

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*at the Council Offices, Farnborough on
Tuesday, 29th May, 2018 at 7.00 pm*

To:

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

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

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

A G E N D A

1. **MINUTES** – (Pages 1 - 8)

To confirm the Minutes of the meeting held on 17th April, 2018 (copy attached).

2. **RUSHMOOR 2020 - MODERNISATION AND IMPROVEMENT PROGRAMME** –
(Pages 9 - 24)
(Cllr David Clifford, Leader of the Council)

To consider Report No. CEX1801 (copy attached), which sets out the Rushmoor 2020 programme as the Council's approach to modernisation and improvement for the next two years.

3. **REGENERATING RUSHMOOR PROGRAMME** – (Pages 25 - 34)
(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder)

To consider Report No. CD1802 (copy attached), which seeks authority to establish the 'Regenerating Rushmoor' programme to enable delivery of the Council's regeneration ambitions.

4. **ORGANISATIONAL REDESIGN AND STRUCTURAL REVIEW** – (Pages 35 - 48)

To consider Report No. CEX1802 (copy attached), which sets out changes to the Council's senior management structure and functional arrangements.

5. **REVIEW OF PORTFOLIOS** – (Pages 49 - 52)
(Cllr David Clifford, Leader of the Council)

To consider Report No. DEM1801 (copy attached), which sets out changes to the Cabinet portfolio structure and proposes three new Cabinet Champion roles.

6. **GENERAL FUND PROVISIONAL OUTTURN 2017/18** – (Pages 53 - 72)
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

To consider Report No. FIN1820 (copy attached), which sets out the provisional outturn position on the General Fund (revenue and capital) for 2017/18, subject to audit.

7. **COUNCIL PLAN FOURTH QUARTER 2017/18 PERFORMANCE UPDATE REPORT** – (Pages 73 - 86)
(Cllr David Clifford, Leader of the Council)

To receive Report No. ELT1803 (copy attached), which sets out the Council's performance monitoring information for the fourth quarter of 2017/18.

8. **PROPOSED VARIATION TO THE SCHEME OF HACKNEY CARRIAGE FARES** –
(Pages 87 - 122)
(Cllr Ken Muschamp, Business, Safety and Regulation Portfolio Holder)

To consider Report No. EHH1814 (copy attached), which sets out proposals to vary the current scheme of hackney carriage fares.

9. **HOUSING OPTIONS - SERVICE CHANGES AND RESOURCING** – (Pages 123 - 136)
(Cllr Barbara Hurst, Health and Housing Portfolio Holder)

To consider Report No. EHH1817 (copy attached), which sets out proposed changes within the Council's Housing Options Team.

10. **APPOINTMENTS TO CABINET WORKING GROUPS** –

To agree that the following Cabinet Working Groups be appointed for the 2018/19 Municipal Year:

i) Budget Strategy

To authorise the Head of Democratic Services to confirm the membership in consultation with Group Leaders on the basis of one Cabinet Member, the Chairman or Vice-Chairman of the Overview and Scrutiny Committee, the Chairman or Vice-Chairman of the Policy and Project Advisory Board, two Conservative Group Members and three representatives of other Groups (including at least two Labour Group representatives).

ii) Member Development

To authorise the Head of Democratic Services to confirm the membership in consultation with Group Leaders on the basis of one Cabinet Member, the Chairman or Vice-Chairman of the Policy and Project Advisory Board, two Conservative Group Members and three representatives of other Groups (including at least two Labour Group representatives).

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CABINET

Meeting held on Tuesday, 17th April, 2018 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

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

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

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **30th April, 2018**.

81. MINUTES –

The Minutes of the meeting of the Cabinet held on 6th March, 2018 were confirmed and signed by the Chairman.

82. REVENUE BUDGET MONITORING AND FORECASTING 2017/18 - POSITION AT MARCH, 2018 –

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN1815, which set out the anticipated financial position for 2017/18, based on the monitoring exercise carried out during March, 2018. The Report set out an updated forecast of the revenue position as the end of 2017/18 and this was set out at Appendix A to the Report. The Report also contained sections on reported variances, the level of reserves and risks.

The Cabinet RESOLVED that

- (i) the latest Revenue Budget monitoring position and associated risks, as set out in Report No. FIN1815, be noted;
- (ii) the latest forecasts for the use of the Service Improvement Fund and the flexible use of capital receipts, as set out in the Report, be noted; and
- (iii) the approach to reserves and balances, as set out in the Report, be approved, subject to the final outturn position.

83. **CAPITAL PROGRAMME MONITORING AND FORECASTING 2017/18 - POSITION AT MARCH, 2018 –**
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet received Report No. FIN1816, which provided the latest forecast regarding the Council's Capital Programme for 2017/18, based on the monitoring exercise carried out during February, 2018. The Report noted that the revised Capital Programme of £32,398,000 had been approved by the Council on 22nd February, 2018. The Report set out significant over and under spend variations along with the major areas of slippage that had been identified.

The Cabinet NOTED the latest Capital Programme monitoring position and the Prudential Indicators for 2017/18, as set out in Report No. FIN1816.

84. **DISCRETIONARY RATE RELIEF –**
(Cllr Gareth Lyon, Concessions and Community Support Portfolio Holder)

The Cabinet considered Report No. FIN1814, which provided details of an application for rate relief from Limbcare Limited (Suite No. 3c, Third Floor, Westmead House, Westmead, Farnborough) and set out a proposal to bring forward the date by which charitable and not-for-profit organisations would have to reapply for discretionary rate relief to 31st March, 2021 rather than 2022. This date change was necessary to bring the process into line with the Government's next proposed national revaluation.

The Cabinet RESOLVED that

- (i) 20% top-up discretionary relief be awarded to Limbcare Limited from 17th March, 2017 to the end of the current Business Rates Valuation List, expected to be on 31st March, 2021; and
- (ii) the approach of undertaking a review of Discretionary Rate Relief awarded to charitable organisations in line with the date of the Government's national revaluation, which had been brought forward to 1st April, 2021, be approved.

85. **FARNBOROUGH AIRPORT COMMUNITY ENVIRONMENTAL FUND –**
(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. COMM1804, which sought approval to award grants from the Farnborough Airport Community Environmental Fund to assist local projects.

The Environment and Service Delivery Portfolio Holder had considered four applications and had recommended that all four awards should be made.

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

The Species Recovery Trust	£4,000
The Land Restoration Trust	£4,182
Rushmoor Voluntary Services	£5,000
The Farnborough Society	£7,500

NOTE: Cr. Barbara Hurst declared a prejudicial interest in this item in respect of her roles as the Council's representative at Rushmoor Voluntary Services and as a Director with the Farnborough Society and, in accordance with the Members' Code of Conduct, left the meeting during the discussion and voting thereon.

86. **THAMES BASIN HEATHS SPECIAL PROTECTION AREA AVOIDANCE AND MITIGATION STRATEGY UPDATE –**

(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. PLN1808, which set out proposed changes to the Rushmoor Thames Basin Heaths Avoidance and Mitigation Strategy, to incorporate arrangements to facilitate town centre regeneration proposals.

Members were informed that the changes would allow a longer commencement period for specific developments within the Borough's designated town centres, where the current commencement period of twelve months had been proving unrealistic.

The Cabinet RESOLVED that the amendments to Appendices 4 and 5 of the Rushmoor Thames Basin Heaths Avoidance and Mitigation Strategy, based on the draft set out in Appendix 1 to Report No. PLN1808, be approved.

87. **PLANNING FEE INCREASE AND RESOURCING IN PLANNING –**

(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder / Cllr Ken Muschamp, Business, Safety and Regulation Portfolio Holder)

The Cabinet considered Report No. PLN1809, which set out a proposed variation to the planning fee income budget and a proposed programme of improvements to the Planning Service, in order to comply with Government requirements to facilitate a 20% increase in planning fees.

Members were informed that the changes within the Planning Service would be aimed at improving the service given to customers. The Report also acknowledged the successful bid to the Government for £250,000 from the Planning Delivery Fund. This would be used to facilitate joint working between Rushmoor, Hart and Surrey Heath to enable appropriate Special Protection Area mitigation arrangements for new housing in each respective area.

The Cabinet RESOLVED that

- (i) a variation to the planning fee income budget, as set out in Report No. PLN1809, be approved;

- (ii) the programme of improvements to the Planning Service, as set out in the Report, be approved; and
- (iii) the initial spend of Planning Delivery Fund monies, as set out in the Report, be approved.

88. **ENVIRONMENTAL LITTERING - REVISIONS TO PILOT PROJECT –**
(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. COMM1805, which set out details of two proposed revisions to the one-year agency agreement with East Hampshire District Council to better tackle littering and dog fouling.

Members were reminded that the pilot project had been agreed by the Cabinet at its meeting on 6th February, 2018. The two proposed changes were in relation to the adoption of a zero tolerance approach to littering and the level of the fixed penalty fine in respect of dog fouling. These changes were set out in the Report.

The Cabinet RESOLVED that

- (i) a zero tolerance approach to littering and dog fouling, with offenders being issued with a Fixed Penalty Notice regardless of whether or not they subsequently remove the waste, as set out in Report No. COMM1805, be approved;
- (ii) a £50 penalty for dog fouling, rising to £75 once the Public Space Protection Order agreed at iii) below is in place, be approved; and
- (iii) the Solicitor to the Council and the Head of Environmental Health and Housing be authorised to start the process of introducing a Public Space Protection Order for dog fouling and to review whether wider dog controls contained in the Council's bylaws should be updated at the same time.

89. **EXCLUSION OF THE PUBLIC –**

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

Minute Nos.	Schedule 12A Para. No.	Category
90 and 92	3	Information relating to financial or business affairs

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

90. APPLICATIONS FOR SECTION 49 REMISSION OF NON-DOMESTIC RATES –
(Cllr Gareth Lyon, Concessions and Community Support Portfolio Holder)

The Cabinet considered Exempt Report No. FIN1817, which set out three applications for the remission of non-domestic rates on the grounds of hardship.

Members assessed the applications from Tradec Supplies Limited, No. 5 Queens Road, Farnborough; Allrite Limited trading as Wimpey Farnborough at No. 93 Queensmead, Farnborough and Wimpey (Aldershot) Limited, Nos. 29 - 31 Wellington Centre, Aldershot, taking into account the evidence of financial hardship supplied and whether it was in the interests of local taxpayers to subsidise the businesses. The Cabinet took into account the nature and circumstances of the businesses and, where appropriate, the availability of alternative facilities in the area. It was confirmed that the Concessions and Community Support Portfolio Holder had visited each of the premises.

The Cabinet RESOLVED that

- (i) 50% hardship relief be granted to Tradec Supplies Limited for twelve months;
- (ii) 50% hardship relief be granted to Allrite Limited trading as Wimpey Farnborough for twelve months; and
- (iii) the Head of Financial Services, in consultation with the Concessions and Community Support Portfolio Holder, be authorised to determine whether hardship relief should be granted in respect of Wimpy (Aldershot) Limited, following further discussions with the applicant.

91. HOTEL PROVISION IN FARNBOROUGH - ITEM WITHDRAWN –

The Cabinet was advised that this item had been withdrawn.

92. COMMERCIAL PROPERTY ACQUISITION –
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Exempt Report No. LEG1804, which set out a proposal to purchase the head leasehold investment of a property of which the Council was, currently, the freehold owner. The Exempt Report also requested the Cabinet to recommend to the Council that a variation should be made to the Capital Programme for the acquisition and that a supplementary estimate for associated revenue budgets should be approved.

Members were informed that it was anticipated that this investment would produce a good rate of return and its acquisition would assist in the future regeneration of that locality.

The Cabinet

- (i) **RESOLVED** that the acquisition of the property, on the terms set out in Exempt Report No. LEG1804, be approved; and
- (ii) **RECOMMENDED TO THE COUNCIL** that a variation to the Capital Programme to enable the purchase of the property, on the terms set out in Exempt Report No. LEG1804, be approved.

93. **ADDITIONAL ITEM - EXCLUSION OF THE PUBLIC –**

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

Minute No.	Schedule 12A Para. No.	Category
94	3	Information relating to financial or business affairs

94. **ADDITIONAL ITEM - FARNBOROUGH INTERNATIONAL LIMITED - DEVELOPMENT FUNDING –**

(Cllr David Clifford, Leader of the Council / Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Exempt Report No. FIN1818, which sought approval to enter into a loan agreement with Farnborough International Limited and also requested the Cabinet to recommend to the Council that a variation be made to the Capital Programme in respect of the loan.

The Report set out the full details of the proposal and the financial implications and associated risks.

It was noted that there was a request for a variation to the Capital Programme in 2018/19 and, taking account of the variations requested for the commercial property acquisition recommended earlier in the meeting, a report had been prepared to request a total variation of £10 million. This would enable these and other potential projects during the year to proceed subject to consideration of appropriate business cases.

The Cabinet

- (i) **RESOLVED** that
 - (a) the offer of a loan to Farnborough International Limited, on the terms set out in Exempt Report No. FIN1818, be approved;
 - (b) the Head of Financial Services, in consultation with the Corporate Services Portfolio Holder and the Solicitor to the Council, be authorised to agree all loan terms and documentation in respect of the loan agreement, within the parameters set out in the Exempt Report; and

- (ii) **RECOMMENDED TO THE COUNCIL** that approval be given to a variation of the Capital Programme, as set out in Exempt Report No. FIN1818, for the loan.

The Meeting closed at 7.48 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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CABINET

COUNCILLOR DAVID CLIFFORD,
LEADER OF THE COUNCIL

29 May 2018

KEY DECISION: YES

REPORT NO. CEX1801

RUSHMOOR 2020 - MODERNISATION AND IMPROVEMENT PROGRAMME**SUMMARY AND RECOMMENDATIONS:**

This report seeks approval for the establishment of the Rushmoor 2020 programme as the Council's approach to modernisation and improvement for the next 2 years. The ambition for the programme is to modernise and improve how the Council works to increase customer focus, deliver sustainable savings, provide excellent services and drive forward the Council's ambitious regeneration programme.

Recommended that:

- (i) the Modernisation and Improvement Programme 'Rushmoor 2020' based on the outline programme plan set out in Appendix 3 be agreed
- (ii) the proposed member engagement and governance arrangements for the programme at section 3.2 be agreed
- (iii) Cabinet note the resourcing arrangements in section 4 and consider the related recommendations set out in report CEX1802 later on the agenda for this meeting.
- (iv) Cabinet approve the use of the Service Improvement Fund to support the Programme.

1. INTRODUCTION

- 1.1 This report lays out the Council's approach to modernisation and improvement for the next 2 years. The Council Plan for 2018/19 states that the Council should "Listen, Learn and Deliver Better" and become more customer-focussed. For the Council to achieve financial sustainability and deliver excellent services whilst regenerating the area for the long term, it will be necessary to change the way the Council works and delivers services. This report explains the rationale for establishing a new programme, Rushmoor 2020, to provide the focus for and ensure delivery of this change.

2. BACKGROUND AND CONTEXT

- 2.1 Over the past 12 months the Council has been through a period of transition working with a new Chief Executive following the retirement of the previous post holder who was very well respected and had carried out the role for many years. The political leadership also changed the year prior.

- 2.2 Since his appointment, the Chief Executive has taken time to understand the Council, how it operates and its culture, whilst getting to know officers and Members. It has been acknowledged, by officers and members, that existing ways of working and the Council's approach to change and transformation approaches have been in place for some time and are now less effective. Whilst the 8-Point Plan has worked well, the context for local government has changed and it is felt the Council's approach needs to be reviewed to reflect new priorities, current thinking across the sector and continuing financial pressures.
- 2.3 Taking this as a starting point, the Chief Executive explored the Council's strengths and identified those areas where improvements might be necessary and input was sought from officers, Members and local partners. To inform this review further, the following pieces of work were commissioned / undertaken that have all helped in establishing the current position and suggest areas that the Council can build on to help it move forward.
- LGA Peer Challenge
 - Staff Survey
 - High Level Customer Diagnostic and Customer Experience Project

The key findings and recommendations from these pieces of work are described below.

LGA Peer Challenge

- 2.4 The peer challenge was undertaken during the first week of December. The peer team spoke to over 70 people including Members, officers and external partners. The peer team spent three days on site with the culmination being a presentation of the findings.
- 2.5 The full feedback report can be accessed on line at <https://www.rushmoor.gov.uk/peerchallenge>. In overall terms, the findings from the peer challenge were positive and the Council praised in a number of areas. The challenge itself looked at a number of components namely:
- Understanding of the local place and priority setting
 - Leadership of Place
 - Financial planning and viability
 - Organisational leadership and governance
 - Capacity to deliver

- 2.6 The report states

“... there is a recognition by the Council's leadership that it faces greater challenges in future – both financial and in terms of service delivery – and the organisation will need to change. The Council should become more agile and flexible; able to quickly seize new opportunities, driven by performance and the desire to make the most efficient use of resources. The appointment of a new chief executive in May 2017 completes a new political and managerial

leadership team, which gives the opportunity to open a new chapter. That leadership has already shown an openness to change and a willingness to engage with partners locally and across the sector. This is summarised in the phrase 'Listen, learn and deliver better' which sits at the heart of the Council Plan 2017/18."

2.7 The report has been welcomed by officers and members and includes a number of key recommendations that the Council wants to take forward. In summary, the key areas are:

- Create a clearer narrative of the Council's long term vision for the area and extend the Council's planning horizon to support delivery of that vision, enabling it to build on the economic success of the area
- Clearer and fewer priorities and being able to redirect resources to them
- More emphasis on the underlying budget challenge and more regular monitoring and vigorous challenge to significant areas
- Strengthen capacity in the areas of regeneration and transformation/modernisation and develop a broader programme to help embed and increase the pace of change
- Improve the approach to scrutiny
- Understand residents views better to inform the development and review of the Borough's vision and service transformation
- Improve performance management and governance
- Reshaping the approach and collective resources of the Rushmoor Strategic Partnership members to focus on fewer, more strategic issues
- Aligning and integrating property and regeneration strategy and priorities better

A shorter review visit will be arranged in around 18 months' time to sense check how the Council is making progress against the agreed improvements.

Staff Survey

2.8 It is important to understand the views of staff and how they feel so that they can contribute to the Council going forward. The previous staff survey was carried out a number of years ago and was considered no longer current or useful in terms of providing a benchmark so a new survey was undertaken during November. Informal discussion sessions were held by Chief Executive with a cross slice of staff and broader briefing sessions held in the autumn for all staff. These all contributed to the new Chief Executive working to understand the Council and its culture better.

2.9 The survey was commissioned with the help of South East Employers with the results published and distributed to staff. The results were positive in many areas with employees agreeing that Rushmoor Borough Council is a good place to work and with most people feeling happy in what they do.

2.10 There were however, a number of areas identified for improvement. These mainly focussed on:

- Need for clearer vision and better leadership and direction from management
- Need to work more as a 'team' across services
- Improved communication and understanding of the key messages
- Better change management and planning
- Development opportunities for everyone and increased investment in people
- Better management particularly in managing poor performance

Customer Diagnostic and Customer Experience Project (Phase 1)

2.11 Since the adoption of the “Listen, Learn, Deliver Better” ethos in 2016, the Council has not changed fundamentally how it provides services. In order to truly become a customer focussed organisation further work is required that looks to challenge the status quo and look at service delivery from the perspective of our customers. Iese, a local authority owned social enterprise who have undertaken similar work in other councils, was commissioned to carry out an initial diagnostic of where the Council is currently in terms of becoming a customer centric organisation.

2.12 The initial diagnostic report contained a number of key messages including:

- Some excellent exemplar services such as Revenues and Benefits
- However, the lessons from exemplar services have not been rolled out as a corporate approach
- The customer service function is seen as an “add on” by services and not as an integral part of the service to the customer
- The current approach doesn't encourage problem solving or end to end solutions
- Processes could be improved providing a much better service to the customer and significant savings could be achieved at the same time.

2.13 To substantiate the initial work a second, more detailed piece of work was then commissioned and undertaken with a joint council and Iese project team. The Customer Experience project (Phase 1) looked in more depth at the high volume systems and process that the Council is engaged in particularly in those areas with high levels of customer contact. The main findings from the project confirmed that there is substantial opportunity to redesign services against demand and remove waste built into our current processes. A high-level digital overview suggested that if we want to deliver on the Council's digital strategy, we will also need to think differently about digital and update the technology we use to support our business and enable our customers to help themselves more. The team from Iese also considered how well placed the Council was to achieve the outcomes set out in the 'target operating model' shared by the Chief Executive in the Autumn (Appendix 1) and the supporting Behaviours Framework (Appendix 2). The Iese team identified that there would need to be some shifts in culture and development of expertise in some areas for that model to become full reality. They also suggested that we were not making the most of some of our employees and we should aim to

unlock more of the talent we have in the organisation and empower our staff to do better things for our customers.

- 2.14 This will be a substantial work programme to take forward but the potential scale of the improvement opportunity and consequential ability to contribute towards the Council's savings requirement is significant. The approach will need to be tested, which will include working with customers and residents. The business case will need to be built for a whole-organisation programme to be rolled out and this project will be a significant element of our transformation and modernisation work for the next 3 years and essential for the Council to move to a sustainable model.

3. THE MODERNISATION AND IMPROVEMENT PROGRAMME - RUSHMOOR 2020

- 3.1 To ensure we address all the recommendations and improvements set out in the Peer Challenge, respond to the staff survey and take forward the opportunity offered by the Customer Experience Project, it is proposed that a new Modernisation and Improvement Programme be established. The Rushmoor 2020 Programme will bring together the Council's plans for improvement and financial sustainability into a single delivery programme led by one of the Council's Directors. The core programme will be completed by December 2020 and the overarching outcome will be a much more customer focussed, agile and financially sustainable organisation. It will be built around delivering an excellent customer experience through a clear long term vision and priorities, developing people, improving performance management and governance, achieving financial sustainability, embracing the concept of becoming a digital council and supportive communications.
- 3.2 The importance of the programme should not be underestimated if the Council is going to be fit for the future and financially sustainable and a seminar has been arranged for all Members on the 27 June 2018. It will also be important to engage members on an ongoing basis with the Council's modernisation and improvement journey and it is proposed that this is achieved through;
- (i) A new Task and Finish Group established under the Policy and Projects Advisory Board to help shape projects and policies associated with the Rushmoor 2020 Programme and particularly the Customer Experience Project
 - (ii) A 'Rushmoor 2020 Steering Group', established to oversee, drive and steer the programme to successful delivery. The Steering Group to be comprised of the Deputy Leader, the Portfolio Holder for Customers, Digital & Rushmoor 2020, the Corporate and Democratic Services Portfolio holder with the new officer Executive Leadership Team.
 - (iii) The formal performance reporting quarterly to the Cabinet and consideration by the new Scrutiny Panel as required by Members.
- 3.4 An outline of the content of the Rushmoor 2020 Programme is included at Appendix 3. More detailed delivery plans will be developed over the next 3-4

months with key decisions and requests for investment coming forward to Cabinet for approval in the usual way.

4. DELIVERING RUSHMOOR 2020

- 4.1 To deliver the new Council Plan and priorities whilst modernising and delivering the Rushmoor 2020 programme will need a different approach to organisational leadership and management moving forward. The Chief Executive has concluded that some changes to the Council's senior management arrangements will be required and, in his role as Head of Paid Service, has produced and consulted on proposals for a restructure of the senior management team and consequential changes to service groupings. These proposals and supporting rationale are set out in a separate report on this agenda.
- 4.2 The initial resourcing arrangements to support the set-up and delivery of the first phase of the programme will be established in the Senior Management Structures report where it is proposed that the programme will be led by the Executive Director (Customers, Digital and Rushmoor 2020) and supported by two Heads of Service and officers from the Projects and Improvement Team.
- 4.3 It is worth noting at this point that, although changes at senior leadership level are important, for the organisation to work with the level of change that will be demanded by Rushmoor 2020, an investment in the development of all of the Council's managers and employees will be required. As part of Rushmoor 2020, a new approach in terms of how the Council develops its people will be put in place. The Council will plan to put in place a new Leadership and Management Development Strategy and Workforce Strategy by the end of 2018/19.

5. CONSULTATION AND ENGAGEMENT

- 5.1 The Chief Executive has used his first 12 months to engage with staff, members and partners as well as external organisations to help establish what needed to change in order for the Council to deliver its priorities and how the Council might approach this.
- 5.2 For a programme of this scale considerable engagement will be needed to take forward the various elements.

6. FINANCIAL IMPLICATIONS

- 6.1 Rushmoor 2020 is being established in part to ensure we address the financial gap set out in the Medium Term Financial Strategy. The programme, which will absorb the remaining projects from the former 8-Point Plan and incorporate the next phase of the Customer Experience Project will need to contribute a minimum of £300,000 per annum to the Council's £3,785,000 savings requirements by the end of 2019/20.
- 6.2 There will be investment required to support the implementation of some parts of the programme, which initially can be met from the as yet unallocated

balance of £300,000 within the Service Improvement Fund. This fund has been built up over time to support invest-to-save initiatives and service efficiencies and Cabinet are requested to approve use of the fund with spend on the programme being reported through the usual budget monitoring process. Any further investment above these levels will need to come forward for consideration with a business case and/or as part of the budget building process for 2019/20.

7. CONCLUSIONS

- 7.1 This report brings together a number of improvement initiatives under a new overarching programme to be known as Rushmoor 2020. Its focus is to ensure that going forward the Council modernises and achieves financial sustainability whilst at the same time delivering excellent services meeting the demands of the local community.

BACKGROUND DOCUMENTS:

Medium Term Financial Strategy 2018/19 - 2020/21
Peer Challenge Feedback Report
Staff Survey
Senior Management Structures report CEX 0318

CONTACT DETAILS:

Report Author: Paul Shackley, Chief Executive
Contact: Karen Edwards, Executive Director

TARGET OPERATING MODEL

To provide a framework to support the changes needed and help members and staff understand what will be different a simple, straightforward framework or target operating model has been developed.

The model builds on the principles of 'Listen, learn and deliver better' and is based on a number of elements as follows:



Invest in people

This sees an approach that increases investment in people and includes enhanced programmes related to skills, retention, recruitment and talent. In an increasingly competitive environment, attracting the right people is essential to achieving corporate objectives.

Leadership

Improving leadership is an essential component of inspiring the best from people thereby improving services. The Council will adopt a professional leadership approach to include collaboration, being strong and decisive, leading by example, being visible and adopting a strategic approach where required.

Modernisation

In modernising how people and teams work services can be improved, be made more efficient and offer a better quality of life for people. This includes anywhere/anytime working, one team / one council ethos and being fit for future particularly in relation to the use of technology.

Commercial

Increasing numbers of Councils are acting commercially both in terms of taking commercial decisions in a competitive sense and in terms of thinking in a more business-like manner. The Council will look to develop people to act in this way.

Productive and Efficient

In terms of being more productive and efficient, the emphasis will be on getting things done quickly and right the first time with decision making at the first point of contact where possible.

Excellence in Service Delivery

Achieving the levels already outlined and investing both time, energy and money in cultural shift will lead to excellence in the provision of services throughout the Council.

Customer First

Ultimately, the model outlined is all about putting the customer first and at the heart of what the Council does. The aspiration is to not just meet customer expectations but to exceed them every time through the right minds and investment in people.

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Behaviours

framework

What is our behaviours framework?

The behaviours framework identifies the key behaviours and attitudes expected of Rushmoor employees.

It includes:

- How we do things
- What we say and how we say it
- How we treat others
- Our approach to work

The council's operating model

Our operating model is central to the delivery of the council's priorities. The behaviours that support this are set out in this document. There are some behaviours that we expect from everyone, and others will be expected as you develop your skills or become more senior.

Following feedback from employees, we have also included some examples of behaviours that don't meet expectations.



What we expect from everyone

What we expect from those in leadership positions and employees who aspire to those roles

As we increase our skills

Customer first

You work hard to understand and exceed customer expectations. You take responsibility for your own and others' learning and development.



- You put the customer first, working hard to exceed their expectations
- You celebrate success and have a positive approach
- You take opportunities for learning and development and share skills and knowledge
- You act with integrity, professionalism and respect for others

- You support others in working together, helping them to develop shared purpose
- You give time to colleagues and customers who need help
- You initiate joint approaches to delivering services
- You listen to and involve others, showing that you respect and value their input

- You inspire a 'one team, one council' culture
- You listen to and engage with your customers to evolve service delivery
- You recognise talent within your team and develop potential
- You seek to attract and retain individuals with the right skills, knowledge and approach

Excellence in service delivery

With enthusiasm, you work to deliver an excellent service which exceeds organisational and customer expectations. You will work productively and efficiently with a commercial and modern mind-set to improve things and make a difference where you can.



- You are flexible in how and where you work
- You take pride in your work
- You are open to feedback and constructive challenge
- You are productive and efficient in your work
- You make good use of technology and digital opportunities
- You deliver what you've committed to on time
- You use your initiative to solve issues and improve the way we do things
- You aspire to get things right first time
- You are open to change
- You appropriately challenge assumptions and unhelpful behaviour

- You adopt a business mindset where appropriate
- You seek feedback on your own performance
- You promote and drive excellence in service delivery
- You enable first point of contact decision making at the level closest to the customer
- You ensure mutual understanding of task responsibility
- You are flexible in providing solutions to drive improvement
- You balance competing priorities to meet expectations

- You think strategically about commercial opportunities
- You focus on long-term outcomes rather than short-sighted initiatives
- You manage poor performance and recognise good performance
- You anticipate change to ensure services are fit for the future
- You stand by difficult decisions and openly acknowledge errors

Leadership

You lead by example through your behaviours and professional approach to work, inspiring your colleagues to deliver great outcomes.



- You role model the expected behaviours
- You are driven to achieve results
- You are empathetic to colleagues and customers
- You adapt your communication style to meet your audiences' needs

- You are confident in making decisions and set clear expectations
- You delegate appropriately
- You resolve conflicts and disagreements quickly and professionally
- You see failure and issues as an opportunity to learn and improve

- You work collaboratively with colleagues, partners and customers
- You lead by example, inspiring others to excellence
- You are visible and accessible to your team/colleagues
- You articulate vision and clear strategic direction to focus service delivery

Behaviours that don't meet expectations

You do not demonstrate 'Customer first' if you:

- Don't accept that colleagues are internal customers
- Don't say 'thank you' or show appreciation for others work
- Make little or no effort to understand things from your customer's point of view
- Are unwilling to be exposed to change or uncertainty

You do not demonstrate 'Excellence in service delivery' if you:

- Stick to outdated methods that have become ineffective
- Show a lack of concern in the quality of your work
- Focus on the problems and not the solutions
- Manage your time poorly and do not deliver what is expected of you
- Ignore problems and don't use your initiative
- Do not take responsibility for your actions, admit you are wrong or recognise how your actions affect others

You do not demonstrate 'Leadership' if you:

- Choose to ignore criticism or take it personally rather than a way to develop yourself or your performance
- Fail to acknowledge colleague and customer perspectives
- Do not question information for a better understanding
- Do not acknowledge or appreciate the work others do

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Rushmoor 2020

Modernised organisational arrangements and service delivery, underpinned by a clear vision

<p>Customer Experience <i>All our customers have an excellent customer experience every time</i></p> <p>Develop and deliver the Customer Experience project</p>			
<p>Vision & priorities <i>A Council with a clear vision and effective leadership for our residents and places</i></p> <p>Develop a long term vision for the Borough and the Council</p> <p>Extend the planning horizon for the next Council Plan to support delivery of the vision</p> <p>Undertake more regular resident surveys and other engagement to inform the development and on-going review of the vision for the Borough and service transformation</p> <p>Reshape the Rushmoor Strategic Partnership (RSP) to focus on fewer more strategic issues</p>	<p>People <i>Staff with the right skills and behaviours in the right roles, committed to delivering the best possible outcomes for our communities</i></p> <p>Build the new Executive Team and Corporate Leadership Team</p> <p>Strengthen capacity in key areas, such as regeneration; transformation and organisational development through a combination of buying in external expertise, partnerships and skills transfer and growing talent within the organisation</p> <p>Establish the new service arrangements</p> <p>Review the HR service</p> <p>Develop and implement a new workforce strategy and leadership development programme</p> <p>Embed the new behaviours framework</p> <p>Deliver a learning and development programme</p> <p>Develop all managers to have the skills and confidence to demonstrate leadership and manage performance</p> <p>Establish an approach to early exit which supports our move to financial sustainability</p>	<p>Improving Performance Management & Governance <i>We have a clear view of performance and robust arrangements to ensure delivery</i></p> <p>Develop and put in place a new performance management framework</p> <p>Implement new scrutiny arrangements</p> <p>Put in place ongoing staff and member development for scrutiny arrangements</p> <p>Establish effective Governance arrangements for</p> <ul style="list-style-type: none"> • Regenerating Rushmoor Programme • Rushmoor 2020 Programme • Other Major projects 	<p>Financial Sustainability <i>We achieve savings in a sustainable way while maintaining the quality of our services and maximising our assets</i></p> <p>Build a wider understanding of the underlying financial challenges now facing the Council, including more regular monitoring and vigorous challenge to significant or high risk budgets</p> <p>Secure and deliver additional savings and income generation to reduce the use of reserves to produce a balanced budget over the coming years and move to a risk based assessment of the level of required reserves</p> <p>Develop an integrated strategy to guide commercial and regeneration property investments, along with proactive performance monitoring of investment returns</p> <p>Improve arrangements for the management and use of Council owned property including a new asset management plan</p> <p>Establish a local housing company and increase rental income</p> <p>Continue work with community and voluntary organisations to reduce reliance on Council financing</p> <p>Complete the review of all fees and charges and embed as part of budget processes</p> <p>Re-tender the Council’s leisure contracts to reduce revenue costs</p> <p>Develop a comprehensive plan of targeted savings from procurement</p>
<p>Digital Council <i>Technologies enable and support new ways of working and doing business – for our staff, customers and those who do business with us</i></p>			
New Website	Deliver Cloud Strategy including Office 365	Digital skills	
Enable new Ways of Working	Public access portal(s)	Infrastructure and Security	
Fully establish use of mod.gov software	Review ‘Love Rushmoor’ App	New Intranet/Staff Hub	
<p>Communications <i>Our residents, businesses, staff and members are well informed</i></p> <p>Develop and implement new communications strategy and approach to branding</p>			

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CABINET

COUNCILLOR MARTIN TENNANT
ENVIRONMENT & SERVICE DELIVERY
PORTFOLIO HOLDER

29 MAY 2018

KEY DECISION: YES

REPORT NO: CD1802

REGENERATING RUSHMOOR PROGRAMME**SUMMARY AND RECOMMENDATIONS:**

This report seeks authority to establish the 'Regenerating Rushmoor' programme to enable the delivery of the Council's regeneration ambitions. It sets out proposed Council and partnership governance arrangements and requests some delegations to enable key projects to move forward.

Recommendations

That Cabinet:

- 1) Authorise the establishment of the Regenerating Rushmoor Programme and agree the outline governance arrangements set out in this report.
- 2) Note the projects included within the programme and their current status.
- 3) Recommend to the Policy and Project Advisory Panel that Task and Finish Groups for Aldershot Regeneration and Farnborough Regeneration be established and agree the appointment of the Leader, Deputy Leader and Portfolio Holder for Major Projects and Property to the Steering Group.
- 4) Agree a further period of working with officers from RegenCo (East Hampshire District Council) to help deliver the programme until the Council's proposed resources (or other interim arrangements) as set out in report CEX 1802 are in place.
- 5) Agree that all existing delegations (in relation to legal activities) to the Solicitor to the Council and future legal transactions ancillary and pursuant to the delivery of the Regeneration Programme, transfer to the current Legal Services Manager from 1 June 2018 and subsequently to the new role of Corporate Manager Legal Services once appointed.
- 6) Authorise the Executive Director, in consultation with the Chief Executive and Portfolio Holder for Major Projects and Property to negotiate and acquire by agreement, the properties listed in Exempt Appendix 2 to the Report and note that there may be the need for a future variation to the capital programme to enable the completion of all acquisitions

- 7) Note that the Council will bear the risk for expenditure as set out in Exempt Appendix 2 and authorise the use of prudential borrowing until the Housing Investment Fund (HIF) conditions are satisfied and funding released by Homes England
- 8) Authorise the Executive Director to negotiate an extension to the Civic Quarter Memorandum of Understanding with the existing partners.
- 9) Delegate authority to the Executive Director to vire the revenue budgets as set out in paragraph 6.1.
- 10) Cabinet are requested to approve the change in use of the Capital budget as set out in paragraph 6.3 for predevelopment works

1. INTRODUCTION

- 1.1 The Council Plan includes a key priority of “sustaining a thriving economy and boosting local business”. Key objectives include regeneration in both Aldershot and Farnborough and accelerating the delivery of housing in Rushmoor.
- 1.2 Cabinet raised the priority of this work in the Council Plan this year and in January Cabinet considered report CD1801 which set out the programme and updated Council on progress at that time. That report also explained that it would be using RegenCo – (Regeneration specialists provided through East Hampshire District Council) to work with the Council to help establish robust programme and project management arrangements and support delivery of key projects within the programme.
- 1.3 This report updates members on some of the outcomes of that work and proposes that the Council should move forward with a broader, more ambitious programme ‘Regenerating Rushmoor’ enabled by a more collaborative approach to delivery involving key partners.

2. PROPOSED PROGRAMME

- 2.1 The Regenerating Rushmoor programme is a comprehensive partner co-ordinated approach to addressing the economic and place-making challenges facing the Borough’s key towns of Aldershot and Farnborough; whilst also seeking to tackle other borough-wide regeneration issues. It directly addresses the priorities in the Council plan of ‘Sustaining a thriving economy and boosting local business and ‘Supporting and empowering our communities and meeting local needs’.
- 2.2 It sets out a vision for the town centres in 2028:

“In 2028 the town centres of Aldershot and Farnborough will have a compelling offer and be vibrant and vital - they will have experienced a significant transformation and renaissance. With prosperous economies, they will be key destinations for residents, visitors, employers and investors. High-quality mixed-use redevelopment is offering an attractive environment with a distinctive retail, leisure, cultural, employment and residential offer. Aldershot and Farnborough town centres will be places that people are proud of and want to visit and spend their time and money in – whether by day or in the evening. Catering for everyone, they will offer a dynamic programme of cultural events, markets and activities building upon their unique heritage and histories. They will have strong reputations as family friendly town centres that positively complement their respective global brands’.

2.3 This Vision is under-pinned by 5 over-arching ‘place-making’ outcomes of:

- **Great Places to Visit** – for Aldershot and Farnborough to build on their sub-regional positions as destinations, diversifying their offer and developing complementary leisure, restaurant, cultural and arts offers within an attractive environment;
- **Great Places to Work** – for offices and vacant office space to make a positive contribution to the economic role and function of the Aldershot and Farnborough town centres as places where businesses provide quality employment and opportunities;
- **Great Places to Live** – to make Aldershot and Farnborough town centres great places to live with a wide variety of quality new homes attractive to a diverse range of people;
- **Great Places that are Attractive & Distinctive** – developing an attractive and distinctive environment with high quality buildings, streets and spaces that enhance the character of Aldershot and Farnborough town centres, building on their rich heritage and helping to contribute to a sense of identity and improved visitor experience;
- **Great Places that are Accessible & Connected** – ensuring high quality access and connectivity to and within Aldershot and Farnborough town centres by a range of modes, prioritising walking, cycling and public transport, but maintaining high quality road access to the respective town centres

3. THE PROGRAMME

3.1 The programme builds on the projects set out in report CD1801 and it is proposed that from 1 June 2018 will include the following key projects:

Aldershot:

- Galleries and High Street Car Park
- Union Street East
- The Station and surrounding area (including Windsor Way)
- Princes Hall site
- Games Hub

- Parsons Barracks
- High Street Bus Interchange

Farnborough:

- Civic Quarter
- Farnborough Transport Package
- Invincible Road
- Farnborough Town Centre (St Modwen Phases 3 & 4)
- Hawley Lane South

Borough Wide

- Right Homes, Right Places
- Selection of Investment Partner

3.2 These projects, their deliverables, current status and contribution to the place making outcomes are described in Appendix 1.

4. PROGRAMME DELIVERY, GOVERNANCE AND COLLABORATION

4.1 To ensure the successful delivery of the programme, it is essential that appropriate governance arrangements are put in place to oversee the programme and ensure that there is an organisation wide view of the risk, issues and progress against project milestones.

4.2 As part of this, it is proposed that a Regenerating Rushmoor Steering Group is established to oversee, drive and steer the programme to successful delivery. It is proposed that the Steering group be comprised of the Leader and Deputy Leader, the Portfolio Holder for Major Projects and Property and the new Executive Leadership Team. The detailed governance arrangements will be agreed by the Steering Group at its first meeting.

4.3 Any decisions required by the programme will be referred to Cabinet for consideration. In addition, formal performance reporting will be quarterly to the Cabinet and all members will be invited to regeneration update seminars. In terms of policy development and scrutiny, it is proposed that Cabinet recommend to the Policy and Advisory Panel that task and finish groups for Aldershot Regeneration and Farnborough Regeneration be established to replace the current Aldershot Town Centre Regeneration Group (a cabinet working group) and the Farnborough Town Centre Group (which was part of the Environment Panel arrangements).

4.4 Whilst the Council has its own commitment, passion and resources to deploy to transform the economic performance and offers of both Aldershot and Farnborough town centres; ultimate success of the Regenerating Rushmoor programme will come down to how the Council engages and works collaboratively with its partners. Without the commitment, capacity, insights, networks and resources from a broad

range of partners to the delivery of the Regenerating Rushmoor Programme; then delivery and securing improvements in the economic performance and offer of the town centres will be challenging. In addition, it needs to be acknowledged that the Regenerating Rushmoor Programme will also be in constant competition for partner senior level commitment and resources with other such programmes elsewhere across Hampshire and the wider region. At this stage in the delivery of the programme the key partners have been identified as Hampshire County Council, Enterprise M3, Homes England and the Defence Infrastructure Organisation (DIO).

- 4.5 The governance and delivery arrangements have therefore been developed to enable substantial participation by partners because of the mutual benefit of collaboration. For example, Homes England will have housing targets to deliver; Enterprise M3 LEP will have skills and business targets to deliver; etc. All partners have indicated that they would be pleased to engage in the Regenerating Rushmoor Programme at a senior level recognising that more will be achieved by working together.
- 4.6 Building upon this partner commitment it is important that the Council undertakes to engage partners and co-ordinate collaborative delivery in a professional manner that seeks to build and sustain long-term value-creating relationships. The Regenerating Rushmoor Programme governance structure has been carefully designed to ensure that it focuses on accelerating collaborative delivery; creating shared value; keeping bureaucracy and reporting to a minimum; and celebrating and learning from success.

5. REGENERATING RUSHMOOR PROGRAMME - NEXT STEPS

- 5.1 It is intended that the new delivery and governance arrangements will be fully established from 1 June 2018. The Chief Executive's report on organisation redesign and structural review (CEX 1802) will establish new management and team arrangements for the delivery of the programme. However, those arrangements are unlikely to be fully in place until the Autumn. The Executive Director and Chief Executive will continue to lead the programme in the interim. However, to ensure momentum is maintained across the programme, it is proposed that RegenCo be appointed for a further period to support the implementation of key projects including the selection of an investment partner, Union Street East, The Galleries and the Games Hub. The estimated cost of £48,500 can be met by virement from existing and carried forward budgets as set out in section 6 of this report.
- 5.2 The Solicitor to the Council will be leaving at the beginning of June. This role holds a number of key delegations that enable legal and property related transactions to support regeneration projects to be undertaken. A new post of Corporate Manager Legal Services will be established as part of the new structural arrangements but this role is unlikely to be in place for some months. To ensure all essential activities can proceed as

required, Cabinet are requested to transfer all existing delegations to the Solicitor to the Council to the current Legal Services manager initially and subsequently to the new role once appointed.

Investment Partner

- 5.3 The Council is also now in the process of selecting an Investment Partner (IP) to work alongside the Council to bring forward projects within the programme. That process will be concluded during June and Cabinet will be asked at its July meeting to confirm that due diligence should proceed with the preferred partner with a recommendation to full Council to establish the partnership on the conclusion of that due diligence.
- 5.4 There are three additional matters relating to the programme, which require a decision by Cabinet.

Union Street and High Street Aldershot

- 5.5 Members will recall that the Council was successful in securing £8.4m from the Marginal Viability Fund where the Government provides the final, or missing, piece of infrastructure funding to get additional sites allocated or existing sites unblocked quickly. The Council's bid was for funding of £5m towards the Union Street East project, which will bring forward over 100 new homes in the town centre (subject to planning permission) alongside active commercial units and £3.4m towards The Galleries project, a mixed use scheme of over 400 new homes alongside the provision of a new town centre car park and commercial units. The bid specifically sought assistance in the delivery of a sewer diversion on the High Street multi-storey car park, the provision of Suitable Alternative Natural Greenspace (SANG) and to assist with site assembly for the Union Street scheme. There is a requirement to commit all spending by 31 March 2021 and the Council is concluding funding clarifications with Homes England.
- 5.6 In exempt report LG1612, Cabinet had authorised the Solicitor to the Council to negotiate and acquire, by agreement, any legal interests or rights held in respect of specific properties in Union Street to enable the regeneration of the site as listed in Table A of exempt Appendix 2. Further work on the scheme has identified further properties that the Council would need to acquire to complete the site assembly and enable the scheme to proceed. The full list of properties is set out in Table B of the exempt appendix with estimated acquisition costs. Cabinet are asked to consider Table B and the associated explanatory text and authorise the Executive Director, in consultation with the Chief Executive and Portfolio Holder for Major Projects and Property to negotiate and acquire by agreement those properties within the total funding levels identified in Appendix 2.
- 5.7 In report CD1802, it was expected that Housing Investment Fund (HIF) funding would be available by now to support these purchases. However,

the timing of HIF funding confirmation – which is driven by Homes England - is unlikely to allow this and Cabinet are requested to note that the Council will bear the risk for expenditure as set out in exempt Appendix 2 and requested to authorise the use of prudential borrowing until the Housing Investment Fund (HIF) conditions are satisfied and funding released by Homes England.

- 5.8 The HIF allocation was based on the Council's estimated acquisition costs at the time the HIF bid was prepared. Whilst we expect total expenditure on acquisition to be in the region of that set out in the capital programme there may be a variation required once all negotiations are completed. The Cabinet is therefore requested to note that there may be the need for a future variation to the capital programme in this respect.

The Galleries and High Street Car Park

- 5.9 Discussions have continued to bring forward this scheme, and are likely to require the Council to enter into a revised Heads of Terms agreement with the developer as well as a subsequent Development Agreement to bring forward this scheme. Cabinet are asked to note the current position and that the revised Heads of Terms will come forward in a further report in due course.

Civic Quarter

- 5.10 Work to develop the Masterplanning options for this scheme has been carried out to date with the key delivery partners and landowners for the site under a Memorandum of Understanding (MoU). This MoU has secured the agreement of all parties to work collaboratively and outlines the shared vision, objectives, early actions to bring forward the development and key principles of working together.

The MoU includes a longstop date of 30 May 2018 after which all parties would be free to pursue their own interests. To ensure that the principles developed for the site so far continue to apply, Cabinet is asked to authorise the Executive Director to negotiate an extension to the current Memorandum of Understanding with Homes England, the Wilky Group and Hampshire County Council.

6. Financial Implications

- 6.1 With the majority of the Regeneration Programme projects at the feasibility stage there are a wide range of costs being incurred, which cannot be charged to capital at this stage. To allow flexibility to use existing budgets in support of the overall programme, Cabinet are asked to delegate authority to the Executive Director to vire the budgets set out below between cost centres and expenditure codes as required.

- Existing carry forward budgets from 2017/18 of £66,140 (Aldershot Regeneration Consultancy) and £61,590 (Farnborough Regeneration Consultancy)
 - Existing regeneration consultancy budget £100k, and
 - Funding budgeted for an interim Head of Regeneration of £60k (which will be used in part to fund the additional support from RegenCo section 5.1)
- 6.2 The specific financial implications arising from the proposed acquisitions are set out in exempt Appendix 2.
- 6.3 There is around £730k in the capital programme 2018/19, currently initially identified for acquisition costs. Some budget is now required for predevelopment works to support the Union Street / Galleries schemes. Cabinet are requested to approve the change in use of this budget for these predevelopment works.

Legal Implications

- 6.4 The Council has entered into a contract with East Hampshire District Council acting through their commercial company under powers contained in sections 101, 102, 112 and 113 of the Local Government Act 1972, and the regulations made thereunder; section 1 of the Local Authorities (Goods and Services) Act 1970 and the general power in section 1 of the Localism Act 2011, sections 9EA and 9EB of the Local Government Act 2000 and the supporting provisions within section 111 Local Government Act 1972 and all other relevant enabling powers.

7. Conclusion

- 7.1 Regenerating Rushmoor is an ambitious programme underpinned by a robust delivery programme and governance arrangements that over the next decade will enable the transformation of the two town centres and support the delivery of new homes across the borough.

Background documents:

Contact details:

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APPENDIX 1 Regenerating Rushmoor: Overview of projects

Project / Activity	Description	Project Status	Outcome – Great Places				
			To Visit	To Work	To Live	Attractive & Distinctive	Accessible & Connected
ALDERSHOT							
Former Galleries shopping centre & High Street Car Park	Residential-led town centre regeneration scheme providing new homes, alongside new ground floor commercial uses.	Feasibility		✓	✓		
Union Street and High Street	Mixed use, residential-led redevelopment to provide new homes alongside new ground floor commercial uses.	Feasibility		✓	✓		
The Station & surrounding area (inc Windsor Way)	Public realm improvements to the railway station forecourt to include a revised public transport interchange and the redevelopment of the current bus station site for a mixed-use development.	Feasibility					✓
Princes Hall & surrounding public sector buildings	Review of the wider site to consider development opportunities.	Feasibility	✓			✓	
Games Hub	Grow the games sector in Aldershot by creating a world class 5G enabled Games Hub (first in the UK) and potentially locate within heritage building.	Feasibility		✓			
Parsons Barracks car park	Feasibility for use of this site for new homes and student accommodation/enhancements to football stadium / potential hotel	Feasibility	✓	✓	✓		
High Street bus interchange	Bus interchange (linked to railway Station and bus station regeneration schemes). Provision of new bus stops between Wellington Street and Short Street, including customer information centre and staff welfare facilities. Provides Gold Priority Route 1 improvements linking Farnborough Aldershot and North Camp.	Concept design					✓
FARNBOROUGH							
Civic Quarter	To complete MasterPlan and enable a mixed use development, including new homes, leisure and community use alongside the introduction of new uses that will enhance the town centre and improve connectivity to the Business Parks.	Feasibility	✓	✓	✓	✓	✓
Farnborough Transport Package	Lynchford Road - Localised widening to improve traffic flow and reduce journey times. Improvement to connectivity between M3 and the new Exhibition Centre. Note that some improvements are subject to MOD land release A325 corridor improvements - Various schemes yet to be developed but to include improvements to the Kingsmead bus interchange and access onto A325 (Farnborough Growth Package, LEP funded)	Detailed Design					✓
Farnborough Town Centre (St Modwen Phase 3&4)	Completion of mixed use Town Centre Scheme providing commercial floor space, new homes and access to car parking	Detailed design		✓	✓		
Invincible Road	Improved access egress from Invincible Road onto Elles Road	Concept design					✓
Hawley Lane South	Potential to develop a locally important employment site for small and start-up business units in a mix of sizes.	Options Appraisal		✓			
Right Homes, Right Places	To support the provision of well-designed and appropriately located homes in sufficient numbers to meet the needs of our residents and support the economic future of the borough.	Options Appraisal			✓		
Investment Partner	Process for securing a preferred Investment Partner to develop and oversee proposals for four major sites in Rushmoor - Union Street East and Parsons Barracks car park in Aldershot, and the Civic Quarter and Union Street West car park in Farnborough.	Expression of Interest Stage	✓	✓	✓	✓	✓

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CABINET

**PAUL SHACKLEY
CHIEF EXECUTIVE
(HEAD OF PAID SERVICE)**

MAY 29th 2018

KEY DECISION YES

REPORT NO. CEX1802

ORGANISATIONAL REDESIGN & STRUCTURAL REVIEW

SUMMARY AND RECOMMENDATIONS:

Following the previous approval of the Council plan and consideration of the detail of the Modernisation and Improvement and Regeneration programmes on this agenda this report lays out changes to the senior management structure and functional arrangements going forward. The changes proposed will support the Council's priorities as laid out in the Council plan and will support the Council's journey to achieving financial sustainability and in becoming a more customer focussed Council delivering excellent services.

1) Members are recommended to:

- (i) Approve the new arrangements for the delivery of the Council's functions and services and endorse the revised senior management structure set out in this Report as determined by the Chief Executive under delegated powers.
- (ii) Authorise the Chief Executive, in consultation with the Leader, to make any further adjustments to the services and structures as part of the implementation process.
- (iii) Authorise the budget virement of existing staffing budgets to those posts outlined in the new structure as required and agree to delegate to the Chief Executive the ability to vire existing staffing budgets to enable efficient implementation of subsequent and future changes to the staffing structure to support the implementation of priorities, particularly the Regeneration and Modernisation and Improvement Programmes.
- (iv) Recommend to Council the changes to the arrangements for the role of Monitoring Officer, namely that the designation is to the Executive Director (Operations).

1. INTRODUCTION

- 1.1 Following the approval of the Council Plan in February and the establishment of the Modernisation and Improvement and Regeneration programmes considered earlier at this meeting, this report lays out changes to the Council's senior management structure and functional arrangements to enable delivery going forward. The changes proposed will support the

Council's priorities as laid out in the Council Plan and will support the Council's journey to achieving financial sustainability and in becoming a more customer-focussed council delivering excellent services.

2. BACKGROUND AND CONTEXT

- 2.1 Since May 2017, the Council has been going through a period of transition following the retirement of the previous Chief Executive who was very well respected and carried out the role for a number of years. The political leadership had also changed the previous year.
- 2.2 The existing ways of working and transformation approaches have been in place for some time. Given the new Council Plan, revised priorities and current financial pressures, these are in need of modernisation and refresh. The Council's future approach to modernisation and improvement are outlined in the previous report and the Council's organisational design needs to change to support this.
- 2.3 The existing senior management arrangements were established in April 2015 and it is normal for senior structures to be reviewed regularly to reflect changes to organisational priorities and internal and external demands.
- 2.4 A new structure has therefore been developed from a position of the need to strengthen senior management input into and leadership of a demanding and challenging programme of work. It has not been driven by the need to save money at senior level but to refocus resources in line with priorities and need. However, whilst senior management capacity has been maintained and strengthened in some areas, there is still an overarching requirement to achieve savings over the medium term. These will be delivered through the Rushmoor 2020 programme from 2019 but this report does outline the opportunity for savings from changes below senior team level, which can be taken forward for implementation by the end of the current financial year once the new structural arrangements are in place.
- 2.5 The intention is that the proposed new structure will take the Council through to the end of 2020 to coincide with the end of the Modernisation and Improvement Programme. After this time it may be necessary to make further changes. Whilst the structure will not achieve everything in one-step, as it is implemented, it will create a framework that better reflects the priorities of the Council, and enables essential savings to be made in future. Changes to some functions will also be needed to align services with the senior management changes. Subject to the approvals requested in this report, the revised structure will be implemented from the 1st June through to Autumn 2018, allowing for recruitment.

3. CONSULTATION

- 3.1 Prior to these proposals being developed, during 2017 there was a period of informal consultation and staff at all levels were asked to contribute. Many did which was both encouraging and reflected the extent to which employees at

the Council are bought in to what the Council is trying to achieve. In the autumn of last year, the existing senior management team also submitted proposals that suggested ways that the functional arrangements could be improved.

- 3.2 As Members will be aware, a new senior management structure was proposed by the Chief Executive and formally consulted on with those affected during February/March 2018. Members' were asked for their views at the same time and these have been taken into account alongside those of the affected staff in coming to these final proposals.

4. DESCRIPTION OF PROPOSED CHANGES TO SENIOR MANAGEMENT ROLES AND ARRANGEMENTS

- 4.1 The current senior management structure is set out at Appendix 1 for reference with the new proposed structure and associated organisation of functions at Appendix 2.

- 4.2 Below are set out the details of the proposals and supporting rationale.

Executive Team

- 4.3 A strong senior executive team is particularly significant in growing and developing any organisation. With the Council's increased need to modernise, improve services and manage performance more effectively whilst at the same time delivering major regeneration priorities there is now a need for a different focus at executive level. There is a requirement to pay more attention to programme and major project delivery, financial sustainability and the planning and development of the Council's workforce strategy.
- 4.4 The Executive Team will be responsible for providing strategic and policy development support to the Cabinet and will be accountable for delivering the Council Plan for the Council. The team will need to be 'change champions' and drive the necessary change that will benefit both the Council and the local community and inspire others to improve and modernise. They will need to take collective responsibility for the development of the Council's workforce to ensure the Council can deliver what residents and customers need and that it becomes sustainable and fit for the future.
- 4.5 The leadership offered by the new Executive Team, the mind-set and behaviours of team members, will set the tone for the organisation going forward and it is critical that the team works together effectively and collaboratively. As individuals, Executive Team members will be expected to act as positive role models and work to develop capability and distribute leadership throughout the organisation. They must personally demonstrate the behaviours in the Council's behaviours framework and actively nurture these throughout the Council.

Executive Team Work Programme

- 4.6 In order to deliver the Council Plan and drive modernisation and improvement there needs to be a clear focus by the Executive Team on the following critical activities.

Critical Activities:

- Organisational Strategy
- Development and oversight of major programmes and projects
- Financial Strategy
- People Development
- Performance Management

- 4.7 These activities will be addressed through an annual work programme aligned with the Council Plan. The Executive Team work programme for 2018/19 and key performance indicators are as follows and these will be regularly monitored and reviewed.

Executive Team Work Programme 2018/19

- Council Plan development and delivery
- Regeneration Programme – overview and performance
- Rushmoor 2020 Programme - overview and performance
- Medium Term Financial Strategy
- Oversight of major projects
- Policy Advisory Board / Scrutiny work plan
- Developing a Workforce Strategy

Executive Team Key Performance Indicators

- Performance of Rushmoor 2020 Programme
- Corporate Plan delivery
- Achievement of targeted income and savings
- Budget management

- 4.8 The Executive Team will be in place from the 1st June and will meet every other week focussing on the areas of work outlined above. The roles proposed to be included in this team include:

- Chief Executive
- Executive Director - Operations and Deputy Chief Executive
- Executive Director – Customers, Digital and Rushmoor 2020
- Executive Head of Finance
- Executive Head of People (once established following a review of the HR Service)

Chief Executive

- 4.9 This role will bring strong and compelling leadership to the Council, driving the implementation of the vision set out by Members and the strategic priorities of the Council. The focus will be on creating new and innovative ways to deliver the Council's aspirations, supporting Members and democracy and giving extra attention and pace to the Council's regeneration priorities.

Executive Director (Operations) and Deputy Chief Executive

- 4.10 This Director role will continue providing leadership to the Heads of Service responsible for the majority of 'front-line' and enabling services. The main focus of the role continues to be effective service delivery and performance, and it is also proposed to designate this post as the Council's Monitoring Officer ensuring that the Council has advice in terms of how it operates at Executive Team level. The post holder will also continue as Deputy Chief Executive.

Executive Director (Customers, Digital & Rushmoor 2020)

- 4.11 The second Director role will continue with the main emphasis on leading change and programme management. During the year, the focus will move from leading the Regeneration Programme (which will transfer to the Chief Executive) to driving modernisation and improvement. This will include development and delivery of the Rushmoor 2020 Programme with specific focus on ensuring the Council puts residents and customers at the centre of everything the Council does.

Executive Head of Finance (S151 Officer)

- 4.12 This role is retitled to better reflect its importance to the Council. Increasingly commercially focussed, this role provides leadership, advice and guidance on strategic finance matters, financial processes and procedures.
- 4.13 As the Chief Financial Officer (CFO) this position is the most senior financial professional that holds the financial reins of the Council and ensures that financial resources are brought to bear in order to achieve corporate objectives and priorities. It is proposed that this role assumes responsibility for the procurement function.

Executive Head of People

- 4.14 Rushmoor currently does not have an HR professional as part of its Corporate Leadership Team. Given the level of change being faced by the Council, it is considered appropriate to bring this expertise into the Executive Team. The role will be key to leading the development of the Council's new workforce strategy and making sure that the people policies, systems and processes within the organisation address the changing needs of the business and will work closely with the Executive Director (Customers, Digital & Rushmoor 2020) during this period and beyond.

- 4.15 The Council's current HR Manager, who is currently focusing on supporting this structural review, will undertake this role on an interim basis pending a review of the HR function in the second half of 2018/19. This review will make sure the Council's HR resources are appropriately targeted and aim to deliver a saving recognising the opportunity for efficiencies offered by recent moves to new technologies and self-service.

Heads of Service and Associated Changes

- 4.16 Whilst an effective Executive Team is essential for clear strategic direction, the majority of the services valued by residents or essential to the operation of the Council are managed by the Council's Heads of Service. These roles have not been reviewed for some time and the opportunity has been taken to refocus these roles better around the Council's current priorities and need to drive modernisation and improvement. These proposals set out a mix of new and revised roles at Head of Service level as set out below. It is envisaged that the Heads of Service along with the Executive Team will form the Corporate Leadership Team and will meet to consider areas of importance in terms of corporate management, performance and operation.

Executive Head of Regeneration and Property

- 4.17 There is widespread acknowledgement that the Council should resource its regeneration priority appropriately. This new role ensures that a suitably qualified and experienced professional can take the programme forward. The title reflects the importance being placed on the role and the tying in of the Council's property and highways / infrastructure functions ensures that they underpin and contribute to the Council's regeneration objectives. Currently, the Council is buying in this level of resource, which is an expensive option for what is the Council's main priority.

Regeneration Team

- 4.18 The new Executive Head, once in place, will review the resources that have been allocated to delivering the regeneration programme. However, from the 1 June the three roles that are currently supporting the programme will be formally redesignated and form part of the new Regeneration and Property Service.

They are:

- Regeneration Delivery Manager (currently Principal Regeneration and Planning Officer)
- Regeneration Programme Manager (currently Corporate Projects Officer)
- Housing Enabling and Development Manager (Currently Housing Strategy and Enabling Manager)

- 4.19 It is also proposed that the Council take on a National Graduate Development Programme Trainee (minimum 2 year commitment) to work across the regeneration and property service.

Head of Customer Experience

- 4.20 In order to deliver the Modernisation and Improvement Programme (Rushmoor 2020) a senior resource is needed, initially providing capacity to the Executive Director to deliver the change programme that is required to create a shift to a truly customer-focussed organisation. Over time, this new role will evolve into one responsible for the majority of customer facing services, once the Rushmoor 2020 programme has been fully delivered. A dedicated focus on the Council's customer experiences ensures that the aspiration of Listen, Learn, Deliver Better can be met.
- 4.21 The role will drive customer service excellence across the organisation and develop a 'one council' customer facing team. This will include promoting a culture of customer first, using customer insight and intelligence to redesign core processes and services and working with the Head of IT, Projects and Facilities to transform the website and enable effective and efficient digital services.

Head of IT, Projects and Facilities

- 4.22 This role remains largely unchanged but with a refocus on supporting delivery of the Rushmoor 2020 programme alongside the Head of Customer Experience and under the leadership of the Executive Director.
- 4.23 The post currently oversees two permanent and one seconded member of staff who support project and improvement work across the Council. These staff are essential to support the Council's major projects and Rushmoor 2020 moving forward. It is proposed to consolidate these roles into a 'Projects and Improvement Team' with the current temporary role being made permanent and filled through internal recruitment.

Head of Economy, Planning and Strategic Housing

- 4.24 The Council has no senior lead or specialist in terms of growing the economy and bringing together a cohesive approach to economic development. By creating a senior post, the Council's delivery of its policy objectives in this area will be strengthened. By tying together its approach to planning policy, strategic housing and skills in addition to its business support activities the Council will ensure a joined up strategic approach to 'place' that in time will achieve better outcomes for the local economy.
- 4.25 With the introduction of a senior resource leading on economic development, the existing role of Economic Development Officer will no longer be required and the existing post will become redundant.

Head of Democracy, Strategy & Partnerships

- 4.26 This revised role will be focussed on delivering the Council's approach to democracy, supporting and developing members, partnerships, performance

and critically, elections and associated activities. It will bring the Council's community development function alongside strategic and community partnerships to enable better alignment and focus on the current policy direction of empowering communities and local organisations.

- 4.27 A key priority for this role will be to drive the establishment of effective new arrangements for supporting members with scrutiny and policy development. Resources within the service will be re-deployed to this and to supporting the new Executive Team.

Head of Operational Services

- 4.28 This is a new role that brings together and focusses on delivery of the majority of operational services. The role is broad but recognising this, the post holder will be supported by number of operational managers. The post holder will be required to work closely with other senior roles particularly the Head of Customer Experience ensuring that performance standards are maintained or improved during a period of change. In time, as a result of the Customer Experience Project the role will evolve towards delivering an expert service to the Council's customer facing team and customers and managing the majority of the Council's external workforce and contracts.
- 4.29 The Executive Director will work with all Heads of Service to identify areas for realignment and consolidation that can deliver savings for the 2019/20 financial year as outlined in the financial section of this report.

Monitoring Officer and Legal Services

- 4.30 As mentioned earlier, it is proposed to designate the Executive Director (Operations) as Monitoring Officer ensuring that the Council has at senior executive level the relevant advice in terms of how it operates. This change was part of the consultation. As the post concerned is also Deputy Chief Executive a Deputy Monitoring Officer will be required for those periods when the Chief Executive is absent.
- 4.31 The existing role of Head of Legal and Estates is deleted under these proposals. The existing Legal Services Manager has also requested to leave under the Council's Mutually Agreed Resignation Scheme (MARS). A number of respondents to the consultation process identified that it would be important for the senior lawyer in the organisation to have ready access to the senior team. With property and estates functions transferring to the newly created Executive Head of Regeneration and Property, it is proposed to consolidate the residual legal functions and create a new post of Corporate Manager Legal Services to report directly to the Executive Director (Operations), supporting him in his role as monitoring officer, and to manage the Council's legal service going forward. The title reflects the corporate nature of this stand-alone service essential to the workings of the Council. This post will undertake the role of Deputy Monitoring Officer as Solicitor to the Council.

5. IMPLEMENTATION

- 5.1 Those affected by these changes will be supported throughout, with the process being managed through the Council's Organisational Change Policy. At this stage, it is not possible to determine whether there will be a need for external recruitment but if it is required or a form of internal assessment needed, it is proposed to utilise the services of Solace in Business in this regard. The Council has used Solace before and the company have significant experience of senior level recruitment in the sector and have a good knowledge of Rushmoor both in terms of the area and its context and the Council itself.
- 5.2 The Council is able to make a direct award to Solace through a pre-tendered framework. The potential costs of between £25,000 - £35,000 are included within the sums already set aside to support structural change. See paragraph 8.4 below.
- 5.3 The Council's Organisational Change Policy allows for the slotting in to roles of employees under specified circumstance. This will be out carried in line with that policy. Some of the roles will require recruitment and assessment (including internal candidates) which will be undertaken by the Licensing and General Purposes Committee in line with the Council's Constitution.
- 5.4 To enable a smooth implementation of these and future changes the Cabinet are requested to authorise the Chief Executive to agree virements of staffing budgets as required in line with the Chief Executives responsibilities and delegations as Head of Paid Service.
- 5.5 It may also be necessary for interim and transitional arrangements to be put in place to support implementation. This may require additional budget in the current financial year and it is proposed to be met from sums set aside within the Service Improvement Fund (SIF) as referred to in the Provisional Outturn report elsewhere on this agenda and under paragraph 8.4 below.
- 5.6 The new structure will also mean that changes will need to be made to the Council's Constitution to reflect the new structure, the revised portfolios determined by the Leader and the need for flexible and clear working arrangements. When the Council agreed the new governance arrangements in April authorisation was given for consequential changes to be made to the Constitution to include the changes set out in this report and the portfolio structure. Further adjustments may be needed as the new structure is bedded in.

6. LEGISLATIVE BACKGROUND AND REGULATORY FRAMEWORK

- 6.1 The changes in the report that affect individual members of staff will be managed through the Council's Organisational Change Policy. This policy lays out the process of how people are managed and supported through the process of change.

7. ALTERNATIVE OPTIONS & CONSULTATION

- 7.1 A number of alternative options were considered as part of the consultation but the structure outlined is seen as the most effective way to deliver the Council's objectives. Specific consultation has been carried with those affected and wider consultation has been carried out with Members to ensure that a variety of views and opinions have been heard.

8. IMPLICATIONS

Risks

- 8.1 There is a risk that during the implementation period uncertainty affecting individuals and vacancies in key roles will affect the delivery of services and morale for individual employees and the collective whole. Managers will look to manage this uncertainty and ensure that services are delivered as normal. The employment market may not support all roles being filled and in this event, the Executive Team will consider how roles should be filled on an interim or alternative basis.

Legal Implications

- 8.2 In terms of the structural changes proposed, consultation was carried out in accordance with the Council's Organisational Change Policy and employment legislation in respect of those employees potentially affected by redundancy.

Financial and Resource Implications

- 8.3 The proposals have a number of financial implications. The full year effect of the revenue budget is summarised in table 1 below. As set out earlier in the report, the initial structural changes at the senior level have not been driven by the need to make savings but to refocus resources in line with priorities and need, maintaining and in places strengthening senior management capacity. Following implementation of these arrangements there will be a further review of the Council's functions with a target to reduce the Council's baseline salary costs by £300,000 by 2019/20. This will be achieved through a combination of service review and further MARS offer.

Costs of new arrangements (full year effect)	£
New senior structure (CEX, Directors and Heads of Service)	970,900*
Less cost of existing arrangements (CEX, Directors, Heads of Service)	(936,700)
Less costs of Economic Development Officer and vacant apprentice post	(72,800)
Plus new posts:	
Graduate trainee (Regeneration and Property)	27,000
Project Manager/Improvement Officer (P/T)	30,500
Net annual cost of new arrangements	18,900
Less savings to be achieved for a full year effect in 2019/20 (through a combination of service reviews and further MARS offer) including review of HR function	(318,900)
Net annual saving	(300,000)

* subject to starting scale point of any new appointments

- 8.4 Potential redundancy and recruitment costs resulting from the senior structure review stand at around £378,000 (subject to final agreement and departure dates). This will use up the balance currently set aside as part of the Council's Flexible Use of Capital Receipts Strategy, for the purpose of organisational review (£257,000) and a proportion of the additional sum added to the Service Improvement Fund in 2017/18 for the same purposes. This leaves a balance of £260,000 ring-fenced to support further re-organisation (including any transitional arrangements) as well as any un-earmarked balance within SIF. This provides sufficient funding to meet any further costs associated with the next stage of the review. Spending against both capital receipts and SIF will be monitored and reported as normal through the regular budget monitoring process while progress against the savings target will be reported through the monitoring arrangements of the Rushmoor 2020 Modernisation and Improvement programme.

Equalities Impact Implications

- 8.5 There are no additional equality impacts arising from this report.

9. CONCLUSIONS

- 9.1 It is important for the Council to be increasingly flexible in how it targets its staff resources to ensure it can meet the demands and expectations set out in the Council Plan and major programmes. The proposed structure aims to ensure that the Council's priorities and objectives will be met, services modernised and improved and the regeneration delivered, resulting in better outcomes for local residents and businesses.

CONTACT DETAILS:

Report Author: Paul Shackley
Chief Executive

BACKGROUND DOCUMENTS:

Appendix 1: Previous senior management structure
Appendix 2: New senior management structure
Consultation document to those affected

CHIEF EXECUTIVE

CORPORATE DIRECTOR

Ian Harrison
(Deputy CEx)

CORPORATE DIRECTOR

Karen Edwards

Head of IT and Facilities Services

Nick Harding

Solicitor to the Council

Ann Greaves

Head of Finance and Section 151 Officer

Amanda Fahey

Head of Democratic and Customer Services

Andrew Colver

Head of Environmental Health and Housing Services

Qamer Yasin

Head of Planning Services

Keith Holland

Head of Community and Environmental Services

Peter Amies

IT
Facilities
Technical services
8 point plan projects e.g. channel shift
Digital Strategy
Business Continuity

Legal services
Monitoring officer
Property and Estates
Land charges
Procurement

S151
Financial Services
Revenues
Benefits


Members' support
Democratic Services
Elections
Customer Services
8 point plan projects e.g. co-location
Corporate strategy
Support to Chief Executive
Partnerships and Performance
Communications
Emergency Planning

Housing services
Environmental Health
Licensing
Supporting people, families, safeguarding
Community Patrol
CCTV

Planning policy
Development management
Conservation
Building control
Transport strategy

Contract management
Crematorium/Cemeteries
Community development
Community facilities
Highways/Traffic management
Community safety

Outline Senior Structure

 - Executive Team

Chief Executive

**Executive Director
(Customers, Digital & Rushmoor 2020)**

**Executive Director
(Operations)
Deputy CEx & Monitoring
Officer**

**Executive Head of People
(Interim)**

Executive Head of Regeneration & Property

Head of Customer Experience

Head of IT, Projects & Facilities

Executive Head of Finance (\$151)

Head of Economy, Planning & Strategic Housing

Head of Operational Services

Head of, Democracy, Strategy & Partnerships

Corporate Manager Legal Services

Human Resources
Learning and Development
Payroll

Capital Projects
Highways and Infrastructure
Property and Estates
Regeneration Programme

Branding
Communications
Customer Experience & Improvement
Customer Intelligence & Insight
CSU
Media relations
Website Strategy

Co-location
Facilities
IT & Digital
Projects
Website Infrastructure

Benefits
Finance, Audit & Insurance
Procurement
Revenues
Risk Management (SRO)

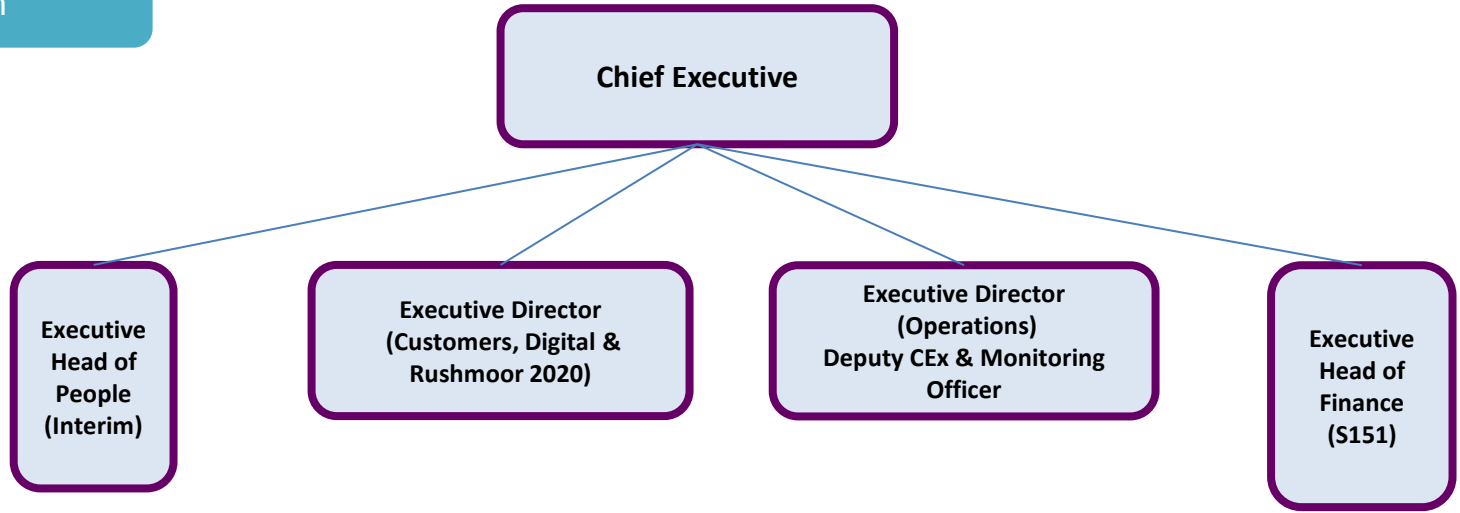
Building Control
Development Management
Economic Development
Town Centres, Culture & Events
Planning Policy
Skills
Strategic Housing

Community Safety (inc CCTV)
Contracts
Bereavement Services
Enforcement & Operational Parking
Environmental Health
Housing Options
Leisure
Licensing
Private Sector Housing

Community Development
Democracy
Elections
Neighbourhood Renewal
Partnerships
Scrutiny & Cabinet Support
Strategy & Performance

Deputy Monitoring Officer
Legal
GDPR (DPO)
Land Charges

Executive Team



**CABINET
29TH MAY 2018**

**COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL**

KEY DECISION - NO

REPORT NO. DEM1801

REVIEW OF PORTFOLIOS

SUMMARY AND RECOMMENDATIONS:

In the light of the Rushmoor 2020 Modernisation and Improvement Programme and the re-structuring of the Council's services, a review has been undertaken of the Cabinet portfolios. The review has resulted in a number of changes to the portfolio structure and, in addition, three new roles of Cabinet Champions are being proposed.

The Cabinet is recommended to:

- (i) note the revised portfolio structure agreed by the Leader of the Council;
and
- (ii) approve the appointment of the following Cabinet Champions for the 2018/19 Municipal Year:
 - Education and Youth – Cllr Sue Carter
 - Armed Forces – Cllr Jacqui Vosper
 - Events and Civic Pride – Cllr Liz Corps

1. INTRODUCTION

- 1.1 Since the current Cabinet embarked on its work two years ago, the Council has been through a period of transition, especially following the appointment of a new Chief Executive and the plan to deliver the "Listen, Learn and Deliver Better" ethos. The Council Plan for 2018/19 reflects the Council's approach to become more customer focused, achieve financial sustainability and deliver excellent services. The Cabinet is considering a major programme for change, Rushmoor 2020, earlier in the meeting and I am keen to ensure that the Cabinet portfolio structure reflects this programme and have therefore carried out a review, in conjunction with other Members of the Cabinet and the Chief Executive.

2. BACKGROUND AND CHANGES

- 2.1 The basic portfolio structure has been in place since the Cabinet system was introduced in 2001. A number of adjustments have been made over the years within the structure to reflect the evolution of responsibilities and changes in functions.
- 2.2 In undertaking the review, account has been taken of the following:

- the Council Plan projects and priorities
 - the Chief Executive's proposals for the senior management re-structure which it is proposed will be reflected in the portfolios
 - ensuring that the portfolios work effectively within the new governance arrangements
- 2.3 The new structure also gives the Leader and Deputy Leader a freer role to act corporately, both inside and outside the organisation. The new portfolio structure is attached along with a chart showing how the Council Plan actions for 2018/19 are divided within the portfolio structure.
- 2.4 The Cabinet has also been examining opportunities to provide Members with opportunities for development and to lead on specific projects. A system has been established where up to three Cabinet Champion roles will be established each year for Members not on the Cabinet. Following discussion with other Cabinet Members, it is proposed that this year the three Cabinet Champions will cover:
- Education and Youth
 - Armed Forces
 - Events and Civic Pride
- 2.5 The proposed Members to fill these roles are preparing work programmes for the year, which are being agreed with the Leader and Deputy Leader and the Chief Executive, and the outcomes will be monitored. This new approach will enable work to be carried out which would not normally fall within one of the portfolios.

3. CONCLUSIONS

- 3.1 The proposed portfolio structure better reflects the change programme being driven forward by the Council and supports the work being carried out on the key priorities. The structure is flexible and will be kept under review. Adjustments may need to be made over time, especially as the modernisation and improvement programme progresses.

Background Documents:
Cabinet Report No. PS1801

Contact Details:
Head of Service – Andrew Colver – andrew.colver@rushmoor.gov.uk 01252 398820

Portfolio Structure
2018/19

Leader
Cllr. David Clifford

Deputy Leader
Cllr. Ken Muschamp

Cabinet Champions
Education and Youth
Cllr. Sue Carter
Armed Forces
Cllr. Jacqui Vosper
Events and Civic Pride
Cllr. Liz Corps

Customer Experience and Improvement
Cllr. Paul Taylor

Corporate and Democratic Services
Cllr. Gareth Lyon

Planning and Economy
Cllr. Barbara Hurst

Operational Services
Cllr. Maurice Sheehan

Major Projects and Property
Cllr. Martin Tennant

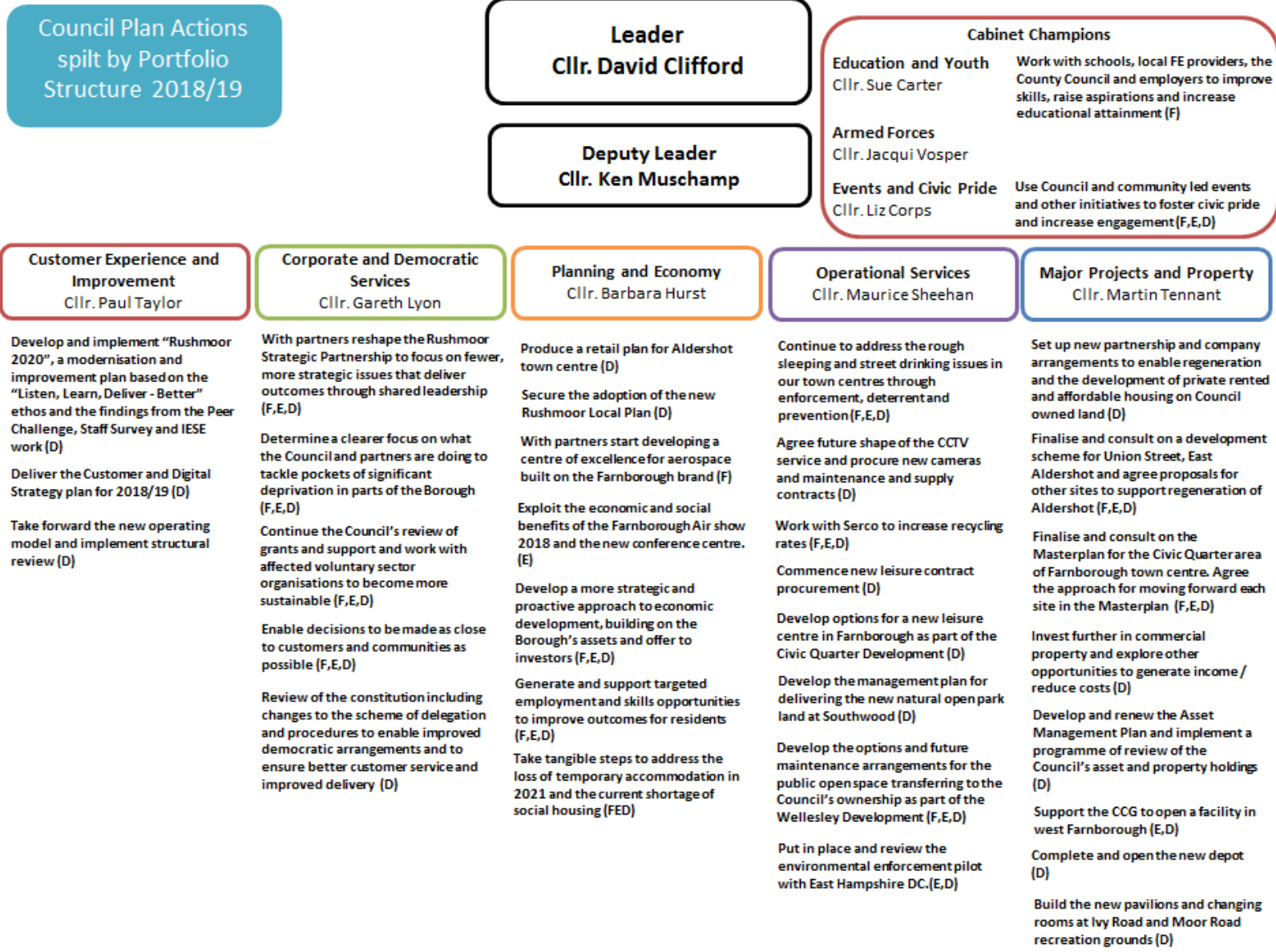
Rushmoor 2020
IT and Digital
Website Infrastructure
Facilities
Projects and Improvement Teams
Communications and Branding
Customer Experience and Improvement
CSU
Customer Intelligence and Insight
Website Strategy

Community Development
Twinning
Community and Voluntary Groups
Democratic Engagement
Neighbourhood Renewal
Partnerships
Performance
Policy/Scrutiny
Budget Strategy
Financial Administration
Revenues
Benefits
Data Protection
Procurement
Risk Management
Human Resources
Payroll
Legal and Land Charges
Learning and Development

Strategic Housing
Local Economy
Town Centres (Inc. Public Realm, Street Scene and Entertainment Venues)
Museums, Art and Culture
Skills and Employment
Planning Policy and Conservation
Development Management
Building Control
SANGS

Statutory Housing (Inc. Homelessness)
Private Sector Housing
Contracts (Inc. Waste, Public Conveniences, Leisure, Grounds maintenance and Street Cleansing)
Enforcement and Operational Parking
Community Safety (Inc. CCTV)
Cemeteries and Crematorium
Leisure (Inc. Sports and Recreation, Parks and Open Spaces, Playgrounds and Community Halls)
Environmental Health (Inc. Pollution, Environmental Control, Food Safety, Health and Safety)
Licensing

Regeneration Programme
Property and Estates
Asset Management
Capital Projects
Highways and Infrastructure



CABINET
29 MAY 2018

COUNCILLOR PAUL TAYLOR
CORPORATE SERVICES PORTFOLIO HOLDER

KEY DECISION: NO

REPORT NO: FIN1820

GENERAL FUND PROVISIONAL OUTTURN 2017/18

SUMMARY AND RECOMMENDATIONS:

SUMMARY:

This report sets out the provisional outturn position on the General Fund (revenue and capital) for 2017/18 (subject to audit).

RECOMMENDATIONS:

Members are requested to:

- (i) note the latest Revenue and Capital Budget monitoring position;
- (ii) approve the transfers outlined in the report between the General Fund, the Stability and Resilience Reserve and the Service Improvement Fund (subject to final outturn position).

1 INTRODUCTION

- 1.1 The General Fund Revenue Summary and Revenue Balances are shown at Appendix A, with the principal individual variations between the current approved estimates and actual expenditure shown at Appendix B. These show an improved position since the last budget monitoring report to Cabinet (FIN1815) 17th April 2018.
- 1.2 The General Fund Capital outturn is shown at Appendix C with the principal variations on individual schemes being shown at Appendix D.
- 1.3 In order to comply with the Accounts and Audit Regulations 2015, a full set of financial statements will be prepared for sign off by the Chief Financial Officer by 30 May 2018. The statements will be audited during the summer, before consideration by the Licensing and General Purposes Committee in July alongside the Auditor's report. These reporting deadlines have been brought forward by one month for production of the draft statements and by two months for the final audit and approval date.

2 GENERAL FUND REVENUE SUMMARY

- 2.1 In its original budget for 2017/18, the Council set a savings figure of £550,000 to be achieved through reductions in service costs and additional income generation, in addition to £320,000 of expected staff turnover savings. As reported through budget monitoring, these savings were achieved during the first half of the year and were incorporated into the

revised budget, as shown in Appendix A.

- 2.2 The revised budget figures have been further adjusted to reflect any subsequent virements, supplementary estimates and use of the service improvement fund, to form the current approved budget, with estimated year-end balances of £1.42 million.
- 2.3 The provisional outturn shows an improvement in the Council's financial position, with a favourable variance of approximately £1,129,000 against the current approved budget and £550,000 compared with the last budget monitoring position, before accounting for any final transfers between the General fund and the Stability and Resilience Reserve.
- 2.4 This improvement in our financial position is due to a number of factors such as those listed below:
 - i) Continued restraint on spending exercised by budget holders in the final months of 2017/18
 - ii) Significant additional income for a number of services during the final months of 2017/18, above the volumes expected during the budget monitoring exercise
 - iii) Savings on employee costs across all portfolios
 - iv) Reduction in IT support costs
 - v) Other additional grant funding
- 2.5 Due to the wide range of services provided by the Council, there are over 100 different cost centres. Small variances on each, while not individually significant to report during budget monitoring, can mount up to a significant sum at the year-end, both positive and negative.
- 2.6 The total net underspend of £1,129,000 represents a variation of less than 1% on the Council's combined income (£72.7m) and expenditure (£78.6m) budgets of around £151m but has a large impact on the level of balances. A detailed list of the principal variations between the provisional outturn position and the current approved budget is attached at Appendix B.
- 2.7 Included in the variations identified, are a number of underspent budget items totalling £341,440 where specific conditions have prevented work being carried out during 2017/18 but this work is still required and therefore will be carried out during 2018/19.
- 2.8 £109,280 of these carry-forwards relates to expenditure that is directly funded by external grants, and therefore has no effect on the General Fund Revenue balance as grants have been set aside to meet this future expenditure.
- 2.9 This leaves £232,160 to be set aside from the General Fund balance in 2017/18 in order to meet the expenditure now planned for 2018/19.
- 2.10 The net effect of these variances would increase the General Fund revenue balance to approximately £2.55 million, which is in excess of the range of balances (£1 million - £2 million) set out in the Medium Term Financial

Strategy. As approved by Cabinet in the March budget monitoring report, it is planned to move any amount over the £2m upper limit for the General Fund to the Stability and Resilience Reserve in order to mitigate risk to the medium term financial forecast.

- 2.11 The Council continues to face considerable uncertainty in its future funding streams from central government arising from the end of the current spending review period, which could see changes to the overall level of funding for local government, the introduction of the 75% Business Rates Retention Scheme and the review of funding allocations between local authorities (Fair Funding Review). All of which apply from 2020/21.
- 2.12 In the Strategy for the Flexible Use of Capital Receipts presented to Council in February 2018, a receipt of around £380,000 was identified to be set aside to support organisational change. It has subsequently been clarified that this receipt is a revenue item and not a capital receipt and therefore cannot be used to support the aforementioned strategy. However, the same objective is achieved by transferring this receipt from the general fund revenue account to the Service Improvement Fund, where it can be used to support invest-to-save and efficiency projects in the same way.
- 2.13 Taking into account the above, and assuming a steady draw of £200,000 per annum on the Service Improvement Fund, the overall effect on the main working balances will be as follows:

Revenue Balances	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
General Fund Balance	2,000	2,000	2,000	2,000
Stability & Resilience Reserve	4,358	4,358	4,358	4,358
Service Improvement Fund	891	691	491	291
Estimated Balances at 31 March	7,249	7,049	6,849	6,649
	9.27%	9.01%	8.76%	8.50%

This would maintain working balances above the 5% target approved in the Medium-Term Financial Strategy and increase resilience, which is appropriate given the level of financial risk ahead.

3 GENERAL FUND CAPITAL OUTTURN

- 3.1 The Capital Outturn Summary at Appendix C shows a total net underspend of £20,004,000 against the current approved budget.
- 3.2 This net underspend is due mainly to the re-scheduling of work on a number of projects, with a consequent slippage of £19,936,000 into 2018/19. A small number of capital projects have expenditure that is in excess of this year's budget and the 2018/19 budget allocations for these items will be reduced accordingly. The following table provides analysis:

Analysis of capital expenditure and approved budget for the year 2017/18	£000
Total approved budget for the year	32,399
Capital projects underspent and (budget) slipped through to 2018/19	(19,936)
Expenditure in excess of 2017/18 budget (resulting in reduction of 2018/19 budget)	32
Overspends	84
Underspends	(184)
Actual capital expenditure in the year 2017/18	12,395

- 3.3 The most significant variations are listed in Appendix D.
- 3.4 The capital resources not used due to slippage will transfer into 2018/19.
- 3.5 As indicated in the Capital Monitoring report considered by Cabinet in April 2018, work continues on the provision of a Depot to support the new Waste, Grounds Maintenance, Recycling and Street Cleansing contract. This is a significant project spanning two financial years, which will culminate in the addition of a valuable asset to the Council. In March 2018, Cabinet approved a variation to the Capital budget for this project of £210,000 with an additional £100,000 contingency. Subsequent monitoring reports continued to draw Member's attention to the risk of unforeseen issues within a project of this scale that could cause further pressure on the budget.
- 3.6 Significant additional costs have now been identified in respect of "dewatering" i.e. pumping ground water out of excavations for the placement of attenuation tanks (part of the required drainage solutions for the site). A large proportion of these costs will fall to the Council rather than the Contractor, as the water is contaminated and therefore is more costly to dispose of. (Contamination costs were excluded from the contract). The costs of this dewatering, estimated time extension due to the delay, and other smaller, additional costs amount to approximately £870,000 which will fall into 2018/19. The Council is doing everything it can to ensure the delivery of this major project, including challenge and verification of costs incurred. Final costs for the project cannot yet be determined, as some elements of the work are to be delivered by external parties, outside the control of both the Contractor and the Council and further costs and delays may be incurred.

4 CONCLUSIONS

- 4.1 The figures contained within this report are provisional and subject to external audit.

- 4.2 In the past year, the Council has seen results from its 8-point plan, which has enabled it to strengthen its financial position and help it to meet the pressures arising from future changes in central government funding, the economic climate and other known risks. For example, purchase of commercial property to increase rental streams to the Council.
- 4.3 Looking forward, the Council's new organisational structure, its modernisation and improvement plan and the replacement and refresh of the 8-point plan under the Rushmoor 2020 transformation programme should see continued positive results. This increased focus on financial sustainability, the shift towards a more commercial approach and improving the customer experience of our services, will see a shift in culture throughout the organisation, with a greater emphasis on performance and delivery. The detail of these plans is set out elsewhere on the Cabinet's agenda for this (May 29th) meeting.
- 4.4 Against this background, the Council continues to face significant challenges for the future. It is therefore prudent to continue with the financial strategy built around savings and efficiencies and the retention of sufficient reserves to support improvement and to mitigate fluctuations in income and expenditure.
- 4.5 After allowing for transfers to reserves, the General Fund revenue balance for 2017/18 is estimated to stand at £2.0 million, at the top of the approved range, while the total for working balances sits comfortably above the 5% minimum target set in the Financial Strategy, thus providing additional flexibility moving into 2018/19. This is appropriate given the scale of change the organisation has planned over the medium term and the external financial challenges it is facing.
- 4.6 With the uncertainties surrounding the introduction of the 75% Business Rates Retention Scheme, in terms of its final operation, it is increasingly important that the Council delivers the net cost reductions required over the medium-term to balance its budget and to put itself in the strongest position it can before the new funding arrangements come into effect. Whatever incentives lay within the final scope of the scheme, the effect of the Fair Funding Review, which will change the allocation of resources between Councils according to a revised needs assessment, is as yet unquantifiable and could be a significant budgetary risk.
- 4.7 The figures presented in this report are provisional and a number of technical accounting entries are still to be processed as the final Statement of Accounts is produced. Therefore, the final outturn position may vary from that reported here but this is unlikely to be material. Should any further movement take the balances above the agreed range of balances, or below the balances agreed at revised budget, a compensating adjustment will be made to/from the Stability and Resilience Reserve to maintain the General Fund revenue balance within those previously agreed figures.

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GENERAL FUND REVENUE BUDGET SUMMARY

APPENDIX A

	Revised Estimate 2017/18 £000	Current Approved Estimate 2017/18 £000	Provisional Outturn 2017/18 £000
<u>Net Cost of Services by Portfolio</u>			
1 Corporate Services	557	563	1,867
2 Environment and Service Delivery	3,564	3,630	3,563
3 Concessions and Community	1,945	1,935	1,897
4 Health and Housing	1,504	1,505	1,334
5 Business, Safety and Regulation	2,689	2,690	2,100
6 Leisure and Youth	3,795	3,794	3,648
7 PORTFOLIO NET EXPENDITURE	14,054	14,117	14,409
8 Capital Accounting Charges - Reversed	(1,241)	(1,241)	(3,294)
9 IAS 19 Pension costs/employee benefits reversed	(568)	(568)	(554)
10 NET EXPENDITURE AFTER ADJUSTMENTS	12,245	12,308	10,561
<u>Provisions for Budget Restructuring:</u>			
11 Vacancy Monitoring	(50)	(50)	
12 Corporate Income and Expenditure	44	44	(337)
13 Contributions to/(from) Reserve Accounts	(257)	(275)	1,498
14 Central Government Funding	(5,580)	(5,580)	(5,858)
15 NET TOTAL EXPENDITURE	6,402	6,447	5,864
16 Contribution to/(from) balances	(538)	(583)	0
17 COUNCIL TAX REQUIREMENT	5,864	5,864	5,864
REVENUE BALANCES			
18 1 April	2,000	2,000	2,000
19 General Fund Transfer	(538)	(583)	0
20 31 March	1,462	1,417	2,000

Notes

12 Corporate Income and Expenditure			
Interest Receivable	(839)	(839)	(820)
Interest Payable	106	106	46
Minimum Revenue Provision	150	150	150
Collection Fund (surplus)/deficit - Council Tax	(88)	(88)	(88)
Collection Fund (surplus)/deficit - NNDR	779	779	779
Other Corporate Income & Expenditure	(64)	(64)	(404)
Total	44	44	(337)
13 Contributions to/(from) Reserve Accounts			
Revenue Contributions to Capital Programme			126
Transfers to CPE account	133	133	111
Contributions to/(from) earmarked reserves/prior yr grants	(310)	(310)	434
Contributions to/(from) Service Improvement Fund	(80)	(98)	282
Contributions to/(from) Stability & Resilience Reserve			545
Total	(257)	(275)	1,498
14 Central Government Funding			
New Burdens and other non-ringfenced grants	(93)	(93)	(326)
New Homes Bonus	(1,450)	(1,450)	(1,450)
Revenue Support Grant	(536)	(536)	(536)
RBC share of rates collected	(18,990)	(18,990)	(18,990)
Tariff Payable	15,252	15,252	15,252
Levy Payable	1,022	1,022	1,008
s31 grants in relation to Business Rates	(785)	(785)	(816)
Total	(5,580)	(5,580)	(5,858)

**GENERAL FUND REVENUE ACCOUNT 2017/18
PRINCIPAL VARIATIONS FROM CURRENT APPROVED BUDGET**

Corporate Services Portfolio	VARIANCES RELATED TO EXPENDITURE BUDGETS		£000
Legal Services	35/39 High St Aldershot	Reduction in service provider costs for repairs and maintenance	(6)
	Corporate Property Management	Favourable variance due to fluctuations in vacancies. There were fewer inspections than anticipated	(6)
	Wellesley House 10a Eelmoor Road	Adverse variance due to a higher than anticipated electricity bill	7
	Estates Support	Reduction in demand for use of counsel for external legal advice	(13)
	Town Centres	Unused budget set aside for snow clearance	(12)
Democratic Services	Communications	Reduction in costs for public relations and consultations	(9)
	Customer Services Unit	Reduction in postage costs	(18)
Financial Services	External Audit and Inspection	Refund received regarding reduced audit fees	(6)
	Audit Services	Reduction in spend on contracted staff due to reduction in number of audit days required	(7)
IT and Facilities	Council Offices	Various increases and reductions in spend across all supplies and services	6
	Technical Support	Various reductions in spend across all other supplies and services	(23)
	Print Room	Reductions and slight increase in spend across all supplies and services	(7)
	Application Support	Reduction in spend on application software due to suppliers increasing costs at a lower rate than anticipated. Also reduction in costs due to change in service provision	(11)
	IT Management - Training Expense	Increase in spend due to additional courses attended. Cost is partly offset by £2.8k income received from other Local Authorities attending course at RBC	7
	IT Management - External Support For Systems	Reduction in requirement for support	(7)

Corporate Services Portfolio		VARIANCES RELATED TO INCOME BUDGETS	
Legal Services	Dominion Road	Reduction in rents received due to budget originally overstated	6
Financial Services	Council Tax Collection	Increase in amount of court costs recovered	(8)
IT and Facilities	Systems Thinking	Reduction in income due to reduction in project work carried out on behalf of another Local Authority	11

Environment and Service Delivery Portfolio		VARIANCES RELATED TO EXPENDITURE BUDGETS	
Corporate Director	Aldershot Regeneration Strategy	Reduction in spend on consultancy, due to timing in works being carried out on Aldershot regeneration (subject to carry forward)	(66)
	Farnborough Town Centre Regeneration	Reduction in spend on consultancy, due to timing in works being carried out on Farnborough regeneration (subject to carry forward)	(62)
Community Services	Domestic Refuse	Reduction in spend on previous contract payment	(22)
		Increase in contractor payment for Bulky Waste Collections as the demand has increased (this is covered by additional income)	8
	Recycling	Reduction in spend on previous contract payment	(10)
	Street Cleansing	Reduction in spend on the contractor payment as the additional cleaning in the Prospect Estate is now included in the base contract payment	(21)
		Reduction in spend on Contract Performance (NI195) as only a third of the survey work will be completed in 2017/18	(10)
Car Parks	Contract variation decrease	(16)	
		Reduction in spend on lining, general repairs and maintenance, lighting repairs and signs mainly due to the timing of the installation of the new pay and display machines	(12)
Planning Services	Planning Policy	Favourable variance in 2017/18 as set aside for Local Plan Examination not required as Exam is to be held in May 2018 (subject to carry forward of which £66k is funded from an earmarked reserve)	(81)

Environment and Service Delivery Portfolio		VARIANCES RELATED TO INCOME BUDGETS	
Community Services	Car Parks	Additional income received from season tickets (permits)	(19)
		Shortfall in Penalty Charge Notice income	24
		Shortfall in pay and display income	34
		Free permits (notional income offset by increase in expenditure in Grants to Major Organisations)	(29)
	Parking Management	Shortfall in pay and display income (on street)	29
	Reduction in parking fines	14	
	Other Highway Services	Additional income from temporary traffic regulation orders	(6)
	Domestic Refuse	Additional income from Bulky Waste Collections due to increase in demand	(23)
	Recycling	Reduction in green waste sales income due in 2017/18. This is due to a timing issue and does not reflect any reduction in levels of subscription	44
		Additional recycling credit income	(8)

Concessions and Community Portfolio		VARIANCES RELATED TO EXPENDITURE BUDGETS	
Democratic and Customer Services	Electoral Registration	Reduction in spend on external printing, postages and stationery	(5)
		Reduction in expenditure for canvass fees (carry forward requested to use saving to support IER review)	(12)
		Reduction in expenditure for IER costs (carry forward requested to use saving to support IER review)	(32)
Community Services	Grants to Major Organisations	Free permits (notional expenditure offset by increase in income in car parks)	29

Health and Housing Portfolio		VARIANCES RELATED TO EXPENDITURE BUDGETS	
Environmental Health and Housing Services	Housing Advice	Spend to cover reduction in Housing Benefit paid for temporary accommodation, balance to earmarked reserves	(13)

Health and Housing Portfolio		VARIANCES RELATED TO INCOME BUDGETS	
Environmental Health and Housing Services	Housing Advice Rent	Additional rental income due from those in Bed and Breakfast	(11)

Business, Safety and Regulation Portfolio		VARIANCES RELATED TO EXPENDITURE BUDGETS	
Environmental Health and Housing Services	Pollution and Environmental Control	Air Quality Feasibility work spanning two years, therefore carry forward requested to complete this stage	(14)

Business, Safety and Regulation Portfolio		VARIANCES RELATED TO INCOME BUDGETS	
Environmental Health and Housing Services	Licensing General	Additional premises licence income due to higher number of applications	(19)
Community Services	Crematorium	Additional income from memorials Additional income from cremations Additional income from sales of memorial benches	(10) (40) (6)
Planning Services	Development Control	Favourable variance for Planning Applications. There have been four large planning applications (eg for a value of £20k or more) received since the revised budget was set. This trend in additional planning application income is now reflected in future budgets Favourable variance on additional 20% planning application income. The Government agreed Planning Application charges could be increased by 20% provided the additional income is put back into the service to make improvements. The income will, therefore be allocated to an earmarked reserve at year end to be used in future years	(169) (37)
	Development management pre-application charges	There has been an increase in the volume of work in the second half of the year plus increase in fees	(6)
	Building control fees	Adverse variance is more significant than forecast due to the poor weather in February/March	10

Leisure and Youth Portfolio		VARIANCES RELATED TO EXPENDITURE BUDGETS	
Community Services	Farnborough Leisure Centre	Reduction in spend on the leisure contract payment partly due to the energy indices payment being less than anticipated (across the three contract leisure sites)	(30)
	Southwood Golf Course	Reduction in spend on general repairs and maintenance	(9)
		Reduction in spend on consultancy fees in 2017/18 (subject to carry forward)	(8)
	Grounds Maintenance Contract	Reduction in spend on grounds maintenance non-routine works	(34)
		Expenditure on the Manor Park depot new paving and tarmac, originally approved as part of the Capital Programme, but is now less than the £10,000 de-minimus threshold	7
		Additional Business Rates payment	12
	Parks and Recreation Grounds	Increase in repair and maintenance main contract cost	9
		Additional spend on tree maintenance works	9
		Additional spend on Licences	7
		Reduction in spend on playground apparatus	(21)
		Reduction in spend on general repairs and maintenance	(11)
		Increase in spend on tree planting, tree survey works, skate park maintenance and Rowhill Copse	10
	Princes Hall	Additional spend on S106 revenue projects (these projects are individually below the £10k threshold for capital projects). The projects are funded from the S106 Developers contributions	24
Reduction in heating cost		(25)	

Leisure and Youth Portfolio		VARIANCES RELATED TO INCOME BUDGETS	
Community Services	Parks and Recreation Grounds	S106 Developers Contributions being used to fund the S106 revenue projects	(23)
		Developers Income received for Southwood Woodlands SANG	(98)
		Developers Income received for Rowhill SANG	(33)
	<i>* These SANG receipts will be transferred to the SANG earmarked reserve from the general fund at year-end</i>		
	Princes Hall	Additional income re pantomime tickets sales	(62)
	Refreshment sale increase	(9)	

Other Variances

Salary	Savings identified across all portfolios	(186)
Interest receivable/payable	Net reduction in interest costs due to variations in interest rates on pooled funds and reduced borrowing required due to slippage in the capital programme	(41)
Other income and expenditure	Income from release of covenant (£379k) Contract compensation payment (£ 26k) Increased bad debt provision £ 60k	(345)
Revenue contribution to capital programme	CPE surplus used to support capital spending on car parking provision	126
Transfers to CPE account	Decrease in estimated surplus for current year	(22)
Contributions to/(from) earmarked reserves/prior yr grants	- Carry forward requests adjustment - Grant funded carry forward requests adjustment - Additional ring fenced grant funding (flexible homelessness grant) received in year transferred to reserves - Additional grant funding received in years transferred to reserves (see New Burdens list below)	232 109 128 215
Contributions to/(from) Service Improvement Fund	£380k contribution to SIF from release of covenant on land	380
New Burdens and other non-ring fenced grants	Additional grant funding received in year: Planning Delivery Fund (£125k) Custom build (£ 30k) Homelessness Reduction Act (£ 37k) Other small grants (£ 41k)	(233)
Business Rates Levy Payable	Reduction in levy payment	(14)
S31 grants in relation to Business Rates	Finalised value of S31 grant	(31)

CAPITAL PROGRAMME MONITORING SUMMARY 2017/18

Expenditure	TOTAL APPROVED BUDGET 2017/18	ACTUAL SPEND 2017/18	VARIANCE	SLIPPAGE TO 2018/19
PORTFOLIO	£'000	£'000	£'000	£'000
CORPORATE SERVICES	24,329	7,477	(16,852)	16,864
LEISURE & YOUTH	541	376	(165)	103
ENVIRONMENT & SERVICE DELIVERY	6,075	3,315	(2,760)	2,761
BUSINESS, SAFETY & REGULATION	202	145	(57)	56
HEALTH & HOUSING	1,252	1,082	(170)	152
TOTAL	32,399	12,395	(20,004)	19,936

Capital Financing	REVISED BUDGET 2017/18	ACTUAL 2017/18
FUNDING	£'000	£'000
Grants and other Contributions	2,327	1,237
Developers' Contributions	123	123
Capital Receipts	5,325	5,325
Borrowing	24,624	5,710
TOTAL	32,399	12,395

CAPITAL PROGRAMME 2017/18 - PRINCIPAL VARIATIONS FROM APPROVED BUDGET

The schemes detailed below represent an overspend in 2017/18 but not an overspend of the projects overall, as the amounts will be recognised as a pre-spend of the 2018/19 budget:

Scheme	Explanation	Pre-Spend £000s
ICT/DIGITAL STRATEGY IDOX on site App	Expenditure has been required to bring IDOX App into use.	26

The significant over/(under) spend variations to date are as follows:

Scheme	Explanation	Over / (Under) Spend £000s
COUNCIL OFFICES Accommodation and Upgrade Changes	Spend on the accommodation and upgrade changes project have been less significant than budgeted.	(12)
COUNCIL OFFICES Air-conditioning contract costs	Compensation in respect of the air-conditioning installation has been moved from capital to revenue.	25
COUNCIL OFFICES Lower Roof Maintenance	No works undertaken as the lower roof has survived well during this year's weather and is not deemed a priority project. The budget can therefore be released.	(24)
IMPROVEMENT GRANTS Housing Renewal Grants	Housing Renewal Grants are discretionary and therefore are not always paid out in full.	(13)
SOUTHWOOD COMMUNITY CENTRE Internal Decoration	There has been a reluctance to carry out works on this property as it is not Council owned. A budget exists in 2018/19 which is sufficient to cover works planned for 2017/18 as well. The budget for 2017/18 can therefore be released.	(10)

Appendix D

<p>PRINCES HALL Coating to Roof</p>	<p>No works have been undertaken as patches which have previously been done are holding well and therefore it is not deemed priority to do more extensive works at this time. The budget can therefore be released.</p>	<p>(15)</p>
<p>MANOR PARK Depot New Paving and Tarmac</p>	<p>Only essential work has been undertaken and therefore much less cost has been incurred than originally planned. Costs incurred of £9k have been transferred to revenue, as the Capital de minimus threshold of £10k has not been reached.</p>	<p>(19)</p>
<p>ICT/DIGITAL STRATEGY Various Projects</p>	<p>A summary of the main variances is as follows:</p> <ul style="list-style-type: none"> - E-forms migration has been more complicated than envisaged and in addition, other worthwhile enhancements have been carried out which were not planned - Significant issues with the supplier of the Finance system upgrade - Consultancy; Hardware; and Software related to ICT Infrastructure improvements being more costly than anticipated 	<p>23</p>

The major areas of slippage identified to date which are included within the net reduction in spend of £20,004,000 against the approved Capital Programme (Appendix C), are provided in the table that follows:

Scheme	Explanation	Slippage to 2018/19 £000s
<p>CORPORATE PROPERTIES 12 Arthur Street – Future Use</p>	<p>The conversion of this property into flats is due to be completed in May 2018. This project is utilising skilled up workers and therefore the work schedule has had to be extended. The project is currently £78k underspent so more has been spent than anticipated at the last budget monitoring, however the project will still be significantly underspent overall.</p>	<p>(78)</p>

Appendix D

<p>CORPORATE PROPERTIES Boulters House, 237 High Street – Redevelopment Costs</p>	<p>This project has been delayed due to resources being directed to work on other Corporate Properties.</p>	<p>(33)</p>
<p>ACTIVATION ALDERSHOT Project 2 Phase 6 Aldershot Station</p>	<p>This project has been delayed due to a change in franchise operator on the South West trains service. It was a requirement of the LEP funding that the LEP monies of £900k had to be spent in 2017/18. However, the LEP have agreed to allow this money to be spent in 2018/19 instead.</p>	<p>(900)</p>
<p>CEMETERIES Redan Road Repairs to Boundary Wall</p>	<p>An order for the works to be carried out was only raised in February 2018 and the works needed to be completed in fair weather.</p>	<p>(30)</p>
<p>IMPROVEMENT GRANTS Disabled Facility Grants</p>	<p>The full budget has been committed in 2017/18 but not necessarily paid out or become due.</p>	<p>(152)</p>
<p>BEAUMONT PARK Beaumont Guards Room Repairs to Stone Work</p>	<p>The project did not commence in 2017/18 and therefore a budget slippage is required.</p>	<p>(19)</p>
<p>CAR PARKS Pay and Display Machine Replacement</p>	<p>There are ongoing issues with the pay and display machine and back office functionality and rectification of these faults will not take place until 2018/19.</p>	<p>(19)</p>
<p>ALDERSHOT POOLS COMPLEX Roof Insulation and Coating over Pools</p>	<p>The tender process was not carried out until after September 2017 and the main order not placed until February 2018. The main works could not take place until the weather improved and therefore the majority of the budget needs to slip to 2018/19.</p>	<p>(65)</p>
<p>DEPOTS Lysons Avenue Depot</p>	<p>This is a large project spanning multiple financial years – estimated completion date is July/August 2018. Less slippage than forecast at budget monitoring as a further invoice was received from our main contractor for 2017/18, which had not been built into the forecast.</p>	<p>(178)</p>

Appendix D

<p>CYCLEWAY LINKS Hazel Avenue to Arrow Road</p>	<p>Little progress has been made on this project due to the need to focus resources on Corporate Properties projects.</p>	<p>(20)</p>
<p>CAR PARKS Enhancement Contract Costs</p>	<p>The monies were set aside to do works to the High Street MSCP, Aldershot and Pinehurst Car Park, Farnborough. However, the projects have been postponed while the wider regeneration is considered.</p>	<p>(120)</p>
<p>CORPORATE PROPERTIES Drawdown Fund for the Purchase of Investment Properties</p>	<p>Properties have been identified to utilise this budget but have not completed during 2017/18.</p>	<p>(14,959)</p>
<p>ICT/DIGITAL STRATEGY Revenues Citizen Account</p>	<p>Elements of the project have been completed in 2017/18 but the remainder of the project is to slip to 2018/19 due to an unforeseen staff absence.</p>	<p>(13)</p>
<p>FLEXIBLE USE OF CAPITAL RECEIPTS Various Projects</p>	<p>Profile of spend is forecast to be less in year 2 than anticipated. A full breakdown on the Flexible Use of Capital Receipts is provided separately.</p>	<p>(36)</p>
<p>CORPORATE PROPERTIES Commercial Property Acquisition (Exempt Item)</p>	<p>The purchase of a commercial property has been delayed due to circumstances beyond the Council's control but it looks likely the sale will complete in early 2018/19.</p>	<p>(1,773)</p>
<p>ALDERSHOT TOWN CENTRE Town Centre Integration</p>	<p>This money was due to be paid to advance highway works but has been delayed due to plans not being signed off by Hampshire County Council.</p>	<p>(1,500)</p>
<p>ACTIVATION ALDERSHOT Town Centre Improvements</p>	<p>The remaining £20k budget is required in 2018/19 to complete snagging. The overall project is likely to be £20k overspent because of unforeseen costs due to structural issues with various buildings. The overspend would have been more considerable, however some costs were mitigated through redesigns of some of the other shop fronts.</p>	<p>(20)</p>
<p>CEMETERIES Ship Lane Drainage</p>	<p>The project did not commence in 2017/18 and therefore a budget slippage is required.</p>	<p>(11)</p>

Appendix D

KING GEORGE V Public Conveniences Upgrade	There was insufficient time to get this project completed in 2017/18.	(12)
CREMATORIUM Mobile Elevation Work Platform	The project did not commence in 2017/18 and therefore a budget slippage is required.	(10)

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CABINET

COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL
REPORT NO. ELT1803

29 MAY, 2018

KEY DECISION? NO

**COUNCIL PLAN FOURTH AND LAST QUARTER 2017/18
PERFORMANCE UPDATE REPORT**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Plan performance information for the fourth and last quarter of 2017/18, building on the four priorities and 36 key actions identified by the Cabinet.

The Cabinet is asked to note the progress made towards delivering the Council Plan 2017/18.

1. INTRODUCTION

1.1 This paper sets out performance monitoring information for the Council Plan for 2017/18.

2. DETAIL FOR 2017/18

2.1. Rushmoor Borough Council's Cabinet undertook 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.**

2.2. The four priorities are:

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

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

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



RUSHMOOR
BOROUGH COUNCIL

2.3. The four priorities are to be delivered through 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

A 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

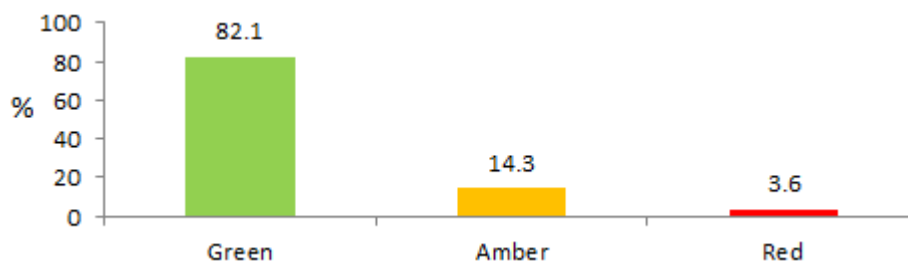
- Improve local accountability and increase democratic engagement to deliver better services to the public

2.4. So that Cabinet can have an overview of performance across the organisation and be reassured that progress is being made to deliver against their priorities, key areas of work and service measures are monitored. The full detailed set of monitored information is available on the Council's website at <http://www.rushmoor.gov.uk/councilplan>. Annex A to this report is an exceptions document which contains those monitored activities that are facing challenges or issues.

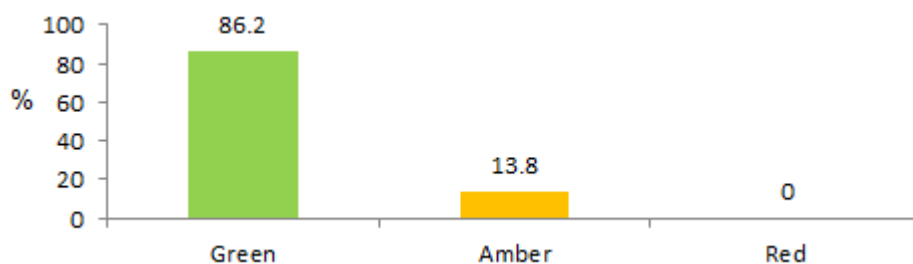
2.5. A summary of the progress made against the variety of actions and measures monitored is set out in the graphic below. The colour coding system used for the bars is:

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

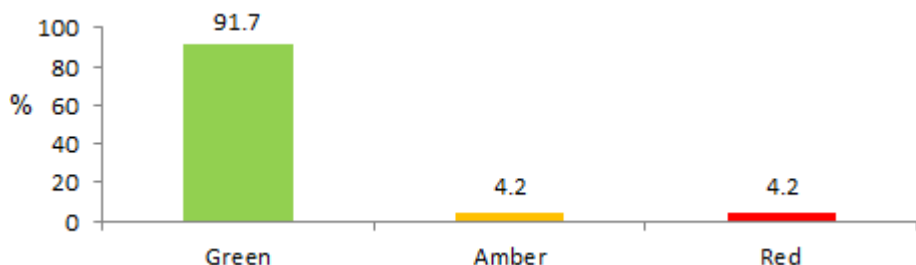
Sustaining a thriving economy and boosting local business



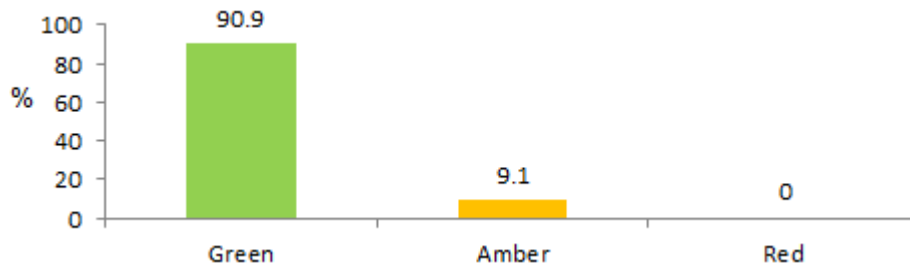
Supporting and empowering our communities and meeting local needs



A cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



% of activities green, amber or red in Quarter Four	Green	Amber	Red
Total	87.4%	10.7%	1.9%

3. CONCLUSION

3.1 Cabinet's views are sought on the performance made in delivering the Council Plan in the fourth and last quarter of the 2017/18 Municipal Year.

**COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL**

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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

Annex A - Fourth Quarter 2017/18 Exception report

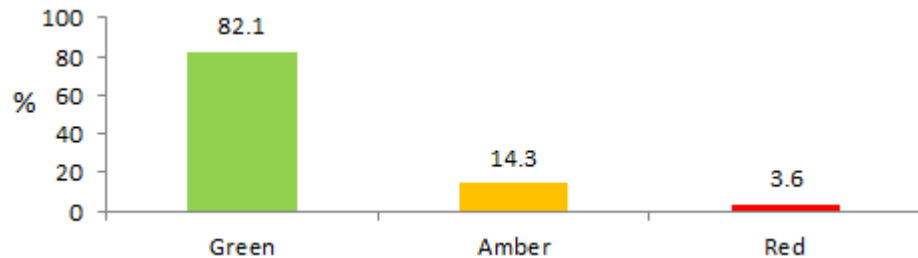
This annex to the Council Plan quarterly performance update report to Cabinet contains extracts from the full detailed set of monitored information and concentrates on those monitored activities that are facing challenges or issues. In essence these are items that have been coded amber or red* in the monitoring exercise or have been amended in some way – for instance a change in a deadline date.

* The colour coding system used for the monitoring process is:

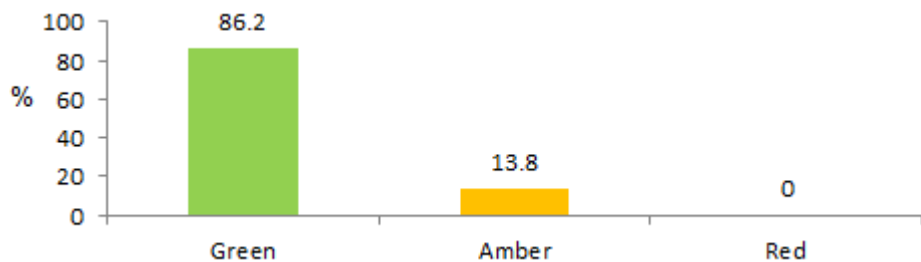
- Green indicates that the action or initiative is on course
- Amber flags up that achieving the action or indicator is in question or requires attention
- Red shows that we have not been able to achieve what we had expected at this time

Summary of colour coding from full detailed set of monitored information:

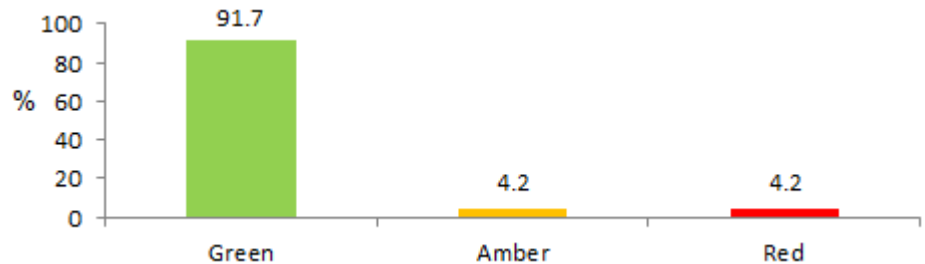
Sustaining a thriving economy and boosting local business



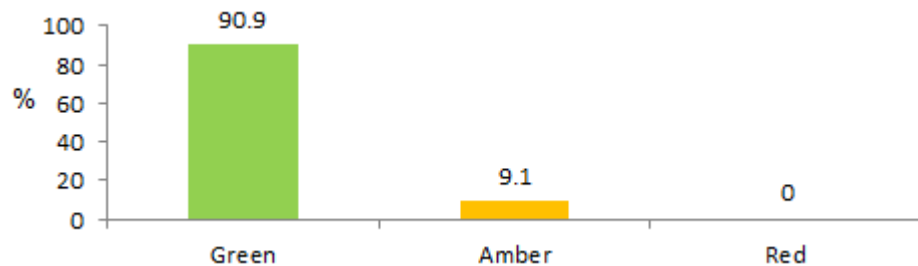
Supporting and empowering our communities and meeting local needs



A cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



Exception items set out under the Priorities

Priority: Sustaining a thriving economy and boosting local business

Action: Drive the regeneration of Aldershot

Activities	Outcomes/deliverables	Milestones (key dates)	
To bring forward the regeneration scheme at Union Street East	<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 (Homes and Communities Agency) Submit planning application for site If required seek development partner to bring forward regeneration proposals 	<ul style="list-style-type: none"> Q1 2017/18 and ongoing (dependent on any CPO requirements) Procurement confirmed February 2017. Report completed by April 2017. Submit Business Case to the LEP in Q2 2017/18 Q3/4 2017/18 	
Q1	Q2	Q3	Q4
<p>Comment: Following a successful bid for Housing Infrastructure Fund (HIF) marginal viability funding, the Council is awaiting further dialogue with Homes England in respect of utilising the funding to assist with the delivery of the scheme. The Council has acquired 50/52 Union Street and is considering meanwhile uses. Next steps will be agreed in Q1 2018/19.</p>			
To bring forward the regeneration scheme at Aldershot Railway Station	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	
Q1	Q2	Q3	Q4
<p>Comment: South Western Railway has commissioned feasibility work. Outcome due in Q1 2018/19.</p>			

Action: Push forward with the regeneration of Farnborough town centre

Activities	Outcomes/deliverables	Milestones (key dates)
Progress the regeneration of the Farnborough Civic Quarter in accordance with the Supplementary Planning Document agreed in 2015	<ul style="list-style-type: none"> Agree Memorandum of Understanding between Landowners Procure Strategic Property Advice Work with partners on detailed masterplan for the Civic Quarter site. Put in place any required RBC 	<ul style="list-style-type: none"> January 2017 Receive advice in Q1 2017/18 Commence work on detailed masterplan Q1 2017/18 Receive detailed

	projects to support implementation	masterplan in Q2 2017/18
Q1	Q2	Q3
<p>Comment: Delays in the delivery of the detailed masterplan from AECOM. Next stage to be some engagement work with residents and stakeholders in Q1 2018/19.</p> <p>Update: Approach to concluding the Masterplan now likely to be finalised during Q2 2018/19 with the Council's new investment partner.</p>		

Action: Bring forward social and private rented housing opportunities - establish our own housing company

Activities	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	To have a company which would enable the authority to purchase, develop and retain residential properties for rental purposes	<ul style="list-style-type: none"> Working portfolio being developed Q2 2017/18 Company or other vehicle to be established during 2017/18
Q1	Q2	Q3
<p>Comment: The business case for a local housing company will be considered during Q1/Q2 2018/19</p> <p>Update: This will now be considered during Q2 2018/19</p>		

Action: Supporting the borough's small and medium businesses (SMEs)

Activities	Outcomes/deliverables	Milestones (key dates)
Review of licensing policy	1) To develop and establish local area profiles for: <ul style="list-style-type: none"> (a) Taxi & Private Hire Services (b) Gambling premises and activities (c) The sale and supply of alcohol, the provision of entertainments and late night refreshments 2) To review, update and approve revised policies for: <ul style="list-style-type: none"> (a) Taxi licensing (b) Licensing of gambling, gaming and lotteries (c) Alcohol, entertainments and late night refreshment licensing 	1(a) By April 2018 and every three years thereafter - By December 2017/January 2018 and every three years thereafter 1(b) By July 2018 and every three years thereafter - By April 2018 and every three years thereafter 1(c) By September 2018 and every three years thereafter - By September 2019 and every three years thereafter 2(a) By April 2018, and every three years thereafter - By December

		2017 and every three years thereafter 2(b) By July 2018 and every three years thereafter - By July 2018 and every three years thereafter 2(c) By September 2018 and up to 5 years thereafter - By December 2019 and up to 5 years thereafter	
Q1	Q2	Q3	Q4
Comment: Taxi Licensing Policy in progress – dates for other policies pushed into 2018/2019. Dates to be changed – new dates are in purple text			

Priority: Supporting and empowering our communities and meeting local needs

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

Activities	Outcomes/deliverables	Milestones (key dates)	
Work with the Farnborough Society to develop an approach for the future use of the Victoria Road Chapel, Farnborough	A more sustainable approach agreed and funding being put in place/sought	Agree approach by end September	
Q1	Q2	Q3	Q4
Comment: Options for the future use of the Chapel will be reconsidered during 2018/19.			

Action: Tackle deprivation where it exists within the borough

Activities	Outcomes/deliverables	Milestones (key dates)	
Work to improve outcomes in areas of deprivation	<ul style="list-style-type: none"> Produce and implement a Tackling Deprivation Strategy for the Council and the Rushmoor Strategic Partnership Deprivation activity incorporated and delivered through relevant partnership plans (e.g. HWBP, Economic Recovery Group, SNH, HCC) 	Ongoing	
Q1	Q2	Q3	Q4
Comment: Rushmoor Strategic Partnership delivery conversations underway for future collaborative working.			

Action: Help the voluntary sector to become more sustainable

Activities	Outcomes/deliverables	Milestones (key dates)	
Through the Council's new partnership model with the voluntary sector support improved governance and capacity to improve sustainability.	<ul style="list-style-type: none"> 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	
Q1	Q2	Q3	Q4
Comment: Survey of over 500 voluntary and sporting organisations conducted. The survey is now closed and the analysis is underway. Results are due shortly.			

Action: Enable decisions to be made as close to customers and communities as possible

Activities	Outcomes/deliverables	Milestones (key dates)	
<ul style="list-style-type: none"> 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 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 	<ul style="list-style-type: none"> 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 decisions to be influenced by local communities 	<ul style="list-style-type: none"> Q1 2017/18 Definition and understanding phase Q3 2017/18 Proposals to Cabinet and Council Q4 2017/18 If appropriate any new arrangements established 	
Q1	Q2	Q3	Q4
Comment: No further progress this quarter			

Priority: A cleaner, greener and more cultural Rushmoor

Action: Complete the major contracts renewal for waste, recycling, grounds and streets

Activities	Outcomes/deliverables	Milestones (key dates)
Complete the build of the depot	A fully functional depot for use by successful contractor	May 2018
Q1	Q2	Q3
<p>Comment: Project delayed to mid July 2018 due to additional work related to ground conditions Update: Project completion date currently being reassessed due to complex ground conditions works. Substantial ground water has been removed during April/May and some high voltage electrical cable works will be undertaken in mid-May. Following which time the completion date will be known.</p>		

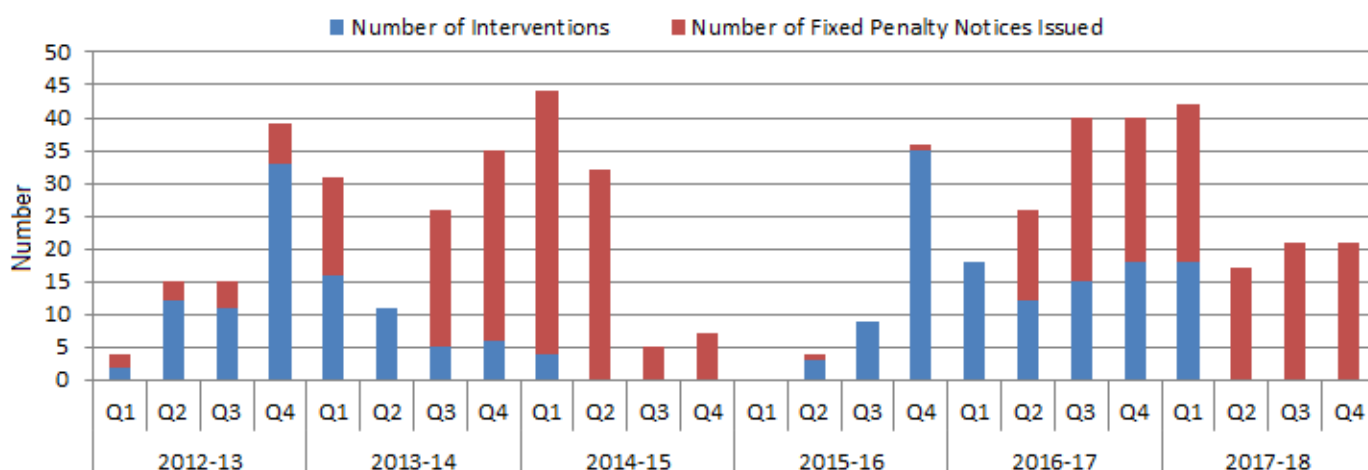
Action: Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods

Activities	Outcomes/deliverables	Milestones (key dates)
Improvements to information relating to protected trees on the Council's website	Residents have a better information in relation to protected trees	End of Q2 2017/18
Q1	Q2	Q3
<p>Comment: Focus on Local Plan has delayed this work. Plans in place to improve staff resources through the increase in planning fees. Update: Improvement to resourcing is now in place with a full-time Arboricultural Officer.</p>		

A cleaner, greener and more cultural Rushmoor - service measures

Fixed Penalty Notices (FPN's) quarterly data	This quarter	Last quarter	This quarter last year
Clean - Number of Fixed Penalty Notices Issued	21	21	22
Clean - Number of Interventions	N/A	N/A	25
<p>Comment: Type, nature and recording of interventions subject to review to better reflect work activity undertaken, so not reported this quarter. Type and number of FPNs issued as well as circumstances of issue are subject to review. Intervention pad is in design phase so Intervention figures will be available again from Q1 2018/2019. Note: these FPN figures don't include those issued though the environmental enforcement pilot with East Hampshire DC (EHDC). EHDC commenced enforcement on 16 March. 80 FPN's for littering were issued from 16th March to 31st March.</p>			

Fixed Penalty Notices over time



Priority: Financially sound with services fit for the future- actions and activities

Action: Ensure financial sustainability by rigorously delivering the Council’s 8 Point Plan

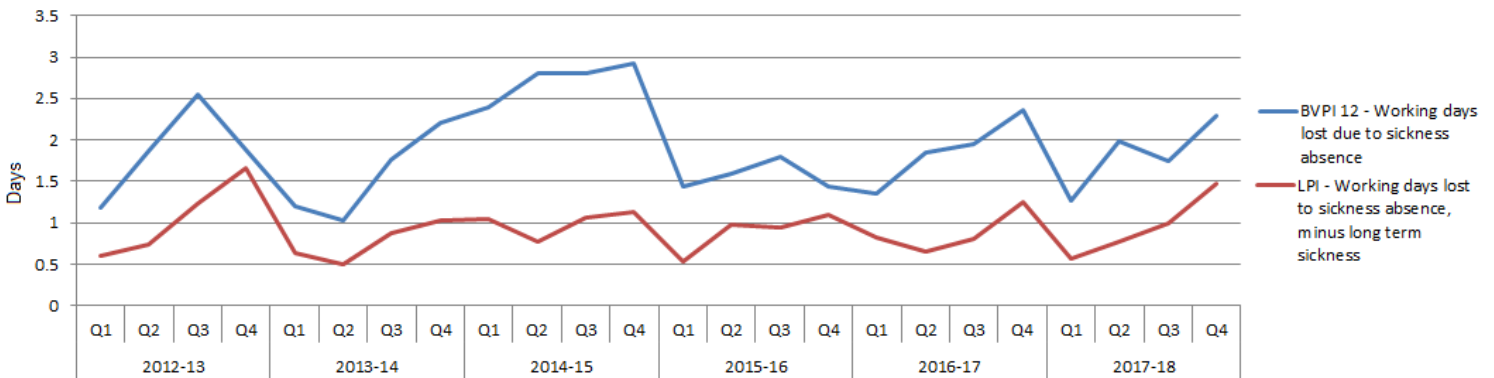
Activities	Outcomes/deliverables	Milestones (key dates)	
Property investment – Continue to invest in commercial property to provide a revenue return <ul style="list-style-type: none"> Develop of Asset Management Strategy Make better use of our assets and make better use of community property 	Range of purchases made, achieving a return of between 3.2% and 5.4% Asset Management Strategy completed	Asset Management Strategy completion	
Q1	Q2	Q3	Q4
Comment: On target with purchases. Work on the Asset Management Strategy is underway but not completed.			
Review of Fees and Charges on an annual basis to ensure the income is maximised while reflecting market conditions and residents’ ability to pay	<ul style="list-style-type: none"> Annual review of Fees and Charges Review of fees and charges in the following areas carried out: <ul style="list-style-type: none"> Licensing fees & charges Land charges Parking charges Printing 	<ul style="list-style-type: none"> December 2017 December 2017 	
Q1	Q2	Q3	Q4
Comment: Land Charges are in progress. The main Licensing fees report has been delayed in being taken to L&GP to ensure robust consideration of fees. A sub report outlining the fees for sex establishments and refunds of previous charges is scheduled for May Cabinet and L&GP. A new time table is now in place to take licensing fees and charges to September L&GP			

Absence data

Note: Highest short term absence for five years.

Staffing absence quarterly data	This quarter	Last quarter	This quarter last year
Working days lost due to sickness absence - BVPI12	2.29 573 days	1.75 ● 442 days	2.36 ● 611 days
Working days lost to sickness absence, minus long term sickness - LPI	1.48 372 days	0.77 ● 198 days	1.25 ● 324 days
Key: ● this quarter's performance is better in comparison or performance can not get better in comparison ● this quarter's performance is the same in comparison ● this quarter's performance is worse in comparison			

Absence - Working days lost per FTE



CABINET

COUNCILLOR KEN MUSCHAMP, DEPUTY
LEADER AND BUSINESS, SAFETY AND
REGULATION PORTFOLIO HOLDER
REPORT NO. EHH1814

29 MAY 2018

KEY DECISION: YES

PROPOSED VARIATION TO THE SCHEME OF HACKNEY CARRIAGE FARES

SUMMARY AND RECOMMENDATIONS

This report sets out taxi trade proposals to vary the scheme of hackney carriage fares (last modified 01.08.17) through an uplift to the taximeter pull-off charges and other structural changes to the extant scheme.

Cabinet is requested to consider the proposals and, where appropriate, approve any changes for public consultation; with a view to their implementation from 1st September.

1.0 INTRODUCTION

- 1.1 Following a request from the taxi trade (see **appendix A**), this report puts forward proposed variations to the extant scheme of hackney carriage fares. For reference, the current scheme was last uplifted on 1st August 2017 and is given at **appendix B**. The trade proposals result in the fare scheme given at **appendix C**.
- 1.2 Under the Local Authorities (Functions & Responsibilities) (England) Regulations, the determination of hackney carriage fares is an executive function. Accordingly, while not obliged to approve a revised scheme of fares, Cabinet is asked to consider and, where appropriate, approve the proposals for public consultation.
- 1.3 Where, following public consultation, there are any objections to the proposals, they must be brought back to Cabinet for consideration. Otherwise, the proposed scheme takes effect on expiry of any date specified in the consultation notice. For this reason and the fact that any variation to the scheme of fares will likely have a Borough wide effect, any determination, even at this stage, should be considered a key decision.

2.0 BACKGROUND

- 2.1. Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 (LGMPA76) gives the Council the power - not a duty (i.e. a discretionary ability), to fix the rates or fares in connection with the hire of a hackney carriage vehicle within its district by means of a scheme of fares. Historically, the Council has always established and set a scheme of fares and this has largely been subject to review in accordance with its taxi licensing policy.

- 2.2. The determination of taxi fares was transferred to Cabinet at its meeting of 3rd September 2013 (see Head of Democratic Services' Report No. DEM1303). At this time, Cabinet effectively approved the democratic procedure and methodology as follows.

2.3. Approved procedure

- 2.4. Normal procedure involves the calculation of an initial percentage uplift figure (known as the 'notional uplift') using a formula based on various indices and measures of inflation, weighted to reflect factors relevant to the trade (e.g. the cost of fuel). For year on year comparison purposes, the January indices are used as a standard benchmark. This formula was first used in the 2002 settlement and was developed in consultation with the Taxi Trade Board.
- 2.5. A revised fare scheme is normally prepared using the notional uplift as a guide, and subject to public consultation. Given its role and responsibilities in other areas of taxi licensing work, the views of the Licensing & General Purposes Committee are also sought during the consultation period. The approved timetable aims to give effect to any variation to the scheme of fares in October or November each year (subject to Committee cycles etc).

3.0 DETAILS OF THE PROPOSAL

3.1. Proposed variation(s)

- 3.2. Despite the above arrangements, the taxi trade have submitted proposals to vary the current scheme of fares (see **appendix A**) by means of a direct uplift to the pull-off charge(s) (i.e. the amount on the meter as the journey commences) for each metered rate.
- 3.3. In addition, the trade propose some simplification of the scheme by consolidating night time and Bank holiday rates; thereby reducing the number of meter rates from five to four. They also propose to present charges at time, time and a half, and double time across meter rates 1, 3 and 4 and seek to apply a £1 flat fee for each of the current extra charges.
- 3.4. Finally, given their proposals and changes to the law prohibiting credit and/or debit card charges, the trade also suggest that there should be a general policy that all hackney carriages must accept credit or debit card payments.

4.0 IMPLICATIONS OF PROPOSALS

4.1. Proposed fare changes

- 4.2. The taxi fare implications inherent to the proposals can mainly be seen by comparing them against the current scheme of fares and the notional uplift. This is outlined with additional commentary below.

Notional Uplift

- 4.3. Use of the approved formula results in a notional uplift of 3.47% for the benchmark period January 2017 to January 2018 (see **appendix D**). However, at the time of the last fare scheme review (1st August 2017) a notional increase of 7.26% had accrued over a 3-4 year period in which, at the request of Members, its deregulation, efficacy and simplification was explored and considered.
- 4.4. Despite working collaboratively with the taxi trade, agreement on a simplified fare structure could not be reached with the taxi trade at this time. However, so as to reduce the impact of what was considered a sizeable fare increase (i.e. at 7.26%), an interim increase of 4% was applied at this time. This effectively deferred (i.e. 'banked') the remaining uplift amount (3.26%) to, and pending the next fare review and/or reworking of the scheme.
- 4.5. Accordingly, when supplemented with the 'banked' proportion of the 2017 settlement (i.e. 3.26%), the notional uplift methodology would suggest an overall adjustment of **6.73%** (i.e. 3.47% + 3.26% = 6.73%) is applicable at this time.

Comparison of benchmark taxi journeys

- 4.6. The tables given at **appendix E** provide for a fare cost comparison of journeys at each mile mark (up to 15 miles) for both the current and proposed schemes. The table given at **appendix F** similarly provides for a cost comparison of a number of local journey examples at different times of the day.

Commentary of fare proposals

- 4.7. Whilst subject to variation on account of running mile and taximeter tick over points, the aforementioned tables generally show that the trade proposals provide for a significant increase above the notional uplift for journeys up to and between the one and two mile mark (ranging between 7.46% and 12.5% across meter rates 1, 2 and 3). Thereafter, journey fare increases are notably lower than the notional uplift.
- 4.8. As the trade proposals are, in part, front-end loaded with changes to the pull off rates (i.e. the amount on the meter as the journey commences) this is of little surprise. However, whilst this approach applies an increase equally to all taxi users, it is clear from this that the proposed increases will, on a day to day basis, be most noticeable by the short journey user.
- 4.9. The proposals also seek to consolidate the scheme by removal of existing meter rate 4 (for Bank holidays) in favour of applying meter rate 3 (existing night time rate) on Bank holidays. As existing meter rate 3 provides for higher pull off and running mile rates, the proposals will also result in an above notional increase in fares on Bank holidays (between 21% and 34%).

4.10. Proposed policy changes

- 4.11. The provision of mobile credit / debit card payment facilities has been technologically feasible for some time and associated services are now widely available in an already established market. Whilst they come with varying set up and revenue costs, the provision of such facilities and services is already commonplace. Indeed, whilst taxi work has historically been a cash business, society in general is increasingly becoming more digital and digital transactions are increasingly becoming the norm.
- 4.12. However, while such a policy proposal would be relatively easy for the main taxi companies to accommodate (with many of their drivers providing such facilities and services already), it would likely be less so for the independent taxi operators. Some of these, may see the mandatory provision of credit / debit card payment facilities as an unnecessary and/or unviable cost or burden to their business.
- 4.13. The Council's current taxi licensing policy (approved October 2012) is largely silent on the provision for credit / debit card payment facilities; leaving this to the discretion of the taxi operator. The Council's current taxi licensing policy states -

Permitted Vehicle Modifications – pp 6.63, page 53

The licensing authority recognises that some modifications to vehicles can enhance performance, efficiency and the service offered to customers, as well as provide for enhanced safety and/or revenues for vehicle proprietors and/or drivers. Accordingly, subject to all other requirements being met, the licensing authority will normally permit the following (or similar) modifications to vehicles.

[...]

(g) Removal or installation of credit/debit card payment systems;

[...]

- 4.14. As the mandatory provision of credit / debit card payment facilities would represent a change to our current taxi licensing policy, this matter would need to be subject to public consultation. Furthermore, as not all licensed taxi operators presently provide such facilities, it would also be reasonable to provide a 6-12 month lead in time following the adoption of any such policy to allow all relevant taxi operators to plan for and give effect to any such requirements.
- 4.15. The Council's taxi licensing policy is currently under review and these matters may be incorporated therein if considered appropriate.

5.0 OTHER RELEVANT CONSIDERATIONS

5.1. Legal Implications

- 5.2. Whilst the Council is not obliged to set a revised scheme of fares, the Council's current taxi licensing policy (see **appendix G**) specifies that the Council will seek to undertake an annual review of taxi fares. It further aims to give effect to any variation to the scheme of fares by October or November each year (subject to Committee cycles etc).

5.3. Notably, the Council may be subject to challenge where any legitimate expectation(s) arising from its stated policy intentions are not met.

5.4. Consultation requirements

5.5. By virtue of Section 65(2) LGMPA76 any revision to the scheme of fares must be published in a local newspaper and in a notice at the Council offices by way of public consultation on the proposals. Representations regarding proposed changes may then be made within a stated period of not less than 14 days.

5.6. In accordance with the approved procedure, the views of the Licensing & General Purposes Committee are also sought during any consultation period and fed back to Cabinet as may be appropriate. Allowing for Committee cycles, this will be scheduled for its meeting as of 30th July.

5.7. Sections 65(3) and 65(4) LGMP76 provide that where, following consultation, there are any objections to the proposals, these must be brought back to Cabinet for consideration. Otherwise, the proposed scheme takes effect on expiry of the date specified in the consultation notice. Allowing for newspaper publication dates and subsequent Cabinet / Committee cycles, any report back to Cabinet will be scheduled to its meeting of 21st August.

5.8. Practical implementation requirements

5.9. Further to the above, any change to the scheme of fares results in the need to recalibrate the taximeters in all taxis licensed by the Council. A modern taximeter needs technical / specialist recalibration and, given the number involved, requires some co-ordination to take effect at the same time. For this reason, together with the aforementioned consultation requirements, it is proposed that any revised scheme of fares take effect from **1st September**.

5.10. Financial and Resource Implications

5.11. There are no direct financial implications associated with this report other than those attributable to the costs of public consultation. However, these are factored into and can be borne by existing budgets.

5.12. Equalities Impact Implications

5.13. Once established, a scheme of fares must be applied to journeys undertaken within the Borough. The scheme may also be, and is often applied voluntarily for journeys going outside the borough. However, fares for out of borough journeys may be negotiated with the fare paying customer in advance. A scheme of fares as regulated by taximeter therefore provides for a consistent method of calculating a fare for any journey between point A to B. It is considered that this does not discriminate between those with protected characteristics.

5.14. However, while subject to minor ancillary income streams (e.g. vehicle advertisements), taxi fares are the main means by which drivers can recoup the costs of providing a taxi service and effecting an income / living. Conversely, fares must be reasonable and affordable for those that use and/or rely on such services. In essence then, there is a balance to be struck with reference to what is reasonable to expect people to pay but also to the need to give taxi drivers sufficient incentive to provide a service; particularly when it is needed (including at times involving anti-social hours). These and other relevant equality considerations are outlined at **appendix H**.

5.15. For this reason, a range of socio-economic data and similar indicators are also provided at **appendix I**. This is provided so as to help contextualise both the current and proposed levels of taxi fares against local circumstances, local issues of relative deprivation / affluence and the ability to pay for and use taxi services.

5.16. Useful Guidance

5.17. While there is limited guidance available to local authorities in setting taxi fares, an excerpt of the Department for Transport (DfT) best practice guidelines to licensing authorities is given at **appendix J**.

5.18. While the DfT best practice guidelines have no legal standing, the following points may be relevant; namely -

- (a) It is good practice to review fare scales at regular intervals.
- (b) Fare scales should be designed with a view to practicality.
- (c) Authorities may wish to consider adopting a simple formula for deciding on fare revisions as this will increase understanding and improve the transparency of the process.
- (d) In reviewing taxi fares authorities should pay particular regard to the needs of the travelling public, with reference both to what it is reasonable to expect people to pay but also to the need to give taxi drivers sufficient incentive to provide a service when it is needed.
- (e) There may be a case for higher fares at times of higher demand.
- (f) Taxi fares are a maximum, and in principle are open to downward negotiation between passenger and driver.

6.0 CONCLUSIONS

6.1. The Council's taxi licensing policy specifies that the Council will undertake an annual review of taxi fares. Whilst subject to an approved methodology, the taxi trade have submitted their own proposals for consideration.

6.2. Any proposal for variation must be subject to public consultation and, by virtue of approved processes include Member consideration by virtue of the Licensing & General Purposes Committee. Where appropriate, all representations / comments will be brought back to Cabinet for consideration before determination. However, by law, any advertised proposal will automatically take effect in the event that it does not attract any representations / comments. It is therefore proposed that any revised scheme take effect from 1st September 2018.

BACKGROUND DOCUMENTS: None

CONTACT DETAILS:

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john.mcnab@rushmoor.gov.uk, 01252 398886

Head of Service – Qamer Yasin, Head of Environmental Health & Housing
qamer.yasin@rushmoor.gov.uk, 01252 398640

APPENDICES:

Appendix	Title
Appendix A	- Taxi trade correspondence and proposals for variation of current scheme of fares
Appendix B	- Current scheme of fares (effective from 1 st August 2017)
Appendix C	- Proposed scheme of fares (as derived from taxi trade proposals) proposed to be effective from 1 st September 2018
Appendix D	- Model calculation of notional uplift of taxi fares (including indices) for 2017-2018
Appendix E	- Comparison tables of pull-off rates and running mile charges at each mile mark (up to 15 miles) for current & proposed fare schemes
Appendix F	- Local journey examples / costs arising from the current & proposed fare schemes
Appendix G	- Excerpt from the Council's taxi licensing policy
Appendix H	- Relevant considerations in setting taxi fares
Appendix I	- Socio-economic data & associated indicators
Appendix J	- Excerpt of DfT Best Practice Guidelines

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TAXI TRADE CORRESPONDENCE & PROPOSALS FOR VARIATION OF CURRENT SCHEME OF FARES

The Trade Board met in December of 2017 to discuss any current issues. One of the discussion points was a Fare Review; this was primarily instigated by the Government decision to stop businesses being able to charge an admin fee on credit card transactions. Historically Taxi Drivers have charged a fare and added the processing costs to a trip where customers wanted to pay by card. This is no longer possible so the Trade now needs these costs built into the fare.

We also looked back at the requests made previously by the Council regarding a simplified scheme of fares and want to work towards those aims.

When the Transport for London (TFL) removed card charges from the Hackney Carriage Trade in London they raised the fares by 20p to cover the extra costs incurred by the trade. What was not calculated into the above costs was the large proportion of customers that would subsequently change from paying with cash to using card payment. The London cab drivers we know claim that card payment has moved from 30% of their fares to 70% of their fares.

Fundamentally the Trade would like to see a 30p increase on the base rate to cover the additional costs that will be incurred from 12th January 2018 and the increase in uptake of card usage that will follow. We would not be requesting any % increase due to inflation and increases of other cost.

The Borough of Rushmoor has one of the best Hackney Carriage fleets in the area. Those standards mean we also operate with vehicles that cost more to purchase and service than the surrounding boroughs yet we also have the lowest Fares of all the surrounding boroughs.

For a two mile trip (the taxi fare for each of the surrounding districts) is as follows:

Hart	= £6.80
Surrey Heath	= £6.40
Guildford	= £6.40
Waverley	= £6.20
Rushmoor	= £5.90

Our proposal brings us to Waverley rates but still behind the others, plus we would now be carrying the additional costs from taking payment by Credit Card.

Every driver will be affected differently but on average we expect the initial costs to each driver to be in the region of £240 per year. Drivers who take a lot of card payments (for example those that work in Farnborough) could, on current costs, be looking at £414 per year.

These figures will, we feel, only increase, as they have in London, due to the public changing from cash payment to card payment.

We respectfully ask for an increase in the Flag Fall / Pull Off to help cover these costs. We will be out of pocket from 13th January 2018 and accept that the Fare Review is unlikely to be processed until later in 2018 so the increase would also help to recompense drivers in arrears, in addition to continuing to cover costs going forward.

Additional we recognise the council wanted to see a simplified fare chart and would like to work towards that with some minor corrections and simplifications to the fare chart.

The following suggestions; remove a meter rate, reduce the number of extras and corrects some anomalies in the fare chart.

- No percentage increase on the running mile.
- A 30p rise on Meter Rate 1 pull off and a correction to the time and a half and double time pull off rate.
- We ask that Easter Sunday be included in the 'Bank Holiday' section. Easter Sunday is a special day, even the supermarkets recognise that people should not be expected to work on Easter Sunday. Customers are genuinely shocked that we do not, at present, charge a premium on fares on Easter Sunday.
- On Boxing Day the enhanced rate currently ends at 23:59. This is an anomaly and we think it is more than reasonable for the enhanced rate to continue to 06:59 on the 27th of December (like the New Year's Eve rate running until 06:59 on the 1st of Jan.

Changes by meter rate.

METER RATE 1

Flag Fall / Pull Off - Increase from £2.70 to £3.00

This is to cover the cost of card transactions; this was also undertaken by TFL when London removed card charges.

METER RATE 2 – Evening 18:00 to 22:59 & weekends 0700 to 15:59

Flag Fall / Pull Off - Increase from £3.35 to £3.60

This is to cover the cost of card transactions; this was also undertaken by TFL when London removed card charges.

The 25p increase rather than a 30p increase because we want to remove the 5p from the fare totals. We feel we are being more than fair by cutting the 5p from our income in our desire to get rid of silly 5p increments.

These coins are very small and fiddly, difficult to see at night and increase the size of the float we have to carry.

METER RATE 3 – Night Time (23:00 TO 06:59)

Flag Fall / Pull Off - Increase from £4.00 to £4.50

This is to cover the cost of card transactions and to correct errors that have crept into the tariff chart over the years. This rate is supposed to be

“time and a half” and this adjustment would make it so. It also simplifies the scheme of fare to make it time and a ½.

We would also request that this rate should include ALL BANK HOLIDAYS and EASTER SUNDAY.

The addition of bank holidays to this rate would allow for the removal of meter rate 4 completely, thus reducing the complexity of the chart for the public whilst rewarding drivers for working these antisocial hours.

Generally the trade do not have enough drivers working on those shifts to adequately cover the travelling public effectively. Increasing the fares for working antisocial hours should bring out more drivers and improve the service we can provide.

Customers are always surprised that the fares are not more on these days particularly Easter Sunday

METER RATE 4

To be removed completely

The Council have been asking us for years to simplify the Fare Chart.

METER RATE 5

(To be changed to Meter Rate 4)

Flag Fall / Pull Off - Increase from £4.40 to £6.00

(This is to cover the cost of card transactions and to correct errors that have crept into the tariff chart over the years. This rate is supposed to be “Double Fare” (Double Rate 1) and this adjustment would make it so and to simplify the fare chart making this actually double fare as it should be)

BOXING DAY

The enhanced rate currently ends at 22:59.

We ask that it continues to 06:59 on the 27th of December.

It is difficult enough to get drivers to work any ‘holiday’ let alone on Boxing Day. An increased rate would encourage drivers to work later and provide a better service to the travelling public (public transport, busses, etc. are very limited) and it would ensure drivers are being suitably recompensed.

It seems an error that you would charge double fare all through Boxing Day but at 00:00 (as Boxing Day becomes the 27th) reduce the rate for the rest of the night\morning.

EXTRA CHARGES

£1.00 For each additional passenger in excess of 5

£1.00 Any Hiring Booked by Telephone, Radio, Internet, Email or App (Electronic Communications)

£1.00 For any hiring if the journey starts or ends outside the borough of Rushmoor

To simplify the fare chart for members of the public (a council aim) we want to reduce the number of Extras. By creating one value for any Extras regardless of what they are for or when they are charged, you reduce the 6 varying extras to 3.

The daytime increase is reasonable when compared to surrounding areas and considering that we do not charge for luggage/bags or passengers above 1. It also gives a small increase to the income of the vast majority of drivers (remember the 30p on Flag Fall will not really be an increase because it will be swallowed up by card payment fees).

DEBIT AND CREDIT CARD PAYMENTS

ALL HACKNEY CARRIAGES MUST ACCEPT CREDIT OR DEBIT CARDS.

As TFL did in London, with a charge being added into the fare chart to cover credit card transacting and to ensure the public have the option to pay by card we feel that all Hackney Carriages **MUST** accept payment by credit card as part of their terms of licensing.

Some drivers pick and choose jobs on a rank and only take card payments when it is a high value fare sending the smaller fare to the next driver on the rank. Not only does this upset the taxi drivers but it is an inconvenience to the travelling public who are wandering up and down the rank to find someone willing to take them. This is an issue that has become more prevalent since the removal of card charges.

The remaining items on the fare chart would be unchanged.

Regards

Taxi Trade Board.

CURRENT SCHEME OF FARES (EFFECTIVE FROM 1st AUGUST 2017)

HACKNEY CARRIAGE FARES

Effective from 1st August 2017

Below is a table of fares made by Rushmoor Borough Council under S65 of the Local Government (Miscellaneous Provisions) Act 1976. Subject to the notes below, these fares and charges are the **MAXIMUM** fares that may be charged.

METER RATE 1 - Day time

Any hiring on a weekday between 07:00 and 17:59 (unless Rate 4 or 5 applies instead).	
First 1088 yards or uncompleted part	£2.70
For each subsequent (or part) 149.5 yards up to 8 miles	£0.20
Thereafter, for each subsequent (or part) 125.2 yards	£0.20
Waiting time (per 40 second period)	£0.20

METER RATE 2 - Evenings and weekends

Any hiring on any day between 18:00 and 22:59 (unless Rate 4 or 5 applies instead); or	
Any hiring on a Saturday or Sunday, between 07:00 and 17:59 (unless Rate 5 applies instead).	
First 1088 yards or uncompleted part	£3.35
For each subsequent (or part) 149.5 yards up to 8 miles	£0.20
Thereafter, for each subsequent (or part) 125.2 yards	£0.20
Waiting time (per 40 second period)	£0.20

METER RATE 3 - Night time

Any hiring on any day between 23:00 and 06:59 (unless Rate 5 applies instead).	
First 1088 yards or uncompleted part	£4.00
For each subsequent (or part) 149.5 yards up to 8 miles	£0.30
Thereafter, for each subsequent (or part) 125.2 yards	£0.30
Waiting time (per 40 second period)	£0.30

METER RATE 4 - Bank holidays

Any hiring on a bank or public holiday or New Year's Day (1st Jan) between 07:00 and 22:59 (unless Rate 5 applies instead).	
First 1088 yards or uncompleted part	£3.35
For each subsequent (or part) 149.5 yards	£0.25
Waiting time (per 40 second period)	£0.25

METER RATE 5 - Christmas/New Year

Any hiring on Christmas Day (25 December) or Boxing Day (26 December); or	
Any hiring on Christmas Eve (24 December) or New Year's Eve (31 December) between 21:00 and 23:59; or	
Any hiring on New Year's Day (1 January) between 00:00 and 06:59.	
First 1088 yards or uncompleted part	£4.40
For each subsequent (or part) 149.5 yards	£0.40
Waiting time (per 40 second period)	£0.40

EXTRA CHARGES

For each additional passenger in excess of five passengers	
At rate 1 or 2 (per person)	£0.70
At rate 3, 4 or 5 (per person)	£1.00
Any hiring booked by telephone or radio	
At rate 1 or 2	£0.70
At rate 3, 4 or 5	£1.00
Any hiring if the journey starts or finishes outside the Rushmoor boundary	
At rate 1 or 2	£0.70
At rate 3, 4 or 5	£1.00

NB: Passengers may be charged a maximum of four extras, so:

At rate 1 or 2, the total of extras shall at no time exceed	£2.80
At rate 3, 4 or 5, the total of extras shall at no time exceed	£4.00

DEBIT AND CREDIT CARD PAYMENTS

Some taxis accept credit or debit cards. A surcharge may be made for this method of payment which, for non-business customers will not exceed the amount permitted by law, and for business customers shall be limited to a maximum of £1 or 12.5% of the metered fare (whichever is greater).

FOULING CHARGE

Any fouling to the interior of the cab making it unfit for further hiring (at the discretion of the driver). **Up to £100**

IMPORTANT NOTES

Fare rates are based on a combination of time and distance and are automatically calculated by and must be displayed on the taximeter at all times. If the journey takes the taxi outside the Rushmoor Borough, the fare charged must still be in accordance with this table of fares unless a fare was otherwise agreed with the hirer before the journey started.

COMPLAINTS AND COMMENTS - Where possible please quote the Cab / Driver Number

Please contact the Head of Environmental Health & Housing at Rushmoor Borough Council, Council Offices, Farnborough Road, Farnborough, Hampshire, GU14 7JU. Tel: 01252 398 399 ■ Fax: 01252 524 017 ■ Email: licensing@rushmoor.gov.uk

RUSHMOOR
BOROUGH COUNCIL

PROPOSED SCHEME OF FARES (AS DERIVED FROM TAXI TRADE PROPOSALS) PROPOSED TO BE EFFECTIVE FROM 1ST SEPTEMBER 2018

HACKNEY CARRIAGE FARES

Proposed from 1 September 2018

Below is a table of fares made by Rushmoor Borough Council under S65 of the Local Government (Miscellaneous Provisions) Act 1976. Subject to the notes below, these fares and charges are the MAXIMUM fares that may be charged.

METER RATE 1 - Day time

Any hiring on a weekday between 07:00 and 17:59 (unless Rate 3 or 4 applies instead).

First 1088 yards or uncompleted part	£3.00
For each subsequent (or part) 149.5 yards up to 8 miles	£0.20
Thereafter, for each subsequent (or part) 125.2 yards	£0.20
Waiting time (per 40 second period)	£0.20

METER RATE 2 - Evenings and weekends

Any hiring on any day between 18:00 and 22:59 (unless Rate 3 or 4 applies instead); or
Any hiring on a Saturday or Sunday, between 07:00 and 15:59 (unless Rate 4 applies instead).

First 1088 yards or uncompleted part	£3.60
For each subsequent (or part) 149.5 yards up to 8 miles	£0.20
Thereafter, for each subsequent (or part) 125.2 yards	£0.20
Waiting time (per 40 second period)	£0.20

METER RATE 3 - Night time, bank holidays and Easter Sunday

Any hiring on any day between 23:00 and 06:59 (unless Rate 4 applies instead).

Any hiring on Easter Sunday, a bank or public holiday or New Year's Day (1st Jan) between 07:00 and 22:59 (unless Rate 4 applies instead).

First 1088 yards or uncompleted part	£4.50
For each subsequent (or part) 149.5 yards up to 8 miles	£0.30
Thereafter, for each subsequent (or part) 125.2 yards	£0.30
Waiting time (per 40 second period)	£0.30

IMPORTANT NOTES

Fare rates are based on a combination of time and distance and are automatically calculated by and must be displayed on the taximeter at all times. If the journey takes the taxi outside the Rushmoor Borough, the fare charged must still be in accordance with this table of fares unless a fare was otherwise agreed with the hirer before the journey started.

COMPLAINTS AND COMMENTS - Where possible please quote the Cab / Driver Number

Please contact the Head of Environmental Health & Housing at Rushmoor Borough Council, Council Offices, Farnborough Road, Farnborough, Hampshire, GU14 7JU. Tel: 01252 398 399 ■ Email: licensing@rushmoor.gov.uk

METER RATE 4 - Christmas/New Year

Any hiring on Christmas Day (25 December) or Boxing Day (26 December) to 06:59 on 27 December; Any hiring on Christmas Eve (24 December) or New Year's Eve (31 December) between 21:00 and 23:59; or Any hiring on New Year's Day (1 January) between 00:00 and 06:59.

First 1088 yards or uncompleted part	£6.00
For each subsequent (or part) 149.5 yards	£0.40
Waiting time (per 40 second period)	£0.40

EXTRA CHARGES

For each additional passenger in excess of five passengers

£1.00

Any hiring booked by telephone or radio, internet, email or APP (electronic communications)

£1.00

Any hiring if the journey starts or finishes outside the Rushmoor boundary

£1.00

NB: Passengers may be charged a maximum of four extras, up to a maximum of £4.00

FOULING CHARGE

Any fouling to the interior of the cab making it unfit for further hiring (at the discretion of the driver).

Up to £100

RUSHMOOR
BOROUGH COUNCIL

**MODEL CALCULATION OF NOTIONAL UPLIFT OF TAXI FARES
(INCLUDING INDICES) FOR 2017-2018**

Formula to Uplift Taxi Fares				
Weighting	Annual Increases	Relevant Government Indices		% Increase
		January 2017	January 2018	
80	uplifted by Average Weekly Earnings (Whole Economy)	159.00	163.50	2.83
10	uplifted by R.P.I (Petrol and Oil)	345.80	353.40	2.20
5	uplifted by R.P.I (Vehicle Tax & Insurance)	701.10	811.10	15.69
5	uplifted by R.P.I (All Items excl mortgage costs)	265.80	276.50	4.03

Outcome Calculation		
Annual Percentage Increase	Approved Percentage Weighting	Weighted Percentage Increase
2.83	0.80	2.26
2.20	0.10	0.22
15.69	0.05	0.78
4.03	0.05	0.20
Formula Uplift Total (%)		3.47

COMPARISON TABLES OF PULL-OFF RATES AND RUNNING MILE CHARGES AT EACH MILE MARK (UP TO 15 MILES) FOR CURRENT & PROPOSED FARE SCHEMES

EXISTING v PROPOSED SCHEME OF FARES COMPARISON TABLE			
METER RATE 1 - Day time			
DISTANCE	CURRENT COSTS 01.08.17 (£)	PROPOSED SCHEME (£)	%AGE INCREASE
UP TO 1 MILE	2.70	3.00	11.11%
1 MILE	3.70	4.00	8.11%
2 MILES	6.10	6.40	4.92%
3 MILES	8.50	8.80	3.53%
4 MILES	10.70	11.00	2.80%
5 MILES	13.10	13.40	2.29%
6 MILES	15.50	15.80	1.94%
7 MILES	17.90	18.20	1.68%
8 MILES	20.10	20.40	1.49%
9 MILES	23.10	23.40	1.30%
10 MILES	25.90	26.20	1.16%
11 MILES	28.70	29.00	1.05%
12 MILES	31.50	31.80	0.95%
13 MILES	34.30	34.60	0.87%
14 MILES	37.10	37.40	0.81%
15 MILES	39.90	40.20	0.75%

Meter Rate 1 Notes:

	Current	Proposed
Pull-off charge (£)	2.70	3.00
Pull-off distance (yards)	1088	1088
Subsequent running mile charge (£)	0.20	0.20
Distance per running mile charge up to 8 miles (yards)	149.5	149.5
Distance per yardage rate charge after 8 miles (yards)	125.2	125.2

NB: All journeys shown above are for basic hire. Costs shown do not include any extras.

EXISTING v PROPOSED SCHEME OF FARES COMPARISON TABLE			
METER RATE 2 - Evenings & Weekends			
DISTANCE	CURRENT COSTS 01.08.17 (£)	PROPOSED SCHEME (£)	%AGE INCREASE
UP TO 1 MILE	3.35	3.60	7.46%
1 MILE	4.35	4.60	5.75%
2 MILES	6.75	7.00	3.70%
3 MILES	9.15	9.40	2.73%
4 MILES	11.35	11.60	2.20%
5 MILES	13.75	14.00	1.82%
6 MILES	16.15	16.40	1.55%
7 MILES	18.55	18.80	1.35%
8 MILES	20.75	21.00	1.20%
9 MILES	23.75	24.00	1.05%
10 MILES	26.55	26.80	0.94%
11 MILES	29.35	29.60	0.85%
12 MILES	32.15	32.40	0.78%
13 MILES	34.95	35.20	0.72%
14 MILES	37.75	38.00	0.66%
15 MILES	40.55	40.80	0.62%

Meter Rate 2 Notes:

	Current	Proposed
Pull-off charge (£)	3.35	3.60
Pull-off distance (yards)	1088	1088
Subsequent running mile charge (£)	0.20	0.20
Distance per running mile charge up to 8 miles (yards)	149.5	149.5
Distance per yardage rate charge after 8 miles (yards)	125.2	125.2

NB: All journeys shown above are for basic hire. Costs shown do not include any extras.

**EXISTING v PROPOSED SCHEME OF FARES COMPARISON TABLE
METER RATE 3 – Night time, Easter Sunday & Bank Holidays**

DISTANCE	CURRENT COSTS 01.08.17 (£)	PROPOSED SCHEME (£)	%AGE INCREASE
UP TO 1 MILE	4.00	4.50	12.50%
1 MILE	5.50	6.00	9.09%
2 MILES	9.10	9.60	5.49%
3 MILES	12.70	13.20	3.94%
4 MILES	16.00	16.50	3.13%
5 MILES	19.60	20.10	2.55%
6 MILES	23.20	23.70	2.16%
7 MILES	26.80	27.30	1.87%
8 MILES	30.10	30.60	1.66%
9 MILES	34.60	35.10	1.45%
10 MILES	38.80	39.30	1.29%
11 MILES	43.00	43.50	1.16%
12 MILES	47.20	47.70	1.06%
13 MILES	51.40	51.90	0.97%
14 MILES	55.60	56.10	0.90%
15 MILES	59.80	60.30	0.84%

Meter Rate 3 Notes:

	Current	Proposed
Pull-off charge (£)	4.00	4.50
Pull-off distance (yards)	1088	1088
Subsequent running mile charge (£)	0.30	0.30
Distance per running mile charge up to 8 miles (yards)	149.5	149.5
Distance per yardage rate charge after 8 miles (yards)	125.2	125.2

NB: All journeys shown above are for basic hire. Costs shown do not include any extras.

**EXISTING v PROPOSED SCHEME OF FARES COMPARISON TABLE
METER RATE 4 – Bank Holidays[†]**

DISTANCE	CURRENT COSTS 01.08.17 (£)	PROPOSED SCHEME [†] (£)	%AGE INCREASE
UP TO 1 MILE	3.35	4.50	34.32%
1 MILE	4.60	6.00	30.43%
2 MILES	7.60	9.60	26.31%
3 MILES	10.60	13.20	24.53%
4 MILES	13.35	16.50	23.59%
5 MILES	16.35	20.10	22.93%
6 MILES	19.35	23.70	22.48%
7 MILES	22.35	27.30	22.14%
8 MILES	25.10	30.60	21.91%
9 MILES	28.10	35.10	24.91%
10 MILES	31.10	39.30	26.36%
11 MILES	34.10	43.50	27.56%
12 MILES	36.85	47.70	29.44%
13 MILES	39.85	51.90	30.24%
14 MILES	42.85	56.10	30.92%
15 MILES	45.85	60.30	31.51%

Meter Rate 4 Notes:

	Current	Proposed
Pull-off charge (£)	3.35	4.50
Pull-off distance (yards)	1088	1088
Subsequent running mile charge (£)	0.25	0.30
Distance per running mile charge up to 8 miles (yards)	149.5	149.5
Distance per yardage rate charge after 8 miles (yards)	n/a	125.2

NB: All journeys shown above are for basic hire. Costs shown do not include any extras.

[†] It is proposed that the existing Meter Rate 4 be removed on consolidation with Meter Rate 3 (Night time). For this reason, current meter rate 4 costs are, for this table only, compared to proposed Meter Rate 3 (Night time) costs to show the proposed fare increase on Bank holidays.

**EXISTING v PROPOSED SCHEME OF FARES COMPARISON TABLE
METER RATE 5* - Christmas & New Year etc**

DISTANCE	CURRENT COSTS 01.08.17 (£)	PROPOSED SCHEME* (£)	%AGE INCREASE
UP TO 1 MILE	4.40	6.00	36.36%
1 MILE	6.40	8.00	25.00%
2 MILES	11.20	12.80	14.29%
3 MILES	16.00	17.60	10.00%
4 MILES	20.40	22.00	7.84%
5 MILES	25.20	26.80	6.35%
6 MILES	30.00	31.60	5.33%
7 MILES	34.80	36.40	4.60%
8 MILES	39.20	40.80	4.08%
9 MILES	44.00	45.60	3.64%
10 MILES	48.80	50.40	3.28%
11 MILES	53.60	55.20	2.99%
12 MILES	58.00	59.60	2.76%
13 MILES	62.80	64.40	2.55%
14 MILES	67.60	69.20	2.37%
15 MILES	72.40	74.00	2.21%

Meter Rate 5 Notes:

	Current	Proposed
Pull-off charge (£)	4.40	6.00
Pull-off distance (yards)	1088	1088
Subsequent running mile charge (£)	0.40	0.40
Distance per running mile charge up to 8 miles (yards)	149.5	149.5
Distance per yardage rate charge after 8 miles (yards)	n/a	n/a

NB: All journeys shown above are for basic hire. Costs shown do not include any extras.

*For comparison purposes only. With the proposed removal of current Meter Rate 4 (Bank holidays), the existing Meter Rate 5 would become Meter Rate 4.

APPENDIX F

LOCAL JOURNEY EXAMPLES / COSTS ARISING FROM THE CURRENT AND PROPOSED FARE SCHEMES

Local journey examples / costs arising from the current and proposed fare schemes										
Rate		Meter Rate 1 Day time			Meter Rate 2 Evenings & Weekends			Meter Rate 3 Night time, Bank Holidays & Easter Sunday		
Journey Details	Distance (miles)	Current Cost (£)	Proposed Cost (£)	Increase	Current Cost (£)	Proposed Cost (£)	Increase	Current Cost (£)	Proposed Cost (£)	Increase
Council Offices to Guildford Station	13.5	35.70	36.00	+0.84%	36.35	36.60	+0.68%	53.50	54.00	+0.93%
Council Offices to Aldershot Station	4.1	10.90	11.20	+2.75%	11.55	11.80	+2.16%	16.30	16.80	+3.06%
Council Offices to Frimley Park Hospital	2.7	7.70	8.00	+3.89%	8.35	8.60	+2.99%	11.50	12.00	+4.34%
Council Offices to Gatwick Airport (M/Way)*	43.7	120.50	120.80	+0.25%	121.15	121.40	+0.20%	180.70	181.20	+0.27%
Council Offices to Gatwick Airport (Non M/Way)*	47.1	130.10	130.40	+0.23%	130.75	131.00	+0.19%	195.10	195.60	+0.25%
Whitchurch Close to Frimley Park Hospital	7.2	18.30	18.60	+1.64%	18.95	19.20	+1.32%	27.40	27.90	+1.82%
Weyborne Road to Frimley Park Hospital	7.4	18.70	19.00	+1.60%	19.35	19.60	+1.29%	28.00	28.50	+1.75%
Whitchurch Close to Fernhill Lane	7.8	19.70	20.00	+1.52%	20.35	20.60	+1.23%	29.50	30.00	+1.69%
Whitchurch Close to Juniper Road	9.4	24.10	24.40	+1.24%	24.75	25.00	+1.01%	36.10	36.60	+1.38%
Waiting Time		30p per minute	30p per minute		30p per minute	30p per minute		45p per minute	45p per minute	
Pull-off Fee		2.70	3.00		3.35	3.60		4.00	4.50	

Notes:
 1) All journeys shown above are for basic hire. Costs shown do not include any extras e.g. Waiting time, additional passengers or telephone bookings.
 2) All mileage taken from AA Route Planner.
 3) All figures subject to rounding.
 4) Costs given are calculated for comparison purposes only. In practice, journeys marked '*' are subject to supply and demand and separate quotes – typically lower than those given.

EXCERPT FROM THE COUNCIL'S TAXI LICENSING POLICY
(taken from Part H, Section 8, pages 77-78)

1.1. GENERAL ARRANGEMENTS

1.2. Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 (LGMPA76) provides that the licensing authority may set local hackney carriage fares for journeys within its area by means of a table or scheme of fares. There is no power to set private hire vehicle fares.

1.3. Frequency of review

1.4. To ensure currency, economic viability and incentive to provide taxi services, it is the policy of the licensing authority that the scheme of hackney carriage fares be subject to annual review in accordance with the timetable and methodology below.

1.5. General methodology of review

1.6. To allow comparison, increase understanding and transparency of any review, the licensing authority will normally calculate and consider a notional uplift using an approved formula based on various indices and measures of inflation relevant to taxi trade.

1.7. Also, by way of facilitating consultation and local trade input, the licensing authority will normally invite the taxi trade to submit proposals for change to the current scheme of fares by the 1st May each year (timed to reflect the annual and comparative nature of the review process).

1.8. By way of facilitating comparison and to assist it in determination of any proposed review of the scheme of fares, the licensing authority will normally take the following and similar matters into consideration –

- (a) Any notional uplift figure calculated in accordance with any approved formula;
- (b) A direct comparison table of extant and proposed changes to the pull off rate and/or running mile per unit distance travelled;
- (c) The fare charts of neighbouring authorities;
- (d) Any league table of national/regional taxi fares; and
- (e) Practical comparable journey fares from both extant and proposed fare schemes.

1.9. Nature of review

- 1.10. Where appropriate, the licensing authority will normally review, in whole or part, the structure and/or any particular feature of the extant scheme of fares (e.g. unit costs, distances travelled, time periods, chronology, calendarisation and any additional extras etc).

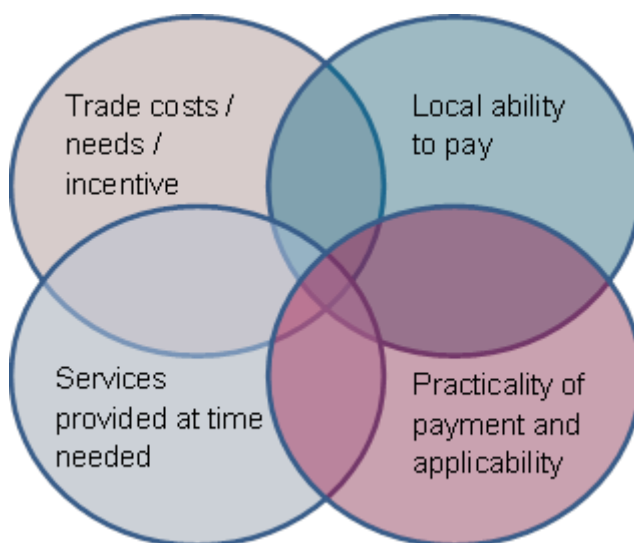
1.11. Relevant considerations

- 1.12. In reviewing the scheme of fares, the licensing authority will normally have regard to, but not be bound by the following considerations –

- (a) the needs of the travelling public;
- (b) what may be reasonable to expect people to pay;
- (c) the need to provide sufficient incentive to provide a taxi service when it is needed;
- (d) the available supply of and demand for taxi services;
- (e) any graduation of the above by time of day, day of the week, seasonal variation and/or on special occasions etc; and
- (f) the practicality of proposed fare scheme arrangements.

NB: These considerations should not be seen as a comprehensive checklist or, in any way, be regarded as standards to be automatically applied in all cases.

SUMMARY CONSIDERATIONS FOR SETTING OF TAXI FARES



WHAT MATTERS TO THE CUSTOMER / PUBLIC (in no particular order)

- Simple and easy to understand
- Fare is reasonable and affordable (£)
- Clear / Clarity of fares to be paid (in advance of journey)
- Ease of calculation (both in advance and during journey)
- Ease of calculation by taximeter
- Practicality of applicability
- Transparently and independently established
- Easy to enforce / police
- Offers sufficient incentive for trade to provide taxi services when needed

WHAT MATTERS TO THE TAXI TRADE (in no particular order)

- Fare reasonably covers the costs of service and provides reasonable driver income (£)
- Fares commensurate with level of anti-social hours worked / risk (e.g. working at night / during night time economy) (i.e. incentive to provide a service when needed)
- Ease of calculation by taximeter
- Practicality of applicability
- Practicality of payment method

SOCIO-ECONOMIC DATA & RELEVANT INDICATORS

The following socio-economic data is provided to help contextualise both the current and proposed levels of taxi fares against local circumstances, local issues of relative deprivation / affluence and the ability to pay for and use taxi services.

Relative affluence of area

Types of housing in Rushmoor

A higher percentage of housing in Rushmoor is at the lower end of the property market. In 2017, 86.5% of properties were in Band D or below. This is a much higher percentage than Rushmoor's geographic neighbours.

March 2017	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
Band A	3.7%	1.9%	1.8%	1.6%	1.8%
Band B	21.6%	5.9%	6.3%	5.9%	5.1%
Band C	39.4%	20.5%	18.5%	16.3%	23.0%
Band D	21.9%	27.6%	23.5%	26.7%	22.5%
Band E	9.7%	17.2%	17.6%	18.3%	20.0%
Band F	3.0%	11.2%	12.9%	15.85	17.3%
Band G	0.8%	12.7%	15.6%	14.0%	9.6%
Band H	0.1%	3.0%	3.9%	1.4%	0.6%
% band D or below	86.5%	55.9%	50.1%	50.6%	52.5%

(Source: Valuation Office Agency)

Number of people on benefits /claimant count

Rushmoor has a higher percentage of residents claiming benefit principally for the reason of being unemployed and claiming main out-of-work benefits than residents in its geographical neighbours.

Claimant Count - Claimant Count is the number of people claiming benefit principally for the reason of being unemployed

March 2018	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
% of those ages 16 -64 in area	0.9%	0.6%	0.6%	0.7%	0.5%

(Source: NOMIS - Office for National Statistics)

(Un)Employment rates

Rushmoor has the highest percentage of residents who are unemployed.

Jan 2017 – Dec 2017	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
Economically active (% of those ages 16 -64 in area)	84.9%	80.9%	81.6%	75.5%	90.0%
In employment (% of those ages 16 - 64 in area)	82.8%	79.2%	80.7%	75.5%	89.4%
Unemployed (% of those economically active)*	2.4%	2.2%	2.2%	2.2%	2.2%

*Model based
(Source: NOMIS - Office for National Statistics)

% population in relative deprivation

Rushmoor has higher deprivation score (as defined by the national Indices of Multiple Deprivation), and a higher percentage of children living in low income families than in the areas around Rushmoor. Also, Rushmoor has a much lower percentage of households not deprived in any dimension from the 2011 Census, compared to its geographical neighbours.

Indices of Multiple Deprivation

2015	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
Deprivation score (IMD 2015)	15.1	9.4	7.1	7.7	5.0

(Source: Public Health England - 2017 Area Health Profile)

Child poverty

2014	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
% children (under 16) in low income families	12.4%	9.9%	8.0%	8.7%	6.6%

(Source: Public Health England - 2017 Area Health Profile)

Deprivation dimensions data from the 2011 Census

The 2011 Census has calculated the number of households in a given area with selected household characteristics that are related to deprivation, these are called dimensions. The deprivation dimensions used by the Census are:

- **Employment** – if any member of a household, not a full-time student, is either unemployed or long-term sick
- **Education** – if no person in the household has at least level 2 education (5+GCSE or equivalent), and no person aged 16-18 is a full-time student

- **Health and disability** - if any person in the household has general health categorised as 'bad or very bad' or has a long term health problem
- **Housing** – if the household's accommodation is either overcrowded, with an occupancy rating -1 or less (this means one less room than needed based on a standard formula), or is in a shared dwelling, or has no central heating.

	Rushmoor %	Guildford %	Waverley %	Surrey Heath %	Hart %
Household is not deprived in any dimension	47.5	54.9	56.6	56.2	58.7
Household is deprived in 1 dimension	32.7	30.0	29.2	29.8	29.0
Household is deprived in 2 dimensions	15.5	12.4	11.8	11.8	10.7
Household is deprived in 3 dimensions	3.9	2.5	2.1	2.0	1.5
Household is deprived in 4 dimensions	0.4	0.2	0.2	0.2	0.1

(Source: Office for National Statistics)

Income / disposable income levels

Rushmoor residents earn over £150 less a week than residents in its geographical neighbours. Those who work in Rushmoor also earn less than if they worked in Guildford, Waverley and Hart.

Gross weekly pay of those who live in Rushmoor and those who work in Rushmoor

2017 all full time workers	Rushmoor	Guildford	Waverley	Surrey Heath	Hart	National Living Wage (over 25)	South East	Great Britain
Earnings by residence	£551.4	£708.9	£747.5	£707.2	£712.3	£289.7	£596.8	£552.7
Earnings by workplace	£638.1	£654.5	£583.7	£569.5	£651.9	£289.7	£574.9	£552.3

(Source: NOMIS - Office for National Statistics)

Average annual income levels

2017 all full time workers	Rushmoor	Guildford	Waverley	Surrey Heath	Hart	National Living Wage (over 25)	South East	Great Britain
Earnings by residence	£28,673	£36,863	£38,870	£36,774	£37,040	£15,064	£31,034	£28,740

(Source: NOMIS - Office for National Statistics)

Mode of travel choice

In 2011, Rushmoor residents mainly travelled to work by car or van (47.6%). In total 166 people (0.2%) travelled to work by taxi, this was the highest number and percentage of the population aged 16-74, compared to Rushmoor's geographical neighbours.

Method of Travel to Work - Resident Population, 2011

% of population aged 16-74	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
Work mainly at or from home	2.8%	5.3%	7.0%	5.5%	6.0%
Underground, metro, light rail, tram	0.1%	0.2%	0.2%	0.2%	0.1%
Train	5.0%	7.8%	7.8%	4.4%	5.2%
Bus, minibus or coach	3.0%	2.3%	1.2%	1.4%	0.9%
Taxi (people)	0.2% (166)	0.1% (152)	0.1% (88)	0.1% (71)	0.1% (84)
Motorcycle, scooter or moped	0.6%	0.5%	0.5%	0.5%	0.5%
Driving a car or van	47.6%	39.3%	41.8%	50.1%	50.2%
Passenger in a car or van	3.9%	2.5%	2.6%	2.7%	2.4%
Bicycle	2.1%	1.8%	1.1%	1.3%	1.5%
On foot	7.4%	8.2%	6.4%	5.2%	5.4%
Other method of travel to work	0.6%	0.4%	0.5%	0.6%	0.4%
Not in employment	26.7%	31.4%	30.9%	28.1%	27.3%

(Source: Office for National Statistics)

% car ownership

In 2011, Rushmoor residents had the lowest level of car ownership, compared to our geographical neighbours

2011 Car ownership

% of households	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
No car or van	16.6%	13.9%	11.9%	10.0%	8.0%
1 car or van	43.0%	40.0%	38.1%	34.5%	34.7%
2 cars or vans	31.2%	33.9%	36.3%	39.9%	42.1%
3 cars or vans	6.8%	8.6%	9.7%	11.0%	10.7%
4 or more cars or vans	2.4%	3.6%	4.0%	4.6%	4.5%

(Source: Office for National Statistics)

Net inward / outward migration

The following table demonstrates that in 2011 more people commuted out of Rushmoor than commuted into Rushmoor. More Rushmoor residents commuted into Surrey Heath than to anywhere else.

	Where people LIVING IN Rushmoor go to work	Where people WORKING IN Rushmoor live
Rushmoor	16,367 people living and working in the Borough	
	4,565 home workers	
	4,131 workers with no fixed workplace	
Hart	3,238	4,675
Surrey Heath	4,693	2,806
Guildford	3,579	2,656
Waverley	2,703	2,174
Bracknell Forest	1,158	1,072
Woking	1,013	625
Basingstoke & Deane	931	1,213
East Hampshire	636	1,236
	Total commuting OUT of Rushmoor – 26,208	Total commuting INTO Rushmoor – 25,058

(Source: 2011 Census <http://www.neighbourhood.statistics.gov.uk/HTMLDocs/dvc193/>)

Older population

Rushmoor has a lower number and lower percentage of state pensioners than in the surrounding areas.

State Pension caseload – August 2017	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
Number	13115	24123	26661	16822	18387
Percentage of population	13.6%	16.4%	21.4%	19.0%	19.4%

(Source: DWP Stat-Xplore)

Ill health

The 2011 census indicated that a higher percentage of Rushmoor residents indicated that they were in bad or very bad health, compared to the residents in the surrounding local authorities.

General Health 2011 census	Rushmoor	Guildford	Waverley	Surrey Heath	Hart
% of the population indicating that they are in bad health or very bad health	3.6%	3.2%	3.3%	3.2%	2.7%

(Source: Office for National Statistics)

**EXCERPT FROM DFT TAXI AND PRIVATE HIRE VEHICLE LICENSING BEST
PRACTICE GUIDANCE TO LICENSING AUTHORITIES
(March 2010)**

TAXI FARES

52. Local licensing authorities have the power to set taxi fares for journeys within their area, and most do so. (There is no power to set PHV fares.) Fare scales should be designed with a view to practicality. The Department sees it as good practice to review the fare scales at regular intervals, including any graduation of the fare scale by time of day or day of the week. Authorities may wish to consider adopting a simple formula for deciding on fare revisions as this will increase understanding and improve the transparency of the process. The Department also suggests that in reviewing fares authorities should pay particular regard to the needs of the travelling public, with reference both to what it is reasonable to expect people to pay but also to the need to give taxi drivers sufficient incentive to provide a service when it is needed. There may well be a case for higher fares at times of higher demand.

53. Taxi fares are a maximum, and in principle are open to downward negotiation between passenger and driver. It is not good practice to encourage such negotiations at ranks, or for on-street hailings; there would be risks of confusion and security problems. But local licensing authorities can usefully make it clear that published fares are a maximum, especially in the context of telephone bookings, where the customer benefits from competition. There is more likely to be a choice of taxi operators for telephone bookings, and there is scope for differentiation of services to the customer's advantage (for example, lower fares off-peak or for pensioners).

54. There is a case for allowing any taxi operators who wish to do so to make it clear – perhaps by advertising on the vehicle – that they charge less than the maximum fare; publicity such as '5% below the metered fare' might be an example.

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CABINET
29 MAY 2018

COUNCILLOR BARBARA HURST
HEALTH AND HOUSING PORTFOLIO HOLDER

KEY DECISION - NO

REPORT NO. EHH1817

HOUSING OPTIONS - SERVICE CHANGES AND RESOURCING

SUMMARY AND RECOMMENDATIONS:

The Homelessness Reduction Act (**HRA**) came into force on 3rd April, 2018; homelessness legislation has significantly changed as a result of the HRA, placing a number of new duties on District Councils.

Central Government has allocated two ring-fenced grants to local authorities, which can be used to subsidise the provision of temporary accommodation and deploy as appropriate to implement and embed new burdens imposed by the HRA.

In the light of the introduction of the new duties a review has been carried out of the work and resources to ensure that, going forward, the Council can provide a responsive and resilient service which provides a positive customer experience. This report sets out the proposed use of the ring-fenced grants to meet the challenges imposed by the Act.

. The Cabinet is recommended to:

- **Endorse the approach for use of the grants as set out in the report**
- **Approve the necessary budget amendments to reflect receipt of the grants and the use thereof as set out in Appendix 2**
- **Approve delegated authority** to the Head of Environmental Health and Housing in consultation with the Health and Housing Portfolio Holder for any future spend of the homelessness ring-fenced grants.

1. INTRODUCTION

- 1.1. Dealing with and preventing homelessness is a statutory duty for District Councils. The HRA will further increase demand on the already stretched homelessness service. Evidence of this is provided in **Appendix 1 - Housing Options Demand**. The work generated by the new provisions will have a significant impact on the work of the Housing Options Team.
- 1.2. The Cabinet has previously agreed to recruit one additional full-time Housing Options Officer (G5 post), for a period of two years from the ring-fenced budget, to support the implementation of the HRA and maintain delivery of the Council's homelessness duty.

- 1.3. Given the predicted increase in homeless applications and subsequent casework, the previous staffing proposal has been reviewed and it is clear that additional resource is required within the Housing Options team to meet the current and predicted work demands now that the implications of HRA are becoming clearer.
- 1.4. By reallocating work within the team, this additional workload can be met by employing 2 team members at grade 4 (subject to job evaluation) to provide additional support with the more complex grade 5 work being undertaken by existing staff, thus keeping additional costs to a minimum.

2. HOMELESSNESS GRANT FUNDING

2.1. The table below summarises the available homelessness grant funding:

Grant Funding	Year 17/18	Year 18/19	Year 19/20	Ring-fenced
New Burdens funding	£37,324	£34,198	£36,140	Yes
Flexible Homelessness Support Grant	£246,605.49	£283,743.57	286,969	Yes
Homelessness Prevention Grant <i>The homelessness prevention grant has been in payment for a number of years and is not ring fenced. It is currently £98K per year.</i>	£98,000	£98,000	£98,000	No
Total Grant	£381,929	£415,942	£421,109	

2.2. Flexible Homelessness Support Grant

On 16th March, 2017 the Ministry of Housing, Communities and Local Government (MHCLG) announced a new Flexible Homelessness Support Grant (FHSG). From 1st April 2017, this grant incorporates funding for Temporary Accommodation Management Fee previously funded by the Department for Work and Pensions (DWP).

Ring-fenced FHSG has been allocated for a period of three years 2017/18, 2018/19 and 2019/20; no further commitment has been made beyond this period at this stage.

2.3. **New Burden Funding**

The New Burden Funding (NBF) has been awarded at £107,000 over three years 2017/18, 2018/19 and 2019/20; no further commitment has been made beyond this period at this stage.

2.4. **Homelessness Prevention Grant**

This is non ring-fenced annual sum of £98,000 from Central Government, which currently appears as a “visible line” within the Council’s core spending power. Core spending power measures the core revenue funding available for local authority services, including Council Tax and locally retained business rates and Homelessness Prevention is one element of this funding. This is currently accounted for within the budget to support all Council services including existing homelessness prevention work and is not ring-fenced to a specific service.

Appendix 2 – Homelessness Grants Schedule shows a full account of grant monies received, spend proposed/committed and evidences that there is sufficient funding in the FHSG to subsidise the NBF to create the proposed two new supported-housing G4 posts for two years, without requiring additional resources from the Council.

3. **PROPOSAL**

- 3.1. Appendix 2 shows how the FHSG and NBF will be used to recruit two G4 Housing Options Support Officers for a period of two years to ensure sufficient staffing resources to implement and embed the new legislation as well as provide support to existing caseworkers and improve resilience in the team. The new roles will be subject to job evaluations. The remaining bulk of the FHSG will be used to cover the costs no longer being met by the DWP in respect of temporary accommodation at Clayton Court and other similar properties. It is estimated that there will be sufficient balance remaining to manage any additional void costs at Clayton Court as it nears the end of current arrangements or to allow for some additional costs if further provision for temporary accommodation is made.
- 3.2. It is proposed that Cabinet approves delegated authority to the Head of Environmental Health and Housing in consultation with the Health and Housing Portfolio Holder in any future spend of the homelessness ring-fenced grants to enable a swift response in the appropriate use of the grant funding, in dealing with and preventing homelessness.

4. **IMPLICATIONS AND RISKS RELATING TO THE HRA**

Appendix 3 – Risk Associated with the HRA identifies the risks associated with insufficient staff resource.

4.1. **Financial Implications**

There is no direct financial implication for the Council as all costs set out in the report are to be met from ring-fenced homelessness grant funding from Central

Government. There is sufficient buffer in the use of the grant to allow for increases in temporary accommodation costs if further provision is made, to allow for the run-down of existing temporary accommodation and to cover any potential additional costs arising from the outcome of the job evaluations.

4.2. **Legal Implications**

The Council will be better resourced to fulfil its statutory homelessness duties.

5. **CONCLUSIONS**

- 5.1. This proposal is based on the evidential, substantial increase in new burdens and demand on the homelessness service created by the HRA and in response to the additional funding being made available to support this work. The Corporate Leadership Team has supported the proposal as a way to address the work demands.
- 5.2. The plans should ensure that the team will meet demand and respond both appropriately and successfully to the new burdens posed by the new legislation in addition to meeting the costs of temporary accommodation no longer supported by the DWP.

BACKGROUND DOCUMENTS:

Appendix 1 – Housing Options Demand

Appendix 2 – Homelessness Grants Schedule

Appendix 3 – Risk Associated with the HRA

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Appendix 1 – Housing Options Demand 2016/17 & 2017/18

Year	Number of phone calls	Percentage increase
2016/17	19,520	-
2017/18	23,298	19%

Year	Number of People seen on reception	Number by officer	Percentage increase
2016/17	2223	444.2	-
2017/18	2226	444.6	0.13%

Numbers seen on reception have not risen, however the conversion of contacts into complex work has increased significantly as demonstrated in the table below.

Year	Average duration for a customer to wait in reception	Percentage increase
2016/17	27 minutes	-
2017/18	34 minutes	25%

Year	Number of advice and prevention cases seen by HOTS – complex work resolving housing issues	Number by officer	Percentage increase
2016/17	630	126	-
2017/18	970	194	53%

Year	Net Cost of B&B	Percentage increase
2016/17	£41,470	-
2017/18	£65,000 estimated	57%

Appendix 2

<u>New Burdens Funding</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>Total expenditure (Dr)</u> <u>Income (Cr)</u>
	£	£	£	£
<u>Funding</u>	-37,324	-34,198	-36,140	-107,662
New burden - Homelessness Reduction Act (any unspent funds will be transferred to earmarked reserves to use in future years)				
<u>Costs</u>				
2 x G4 post - assume pay award each year 2%		67,543	69,569	137,112
Additional funding required for 2 x G4 posts				29,450
Use of balances from Flexible Homelessness Grant (see below)				-29,450
				0
<u>Flexible Homelessness Grant</u>	<u>2017/18</u>	<u>2018/19</u>	<u>2019/20</u>	<u>Total expenditure (Dr)</u> <u>Income (Cr)</u>
	£	£	£	£
<u>Funding</u>	-246,605	-283,743	-286,969	-817,317
<u>Costs</u>				
Estimated use to cover HB costs based on current claimants (changes to rules on temp accommodation affecting Clayton Court and other similar properties)	180,000	200,000	220,000	600,000
Estimated balance to be ring fenced to cover other spend for homelessness use of this grant to cover 2 G4 posts	-66,605	-83,743	-66,969	-217,317
				29,450
Estimated balance of flexible homelessness grant (allocated to earmarked reserves)				-187,867

Appendix 3

Homelessness Reduction Act: Impact and Risk Matrix

Amendment Description	Current provision	Impact	Risks
<p>Threatened with Homelessness An extension of the period during which an authority should treat someone as threatened with homelessness from 28 to 56 days.</p>	<p>The current period during which an authority should treat someone as threatened with homelessness is 28 days.</p>	<p>It will be very easy to trigger a homeless application given that virtually any applicant with a housing problem that may bring about a risk of homelessness may be at risk of losing their home within 56 days.</p>	<p>Increase in use of temporary accommodation and storage costs, and lengths of stay likely to be longer.</p>
<p>Action on ending of Assured Shorthold Tenancy Clarification of the action an authority should take when someone applies for assistance having been served with a section 8, or section 21 notice of intention to seek possession of an assured shorthold tenancy.</p>	<p>Current advice given to applicants is to remain in the accommodation where it is reasonable and safe to do so, until the notice expires. Some cases go through the court to Possessions Order stage and beyond.</p>	<p>This duty will have a significant financial impact on local authorities. The loss of an AST now accounts for nearly 40% of all full duty homeless acceptances in England, and as this will reduce the ability of a LHA to negotiate a solution with the landlord, LHAs will need to place in TA a lot earlier than currently.</p>	<p>Increased length of time for officers to manage cases. Additional temporary accommodation and storage costs as placements made earlier and for longer. Significant risk of serious shortages of TA provision.</p>
<p>Extended Housing Advice Duty New duty requiring services designed to meet the needs of certain groups through, for example developing 'pathway plans'. This duty applies to: a) persons released from prison or youth detention; b) care leavers; c) former members of the regular armed forces; d) persons leaving hospital; e) victims of domestic abuse; f) persons suffering from mental illness; and g) any other groups identified as at particular</p>	<p>LHAs are already under a general duty to ensure that advice and information about homelessness, and preventing homelessness, is available to everyone in their district free of charge. For non-priority groups, including some that fall within the adjacent categories, this is often simply details of</p>	<p>Developing pathways requires support from other agencies that are also facing serious resource challenges. This enhanced new duty will require skilled Housing Advisers/ Housing Options officers spending considerably more time with customers until their housing needs are met.</p>	<p>Risk of appropriate support from other agencies not being made available. Lack of additional experienced staff required to manage increased workload. Additional cost not covered by new burdens funding.</p>

<p>risk of homelessness within the authority's area.</p>	<p>landlords and agents within the Borough.</p>		
<p>Duty to assess all eligible applicants' cases and agree a plan This clause inserts a new duty into the 1996 Act, where if the LHA are satisfied that an applicant is homeless or threatened with homelessness, and eligible for assistance, they are required to carry out an assessment of the applicant's case, looking at the circumstances that caused the applicant's homelessness, their housing needs, and the support they need to be able to have and retain suitable accommodation. The LHA must then work with the applicant to agree, in writing, the actions to be taken by both parties. Where a LHA deems an applicant to be intentionally homeless, they will be required to take account of the assessment carried when providing advice and assistance.</p>	<p>Currently the level of assessment undertaken within this new duty is only applied to a homelessness application as part of the homelessness investigation. Housing plans are currently not routinely carried out.</p>	<p>The duty is very prescriptive, requiring several notifications and introducing a bureaucratic process for keeping Personal Housing Plans, and a requirement to keep each step contained within that PHP under review. The duty is priority-neutral, and therefore <i>all</i> customers approaching LHA as homeless would require an Assessment and PHP, rather than only those in Priority need. This duty would require more time spent with a greater number of customers in agreeing and managing the PHP, and in administering the documentation to ensure that the process was legally compliant.</p>	
<p>Duty in cases of threatened homelessness This clause requires LHAs to take steps to help prevent homelessness for any eligible household threatened with homelessness. It places LHAs under a duty to take reasonable steps to help the applicant to secure that accommodation does not stop being</p>	<p>While the prevention of homelessness is universal good practice and has been the focus of LHA homelessness services delivery for some years, it is not currently a prescribed duty.</p>	<p>This duty is also priority-neutral, and therefore increases the number of cases to whom a duty is owed, and the length of time required to be spent with each customer on an ongoing basis. This duty would require more time spent with a greater number of customers. We are carrying out</p>	<p>As levels of homelessness rise the number of cases owed this duty will increase. Additional staff will be required to meet this increased need. There is a risk of 'homelessness tourism' increasing approaches, with</p>

<p>available for their occupation for a period of 56 days from when the LHA is first satisfied that the applicant is eligible and threatened with homelessness.</p>		<p>further analysis as we believe that this would have a minimum 50% increase in case numbers at current levels. Local connection is not applied to applicants at the prevention duty stage.</p>	<p>applicants seeking advice and accommodation away from their own LHA area.</p>
<p>A new 56 day duty on local housing authorities to take steps to relieve homelessness Help would be provided for households regardless of whether they are in 'priority need'. LHAs will be required to take reasonable steps that are likely to help the applicant to secure accommodation. Reasonable steps could include, for example, providing a rent deposit or access to mediation to keep households together.</p>	<p>Relief of homelessness is undertaken where homelessness cannot be prevented. However, this is currently only in Priority Need cases.</p>	<p>Authorities will have to take steps to assist applicants in securing accommodation for a period of 56 days. There would be no duty on the authority to actually source and secure accommodation itself. This Relief duty will come to an end after 56 days if the applicant is in priority need and not Intentionally Homeless. This is likely to result in many cases remaining open up to and after 56 days. Clarity over whether the requirement to 'help the applicant secure accommodation' includes paying for the accommodation is being sought by LGA.</p>	<p>As levels of homelessness rise the number of cases owed this duty will increase. Additional staff will be required to meet this increased need. Risk of temporary accommodation placements and storage cost increasing to cover non-priority households.</p>
<p>Requirement for applicants to cooperate with the reasonable steps agreed Where a local authority owes a duty to prevent or relieve homelessness, a notice may be served on the applicant advising that they are considered to have deliberately and unreasonably refused to co-operate with the authority.</p>	<p>There are currently no such requirements on applicants.</p>	<p>This Clause places a duty on councils to offer applicants with priority need that do not cooperate a six-month AST. There would be a continuing duty to applicants in priority need to secure that accommodation is available for their occupation, but these applicants would <i>not</i> be owed a main</p>	<p>As there is a shortage of private sector tenancies locally, so discharge of this continuing duty will be particularly challenging and resource-intensive.</p>

		<p>homelessness duty, and therefore would have to be offered an AST of at least six months as a minimum. Those that are not priority need and do not co-operate with the LHA will not be entitled to this support.</p>	
<p>Clarity of the circumstances under which care leavers should be treated as having a local connection with a local authority. This clause amends 1996 Act to provide that all care leavers who are owed continuing duties under section 23C of the Children Act 1989 are deemed to have a local connection in the area of the local authority that owes them those duties. Where the young person was looked after by a county council they will have a local connection to any district in that county. Where a care leaver has lived in a different area to the above for at least two years, some or all of which falls before they turned 16 they also have a local connection with that district until they are 21.</p>	<p>Local Connection of care leavers is currently a grey area often subject to review.</p>	<p>This extends the legal definition for residency rules for local connection. While this gives greater clarity, it will mean that care leavers formerly looked after by KCC can apply to any district within the County, regardless of which district they were placed in for care.</p>	<p>Potential for increased number of care leavers placed in other Kent districts by KCC to approach LHAs for housing assistance. There is currently an acute shortage of appropriate housing for care leavers within LHA areas. Therefore temporary accommodation placements and associated costs could increase.</p>
<p>Additional Rights of Review The clause adds rights of review in relation to new duties in the Bill. An applicant has the right to request a review when a local housing authority makes a decision as to: (i) what duty is owed to an</p>	<p>Current rights of review cover only the decisions made regarding the homelessness application and the suitability of accommodation.</p>	<p>This new set of review rights is potentially very onerous.</p>	<p>Significantly increased workload for senior staff. Ongoing legal training will be required at all levels. Potential requirement for housing law specialists to be</p>

<p>applicant under the new initial duty owed to all persons who are homeless;</p> <p>(ii) duties to applicants who have deliberately and unreasonably failed to cooperate;</p> <p>(iii) the steps they are to take to help the applicant secure suitable accommodation;</p> <p>(iv) give notice they will bring the duty to help secure accommodation to an end;</p> <p>(v) give an applicant notice that they have deliberately and unreasonably failed cooperate;</p> <p>(vi) the steps to be taken where an applicant is threatened with homelessness and the LHA must take reasonable steps to help the applicant prevent homelessness;</p> <p>(vii) give notice they are bringing the above duty to an end; or</p> <p>(viii) the suitability of accommodation offered by way of a final accommodation offer</p>			<p>recruited.</p> <p>Increased risk of challenge by homelessness charities, advocates, and the Ombudsman, as well as increased risk of judicial review.</p>
<p>New Duty for public authorities</p> <p>This applies to all public authorities specified in regulations made by the Secretary of State, if they consider that a person in England to whom they exercise functions may be homeless or at risk of becoming homeless.</p> <p>The person may choose which LHA they wish to be referred to.</p>	<p>There is currently no such duty on other public authorities within current homelessness legislation.</p>	<p>As it stands this clause only amounts to a duty for other public agencies to refer to the LHA, and does not require the public authority to take any responsibility themselves for trying to prevent homelessness.</p>	<p>Potential for tension within essential partnership working as a greater number of cases are simply referred to the Housing Options Service.</p> <p>Potential increase in complex cases such as prison release, hospital discharge etc.</p>

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