



RUSHMOOR BOROUGH COUNCIL

OVERVIEW AND SCRUTINY COMMITTEE

*at the Council Offices, Farnborough on
Thursday, 28th March, 2019 at 7.00 pm*

To:

Cllr M.D. Smith (Chairman)
Cllr Mrs. D.B. Bedford (Vice-Chairman)
Cllr J.B. Canty (Vice-Chairman)

Cllr T.D. Bridgeman
Cllr M.S. Choudhary
Cllr R.M. Cooper
Cllr K. Dibble
Cllr Veronica Graham-Green
Cllr B. Jones
Cllr Nadia Martin
Cllr B.A. Thomas

Enquiries regarding this agenda should be referred to the Administrator, Adele Taylor, Democratic and Customer Services, Tel. (01252) 398831, Email. adele.taylor@rushmoor.gov.uk.

A G E N D A

1. **MINUTES OF THE PREVIOUS MEETING – (Pages 1 - 6)**

To confirm the Minutes of the Meeting held on 31st January, 2019 (copy attached).

2. **COMMERCIAL PROPERTY – (Pages 7 - 22)**

To consider the Executive Head of Regeneration and Property's Report No. RP1906 (copy attached) on a review of the performance of the investment assets acquired by the Council to date and to highlight the key stages in the acquisition of property assets.

3. **QUARTER 3 PERFORMANCE MONITORING – (Pages 23 - 44)**

To receive a report on the Council's performance for Quarter 3 (October – December, 2018). Following requests at previous meetings detailed information will be given on the following issues:

- Crime and Disorder Information
- Web Data

The quarterly monitoring report can be found [here](#) and the Cabinet Report from the meeting of Cabinet on 5th March, 2019 is attached.

4. **TASK AND FINISH GROUPS – (Pages 45 - 54)**

To receive an update on the work of the following Task and Finish Groups during the 2018/19 Municipal Year:

- Registered Providers Task and Finish Group (Chairman Cllr Diane Bedford) – A report is attached on the work of the Task and Finish Group during the year and the Committee is asked to consider the recommendations.
- Environmental Services Task and Finish Group (Chairman Cllr Jonathan Canty) – A copy of the notes of the meeting on 8th February, 2019 is attached which include some recommendations. The Chairman of the Task and Finish Group will give a further update at the meeting.

5. **WORK PLAN – (Pages 55 - 68)**

To review the current work plan (copy attached).

MEETING REPRESENTATION

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Committee Administrator at the Council Offices, Farnborough by 5.00 pm three working days prior to the meeting.

Applications for items to be considered for the next meeting must be received in writing to the Committee Administrator fifteen working days prior to the meeting.

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OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Thursday, 31st January, 2019 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr Mrs. D.B. Bedford (Vice-Chairman)
Cllr J.B. Canty (Vice-Chairman)

Cllr M.S. Choudhary
Cllr R.M. Cooper
Cllr K. Dibble
Cllr Veronica Graham-Green
Cllr B. Jones
Cllr Nadia Martin

Apologies for absence were submitted on behalf of Cllr T.D. Bridgeman and Cllr B.A. Thomas

23. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 13th December, 2018 were agreed as a correct record.

24. 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
25	3	Information relating to financial or business affairs

25. CALL-IN - ALDERSHOT REGENERATION SITE ASSEMBLY

The Committee was advised of the submission of a request to call-in the resolution made by the Cabinet on 8th January, 2019 in relation the Aldershot Regeneration Site Assembly. The request for call-in had been submitted by Cllrs. Alex Crawford, Terry Bridgeman, Keith Dibble, Sue Dibble, Jennifer Evans, Barry Jones, Nadia Martin and Mike Roberts.

The Committee was advised that should the call-in request be rejected the decision made by the Cabinet on 8th January, 2019 would take effect as of 1st February, 2019. If the call-in request was accepted, a report would be made to Cabinet at its next meeting on 5th February, 2019.

Cllr. Crawford attended the meeting to present the call-in request and the reasons behind it. The Members who had submitted the call-in felt that the information given to the Cabinet at the time had been inadequate and had not provided a full picture of the current situation with the particular property referred to in Exempt Report No. RP1901. It was suggested that there was an absence of knowledge regarding the quality of work carried out in the past two years at the property and it was felt that the Council were unlikely to see a financial return and would subsequently have to write off the purchase price to allow the scheme to move ahead. It was felt that the Council was taking a reputational risk in paying an inflated price for the property to save time and the information provided did not provide the necessary justification for the decision.

Cllr. Tennant, Major Projects and Property Portfolio Holder, addressed the meeting on behalf of the Cabinet. Cllr. Tennant advised that the Cabinet had received both Exempt Report No. 1901 and a verbal report from the Chief Executive on the evening of 8th January, 2019. It was noted that the purchase of the particular property would allow the redevelopment of the site as a whole. Other options would be to carry out a Compulsory Purchase Order, which could complicate/delay the process or not acquire the site and work around the property, this could have implications if the development was considered substandard and may affect the viability of the overall project. In addition, Housing Infrastructure Funding (HIF) secured for the regeneration of Aldershot to the value of £8 million, could be put at risk as the funding terms stated that the monies should be spent within a strict timeframe. He felt strongly that the council had considered the options thoroughly and based its decision on sound and comprehensive information.

The Chief Executive, Mr. Paul Shackley advised that the Council had previously agreed to give powers of delegation to the Chief Executive in consultation with the Major Projects and Property Portfolio Holder, to negotiate and acquire properties. In this case, the Chief Executive had referred the decision back to the Cabinet for consideration. The Committee also noted that due diligence was being carried out on the property and this was expected to take a few more days. The Chief Executive advised that the Rushmoor Development Partnership (RDP) felt that the acquisition of the property was important to the viability of the whole site.

In response to a question, it was advised that if the value of the property was found to be less than predicted after due diligence had been carried out, a further report would need to be made to the Cabinet for consideration.

After further discussion, it was noted that the £8 million HIF funding had a three year time limit and was dependant on the privately owned Galleries site as well the Union Street East site. Cllr. Crawford stressed the importance of an outline business case for the Union Street East site to ensure viability. It was noted that a commitment had been made to regenerate Aldershot and through the partnership with Hill Investment

the risk was shared equally with the Council to provide a town centre for the people of Aldershot.

Having considered the issues, Members **AGREED** that there was insufficient evidence to support the call-in request.

In confirming the rejection of the call-in request, the chairman advised the decision made by the Cabinet at the meeting on 8th January, 2019 which would take effect as of 1st February, 2019.

26. **CABINET CHAMPIONS - WORK PROGRAMMES**

The Chairman welcomed Cllr. Ken Muschamp, Deputy Leader of the Council, and Cllrs Sue Carter, Liz Corps and Jacqui Vosper who were in attendance at the meeting to give an overview of their role as Cabinet Champions.

The Deputy Leader gave an introduction to the Cabinet Champion roles and explained how they had been created under the new governance structure. The purpose of the roles was to focus on specific themes or priorities not sitting within a portfolio. For 2018/19 three areas, had been established:

- Education and Youth
- Events and Civic Pride
- Armed Forces

Cllr Muschamp explained that the Champions' focus was to influence areas where the Cabinet had no allocated resources, statutory right or other way to engage with. It was hoped that the Champions could liaise with, befriend and influence partners to build good working relationships.

The Committee then received an update from each Champion:

Education and Youth – Cllr Carter considered the Champion role was important to building relations with schools and local youth organisations and leading the Council's work.

Key projects for 2018/19 had included:

- **Farnborough College of Technology Shadowing Programme** – the project had been designed to encourage young people's interest in local democracy. To date students had participated in an introduction to local government and a councillor/student engagement event. The next stage in the programme would be to pair students with councillors for shadowing purposes.
- **Raising Aspirations** – The Council was supporting this project being run by Hampshire County Council. The Council had funded ten local primary schools to participate in STEM (Science, Technology, Engineering and Mathematics) projects, which would bring engineering and engineers into the classroom to inspire children and teachers through professional development and training, classwork and competitions. This project would commence in January, 2019.

The Council was also working alongside Enterprise M3 to engage with secondary schools Robotics Challenge.

- **Youth Service Provider Forum** – The Forum aimed to work locally to pull together providers of youth services to encourage multi agency joined up work. The first meeting of the Forum would take place on 11th February, to which 22 organisations had agreed to attend.
- **Youth Influence Group** – The Champion had set up an all-inclusive group of young people to debate issues specific to them. Ultimately the Champion would like to create a Mayor's Youth Council.

Cllr Carter also referred to a range of other activities that she was driving forward and answered members questions.

Events and Civic Pride – It was explained that the purpose of the role was to promote events and civic pride and complement other work in this area undertaken by the Council.

Cllr Corps then reported on the key projects being undertaken in 2018/19:

- **Aftermath Event** – the Champion had supported the work to set up an event in November to mark the 100-year anniversary of the end of World War 1. Four local historians had presented a local perspective on the area at this time. An exhibition of pictures and artefacts had accompanied the presentation and these were now being displayed in the museum and libraries in the Borough.
- **North Camp Methodist Church** – The Champion had supported the fundraising initiatives co-ordinated by the Royal British Legion to provide a stained glass window at the Church to mark the centenary of the end of World War 1. The window would provide a lasting legacy.
- **Joint Working with the Libraries** – visits had been made to each of the local libraries and meetings had been held to help develop community links and help foster civic pride amongst residents and users. Areas had been discussed on how the Council and the Libraries could work together through joint promotion of events, shared use of facilities, helping to develop basic skills and joint work to support disadvantaged residents.
- **Other activities** – other work being undertaken included a Tableaux Vivant, a living picture to be displayed in the town centres during 2019 in conjunction with the Aldershot Military Museum. The Champion had been collaborating with the development of the Rushmoor Community Food Festival and liaising with different food providers from different cultures who it was hoped would attend. The event would take place on 14th September, 2019 in the Municipal Gardens, Aldershot. The Champion has also been forging links with different Faith Groups and hoped to work with schools and other organisations on projects going forward.

Cllr Corps then answered members questions on her work and the projects.

Armed Forces – The Champion was taking forward the Council’s work to meet the objectives of the Military Community Covenant agreed by the Council in 2012 and was building relations with the military authorities. The role was also involved in co-ordinating activities.

Cllr Vosper then explained the key projects for 2018/19, which included:

- **Core Infrastructure and Delivery Process** – A guide to delivering the Covenant provided to local authorities contained a toolkit for action. The Council was largely compliant but was seeking to fill any gaps. Activities included, being part of the Rushmoor and Hart partnership with the military authorities and working with unit leads and the Garrison community engagement team on projects for serving personnel, their dependents and veterans.
- **Resigning of the Covenant** – An event was likely to be held in 2019 to resign the Military Community Covenant at a joint event with Hart District Council. In addition, the Council was looking to sign the Armed Forces Covenant, which would help focus activity and support the application for the Defence Employers’ Recognition Scheme Silver Award.
- **Defence Employers’ Recognition Scheme** – The Council would be seeking to achieve the silver Award after securing the bronze Award in 2017. Over the past few months, the Council had been making changes to some of its HR and other policies to help achieve this award. A sponsor had been secured for the application which would be submitted in April, 2019.
- **Events** – Cllr Vosper indicated that she had supported and was involved in the planning and delivery of a number of events during the year. These included:
 - Armed Forces day
 - Remembrance Sunday events – including the Beacon of Light and all-night vigil
 - Community Carol Concert
 - 4 Armoured Medical Corps Freedom March Past – 11th May, 2019
 - Parachute Regiment anniversary unveiling of statue and event – 6th July, 2019
 - 80th anniversary for the Parachute Regiment – 2019

In addition, a presentation would be made to Members by the Garrison Commander in Spring 2019. A health fair, within the Garrison was also being planned.

The Committee discussed the work of the Cabinet Champions. It was suggested that consideration be given to changing the designation to Council Champion which might allow the role to be open to more Members. It was also suggested that other

Members would add value to the work of the Champions and this was acknowledged.

The Committee **ENDORSED** the work of the Champions and requested a short report at the end of their term.

27. **DECISION MAKING STRUCTURE**

This item was postponed until the following meeting.

28. **WORK PLAN**

The Committee noted the current work programme.

The meeting closed at 9.10 pm.

**OVERVIEW AND
SCRUTINY****EXECUTIVE HEAD OF REGENERATION AND
PROPERTY****31 MARCH 2019****REPORT NO RP1906****KEY DECISION NO****REVIEW OF COMMERCIAL PROPERTY INVESTMENTS****1. INTRODUCTION**

- 1.1 Following an initial report to the Overview and Scrutiny Committee meeting of 1 November 2018 the Executive Head of Regeneration & Property undertook to review the performance of the investment assets acquired so far and highlight the key stages in the acquisition of property assets.
- 1.2 This would be considered in the context of the Council emerging Asset Management Plan and set out what further work would be undertaken to provide further rigour to the process of commercial property acquisition.

2. BACKGROUND

- 2.1 The Council owns assets across the borough and others outside its boundary. Initially the guidance for the acquisition of commercial property investment assets from CIPFA envisaged the purchase of assets that could be considered as generating additional income for local authorities outside its administrative area and did not specify any restrictions. In 2018 this guidance changed to expect such purchases to be in the area of economic influence of each authority. Although there is no definition of “the area of economic influence” this has been interpreted by local authorities as being neighbouring areas that have an influence on the economy of their administrative area such as providing employment.
- 2.2 As the budgetary pressures have grown for Rushmoor the programme of property acquisition has continued within these guidelines. Inevitably, as market conditions change, specific investment performance changes, the portfolio matures and the costs of finance change there is a need to review performance of assets acquired and whether there needs to be rebalancing of the portfolio to reflect these changes. This includes refinancing, sales, addition purchases and the development of opportunities within the portfolio.
- 2.3 A detailed review of processes connected with asset management will be undertaken following the approval of the Asset Management Plan (AMP) that will be considered by the Policy and Projects Advisory Board (PPAB) at its meeting on 3rd April 2019. This is attached as Appendix 1. The AMP will

include a formal policy for the acquisition of assets overall and be consistent with the approach to the purchase of investment assets.

3. CURRENT POSITION

Acquisition Process and Considerations

- 3.1 The Council does not currently retain agents to act on its behalf. Approaches are made to Rushmoor by various companies with regard to available assets within the Borough or in adjoining areas as most are aware of the new guidance.
- 3.2 Of particular interest are assets where the Council already owns an adjoining interest or an existing interest in the land, such as the freehold and a long leaseholder is selling its interest. The Council has bought a number of assets on this basis as there is significant potential to immediately enhance the asset value by combining the interests.

Income and Borrowing

- 3.3 The key performance requirement is that property investment assets create a net surplus for the Council after borrowing costs and the Minimum Revenue Provision (MRP) have been considered. The MRP is the repayment element of the loan that is currently assessed as being paid back over 50 years. On the basis of current long-term interest rates this generally means that the Council needs to achieve, approximately, a net initial yield of approximately 5.25%, with the prospect of this increasing, to make an asset purchase financially viable. Clearly a higher priced asset with a lower yield (reflecting a lower risk profile) could return the same as a lower priced asset with a higher yield (indicating more risk). Prior to the requirement to borrow some of the assets in the investment portfolio were acquired at lower rates of return on the basis of anticipated long-term capital growth.

Risk

- 3.4 Another element that is fundamental to considering the suitability of assets is the risk profile of the investment. The generally focuses on the average lease lengths and the financial stability of the tenant. In an ideal situation all tenants would be a very strong financial basis. These tenants with long leases tend to be propositions that are priced either less than or close to Rushmoor's breakeven point. Therefore, the investments have to be either large in size or quantity to bring the necessary returns above borrowings to support the continuation of services at the Council. Buying investments above this lower level of return, that reflects relatively secure income, results in a greater level of risk as this often means a larger number of tenants with a variation of financial strengths. The external agents and the Council's financial team review the financial quality of the tenants

Location

- 3.5 Underlying all the purchase considerations is the quality of the location of investments. Even what have been considered quality tenants in the past have experienced financial collapse allowing the administrator to disclaim leases leaving landlords to renegotiate terms or find a new tenant. The quality of location is therefore an important factor in considering investment opportunities for long-term options and exit strategies.

Balancing the Portfolio

- 3.6 Care is being taken not expose the Council to extensive risk in any one sector, location or to a particular tenant. There are sectors that are not currently represented in the portfolio, such as leisure and energy. There are limited opportunities to obtain such assets with the Borough or its economic area of influence and any opportunities will be scrutinised in the same way as other sectors for a suitable fit for Rushmoor's requirements.

Recommendation to bid

- 3.7 If the property meets the expectations set out above the introducing agent is asked to prepare a summary of the case to buy that is used to supplement an internal review and forms a recommendation to bid that is considered by the relevant Cabinet Members.

Member Review

- 3.8 The recommendation to bid is scrutinised by the relevant Cabinet Members and clarifications provided to allow a decision, or a qualified decision, to be made. If approval is given a provisional offer is made, subject to conditions such as Cabinet approval and Council approval, where appropriate.

Due Diligence and Negotiations

- 3.9 If a bid is made a solicitor is normally appointed. The introductory agent works with the solicitor to assess the detail of the information in relation to the asset. On the basis of this any negotiations on terms are carried out both before Cabinet (and Council, if appropriate) and afterwards where appropriate delegations are approved. An independent valuation of the asset it is proposed to purchase is also sought as part of the purchase process so that the vested interest of the introducing agent in achieving a completed purchase is not perceived to influence advice to the Council.

Summary of the Process of Acquisition

- 3.10 The attached summary of process (Appendix 2) highlights the outline process for acquisitions. Creating further detail on the process of acquisition forms a stream of work for the AMP.

Performance

- 3.11 Set out in Exempt Appendix 3 is a summary of the investment performance of the property asset investment portfolio with some explanatory notes.
- 3.12 As can be seen some assets have performed better than anticipated and others have underperformed compared to predictions.
- 3.13 There also opportunities to redevelop parts of the assets that are underutilised. The nature of the property asset class means that there are often asset management issues to resolve to maintain the value of the asset and ensure income is maximised. This can mean costs or voids are part of the income profile.
- 3.14 Overall the net benefit (after costs) to the Council is approximately £1.4m per annum

4. RECOMMENDATIONS

- 4.1 The processes related to the acquisition of property assets, including the acquisition of property investments, is reviewed as a workstream from the AMP. If members of Overview & Scrutiny have comments on the AMP these should be raised directly at PPAB or through the Chair or Vice Chairs of PPAB.
- 4.2 In order to ensure that the Council fully understands the risks in acquiring property investments external advice continues to be sought as part of the purchase process.
- 4.3 An initial external review of the performance of the property investment assets takes place providing asset management plans for each asset, recommendations of improvements to the acquisitions process and advice on how best to configure the portfolio going forward.

APPENDICES

- 1. Asset Management Plan
- 2. Outline Purchase Process
- 3. Investment Asset Performance (Exempt)
 - a. Performance Table
 - b. Explanatory Notes

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

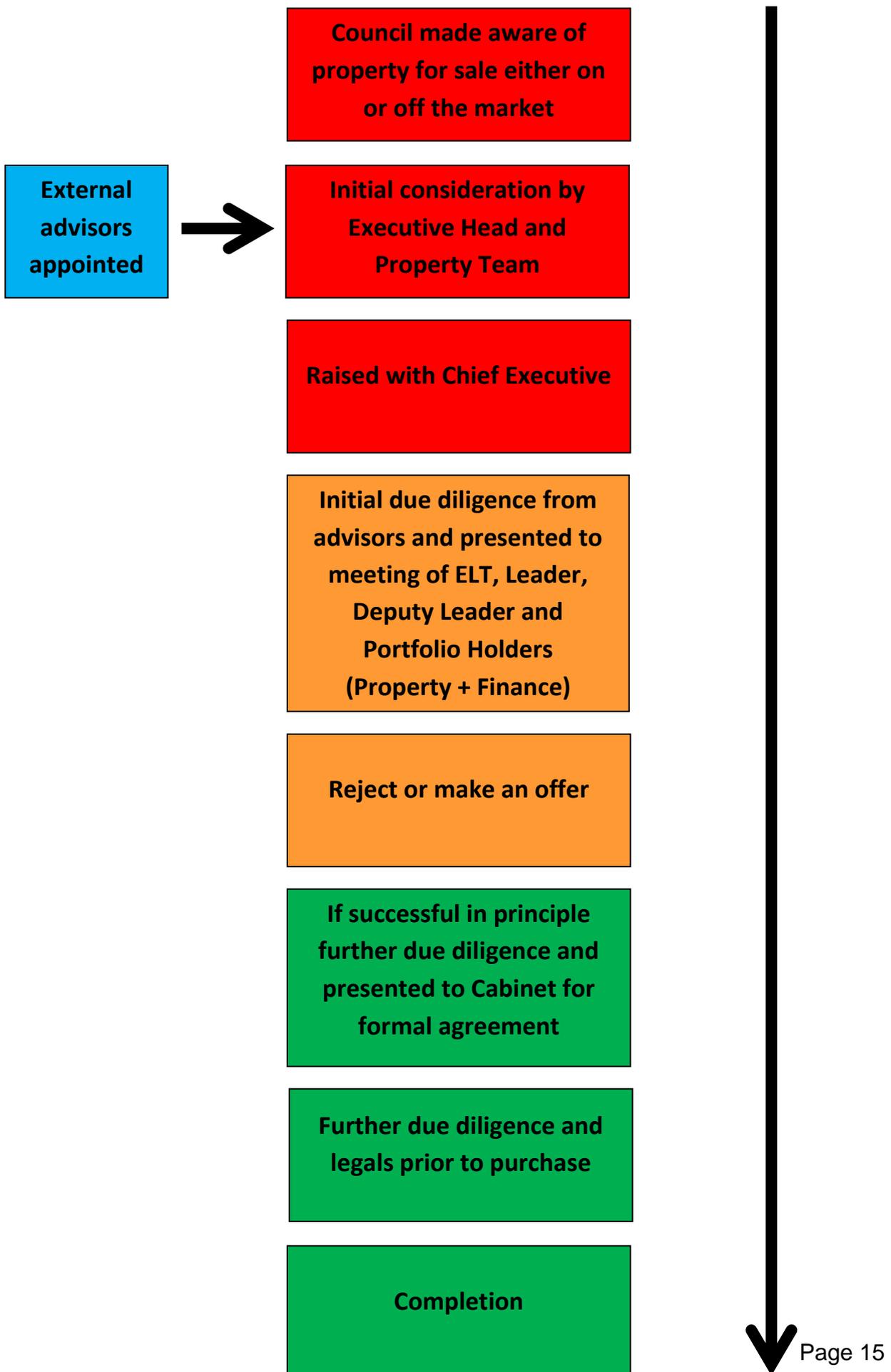
Report Author – Paul Brooks, Executive Head of Regeneration & Property
paul.brooks@rushmoor.gov.uk

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APPENDIX 1
Asset Management Plan
18/3/2019

Rational	An asset management plan recommended in terms of best practice (e.g. RICS guidance) as it ensures that there are processes in place for the asset management of the property portfolio, and that these processes are reviewed regularly to adapt to changes in legal, corporate and market conditions.			
Strategy links	The asset management plan accords with the following: Rushmoor Borough Council's strategies and policies (MTFS, Corporate Strategy); government's strategies and policies (e.g. One Public Estate); legal requirements (Health and Safety and statutory compliance); and best practice requirements (CIPFA, RICS).			
	Current portfolio		Proposed projects	
Category	Operational assets	Investment assets	Purchase/disposal	Capital projects
Target	<ul style="list-style-type: none"> Ensuring service delivery Save costs Delivering existing and future services Reduce environmental impact Joint working with partners 	<ul style="list-style-type: none"> Ensuring income generation Maximise income from existing assets Delivering investment programme Reviewing performance Preparing asset plans for key assets 	<ul style="list-style-type: none"> Income generation opportunities Reducing liabilities Supporting regeneration Supporting economic, social and environmental development 	<ul style="list-style-type: none"> Making assets suitable for purpose Improving environmental impact Improving service delivery quality Reducing costs Improving efficiency Accessing external funds
Implications	<ul style="list-style-type: none"> Improve energy efficiency (capital projects) Creation and improve suitability of premises (disabled access, purpose-built facilities) Relocating services (transport access, appropriate location, access to users) Shared premises (more efficient use of space, proximity to partners) 	<ul style="list-style-type: none"> Landlord and Tenant (new leases, rent reviews, lease renewals, dilapidations) Access over land (ransom strips, rights of light, licence for access/occupation) Bad debt (processes for alerting, payment plan, recovery, forfeiture) Extensions/improvements (increase floor space, improve standard) 	<ul style="list-style-type: none"> Disposal of unsuitable assets Purchase of suitable assets Identify opportunity sales or purchases – e.g. with adjoining owners Part of regeneration programme 	<ul style="list-style-type: none"> Alteration to existing assets Construction of purpose built assets Income generating assets Strategically important projects Support of regeneration Consistency of project approach
Delivery	<p>Portfolio review programme</p> <ul style="list-style-type: none"> Identifying whether assets are suitable for purpose Classifying assets (efficiency, condition and priority) Establishing options (change of use, capital expenditures, disposal) Cabinet reports for capital projects, disposals, re-locations and investments <p>Maintenance programme</p> <ul style="list-style-type: none"> Inspection of assets, condition surveys and related work Statutory compliance and related work Environmental impact and related work Capital expenditures and project management Procurement <p>Portfolio management:</p> <ul style="list-style-type: none"> Asset register Tenancy schedule Maintenance and statutory compliance schedules Property management system, processes and procedures Capital resources (revenue and capital budgets) Human resources (staff, contractors, joint ventures) Governance (scheme of delegation, line management, procurement) Consistent asset management e.g. community and private disposal policy 		<ul style="list-style-type: none"> Preparing an investment strategy. Agreeing on procedures. Clear scheme of delegation. Identifying opportunities. Employing appropriate internal and external resources. Clear and transparent approach 	<ul style="list-style-type: none"> Preparing a capital strategy. Agreeing procedures and processes Amending the scheme of delegation. Identifying opportunities. Establishing stakeholders. Reviewing potential funding. Working with delivery partners Prioritising projects
Governance	Performance to be reviewed by an Asset Management Group			

APPENDIX 2



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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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CABINET

COUNCILLOR GARETH LYON
CORPORATE AND DEMOCRATIC
SERVICES PORTFOLIO HOLDER
REPORT NO. ELT1901

5 March, 2019

KEY DECISION? NO

**COUNCIL PLAN
QUARTERLY UPDATE ON KEY ACTIONS OCTOBER – DECEMBER
2018/19**

SUMMARY AND RECOMMENDATIONS:

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

The Cabinet is asked to note the progress made towards delivering the Council Plan 2018/19.

1. Introduction

1.1 This paper sets out performance monitoring information for the key actions in the Council Plan for the first nine months of 2018/19.

2. Detail

2.1 The Council Plan is based around the Council's stated purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives**. This purpose is supported by four priorities.



2.2 The four priorities are to be delivered through 34 key actions as set out below. For each action we have identified which role(s) Rushmoor may undertake, the key to this is : **F** = Facilitate, **E** = Enable, **D** = Deliver

Sustaining a thriving economy and boosting local business

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

Supporting and empowering our Communities and meeting local needs

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

A cleaner, greener and more cultural Rushmoor

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

Financially sound with services fit for the future

- Develop and implement "Rushmoor 2020", a modernisation and improvement plan based on the "Listen, Learn, Deliver - Better" ethos and the findings from the Peer Challenge, Staff Survey and IESE work **(D)**
- Take forward the new operating model and implement structural review **(D)**
- Deliver the Customer & Digital Strategy plan for 2018/19 **(D)**
- Invest further in commercial property and explore other opportunities to generate income / reduce costs **(D)**
- Develop and renew the Asset Management Plan and implement a programme of review of the Council's asset and property holdings **(D)**
- Review of the constitution including changes to the scheme of delegation and procedures to enable improved democratic arrangements and to ensure better customer service and improved delivery **(D)**

2.3 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 completed, new or facing challenges or issues.

2.4 A summary of the progress made against the variety of actions and activities monitored is set out in the following table. The colour coding system used 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

Green	Amber	Red
78.8%	20.0%	1.3%

3. Conclusion

- 3.1 Cabinet's views are sought on the performance made in delivering the Council Plan in the first nine months of the 2018/19 Municipal Year.

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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

Executive Leadership Team

Annex A -Third Quarter 2018/19 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, have been completed or are new to the quarterly monitoring report. 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:

Green	Amber	Red
78.8%	20.0%	1.3%

Exception items set out under the Priorities

Priority: Sustaining a thriving economy and boosting local business

Action: Set up new partnership and company arrangements to enable regeneration and the development of private rented and affordable housing on Council owned land (D)

Activity	Timescales	Outcomes/deliverables
Conclude selection process for a new Investment Partnership to support the delivery of the Regeneration Programme	June 2018	Appointment of a 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

Partnership established		November 2018	Farnborough.	
Q1	Q2	Q3	Q4	
Comment: Establishment of Rushmoor Development Partnership approved by Council October 2018 and partnership established. Action completed in Q3				
Establish a local housing company and increase rental income <ul style="list-style-type: none"> Council approval for establishment of company 		December 2018	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. <ul style="list-style-type: none"> 5 homes by 2019 47 homes by 2021 	
Q1	Q2	Q3	Q4	
Comment: External validation of business case undertaken, prior to consideration by Cabinet and full Council in Quarter 4.				

Action: Finalise and consult on a development scheme for the Union Street East Scheme in Aldershot and agree proposals for other sites to support regeneration of Aldershot (F,E,D)

Activity	Timescales	Outcomes/deliverables	
Union Street East	By 2021	Mixed use, residential-led redevelopment to provide new homes alongside new ground floor commercial uses.	
Q1	Q2	Q3	Q4
Comment: As part of the Rushmoor Development Partnership, the business plan for developing the area will be produced by April 2019. RBC is still engaged in site assembly to support the delivery of redevelopment.			

Action: Produce a retail plan (Aldershot Town Centre Strategy) for Aldershot town centre (D)

Activity		Timescales	Outcomes/deliverables	
<ul style="list-style-type: none"> Meet prospective town centre consultants to refine brief 		March 2018	Proposals received from Cushman & Wakefield and CBRE. Requirement for a wider 'town centre plan' agreed, rather than retail specific	
<ul style="list-style-type: none"> Informal conversations with prospective 'meanwhile' users 		April / May 2018	Interest in temporary uses established	
<ul style="list-style-type: none"> Complete outline 'town centre strategy' proposal for Members consideration 		Late Summer 2018	Report to Cabinet	
Q1	Q2		Q3	Q4
Comment: Following further consideration decision taken to 'split' shorter-term transition plan, (to see the town centre through the period of construction works), and longer-term strategy. Revised report to be submitted early Spring 2019. Date for report to be changed to Spring 2019				

Action: Finalise and consult on the Masterplan for the Civic Quarter area of Farnborough town centre. Agree the approach for moving forward each site in the Masterplan (F,E,D)

Activity		Timescales	Outcomes/deliverables	
Civic Quarter <ul style="list-style-type: none"> Complete masterplan 		2019	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 with the Business Parks.	
Q1	Q2		Q3	Q4
Comment: As part of the Rushmoor Development Partnership, the business plan for developing the area will be produced by April 2019. Work is continuing with local community groups and stakeholders and plans for consultation on the potential mix of uses are being prepared.				

Action: Support HCC to implement the Farnborough Transport Package (E)

Activity	Timescales	Outcomes/deliverables
Provide support to HCC in bringing forward the Farnborough Growth Package, these highway related schemes at Lynchford Road, Farnborough Road and Invincible Road will seek to improve accessibility to the town and some key locations	By 2020	Improved access and journey times to the town and other key locations
Q1	Q2	Q3
Comment: Consultation on proposals for Lynchford Road carried out by Hampshire County Council. Hampshire County Council Cabinet Member due to bring forward proposals.		
Invincible Road <ul style="list-style-type: none"> Commence on site by Oct 2018 Complete by Dec 2018 	October 18 December 18	Improved access from Invincible Road onto Elles Road
Q1	Q2	Q3
Comment: Agreement to release land reached and traffic order issued. Date for commence on site to be changed to Spring 2019 and completion date to be changed to Summer 2019		

Action: Submit the Local Plan to Government and prepare for its examination (D)

Activity	Timescales	Outcomes/deliverables
<ul style="list-style-type: none"> Examination by Planning Inspectorate Modified Local Plan to Cabinet Modified Local Plan to full Council 	9-18 May 2018 13 November 2018 6 December 2018	Inspector's Report expected Autumn 2018 Endorsement of the modified plan Adoption of Local Plan
Q1	Q2	Q3
Comment: Knock on slippage in timescale due to delays in receiving correspondence from the Inspector. Adoption expected at February Council.		

Action: With partners start developing a centre of excellence for aerospace built on the Farnborough brand (F)

Activity	Timescales	Outcomes/deliverables	
<ul style="list-style-type: none"> Promote through 'Pod' at FIA 2018 Support County Council in developing concept Promote concept and support County to develop Project Plan 	July 2018 July 2018 November 2018	Increased awareness of world class opportunities in the area and new and existing businesses better supported	
Q1	Q2	Q3	
Comment: Activity complete in Q3. See item on approach to Economic Development			

Action: Exploit the economic and social benefits of the Farnborough Air show 2018 and the new conference centre. (E)

Activity	Timescales	Outcomes/deliverables	
To work in partnership with the Air Show organisers to maximise inward investment opportunities and support appropriate Environmental Health regulation, including Chairing the Safety Advisory Group for the 2018 event.	July 2018	Enable a Council Presence at the Air Show alongside FAC To work with the organisers to deliver appropriate policies to support a safe event, including Chairing the Safety Advisory Group, and to carry out around 250 food safety interventions on site.	
Q1	Q2	Q3	
Comment: Airshow 2018 deemed successful with no reportable accidents and no reports of food poisoning. Environmental Health and Licensing work on site included support for taxi sharing and taxi marshalling arrangements, delivery of 400 food interventions, and ongoing health and safety engagement during construction, the exhibition, the public days and in the break down periods, and all this provision was "cost-recovered". Additional support provided for the event review processes and for ongoing events across the site. Activity complete in Q3. See item on approach to Economic Development			

Action: Develop a more strategic and proactive approach to economic development, building on the Borough’s assets and offer to investors (F,E,D)

Activity		Timescales	Outcomes/deliverables	
Once the Enterprise M3’s Strategic Economic Plan agreed consider Rushmoor’s approach to supporting delivery and new projects appropriate for future funding bids		October 2018	TBC	
As this work has developed the wording for this activity is to be changed to:				
Economic profile being developed with County Council to inform Rushmoor’s approach to economic development and offer to investors		January 2019	Economic profile late spring	
Work to support relocation of Gulfstream ongoing			Development of Aviation Apprenticeships for Sept 2019 at FCoT	
Q1	Q2	Q3	Q4	
Comment:				

Key measures

Revised 2018 GCSE results by school location and pupil residence

The revised 2018 GCSE data was released on the 24th January. This included data for Rushmoor with results by school location and pupils residence.

Rushmoor 2018 GCSE results	Number of pupils at the end of key stage 4	Average Attainment 8 score per pupil	Percentage of pupils who achieved grade 9-5 in English and maths	Percentage of pupils who achieved grade 9-4 in English and maths	English Baccalaureate Percentage of pupils entered for all components	Average Point Score per pupil English Baccalaureate	Average Progress 8 score
School location	600	39.2*	31.7	51.2*	38.8	3.48*	-0.43*
Pupil residence	863	43.4	37	58.2	44.6	3.88	-0.19

Key:

*lowest results in Hampshire

In the bottom 20% of results for the 326 local authorities in England	In the bottom 10% of results for the 326 local authorities in England	In the bottom 5% of results for the 326 local authorities in England
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<https://www.gov.uk/government/statistics/key-stage-4-and-multi-academy-trust-performance-2018-revised>

Priority: Supporting and empowering our communities and meeting local needs

Action: Generate and support targeted employment and skills opportunities to improve outcomes for residents (F,E,D)

Activity		Timescales	Outcomes/deliverables	
Support and target residents to access Skilled Up programme and move into employment		2018/19	Facilitate promotion, induction and final session arrangements- link to Borough and priority neighbourhood activity	
Q1	Q2		Q3	
<p>Comment: The Skilled Up programme is on hold due to a lack of suitable construction projects. Following a successful audit, RBC are accredited to continue delivery of Level 1 Health and Safety Certificate to August 2019. Further accreditation is unlikely after September 2019, when all training providers are required to be an CITB approved training body, which will affect delivery of Skilled Up. Rushmoor's Level 1 Health and Safety Certificate training programme is designed to support learners who would not do well in a classroom environment and need to link their learning to hands on practical experience. Without this element of the course, participants will not be ready to take the test to achieve a CSCS card, which is needed to work on a construction site. Review situation in July 2019.</p> <p>Hampshire County Council have secured 1 million to deliver construction skills training programmes to over 600 learners between 2019 – 2020. We are working with them to ensure training opportunities reach local people.</p>				
Implement Members Employment and Skills task force recommendations to embed employment and skills outcomes in Council activity (contract procurement, social value and new development)		2018/19	<ul style="list-style-type: none"> April 18-Amendment to planning application form to include employment and skills Waste contract- Support SERCO employment and skills delivery Incorporate employment and skills objectives in Procurement Strategy and Social Value policies and practice 	
Q1	Q2		Q3	
<p>Comment: Procurement Strategy delayed unable to progress until this moves forward. Strategy due to go to Members for approval in Spring 2019. Amendments to the planning applications has been completed and we have been working with SERCO on employment and skills delivery.</p>				

Action: Agree future shape of the CCTV service and procure new cameras and maintenance and supply contracts (D)

Activity		Timescales	Outcomes/deliverables	
Joint Hart & Rushmoor CCTV Progress Group commissioned a consultant review on current system capability and likely needs for future proofing as part of the procurement process for a new maintenance contract. An Options Report will be presented for Cabinet approval before procurement can begin.		Report going to Cabinet December 2018	Defined specification for maintenance contract renewal procurement and possible network/equipment updates for service optimisation.	
Q1	Q2	Q3	Q4	
Comment: Service handed over to Community Safety in January 2019. Further work to be carried out with regard to specifications following result of capital bid.				

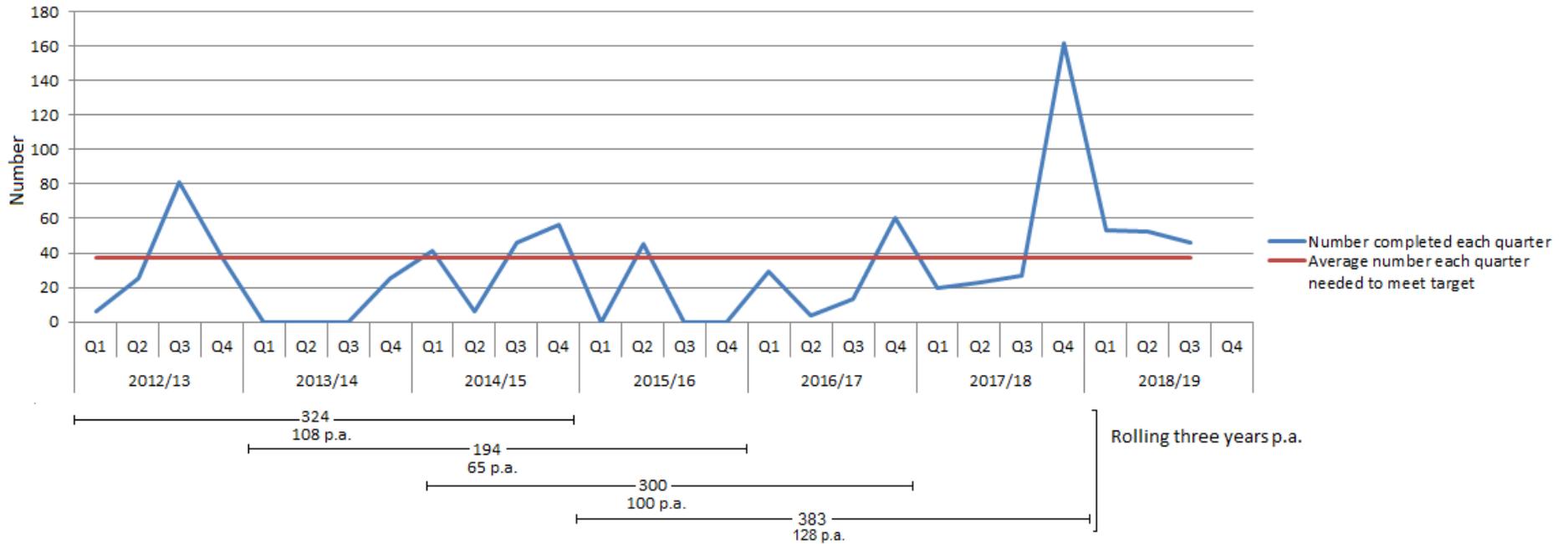
Action: Take tangible steps to address the loss of temporary accommodation in 2021 and the current shortage of social housing (FED)

Activity		Timescales	Outcomes/deliverables	
Work with providers to secure 222 units of affordable housing in 2018/2019.		April 2019	222 units of affordable housing delivered.	
Q1	Q2	Q3	Q4	
Comment: 151 units delivered Q1-3. Currently on target but there is a risk that 58 units of the 71 expected in Q4 could slip into 2019/20. If this happens 164 units would be delivered in 2018/19 not 222. However, the target of an average of 150 units per year for 3 years will still be exceeded.				

Key measures

Affordable Housing Completions data	This quarter	Last quarter	This quarter last year
Housing - Gross Affordable Housing Completions Target: Over rolling 3 years an average of 150 new affordable homes p.a. (450 over three years)	46	52* ●	27 ●
Key: ● this quarter's performance is better in comparison ● this quarter's performance is the same in comparison ● this quarter's performance is worse in comparison			
Comment: *Figure adjusted from 34 to 52 due to further information on completions			

Number of affordable housing completions



New display of crime data from the Safer North Hampshire Community Safety Partnership.

Quarterly Crime data from Safer North Hampshire Community Safety Partnership

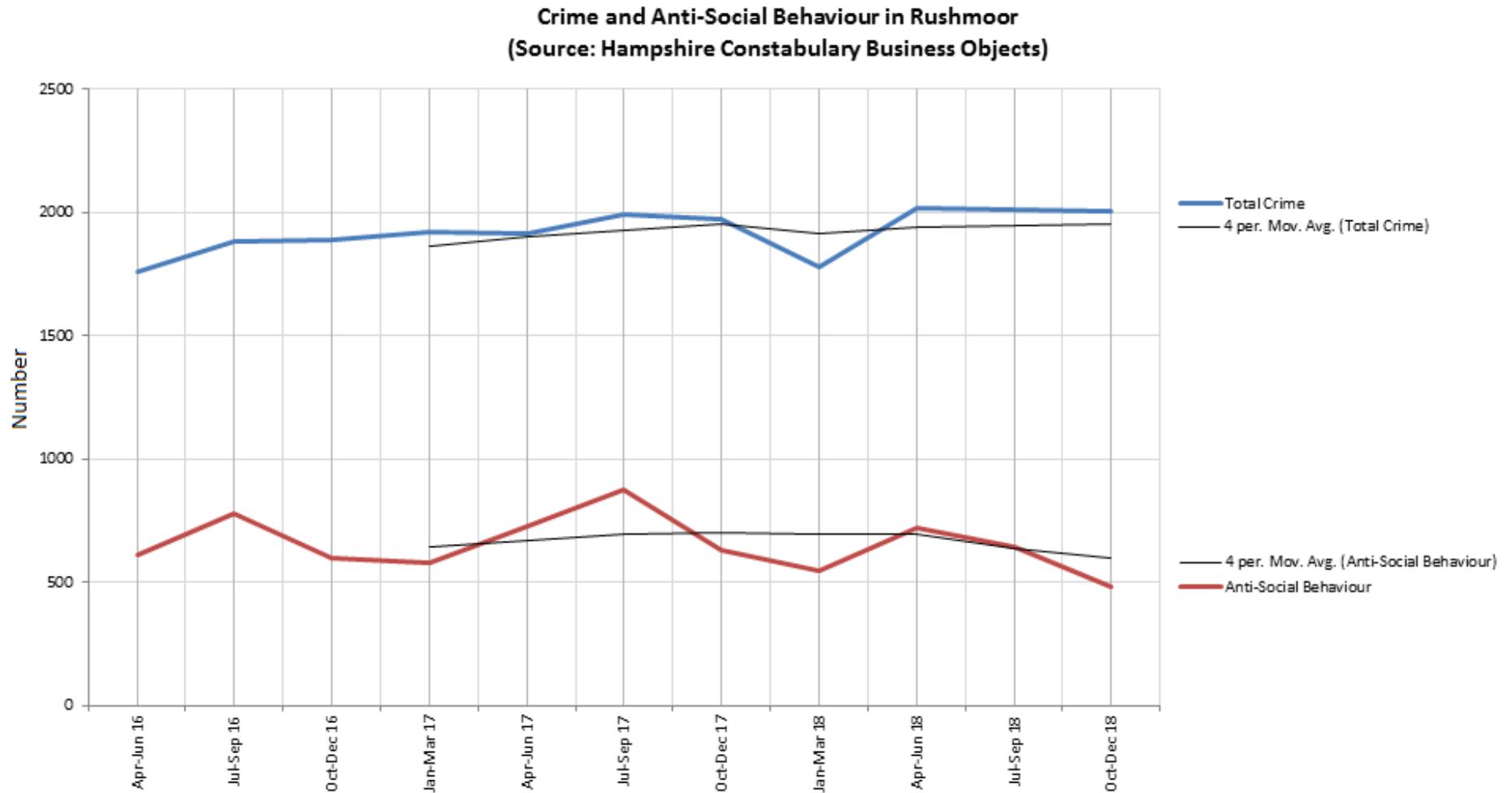
Yearly 3rd Quarter comparison – 2016/17 v 2017/18 with % difference and 2017/18 v 2018/19 with % difference

	Q3 2016/17	Q3 2017/18	% change & No		Q3 2017/18	Q3 2018/19	% change & No
Violence against the person	665	674	+1% (n9)		674	733	+9% (n59)
Sexual offences	62	64	+3% (n2)		64	71	+11% (n7)
Robbery	15	12	-20% (n3)		12	15	+25% (n3)
Burglary offences	94	83	-12% (n11)		83	137	+65% (n54)
Theft offences	498	607	+22% (n109)		607	528	-13% (n79)
Criminal damage and arson	290	216	-26% (n74)		216	237	+10% (n21)
Drugs offences	45	64	+42% (n19)		64	53	-17% (n11)
Possession of Weapons Offences	19	14	-26% (n5)		14	28	+100% (n14)
Public Order Offences	175	208	+19% (n33)		208	172	-17% (n36)
Miscellaneous Crimes Against Society	24	30	+25% (n6)		30	30	0%
Total Crime	1887	1972	+5% (n85)		1972	2004	+2% (n32)
Anti-Social Behaviour	597	631	+6% (n34)		631	483	-23% (n148)

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

KEY: **Red:** worse in comparison **Green:** better in comparison

The graph below displays total crime and anti-social behaviour in Rushmoor by quarter. The moving average line plots the average of the previous four quarters to display the longer term trend.



Priority: A cleaner, greener and more cultural Rushmoor

Action: Work with Serco to increase recycling rates (F,E,D)

Activity	Timescales	Outcomes/deliverables
New activity Targeted Recycling work	January – December 2019	To increase participation in recycling and reduce contamination
Q1	Q2	Q3
Comment: We employed a Recycling Support Officer for a 1 year post, ending December 2019. The Recycling Support Officer will work on targeting areas with poor recycling performance, build relationships with the three recycling crews and provide education and recycling support to the public.		

Action: Complete and open the new depot (D)

Activity	Timescales	Outcomes/deliverables
Complete depot and relocate Serco	Mid-September 2018	New depot to service the waste, recycling and cleansing elements of the contract.
Q1	Q2	Q3
Comment: Serco have been operating from new depot since October 2018. Action complete		

Action: Commence new leisure contract procurement (D)

Activity	Timescales	Outcomes/deliverables
Re-tendering of leisure contracts to secure investment reduce revenue costs and increase participation	Commence Process Autumn 2018	Future approach to leisure provision agreed New contracts in place by early 2021
Q1	Q2	Q3
Comment: The Council has appointed GT3 architects to develop a design brief. The results from the Civic Quarter consultation will be taken into account along with further specific consultation with existing centre users and local sports groups in determining the facility mix. GT3 will be attending the Leisure Contracts Group on 12 th February to take Members through the process and obtain some initial views.		

Action: Build the new pavilions and changing rooms at Ivy Road and Moor Road recreation grounds (D)

Activity	Timescales		Outcomes/deliverables
Moor Road – <ul style="list-style-type: none"> Obtain planning permission for development of leisure facilities at the Moor Road Recreation Ground Secure external funding Obtain approval for business case and tender works Open new leisure facilities 	January 2019		Planning permission secured
	February 2019		Funding in place to develop project
	March 2019		Approval to progress project
	September 2019		Facilities available for the public
Q1	Q2	Q3	Q4
Comment: Planning application submitted, decision due in March. Funding application to be started in February not completed in February. Revised timescales: obtain approval for business case and tender works date to be changed from March 2019 to Summer 2019			
Ivy Road – <ul style="list-style-type: none"> Obtain planning permission for Ivy Road Sports Pavilion Secure external funding Obtain approval for business case and tender works Open new Sports Pavilion 	October 2018		Planning permission secured
	March 2019		Funding in place to include from section 106 and Vivid to develop project
	March 2019		Approval to progress project
	December 2019		Lease agreement in place and pavilion available for the club to use and let to the community
Q1	Q2	Q3	Q4
Comment: Planning permission secured in October. Decision on external funding will be known in March. Tenders are now in with cost around £780k. More money being required from the Football Foundation. Revised timescales: obtain approval for business case and tender works date to be changed from March 2019 to April 2019			

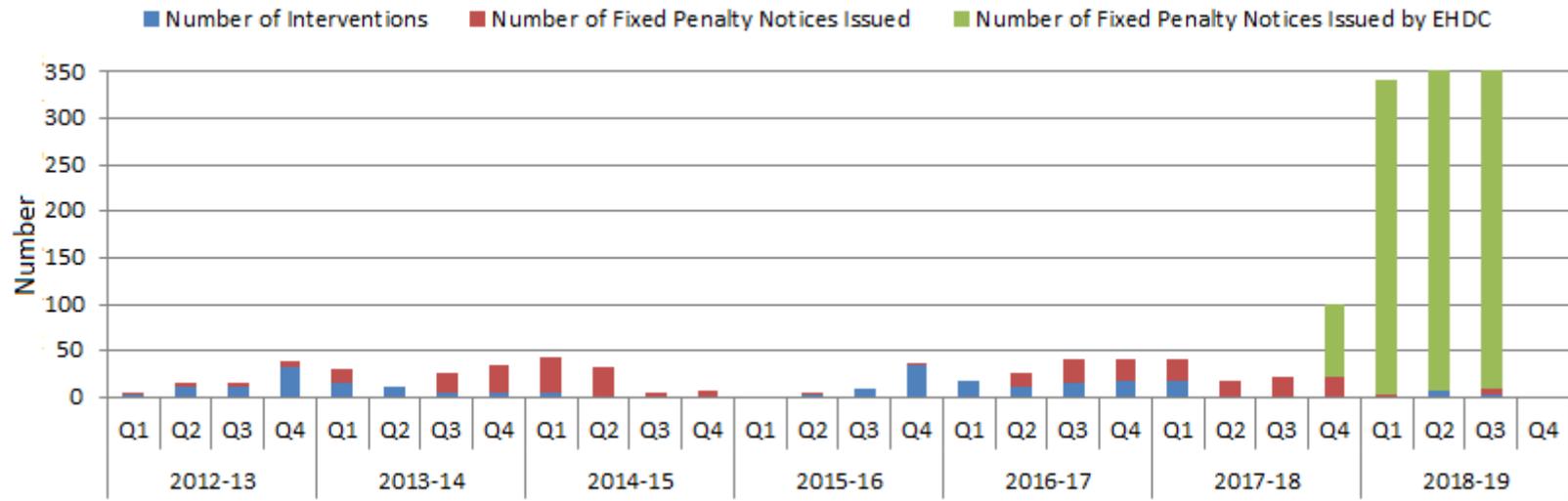
Action: Put in place and review the environmental enforcement pilot with East Hampshire DC.(E,D)

Activity		Timescales	Outcomes/deliverables
East Hampshire DC (EHDC) to issue Fixed Penalty Notices (FPNs) for littering and dog fouling to encourage a cleaner Borough		From March 2018	EHDC expected to issue around 1000 FPN's during the pilot
<ul style="list-style-type: none"> Review project and agree long term provision End pilot and implement new provision 		November 2018 March 2019	Cabinet report on performance and options Implement agreed long term plan
Q1	Q2	Q3	Q4
Comment: The pilot was successful with over 1,300 FPNs issued in 2018. A detailed report will be brought with the options for future delivery will be brought to Cabinet during 2019/20. Revised data: Summer 2019/20			

Key measures

Clean - Fixed Penalty Notices (FPN's) quarterly data	This quarter	Last quarter	This quarter last year
Number of Fixed Penalty Notices Issued by East Hants District Council (EHDC)	473	425	N/A
Number of Fixed Penalty Notices Issued by Community Patrol Officers	6	0	21
Number of Interventions by Community Patrol Officers	3	8	N/A

Fixed Penalty Notices over time



Priority: Financially sound with services fit for the future

Action: Deliver the Customer & Digital Strategy plan for 2018/19 (D)

Activity	Timescales	Outcomes/deliverables	
General Data Protection Regulation (GDPR) Legal	Ongoing	Compliance	
Q1	Q2	Q3	Q4
Comment: Work on the ongoing implementation and embedding of GDPR continues with a new Corporate Manager – Legal Services leading on this. In-house training for all staff is being rolled out pending procurement of a new online training module to deliver training on Data Protection and refresher training for all. Privacy notices have been approved for most service areas and these will need to be kept under review by the Information Asset Owners. The adoption of a new Data Protection Policy and a report appointing the Data Protection Officer is a priority for Q4. A bid has been included in the 2019/20 Budget process to provide addition resources. Meetings with GDPR reps from across the Council have not happened as regularly in Q3 and these will be refreshed in Q4 and progress reports will be taken to the GDPR Governance Group (to be renamed the Information Governance Group).			
Business Rates & Council Tax Citizens Access Portal	End – Sept 18	Reduced cost, customer self service	
Q1	Q2	Q3	Q4
Comment: Some minor problems outstanding with software supplier – user testing paused to priorities revenues annual billing and year-end.			

Action: Invest further in commercial property and explore other opportunities to generate income / reduce costs (D)

Activity	Timescales	Outcomes/deliverables	
Funds have been allocated for the purchase of commercial property for both 2017/18 and 2018/19 and properties identified for purchase.	Ongoing	Properties purchased and income received.	
Q1	Q2	Q3	Q4
Comment: Further properties identified for purchase and progressing with the process of acquisition. Capital budget and MTFS being re-considered. Since December further high value acquisitions have been processed.			

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**OVERVIEW & SCRUTINY
COMMITTEE****Registered Providers Review Group Report**28th March 2019

REPORT NO. PLN1920

REVIEW OF REGISTERED PROVIDERS 2018/19**1. INTRODUCTION**

1.1 This report is to inform Members of the Overview and Scrutiny committee on the outcome of the 2018/19 Registered Providers (RPs) Review. The purpose of the review meetings is to continue to build good working relationships with our RP partners and scrutinise performance. This report gives an overview of the scrutiny process and for each of the RP's reviewed identifies:

- What is working well
- Causes for concern
- Issues to follow up

2. BACKGROUND

2.1 The Overview and Scrutiny RP Review sub-group for 2018/19 comprised:

Members	Officers
Councillor Diane Bedford Councillor Mike Smith Councillor Charles Choudhary Councillor Rod Cooper Councillor Keith Dibble Councillor Terry Bridgeman	Zoë Paine Sue Thornett

2.2 Registered Providers: Meetings held

Registered Provider	Meeting date
A2Dominion	7 th November 2018
Vivid	21 st November 2018
London and Quadrant	21 st January 2019
Radian	11 th February 2019
Stoll	20 th February 2019

3 The Scrutiny Process:

- 3.1 Each RP is required to submit financial and performance information in advance of the meeting. This gives Members and Officers the opportunity to consider the information in advance and to give structure to the questioning process.
- 3.2 Accompanied site visits prior to each meeting provide Members and Officers with the opportunity to understand the location, nature and quality of the housing stock in the borough.

4. Key Issues explored through the review process

- The Management of estates and homes
- Quality of housing product
- Financial information
- Performance management
- Dealing with anti-social behaviour
- Customer satisfaction and tenant involvement
- Risk management to include: fire, gas and electrical safety
- Review of leaseholder service charges
- Assisting residents with welfare issues
- Development opportunities

5. Summary of Review Group findings

5.1 A2Dominion – Housing stock in Rushmoor: Total of 370 properties, which include; 200 for general needs rent, 157 shared ownership, and 13 Leasehold

- Members visited three schemes in Farnborough prior to the Review meeting. Members were impressed with the condition of the properties and the communal areas. The communal area to the blocks of flats had recently been re-decorated. They were aware of damaged areas needing repair and are dealing with the issues.
- Members raised concerns regarding complaints they had received regarding repairs, in particular response to repairs at a scheme of flats in Farnborough. The Officers gave examples of cases where they had experienced challenges in reporting issues. Following a discussion around this, Members were satisfied that complaints were being dealt with correctly.
- The programme for cyclical decorating is 10 years, but this has been brought forward at the Farnborough schemes. Members acknowledged that some residents bypass the organisation's complaints procedure and this can result in RPs not being aware of complaints, which could make the process longer.
- Community Investment teams prioritise neighbourhoods with the biggest issues regardless of number of stock and holds events in the area with all teams attending so that tenants can go along and speak directly to A2dominion staff to resolve any issues.

- There are some problems getting tenants involved and A2Dominion are currently reviewing ways to engage them and encouraging young people to become involved. A Community Fund is in place and residents groups are encouraged to bid for funding for projects.

5.2 Vivid – Housing stock in Rushmoor: Total of 5,523 properties, which include; general needs rented, shared ownership, Leasehold and market rent.

- Vivid are Hampshire's largest provider of social housing in Hampshire and the nineteenth largest RP in the country having recently merged with Sentinel
- Members visited a scheme in Farnborough, which had previously been a cause for concern. They experienced a warm welcome from Vivid's Officers and observed a good impression to the overall appearance, cleanliness and the decorative order of the communal and surrounding areas since their last visit; reflecting that the tenants seemed to be very happy and that there was an excellent community feeling.
- Visiting the Regeneration scheme in Aldershot, Members observed that the development was impressive, attractive with a good community feeling. The Neighbourhood Officer was informative and happy to outline Vivid's approach to dealing with community related problems.
- Vivid work closely with the police and the Council on Anti-social Behaviour issues, having recently received a letter of recognition their assistance.
- Members raised concerns regarding a number of complaints they had received about Vivid's customer service, in particular response to repairs and long waiting times to report repairs. Vivid's Officers explained that, following the merge with Sentinel at the beginning of the year, there had been problems particularly with recruitment. These staffing issues are now resolved and a new central online complaints log has been launched to complement existing telephone and neighbourhood services.
- Vivid is actively looking at ways to improve customer service now that their new staff and Customer Experience Team are in place. During this discussion, Vivid's Officers provided up to date information and impressed Members with their knowledge of the issues raised and their concern to ensure their customers receive an efficient response whatever their enquiry.
- Vivid recognise that policy for repairs needs to be flexible in some circumstances, for example sheltered accommodation and are reviewing their policy to ensure the needs of older, more vulnerable residents are met. Financial assistance is available in the form of vouchers where needed to help with re-decorating costs on re-let properties.
- Members' overall impression of Vivid is that they are working hard to keep standards up and take notice of comments the Council make to them.

- Vivid confirmed they are keen to continue to pursue development opportunities in Rushmoor. They are one of the eight new strategic partners in the Homes England Strategic Partnership.

5.3 London & Quadrant (L&Q) – Housing stock in Rushmoor: 204 properties, which include, 165 general needs rented, 20 shared ownership and 19 agency managed.

- London & Quadrant manage around 97,000 homes in England including affordable rented, shared ownership, open market rent working with over 70 specialist agencies in the supported sector. Members have received invitations to accompany Neighbourhood Officers on their scheme inspection; a site visit did not take place.
- Members were pleased to see high levels of tenant and repairs satisfaction and a response to complaints with a higher score than other Registered Providers. A tenant's satisfaction survey carried out by L&Q showed that the in house repairs service provided is particularly helpful for tenants that are more vulnerable.
- All reports are logged on a central management system and dealt with quickly within a 3-day response to resolve standard repair complaints and 1 day for emergency anti-social behaviour (ASB) and domestic abuse issues.
- Members were impressed with L&Q's void policy, A Fair Standard for All, which provides new carpets, kitchens and bathrooms in relets if needed.
- The organisation showed a clear understanding of the impact of welfare reform. They move quickly to provide support and repayment plans to help tenants avoid arrears.
- London & Quadrant is a financially strong organisation and has capacity to develop outside the Homes England framework, although they have no strategic plans to develop in Rushmoor currently.

5.4 Radian – Housing stock in Rushmoor: 172 properties, which include, 109 rented, 62 shared ownership/equity loan, and one supported scheme in Aldershot accommodating six adults with Learning Disabilities. They acquired some of the units in Rushmoor through the mortgage rescue scheme

- Radian was formed in 2006 and own and manages 24,000 properties mostly in East Hampshire and Windsor having taken over five subsidiaries. They are the Government's appointed Help to Buy (South) agent for affordable home ownership.
- Members raised concerns regarding Radian's regulatory downgrade from for Governance from G1 to G2 level. This has led to a change in their development function, which has since recruited to new development skills sets. They expect the G1 status to be reinstated with the ambition to be in the top 20 registered providers in the country.
- Members were impressed with the high levels of tenants satisfaction in all areas

- The organisation is reviewing the use and benefits of fixed term tenancies. They no longer issue Starter Tenancies as experience shows a settled and sustained tenancy from the start is more beneficial.
- Members were impressed with Radian's approach to supporting their tenants. Radian have done a lot of work on the risks of Universal Credit and welfare reforms and also offer early intervention and support to tenants experiencing difficulties in maintaining their tenancy. Their focus on rent arrears prevention is borne out by their low levels of arrears.
- Members appreciate the difficulties RPs face to enforce gas safety checks on leaseholders, and were pleased with Radian's approach to offer discounted rates for gas safety checks and certificates, and their policy for leaseholders which includes a clause in the lease agreement to provide copies of gas safety certificates, although this is difficult to enforce.

5.5 Stoll - One scheme for veterans and their families comprising of 34 one, two and one three-bedroom apartments.

- Members visited Centenary Lodge (Aldershot), a new scheme opened in June 2018, prior to the Review meeting. Members were impressed with the building and communal areas, accommodation and the scheme manager. Centenary Lodge is an award winning development having been awarded the Inside Housing Best Affordable Housing Development award.
- Stoll are a charity and specialist, housing and support, provider for veterans and has potential to take advantage of the housing pathway for veterans, which supports vulnerable military service personnel leaving the Armed Forces to take steps to secure permanent accommodation and live independently.
- Stoll work closely with Haig and Mike Jackson House, which is regarded as the first stage of the veteran's housing pathway to being able to live independently or with low-level support. Residents at Centenary Lodge are encouraged and supported to progress to independent living when they are ready. All residents are issued with a 7 year tenancy which includes a starter tenancy however if a resident is not ready to live independently at the end of the 7 years the tenancy will be extended.
- They are an exemplary provider with a high level of tenant satisfaction just below 100%

7 Conclusion

The RP Review process continues to play an important role in developing good working relationships with housing providers operating in the borough. The estate inspections and follow up meetings enable Members and Officers to improve their understanding of the location, condition and management of the affordable housing stock in the Borough; they also provide a platform to hold open and candid conversations around any

concerns and to work together to resolve any problems. A briefing will be provided to the Portfolio Holder on the programme and outcomes from 2018/19.

Following consultation with the Chairman of the Review Group, it is proposed that a further programme of review is carried out in 2019/20, at its next meeting the Review Group will be asked to agree the process and select the registered providers for review.

8 Recommendation

That the Overview and Scrutiny Committee is requested to:

1. Endorse the programme of work in 2018/19 and request the Chairman of the Registered Providers Review Group to brief the Portfolio Holder on the issues raised.
2. Authorise the Review Group to prepare a programme of reviews for 2019/20

BACKGROUND DOCUMENTS:

- Minutes of the review meetings
- Supporting documents supplied by RPs.

CONTACT DETAILS:

Councillor Diane Bedford

Chair of the Registered Providers Review Group

Report Author – Sue Thornett: Housing Strategy & Enabling Officer

Tel: 01252 398632 / sue.thornett@rushmoor.gov.uk

Head of Service – Tim Mills: Head of Economy, Planning and Strategic Housing

Tel: 01252 398542 / tim.mills@rushmoor.gov.uk

Environmental Services Contract Task and Finish Group

Meeting Date: Friday 8th February 12:30

Members:

Cllr Clive Grattan

Cllr Diane Bedford

Cllr Jonathan Canty – appointed Chairman

Cllr Veronica Graham-Green

Apologies: Cllr Keith Dibble & Cllr Mike Smith

Officers in attendance: James Duggin, Andy Ford & Ruth Whaymand

Serco Staff in attendance: Rob Noble, Rob Guy & Jim Meehan

Meeting Purpose

To provide an update on the latest customer satisfaction tracker results and to give further information on Garden Waste, Glass, Commercial Services & MOP (presentations forwarded to members).

Notes of Meeting

AF & RW presented the findings of the customer satisfaction tracker, some anomalies within the findings around grass cutting going up when no cutting taking place.

Q: JC - Consideration of asking a supplementary question around why playgrounds score has reduced for the next quarter questions. VGG - Could we point people to an online opportunity to expand on their view about playgrounds.

AF explained that there are a number of playgrounds at end-of-life that need TLC and that is the likely reason for a lower satisfaction score. JD explained that the length of the survey is at maximum level therefore asking further and more detailed questions is not possible.

RW ran through the Cleansing and Waste results. Toilet cleaning has improved drastically & most waste indicators have improved. Discussion around the most recent NI195 score and JD outlined how the NI 195 inspections are undertaken.

RW outlined Garden Waste service and our current position including the number of subscribers, tonnages and income.

Q: VGG - Could we incentivise people that have been on the service for years? CG – Could we encourage people to use home composters? CG – Can we consider a smaller bin for lower subscription for smaller gardens?

RW explained that we are focusing on attracting new subscribers and therefore increased income. RW then explained that although home composting is beneficial to the environment and should be encouraged this does not present an income to the Council. Further to smaller bins/lower subscription the meeting was advised that this can be something that is considered in the future.

JC – What is the demand sensitivity analysis like? What is the optimum price for the service? (see follow up items).

RW outlined the glass campaign.

Q: JC - How can we improve our chances of protecting income? JC – any targets for the number of boxes we are aiming for in the trial?

JD advised the meeting that you cannot protect income as the tonnage rate is outside the Councils control, we can try and increase the volume of glass being collected at kerbside.

RW demonstrated the Christmas Tree booking service on the Member of Public Access Portal (MOP)

Q: CG – can you offer the service for people in communal areas. VGG – Why were the five people dissatisfied? JC – Can we charge for collections? VGG – Need to be careful of money handling fees. (See follow up items) CG – Do we derive an income from compost?

RW explained that the Christmas tree collection service was available to all residents of the borough including those on communal bins. JD explained that we do not receive any income from the garden waste tonnage.

Rob Guy presented Serco Commercial Service, vehicles available to the service being 2 x RCVs, 1 x Front end Loader (FEL) arriving in a couple of weeks & 1 x food waste vehicle on site. The current income received for Commercial Services in Rushmoor £62,280. There was a discussion around the impact of Brexit on waste exports, particular around Refuse Derived Fuel (RDF).

Q: JC – What capacity would we need to build the business; Q: VGG – what is happening with the bin washer?

RG advised that Serco has about 80% capacity to grow the Commercial Waste business. He also explained that there has been problems with the new dedicated vehicle and that it was being sent over to the Oxford contract for trials.

Q: VGG – can we offer confidential waste services to private households?

RG advised that Serco would be willing to offer such a service and would be able to provide a quote on request.

A more general discussion followed from Commercial Services;

Q: CG – Has the team used the edging machine?

AF advised that edging up had been completed in the Tices Meadow Estate in 2017/18 and this winter (2018/19) Prospect Estate was being done. This task has been undertaken more manually but has made great improvements to the areas.

Q: VGG – Can we build an online system that tells people who is responsible for each type of issue in the borough.

JD explained that members may be able to have access to the RBC mapping system but this would be a matter to follow up with Democratic/IT.

Meeting closed 15:00

At the end of the meeting and after subsequent consideration of the issues raised, the Chairman (JC) has proposed the following items for further consideration.

1. The Council should conduct sensitivity analysis to test how the price of the Garden Waste Collection Service could affect subscription rates (comparing prices with neighbouring authorities).
2. SERCO should explore ways to increase glass collection as part of its Commercial Services offer.
3. A performance target should be introduced for the number of additional subscribers as part of the upcoming Glass and Green Waste campaigns.

Cllr Jonathan Canty
Chairman

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OVERVIEW AND SCRUTINY COMMITTEE WORK PLAN

The purpose of the work plan is to plan, manage and co-ordinate the ongoing activity and progress of the Council's Overview and Scrutiny Committee. It will be updated regularly and presented to each meeting of the Committee. It will include issues that are currently being actioned as well as those that will be subject to future work.

The Committees Terms of Reference are as follows:

- to perform all overview and scrutiny functions on behalf of the Council;
- to appoint such formal sub-committees and informal task and finish groups as it considers necessary to assist it in discharging its functions;
- to prepare and approve the overview and scrutiny work programme so as to ensure that the Committee's time is effectively and efficiently utilised;
- to undertake investigations into such matters relating to the Council's functions and powers as:
 - (1) may be referred by the Council, Committees, the Cabinet, or the Leader; or
 - (2) the Committee may consider appropriate; or
 - (3) have been referred to the Committee pursuant to the "call-in" procedure set out in the Overview and Scrutiny Procedure Rules in Part 4 of this Constitution. (These can be decisions taken by the Cabinet, a Cabinet Member, key decisions taken by an officer or under joint arrangements).
- to monitor and review the performance of the Council and services against relevant performance indicators and adopted plans;

- to review and/or scrutinise decisions proposed to be made (pre-decision scrutiny) or actions taken in connection with the discharge of any of the Council's functions;
- to review existing policy and strategy with a view to securing continuous improvement in the way in which the Council's functions are exercised, having regard to a combination of economy, efficiency and effectiveness;
- to make reports and/or recommendations to the full Council and/or the Cabinet in connection with the discharge of any functions;
- to review and/or scrutinise any matter affecting the area or its inhabitants;
- to discuss initiatives put forward for consideration by individual members of the Committee and any relevant 'call-for-action' in accordance with the Overview and Scrutiny Procedure Rules set out in Part 4 of this Constitution; and
- to consider petitions referred to the Overview and Scrutiny Committee in accordance with provisions set out in the Petition Scheme set out in Part 4 of this Constitution.

(A) ISSUES CURRENTLY BEING PROGRESSED BY THE OVERVIEW AND SCRUTINY COMMITTEE

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (Y/N) (MEMBERSHIP 2018/19)	TIMETABLE	CURRENT WORK	STATUS
To monitor the performance and activities of Registered Providers working in the Borough.	Task and Finish Group established consisting of: The Chairman (Cllr M.D. Smith), Vice-	2018/19 timetable agreed	The programme for 2018/19 is being delivered in accordance with the programme agreed by the Group. A separate meeting of the Group was held on 5th September, 2018. Members raised	Green

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ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (Y/N) (MEMBERSHIP 2018/19)	TIMETABLE	CURRENT WORK	STATUS
	Chairman (Cllr Mrs D.B. Bedford) and Cllrs T.D. Bridgeman, M. S. Choudhary, R.M. Cooper and K. Dibble.		<p>issues with Accent, and a series of actions were agreed. The situation is being monitored.</p> <p>The Group has met with the following housing associations:</p> <ul style="list-style-type: none"> • A2 Dominion • VIVID • London and Quadrant • Radian • Stoll <p>A report on the year's work is scheduled in the agenda for the meeting on 28th March, 2019.</p>	
<p>To scrutinise the performance of SERCO against the contract specification for:</p> <ul style="list-style-type: none"> • Waste collection 	<p>A Task and Finish Group has been set up consisting of:</p> <p>The Chairman (Cllr M.D. Smith), Vice-Chairmen (Cllr Mrs D.B. Bedford and Cllr</p>	TBC	<p>James Duggin (Contracts Manager) attended the meeting on 19th July, 2018 to give an overview of the current position and working arrangements. A task and finish group has been established to look at performance against the contract provisions. It was agreed at the Progress Group that initially the new group would receive a</p>	Green

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ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (Y/N) (MEMBERSHIP 2018/19)	TIMETABLE	CURRENT WORK	STATUS
<ul style="list-style-type: none"> • Fly tipping • Recycling • Customer interface 	J.B. Canty) and Cllrs Veronica Graham-Green, K. Dibble and C.P. Grattan.		<p>briefing on the contract terms, especially around performance.</p> <p>The first meeting of the Group was held on 5th November followed by a further meeting on 8th February. A visit has been made to the new Council Depot and a meeting had with the SERCO Contract Manager.</p> <p>The information obtained at the meetings is to be considered and a report will be made at the meeting on 28th March, 2019 for discussion by the Committee.</p>	
<p>To review specific issues relating to parking:</p> <ul style="list-style-type: none"> • Aldershot Centre for Health • Housing estates 	Not applicable at present.		<p>Kirsty Hosey (Parking Manager) attended the meeting on 19th July, 2018 to give an update on the current position with the parking arrangements at the Aldershot Centre for Health</p> <p>The arrangements are being monitored and a briefing note has been prepared on the current position. A survey report has been submitted through Cllr Alex Crawford and is being assessed. A report will be made to the next Progress Group meeting on the current</p>	N/A

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (Y/N) (MEMBERSHIP 2018/19)	TIMETABLE	CURRENT WORK	STATUS
			<p>position.</p> <p>Consideration of the wider parking issues will take place in due course.</p>	
<p>To review the Council's approach to investment in commercial properties, including an assessment of the opportunities taken and the outcomes.</p>	<p>TBC</p>		<p>The Committee was provided with an initial briefing on 1st November, 2018. The Committee will undertake some detailed scrutiny. The areas for consideration will cover the following areas:</p> <ul style="list-style-type: none"> • The strategic framework for asset management/investment • High level aspirations • A list of the properties • Financial implications in terms of investment, IRR and projections • Percentage of occupation • Terms of leases, including the responsibilities of the owner and the lessees • Agents used • Are new tenant incentives used • Any benchmarking data with neighbouring or other authorities who have adopted similar strategies 	<p>N/A</p>

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (Y/N) (MEMBERSHIP 2018/19)	TIMETABLE	CURRENT WORK	STATUS
			<p>A report is being prepared for the meeting on 28th March, 2019.</p> <p>In addition, a call in request considered by the Committee on 31st January in relation to the acquisition of Nos. 53-55 High Street/54-56 Union Street, Aldershot was rejected.</p>	
To review the Council Tax Support Scheme	Council Tax Support Task and Finish Group established, consisting of Cllrs M.D. Smith, Mrs D.B. Bedford, J.B. Canty, Veronica Graham-Green, Jennifer Evans and M.J. Roberts.	October 2018- January 2019	<p>The Task and Finish group has met to discuss the existing scheme and looked at a range of issues and data and considered two potential options. These were firstly to undertake a consultation to obtain views on an increase of the minimum contribution from 12% to 15% for working age recipients or secondly to keep the scheme the same as the current year for 2019/20, whilst the Task and Finish Group carried out further monitoring.</p> <p>A further meeting of the Task and Finish Group was held to review the outcomes of the consultation and to prepare a report on the scheme. Following consideration of a range of issues the Council was recommended to retain the existing arrangements and this was agreed.</p>	Green – preliminary discussions are underway for the review arrangements for 2019/20, likely to commence in June 2019.

ISSUE (PURPOSE OF REVIEW)	TASK AND FINISH GROUP (Y/N) (MEMBERSHIP 2018/19)	TIMETABLE	CURRENT WORK	STATUS
Educational Attainment	TBC		<p>An initial presentation was given on the results for 2018 at key stages 2 and 4 and some background was provided on the educational attainment issues in the Borough. The Progress Group has agreed that further information is sought prior to further consideration of the next steps. This is likely to include a discussion with a representative from Hampshire County Council.</p> <p>Information is being obtained giving an overview of the structure and this would be ready in June, 2019. The Committee has agreed to the principle of setting up a task and finish group and this will be formalised at the first meeting in the 2019/20 Municipal Year.</p>	Amber – information still being obtained

(B) ISSUES EARMARKED FOR SCRUTINY BUT NOT YET COMMENCED

ISSUE	CURRENT POSITION	PROPOSED TIMETABLE
Hampshire County Council Transformation 2019 Programme	This items has also been picked up by the Policy and Project Advisory Board.	An item was discussed at the Board meeting agenda on 12th July, 2018.
Procurement Strategy	<p>Potential area for scrutiny of the delivery of proposed outcomes set out in the strategy.</p> <p>Once the draft has been prepared the Committee will undertake some pre-decision scrutiny</p>	Draft prepared – Strategy to be presented in 2019
Traveller Incursions	<p>Issue raised at 19th July, 2018 meeting on the Council’s response and outcomes.</p> <p>UPDATE: the Committee received a presentation at the December meeting. As a result, a request was made that the costs for dealing with the recent incursion at Southwood should be identified:</p> <ul style="list-style-type: none"> • Officer time – approx. 50 hours • On site work, including the blocks - £2,900 • Other costs, e.g. court, bailiffs - £2,250 	Briefing paper prepared for 13th December, 2018

OVERVIEW AND SCRUTINY COMMITTEE

WORK FLOW – JUNE 2018- MARCH 2019

DATE	ITEMS
<i>7th June, 2018</i>	<i>Working Arrangements</i> <i>Performance Monitoring 2017/18</i> <i>Developing the Work Plan</i>
<i>19th July, 2018</i>	<i>Registered Providers</i> <i>Update on Aldershot Centre for Health car parking</i> <i>Waste contract update</i> <i>Property Investment Task and Finish Group</i>
13th September, 2018	Performance Monitoring Quarter 1 2018/19 Welfare Group – confirm appointments and arrangements Serco Task and Finish Group - confirm appointments and arrangements Update on parking arrangements at the Aldershot Centre for Health
1st November, 2018	Property Investment Educational Attainment North Hampshire Community Safety Partnership - Update
13th December, 2018	Performance Monitoring Quarter 2 2018/19 Traveller Incursions
31st January, 2019	Call-in – Commercial Property Acquisition Cabinet Champions
28th March, 2019	Commercial Property Investment Performance Monitoring Quarter 3 2018/19 <ul style="list-style-type: none"> • Community Safety • Website Data Reports from Task and Finish Groups
Future Items for Committee	Management Structure/Portfolios Procurement Strategy Parking Strategy Income Generation Governance Structure (Scheduled for June, 2019)

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Potential Items for Scrutiny at T&F	Educational Attainment
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OVERVIEW AND SCRUTINY COMMITTEE

Progress Meetings 2018/19

(Circulate the Cabinet Forward Plan, the Committee Work Plan and notes of the previous Committee meeting to each meeting of the Progress Group)

DATE	NOTES/ACTIONS	OUTCOMES
23rd August, 2018	<ul style="list-style-type: none"> • Performance Monitoring to be included on agenda • Updates from previous meeting • Waste Contract Task and Finish Group • Welfare Task and Finish Group 	<ul style="list-style-type: none"> • Focus on the exceptions report and Digital Strategy and GDPR • For each update the Progress Group will determine the areas of focus for the Committee meeting • Briefing paper to be prepared on roles relating to recycling • Where a specific update was given the appropriate manager could be invited to the progress meeting • Contact Cllr Canty and Dibble to confirm membership • establish meeting date • prepare terms of reference • initial focus on provisions of the contract/performance • Contact Cllr Canty and Dibble to confirm membership • establish meeting date • prepare terms of reference • initial work will be on the review of the council tax support scheme, with a briefing being prepared for the committee on welfare reform

	<ul style="list-style-type: none"> Registered Providers Task and Finish Group Procurement Strategy 	<ul style="list-style-type: none"> Meetings to be held on 5th and 6th September. Cllr Nadia Martin to substitute for Cllr Keith Dibble Terms of reference being finalised – to confirm VIVID to be met each year Potential item to carry out some pre - decision scrutiny
2nd October, 2018	<ul style="list-style-type: none"> Parking Issues Registered Providers 	<ul style="list-style-type: none"> Briefing note provided on the up to date position at the Aldershot Centre for Health. Further information requested on the specification for the new contract Update requested on the Parking Review Schedule agreed for our Registered Providers to attend the group Meeting with VIVID postponed until November, 2018
14th November, 2018	<ul style="list-style-type: none"> Commercial Property Educational Attainment Quarter 2 Performance Monitoring Environmental Enforcement Pilot 	<ul style="list-style-type: none"> A detailed report would be submitted at the January meeting which might include information on the emerging Asset Management Strategy Further assessment would be carried once the confirmed attainment figures had been released. A representative from Hampshire County Council would be asked to provide a briefing in due course Performance Monitoring would be included on the December Committee agenda, to include an update on GDPR and some of the background information on Freedom of Information requests. The Committee would pick up the issue when the review of the

		<ul style="list-style-type: none"> Income Generation 	<p>pilot was undertaken</p> <ul style="list-style-type: none"> This item would be brought back in due course once the Council's budget preparation process was complete
10th January, 2019		<ul style="list-style-type: none"> Traveller Incursions Governance Structure/Cabinet Champions 	<ul style="list-style-type: none"> The Committee asked that prevention measures be looked at as part of the Southwood Golf Course redevelopment. The three Cabinet Champions and appropriate Cabinet Member would be invited to the January meeting
5th March, 2019		<ul style="list-style-type: none"> Cabinet Champions Governance Structure Educational Attainment 	<ul style="list-style-type: none"> The Group asked that a request for ideas for Cabinet Champion roles was made via the nominations to membership of groups form circulated to groups at the beginning of the Municipal Year. The Group noted that that a root and branch review was proposed of the Constitution, a scoping paper which would be picked up at the first meeting of the Municipal Year alongside a presentation on the Governance Structure. At present information was being obtained from local schools and this would be considered as part of the scoping work.
Items for Future Progress Meetings		<ul style="list-style-type: none"> Carbon Footprint Ethical Procurement 	

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