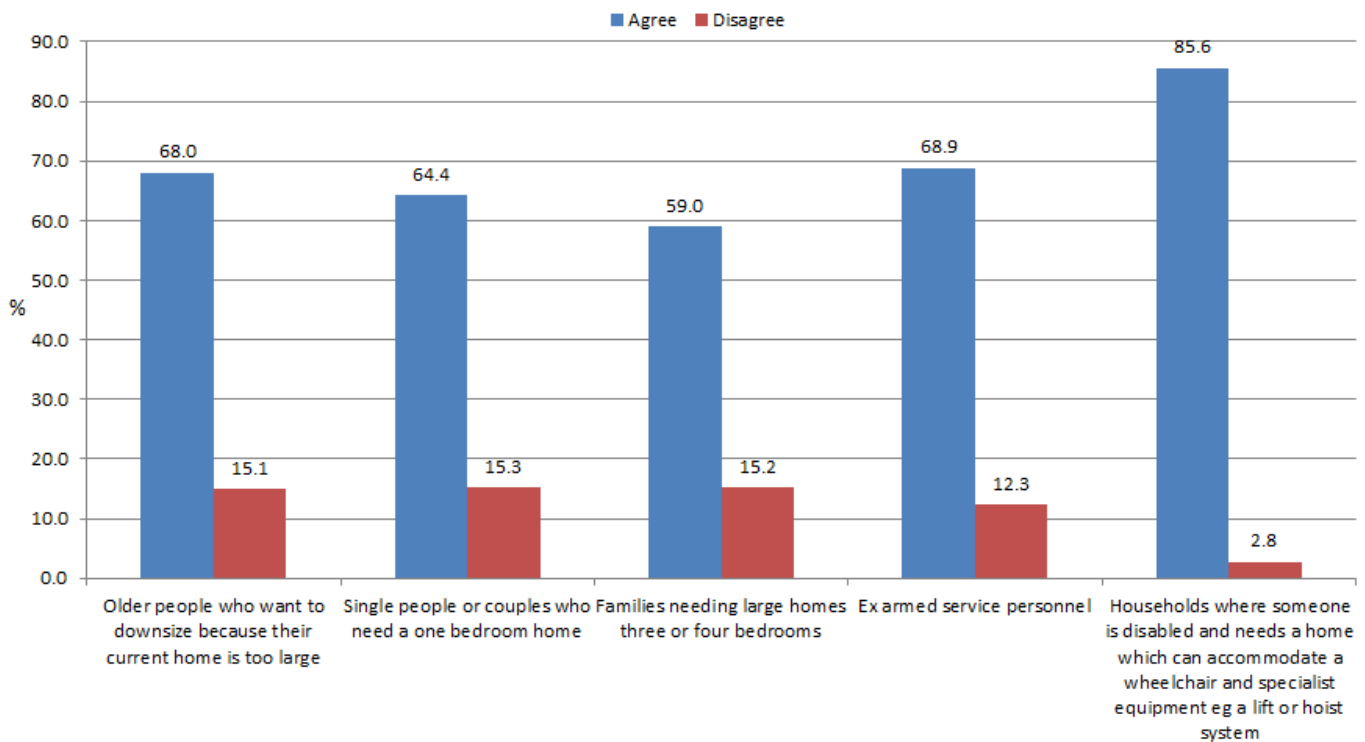


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Overall

Respondents agreed with all of the statements about who should have priority for homes. The highest level of agreements was with households where someone is disabled and needs a home which can accommodate a wheelchair and specialist equipment e.g. a lift or hoist system should have priority, with 85.6% agreeing or agreeing strongly. Followed by ex armed service personnel having priority, with 68.9% agreeing or agreeing strongly. Very closely after ex armed service personnel having priority was older people who want to downsize because their current home is too large having priority, with 68.0% agreeing or agreeing strongly.

Households that should have priority



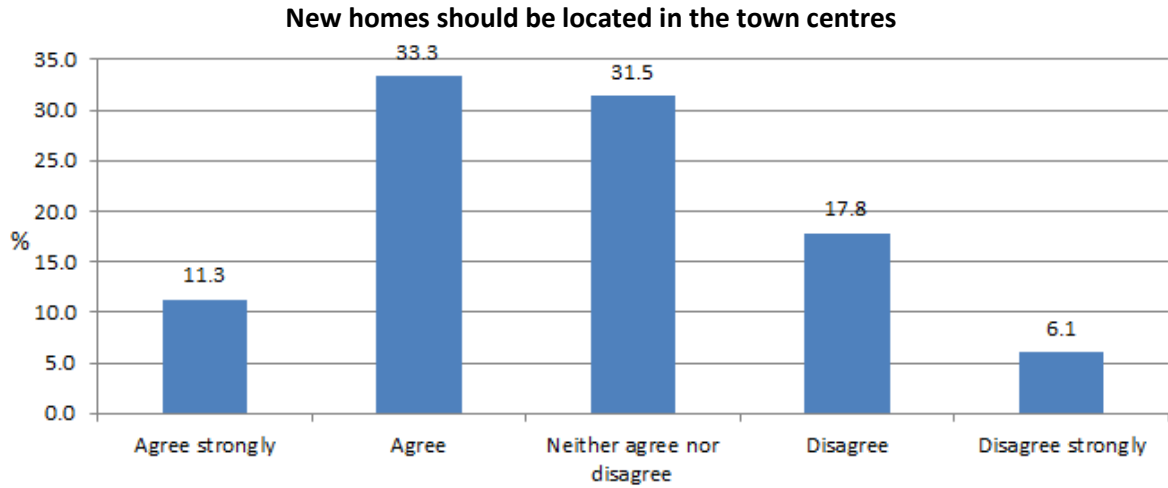
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Location of new homes

This section asked whether respondents agreed or disagreed with locations for new homes.

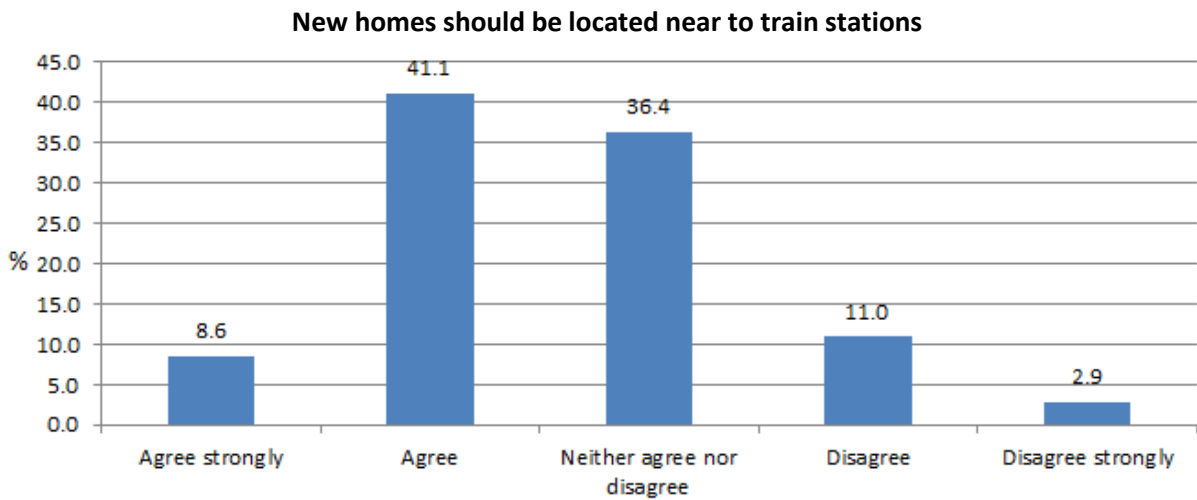
1. In the town centers

213 valid responses (excluding the two 'I don't knows'). In total 44.6% agreed with this and 23.9% disagreed.



2. Near to train stations

209 valid responses (excluding the two 'I don't knows'). In total 49.8% agreed with this and 13.9% disagreed.

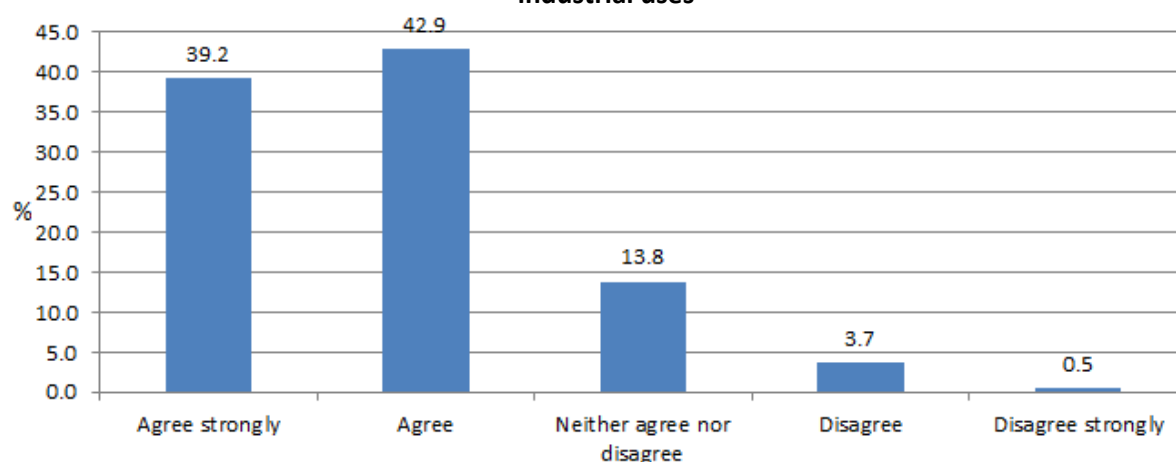


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3. On sites which have previously been used for commercial and industrial uses

217 valid responses (excluding the one 'I don't knows'). In total 82.0% agreed with this and 4.1% disagreed

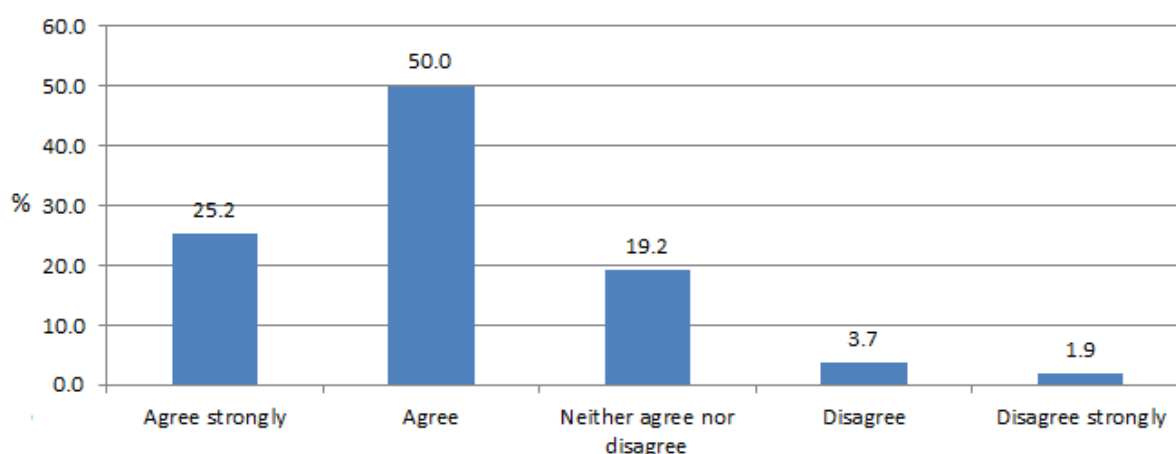
New homes should be located on sites which have previously been used for commercial and industrial uses



4. In Aldershot

214 valid responses (excluding the three 'I don't knows'). In total 75.2% agreed with this and 5.6% disagreed.

New homes should be located in Aldershot

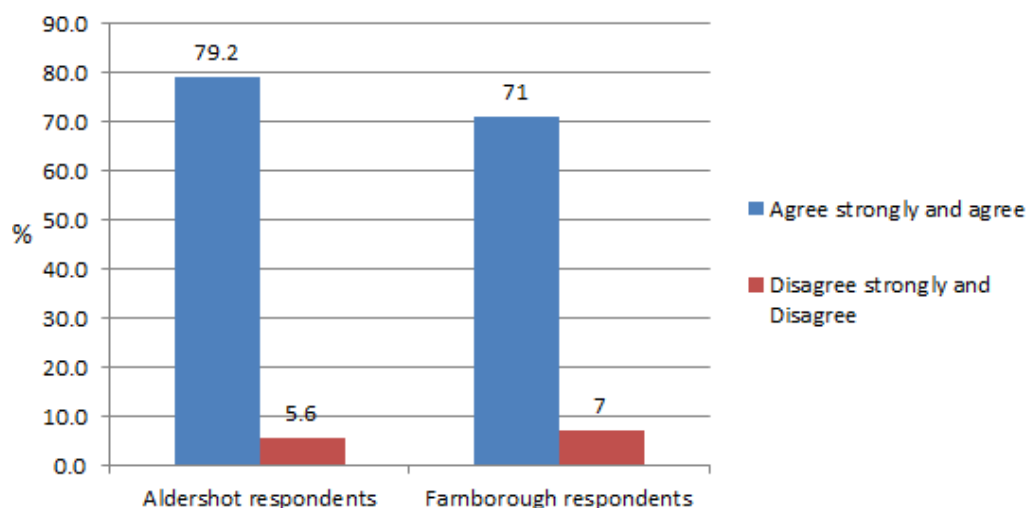


Aldershot and Farnborough respondents view

Of the respondents who filled in their postcode 79.2% of Aldershot resident agreed that new homes should be in Aldershot and 71% of Farnborough resident agreed that new homes should be in Aldershot.

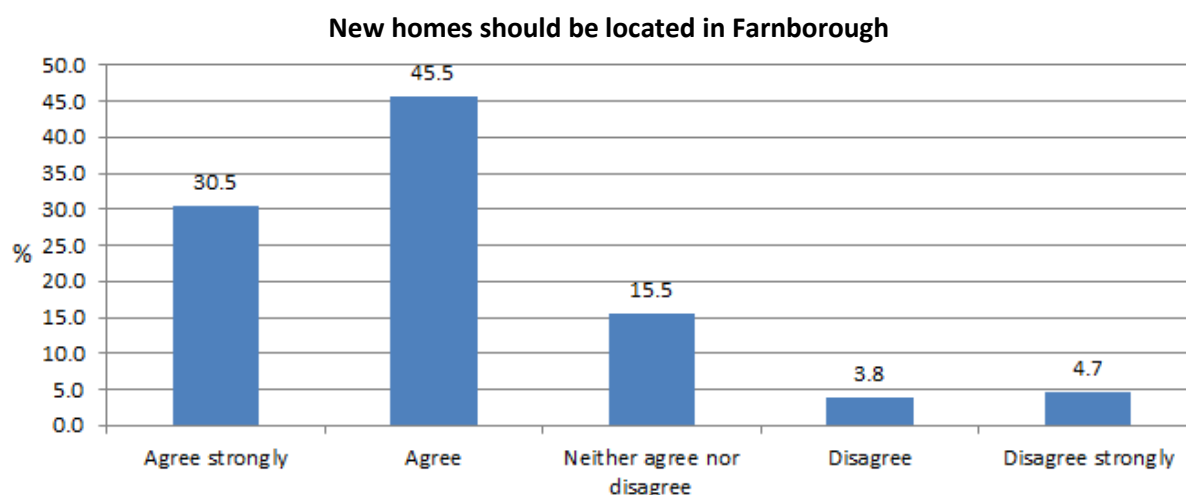
Aldershot and Farnborough respondents view whether new homes should be in Aldershot

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5. In Farnborough

213 valid responses (excluding the seven 'I don't knows'). In total 76.1% agreed with this and 8.5% disagreed.

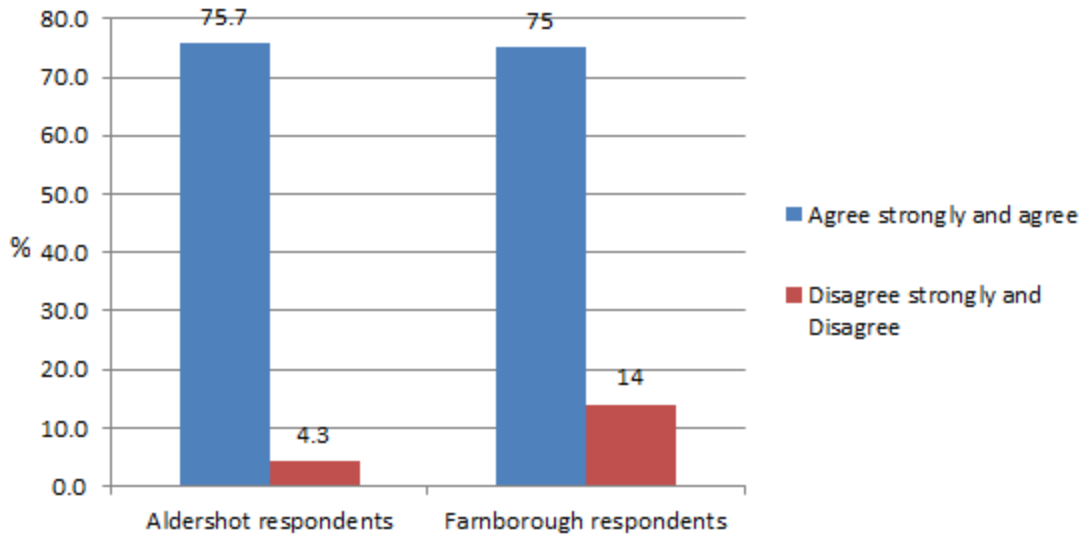


Aldershot and Farnborough respondents view

Of the respondents who filled in their postcode 75.7% of Aldershot resident agreed that new homes should be in Farnborough and 75% of Farnborough resident agreed that new homes should be in Farnborough.

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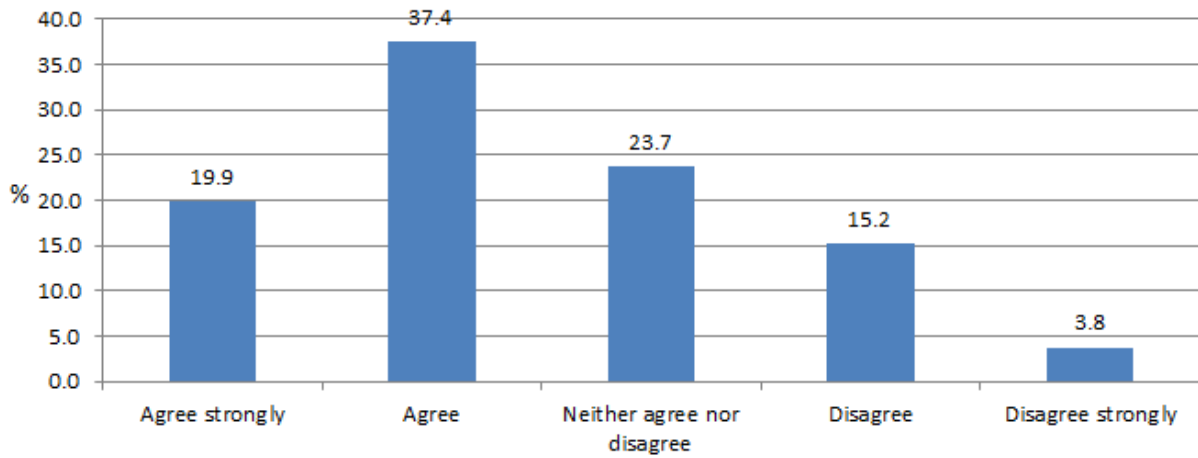
Aldershot and Farnborough respondents view whether new homes should be in Farnborough



6. On large sites

211 valid responses (excluding the three 'I don't knows'). In total 57.23% agreed with this and 19.0% disagreed.

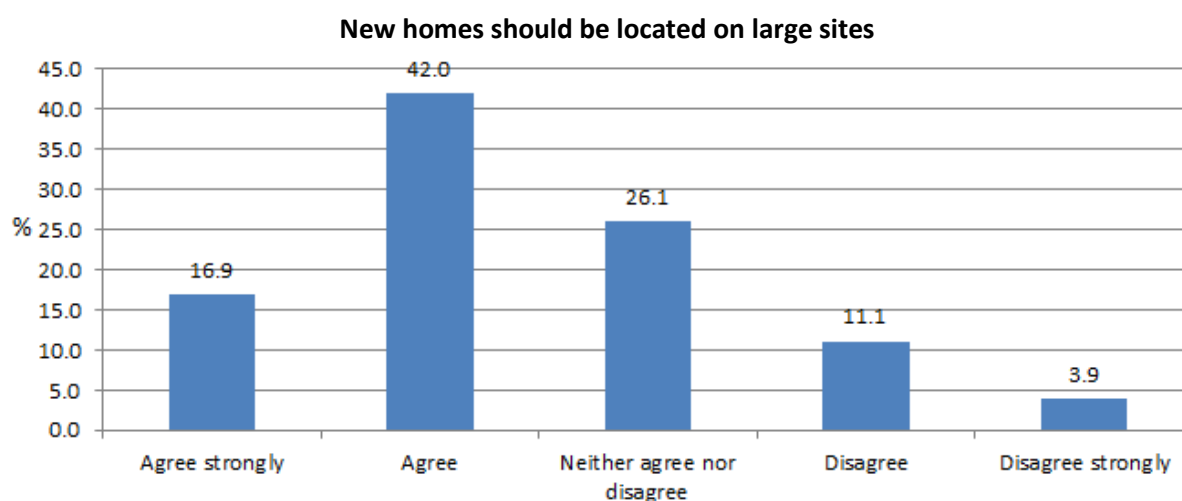
New homes should be located on large sites



7. On small infill sites

207 valid responses (excluding the six 'I don't knows'). In total 58.9% agreed with this and 15.0% disagreed.

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**8. Other – please explain**

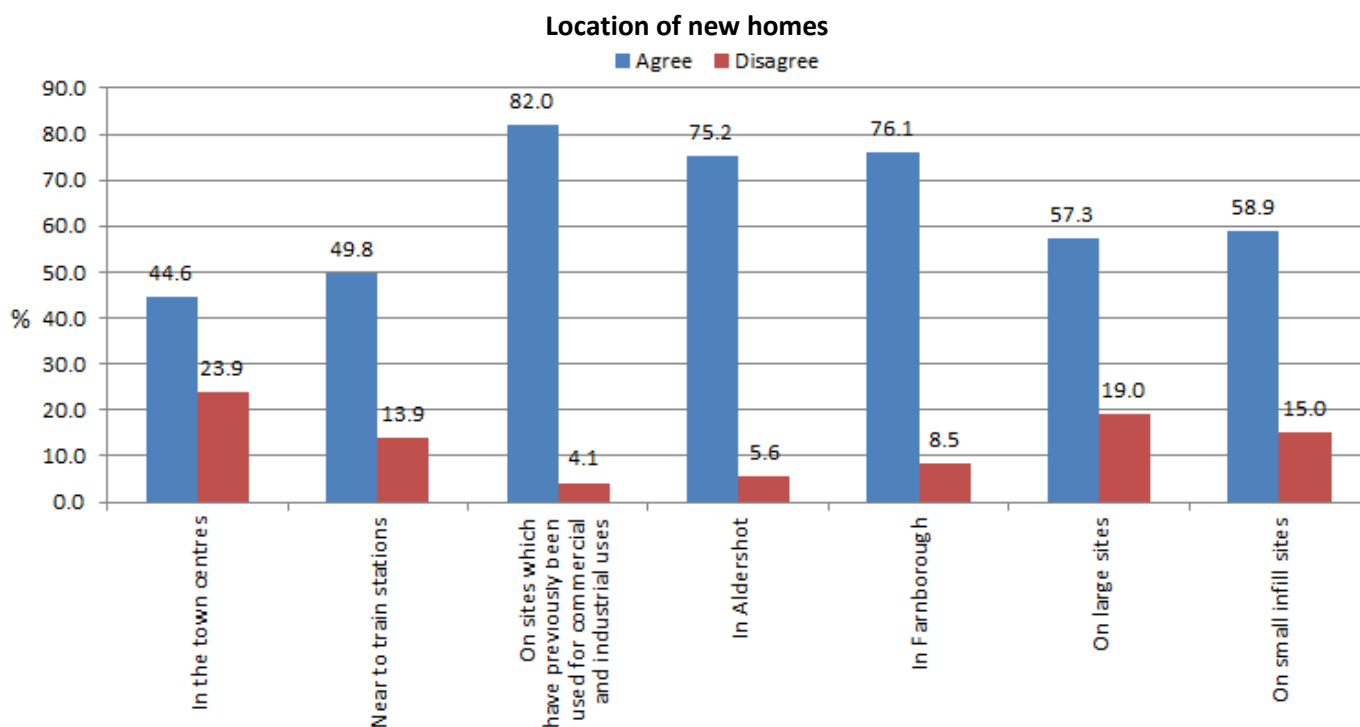
There were 30 answers to this question. The main themes of the comments were:

- Housing should be built on brownfield sites/unused offices and commercial premises (mentioned in four comments)
- Concern about current and future infrastructure e.g. schools, roads and amenities (mentioned in four comments)
- Concern about loss of green space (mentioned in four comments)

Overall

Respondents agreed with all the locations for new homes. The highest level of agreement as for new homes on sites which have previously been used for commercial and industrial uses, with 82.0% agreeing or agreeing strongly. This was followed by homes should be located in Farnborough (76.1% agreed) and then by homes should be located in Aldershot (75.2% agreed). There was no difference between the Aldershot and Farnborough respondents, both agreed new homes should be in both towns. Although overall respondents agreed new homes should be in the town centre, this location had the highest level of disagreement with 23.9% disagreeing and strongly disagreeing.

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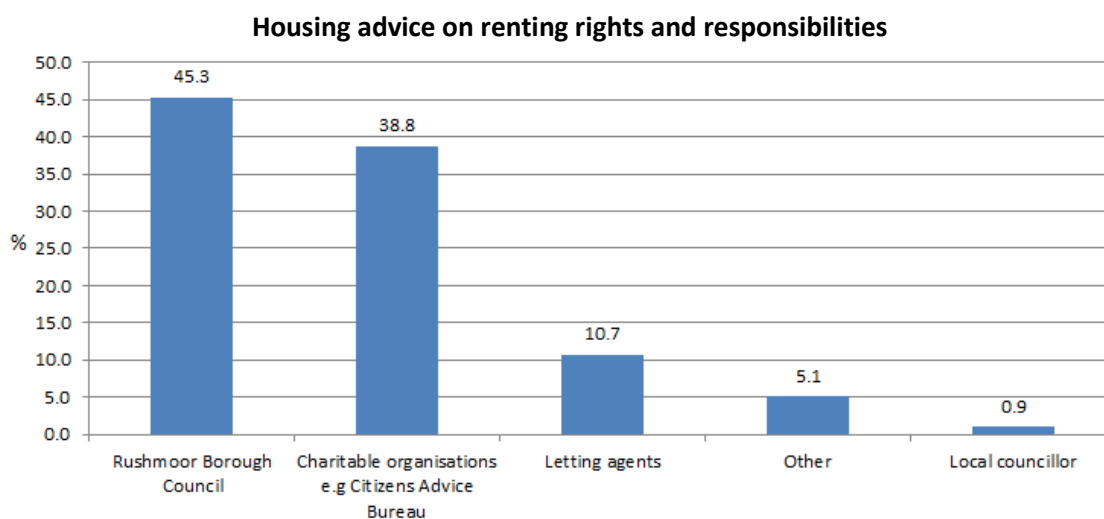


Housing advice

This section asked who respondents would approach first for housing advice.

1. Renting rights and responsibilities

214 valid responses (including one respondents who selected more than one item). The highest percentage of respondents, 45.3% (97) would approach the council first for advice, the second highest percentage was Charitable organisations e.g. Citizens’ Advice Bureau (38.8%).

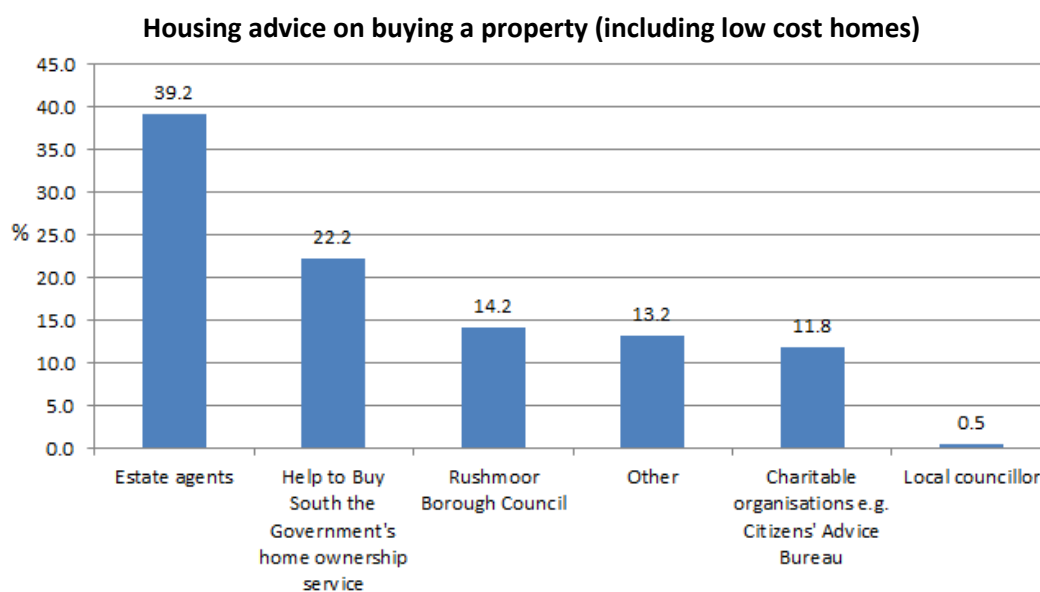


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In total 10 respondents filed in the other comment box. Of those mentioned more than twice, seven of these comments said they would go to the internet first and two comments said they would go to a Housing Association first.

2. Advice on buying a property (including low cost homes)

212 valid responses (including two respondents who selected more than one item). The highest percentage of respondents, 39.2% (83) would approach an Estate Agent first for advice, the second highest percent was Help to Buy South, the Government's home ownership service (22.2%).

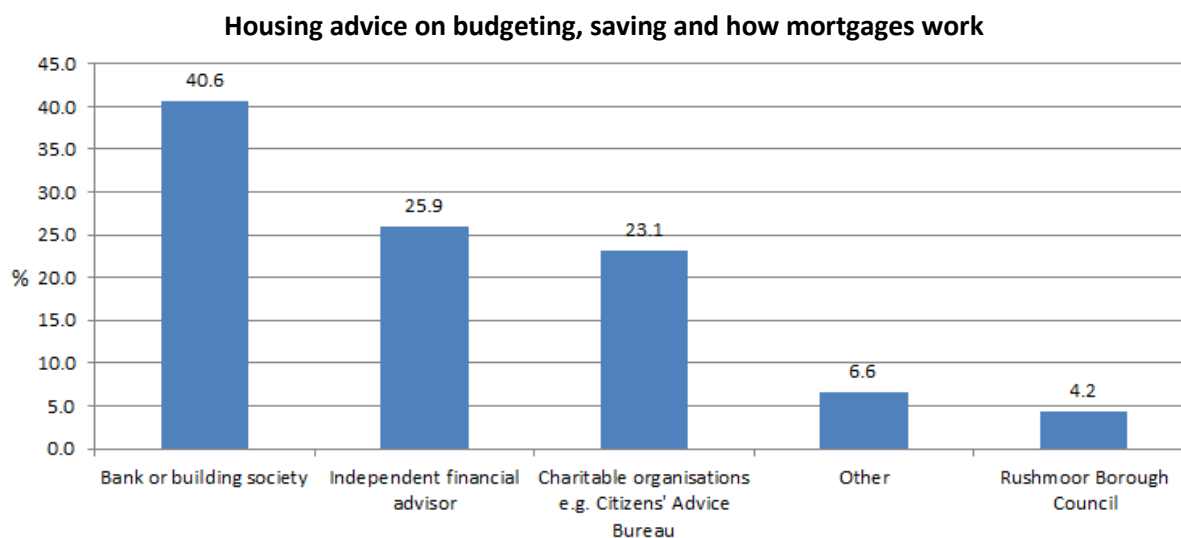


In total 23 respondents filed in the other comment box. Of those mentioned more than three times, 11 of these comments said they would go to the internet first, three of these comments said they would go to their bank/building society and three said they would go to family or friends.

3. Advice on budgeting, saving and how mortgages work:

212 valid responses (including one respondent who selected more than one item). The highest percentage of respondents, 40.6% (86) would approach an Bank or building society first for advice, the second highest percent was Independent financial advisor (25.9%).

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In total, four respondents filed in the other comment box. Of those mentioned more than three times, nine of these comments said they would go to the internet first and three of these comments said they would go to family or friends.

Any other comments

There were 44 answers to this question. The main themes of the comments were:

- The high cost of renting and buying in the area (mentioned in nine comments)
- Housing should be for long term Rushmoor residents (mentioned in five comments)
- Concern about infrastructure (mentioned in five comments)
- The need for more social housing (mentioned in four comments)

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Summary

The characteristics of the respondents showed that 63.7% were female, 47.0% were 25-44 years old, 81.4% didn't have any conditions or disabilities which limit daily activities, over 56% of respondents owned their own homes either out right or on a mortgage and 88.7% them identified themselves as white British. Of the respondents who filled in a Rushmoor postcode, 59.1% were from Farnborough and 40.9% were from Aldershot this a close reflection to the population of the borough.

Respondents disagreed that Rushmoor didn't need any new homes with 79.4% of respondents disagreeing or disagreeing strongly with the statement. Of the statements connected to types of homes the highest level of agreement was with Rushmoor needs more affordable low cost housing to buy, for example shared ownership or shared equity with 81.0% agreeing or agreeing strongly. Followed by the statement Rushmoor needs more affordable homes for rent (with housing associations) with 79.9% agreeing or agreeing strongly. Although more people agreed than disagreed, the statement Rushmoor needs more private rented accommodation was the type of home that had the most disagreement with 32.6% disagreeing or disagreeing strongly.

Respondents agreed with all of the statements about who the new homes should be for. The statement with the highest percentage of agreement was that new homes should be for first time buyers who need affordable low cost homes to buy e.g. shared ownership or starter homes, 86.9% of respondents agree and agreed strongly with this. Followed by the statement, people who need affordable homes to rent because they have low incomes, are homeless, in crisis or living on the streets, with 80.1% of respondents agreeing or agreeing strongly. The statement with lowest level of agreement (53.2%) at and the highest level of disagreement (26.1%) was that new homes should be for people who can afford to buy their own home with a deposit and mortgage.

Respondents agreed with all of the statements about who should have priority for homes. The highest level of agreement was with households where someone is disabled and needs a home which can accommodate a wheelchair and specialist equipment e.g. a lift or hoist system should have priority, with 85.6% agreeing or agreeing strongly. There was also strong agreement for ex- armed service personnel having priority, with 68.9% agreeing or agreeing strongly, followed by older people who want to downsize because their current home is too large having priority, with 68.0% agreeing or agreeing strongly.

Respondent agreed with all the locations for new homes. The highest level of agreement as for new homes on sites which have previously been used for commercial and industrial uses, with 82.0% agreeing or agreeing strongly. This was followed by homes should be located in Farnborough (76.1% agreed) and then by homes should be located in Aldershot (75.2% agreed). There was no difference between the Aldershot and Farnborough respondents, both agreed new homes should be in both towns. Although overall respondents agreed new

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homes should be in the town centre, this location had the highest level of disagreement with 23.9% disagreeing or strongly disagreeing.

Respondents would go to Rushmoor Borough Council first for advice on renting rights and responsibilities (45.3%), followed by Charitable organisations e.g. Citizens' Advice Bureau (38.8%). Respondents would go to Estate Agents first for advice on buying a property including low cost homes (39.2%), followed by Help to Buy South, the Government's home ownership service (22.2%). Respondents would approach a Bank or building society first for advice on budgeting, saving and how mortgages work (40.6%), followed by an Independent financial advisor (25.9%).

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Please tell us if there are any other comments you would like to make that haven't been covered in our survey:

ABOUT YOU

To help us understand the views of different groups of people, it would be helpful if you could tell us more about you (you do not have to give us this information)

Gender

- Male Female

Which of the following age bands do you belong to?

- 16-24 years
 25-44
 45-64
 65-79
 80+

Do you consider yourself to have any conditions or disabilities, which limit your daily activities?

- Yes
 No
 I'd prefer not to say

Which of these describes your current accommodation?

- Owned outright
 Buying on mortgage
 Rent from housing association
 Rent from private landlord
 Living with parents/relatives or friends
 Homeless or sofa surfing
 Other

Your postcode: _____

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EQUALITY MONITORING QUESTIONS



What is your ethnic group?

- White-British
- White-Irish
- White-Gypsy/Traveller
- Any other white background _____
- Mixed – white and black Caribbean
- Mixed – white and black African
- Mixed – white and Asian
- Any other mixed background _____
- Asian or Asian British – Nepali
- Asian or Asian British – Indian
- Asian or Asian British – Pakistani
- Asian or Asian British – Bangladeshi
- Asian or Asian British – Chinese
- Any other Asian background
- Black or black British – Caribbean
- Black or black British – African
- Any other black background _____
- Any other background _____
- I'd prefer not to say

**Thanks for your views, we'll be using the information you give us to inform our
Housing and Homelessness Strategy 2016 - 2021 which will be considered
by members of our Cabinet later this year.**

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 Rushmoor Borough Council
May 2016

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Appendix 4

Homelessness Review 2016**Introduction**

The Homelessness Act 2002 requires the Council to produce a Homelessness Review to support the Housing and Homelessness Strategy. In addition to our formal consultation activities with housing partners, elected members and Rushmoor residents, we have:

- Undertaken a housing needs assessment in partnership with organisations directly involved in preventing homelessness and supporting homeless people
- Audited homelessness services and assessed resources available to tackle homelessness
- Developed a programme for implementing our Housing and Homelessness Strategy in the form of the Housing Strategy Delivery Plan, where key objectives and actions are set out for the next five years

Assessing needs and resources

Over the past two to three years, the number of people in Rushmoor presenting as homeless has increased by 39 %.

Table 1 below shows data collected by the Council's Housing Options team.

Table 1: Housing Option Data

Housing Option Data as at 31 st March 2016	2014/15	2015/16	% Change
Number of homeless households presenting to the Council	116	162	39% increase
Number of homeless household acceptances	85	107	32% increase
Number of households receiving advice and assistance	651	600	8% reduction
Number of households in the housing allocation pool	1201	1307	9% increase
Rent bonds issued	102	54	53% reduction
Full rent deposits issued	102	13	87% reduction
Single person rent deposit issued	30	20	33% reduction
Priority homeless households in temporary accommodation	145	157	8% increase
Rough sleeper count *	11	15	36% increase
Number of people claiming Housing Benefit or Local Housing Allowance	6541	6398	2% reduction

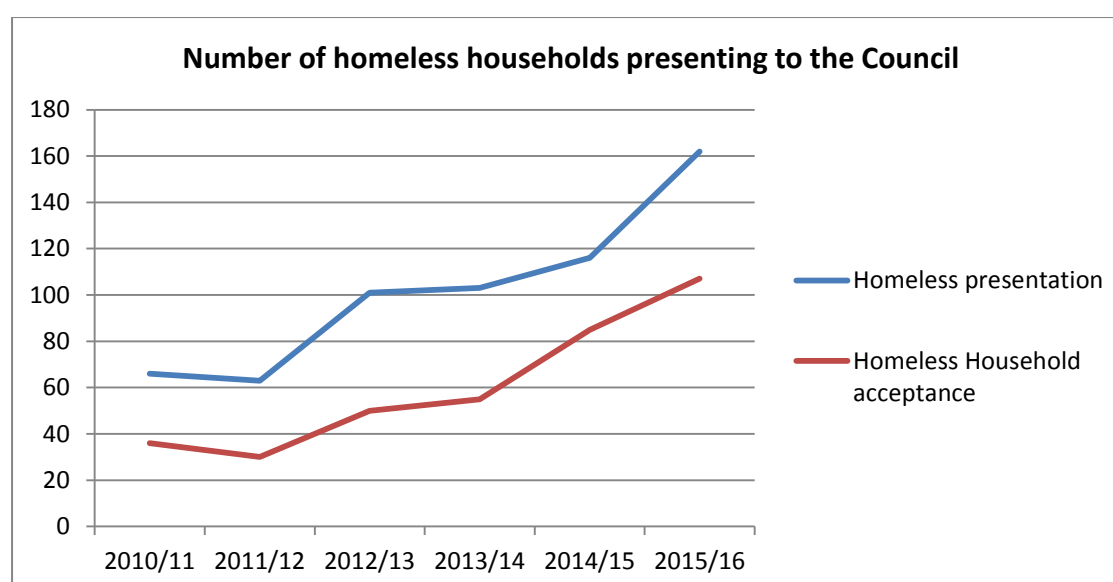
*Source: DCLG Rough Sleeper Count

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Reasons for homelessness for accepted households

The Council's success in preventing homelessness has led to the reduction in homeless acceptances (as a percentage of homeless approaches). However, the number of homeless households presenting to the council is steadily rising, as shown in the graph below. Our Housing Options team records the reasons for homelessness of those approaching for initial housing options advice. Table 2 shows the type of households found to be eligible for help. The main reasons for loss of a home are parent/relative/friends no longer being able to assist; loss of private rented accommodation due to landlord serving notice; relationship breakdown. Other reasons include rent and mortgage arrears leading to loss of accommodation (Table 3).

We have experienced an increase in street homelessness of single people with drug and alcohol dependency. We plan to reduce this by the provision of a wet hostel, which can accommodate nine single people with drug and alcohol support needs and provide specialist help to access mainstream accommodation.

**Table 2: Type of household accepted as homeless**

Household Type	2014/15	2015/2016
With dependent children	65	54
Pregnant no other children	4	13
Applicant aged 16 or 17 years	0	0
Applicant formerly in care and aged 18-20 years	0	1
Vulnerable – physical disability	4	10
Vulnerable – old age	1	1
Vulnerable – mental illness or handicap	8	15
Vulnerable violence	3	0
Drug dependency	0	4

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Alcohol dependency	0	8
Other	0	1
Total	85	107

Table 3: Reasons for homelessness of accepted households

	2014/15	2015/16
Parents no longer willing to assist	11	28
Relatives/Friend no longer willing to assist	9	13
Relationship breakdown with partner – non-violent	8	5
Relationship breakdown with partner – violent	3	2
Breakdown of relationship involving associated partner	0	3
Violence - other	2	0
Harassment, threats or intimidation	2	3
Mortgage arrears	0	1
Rent arrears - LA or other public dwelling	1	0
Rent arrears – private rented	2	2
End of assured shorthold tenancy (AST)	25	28
Loss off rented – other than end of AST	4	4
Left prison/on remand	0	1
Left hospital	1	2
Left other institution or LA care	0	4
Left HM-forces	13	5
Other reasons (e.g. homeless in an emergency, sleeping rough or in hostel)	4	6
Total	85	107

Consultation with statutory and voluntary partners

Partners and officers agreed that the best way to monitor homeless trends and progress in preventing and tackling homelessness is within existing networking meetings and information collected by our Housing Options team and Revenues and Benefits team.

We discuss homelessness trends, the potential impact of welfare reform changes and suggested priorities at regular meetings with partners and voluntary agencies including:

- Registered Providers (RPs) liaison meeting with all RPs owning and managing housing stock in Rushmoor
- Supported housing providers
- RP review programme
- Rushmoor's Health and Wellbeing meetings (i.e. NHS, Hampshire County Council, Rushmoor Borough Council and Social Services)
- Rushmoor Voluntary Services

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- Homeless forum
- Annual Landlords' Forum
- Other Council teams: Housing Options, Housing Strategy & Enabling, Revenue & Benefits, Private Sector, Housing, and Family Mosaic.

Table 4: Telephone survey with some of the Council's key support service partners showed

Key line of enquiry:	Summary of responses
Have they seen a change in demand for their service over the last two to three years?	Partners have seen a clear increase in the demand for their services over the last two to three years.
If so, what has been the impact to their organisation?	Longer waiting lists, people's circumstances deteriorating into crisis, increases in 'bad behaviour' to secure support and an increased risk of minor offending (Step by Step and probation) ; Pressure on staff and volunteers and pressure on budgets.
What do they think is the main cause of homelessness?	Lack of affordable homes to rent locally is the main cause coupled with changes to the benefit system, especially for single under 35s. Parental eviction remains the main cause for younger people. For young people with mental health and LD, parents are not being able to cope; drug alcohol and mental health problems; relationship problems and abuse.
What do they think the trend is likely to be for the next five years?	Dependant on funding models in the future: all respondents expect resources to reduce and homelessness to continue to increase especially for the under 35-age group.
Do they partner with any other organisations if so who?	HCC Children and Adult Services, Education, police, charities, housing associations and voluntary organisations are all partnering with each other.
What do they consider the main gaps in services to prevent people becoming homeless?	Lack of financial resources, more support and education needs to be invested into money management and dealing with neighbourhood issues; not enough support staff and social workers , not enough support for people with drug and alcohol addictions who are often refused help until they are clean/ sober.
Do they think there are services, which are overprovided?	No

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Our resources

Support services

The following organisations provide outreach work or other support services to homeless households in Rushmoor as at June 2016.

Table 5: The following organisations provide specialist support

Organisation	Service
Adult Services social workers	Support and protection of vulnerable adults
Amber project-	Referrals to Surrey D & A services
British Legion	Provides rent bonds to ex-military personnel
Broadhurst Community Action Project	Tenancy support for people with mental health problems
Citizens Advice	Housing and benefits of advice and signposting to housing related services
Child and Adolescent Mental Health Service CAMHS	Specialist NHS mental health service for children and young people
Catch 22 D&A	Telephone based support service for under 18s providing information and advice on drug and alcohol issues
Children's Services social workers	Support and protection of vulnerable children
Community Mental Health Recovery Services (CMHRS)	Community Mental Health Recovery Services provides mental health support face to face for people in crisis and open eves and weekends
DnA (part of Youth Aims)	A holistic approach to tackling drug alcohol and housing problems
Fleet Lions	Provide starter packs for homeless households
Food Bank	Provide food to households in crisis
Hampshire's Help for Single Homeless Project	£250,000 funding from DCLG to deliver a project across seven councils – outreach work and multi-agency hub approach to try different approaches to prevent and tackle single homelessness.
Inclusion D&A (formerly HOMER)	Drug treatment organisation based in Aldershot
Oak Housing Association - Clayton Court	Temporary accommodation for homeless households
Probation	Statutory criminal justice service which supports high risk ex-criminals back into the community
SSAFA	Charity supporting serving armed forces and veterans

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Sanctuary Housing Association	Mental health support services
Skilled Up	Training and employment opportunities
The Blue Lamp Trust	To enable victims of domestic abuse to remain at home
The Source	Engagement with 11-25 year olds struggling with school, the law, family relationships and consequential housing and homelessness issues
The Vine	Day centre for homeless people and those at risk of being made homeless, offering a range of advice, support and training. It also runs the winter night shelter. In 2015/16: <ol style="list-style-type: none"> 1. 138 clients received an individual support needs assessment and housing plan 2. 41 clients were secured a private rented tenancy 3. 50 clients were assisted into hostel, night shelter or supported accommodation 4. 18 clients were assisted with a reconnection back to their home area 5. 36 clients were assisted to secure education, training, volunteering or employment opportunities
Youth Aims	Part of Step by Step drop-in advice, information and mediation service for young people, aged 16 to 21 years, and their families.

Specialist accommodation**Table 6: The following organisations deliver specialist accommodation with support**

Organisation	Accommodation provided
Gurkha Homes	Providing specialist, quality HMO accommodation for former Gurkhas
Haig Homes	Providing accommodation for ex-armed forces
Home Group (Stonham)	Provides specialist accommodation including life hostel for single mums, women's refuge and supported accommodation for homeless people and those with learning disabilities
Hampshire Integrated DV and Abuse Service	Women's refuge -specialist domestic abuse service provision
The You Trust	Accommodation to provide move-on accommodation from women's refuge for victims of domestic abuse
Riverside Housing Mike Jackson House	Supported accommodation for veterans who are homeless
Seeability	Specialist accommodation for those with learning disabilities

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	and visual impairment
Society of St James	Specialist homeless hostel accommodation
Step by Step	Specialist accommodation and supported lodgings for young people aged 16-21
Stoll	Specialist accommodation and accommodation pathways for veterans
North Lane Lodge hostel	Specialist housing and intervention to be able to access mainstream accommodation for single people with drug and alcohol support needs.
Winter night shelter	Open to meet the requirements of Severe Weather Emergency Protocol (SWEP) and run by The Vine out of Holy Trinity Church, Aldershot.

Table 7: Pathway to accommodation and support

Housing Options advice	Housing options interviews – home visits- negotiation with families, third parties and landlords. Improved housing options software has been installed. Access to temporary and social housing accommodation.
Referral to specialist accommodation	The council works with partner organisations to provide supported housing placements to customers with specialist needs who have a Rushmoor connection, are in identified housing need, and are prepared to engage with the support services offered.
Referral to night shelter and wet hostel	Officers refer homeless clients to night shelters and wet hostels. The Council makes accommodation available to all homeless households irrespective of priority need under statutory homelessness duties during severe cold weather periods (SWEP).
Supply of temporary accommodation available to homeless people	The welfare reforms and lack of affordable accommodation in the private rented sector has had a direct impact on the increase in demand for temporary accommodation. There are 88 units of temporary accommodation in Rushmoor: <ul style="list-style-type: none"> • Wet hostel for up to nine people • Clayton Court- 45 units of temporary • Night shelter - ten bed spaces (SWEP) • Brighstone -ten units; Mulberry House - four units and Aspen Court - three units • Mills House - seven units
Plans for the provision of social housing	Housing and Homelessness Strategy 2017-2022 - updated annually. Rushmoor Borough Council's Core Strategy

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	<p>Rushmoor Borough Council's Housing Development Guidance notes</p> <p>One of our challenges is to make best use of the borough's existing housing stock and to maximise additional stock</p> <p>The 1% rent reduction for Registered Providers of social housing and the Government's recent policy to facilitate homeownership are likely to impact on the delivery of affordable homes. We will need to look at new approaches to facilitate new affordable rented homes.</p> <p>Our Shared Ownership Local Priority Policy aims to give priority to households who are renting privately in Rushmoor to create movement in the private rented housing market.</p> <p>We have implemented an Under-occupation and Overcrowded Policy alongside a Chain Letting Policy to help movement in housing association stock and free up larger family homes.</p>
Accommodation and support provision	<p>Referral to supported accommodation providers for people with specific needs.</p> <p>Referral to night shelters and hostels.</p>
Access to temporary accommodation, including bed and breakfast	<p>With the increased provision of temporary accommodation of 52 units provided at Clayton Court and Mills House and the use of the night shelter during severe weather emergency protocol (SWEP) periods, the use of bed and breakfast has steadily reduced. We have assisted 81 individuals with cold weather placements since the night shelter was launched in 2013 and there have been, no cold weather placements made into B&B.</p>
Access to private rented accommodation and rent guarantee schemes	<p>We are currently supporting 128 households in the private sector by providing a bond or cash deposit and/or rent in advance. Our dependence on private rented accommodation is increasing. We have seen dramatic reduction in the number of rent bonds and deposits we have provided in 2015/16 because of the shortage of affordable private rented properties, particularly to households who rely on benefits and are affected by the welfare reforms and the benefit cap.</p> <p>We are examining ways to maximise access to private rented homes by increasing tenancy advice</p>

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	<p>and are considering training officers as a specialist contact to landlords who are reluctant to give tenancies to households referred by the Council.</p> <p>We hold annual Landlords' Forums and homelessness forums.</p>
Council staff available for homelessness and related work	<p>With the emphasis to homeless prevention, our Housing Options team consists of seven full time offices and a part time housing allocations assistant. In the last 12 months, 600 households approached the Council for advice and assistance.</p> <p>We have seen an increase of 39% of homeless households presenting and a seven per cent reduction in numbers accepted as homeless.</p> <p>Our preventative advice and assistance is proving effective and has helped households access alternative accommodation and resulted in a reduction of homeless acceptances.</p> <p>Our Housing Options staff have received training on welfare reform with Shelter.</p>
Policies and procedures for homeless services	<p>The Homelessness Act 2002 The Homelessness Code of Guidance for Local Authorities 2006 Localism Act 2011 Welfare Reform Act 2012 Making Every Contact Count - published by the Government, 2012 Rushmoor Borough Council's Housing Allocations Policy Rushmoor Borough Council's Housing and Homelessness Strategy 2017-2022</p>

Allocation of funding to assist in the provision of the pathway to accommodation and support

Budget allocation for homeless service	<p>We maximise our budget allocation for homeless services. We are proactive in bidding and securing additional Government funding for schemes where there is opportunity and work closely with other Hampshire councils to achieve this.</p> <p>By increasing access to temporary accommodation, we have significantly reduced the need for costly B&B.</p> <p>There has been no cold weather placements made into B&B since the night shelter opened.</p>
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	We encourage landlords to accept rent bonds, reducing the costs of rent deposits.
Voluntary agency services	<p>The Vine - Day centre for homeless people and those at risk of being made homeless, offering a range of advice, support and training . It also runs the winter night shelter.</p> <p>Step by Step - Specialist accommodation and supported lodgings for young people aged 16-21.</p> <p>Rushmoor Citizens Advice – helps prevent homelessness by making sure clients receive their benefit entitlements, maximise their income, prioritise their debts and negotiate realistic repayment arrangements with landlords and creditors.</p>
Funding of voluntary organisations	<p>We benefit from having a number of voluntary advice and support services and have contributed funding to:</p> <ul style="list-style-type: none"> • The Vine • Step by Step • Rushmoor Citizens Advice
Access to other sources of funding	<ul style="list-style-type: none"> • £274,000 DCGL grant to develop a sub-regional, north Hampshire prevention of homelessness scheme • Funding secured for ex-offender tenancy support via Jigsaw • Oak Housing secured £695,000 HCA Empty Homes funding to help provide 45 units of temporary accommodation at Clayton Court • Hostel funding secured from CCG mental health, Hampshire County Council Drug & Alcohol dependency and Rushmoor Borough Council capital grant funding) • Stoll secured HCA Care and Support Specialist Housing funding for its scheme of supported housing for ex-armed forces personnel and their dependent families • DCLG £250,000 funding has been secured for ‘Help for Single Homelessness’ across seven North Hampshire districts to look at different approaches to dealing with people for whom traditional models of service delivery do not work - hub approach and assertive outreach training for outreach workers • We have secured DCLG funding of £50,000

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	<p>from the Hampshire Domestic Abuse Programme to provide a property for victims of domestic abuse to move on from the women's refuge and a further £99,000 of DCLG funding from the Hampshire Domestic Abuse Programme to provide 33 privately rented homes across 11 Hampshire local authority areas for victims of domestic abuse.</p> <ul style="list-style-type: none"> • £90,000 of funding has been made available to the Blue Lamp Trust to provide home security and sanctuary measures across 11 Hampshire local authority areas to enable victims of domestic abuse to stay safe in their own home.
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Gaps and overlaps in services

The shortage of social housing lettings generally is a national housing problem and unless Government policy changes, this is likely to continue.

The lack of emergency temporary accommodation to assist people in housing crisis puts pressure on the Council to make use of bed and breakfast accommodation. Although we have some temporary accommodation available to us, the lack of move-on housing means that people have to stay there for longer than they should have to. Move-on accommodation is certainly a gap in provision, which we should be looking into over the next strategy period.

Our Housing Options service and partners have identified the need for more support for vulnerable people to help them maintain their tenancy and prevent them becoming homeless.

We could consider targeting council staff resources to provide additional advice and help to support private sector landlords, who are renting to vulnerable tenants.

Lack of specialist and integrated services for people with multiple needs means some people fail in the housing because the services they need are not joined up. This is often the case for people with dual diagnosis of mental health and substance misuse issues.

Prevention work is less effective than it could be because of the amount of work our housing options officers have to do to support people with complex needs

There is some evidence of an overlap in the delivery of outreach work to homeless people, for example, The Vine Day Centre has been delivering outreach support as part of its Journey programme and Stonham Housing has recently been awarded the Hampshire County Council Social Inclusion project, which also covers outreach work.

Future trends in homelessness

There are concerns that the potential loss of social housing properties because of the Right to Buy scheme and reduced new build development, will deplete further the available social housing stock.

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The potential weakening in local authority nomination rights to housing association properties, coupled with the increasing shortage of private rented homes in the borough, could make it more difficult for us to discharge our homelessness duties.

The roll-out of Universal Credit and the introduction of new direct rental payment arrangements raise concerns about the possible impact of the already-fragile access to private tenancies to prevent or alleviate homelessness.

The new welfare reforms announced in the Government's summer 2015 budget and autumn statement will have particularly marked consequences for families with more than two children, and for out-of-work young, single people aged 18-21 (Youth Obligation due to start in 2017). Subject to specific exemptions, these groups may be entirely excluded from support with their housing costs or may receive a very low shared accommodation rate of housing benefit in both the social and private rented sector.

Access to employments is an increasing priority for households receiving benefits, particularly those who are subject to the benefit cap who could increase their income if in employment above the criteria of required minimum hours. Access to employment is essential for young, single people under 35 years, because they are the most disadvantaged with low benefit and no affordable housing.

The one per cent cut in social rents and even more so, the extension of the Local Housing Allowance rate caps to the social rented sector have prompted concerns about the viability of supported accommodation services unless exemptions are applied to this sector.

The following information is a summary taken from the Strategic Housing Market Assessment (SHMA) for Rushmoor, Hart and Surrey Heath in 2014. The figures provided are for Rushmoor only. The SHMA sets the objectively assessed housing need for Rushmoor, which represents the total housing need and demand, at 470 homes a year. The evidence informing these predictions includes household and population changes including the impact of net migration, as well as prospective job and labour force growth.

STAGE 1 CURRENT NEED	Estimate
1.1 Current occupiers of affordable housing in need	210
1.2 <i>plus</i> households from other tenures in need	852
1.3 <i>plus</i> households without self-contained accommodation	35
1.4 <i>equals</i> total current housing need	1,095
1.5 <i>divided by</i> time period to address backlog of need	20 years
1.6 <i>equals</i> annual requirement of units to reduce current need	55
STAGE 2 NEWLY ARISING NEED	
2.1 New household formation per year	819
2.2 <i>times</i> proportion of new households unable to buy or rent in the market	46%
2.3 <i>plus</i> existing households falling into need	264
2.4 <i>equals</i> total newly arising need per year	637
STAGE 3 FUTURE SUPPLY OF AFFORDABLE HOUSING	
3.1 Current occupiers of affordable housing	11

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3.2 <i>plus</i> supply of social re – lets (net)	473
3.3 <i>plus</i> annual supply of intermediate housing available for re-let or re-sale at sub market levels	12
3.4 <i>plus</i> surplus stock	0
3.5 <i>plus</i> committed supply of new affordable homes per year	0
3.6 <i>minus</i> units to be taken out of management	0
3.7 <i>equals</i> annual supply of affordable housing units	496
NET SHORTFALL OF AFFORDABLE UNITS PER ANNUM	197

Source: SHMA 2014

If there were to be 197 units of affordable housing provided each year for the next 20 years, we would be able to meet the backlog of affordable housing delivery and newly forming need. A good supply of affordable housing is central to preventing homelessness. Unfortunately, Government housing policies, in support of home ownership, work against being able to achieve this. Budgetary restrictions to support and care services and uncertainty about the future funding of supported housing mean, at this point, we expect that homelessness will continue to increase.

Challenges, risks and opportunities

Enabling people to find and sustain suitable accommodation in the long term is key to preventing homelessness. This is becoming increasingly challenging as existing and new social housing supply remains limited; rents in social housing are rising; and private rented homes are more difficult to access and afford for those on benefits. We are also witnessing an increase in homelessness among single people, and in particular rough sleeping, reflecting the national trend.

With the continued changes to government legislation, welfare reform, rising homelessness and the ability to discharge homelessness duty in the private sector, helping vulnerable households presents a number of challenges.

Among the challenges are:

- Welfare reforms
- Shortage of social housing lettings - not meeting demand
- Uncertainty from housing providers about the building of new, affordable homes because of housing and welfare reforms
- A lack of available land for development in the borough
- The need for additional temporary accommodation for people in housing crisis
- Lack of affordable private rented accommodation
- The situation of households in private rented accommodation, who cannot afford to buy a property, has increased demand for private rented properties in the borough. This, in turn, is not matched by supply, causing rents to rise
- Prospective landlords who are reluctant to offer tenancies to vulnerable clients
- The need for increased support for vulnerable people to help them maintain their tenancy in the private sector, and prevent them becoming homeless
- Secure additional shared accommodation for under 35s to increase housing options for this group

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- To minimise the impact of welfare reforms by improving access to employment and training opportunities for people in housing need or at risk of becoming homeless

Risks

As with most public services aimed at supporting our more vulnerable clients, there is the risk to further changes in government legislation and welfare reforms, making providing services increasingly challenging. Further cuts to public funding may reduce the capacity to maintain partnerships, which provide the services that prevent and respond to those in need of support. The Government's on-going welfare reform programme and in particular, the bedroom tax, roll-out of Universal Credit and the benefit cap, may increase the risk of homelessness.

Risks in more detail:

- The roll-out of Universal Credit
- Reduced benefit cap to £20,000 a year
- The number of benefit changes that will reduce benefits to claimants
- Access to employment is an increasing priority for our residents, who receive benefits, and is key to empowering people's independence
- With less benefit help and rising private rents, our ability to help homeless households into alternative private rented accommodation will become more challenging, with a greater proportion of private rented properties becoming unaffordable, particularly for larger households affected by the benefit cap
- Under the Government's plan, single people, aged under 35, would only be allowed to claim the shared accommodation rate – the amount considered enough to rent a room in a shared house – which is often lower than housing benefit awards
- Those aged between 18 and 21 will no longer necessarily receive Housing Benefit. Under its 'Youth Obligation' scheme, the government plans to end automatic entitlement to Universal Credit housing costs for this age group from April 2017
- Payment of one monthly welfare payment may out vulnerable households and those less able to manage their finances at risk of rent arrears
- The Department for Work and Pensions (DWP) move to deal with Universal Credit applications online could create problems for those who are vulnerable and less able to engage with the digital environment

Opportunities

- Being able to pool resources and jointly take advantage of any local, regional or national funding opportunities will help all organisations maintain services, achieve value for money and potentially provide additional services that they would not otherwise have delivered
- Look to secure additional shared accommodation for use by under -35s and increase housing options for this group
- Examine new services at minimal cost to the Council to reduce rough sleeping i.e. North Lane Lodge

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- Improved partnership working to ensure there is access to appropriate support services to help people sustain their accommodation in both the short-term and the long-term
- Use of the night shelter and North Lane Lodge to deliver support services, enabling access to alternative accommodation, support service and primary health care to reduce number of rough sleepers
- Work with other councils to provide regional outreach support using a local hub approach to provide a range of services. These would include:
 - Early intervention to contact and assess rough sleepers
 - Resettlement work to place people into appropriate accommodation
 - Tenancy sustainment work to assist former rough sleepers to maintain their homes
 - Preventing a return to entrenched street sleeping
- Sharing the expertise of the Council's Revenue and Benefits teams, particularly the Housing Benefit section, with our partners could make a significant contribution to preventing homelessness locally. There is evidence that a local presence is helpful to Registered Providers and tenants
- Support vulnerable tenants with their tenancy. The Council could consider targeting staff resource into this area to include tenancy support for tenants renting privately and advice and support for landlords
- Consider a tenancy mediation service for private sector landlords and their tenants, within the role of a tenancy support officer
- Work closely with partners, who provide employment support, education and training needs, to make sure that residents at risk of homelessness receive advice and help to access employment. Promote employment initiatives and access to employment opportunities to strengthen by cooperation around Total Benefit Cap implementation

Conclusion

Welfare reforms, changes to Government legislation and reduced resources together with reduced availability and affordability of private rented properties, has contributed to the rise in homelessness.

The number of homeless households presenting to the Council has more than doubled over the past five years, increasing the need for additional temporary and supported specialist accommodation. Given the current situation and future predictions from service providers operating in the borough, we believe that preventing and tackling homelessness will be very challenging in the future. Going forward, we will need to work closely with our partners to make the most efficient use of the social sector and private rented housing stock, target existing staff resources to provide advice and develop innovative, resilient responses to the housing needs of our residents.

RUSHMOOR'S HOUSING AND HOMELESSNESS STRATEGY 2017-2022 DELIVERY PLAN

Theme 1

The Right Homes in the Right Place

Our vision

Having well designed and appropriately located homes in sufficient numbers to meet the needs of our residents and support the economic future of the borough

Objective 1: Housing needs

Outcome:- The Council has sufficiently accurate housing needs data to help plan for housing provision

Measures: Subject to availability of funding, data on housing need is no more than five years old.

Action		Timescale	Resources needed	progress
1.1	Use our data from the updated SHMA to inform policies that secure a range of house types and tenure that meets a range of housing needs.	April 2018	RBC Planning and Housing teams	<ul style="list-style-type: none"> The updated SHMA has been commissioned and is due for publication early in 2017
1.2	Use our allocations pool as a data source.	2017-2022 to be monitored quarterly	RBC Housing Strategy & Enabling and Housing Options	<ul style="list-style-type: none"> We regularly analyse and refresh the data we hold for the Housing Allocations Pool. We are looking to develop this further
1.3	Use data from Help to Buy South Agent.	2017-2022 to be monitored quarterly	RBC Housing Strategy & Enabling and Help to Buy South	<ul style="list-style-type: none"> We use information held by the Help to Buy agent to inform decisions on intermediate housing products.
1.4	Prepare a plan for assessing the housing	April 2018	RBC /Partner statutory	<ul style="list-style-type: none"> New project to make sure that

	needs of specific groups.		agencies and the voluntary sector	we understand the needs of specific groups.
1.5	Share and exchange data with our partners.	2017-2022	RBC staff/other Councils and Registered Providers/supported providers/other agencies	<ul style="list-style-type: none"> RP liaison meetings are held twice per year to share information this will be supplemented by more specific data sharing for specific projects. In addition information is exchanged at Countywide liaison meetings.

Objective 2: Maximise Housing Delivery

Outcome:-Local plan targets for housing are achieved

Measures: Analyse the number of housing completions, percentage of tenures and types of homes delivered against our policy requirements.

Action		Timescale	Resources needed	progress
2.1	Support the planning department with the preparation and adoption of the Local Plan.	2017-2022	RBC Planning and Housing Strategy & Enabling	<ul style="list-style-type: none"> We meet regularly with our planning colleagues to make sure that policies in our Local Plan documents help to address local housing need.
2.2	Prepare policies and procedures to support housing delivery required by the plan.	April 2018	RBC Housing Strategy & Enabling	<ul style="list-style-type: none"> We provide input into planning policy development to help meet the need for affordable housing in the borough.
2.3	Update affordable housing advisory note for developers of affordable housing.	December 2017	RBC Housing Strategy & Enabling Team	<ul style="list-style-type: none"> Our existing advice note can be found on the Council's website http://www.rushmoor.gov.uk/article/2201/New-affordable-

				housing-in-Rushmoor
2.4	Use our policies and work with developers to achieve a mix of house types and tenures that meet local needs including the needs of an ageing population and other specific groups.	2017-2022	RBC Housing Strategy & Enabling Team, Planning and Registered Providers	<ul style="list-style-type: none"> The Strategic Housing Market Assessment sets out information on the types and tenures of housing needed. We provide input into policy development to make sure that as far as possible we deliver what is needed subject to viability.
2.5	Encourage developers to offer a range of home ownership products.	2017-2022	RBC Housing Strategy & Enabling Team, Planning and Registered Providers	<ul style="list-style-type: none"> We will take the opportunity when negotiating with developers to discuss a wider range of home ownership and intermediate housing products.
2.6	Use our policies to achieve good quality housing and good design.	2017-2022	RBC Housing Strategy & Enabling Team, Planning and Registered Providers	<ul style="list-style-type: none"> We will provide input into policies in the local plan that deal with space standards and design principles
2.7	Secure commuted sums where housing proposed is of a type or in a location where affordable housing would not be appropriate for meeting local needs.	2017-2022	RBC Housing Strategy & Enabling Team, Planning and Developers	<ul style="list-style-type: none"> Units on site are our first choice but in some circumstances developments may be of a type or in a location that do not offer the type of housing needed. In these circumstances we will explore taking a commuted sum to be used for the provision of affordable housing that will better meet our housing need.
2.8	Scrutinise viability assessments.	Case by case basis	RBC Housing Strategy & Enabling Team, Planning, Legal Services and	<ul style="list-style-type: none"> Viability assessments will continue to be scrutinised by valuers acting on behalf of the

			Developers	Council.
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Objective 3: Deliver housing to achieve regeneration and to support the economy
Outcome:-Housing is secured as an element of regeneration schemes
Measures:- Both Aldershot and Farnborough regeneration schemes include a range of house types to support the labour force and meet identified housing need.

Action		Timescale	Resources needed	progress
3.1	Champion the fact that housing contributes to the value of regeneration schemes.	2017-2022	Housing Strategy & Enabling and Planning	<ul style="list-style-type: none"> We are advocates for including housing in regeneration schemes and for making sure that a range of house types are provided.
3.2	Considering corporately a mechanism for considering the relative priority of s106 contributions requested for regeneration schemes, including the provision of affordable housing.	December 2017	RBC Existing staff resources	<ul style="list-style-type: none"> We will look closely at the potential for maximising affordable housing when seeking s106 contributions.
3.3	Make sure that town centre schemes are designed to provide good quality living environments for a range for household types.	2017 - 2022	Housing Strategy & Enabling and Planning, Registered Providers	<ul style="list-style-type: none"> Using our opportunity to comment on planning applications and provide pre application advice we encourage types of housing that can best meet the range of housing needs in the borough.
3.4	Provide a range of house types that will retain higher paid workers in the borough	2017 -2022	Planning Housing Strategy & Enabling	<ul style="list-style-type: none"> On some developments it may be appropriate to provide larger executive homes to make sure that the borough has the full range of housing.

3.5	Provide properties of a size and tenure that allows lower paid workers to remain in the borough.	2017 - 2022	Housing Strategy & Enabling, Planning, Legal Services and Registered Providers	<ul style="list-style-type: none"> Through our work enabling the provision of affordable housing we aim to help those in lower paid employment.
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Objective 4: Housing to help those most in need

Outcome:-The stock of housing available to those most in need remains at or exceeds current levels.

Measures/outcome: We will monitor the levels of affordable housing stock in the borough and work to maintain the level of housing stock available to people in need

Action	Timescale	Resources needed	progress	
4.1	Continue to seek a proportion of affordable housing on new developments as affordable homes for rent.	2017-2022	Housing Strategy & Enabling and Planning	<ul style="list-style-type: none"> We will continue to require a proportion of affordable homes for rent. There are pressures arising from reductions in funding for affordable housing and consequent viability challenges that may reduce the amount of affordable homes for rent that can be delivered.
4.2	Negotiate provision of specialist housing as part of new housing schemes.	2017-2022	Housing Teams and Registered Providers	<ul style="list-style-type: none"> We will gather information on needs and seek to secure specialist housing where there is evidence of need.
4.3	Enable specialist housing in the existing housing stock or custom-built new specialist projects.	2017-2022	RBC /Partner statutory agencies and the voluntary sector	<ul style="list-style-type: none"> There may also be opportunities in the existing housing stock or on land that could be used for new build specialist housing u

4.4	Secure delivery of specialist housing wherever appropriate.	2022	RBC /Partner statutory agencies and the voluntary sector	<ul style="list-style-type: none"> At Wellesley 10% of affordable rented accommodation will be for wheelchair users and a scheme for people with Learning Disabilities is provided for in the S106 agreement.
4.5	Provide a contribution to funding to secure housing to meet specific needs.	2017-2022	HCA funding RBC capital grant	<ul style="list-style-type: none"> Where necessary the Council's capital budget can be used to provide small contributions to the capital costs of schemes, there might also be opportunity to use commuted sums.
4.6	Explore options for direct procurement of affordable housing to meet local needs.	December 2017	RBC Existing staff resources	<ul style="list-style-type: none"> New project to evaluate whether we can provide housing directly through existing mechanisms e.g development agreements and long leases.
4.7	Put in place an appropriate vehicle to achieve residential development for income generation, regeneration and to cross-subsidise housing to meet housing needs.	December 2017	RBC Existing staff resources	<ul style="list-style-type: none"> New project to consider housing companies and partnering arrangements
4.8	Develop shared housing options for single people under-35.	December 2018	RBC Housing Teams	<ul style="list-style-type: none"> The reduction in housing benefit for those under 35 will require an alternative approach to housing for this age group.

Theme 2
Making the best use of existing stock

Our vision

Capacity within existing housing assets is maximised across all tenures and work in tackling under-occupation and empty properties is

prioritised

Objective 1: Housing needs and household profiles

Outcome: Working with our partners we have access to a range of data on our needs, stock and household profiles

Measures: Data on housing need is kept up-to-date and is no more than five years old

Action		Timescale	Resources needed	progress
1.1	Ongoing interpretation of the housing allocation pool data.	2017-2022 Quarterly monitoring	RBC Housing Strategy & Enabling and Housing Options	<ul style="list-style-type: none"> Work is being done on income information to improve the quality of our data
1.2	Partnership working with Registered Providers and letting agents to better understand their tenant profiling and stock occupancy level.	2017-2022	RBC Housing Teams Existing staff resources	<ul style="list-style-type: none"> We are aiming to have agreements in place with RPs to share household profiling data.
1.3	Understand the needs and aspirations of under-occupying owner occupied homeowners to help developers and housebuilders provide attractive homes for downsizers.	September 2018	RBC Housing Teams Existing staff resources	<ul style="list-style-type: none"> Work will be programmed in to determine the most appropriate way of gathering this information

Objective 2: Delivery of a range of appropriate, affordable properties to enable people to downsize

Outcome: Where people wish to downsize they have the opportunity to do so.

Measures: Number of properties let to downsizers and the number of lettings achieved from chain lets of properties released by downsizers.

Action		Timescale	Resources needed	progress
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2.1	The housing team will work with planning colleagues and development partners to ensure opportunities for appropriate housing units are delivered for people to downsize into, considering the location, design and affordability.	2017-2022	RBC Housing Teams, Planning and Registered Providers	
2.2	Assess the effectiveness of the housing allocation policy in creating movement in the housing stock through the under-occupation scheme.	2017-2022 Annual monitoring	RBC Housing Strategy & Enabling and Housing Options	<ul style="list-style-type: none"> The Allocations Scheme will be updated during 2017

Objective 3: Maximising the turnover of vacancies using fixed-term tenancies, lettings plans and chain lets

Outcome: The majority of new lettings of social housing in the borough are let on fixed term tenancies.

Measures: The number of lettings achieved from fixed-term tenancies ending, lettings plans and chain lettings

Action	Timescale	Resources needed	progress	
3.1	Continue to encourage all Registered Providers operating in the borough to base their tenancy policies on our Tenancy Strategy and provide fixed term tenancies.	2017-2022	RBC Housing Strategy & Enabling and Registered Providers	
3.2	In the social housing stock, continue to use lettings plans and chain lettings to achieve the maximum movement for each new unit available to us.	2017-2022	RBC Housing Strategy & Enabling and Housing Options and Registered Providers	<ul style="list-style-type: none"> As fixed term social housing tenancies come to an end, we will work with our partners to agree an approach for maximising consequent lettings.
3.3	Explore how a planned lettings approach might work with private landlords.	December 2017	RBC Housing Teams	<ul style="list-style-type: none"> This will be considered as part of the dedicated Landlord Officer role (see Theme 3 Objective 2).

3.4	Collect lettings data to illustrate impact of the above	April 2022	RBC Housing Teams	<ul style="list-style-type: none"> 3.2 above
3.5	Consider borough-wide lettings targets for specific property types in partnership with our partners.	April 2018	RBC Housing Teams and Registered Providers	<ul style="list-style-type: none"> Agree targets where there are shortages of lettings
3.6	Monitor compliance with, and effectiveness of, nomination agreements.	December 2017	RBC Housing Strategy & Enabling and Housing Options	
3.7	Provide housing advice with partners for Pay to Stay cases.	Dependent on whether Pay to Stay is adopted by RPs in the area	Housing Options	<ul style="list-style-type: none"> We are yet to see any of our landlords adopt Pay to Stay.
3.8	Make sure that the housing allocation scheme supports these actions.	December 2017	Housing Options	<ul style="list-style-type: none"> The Allocations Scheme will be reviewed in 2017

Objective 4: Bringing Empty properties back into use.

Outcome: By working with property owners long term empty properties are brought back into use and where necessary enforcement powers are used.

Measures: That year-on-year, the number of long-term empty properties in the borough reduces

Action	Timescale	Resources needed	progress	
4.1	Develop a consistent, corporate approach to prioritising and dealing with empty properties within limited resources.	2017-2022	Housing Strategy and Enabling	<ul style="list-style-type: none"> Work is being done to prepare an Empty Property Policy
4.2	Improve collaborative working across the Council on empty property work.	2017-2022	RBC Existing Staff Resources	<ul style="list-style-type: none"> We use and will improve our use of our Corporate Empty Property

				Group and case conferences for specific properties.
4.3	Develop an approach to prevent properties from becoming empty.	2017-2022	RBC Housing Strategy & Enabling	<ul style="list-style-type: none"> New project
4.4	Publicise advice and options to owners of empty properties.	2017-2022	RBC Housing Strategy & Enabling	<ul style="list-style-type: none"> New project
4.5	Explore the use of a Keeping House scheme.	December 2017	RBC Housing Strategy & Enabling	<ul style="list-style-type: none"> Contact has been made with Hampshire County Council
4.6	Continue to capitalise on opportunities, which arise from empty commercial or retail building in the borough for used for homes.	2017-2022	RBC Housing Teams	

Objective 5: Supporting Rushmoor's residents to downsize or let out spare rooms
Outcome:-Residents are empowered to respond flexibly to their need to reduce their housing costs.
Measures/outcome: The number of residents downsizing each year and units of accommodation generated.

Action		Timescale	Resources needed	progress
5.1	Determine what support people need to help them downsize.	September 2018	RBC Housing Teams	<ul style="list-style-type: none"> Work will be carried out to determine the most appropriate way of gathering this information
5.2	Research the availability of resources to fund downsizing support.	September 2018	RBC Housing Teams	<ul style="list-style-type: none"> Small incentive packages have been used in the past with some success, however, financial pressures may require us to consider alternative types of support.
5.3	Within the resources available, launch and promote a comprehensive package of advice	April 2019	RBC Housing Strategy & Enabling	<ul style="list-style-type: none"> This is a new project and a project plan will be put in place during

	for; <ul style="list-style-type: none"> • Older residents wanting to downsize • Residents who would like to let out their spare room. 			2017.
5.4	Work with partner organisations to scope, develop and implement both projects.	April 2019	RBC Housing Teams	<ul style="list-style-type: none"> • See above
5.5	Ensure robust safeguarding measures for homeowners and tenants.	April 2019	RBC Housing Teams	<ul style="list-style-type: none"> • See above
5.6	Promote both projects across arrange of media.	April 2019	RBC Housing Strategy & Enabling	<ul style="list-style-type: none"> • See above

Theme 3

Helping People solve their housing problems and provide a suitable home when needed

Our vision

That all, who need it, have access to housing advice and assistance that will help them resolve their housing problems and that homelessness is reduced significantly. Suitable temporary accommodation is available when needed and B&B is used as an exception. Vulnerable people are able to receive support that helps them sustain their housing.

Objective 1: Provide housing advice and administer the housing allocation scheme

Outcome: Residents have access to a proactive and effective Housing Advice Service and social housing is allocated in a fair and transparent way.

Measures: The number of people approaching the Council for housing advice, against the number of people in the housing allocation pool.

Action	Timescale	Resources needed	progress
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1.1	Make sure that those with little prospect of re-housing through the housing allocation pool receive comprehensive housing options to help them solve their housing problems.	2017-2022	RBC Housing Options	<ul style="list-style-type: none"> In preparation for the Homelessness Reduction Act, work has started on implementing a new housing advice tool kit to help people resolve their housing problem. The toolkit will be piloted in early 2017.
1.2	Review the housing allocation scheme to ensure it is fit for purpose.	July 2017	RBC Housing Options	<ul style="list-style-type: none"> Work on a review of the allocations scheme is planned for 2017
1.3	Continue working with the armed services to understand the demand from serving personnel and those leaving the military.	2017-2022	RBC Housing Options and Housing Strategy & Enabling Teams	<ul style="list-style-type: none"> Officer meetings and member review meetings are planned to make sure that we understand housing need/demand from this group.
1.4	Work with community groups to understand the housing needs of our different communities.	September 2018	RBC Housing Teams	<ul style="list-style-type: none"> Work is due to commence in 2017

Objective 2: Work with Private Sector Landlords to maximise access to private rented homes

Outcome: Private sector landlords are coming forward to let to households approaching the council for help.

Measures/outcome: The number of private rented accommodation available to homeless households and the number of rent deposits and bonds issued

Action	Timescale	Resources needed	progress	
2.1	Continue with the rent bond scheme,	2017-2022	RBC Housing Options	<ul style="list-style-type: none"> An officer has been seconded to

	working with private sector landlords.	Annual monitoring		work with private landlords and letting agents to improve liaison and increase the supply of private rented properties for homeless households
2.2	Make sure that as private-sector tenants are re-housed in social housing, the private sector vacancies created are available to other households that have approached the Council for help.	December 2017	RBC Housing	<ul style="list-style-type: none"> The Council's Private Tenancy Officer (seconded post) is monitoring, on a weekly basis, the private tenants, within the allocation scheme and identifying when a property could be recycled for homeless households
2.3	Offer a dedicated officer as a main point of contact for landlords.	April 2017	RBC Housing Options existing staff resources	<ul style="list-style-type: none"> A trial of this method of working is underway. An officer is in post on secondment.
2.4	Provide regular communication and advice to landlords and an annual Landlords' Forum.	2017-2022 Annual monitoring	RBC Housing Options & Private Sector Teams	<ul style="list-style-type: none"> The next Landlords' Forum is planned for February 2017 and an annual newsletter has been sent.
2.5	Investigate barriers to landlords working with homeless households.	April 2017	RBC Housing Options and Housing Strategy & Enabling	<ul style="list-style-type: none"> The Private Tenancy Officer is undertaking this work

Objective 3: Prevention of homelessness

Outcome: There is a comprehensive range of interventions available to prevent homelessness

Measures: Number of successful homeless prevention interventions as well as a reduction in the numbers of rough sleepers and people in unsuitable accommodation.

Action	Timescale	Resources needed	progress
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3.1	Identify existing tenancy and money management training for residents.	September 2017	RBC Housing Options	<ul style="list-style-type: none"> Initial discussions have taken place with Citizens Advice Bureaux to run a series of workshops, initially for homeless households.
3.2	Work with partners to establish longer-term housing support services to help people succeed in their tenancies.	2017-2022	RBC Housing Options	
3.3	Develop housing pathway approaches for different client groups, for example care leavers, people with disabilities, armed forces' veterans and people with drug, alcohol or mental health problems.	2017-2022 Annual monitoring	RBC Housing Strategy & Enabling and Housing Options	<ul style="list-style-type: none"> The Council is leading discussions with partners to make best use of existing accommodation to ensure that specific client groups have recognised pathways to the most appropriate housing and support.
3.4	Signpost people to appropriate job clubs, training and employment schemes.	2017-2022	RBC Housing Options	

Objective 4: Manage our use of temporary accommodation

Outcome: People are supported to move on from temporary accommodation creating space for those falling into need for this type of accommodation, minimising the need to use Bed and Breakfast.

Measures: Reduction in the use, length of stay and cost of bed and breakfast accommodation.

Action	Timescale	Resources needed	progress	
4.1	Maintain the existing temporary accommodation in the borough as set out in the Homelessness Review 2016.	2017-2022	RBC Housing Teams	<ul style="list-style-type: none"> We are exploring the potential for further temporary accommodation as opportunities arise in Council or privately

				owned stock.
4.2	Plan for the end of temporary accommodation at Clayton Court (2022).	April 2022	RBC Housing Strategy & Enabling and Housing Options	<ul style="list-style-type: none"> • See above.
4.3	Investigate the value of providing support at temporary accommodation in light of changes to supported housing funding.	September 2017	RBC Housing Strategy & Enabling and Housing Options	<ul style="list-style-type: none"> • Currently awaiting clarification from government on future funding.

Theme 4

Enabling People to live in good quality accommodation that is suitable for their needs

Our vision

The housing stock is in good condition, not overcrowded and meets housing standards, and that people with disabilities receive the right support, advice and assistance to allow them to live independently in their own home.

Objective 1: To help older and disabled people live in homes appropriate for their needs (by providing housing options advice and Disabled Facilities Grants).

Outcome: Our policies and procedures help people to exercise some choice about living independently in their own home.

Measure: The number of applications received and grants completed.

Action		Timescale	Resources needed	progress
1.1	Make sure that those most in need of Disabled Facilities Grants are able to access them and publish a DFG Policy.	2017-2022 Quarterly monitoring	RBC Private Sector team	<ul style="list-style-type: none"> • we are preparing a DFG policy to give clear guidance on the use of the budget and to allow flexibility to meet the needs of vulnerable people..
1.2	Work with occupational therapists and our Housing Options team to provide advice where alternative housing may be	2017-2022	RBC Private Sector team and Housing Options teams	<ul style="list-style-type: none"> • Through liaison between our Housing Options Team and Private Sector Housing Team and

	appropriate.			occupational therapists we make sure that where properties cannot be adapted other housing options can be explored.
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Objective 2: Continue to provide support to vulnerable people				
Outcome: Residents receive services that support independent living				
Measures: Services provided and number of residents being supported by services currently provided by the Home Improvement Agency.				
Action		Timescale	Resources needed	progress
2.1	Use the Better Care fund to support caseworkers.	April 2017		<ul style="list-style-type: none"> The HIA contract ends in March 2017. Options for providing a Grant Support Officer to help residents with: DFG applications; Securing charity funding for grant top ups; Signposting to other agencies.
2.2	Work with Hampshire County Council to secure funding for adaptations.	2017-2022 Annually	RBC Private Sector Team	<ul style="list-style-type: none"> By demonstrating meeting H.C.C. targets and ensuring speed of service we will secure funding for DFGs

Objective 3: Improve housing conditions in the borough				
Outcome: Using the powers and the resources available, residents' health and safety are protected.				
Measures: The number of homes in disrepair, housing complaints and enforcement action taken.				
Action		Timescale	Resources needed	progress

3.1	Continue to carry out targeted surveys of the private rented properties to identify poor housing conditions.	2017-2022	RBC Private Sector Team	<ul style="list-style-type: none"> We have completed our programme of targeted surveys for Aldershot. We will be moving onto Farnborough in 2017
3.2	Ensure all residents are aware of their housing rights and responsibilities.	2017-2022	RBC Private Sector Team	<ul style="list-style-type: none"> We will include information on our website and in leaflets.
3.3	Record and monitor performance on housing condition complaint handling.	2017-2022 Quarterly monitoring	RBC Private Sector Team	<ul style="list-style-type: none"> Quarterly performance information will be analysed
3.4	Act on new powers in the Housing and Planning Act 2016.	2016 - 2021	RBC Private Sector Team	<ul style="list-style-type: none"> We are waiting for guidance on implementation.

Objective 4: Map, licence and monitor Houses in Multiple Occupation to ensure they offer accommodation that is safe and meets housing standards

Outcome: Improve our information on HMOs and ensure compliance with safety and housing standards.

Measures: The number of Houses in Multiple Occupation licenced and achieving required standards for management, amenities, fire safety and repair.

Action		Timescale	Resources needed	progress
4.1	Maintain database of the location, condition and ownership of Houses in Multiple Occupation.	2017-2022	RBC Private Sector Team	<ul style="list-style-type: none"> We have an existing list of HMOs and this will be maintained and added to as appropriate.
4.2	Licence all known Houses in Multiple Occupation that require a licence.	2017-2022 Quarterly monitoring	RBC Private Sector Team	<ul style="list-style-type: none"> Where we know about an HMO we make sure that it is Licensed where required 2 story HMOs. We have recently responded to consultation on

				licensing proposals for properties under two storeys.
4.3	Bring all Houses in Multiple Occupation up to a safe standard with adequate amenities and fire proofing.	2017-2022 Quarterly monitoring	RBC Private Sector Team	<ul style="list-style-type: none"> • Our existing practice and procedures are monitored to ensure they are effective.
4.4	Take action against overcrowding and breach of licencing conditions.	2017-2022 Quarterly monitoring	RBC Private Sector Team	<ul style="list-style-type: none"> • Our existing practice and procedures are reviewed to make sure they are effective.
4.5	Use powers under the Housing Act 2004 and new powers under the new Housing and Planning Act 2016 to deal with non-compliant Landlords.	2017 – 2022 Quarterly monitoring	RBC Private Sector Team	

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COUNCIL MEETING – 23rd FEBRUARY 2017

AGENDA ITEM NO. 6 (5)

APPOINTMENT OF EXTERNAL AUDITOR

A report from the meeting of the Licensing and General Purposes Committee on the 28th November 2016.

1 BACKGROUND

- 1.1 Following the demise of the Audit Commission, new arrangements were needed for the appointment of external auditors. The Local Audit and Accountability Act 2014, requires authorities to either opt in to the appointing person regime or to establish an auditor panel and conduct their own procurement exercise.
- 1.2 Appointment of auditors for the 2018/19 financial year is required by 31 December 2017.
- 1.3 When the Government closed the Audit Commission it novated external audit contracts to Public Sector Audit Appointments Limited (PSAA) on 1 April 2015. The audits were due to expire following conclusion of the audits of the 2016/17 accounts, but could be extended for a period of up to three years by PSAA, subject to approval from the Department for Communities and Local Government.
- 1.4 In October 2015, the Secretary of State confirmed that the transitional provisions would be amended to allow an extension of the contracts for a period of one year. This meant that for the audit of the 2018/19 accounts it would be necessary for authorities either to undertake their own procurements or to opt in to the appointed person regime.
- 1.5 PSAA was originally established to operate the transitional arrangements following the closure of the Audit Commission and is a company limited by guarantee incorporated by the Local Government Association in August 2014. In July 2016, the Secretary of State for Communities and Local Government specified PSAA as an appointing person under regulation 3 of the Local Audit (Appointing Person) Regulations 2015. This means that PSAA can make auditor appointments for audits of the accounts from 2018/19 of principal authorities that choose to opt into its arrangements.

2 KEY PRINCIPLES

- 2.1 All Local Authorities have now received an invitation to opt-in to the PSAA arrangements for a national scheme to appoint external auditors. A copy of the invitation is attached at Appendix A. The decision must be taken in accordance with the Regulations, i.e. by the Members of the authority meeting

as a whole, and notice has to be given to PSAA of an authority's intention to opt-in by 9 March 2017.

2.2 The main advantages of using PSAA are set out below;

- Assure timely auditor appointments
- Manage independence of auditors
- Secure highly competitive prices
- Save on procurement costs
- Save time and effort needed on auditor panels
- Focus on audit quality
- Operate on a not for profit basis and distribute any surplus funds to scheme members.

3 **CONCLUSION**

3.1 It is likely that a sector wide procurement conducted by PSAA will produce better outcomes for the Council than any procurement that the Council could manage itself, or with a limited number of partners. Use of the PSAA will also be less resource intensive than establishing an auditor panel and conducting our own procurement.

4 **RECOMMENDATIONS**

4.1 The Council is recommended to:

- (i) approve that Rushmoor Borough Council opts in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors; and
- (ii) authorise the Head of Financial Services to sign the notice of acceptance on behalf of the authority.

A JACKMAN
CHAIR OF LICENSING AND
GENERAL PURPOSES COMMITTEE

27 October 2016

Email: appointingperson@psaa.co.uk

Andrew Lloyd
Rushmoor Borough Council
Rushmoor Council Offices
Farnborough Road
Farnborough Hampshire GU14 7JU

Copied to: Amanda Fahey, Head of Financial Services, Rushmoor Borough Council
Ann Greaves, Solicitor to the Council, Rushmoor Borough Council

Dear Mr Lloyd

Invitation to opt into the national scheme for auditor appointments

As you know the external auditor for the audit of the accounts for 2018/19 has to be appointed before the end of 2017. That may seem a long way away, but as there is now a choice about how to make that appointment, a decision on your authority's approach will be needed soon.

We are pleased that the Secretary of State has expressed his confidence in us by giving us the role of appointing local auditors under a national scheme. This is one choice open to your authority. We issued a prospectus about the scheme in July 2016, available to download on the [appointing person](#) page of our website, with other information you may find helpful.

The timetable we have outlined for appointing auditors under the scheme means we now need to issue a formal invitation to opt into these arrangements. The covering email provides the formal invitation, along with a form of acceptance of our invitation for you to use if your authority decides to join the national scheme. We believe the case for doing so is compelling. To help with your decision we have prepared the additional information attached to this letter.

I need to highlight two things:

- we need to receive your formal acceptance of this invitation by 9 March 2017; and
- the relevant regulations require that, except for a body that is a corporation sole (a police and crime commissioner), the decision to accept the invitation and to opt in needs to be made by the members of the authority meeting as a whole. We appreciate this will need to be built into your decision making timetable.

If you have any other questions not covered by our information, do not hesitate to contact us by email at appointingperson@psaa.co.uk.

Yours sincerely



Jon Hayes, Chief Officer

Appointing an external auditor

Information on the national scheme

Public Sector Audit Appointments Limited (PSAA)

We are a not-for-profit company established by the Local Government Association (LGA). We administer the current audit contracts, let by the Audit Commission before it closed.

We have the support of the LGA, which has worked to secure the option for principal local government and police bodies to appoint auditors through a dedicated sector-led national procurement body. We have established an advisory panel, drawn from representative groups of local government and police bodies, to give access to your views on the design and operation of the scheme.

The national scheme for appointing local auditors

We have been specified by the Secretary of State for Communities and Local Government as the appointing person for principal local government bodies. This means that we will make auditor appointments to principal local government bodies that choose to opt into the national appointment arrangements we will operate for audits of the accounts from 2018/19. These arrangements are sometimes described as the 'sector-led body' option, and our thinking for this scheme was set out in a prospectus circulated to you in July. The prospectus is available on the [appointing person](#) page of our website.

We will appoint an auditor for all opted-in authorities for each of the five financial years beginning from 1 April 2018, unless the Secretary of State chooses to terminate our role as the appointing person beforehand. He or she may only do so after first consulting opted-in authorities and the LGA.

What the appointing person scheme will offer

We are committed to making sure the national scheme will be an excellent option for auditor appointments for you.

We intend to run the scheme in a way that will save time and resources for local government bodies. We think that a collective procurement, which we will carry out on behalf of all opted-in authorities, will enable us to secure the best prices, keeping the cost of audit as low as possible for the bodies who choose to opt in, without compromising on audit quality.

Our current role means we have a unique experience and understanding of auditor procurement and the local public audit market.

Using the scheme will avoid the need for you to:

- establish an audit panel with independent members;
- manage your own auditor procurement and cover its costs;
- monitor the independence of your appointed auditor for the duration of the appointment;
- deal with the replacement of any auditor if required; and
- manage the contract with your auditor.

Our scheme will endeavour to appoint the same auditors to other opted-in bodies that are involved in formal collaboration or joint working initiatives, if you consider that a common auditor will enhance efficiency and value for money.

We will also try to be flexible about changing your auditor during the five-year appointing period if there is good reason, for example where new joint working arrangements are put in place.

Securing a high level of acceptances to the opt-in invitation will provide the best opportunity for us to achieve the most competitive prices from audit firms. The LGA has previously sought expressions of interest in the appointing person arrangements, and received positive responses from over 270 relevant authorities. We ultimately hope to achieve participation from the vast majority of eligible authorities.

High quality audits

The Local Audit and Accountability Act 2014 provides that firms must be registered as local public auditors with one of the chartered accountancy institutes acting in the capacity of a Recognised Supervisory Body (RSB). The quality of registered firms' work will be subject to scrutiny by both the RSB and the Financial Reporting Council (FRC), under arrangements set out in the Act.

We will:

- only contract with audit firms that have a proven track record in undertaking public audit work;
- include obligations in relation to maintaining and continuously improving quality in our contract terms and in the quality criteria in our tender evaluation;
- ensure that firms maintain the appropriate registration and will liaise closely with RSBs and the FRC to ensure that any quality concerns are detected at an early stage; and
- take a close interest in your feedback and in the rigour and effectiveness of firms' own quality assurance arrangements.

We will also liaise with the National Audit Office to help ensure that guidance to auditors is updated as necessary.

Procurement strategy

In developing our procurement strategy for the contracts with audit firms, we will have input from the advisory panel we have established. The panel will assist PSAA in developing arrangements for the national scheme, provide feedback to us on proposals as they develop, and helping us maintain effective channels of communication. We think it is particularly important to understand your preferences and priorities, to ensure we develop a strategy that reflects your needs within the constraints set out in legislation and in professional requirements.

In order to secure the best prices we are minded to let audit contracts:

- for 5 years;
- in 2 large contract areas nationally, with 3 or 4 contract lots per area, depending on the number of bodies that opt in; and
- to a number of firms in each contract area to help us manage independence issues.

The value of each contract will depend on the prices bid, with the firms offering the best value being awarded larger amounts of work. By having contracts with a number of firms, we will be able to manage issues of independence and avoid dominance of the market by one or two firms. Limiting the national volume of work available to any one firm will encourage competition and ensure the plurality of provision.

Auditor appointments and independence

Auditors must be independent of the bodies they audit, to enable them to carry out their work with objectivity and credibility, and in a way that commands public confidence.

We plan to take great care to ensure that every auditor appointment passes this test. We will also monitor significant proposals for auditors to carry out consultancy or other non-audit work, to protect the independence of auditor appointments.

We will consult you on the appointment of your auditor, most likely from September 2017. To make the most effective allocation of appointments, it will help us to know about:

- any potential constraints on the appointment of your auditor because of a lack of independence, for example as a result of consultancy work awarded to a particular firm;
- any joint working or collaboration arrangements that you think should influence the appointment; and
- other local factors you think are relevant to making the appointment.

We will ask you for this information after you have opted in.

Auditor appointments for the audit of the accounts of the 2018/19 financial year must be made by 31 December 2017.

Fee scales

We will ensure that fee levels are carefully managed by securing competitive prices from firms and by minimising our own costs. Any surplus funds will be returned to scheme members under our articles of association and our memorandum of understanding with the Department for Communities and Local Government and the LGA.

Our costs for setting up and managing the scheme will need to be covered by audit fees. We expect our annual operating costs will be lower than our current costs because we expect to employ a smaller team to manage the scheme. We are intending to fund an element of the costs of establishing the scheme, including the costs of procuring audit contracts, from local government's share of our current deferred income. We think this is appropriate because the new scheme will be available to all relevant principal local government bodies.

PSAA will pool scheme costs and charge fees to audited bodies in accordance with a fair scale of fees which has regard to size, complexity and audit risk, most likely as evidenced by audit fees for 2016/17. Pooling means that everyone in the scheme will benefit from the most competitive prices. Fees will reflect the number of scheme participants – the greater the level of participation, the better the value represented by our scale fees.

Scale fees will be determined by the prices achieved in the auditor procurement that PSAA will need to undertake during the early part of 2017. Contracts are likely to be awarded at the end of June 2017, and at this point the overall cost and therefore the level of fees required will be clear. We expect to consult on the proposed scale of fees in autumn 2017 and to publish the fees applicable for 2018/19 in March 2018.

Opting in

The closing date for opting in is 9 March 2017. We have allowed more than the minimum eight week notice period required, because the formal approval process for most eligible bodies, except police and crime commissioners, is a decision made by the members of an authority meeting as a whole.

We will confirm receipt of all opt-in notices. A full list of authorities who opt in will be published on our website. Once we have received an opt-in notice, we will write to you to request information on any joint working arrangements relevant to your auditor appointment, and any potential independence matters that would prevent us appointing a particular firm.

If you decide not to accept the invitation to opt in by the closing date, you may subsequently make a request to opt in, but only after 1 April 2018. The earliest an auditor appointment can be made for authorities that opt in after the closing date is therefore for the audit of the accounts for 2019/20. We are required to consider such requests, and agree to them unless there are reasonable grounds for their refusal.

Timetable

In summary, we expect the timetable for the new arrangements to be:

- Invitation to opt in issued 27 October 2016
- Closing date for receipt of notices to opt in 9 March 2017
- Contract notice published 20 February 2017
- Award audit contracts By end of June 2017
- Consult on and make auditor appointments By end of December 2017
- Consult on and publish scale fees By end of March 2018

Enquiries

We publish frequently asked questions on our [website](#). We are keen to receive feedback from local bodies on our plans. Please email your feedback or questions to: appointingperson@psaa.co.uk.

If you would like to discuss a particular issue with us, please send an email to the above address, and we will make arrangements either to telephone or meet you.

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COUNCIL MEETING – 23RD FEBRUARY 2017

AGENDA ITEM NO. 6 (6)

PAY POLICY STATEMENT 2017/18

A report from the meeting of the Licensing and General Purposes Committee held on 30th January 2017.

1. Introduction

- 1.1 It is a requirement under the Localism Act for local authorities to agree and publish their Pay Policy Statement on an annual basis. The Statement is a procedural requirement which pulls together the Council's framework on pay and the various elements which make up pay. The main purpose of the policy document is to provide the background to workforce pay, particularly focusing on the remuneration of the Chief Executive and lowest paid employees and the relationship between them.
- 1.2 The Licensing and General Purposes Committee considered the attached Pay Policy Statement on the 30th January 2017 (Appendix 1), and noted that analysis had been conducted as set out. This showed a slight reduction in the ratio between the remuneration of the Chief Executive and lowest paid employees this year compared with last year, and no change to the ratio which compared the median remuneration of staff with the Chief Executive's pay.

2. Recommendation

The Council is recommended to approve the Pay Policy Statement 2017/18.

A. JACKMAN
CHAIRMAN OF THE LICENSING AND
GENERAL PURPOSES COMMITTEE

Rushmoor Borough Council Pay Policy Statement Financial Year 2017-18

PURPOSE

The purpose of this Pay Policy Statement is to set out Rushmoor Borough Council's (RBC's) policies relating to the pay of its workforce for the financial year 2017-18, in particular:-

- a) The remuneration of its Chief Officers
- b) The remuneration of its "lowest paid employees"
- c) The relationship between:
 - the remuneration of its Chief Officers
 - the remuneration of its employees who are not Chief Officers

DEFINITIONS

For the purpose of this Pay Policy Statement, the following definitions will apply:-

"Chief Officer" refers to the following roles within RBC: -

- Chief Executive, as Head of Paid Services*
- Corporate Directors*
- Heads of Service

** Members of the Council's Directors Management Board (DMB)*

The **"lowest paid employees"** refers to those staff employed within grade 1 of the pay framework. The above definition for the "lowest paid permanent employees" has been adopted because grade 1 is the lowest grade.

An **"employee who is not a Chief Officer"** refers to all staff, who are not covered under the "Chief Officer" group above, including the "lowest paid permanent employees" i.e. staff on grades 1.

REMUNERATION OF THE "LOWEST PAID EMPLOYEES" AND "ALL OTHER EMPLOYEES WHO ARE NOT CHIEF OFFICERS"

Pay Framework

Pay for the "lowest paid employees" and "all other employees who are not Chief Officers" is determined by the National Joint Council (NJC) for Local Government Services and in line with the Council's Pay and Reward Policy.

In addition to the lowest paid employees referred to above, there is a small and fluctuating number of casual staff, some of whom receive lower salaries.

The employment of casual staff recognises the need to have a small team of trained and available personnel who are deployed at short notice to assist with seasonal and emergency requirements. To comply with employment law and organisational policies, this approach to recruitment enables the organisation to have an efficient and economic response to demand but without the need to incur unnecessary costs or to rely upon employment agencies. The use of casual contracts is regularly reviewed and staff engaged in this way are encouraged to apply for the permanent roles when they become available.

The only other group employed by the Council who are excluded from the data on pay comparison are the modern apprentices. The apprentices are employed for a designated period during which time they are provided with on and off job training, alongside the opportunity to gain valuable experience within a working environment. For this reason, the salary comparison would not be relevant.

The Pay and Reward Policy was implemented in April 2007 in line with national guidance, with the grade for each role being determined by a consistent Job Evaluation process. This followed a national requirement for all Local Authorities, and a number of other public sector employers, to review their pay and grading frameworks to ensure fair and consistent practice for different groups of workers with the same employer. The NJC framework for Job Evaluation was updated during 2013 and the Directors' Management Board have recently approved an alternative approach to the procedure for collecting data for evaluation to streamline the process and assist with pay comparability within Rushmoor Borough Council.

Equal pay audits are regularly undertaken and the most recent exercise, completed in November 2016, revealed that there are no gender pay issues to be addressed.

The Council's grading structure is based on the NJC terms and conditions using the national spinal column points with the addition of a number of spinal column points at the top of the scale. There are 10 grades (1 – 7, Head of Service, Director and Chief Executive) in the pay framework, grade 1 being the lowest and grade 7 the highest (for those below Chief Officer). Each employee will be on one of the 10 grades based on the Job Evaluation of their role and the grading structure has been in place since 1998.

Each grade has a number of incremental steps and employees can progress along the salary range to the maximum of their grade, subject to assessment of their performance.

Pay awards for those staff up to and including grade G7, are drawn directly from the negotiations held between the Local Government Employers and the recognised Trades Unions. Since the implementation of the Council's pay framework, the same percentage award has been applied to Chief Officers.

It should be noted that on 3rd September 2013, Cabinet made a decision to adopt the Foundation Living Wage Scheme. Since April 2016, with the introduction of the National Living Wage, there is a requirement to consider whether and to what extent there will need to be an alternative approach to pay rates for permanently appointed staff at the lower points in the salary scale. This matter will be the subject of a further paper during 2017. The analysis used for this report draws upon the pay rates published by the Living Wage Foundation and used in the November pay for Rushmoor staff.

The remuneration of the “lowest paid employees” includes the following elements:-

- Salary
- Any allowance or other contractual payments in connection with their role

See below for comments on each element.

Salary

- Each “lowest paid permanent employee” is paid within the salary range for grade 1.
- Details of the Council’s salary ranges are available on the website.
- The normal starting salary for new employees will be at the entry point for the grade. However, in exceptional circumstances, employees may start at a higher point.

Charges, fees or allowances

- Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Pay and Reward Policy.
- Further details of such allowances and payments are available on request.

Progression within the salary scale

- The Council has a personal development scheme in place. The scheme embraces a number of elements which can involve a joint review of performance, sharing organisational/team goals and setting future plans. Progression through the incremental scale appropriate to their grade is dependant upon the performance being judged as satisfactory or higher at the end of the appraisal year.

Pension

- All Rushmoor Borough Council staff are eligible to join the Local Government Pension Scheme. There is now an automatic enrolment procedure in place to help encourage membership of the scheme.
- There are no increases or enhancement to pension entitlements because of a resolution of the authority.

Severance Payments

- Any severance payments will be in line with the Council’s policy for Organisational Change and further details are available on request.

REMUNERATION OF CHIEF OFFICERS

Pay framework

“Chief Officers” are members of the Directors Management Board and Heads of Service.

This group of “Chief Officers” are paid within the Council’s pay framework, which applies to all other employees. Their pay scales were created by extending the NJC spinal column points.

Since the implementation of the Pay and Reward Policy, these Chief Officers have received the same percentage pay award as all other employees within the Council.

Salary

Each Chief Officer is paid within the salary range for the grade of their post, Head of Service, Director or Chief Executive.

Publication of remuneration for Chief Officers – this information is available on the Council’s website.

The normal starting salary for new employees will be at the entry point for the grade. However, in exceptional circumstances employees may start at a higher point.

Charges, fees or allowances

Any allowance or other payments will only be made to staff in connection with their role or the patterns of hours they work and must be in accordance with the Council’s Pay and Reward Policy.

The Chief Executive is appointed by the Council to act as the Returning Officer at the election of Councillors for the Borough and as acting Returning Officer at Parliamentary Elections. The additional fees associated with these functions will be paid in accordance with those set nationally or locally through the Hampshire and Isle of Wight Elections Fees Working Party.

Within the fees structure for elections, provision is made for payments to staff for specific duties. These payments are also made in accordance with nationally set rates or locally through the Hampshire and Isle of Wight Election Fees Working Party. Details are available on request.

Further details of such allowances and payments are available on request.

Progression within the salary scale

Progression through the incremental scale appropriate to their grade is dependant upon the performance being judged as satisfactory or higher at the end of the review year.

Pension

All employees, because of their employment, are eligible to join the Local Government Pension Scheme but the value of these benefits has been excluded from the figures used for pay comparison purposes.

There are no increases or enhancement to pension entitlements because of a resolution of the authority.

Severance Payments

Any severance payments will be in line with the Council's Policy for Organisational Change and further details are available on request.

THE RELATIONSHIP BETWEEN REMUNERATION OF HIGHEST AND LOWEST PAID EMPLOYEES OF THE COUNCIL

There are a number of different ways of presenting this information to provide a rounded picture of pay comparisons within the organisation.

By simply taking the salary of those permanently appointed employees paid on the lowest grade of the Council's pay structure and comparing this with the Chief Executive, a pay ratio of **7.1:1** emerges. This is a reduction to the ratio of 7.5:1 measured last year and is caused by the increase to the pay recommended by the Living Wage Foundation.

It was the Hutton Report (2010) looking at the relationship between pay levels in the public sector that suggested organisations should comply with, or to explain why they did not comply with a maximum pay multiple of **1:20**.

An alternative approach would be to compare against the median salary, which has been calculated as £30,480, which equates to a ratio of **3.8:1**. This is the same ratio as last year. If we excluded the Chief Officer group from the comparison, it does not make any change to the median figure on this occasion.

There has been no significant movement over the last 12 months. These results indicate that there is no cause for concern regarding the ratio between the pay rates for staff and the Chief Executive.

COUNCIL MEETING – 23RD FEBRUARY 2017

AGENDA ITEM NO. 6 (7)

APPOINTMENT OF CHIEF EXECUTIVE

SUMMARY AND RECOMMENDATIONS:

The report sets out the process undertaken for the recruitment of the Council's new Chief Executive.

In accordance with the Constitution, the recommendation for appointment of a preferred candidate is made by the Licensing and General Purposes Committee to full Council.

It is recommended that the Council confirm the recommendation of the Licensing and General Purpose Committee that Paul Shackley be appointed as the Council's Chief Executive.

1. INTRODUCTION

- 1.1 This report sets out the recommendation of the Licensing and General Purposes Committee following the completion of the recruitment process for the Council's new Chief Executive

2. PROCESS

- 2.1 The Council's Chief Executive, Andrew Lloyd is leaving the Council at the end of February 2017. A recruitment process, supported by Solace in Business, concluded on 2nd February 2017.
- 2.2 The Selection process was agreed in a report to the Cabinet on 15th November 2016 and as set out in that report, a recruitment panel of four Members, comprising the Chair of Licensing and General Purposes Committee, The Leader of the Council, Portfolio Holder for Corporate Services and the Leader of the Labour Group has been managing the process.
- 2.3 A revised Job Description and Person Specification for the role of Chief Executive was agreed, including the statutory responsibilities of Head of Paid Service, the Borough's Electoral Registration Officer and Returning Officer. The post was advertised in The Guardian and The Municipal Journal, and in both cases the advert was accompanied by an editorial in the form of an interview with the Leader of the Council and the Chief Executive.

- 2.4 32 applications were received and these were considered and a long-list of 12 candidates was selected for a technical interview with a consultant from Solace in Business and a technical assessor who is an ex-local authority Chief Executive.
- 2.5 A confidential report was prepared after the technical interviews, which was considered and a short-list of five candidates was agreed, who were then invited to an Assessment Centre on 1 February 2017.
- 2.6 The five candidates participated in a range of exercises during the Assessment Centre, to assess their suitability for the role, as follows:
- A presentation, followed by a question and answer session with members of the Licensing and General Purposes Committee;
 - A presentation followed by a question and answer session with external partners;
 - A presentation followed by a question and answer session with a cross section of staff;
 - An Analysis Exercise which assessed candidates ability to analyse and assimilate a range of quantitative and qualitative information and present coherent recommendations;
 - A Fact Find Exercise to assess questioning skills, problem analysis, decisiveness, persuasive oral communication and resilience;
 - Informal discussion with the Wider Leadership Team;
 - Round table discussion with Cabinet Members;
 - Psychometric profiling conducted online, in advance of the Assessment Centre
- 2.7 The Panel met with the team of assessors from Solace at the end of the Assessment Centre and considered feedback about each candidate's performance across all the exercises detailed above. After careful consideration, it was agreed that three candidates would be invited back to attend a final interview with Members on 2nd February 2017.
- 2.8 The candidates were invited individually to give a presentation to an interview panel drawn from the Licensing and General Purposes Committee, plus the recruitment panel, on a topic previously unseen until shortly before the interview, which was then followed by a formal interview.
- 2.9 At the conclusion of this rigorous and detailed selection process, the Licensing and General Purposes Committee were recommended that Paul Shackley be agreed as Chief Executive Designate for recommendation to the Council. The Licensing and General Purpose Committee unanimously agreed this recommendation.

3 FINANCIAL IMPLICATIONS

- 3.1 The position of Chief Executive is an established post in the Council's staffing structure and is funded from within the existing staffing budget. The appointment is within the Chief Executive grade of the Council's existing pay structure and will be in accordance with the Pay Policy Statement.

4 LEGAL & PROCEDURAL ISSUES

- 4.1 In accordance with Section 4 of the Local Government and Housing Act 1989 and the Council's Constitution, the Chief Executive (Head of Paid Service) of the Council will be appointed by Full Council on recommendation from the Licensing and General Purpose Committee.

5 RECOMMENDATION

- 5.1 It is recommended that the Council confirms the recommendation of the Licensing and General Purposes Committee that Paul Shackley be appointed as the Council's Chief Executive.

A JACKMAN
CHAIRMAN OF THE LICENSING AND GENERAL
PURPOSES COMMITTEE

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COUNCIL MEETING – 23RD FEBRUARY 2017

AGENDA ITEM NO. 7

COUNCIL TAX RESOLUTION 2017/18

1. That it be noted that the Council calculated the amount of £30,424.24 as its Council Tax Base for the year 2017/18 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 2017/18 in accordance with Sections 31 and Sections 34 to 36 of the Act:
 - (a) £78,593,748 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(2) of the Act
 - (b) £72,730,084 being the aggregate of the amounts which the Council estimates for the items set out in Section 31A(3) of the Act.
 - (c) £5,863,664 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) £192.73 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	£128.49
B	£149.90
C	£171.32
D	£192.73
E	£235.56
F	£278.39
G	£321.22
H	£385.46

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 2017/18 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	A	£755.40
	B	£881.30
	C	£1007.20
	D	£1133.10
	E	£1384.90
	F	£1636.70
	G	£1888.50
	H	£2266.20

Precepting Authority	Valuation Bands	
Police and Crime Commissioner for Hampshire	A	£110.31
	B	£128.69
	C	£147.08
	D	£165.46
	E	£202.23
	F	£239.00
	G	£275.77
	H	£330.92

Precepting Authority

Hampshire Fire and Rescue Authority

Valuation Bands

A	£42.56
B	£49.65
C	£56.75
D	£63.84
E	£78.03
F	£92.21
G	£106.40
H	£127.68

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 2017/18 for each of the categories of dwellings shown below:

Valuation Bands

A	£1036.76
B	£1209.54
C	£1382.35
D	£1555.13
E	£1900.72
F	£2246.30
G	£2591.89
H	£3110.26

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CABINET

Tuesday, 13th December, 2016 at 7.00 p.m.
at the Council Offices, Farnborough

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

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

An apology for absence was submitted on behalf of Councillor Sue Carter.

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **29th December, 2016**.

252. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 15th November, 2016 were confirmed and signed by the Chairman.

253. **TREASURY MANAGEMENT OPERATIONS MID-YEAR REPORT 2015/16 –**
(Corporate Services)

The Cabinet received the Head of Financial Services' Report No. FIN1626, which set out the main activities of the treasury management operations during the first half of 2016/17 and provided an update on the current economic conditions affecting treasury management decisions. The appendix to the Report showed the actual prudential indicators relating to capital and treasury activities for the first half of 2016/17 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 in February, 2016.

The Cabinet was informed that the Council had continued to receive treasury management advice from Arlingclose Limited, who provided advice to around 25% of local authorities. It was noted that the result of the referendum on European Union membership in June, 2016 had had a significant effect on projections of domestic economic growth. It was also explained that the Council had now began borrowing to finance the acquisition

of income yielding investment properties. The Report set out a summary of the Council's investment activity in the first half of 2016/17.

In response to a question, it was confirmed that the Council would continue to maintain a diverse range of types of investment in order to maintain a balanced and resilient portfolio.

The Cabinet NOTED the Council's treasury management operations in the first half of 2016/17, as set out in the Head of Financial Services' Report No. FIN1626.

254. **PERFORMANCE UPDATE REPORT TO END NOVEMBER 2016 –**
(Leader of the Council)

The Cabinet received the Directors' Management Board's Report No. DMB1606, which set out performance monitoring information for the first half of 2016/17, with further updates where relevant.

The Chief Executive explained that a major review of the Council's priorities had been undertaken, based on the concept of "Listen, Learn and Deliver – Better". The Council now had four new priorities underpinning its stated purpose of "Rushmoor Borough Council, working with others to improve the quality of people's lives". These were:

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

It was reported that, against each priority, the majority of indicators showed good progress, with very few 'red' areas. Members queried in which areas the 'red' indicators were located and also sought and obtained confirmation that the targets that had been set had been sufficiently demanding.

The Cabinet NOTED the Directors' Management Board Report No. DMB1606 and the performance in the first six months of the 2016/17 municipal year.

255. **SCRAP METAL DEALERS – FEES AND CHARGES –**
(Business, Safety and Regulation)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1626, which recommended new charges for licences in respect of scrap metal and vehicle recycling activities and proposed an approach for the setting of fees in future years.

The Cabinet was informed that the setting of fees for both site and collectors' licences had come about as a result of the Scrap Metal Dealers Act 2013, which had created an improved regulatory regime for the scrap metal recycling and vehicle dismantling industries. The Report set out how the proposed charges had been calculated and also the reasons for seeking a change to the Council's Scheme of Delegation to allow officers to continue to administer this licensing regime.

Following a question from a Member, it was confirmed that these fees would be added to the Council's overall fees and charges schedule and updated annually, as agreed at the Cabinet meeting on 15th November, 2016.

The Cabinet RESOLVED that

- (i) the approach used in setting the fees and the recommended level of fees for both site and collector's licences, as set out in Appendix 1 of the Head of Environmental Health and Housing's Report No. EHH1626, be approved; and
- (ii) the updating of the Council's Scheme of Delegation, to reflect the changes introduced by the Act, be approved.

256. REVIEW OF COUNCIL'S HUMAN RESOURCES POLICIES –
(Corporate Services)

The Cabinet considered the Corporate Director's Report No. CD1606, which set out updates made to the Council's Dignity at Work and Organisational Change policies. Members were informed that the Human Resources team were in the process of updating all of the Council's human resources policies. The proposed changes for the two policies in question were set out in the Report. The Report also set out a request that, in future, any minor changes to other policies should be agreed by the Chief Executive, in consultation with the Cabinet Member for Corporate Services. During questioning, it was agreed that any significant changes to policies would be referred to the Cabinet and that the Council would continue to demonstrate its approach of openness with its staff in relation to human resources issues.

The Cabinet RESOLVED that

- (i) the revised Dignity at Work and Organisational Change policies, as set out in the appendices to the Corporate Director's Report No. CD1606, be approved;
- (ii) the Chief Executive, in consultation with the Cabinet Member for Corporate Services, be authorised to agree future updates to existing human resources policies; and
- (iii) consequential changes to the Council's Constitution, to reflect any changes made, be approved.

257. **HIGH STREET MULTI-STOREY CAR PARK, ALDERSHOT –**
(Corporate Services/Environment and Service Delivery)

The Cabinet considered the Solicitor to the Council's Report No. LEG1616, which set out a proposal for the redevelopment of the High Street Multi-Storey Car Park, Aldershot, as part of the Galleries redevelopment. The Report set out details of the proposal, which would include the provision of a Council operated public car park within phase one of the Galleries redevelopment scheme. It was confirmed that there were structural problems with the existing car park and that it had reached the end of its useful life. Members were reminded that the Council was required to obtain best value when disposing of its assets and, therefore, the terms of any financial offer would be assessed by the District Valuer and the results of this would be presented to the Cabinet before any deal was agreed.

The Cabinet discussed the proposals and expressed support for the regeneration of this key site in Aldershot. Members stressed the need, however, for the car park to be re-provided at an early stage of the redevelopment and requested that this should be clearly stated in the development agreement.

The Cabinet RESOLVED that the disposal of the High Street Multi-Storey Car Park to the developer, upon the grant by long lease of public parking for up to 300 spaces within phase one of the Galleries redevelopment, be approved, subject to:

- either an independent valuer agreeing that the terms of the agreement provided best value or a further decision of the Cabinet that any disposal at an undervalue not exceeding £2 million would help to secure the improvement of the economic or environmental well being of Aldershot;
- the Solicitor of the Council agreeing the terms of the development agreement; and
- the developer meeting the Council's reasonable legal and valuation costs.

258. **FIRST WESSEX COVENANT ISSUES AND DISPOSALS –**
(Corporate Services)

The Cabinet considered the Solicitor to the Council's Report No. LEG1615, which sought authority for the disposal of 69 garage sites owned by First Wessex to Hampshire Garage Investments Limited.

Members heard that Hampshire Garage Investments Limited would give the Council the same covenant as currently with First Wessex. This would mean that, if the sites were redeveloped in the future, the Council would seek a share of the increased value of the site as a condition of granting its consent for the disposals. It was reported that Hampshire Garage

Investments Limited would actively market the garage stock to increase letting, which currently stood at 21%. It was noted that this matter had been considered by the Community Policy and Review Panel.

The Cabinet RESOLVED that the Solicitor to the Council be authorised to issue consent to First Wessex transferring the 69 garage sites, as set out in the appendix to the Solicitor to the Council's Report No. LEG1615, to Hampshire Garage Investments Limited, subject to:

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

The Meeting closed at 7.49 p.m.

D.E. CLIFFORD
LEADER OF THE COUNCIL

CABINET

Tuesday, 10th January, 2017 at 7.00 p.m.
at the Council Offices, Farnborough

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

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

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 **24th January, 2017**.

259. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 13th December, 2016 were confirmed and signed by the Chairman.

260. **COUNCIL TAX SUPPORT SCHEME 2017/18 –**
(Concessions and Community Support)

The Cabinet considered the Head of Financial Services' Report No. FIN1701, 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.

Members heard how the Council had developed its own Council Tax Support Scheme, which had run since 1st April, 2013, to replace the previous national Council Tax Benefit Regulations. The Scheme had been well received and had operated successfully but, in light of the Government's ongoing reform of the welfare system, the Cabinet had agreed, at its meeting on 18th October, 2016, to carry out a public consultation on options to make changes to the Scheme. The changes were largely of a technical nature, bringing the Council's scheme in line with changes to other welfare benefits such as Housing Benefit and Universal Credit. The public consultation exercise had run for just over five weeks, starting on 4th November, 2016, and had been carried out, primarily, using an online survey. A total of 84 responses had been received and a detailed consultation report was set out in Appendix 1 to the Report.

The Welfare Reform Task and Finish Group had continued to meet during 2016 and its work had included monitoring the impact of welfare reform and the Council Tax Support Scheme in particular. The Group had recommended four changes to the Scheme, summarised as:

- To reduce the time a person could be absent from Great Britain to four weeks at one time and still be in receipt of Council Tax Support
- To remove the work related activity payment for new claimants of Employment and Support Allowance (ESA) when calculating Council Tax Support
- To remove the Severe Disability Premium (SDP) from Council Tax Support calculations when the claimant was being looked after by someone in receipt of the carer's element of Universal Credit
- To disregard 70% of the new postgraduate student loan when calculating entitlement to Council Tax Support

The Cabinet RECOMMENDED TO THE EXTRAORDINARY MEETING OF THE COUNCIL ON 25TH JANUARY, 2017 that the changes to the Council Tax Support Scheme for 2017/18, as set out in the Head of Financial Services' Report No. FIN1701, be approved.

261. **FOLLOW UP FROM AUDIT RESULTS REPORT –**
(Corporate Services)

The Cabinet received the Head of Financial Services' Report No. FIN1702, which set out the Council's response to an issue raised by the Council's appointed auditor, Ernst & Young LLP, in their annual Audit Response Report. It was confirmed that the matter had been considered by the Licensing and General Purposes Committee in September, 2016.

The Cabinet was informed that Ernst & Young had identified a sum that had needed to be written back to the General Fund and that this action required Cabinet approval. It was reported that this debt had been created prior to 1999 and appeared to relate to the Large Scale Voluntary Transfer of Rushmoor's housing stock in 1995. It was confirmed that the amount would have represented a tiny fraction of the total sums involved in the transfer. It was proposed to put in place a robust process to review regularly the recoverability of all debtors on the Council's balance sheet in future.

In response to a question, it was confirmed that the Council had carried out extended testing and that no further historical errors had been identified.

The Cabinet RESOLVED that

- (i) the actions proposed in response to the Audit Results Report, as set out in the Head of Financial Services' Report No. FIN1702, be noted; and

- (ii) the sum of £76,405 be written back to the General Fund.

262. APPLICATIONS FOR DISCRETIONARY RATE RELIEF –
(Concessions and Community Support)

The Cabinet considered the Head of Financial Services' Report No. FIN1703, which set out details of applications for rate relief from The Source Young People's Charity (Suite No. 3, Wesley Chambers, Queens Road, Aldershot) and Boro FC Limited (Farnborough Football Club, Cherrywood Road, Farnborough). In relation to the Boro FC application, a proposal was set out in the Report to harmonise the treatment of Aldershot Town and Farnborough Football Clubs. It was confirmed that, under the proposal, relief for both clubs would expire concurrently at the end of March 2017. At that time, a wider review of financial support to both clubs would be carried out.

The Cabinet RESOLVED that

- (i) 20% top-up discretionary relief be awarded to The Source Young People's Charity for part-year 2015/16 and for year 2016/17; and
- (ii) 50% discretionary relief be awarded to Boro FC Limited for years 2015/16 and 2016/17.

263. HOUSING AND HOMELESSNESS STRATEGY –
(Health and Housing)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1701, which set out the Council's proposed new Housing and Homelessness Strategy, which would, subject to the Cabinet's approval, be submitted for adoption by the Council at its meeting on 23rd February, 2017.

Members heard that the current Housing and Homelessness Strategy would expire at the end of March 2017. It was proposed that the new Strategy would be a rolling document, which would make it easier to update in the future. It was confirmed that the proposed Strategy would support the Council's priorities and reflected the contents of the Notice of Motion agreed by the Council on 8th December, 2016. The Report set out the details of the consultation exercise that had taken place.

The Cabinet was supportive of the proposed new Strategy and discussed areas including how to encourage owners to let empty properties, the viability of Rushmoor residents seeking housing being signposted to suitable accommodation outside of the Rushmoor area and the importance of providing more larger-sized family homes.

The Cabinet RECOMMENDED TO THE COUNCIL that approval be given to the Housing and Homelessness Strategy, as set out in the Head of Environmental Health and Housing's Report No. EHH1701.

264. **GRANTS TO VOLUNTARY ORGANISATIONS –**
(Concessions and Community Support)

The Cabinet received the Head of Community and Environmental Services' Report No. COMM1702, which set out details of applications for grants from voluntary organisations. In accordance with the agreed procedure for the allocation of grants, the Cabinet Member for Concessions and Community Support had approved three grants for £1,000 or less. Three awards had also been made under the Ward Community Grant scheme. It was also recommended that Young Enterprise should receive an award of £2,000 towards the delivery of employability skills to schools in Rushmoor.

The Cabinet

- (i) **NOTED** that the following grants totalling £1,900 had been approved by the Cabinet Member for Concessions and Community Support:

Aldershot Civic Society	£300
Farnborough Bowling Club	£1,000
Mustard Seed Autism Trust	£600

- (ii) **NOTED** that the following Ward Community Grants totalling £1,270 had been approved by the Cabinet Member for Concessions and Community Support:

St. John's Church (St. John's Ward)	£270
Farnborough Bowling Club (Knellwood Ward)	£500
Towards replacement of community noticeboards (North Town Ward)	£500

- (iii) **RESOLVED** that a grant of £2,000 to Young Enterprise be approved.

265. **RENT RELIEF TO VOLUNTARY ORGANISATIONS –**
(Concessions and Community Support)

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1701, which set out details of a review of the rent relief provided to the 27 organisations that leased land and/or buildings from the Council.

Members heard that rent relief of up to 100% was awarded on a three-yearly basis and that the current reliefs were due to expire at the end of March 2017. The Cabinet Member for Concessions and Community Support felt that all organisations should make some contribution towards the rent payable in future and it was, therefore, proposed that from 2018/19, a maximum relief of 90% would be applied. In 2019/20, the maximum would be reduced to between 80% and 90%, following further consideration by the Cabinet Member. The Cabinet Member was also arranging to meet these organisations to develop more proactive partnership arrangements to ensure their longer term sustainability.

The Cabinet RESOLVED that

- (i) rent relief be awarded for 2017/18 to 2019/20, as set out in the Head of Community and Environmental Services' Report No. COMM1701; and
- (ii) approval be given for the identification of ways of developing more proactive partnership arrangements with these important organisations.

266. COMMUNITY DEVELOPMENT – STAFF CHANGES AND REVIEW OF PLAYSCHEMES –
(Leisure and Youth)

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1703, which set out proposed changes to staffing within the Community Development Team and also made recommendations relating to the provision of the Council's playschemes.

The Report set out a number of changes to the staffing structure which were intended to provide greater resources to the priority area of skills and employment. It was reported that the Council currently provided playschemes at the Wavell Community Campus and the Connaught Leisure Centre. It was explained that there was capacity at the Connaught Leisure Centre to provide places for all potential participants and, with Connaught being the most cost effective option, it was proposed to stop providing a playscheme at the Wavell Community Campus in future.

In response to a question, it was explained that there was alternative provision in Farnborough and that the Connaught Leisure Centre was accessible by public transport. Research had shown that playscheme users already travelled a reasonable distance, with some coming from outside of the Borough.

The Cabinet RESOLVED that

- (i) the staff changes set out in the Head of Community and Environmental Services' Report No. COMM1703 be approved; and
- (ii) approval be given for the Council's playschemes provision being concentrated at the Connaught Leisure Centre in future.

The Meeting closed at 7.43 p.m.

D.E. CLIFFORD
LEADER OF THE COUNCIL

SPECIAL MEETING OF THE CABINET

Wednesday, 1st February, 2017 at 7.00 p.m.
at the Council Offices, Farnborough

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

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

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 **14th February, 2017**.

267. **EXCLUSION OF THE PUBLIC –**

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

Report Para. No.	Schedule 12A Para. No.	Category
268	3	Information relating to financial or business affairs

THE FOLLOWING ITEM WAS CONSIDERED IN THE ABSENCE OF THE PUBLIC

268. **AWARD OF THE WASTE, RECYCLING, STREET CLEANSING, GROUNDS AND PUBLIC CONVENIENCES CONTRACT(S) –** (Environment and Service Delivery)

The Cabinet considered the Head of Community and Environmental Services' Report No. COMM1704 and confidential appendix, which sought approval to award the Council's contracts in respect of waste and recycling collections, street cleansing, grounds maintenance and the cleaning of public toilets.

Members were informed of the sensitive nature of the information contained in the confidential appendix and, subsequently, discussed at the meeting. It was stressed that the details of the contractors involved and any

financial details could not be disclosed at that stage, to prevent jeopardising the legally prescribed procurement process.

The Cabinet was reminded that bidders had submitted expressions of interest in respect of three lots:

- Lot 1 – Waste collection and street cleansing
- Lot 2 – Grounds maintenance and toilet cleaning
- Lot 3 – Combination of Lots 1 & 2

Members were informed that some bidders had pulled out of the process prior to the Competitive Dialogue stage and another had pulled out afterwards. The bids for the first stage had been received in November, 2015 and had been assessed on quality and price, with separate evaluation teams considering each element independently. At that stage, the evaluation had been weighted 60:40 in favour of quality over price. This had had the effect of identifying and eliminating any poor quality bids at an early stage. At subsequent stages, the weighting had been equalised. This process had produced a short list of three bidders for each of the three lots, including some companies that had been shortlisted for more than one lot.

Stage 2 submissions had been received from the remaining bidders in March, 2016 and, overall, these had been of a better quality than the submissions received previously. Prices had been keen and had demonstrated potential savings for the Council. It was felt that this improvement in quality had been brought about, in part, by the use of the Competitive Dialogue process. At that stage, one further bidder on each lot had been eliminated, leaving two bidders in respect of each lot.

It was reported that a further two and a half weeks of Competitive Dialogue had been carried out with bidders in October, 2016 and final tenders had been received during December, 2016. These had been evaluated and moderated during January, 2017, using a scoring system set up to identify the arrangement that would be the most economically advantageous for the Council. The system had involved the independent scoring of each of the submitted Method Statements in terms of price and quality, followed by the ranking of the bids accordingly to the combined score. The confidential appendix set out the scores and the final ranking.

The Cabinet was informed that the Future Contracts Member Working Group had continued to meet regularly throughout the process. The Group had carried out scrutiny and had supported the process in many ways. Members of the Group had been directly involved at various stages, including carrying out visits to the premises of bidders and assisting with the evaluation of the final tenders. The Group had met on Monday 30th January, 2017 and had endorsed the recommendations set out in the Report. A member of the Group, Cr. C.P. Grattan, was invited to address the meeting. Cr. Grattan expressed disappointment that the Council had not decided to pursue a Joint

Venture with Norse, rather than procure a new contract. He was, however, pleased to offer his support to the outcome of the procurement exercise.

The Cabinet discussed the contents of the Report and confidential appendix and asked questions to seek clarification in many areas, including recycling rates, weed treatment and the removal of chewing gum and other detritus. In particular, Members welcomed the financial savings and numerous service improvements that were offered by the proposed new contract.

The Cabinet RESOLVED that

- (i) the award of the Waste, Recycling, Street Cleansing, Grounds and Public Convenience contract(s) to the contractor(s) set out in the confidential appendix to the Head of Community and Environmental Services' Report No. COMM1704 be approved;
- (ii) a supplementary estimate of £22,000 for 2017/18 onwards, to cover the annual costs of the residents' survey and the visual inspection of street cleansing, be approved; and
- (iii) the provision of £155,000 from the flexible use of capital receipts, to cover the additional mobilisation and IT costs, be approved (the formal authorisation of the flexible use of capital receipts was included within the Capital Programme 2017/18, which would be submitted to the Cabinet on 7th February, 2017 for recommendation to the Council on 23rd February, 2017).

The Meeting closed at 8.01 p.m.

D.E. CLIFFORD
LEADER OF THE COUNCIL

CABINET

*Tuesday, 7th February, 2017 at 7.00 p.m.
at the Council Offices, Farnborough*

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

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

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 **21st February, 2017**.

269. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 10th January, 2017 were confirmed and signed by the Chairman.

270. **REVENUE BUDGET, CAPITAL PROGRAMME AND COUNCIL TAX LEVEL –**
(Leader of the Council)

The Cabinet considered the Head of Financial Services' Report No. FIN1708, which made final recommendations on the budget, Council Tax requirement and proposals for budget savings for 2017/18. The Report also set out the General Fund revenue budget summary, detailed base revenue budgets in Cabinet portfolio order, lists of additional items for inclusion in the budget and the Capital Programme.

At its meeting on 20th September, 2016, the Cabinet had considered and endorsed the Head of Financial Services' Report No. FIN1619 which had included the Council's Medium Term Financial Strategy for 2016/17 – 2019/20 and had set out the high level strategic financial direction for the Council, after taking account of the Medium Term Financial Forecast. The main areas where the Council would be facing increased levels of risk and uncertainty over the medium term were set out in the Report, which also outlined the way in which these increased risks would be mitigated by maintaining current reserves, such as the Stability and Resilience Reserve, to protect the Council from adverse fluctuations in its financial position and the Service Improvement Fund, to ensure sufficient resources were available to progress key invest-to-save projects. This would enable the Council to take a strategic, longer term approach that built upon the Council's 8-Point Plan, focusing on key projects that would contribute towards the savings required to maintain a balanced

budget, while moving the Council towards financial stability in the medium to long term.

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. Any changes which materially altered the figures contained in the budget summary, particularly in respect of the local government finance settlement figure or the operation of the Business Rates Retention Scheme, would be made by the Council's Section 151 Officer, in consultation with the Leader of the Council, under the delegation arrangements agreed by the Council on 20th January, 2014.

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 £550,000, to be delivered during 2017/18. The General Fund summary showed that the revenue balances were expected to be marginally above £1.5 million by the end of 2017/18. This was at the mid-point 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 £5 increase in a Band D charge for Council Tax, which accorded with Government policy assumptions and fell within the permissible level of increase before triggering a local referendum. This equated to an increase of 2.66% per annum for a Band D property. 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. Additional items for inclusion in the budget had been kept to a minimum and were only included where they had been identified as having a high priority in terms of achieving the Council's aims. These items were expected to total £63,010 in 2017/18.

The Capital Programme of £13.6 million in 2017/18 was set out in Appendix 4 of the Report. The Programme no longer included contributions from the Council's revenue account as these would now be used to cover borrowing costs, when required. Implementation of the core Programme in 2017/18 would require the use of £10.3 million in capital receipts or from borrowing, together with £3.3 million use of developers' Section 106 contributions and income from other capital grants.

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.

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 the Head of Financial Services' Report No. FIN1708;
 - (b) the detailed General Fund Revenue Budget Summary, 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 £5,863,664 for this Council;
 - (e) the Council Tax level for Rushmoor Borough Council's purposes of £192.73 for a Band D property in 2017/18;
 - (f) the Capital Programme, as set out in Appendix 4 of the Report;
 - (g) the Head of Financial Services' Report under Section 25 of the Local Government Act, 2003, as set out in the Report;
 - (h) the holding of reserves, 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 Cabinet Member for Corporate Services, 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.

271. ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE – (Corporate Services)

The Cabinet considered the Head of Financial Services' Report No. FIN1705, which set out an update to the Treasury Management and Prudential Indicators for 2016/17, the Treasury Management Strategy for 2017/18, 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 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 allowed for the use of a wide range of financial institutions and investments, after due consideration of security and liquidity, to enable the generation of improved returns. 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, while investment holdings remained significant, the Council would incur some borrowing to support the financing of its Capital Programme in the current year.

The Cabinet RECOMMENDED TO THE COUNCIL that approval be given to:

- (i) the revised Treasury Management and Prudential Indicators for the year 2016/17, as set out in Appendix A of the Head of Financial Services' Report No. FIN1705;
- (ii) the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy, as set out in Appendix B of the Report;
- (iii) the Prudential Indicators, as set out in Appendix C of the Report; and
- (iv) the Minimum Revenue Provision (MRP) Statement, as set out in Appendix D of the Report.

272. **RUSHMOOR BOROUGH COUNCIL PLAN 2017/18 –**
(Leader of the Council)

The Cabinet received the Directors' Management Board's Report No. DMB1701, which introduced the draft Rushmoor Borough Council Plan for 2017/18.

Members were informed that the proposed Council Plan had built on the four priorities and 36 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 2017/18, as set out in the Directors' Management Board's Report No. DMB1701, be approved.

273. **REVIEW OF DISCRETIONARY RATE RELIEF 2017/18 –**
(Concessions and Community Support)

The Cabinet considered the Head of Financial Services' Report No. FIN1709, which set out discretionary rate relief applications made by organisations in respect of the beginning of the new five year rating list, which would take effect from April, 2017.

The Cabinet was reminded that discretionary rate relief was granted to charities and not-for-profit organisations to offset business rate liabilities. The Cabinet Member for Concessions and Community Support had carried out a review of the amounts and periods of discretionary rate relief and had made a number of recommendations, which were set out in the Report. It was proposed that, in the cases of four specific organisations, a different approach should be taken and the reasons for this were set out in the Report. Furthermore, it was proposed that, where organisations had not yet returned an application, the Cabinet Member for Concessions and Community Support should be authorised to decide on the level of relief to be awarded, based on the adopted approach.

The Cabinet RESOLVED that

- (i) discretionary rate relief awards, as set out in the Head of Financial Services' Report No. FIN1709, be approved;
- (ii) the proposed approach for the four organisations, as set out at paragraph 4.9 of the Report, be endorsed; and
- (iii) where organisations had yet to return an application, the Cabinet Member for Concessions and Community Support be authorised to determine the level of support to be awarded, once the application had been received and assessed.

NOTE: Cr. P.G. Taylor declared an interest in this item in respect of his involvement with The Triangle bookshop and café, which was, currently, in receipt of discretionary rate relief and, in accordance with the Members' Code of Conduct, left the meeting during the discussion and voting thereon.

274. **DEPLOYMENT OF RIGHT TO BUY CAPITAL RECEIPTS TO THE NORTH TOWN REGENERATION SCHEME –**
(Health and Housing)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1703, which sought approval to utilise Right to Buy receipts, including all interest accrued, to the sum of £457,775.67 in support of the North Town regeneration scheme. The regeneration of North Town was a strategic housing priority for the Council. First Wessex had requested that the money was made available to contribute towards the funding of units of

affordable housing. The Right to Buy Agreement stated that Right to Buy receipts would be used for the provision of affordable housing in Rushmoor.

The Cabinet RESOLVED that the deployment of Right to Buy receipts, including all interest accrued, to the sum of £457,775.67 in support of the North Town regeneration scheme be approved, as set out in the Head of Environmental Health and Housing's Report No. EHH1703.

275. **PRIVATE SECTOR RENT HOUSING COMPANY –**
(Health and Housing)

The Cabinet considered the Head of Environmental Health and Housing's Report No. EHH1704, which set out options for the development of a housing company to help the Council to meet the Borough's housing needs.

The Report set out details of the demand for private rented accommodation. Officers had researched the options for setting up a housing company, through which the Council would be able to provide private rented homes. It was felt that the development of a wholly owned housing company would best enable the Council to deliver the priority of providing more homes in the Borough.

The Cabinet discussed the proposal and was supportive of the principle of developing a housing company.

The Cabinet RESOLVED that

- (i) the principle of setting up a wholly owned housing company, initially to develop and/or purchase property for private rent lettings, as set out in the Head of Environmental Health and Housing's Report No. EHH1704, be approved; and
- (ii) the Head of Environmental Health and Housing, in consultation with the Solicitor to the Council and the Head of Financial Services, be authorised to:
 - prepare a brief and seek quotes for external advice on housing market demand, legal, financial, insurance and tax issues arising from setting up a company; and
 - progress the detailed arrangements for setting up the housing company, in consultation with the Cabinet Members for Health and Housing and Corporate Services, as required.

276. **ANTI SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014 – DRAFT PUBLIC SPACES PROTECTION ORDERS –**
(Business, Safety and Regulation)

The Cabinet considered the Head of Environmental Health and Housing’s Report No. EHH1706, which set out the provisions set out in the Anti Social Behaviour, Crime and Policing Act 2014 in relation to the introduction of Public Spaces Protection Orders (PSPOs) to control individuals or groups committing anti social behaviour in a public space. The Leader of the Council welcomed Acting Chief Inspector Karen McManus of Hampshire Police and Ms. Caroline Ryan of Safer North Hampshire to the meeting.

The Report set out how, under the new legislation, existing Designated Public Places Orders (DPPOs) in relation to Aldershot and Farnborough would convert to PSPOs. Additionally, it was proposed to introduce new PSPOs in Aldershot and Farnborough town centres. It was reported that there would be some overlap between the new and converted PSPOs and that it was likely, therefore, that the converted PSPOs would be discharged later in 2017.

The Cabinet asked several questions in relation to the changes. Assurance was given that PSPOs could be extended to areas outside of the town centres if evidence was provided of ongoing anti social issues.

The Cabinet RESOLVED that the draft Public Spaces Protection Orders be approved for a period of public consultation.

277. **EXCLUSION OF THE PUBLIC –**

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

Report Para. Nos.	Schedule 12A Para. Nos.	Categories
278	1	Information relating to an individual
279 and 280	3	Information relating to financial or business affairs

THE FOLLOWING ITEMS WERE CONSIDERED IN THE ABSENCE OF THE PUBLIC

278. **LEGAL AND ESTATES SERVICES – SERVICE CHANGES –**
(Corporate Services)

The Cabinet considered the Solicitor to the Council's Exempt Report No. LEG1701, which set out proposed changes to staffing within the Council's Legal and Estates Services.

Members were informed that the work of both the Legal Services and Estates Services teams had changed substantially over the previous year to reflect the Council's priorities under the 8-Point Plan. In particular, staff had faced an increased workload in respect of making better use of the Council's assets and seeking to generate additional income from property acquisitions. The Report set out other areas of legal work where the workload had also increased.

The Cabinet was supportive of the additional work being carried out in this area and agreed that the proposals would provide the resources required.

The Cabinet RESOLVED that

- (i) the establishment changes set out in the Solicitor to the Council's Exempt Report No. LEG1701 be approved; and
- (ii) the associated costs, as set out in Appendix 3 to the Report, be approved for inclusion in the budget for 2017/18.

279. **LAND AND PROPERTY AT NO. 2A WINDSOR WAY, ALDERSHOT –**
(Corporate Services)

The Cabinet considered the Solicitor to the Council's Exempt Report No. LEG1703, which set out a proposal to purchase the leasehold interest of No. 2A Windsor Way, Aldershot. It was reported that the Council was already the freehold owner of the land and property at the site, which was, currently, unoccupied following the vacation of St. John Ambulance, who had used it as an ambulance station. Members heard that, if the Council were to buy the leasehold interest, there would be a number of alternative options for the site. If approved, a further Report would be submitted to the Cabinet in this regard in due course.

The Cabinet RESOLVED that the Solicitor to the Council be authorised to:

- purchase the leasehold interest, on the terms set in the confidential appendix to the Solicitor to the Council's Exempt Report No. LEG1703; and
- prepare options for the future use of the site.

280. **UNION STREET EAST, ALDERSHOT REGENERATION –**
(Environment and Service Delivery)

The Cabinet considered the Solicitor to the Council's Exempt Report No. LEG1702, which notified the Cabinet of two urgency decisions that had been taken in respect of the Union Street East regeneration project. The project involved a number of properties and the Council was making good progress in acquiring those that were necessary to intervene effectively in the regeneration of that part of Aldershot town centre.

The Cabinet RESOLVED that the actions taken, as set out in the Solicitor to the Council's Exempt Report No. LEG1702, be noted.

The Meeting closed at 7.58 p.m.

D.E. CLIFFORD
LEADER OF THE COUNCIL

LICENSING AND GENERAL PURPOSES COMMITTEE

Meeting held on Monday, 28th November, 2016 at the Council Offices, Farnborough at 7.00 p.m.

Voting Members

Cr. A. Jackman (Chairman)
Cr. M.L. Sheehan (Vice-Chairman)

Cr. Sophia Choudhary	Cr. B. Jones	Cr. L.A. Taylor
Cr. Liz Corps	Cr. S.J. Masterson	a Cr. Jacqui Vosper
Cr. A.H. Crawford	Cr. M.D. Smith	Cr. J.E. Woolley

An apology for absence was submitted on behalf of Cr. Jacqui Vosper.

281. MINUTES –

The Minutes of the Meeting held on 26th September, 2016 were approved and signed by the Chairman.

282. APPOINTMENT OF EXTERNAL AUDITOR –

The Committee considered the Head of Financial Services' Report No. FIN1625, which sought approval to recommend to the Council that Rushmoor should opt in to the "appointing person" arrangements made by Public Sector Appointments for the appointment of external auditors and to authorise the Head of Financial Services to sign the notice of acceptance on behalf of the Authority, subject to the Council's decision.

The Committee was advised that, following the demise of the Audit Commission, new arrangements were needed for the appointment of external auditors. The Local Audit and Accountability Act, 2014 required authorities to either opt in to the appointing person regime or to establish an auditor panel and conduct their own procurement exercise. The Report advised that notice had to be given to the Public Sector Audit Appointments (PSAA) by 9th March, 2017 of an intention to opt-in to the appointed person regime. It was further noted that the appointment of auditors for the 2018/19 financial year was required by 31st December, 2017.

The Committee considered the advantages of using PSAA and also the disadvantages if the Council was to decide to undertake its own procurement. It was noted that the use of PSAA would minimise the risks inherent in the Council undertaking its own procurement. The Committee also considered the financial implications and were of the opinion that economies of scale would mean that procuring via PSAA would be significantly less than procuring individually or through a smaller group of authorities.

The Committee RECOMMENDED TO THE COUNCIL that:

- (i) the Council opt in to the appointing person arrangements made by Public Sector Audit Appointments (PSAA) for the appointment of external auditors; and
- (ii) the Head of Financial Services be authorised to sign the notice of acceptance on behalf of the Council.

283. ANNUAL AUDIT LETTER –

The Chairman welcomed Mr. Andrew Brittain, Executive Director at Ernst & Young LLP, to the meeting to present the external auditors' Annual Audit Letter for the year ended 31st March, 2016.

The purpose of the Audit Letter was to communicate to Members and external stakeholders the key issues arising from the work of the external auditors which it was considered should be brought to the attention of the Council. Detailed findings from the 2015/16 audit results report had already been presented to the Committee on 26th September, 2016. The matters reported in the Audit Letter were the most significant for the Council.

RESOLVED: That the Annual Audit Letter for the year ended 31st March, 2016 be noted.

284. TREASURY MANAGEMENT OPERATIONS MID-YEAR REPORT 2016/17 –

The Committee received the Head of Financial Services' Report No. FIN1626, which set out the main activities of the Treasury Management Operations during the first half of 2016/17 and an update on the current economic conditions that affected Treasury Management decisions. The Report also showed the actual prudential indicators relating to capital and treasury activities for the period and compared these to the indicators which had been set in the Annual Treasury Management Strategy for the year.

It was noted that 2016/17 had continued to present challenges for treasury management. The Council's treasury team had concentrated on the security of deposits and investments while having regard to the returns available. It was estimated that the Council's increased capital expenditure in the current year would raise the level of external borrowing at the end of the year.

Further capital expenditure in 2017/18 and future years would require progressive redemption of the Council's investments as borrowing increased. Every effort was being made to retain the higher yielding investments for as long as possible, as their redemption in the future to raise cash for capital purposes would cause significant revenue effects in relation to the loss of investment income. The Council continued to seek to diversify its investments in order to maximise returns and to safeguard the Council's treasury management position.

The Committee was advised that the Council had complied with its Treasury and Prudential Indicators for 2016/17.

During debate on the item, Members raised questions regarding pooled funds and the risk profile of investments. Following discussion on the subject, it was agreed that the Committee should receive more frequent treasury management operations reports.

RESOLVED: That the Head of Financial Services' Report No. FIN1626 be noted.

The Meeting closed at 7.34 p.m.

A. JACKMAN
CHAIRMAN

DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 7th December, 2016 at the Council Offices, Farnborough at 7.00 p.m.

Voting Members

Cr. B.A. Thomas (Chairman)
a Cr. J.H. Marsh (Vice-Chairman)

a Cr. Mrs. D.B. Bedford	Cr. P.I.C. Crerar	Cr. D.S. Gladstone
Cr. D.M.T. Bell	Cr. Sue Dibble	Cr. C.P. Grattan
Cr. R. Cooper	Cr. Jennifer Evans	Cr. A.R. Newell

Non-Voting Member

a Cr. M.J. Tennant (Cabinet Member for Environment and Service Delivery) (ex officio)

Apologies for absence were submitted on behalf of Crs. J.H. Marsh, Mrs. D.B. Bedford and M.J. Tennant.

Cr. S.J. Masterson attended as standing deputy in place of Cr. J.H. Marsh.

285. DECLARATION OF INTEREST –

There were no declarations of interest.

286. MINUTES –

The Minutes of the Meeting held on 9th November, 2016 were approved and signed by the Chairman.

287. TOWN AND COUNTRY PLANNING ACT, 1990 (AS AMENDED) - TOWN AND COUNTRY PLANNING (GENERAL DEVELOPMENT PROCEDURE) ORDER, 1995 - DEVELOPMENT APPLICATIONS GENERALLY –

RESOLVED: That

- (i) Permission be given to the following applications set out in Appendix “A” attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

* 16/00800/FULPP (Part of Nos. 14 to 16 and 13,
Wellington Centre, Aldershot)

- 16/00801/ADVPP (Part of Nos. 14 to 16 and 13, Wellington Centre, Aldershot)
- 16/00841/FUL (Market site at Queensmead, Farnborough)
- * 16/00843/FUL (Market site at Union Street and Wellington Street and land at High Street, Aldershot)
- 16/00900/ADVPP (Proposed advertising site adjacent to Nos. 142 to 144 Victoria Road, 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. PLN1644, be noted;

(iii) the following applications be determined by the Head of Planning, in consultation with the Chairman:

- 16/00133/REMPP (Zone E – Gunhill, Aldershot Urban Extension, Alisons Road, Aldershot); and

(iv) the current position with regard to the following applications be noted pending consideration at a future meeting:

- 16/00757/REMPP (Zone B – Corunna, Aldershot Urban Extension, Alisons Road, Aldershot)
- 16/00815/FULPP (Old Fire Station, Ordnance Road, Aldershot)
- 16/00837/FULPP (The Crescent, Southwood Business Park, Summit Avenue, Farnborough)
- 16/00878/FULPP (No. 52 Victoria Road, Aldershot).

* The Head of Planning's Report No. PLN1644 in respect of these applications was amended at the meeting.

288. REPRESENTATIONS BY THE PUBLIC –

There were no representations by the public.

289. APPLICATION NO. 16/00133/ REMPP – ZONE E – GUNHILL, ALDERSHOT URBAN EXTENSION, ALISON'S ROAD, ALDERSHOT, HAMPSHIRE –

The Committee received the Head of Planning's Report No. PLN 1644 regarding the approval for reserved matters for 107 dwellings (87 flats and 20 houses) in Gunhill (Zone E), pursuant to Condition 4 (1 to 21), attached to Outline Planning Permission 12/00958/OUT dated 10th March, 2014 on land

at Wellesley, Aldershot Urban Extension, centred on Queen's Avenue and Alison's Road, Aldershot, Hampshire.

It was noted that the recommendation was to grant planning permission, subject to the completion of a legal agreement under Section 106 of the Town and Country Planning Act, 1990.

RESOLVED: That

- (i) the Head of Planning, in consultation with the Head of Environmental Health and Housing, be authorised to approve an Affordable Housing Development Zone Strategy for Gunhill Development Zone E under the terms of the outline planning permission Section 106 agreement;
- (ii) Subject to the completion of a Deed of Variation (to vary the terms of the legal agreement relating to the Outline Planning Permission) under Section 106A of the Town and Country Planning Act, 1990 to secure:
 - a. an appropriate restriction upon occupation of dwellings (across the AUE site) to ensure that the units identified for affordable housing on drawing number 2243.1-C-1006-A-AH are transferred to a registered provider (in accordance with the terms of the outline Section 106 legal agreement) in the following phases:
 - i. The transfer of the first nine affordable units within ten years from first occupation of the Gunhill units or occupation of 3,200 residential units on the development as a whole, whichever is earlier.
 - ii. The transfer of a further six affordable units within eleven years from first occupation of the Gunhill units or occupation of 3,350 residential units on the development as a whole, whichever is earlier.
 - iii. The transfer of the final 22 affordable units within twelve years from first occupation of the Gunhill units of occupation of 3,500 residential units on the development as a whole, whichever is earlier.
 - b. the updating of the Affordable Housing Strategy by a replacement of Table 3 of Schedule 15 of the Section 106 agreement, demonstrating how affordable housing is to be provided for the whole development, which is to be approved as a part of the Affordable Housing Development Zone Strategy for Gunhill Development Zone E;

the Head of Planning, in consultation with the Chairman, be authorised to grant planning permission subject to the conditions and informatives set out in the Head of Planning's Report No. PLN1644.

290. **ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT –**

The Committee received the Head of Planning's Report No. PLN1645 (as amended at the meeting). Item No. 1 of the Report regarding Nos. 1-14 Church Circle, Farnborough was deferred pending further consideration and discussion.

Item No. 2 of the Report, regarding a complaint received against No. 29 Rectory Road, Farnborough, advised the Committee that 1.8 metre high fencing had been erected in the area. The complainant was under the impression that the fencing had been erected on Council land.

It was noted that in discussions with the owner of the property, it had been established that the fencing was solely on the land of the property and did not encroach onto highway land. The owner was informed that planning permission was required for the fencing as it was over one metre in height and closer to the highway than the original fencing.

The Committee was informed that no application had been submitted. However, taking into account the location of the fence line and the fact that there had been no highway obstructions or affected site lines, were an application to be submitted, it would be considered acceptable, having regard to policy CP2 and CP16 of the Rushmoor Core Strategy and "saved" policy ENV17 and H15 of the Rushmoor Local Plan, and the Council's supplementary planning document Car and Cycle Parking Standards 2012.

RESOLVED: That no further action be taken.

291. **DEED OF VARIATION – WELLESLEY (AUE) DEVELOPMENT, WESTERN PRIMARY SCHOOL –**

The Committee received the Head of Planning's Report No. PLN1648 (as amended at the meeting), regarding the provision of the Western Primary School on a site to the south of the junction of Queen's Avenue and Alison's Road. It had originally been intended that the school would be provided in September, 2017; however, this deadline had been extended to September, 2018 by agreement with Hampshire County Council.

The purpose of the Report was to seek authority to vary the terms of the 2014 Section 106 agreement in respect of the terms of the transfer of the Western Primary School site from the developer to Hampshire County Council. The proposed amendments were outlined in the Report.

RESOLVED: That the Solicitor to the Council, subject to being satisfied, in consultation with the Head of Planning and Hampshire

County Council, with the proposed terms, be authorised to enter into a Deed of Variation under Section 106A of the Town and Country Planning Act, 1990, incorporating these changes summarised in paragraph 2.1 of the amended Head of Planning's Report No. PLN1648.

292. **THOMSON HOUSE, NO. 296 FARNBOROUGH ROAD, FARNBOROUGH –**

The Committee received the Head of Planning's Report No. PLN1646 regarding an application submitted in September, 2016, seeking amendments to the previously approved scheme (Application No. 16/00775/REVPP) in respect of the elevations of the existing building. The amendments gave rise to consequential internal alterations and the result was a revised mix of dwellings, increasing the number of one-bedroom units by six with a corresponding reduction of six two-bedroom units. The number of dwelling units within the existing building would remain at 115. The additional 30-flat new-build element of the scheme was unaffected by the proposed amendments and the development remained with a total of 145 dwelling units.

As a consequence of the revised mix, it was necessary to re-calculate the Special Protection Area (SPA) and public open space contributions, as these had differed for one and two-bedroom units. The original Section 106 legal agreement was required to be subject to a Deed of Variation to insert the re-calculated SPA and public open space financial contributions, totalling £663,052 and £240,250 respectively.

It was noted that the proposed amendments to planning application 16/00775/REVPP were considered to be acceptable in planning terms and the necessary revisions to the Section 106 legal agreement was the substitution of the re-calculated financial contributions for SPA and public open space only; all other requirements of the agreement would remain.

RESOLVED: That the Solicitor to the Council be authorised to enter into a Deed of Variation in respect of the Section 106 legal agreement, dated 22nd March, 2016, to amend the SPA and public open space contributions.

293. **APPEALS PROGRESS REPORT –**

Application No.	Description
15/00043/HMO	Against the Council's decision to issue an Enforcement Notice in respect of the unauthorised change of use from a care home with an ancillary garage and store to a fourteen-bedroom House in Multiple Occupation and a one-bedroom house at Grasmere House, No. 33 Cargate Avenue, Aldershot.

16/00391/FULPP Against the Council's decision to refuse planning permission for the demolition of an existing single rear element and erection of a single-storey side and rear extension at No. 21 Connaught Road, Aldershot.

RESOLVED: That the Head of Planning's Report No. PLN1647 be noted.

The Meeting closed at 7.34 p.m.

B.A. THOMAS
CHAIRMAN

messages, music, or other sound which is audible outside the premises shall be installed on the site.

Reason - To protect the amenity of neighbouring property.

Application No. & Date Valid: **16/00801/ADVPP** **3rd October 2016**

Proposal: ADVERTISEMENT CONSENT : Display of internally illuminated fascia sign, high-level sign with built up aluminium letters and logo, poster box, and projecting box sign on Victoria Road frontage at **Part Of 14 To 16 And 13 Wellington Centre Aldershot Hampshire**

Applicant: London And Cambridge Properties Investments Limited

Conditions: 1 The signage hereby permitted shall be carried out in accordance with the following approved drawings -

Reason - To ensure the signage is displayed in accordance with the permission granted.

Application No. & Date Valid: **16/00841/FUL** **14th October 2016**

Proposal: Use of public highway as a market (maximum of 38 stalls) on Tuesdays and Fridays to include a craft fayre on the 3rd Saturday of each month and on 12 other occasions through a calendar year with associated works (Amendment to planning permission 14/00958/FULPP). at **Market Site Queensmead Farnborough Hampshire**

Applicant: Rushmoor Borough Council

Conditions: 1 The development hereby permitted shall be begun before the expiration of three years 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.

2 Access to the market site for the purposes of setting up shall only take place between the hours of 7.30am and 9am.

Reason - To safeguard the amenities of adjoining occupiers.

- 3 No more than 3 of the Tuesday or 3 of the Friday markets shall finish after 8pm in any calendar year with the market site being fully vacated by 9pm on such days.

Reason - To safeguard the amenities of adjoining residents.

- 4 With the exception of the Tuesday/Friday markets as set out in condition 3 above, the market shall be fully vacated by 6pm.

Reason - To safeguard the amenities of adjoining residents

- 5 No sound reproduction equipment including the use of amplified sound shall be used by stall holders.

Reason - To safeguard the amenities of adjoining residents

- 6 No markets shall take place on Sundays.

Reason - To safeguard the amenities of adjoining residents

- 7 The permission hereby granted shall be carried out in accordance with the following approved drawings - 20.6.13-2/100 and 102.

Reason - To ensure the development is implemented in accordance with the permission granted

**Application No.
& Date Valid:**

16/00843/FUL

14th October 2016

Proposal:

Use of public highway as a market (maximum 77 stalls) on Mondays and Thursdays to include a craft fayre on the 1st Saturday of each month and on 12 other occasions through a calendar year with associated works (amendment to planning permission 05/00585/RBCRG3). at **Market Site At Union Street And Wellington Street And Land At High Street Aldershot Hampshire**

Applicant:

Rushmoor Borough Council

Conditions:

- 1 The development hereby permitted shall be begun before the expiration of three years 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.

- 2 Access to the market site for the purposes of setting up shall only take place between the hours of 7am and 9am.

Reason - To safeguard the amenities of adjoining occupiers.

- 3 No more than 3 of the Monday and 3 of the Thursday markets shall finish after 8pm in any calendar year with the market site being fully vacated by 9pm on such days.

Reason - To safeguard the amenities of adjoining residents.

- 4 With the exception of the Monday/Thursday markets as set out in condition 3 above, the markets shall be fully vacated by 6pm.

Reason - To safeguard the amenities of adjoining residents

- 5 No sound reproduction equipment including the use of amplified sound shall be used by stall holders.

Reason - To safeguard the amenities of adjoining residents

- 6 No markets shall operate on Sundays.

Reason - in the interests of the amenities of adjoining residents

- 7 The permission hereby granted shall be carried out in accordance with the following approved drawing - MPD_100 revision A

Reason - To ensure the development is implemented in accordance with the permission granted

Application No. & Date Valid: 16/00900/ADVPP

2nd November 2016

Proposal: Advertisement Consent : Display of internally-illuminated square sign on building facade in vicinity of Victoria Road pedestrian entrance into Wellington Centre at **Proposed Advertising Site Adjacent To 142 To 144 Victoria Road Aldershot Hampshire**

Applicant: London & Cambridge Properties Investments Limited

Conditions: 1 The signage hereby permitted shall be carried out in accordance with the following approved drawings -

Reason - To ensure the signage is displayed in accordance with the permission granted.

LICENSING AND GENERAL PURPOSES COMMITTEE

Meeting held on Monday, 30th January, 2017 at the Council Offices,
Farnborough at 7.00 p.m.

Voting Members

Cr. A. Jackman (Chairman)

a Cr. M.L. Sheehan (Vice-Chairman)

a Cr. Sophia Choudhary
Cr. Liz Corps
Cr. A.H. Crawford

Cr. B. Jones
Cr. S.J. Masterson
Cr. M.D. Smith

a Cr. L.A. Taylor
Cr. Jacqui Vosper
Cr. J.E. Woolley

Apologies for absence were submitted on behalf of the Vice-Chairman
(Cr. M.L. Sheehan) and Crs. Sophia Choudhary and L.A. Taylor.

294. **MINUTES –**

The Minutes of the Meeting held on 28th November, 2016 were approved
and signed by the Chairman.

295. **SELECTION OF THE MAYOR AND DEPUTY MAYOR 2017/18 –**

The Chief Executive reported on the outcome of the selection process for
the Mayor-Elect and the Deputy Mayor-Elect for 2017/18. The Chief Executive
had contacted the appropriate Members on the seniority list and reported that Cr.
S.J. Masterson was the next Member able to accept the nomination for Deputy
Mayor. Through normal progression, Cr. Sophia Choudhary, currently Deputy
Mayor, would progress to the position of Mayor for 2017/18.

The Committee **RECOMMENDED TO THE COUNCIL** that:

- (i) Cr. Sophia Choudhary be appointed as Mayor-Elect for the
2017/18 Municipal Year; and
- (ii) Cr. Stephen John Masterson be appointed as Deputy Mayor-Elect
for the 2017/18 Municipal Year.

296. **THE AUDIT PLAN –**

The Chairman welcomed to the meeting Mr. Adrian Balmer, Manager,
Government and Private Sector of Ernst & Young who reported to the
Committee on the Audit Plan which set out how the company intended to carry
out its responsibilities as auditor. The Plan summarised an initial assessment of
the key risks driving the development of an effective audit for the Council and
outlined a planned audit strategy in response to those risks.

RESOLVED: That the Audit Plan be noted.

297. **CERTIFICATION OF CLAIMS AND RETURNS ANNUAL REPORT 2015/16 –**

The Committee received a copy of Ernst & Young's Certification of Claims and Returns Annual Report 2015/16 in connection with the audit of the Council's claim to the Department for Work and Pensions in respect of the housing benefit subsidy. It was noted that the claim had been checked and certified with a total value of £37,327,041 and that the submission deadline had been met. Members also noted that the 2015/16 certification fee was £8,652 and that the indicative certification fee for 2016/17 was £7,511.

RESOLVED: That Ernst & Young's Certification of Claims and Returns Annual Report 2015/16 be noted.

298. **EXTERNAL AUDITOR'S SECTOR BRIEFING –**

The Committee received Ernst & Young's Local Government Audit Committee Briefing paper, which covered Government and economic news, accounting, auditing and governance, regulation news and key questions for the audit committee.

RESOLVED: That the Local Government Audit Committee briefing paper be noted.

299. **FEES AND CHARGES – SKIN PIERCING –**

The Committee considered the Head of Environmental Health and Housing's Report No. EHH1702, which sought approval for revised fees and charges for skin piercing registration functions provided by the Environmental Health and Housing Service

The Committee was advised that fees for the registration services had last been reviewed in January, 2011 and had been set at £125 to register a business premises and £92 to register a person. Following a review of the work required to deliver the registration activity, and based on the principle of full cost recovery for the services provided, it was proposed that the fee for the registration of the premises should be set at £180 and the fee per person should be set at £90. The fees would come into effect from 1st April, 2017.

RESOLVED: That approval be given to the revised fees, as set out in the Head of Environmental Health and Housing's Report No. EHH1702.

300. **INTERNAL AUDIT UPDATE –**

The Committee received the Audit Manager's Report No. AUD1701, which set out the work of internal audit undertaken during the period September to December, 2016.

The Report set out details in respect of: Housing Benefits; treasury

management; Council Tax billing and collection; Council Tax and NNDR recovery; server virtualisation; audit follow-ups; and, mobile devices follow-up. Members were also advised that audit work was currently underway in respect of Public Sector Internal Audit Standards, cash receipting, parking machine income and Activation Aldershot (Capital Project).

During discussion, a question was raised in respect of payment of National Insurance in connection with the calculation of Members' allowance payments at the start of a Municipal Year. It was agreed that this issue would be raised with Human Resources.

RESOLVED: That the Audit Manager's Report No. AUD1701 be noted.

301. **ANNUAL TREASURY MANAGEMENT STRATEGY 2017/18 AND PRUDENTIAL INDICATORS FOR CAPITAL FINANCE –**

The Committee considered the Head of Financial Services' Report No. FIN1703, which provided an update on the Treasury Management Indicators and Prudential Indicators for capital financing for the year 2016/17. The Report also set out the proposed Treasury Management Strategy for the year 2017/18, including the borrowing and investment strategies and treasury management indicators, the Prudential Indicators for capital finance for 2017/18 and the Minimum Revenue Provision Statement.

The Report advised that funds invested consisted of short-term cash available due to timing of income and expenditure (e.g. from movements in working capital or from reserves that needed to be available in the short term) and potentially longer-term investment funds derived from the Council's capital receipts. Arlingclose's advice continued to indicate that the Council should diversify investment risk by spreading smaller amounts over an increasing number of counterparties.

Members noted that the Council would now need to incur some borrowing to support the financing of its approved Capital Programme in the current year. The Council therefore would commence 2017/18 in a position where its investment holdings remained significant, but it also carried some debt. There would be an inevitable requirement to incur some additional borrowing to service capital expenditure in 2017/18. Careful observation of the Prudential Indicator "gross debt versus capital financing requirement" would need to be undertaken progressively throughout the financial year. This meant that the Council would have to redeem an element of its market investments towards the end of 2017/18 and in future years in order to reflect the requirements of this Indicator.

During discussion, Members raised questions concerning a cap on borrowing, property assets and sources of long-term and short-term borrowing.

RESOLVED: That Cabinet be recommended to approve:

- (i) the revised Treasury Management and Prudential Indicators for the year 2016/17, as set out in Appendix A to the Head of

Financial Services' Report No. FIN1703;

- (ii) the Treasury Management Strategy, Annual Borrowing Strategy and Annual Investment Strategy, as set out in Appendix B to the Report;
- (iii) the Prudential Indicators, as set out in Appendix C to the Report; and
- (iv) the Minimum Revenue Provision Statement, as set out in Appendix D to the Report.

302. FOLLOW UP FROM AUDIT RESULTS REPORT –

The Committee considered the Head of Financial Services' Report No. FIN1704, which set out the Council's response to an issue which had been raised by Ernst & Young in its Annual Audit Results Report and considered by the Committee on 26th September, 2016.

By way of background, the Committee was advised that the Audit Report had identified an uncorrected error in the accounts and the proposed treatment of this had been set out in the Letter of Representation from Management which had been discussed and approved by the Committee. In the Letter of Representation a commitment had been made to review the entire population of debtors and to correct any errors subsequently identified, prior to the submission of the accounts for 2016/17 and to adopt necessary procedures to ensure that all debtor balances were adequately evidenced and provided against where necessary.

The Committee was advised that the Accountancy Team within Financial Services had carried out a complete exercise on all debtors that fell outside of the verifiable systems (i.e. sundry debtors, Council Tax, business rates, housing benefit, purchase ledger) to identify all accounts where there had been no movement during 2015/16. These had then been reviewed for supporting evidence. This exercise had identified four other balances where sufficient supporting evidence of a collectable debt was no longer available and of action taken since. The total amount written back to the General Fund would be £91,877, which represented 1.85% of total debtors. It was advised that a process would be built into the annual accounts timetable going forward so that information relating to debtors was adequately maintained and an assessment would be made for any provision against bad debt and doubtful debt.

The Report informed the Committee that the debtors that fell outside of the main systems were a small fraction of the total debtors category and were largely highways related (where works were recharged to others such as Hampshire County Council) or are in receipt of rent deposits or car loans, all of which were recorded well within services. A working paper had been prepared to share with the auditors to demonstrate compliance with best practice and with the proposals set out in the Letter of Representation.

Members were also advised that the variance in the revenue account had been reported to the Cabinet as part of the October budget monitoring report (Report No. FIN1622) and had therefore been taken into account when estimating the outturn position for 2016/17.

RESOLVED: That the action proposed in response to the Audit Results Report, as set out in the Head of Financial Services' Report No. FIN1704, be noted.

303. **PAY POLICY STATEMENT –**

The Committee considered the Corporate Director's Report No. CD1701, which set out the framework within which pay was determined at the Council and provided an analysis comparing the remuneration of the Chief Executive with others employed by the Council.

The Committee was advised that the ratio between the Chief Executive and the full-time equivalent salary for a permanent member of staff employed on the lowest grade was 7.1:1, which was lower than when the exercise had been undertaken for the previous year when the figure had been 7.5:1. It was also advised that the ratio that looked at the median remuneration of staff compared to the Chief Executive showed no change from the previous year and remained at 3.8:1.

The Committee **RECOMMENDED TO THE COUNCIL** that the Pay Policy Statement 2017/18 be adopted.

The Meeting closed at 8.00 p.m.

A. JACKMAN
CHAIRMAN

DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 1st February, 2017 at the Council Offices, Farnborough at 7.00 p.m.

Voting Members

a Cr. B.A. Thomas (Chairman)
Cr. J.H. Marsh (Vice-Chairman) (In the Chair)

Cr. Mrs. D.B. Bedford	Cr. P.I.C. Crerar	Cr. D.S. Gladstone
Cr. D.M.T. Bell	a Cr. Sue Dibble	Cr. C.P. Grattan
Cr. R. Cooper	Cr. Jennifer Evans	Cr. A.R. Newell

Non-Voting Member

a Cr. M.J. Tennant (Cabinet Member for Environment and Service Delivery) (ex officio)

Apologies for absence were submitted on behalf of Cr. Sue Dibble.

Cr. C.P. Grattan was present during consideration of items at Report Para. Nos. 310 – 312.

304. MINUTES –

The Minutes of the Meeting held on 7th December, 2016 were approved and signed by the Chairman.

305. TOWN AND COUNTRY PLANNING ACT, 1990 (AS AMENDED) - TOWN AND COUNTRY PLANNING (GENERAL DEVELOPMENT PROCEDURE) ORDER, 1995 - DEVELOPMENT APPLICATIONS GENERALLY –

RESOLVED: That

- (i) 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. PLN1649, be noted;
- (ii) the following applications be determined by the Head of Planning, in consultation with the Chairman:

16/00815/FULPP (The Old Fire Station, Ordnance Road,
Aldershot);

16/00878/FULPP (No. 52 Victoria Road, Aldershot); and
 16/00961/FULPP (Queensgate, Phase 9, Farnborough)

(iii) the current position with regard to the following applications be noted pending consideration at a future meeting:

16/000757/REMPP (Zone B – Corunna Aldershot Urban Extension Alisons Road, Aldershot);
 16/00837/FULPP (The Crescent, Southwood Business Park, Summit Avenue);
 16/00905/FULPP (Wellington Centre, Aldershot)
 16/00938/REVPP (No. 13 Invincible Road, Farnborough)
 16/00981/FULPP (Aldershot Bus Station, No. 3 Station Road, Aldershot)
 16/01009/FULPP (Old School Studios, No. 40 Lynchford Road, Farnborough)

306. 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
16/00961/FULPP	(Queensgate, Phase 9, Farnborough)	Ms. R. Caines	In support

307. APPLICATION NO. 16/00815/FULPP – THE OLD FIRE STATION, ORDNANCE ROAD, ALDERSHOT –

The Committee received the Head of Planning’s Report No. PLN1649 regarding the erection of two three storey blocks comprising 32 flats (10 one-bedroom and 22 two-bedroom flats) with associated parking, access and landscaping at the Old Fire Station, Ordnance Road, Aldershot, Hampshire.

It was noted that the recommendation was to grant planning permission subject to the completion of a satisfactory planning obligation under Section 106 of the Town and Country Planning Act, 1990.

RESOLVED: That

(i) subject to no new substantial or material matters being raised as a result of the neighbour notification period, and the completion of a satisfactory Agreement under Section 106 of the Town and Country Planning Act 1990 by 9th March 2017 to secure financial contributions towards SPA mitigation, affordable

housing and highway improvements, the Head of Planning, in consultation with the Chairman, be authorised to grant planning permission subject to the conditions and informatives set out in the Head of Planning's Report No. PLN1649; however

- (ii) in the event that a satisfactory Unilateral Undertaking is not received by 9th March 2017 the Head of Planning, in consultation with the Chairman, be authorised to refuse planning permission on the grounds that
 - (a) the proposal does not make satisfactory contribution towards highway safety improvements to mitigate an increased number of multi-modal trips associated with the site in accordance with Core Strategy Policies CP16 and CP17 and Transport Contributions Supplementary Planning Document;
 - (b) the proposal does not make a financial contribution to mitigate the effect of the development on the Thames Basin Heaths Special Protection Area in accordance with the Rushmoor Thames Heaths Special Protection Area Avoidance and Mitigation Strategy (2014) and Core Strategy Policies CP11 and CP13; and
 - (c) an appropriate contribution to affordable housing provision has not been made as required by Policy CP6.

308. APPLICATION NO. 16/00878/FULPP – NO. 52 VICTORIA ROAD, ALDERSHOT

The Committee received the Head of Planning's Report No. PLN1649 regarding the erection of a five-storey building comprising 56 flats (18 one-bedroom, 31 two-bedroom and 7 three-bedroom units) with undercroft surface parking (71 spaces) with vehicular accesses from Crimea Road following demolition of the existing commercial building at No. 52 Victoria Road, Aldershot, Hampshire.

It was noted that the recommendation was to grant planning permission subject to the completion of a satisfactory planning obligation under Section 106 of the Town and Country Planning Act, 1990.

RESOLVED: That

- (i) subject to satisfactory additional information concerning the proposed SUDS drainage scheme for the site being received and the completion of a satisfactory planning obligation under Section 106 of the Town and Country Planning Act 1990 by 28th February to secure the following:

- (a) a financial contribution of £288,595 towards the maintenance of SPA avoidance and mitigation;
- (b) a £137,349 transport contribution; and
- (c) provision of 20 on-site affordable housing units of a mix to meet local housing need

the Head of Planning, in consultation with the Chairman, be authorised to grant planning permission subject to the conditions and informatives set out in the Head of Planning's Report No. PLN1649; however

- (ii) in the event that a satisfactory Section 106 Agreement is not received by 28th February 2017 the Head of Planning, in consultation with the Chairman, be authorised to refuse planning permission on the grounds that the proposal does not make satisfactory provision for a transport contribution in accordance with the Council's adopted 'Transport Contributions' SPD and Core Strategy Policies CP10, CP16, and CP17; and a financial contribution to mitigate the effect of the development on the Thames Basin Heaths Special Protection Area in accordance with the Rushmoor Thames Basin Heaths Special Protection Area Interim Avoidance and Mitigation Strategy and Core Strategy Policies CP11 and CP13.

309. APPLICATION NO. 16/00961/FULPP – PHASE 9, QUEENSGATE, FARNBOROUGH –

The Committee received the Head of Planning's Report No. PLN1649 regarding the erection of 80 dwellings (27 one-bedroom flats, 52 two-bedroom flats and 1 three-bedroom apartment) with associated car parking, bin and cycle storage, landscaping and footpath improvements at Phase 9, Queens Gate Site, Government House Road, Farnborough, Hampshire.

It was noted that the recommendation was to grant planning permission, subject to the completion of a satisfactory planning obligation under Section 106 of the Town and Country Planning Act, 1990.

RESOLVED: That

- (i) subject to the satisfactory resolution of any outstanding drainage issues and views received from Hampshire County Council, as Local Lead Flood Authority by 3rd February, 2017 and the completion of a Section 106 legal agreement by 24th March, 2017 to
 - (a) secure 35% affordable housing provision within the site in accordance with the agreed plan and phasing schedule;

- (b) deliver financial contributions towards open space and SPA mitigation as set out in the Report;
- (c) include fitting out and maintenance in perpetuity of the communal spaces/play area shown on the submitted plans prior to the occupation of any residential unit; and
- (d) allocation and linkage by freehold ownership in perpetuity of parking spaces to individual dwellings in accordance with an agreed schedule

the Head of Planning, in consultation with the Chairman, be authorised to grant planning permission subject to the conditions and informatives set out in the Head of Planning's Report No. PLN1649 (as amended); however

- (ii) if the requisite agreement is not completed by 24th March, 2017, planning permission be refused on the grounds that the development does not make appropriate provision for affordable housing, car parking or open space and does not mitigate its impact on the Thames Basin Heaths Special Protection Area.

310. **ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT –**

The Committee received the Head of Planning's Report No. PLN1650, in respect of two items related to enforcement and possible unauthorised development.

RESOLVED: That

- (i) enforcement action at The Former Rising Sun Public House, No. 96 Queens Road, Aldershot as set out in Report No. PLN1650 be noted; and
- (ii) no further action be taken in respect of an alleged breach of planning control at No. 20 Aspen Grove, Aldershot, Hampshire as set out in Report No. PLN1650.

311. **APPEALS PROGRESS REPORT –**

(1) **New Appeals –**

Application No.	Description
16/00356/FULPP	Against the refusal of planning permission for the change of use of the rear ground floor from Use Class A2 (financial and professional services) to a one-bedroom flat, with minor external alterations. It was noted that the appeal would be dealt with by written representations.

(2) **Appeal Decisions –**

Application No.	Description	Decision
--	Against the enforcement notice requiring the material change of use of the land from use for agriculture to a mixed use at land at former Lafarge Site, Hollybush Lane, Aldershot.	Dismissed
15/00964/FUL	Against refusal to grant planning permission for the erection of 3 single storey extensions to provide 3 classrooms, a single storey hall extension and a detached single storey teaching block to provide 3 early years classrooms at St Joseph's Roman Catholic Primary School, Bridge Road , Aldershot.	Dismissed
16/00391/FULPP	Against refusal to grant planning permission for the demolition of existing single storey rear element and erection of a single storey side and rear extension at No. 21 Connaught Road, Aldershot.	Dismissed

RESOLVED: That the Head of Planning's Report No. PLN1651 be noted.

312. **PLANNING (DEVELOPMENT MANAGEMENT) SUMMARY REPORT FOR THE QUARTER OCTOBER – DECEMBER, 2016 –**

The Committee received the Head of Planning's Report No. PLN1652 which provided an update on the position with respect to achieving performance indicators for the Development Management Section of Planning and the overall workload of the Section for the period 1st October to 31st December, 2016.

RESOLVED: That the Head of Planning's Report No. PLN1652 be noted.

The Meeting closed at 8.23 p.m.

B.A. THOMAS
CHAIRMAN

LICENSING AND GENERAL PURPOSES COMMITTEE

Special Meeting held on Thursday, 2nd February, 2017 at the Council Offices, Farnborough at 5.30 p.m.

Voting Members

Cr. A. Jackman (Chairman)
Cr. M.L. Sheehan (Vice-Chairman)

a Cr. Sophia Choudhary	Cr. B. Jones	Cr. L.A. Taylor
Cr. Liz Corps	Cr. S.J. Masterson	Cr. Jacqui Vosper
a Cr. A.H. Crawford	Cr. M.D. Smith	Cr. J.E. Woolley

The Leader of the Council (Cr. D.E. Clifford) and the Cabinet Member for Corporate Services (Cr. P.G. Taylor) were also in attendance at this meeting.

Apologies for absence were submitted on behalf of Crs. Sophia Choudhary and A.H. Crawford.

313. EXCLUSION OF THE PUBLIC –

RESOLVED: That the public be excluded from this meeting during the discussion of the undermentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against such item:

Report Para. No.	Schedule 12A Para. No.	Category
314	1	Information relating to an individual

THE FOLLOWING ITEM WAS CONSIDERED IN THE ABSENCE OF THE PUBLIC

314. APPOINTMENT OF THE CHIEF EXECUTIVE/HAID OF PAID SERVICE–

The Committee considered the Chairman's Exempt Report No. LGP1701, which set out the recommendation of the recruitment panel following the conclusion of the Chief Executive recruitment process, which had been concluded earlier that day. In accordance with the Council's Constitution, the Committee's recommendation would be considered by the full Council for approval.

The Report advised the Committee that, following the announcement by the Chief Executive that he would be leaving at the end of February, 2017, a recruitment process had been put in place, supported by Solace in Business, which had concluded on 2nd February. It was noted that the selection process had been agreed by the Cabinet on 15th November, 2016 (Report No. CEX1605), where a recruitment panel of four Members (Leader of the Council, Chairman of the Licensing and General Purposes Committee, Cabinet Member for Corporate Services and the Leader of the Labour Group) had been established to manage the process. A job description and person specification for the role of Chief Executive had been agreed, including the statutory responsibilities of Head of Paid Service, the Borough's Electoral Registration Officer and Returning Officer. The post had been advertised in The Guardian and the Municipal Journal. It was noted that 32 applications had been received and a long-list of twelve candidates had been selected for a technical interview with a consultant from Solace in Business and a technical assessor who was an ex-local authority Chief Executive.

The Committee was advised that a confidential report had been prepared following the technical interviews, which had been considered and a short-list of five candidates had been invited to an Assessment Centre on 1st February, 2017. The five candidates had participated in a range of exercises to assess their suitability for the role. Details were set out in the Exempt Report of the presentations, exercises, discussions and profiling which had been undertaken by the candidates. Following the conclusion of the Assessment Centre, the recruitment panel met with the team of assessors from Solace and considered feedback about each of the candidates. After careful consideration, it had been agreed that three candidates would be invited back to attend a final interview on 2nd February. It was noted that the candidates had been invited individually to give a presentation to an interview panel drawn from the Licensing and General Purposes Committee, plus the recruitment panel, on a topic previously unseen until shortly before the interview, which was then followed by a formal interview.

The Committee was advised that, at the conclusion of the rigorous and detailed selection process, it had been decided to recommend to the Committee that Mr. Paul Shackley, be agreed as Chief Executive-designate.

The Committee considered the financial implications and legal and procedural issues concerning the recommendation. It was advised that the position of Chief Executive was an established post in the Council's staffing structure and was funded from within the existing staffing budget. The appointment was within the Chief Executive grade of the Council's existing pay structure and would be in accordance with the Pay Policy Statement.

It was further noted that, in accordance with Section 4 of the Local Government and Housing Act, 1989 and the Council's Constitution, the Committee's recommendation for the appointment as Chief Executive/Head of Paid Service, would be considered for approval by the full Council.

The Committee **RECOMMENDED TO THE COUNCIL** that Mr. Paul Shackley be appointed as Chief Executive.

The Meeting closed at 5.45 p.m.

A. JACKMAN
CHAIRMAN

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LEISURE AND YOUTH POLICY AND REVIEW PANEL

Meeting held on Monday, 23rd January, 2017 at the Aldershot Garrison Sports Centre at 6.00 p.m.

Voting Members

Cr. Liz Corps (Chairman)
Cr. Mrs. D.B. Bedford (Vice-Chairman)

Cr. T.D. Bridgeman	Cr. R.L.G. Dibbs	Cr. J.H. Marsh
a. Cr. P.I.C. Crerar		Cr. M.L. Sheehan
Cr. Sue Dibble		Cr. L.A. Taylor

An apology for absence was submitted on behalf of Cr. P.I.C. Crerar.

315. MINUTES –

The Minutes of the Meeting held on 7th November, 2016 were agreed as a correct record.

316. GARRISON SPORTS FACILITIES –

The Panel was welcomed by Garrison Commander McGregor and Mr. James Smee, Aspire Defence Service Manager.

It was reported that Aspire Defence were ten years into a 35 year contract to manage the facilities “outside the wire” within the Garrison area. The facilities managed within the contract included the Army Cricket Club, hockey pitches, the athletics and rugby stadiums, floodlit grass pitches and the sports centre.

The Panel noted that the facilities were utilised by both military personnel and civilians, this was split at a ratio of round 70/30. Several clubs and organisations hired the facilities, including swimming clubs and local schools and they were used for the annual Hampshire Youth Games. All fixtures were booked a year in advance to accommodate any military fixtures, such as the annual Army versus Navy rugby match.

A discussion was held around the Corporate Social Responsibility (CSR) of the Army in Rushmoor. It was noted that an Engagement Plan was in place and events such as a “Freshers’ Bazaar” had been planned for summer 2017, to which local residents would be invited to try out different sporting activities to encourage active lifestyles and healthy living.

The Chairman thanked the Garrison Commander and Mr. Smee for taking the time to meet with the Panel and guide the tour of the facilities.

After the tour of the facilities, the Panel held a discussion on the comparisons between the Council owned facilities and the Garrison's sport facilities. It was noted that, at present, there was over provision of squash courts in the Borough and issues with the availability of 3G pitches. It was noted that there was some demand for more 3G pitches from local clubs and an audit of the pitches was planned to take place at the end of the season.

The Head of Community and Environmental Services, Mr. Peter Amies, advised of the obesity statistics in primary and secondary schools in the Borough. It was reported that during primary school years the number of children classed as obese appeared to increase substantially. The Panel discussed what could be done to encourage more activity in primary schools and requested further information on how the PE and Sports Premium had been spent in local schools. A request was also made for an analysis of comparable data on obesity from other local authorities of a similar size and demographic.

Action to be taken	By Whom	When
Request for information on how the PE and Sports Premium is spent in Primary and Secondary Schools.	Mr. Peter Amies, Head of Community and Environmental Services Emma Lamb, Policy Officer, Democratic and Customer Services	February, 2017
Analysis of comparable data on obesity from other local authorities of a similar size and demographic.	Mr. Peter Amies, Head of Community and Environmental Services	February, 2017

317. **WORK PROGRAMME –**

The Panel **NOTED** the current work programme.

The meeting closed at 8.13 p.m.

CR. LIZ CORPS
CHAIRMAN

ENVIRONMENT POLICY AND REVIEW PANEL

Meeting held on Tuesday, 31st January, 2017 at the Council Offices, Farnborough at 7.00 p.m.

Voting Members:

Cr. R.L.G. Dibbs (Chairman)
a Cr. Sophia Choudhary (Vice-Chairman)

Cr. Mrs. D.B. Bedford
Cr. K. Dibble
Cr. D.S. Gladstone

Cr. C.P. Grattan

a Cr. P.J. Moyle
Cr. Marina Munro
Cr. J.J. Preece

Apologies for absence were received on behalf of Crs. Sophia Choudhary and P.J. Moyle.

318. **MINUTES –**

The Minutes of the Meeting held on 8th November, 2016 were approved and signed by the Chairman, subject to the inclusion of an additional sentence at the end of the Recycling Levels in Rushmoor item to say 'The Chairman noted that nothing was being done by the Cabinet to address the low recycling levels in Rushmoor'.

319. **DEMOLITION OF BUILDINGS AND DANGEROUS STRUCTURES –**

Martin Hoble, Building Control Partnership Manager, and Colin Alborough, Environmental Health Manager, at Rushmoor Borough Council reported on the procedures, roles and responsibilities for dealing with dangerous structures and demolition of buildings in the Borough. The Panel was advised that, if a structure larger than 50 cubic metres was required to be demolished. Section 80 of the Building Act required the applicant to serve a notice on the Council. The Council would respond within six weeks with a Section 81 notice which would include the requirements with which the applicant had to comply. The Panel was advised that regulation of health and safety on a demolition site was the responsibility of the Health and Safety Executive (HSE).

In terms of the Council's duties with regard to dangerous structures, any structure that could present a danger to the public would require the Council to either contact the owner to rectify or in an emergency the Council would arrange to make the site safe. The Council could apply to the Magistrates' Court under Section 77 to serve a notice on the owner requiring them to make the structure safe or in extreme cases could act themselves under Section 78 which allowed the Council to take immediate action.

There had been issues with the demolition of a building recently with which the Council and HSE had both been involved. The matters regarding health and safety were now in the hands of the HSE to investigate.

The Panel discussed the position of the Council on making buildings safe and the process for the demolition of buildings. It was requested that, in future, when works were being carried out by individuals that had not followed procedures in the past, careful monitoring should be carried out.

The Panel **NOTED** the presentation.

320. **ALDERSHOT CATCHMENT STUDY –**

Sophie Slade, Paul Bowring and Gian Illari attended the Panel meeting, on behalf of Eight20, to report on the Aldershot Catchment Study. Eight20 was an alliance made up of eight companies set up to deliver elements of Thames Water's investment programme. Thames Water had a five year plan that would help save over 2,100 properties that currently suffered from sewer flooding. In addition to the five year plan, funding had been secured to undertake five catchment studies to investigate whether more properties could be protected, one of which was the Aldershot Catchment Study.

The Panel was advised that flooding had occurred at a number of key locations across the Aldershot catchment area during numerous historical storm events due to the incapacity of the surface water sewer network. A wide range of options had been investigated to reduce the risk of flooding in key flooding areas in Aldershot. Preferred solutions had been identified and work was being undertaken to assess the feasibility of the schemes.

A proposed scheme had been designed to address flooding at 50 properties in the vicinity of Manor Park. The scheme involved implementing a range of sustainable attenuation features in and around Manor Park. The proposed scheme would require close collaboration with both Rushmoor Borough Council and Hampshire County Council to ensure the design offered maximum benefit to stakeholders and local residents.

The Aldershot Catchment Study would be completed in March/April 2017. The study assessment and costings would then be completed and outline drawings and calculations produced. An Integrated Catchment Strategy would be produced which would recommend the sequential implementation of the proposed options and provide a long-term strategy for the catchment to address remaining flooding issues. Thames Water would seek an agreement in principle for ownership and maintenance of proposed drainage features should the scheme progress further.

The Panel discussed the Aldershot Catchment Study work that was being carried out and the proposed scheme. Regular updates to the Panel were requested to monitor the progress of the work. The Panel suggested a number of areas that had flooding issues but were advised that all schemes had to be assessed and the cost benefit calculated. Schemes would only proceed if they were feasible and cost effective. It was expected that the modelling for any schemes that were not included in the Thames Water programme could be shared with the Council.

The Panel **NOTED** the presentation.

Action to be taken	By whom	When
The slides be circulated to the Panel	Panel Administrator	10th February 2017
Regular updates from Eight2O to be added to the Panel's work programme.	Panel Administrator	March 2017

321. LEAD LOCAL FLOOD AUTHORITY –

Clare Mills, Flood and Water Manager from Hampshire County Council (HCC), the Lead Local Flood Authority (LLFA), attended the Panel meeting to report on the role of the LLFA and the approach being taken within Hampshire. The Flood and Water Management Act 2010 placed a number of responsibilities on the LLFA and there were a number of statutory requirements that were either a power or duty to undertake. There were a number of other agencies with a flood management role including the Environment Agency, water companies, highway authority and the planning authority. The LLFA role included:

- Co-ordinating the management of flooding from surface water, ground water and ordinary watercourses;
- Investigating flooding;
- Approving works to watercourses; and,
- Enforcement of unconsented works or lack of maintenance works on ordinary watercourses.

The Local Flood Risk Management Strategy had been adopted by HCC in July 2013 together with the associated high level action plans. A review of the Strategy was underway and expected to be completed in early 2018. The approach in Hampshire was a more catchment based approach to flooding to better co-ordinate work and maximise the availability of funding. Work had been commissioned to look at all flood risk within the catchments of Hampshire. Once complete, a programme for the catchment plans would be developed. The flood risk schemes within Rushmoor were located at Middleton Gardens, Sycamore Road and Rectory Road in Farnborough; two further schemes had also been included in the unfunded pipeline programme for 2021/22 onwards. All funding allocations in the programme remained unsecured until agreement of a full business case for any proposed scheme had been granted. Partnership funding was required to enable national funding to be released.

The Panel discussed the programme of schemes and proposed some additional areas that had suffered problems with flooding. A response on specific areas was not able to be given at the meeting but details would be investigated and reported back to the Panel.

The Panel **NOTED** the presentation.

Action to be taken	By whom	When
The slides be circulated to the Panel	Panel Administrator	10th February 2017

322. **WORK PROGRAMME –**

The Panel was asked to advise the Panel Administrator of any items to be considered for the 11th April Panel meeting by 7th March.

The Panel **NOTED** the current work programme.

The Meeting closed at 9.05 p.m.

R.L.G. DIBBS
CHAIRMAN

COMMUNITY POLICY AND REVIEW PANEL

Minutes of the meeting held on Thursday, 2nd February, 2017 at Council Offices, Farnborough at 7.00 pm.

Voting Members

Cr. M.D. Smith (Chairman)
a Cr. M.S. Choudhary (Vice-Chairman)

Cr. R. Cooper

Cr. S.J. Masterson

Cr. J.J. Preece

Cr. Jennifer Evans

Cr. P.F. Rust

Cr. A. Jackman

Cr. J.E. Woolley

An apology for absence was received on behalf of Cr. M.S. Choudhary.

323. MINUTES –

The Minutes of the Meeting held on 17th November, 2016 were approved and signed by the Chairman.

324. FRIMLEY HEALTH AND CARE SYSTEM SUSTAINABILITY AND TRANSFORMATION PLAN –

The Panel welcomed Sir Andrew Morris OBE, Chief Executive of Frimley Health NHS Foundation Trust and Chair of the Frimley System Leadership Reference Group, and Dr. Andrew Whitfield, Chair and Clinical Lead of NHS North East Hampshire and Farnham Clinical Commissioning Group (CCG), who had been invited to attend to provide Members with further information on the Sustainability and Transformation Plan (STP). The invitation had been made in response to the following Notice of Motion submitted to the Council meeting on 8th December, 2016:

"Aware of the dangers facing future funding of the National Health Service, this Council calls on the Frimley Sustainability and Transformation Plan (STP) to consult members as a matter of urgency about the gaps identified in the National Health Service locally, the priorities for the next five years, the initiatives in the next 18 months, the difficulties in recruiting staff, and the financing of plans going forward."

Sir Andrew Morris advised the Panel that the NHS had overspent by £2bn in 2015/16 and, in order to address the funding crisis, the country had been split into 44 footprints to reform health services. The Frimley health and care planning footprint covered five CCG areas: Slough; NHS Windsor, Ascot & Maidenhead; Bracknell & Ascot; Surrey Heath; and, North-East Hampshire and Farnham. Each of the 44 areas was required to produce a STP to deliver a five year forward view of better health, better patient care and improved efficiency. There were a number of partners involved in delivering the STP including NHS commissioners, acute care

providers, mental health and community providers, GP Federations, GP out of hours providers, ambulance trusts and local authorities.

The Frimley five year forward view identified three gaps facing the NHS which were health and wellbeing, care and quality and finance and efficiency. The STP provided a local system response on how the gaps would be addressed. There were five priorities identified in the Frimley STP:

Priority 1 - Making a substantial step change to improve wellbeing, increase prevention, self-care and early detection

Priority 2 - Action to improve long-term condition outcomes including greater self-management and proactive management across all providers for people with single long term conditions

Priority 3 - Frailty Management: Proactive management of frail patients with multiple complex physical and mental health long-term conditions, reducing crises and prolonged hospital stays

Priority 4 - Redesigning urgent and emergency care, including integrated working and primary care models providing timely care in the most appropriate place

Priority 5 - Reducing variation and health inequalities across pathways to improve outcomes and maximise value for citizens across the population, supported by evidence

Work was well underway to identify ways of delivering solutions to meet the priorities and there were a number of local examples of where improvements were already being delivered. One example was working with Hampshire County Council to enable Frimley to provide care packages for patients to speed up the process of getting patients back into their own homes. The good practice examples making the biggest difference to the gaps identified would be rolled out to other areas and delivered at scale. The changes to be introduced should result in fewer patients visiting accident and emergency, fewer patients being admitted to hospital and patients being discharged from hospital earlier. There would also be a more co-ordinated approach in services sharing information and delivering more integrated care.

Dr. Andrew Whitfield reported on the changes to the General Practice (GP) service. From April 2017, GP services would be provided from 8am-8pm in some designated transformational areas and then would be rolled out across the Frimley STP area from September 2017. Some services traditionally provided by GP's would be spread across other practitioners including doctors, nurses, paramedics, pharmacists and physiotherapists to ensure patients were able to see the right practitioner from their first visit. A trial would also be carried out with GP's working in accident and emergency to help discharge patients.

The Panel welcomed the changes proposed within the STP. There was a lengthy discussion on the improvements put forward in the STP and the Panel made a number of comments. The provision of alternative personnel to provide GP services was welcomed which it was hoped would free-up more GP appointments. The Panel also supported the potential for expansion of GP practices, and where

feasible, the merger of practices to create larger modern facilities with the ability to provide the necessary services required by patients.

The Panel thanked Sir Andrew Morris and Dr. Andrew Whitfield for attending the meeting and providing a comprehensive picture of the STP and the improvement work being undertaken. Sir Andrew Morris confirmed that there would continue to be an ongoing dialogue with partners including the Council as the STP was developed further.

The Panel recognised that the discussion and follow-up actions addressed the issues raised in the Motion. It was **AGREED** that the development of the STP would be monitored by the Panel and included in the Work Programme.

325. **PRE-PAYMENT METERS –**

The Panel noted the minutes of the Housing Strategy Standing Group. An update to the minutes was provided advising that residents with pre-payment meters could be £75 better off, the savings would be monitored by OFGEM.

326. **WORK PROGRAMME –**

The Panel noted the Work Programme for the 2016/17 Municipal Year.

The Meeting closed at 8.15 p.m.

M.D. SMITH
CHAIRMAN

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