



RUSHMOOR BOROUGH COUNCIL

CABINET

Tuesday, 28th April, 2020 at 5.00 pm

(to be held via Microsoft Teams – details of how to view meeting to be published on the website ahead of the meeting)

To:

Cllr D.E. Clifford, Leader of the Council
Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement
Portfolio Holder

Cllr Marina Munro, Planning and Economy Portfolio Holder
Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder
Cllr M.L. Sheehan, Operational Services Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

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

A G E N D A

1. **MINUTES** – (Pages 1 - 6)

To confirm the Minutes of the meeting held on 3rd March, 2020 (copy attached).

ITEMS FOR DECISION

2. **PERFORMANCE MANAGEMENT FRAMEWORK** – (Pages 7 - 32)
(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

To consider Report No. DSP2006 (copy attached), which sets out a new Performance Management Framework for the Council.

3. **WARD COMMUNITY GRANT SCHEME** – (Pages 33 - 42)
(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

To consider Report No. DSP2008 (copy attached), which sets out proposed changes to the Council's Ward Community Grant Scheme.

4. **REVIEW OF LITTER ENFORCEMENT PILOT SCHEME** – (Pages 43 - 54)
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

To consider Report No. OS2008 (copy attached), which provides the outcomes of the litter and dog fouling enforcement pilot scheme, operated by East Hampshire District Council, and sets out proposals regarding the future provision of those services.

5. **RUSHMOOR PARKING POLICY** – (Pages 55 - 68)
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

To consider Report No. RP2003 (copy attached), which sets out matters relating to the adoption of a Rushmoor Parking Policy, which would form part of Hampshire County Council's overall Operational Parking Policy.

ITEMS FOR NOTING

6. **REVENUE BUDGET MONITORING REPORT Q3 2019/20** – (Pages 69 - 94)
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

To consider Report No. FIN2012 (copy attached), which sets out the Council's anticipated financial position for 2019/20, based on the monitoring exercise carried out during February, 2020.

7. **CAPITAL PROGRAMME MONITORING AND FORECASTING 2019/20 - POSITION AS AT MARCH, 2020** – (Pages 95 - 112)
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

To consider Report No. FIN2013 (copy attached), which sets out the Council's position regarding the Capital Programme for 2019/20, based on the monitoring exercise carried out during February, 2020.

8. **REPORT OF URGENCY DECISION - CORONAVIRUS TEMPORARY DELEGATION ARRANGEMENTS** – (Pages 113 - 118)
(Cllr David Clifford, Leader of the Council)

To consider an urgent decision made by the Chief Executive, in consultation with the Leader of the Council, in relation to the establishment temporary delegation

arrangements for the making of Executive decisions following the spread of the Coronavirus pandemic, to enable these decisions to be made quickly and effectively when a formal meeting could be held. The Record of Executive Decision and associated Report No. DSP2007 are attached.

9. **COVID-19 RESPONSE** – (Pages 119 - 126)
(Mr Paul Shackley, Chief Executive)

To consider Report No. CEX2004 (copy attached), which sets out actions taken so far in relation to the Councils response to the Coronavirus pandemic.

'IN PRIVATE' ITEM FOR DECISION

10. **EXCLUSION OF THE PUBLIC** –

To consider resolving:

That, subject to the public interest test, the public be excluded from this meeting during the discussion of the undermentioned item to avoid the disclosure of exempt information within the paragraph of Schedule 12A to the Local Government Act, 1972 indicated against such item:

Item No.	Schedule 12A Para. No.	Category
11	3	Information relating to financial or business affairs

11. **RUSHMOOR DEVELOPMENT PARTNERSHIP - UNION STREET, ALDERSHOT** –
(Pages 127 - 188)
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

To consider Exempt Report No. RP2008 (copy attached), which sets out the Rushmoor Development Partnership's project plan in relation to the redevelopment of Union Street, Aldershot.

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CABINET

Meeting held on Tuesday, 3rd March, 2020 at the Council Offices, Farnborough at 7.00 pm.

Voting Members

Cllr D.E. Clifford, Leader of the Council
Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement Portfolio Holder

Cllr Marina Munro, Planning and Economy Portfolio Holder
Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder
Cllr M.L. Sheehan, Operational Services Portfolio Holder
Cllr P.G. Taylor, Corporate Services Portfolio Holder
Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **16th March, 2020**.

87. EXCLUSION OF THE PUBLIC –

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

Minute No.	Schedule 12A Para. No.	Category
88	3	Information relating to financial or business affairs

THE FOLLOWING ITEM WAS CONSIDERED IN THE ABSENCE OF THE PUBLIC

88. RESTRICTED MINUTE –

The Restricted Minute of the meeting of the Cabinet held on 4th February, 2020, in relation to Minute No. 86 (Aldershot town centre regeneration – Union Street), was confirmed and signed by the Chairman.

THE FOLLOWING ITEMS WERE CONSIDERED IN THE PRESENCE OF THE PUBLIC

89. MINUTES –

The Minutes of the meeting of the Cabinet held on 4th February, 2020 were confirmed and signed by the Chairman.

90. **RUSHMOOR COMMUNITY LOTTERY –**
(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet considered Report No. DSP2003, which set out a review of the Rushmoor Community Lottery, following the second year of operation.

Members heard that the Lottery had been operating since July, 2017 and had raised over £53,000 of new money for the 97 local good causes that had signed up. The Cabinet was reminded that it had, at its meeting in January, 2019, approved the creation of a Community Forum to allocate amounts from the Community Fund to good causes in respect of which a grant application had been received. The Forum had met in July, 2019 and had allocated grants to 16 organisations. Following a review of the allocation process by the Democracy, Strategy and Partnerships Portfolio Holder, it was proposed that, in future, a fresh round of grant applications would be invited each time the balance of the Community Fund exceeded the sum of £10,000.

It was also reported that, in future, the annual report would be published on the Council's website and that any adjustments to the scheme in future should be made by the Portfolio Holder.

The Cabinet RESOLVED that

- (i) the contents of Report No. DSP2003 be noted;
- (ii) in future years, information concerning the Rushmoor Community Lottery be included on the Council's website;
- (iii) the proposed process of the triggering of subsequent grant application processes, when the balance of the Community Fund reached a minimum level of £10,000, be approved; and
- (iv) the Democracy, Strategy and Partnerships Portfolio Holder, in consultation with relevant officers, be authorised to make any future adjustments to the scheme.

91. **FARNBOROUGH AIRPORT COMMUNITY ENVIRONMENTAL FUND –**
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. DSP2003, which sought approval to award grants from the Farnborough Airport Community Environmental Fund to assist local projects.

The Operational Services Portfolio Holder had considered four applications and had recommended that awards should be made to all four. The Cabinet enquired whether the agreement allowed for the contribution made by the Airport to the fund to be reviewed. This would be investigated.

The Cabinet RESOLVED that grants be awarded from the Farnborough Airport Community Environmental Fund as follows:

Prospect Estate Big Local (PEBL)	£6,812
The Species Recovery Trust	£3,000
The Wavell School	£12,387
Friends of Aldershot Military Museum	£5,000

92. **BUSINESS RATES DISCRETIONARY DISCOUNTS - AMENDMENT TO EXISTING RETAIL DISCOUNT POLICY AND NEW PUB DISCOUNT SCHEME –**

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2010, which set out proposed amendments to the Council's existing Retail Discount Policy and proposed the reintroduction of a Pub Discount Scheme.

Members were informed that the Retail Discount Policy was being changed due to the Government increasing the amount of the discount from 33% to 50% and broadening the qualifying criteria to include music venues and cinemas. Members were informed that the Pub Discount Scheme would provide a discount of £1,000 to eligible pubs with a rateable value of less than £100,000 in 2020/21.

The Cabinet RESOLVED that

- (i) the amendments to the Council's Retail Discount Policy, as set out in Report No. FIN2010, be approved;
- (ii) the establishment of a local Pub Discount Scheme, as set out in the Report, be approved; and
- (iii) the Executive Head of Finance, in consultation with the Corporate Services Portfolio Holder, be authorised to award the reliefs and resolve disputes around eligibility for the schemes.

93. **POST CONSULTATION DETERMINATION OF PROPOSED VARIATION TO THE SCHEME OF HACKNEY CARRIAGE FARES –**

(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2008, which set out a proposed way forward following a public consultation exercise on possible changes to the current scheme of hackney carriage fares. The Cabinet was informed that the Council had received 116 responses to the public consultation exercise, of which 112 were from members of the taxi trade. All of the 116 responses made objections to the Council's published proposals. The Operational Services Portfolio Holder, along with the Head of Operational Services and other officers, had met with members of the taxi trade where their concerns had been discussed. Following this meeting, it was felt that the Council's proposals should be withdrawn at this time. Members were informed that a review of the Council's taxi licensing policy was ongoing and it was proposed that a further review of the scheme of fares should be carried out as part of this process. It was further suggested that the use of a specialist consultant at this time would enable the Council and the taxi trade to provide clearer evidence to assist the negotiation of an amended scheme of fares that would be acceptable to all parties.

The Cabinet was supportive of the proposed approach, and, in particular, requested that the review should consider the equity of the £1 extra charge when a journey crossed the Borough's border, such as with trips to or from Frimley Park Hospital.

The Cabinet RESOLVED that

- (i) the withdrawal of the proposed variation to the existing scheme of hackney carriage fares, as set out in Report No. OS1909 (Cabinet 16th December, 2019), be approved;
- (ii) the existing scheme of hackney carriage fares (effective from 1st September, 2018) be retained and the consideration of amendments to the scheme be undertaken as part of the future review of the Council's taxi licensing policy. The review to be supported by the engagement of a specialist consultant; and
- (iii) the 3.4% notional uplift for 2019/20 be taken into account as part of the fares review.

94. **KINGS MOAT CAR PARK - TEMPORARY PLANNING PERMISSION –**
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2007, which sought approval to submit a planning application to extend by three years the temporary planning permission for the Kings Moat car park, which was due to expire in May, 2020.

Members were reminded that, in 2007, permission had been given to use this land as a 58 space car park for a period of three years. The time limit had been agreed to ensure that the long-term objectives for the redevelopment of Farnborough town centre were not prejudiced by the permanent use of this land for car parking. In 2011, 2014 and 2017, permission had been given to continue using this land as a car park. Whilst the car park was located within the Civic Quarter redevelopment site and would, at some point, be part of the regeneration scheme, it was recommended that the retention of the area as a public car park was the best option for the Council for the time being.

It was noted that the car park attracted 66,500 visits each year, with a net income of £60,000 per annum and operational expenditure of £8,000 per annum.

The Cabinet RESOLVED that the Head of Operational Services be authorised to seek planning permission to continue using the land as a car park for a further three years from May 2020.

95. **ADOPTION OF WORKING DEFINITION OF ANTISEMITISM –**
(Cllr David Clifford, Leader of the Council)

The Cabinet considered Report No. DSP2004, which set out a proposal to recommend to the Council the adoption of International Holocaust Remembrance Alliance (IHRA) Working Definition of Antisemitism.

Members were informed that the Secretary of State for Housing, Communities and Local Government had recently written to local authorities to encourage the adoption of the definition.

The Cabinet RECOMMENDED TO THE COUNCIL that approval be given to the adoption of the formal definition as follows:

“Antisemitism is a certain perception of Jews, which may be expressed as hatred toward Jews. Rhetorical and physical manifestations of antisemitism are directed toward Jewish or non-Jewish individuals and/or their property, toward Jewish community institutions and religious facilities.”.

96. **UNION STREET REGENERATION, ALDERSHOT - NEXT STEPS –**
(Cllr Martin Tenant, Major Projects and Property Portfolio Holder)

The Cabinet considered Report No. RP2005, which provided an update on the next steps in relation to the delivery of the Union Street regeneration scheme in Aldershot and sought permission to submit the necessary planning applications in this regard.

Members were informed that a proposed mixed use scheme for the site had been the subject of a public consultation exercise in January and February, 2020. The consultation had attracted a good response and 85% of respondents had expressed support for the proposals. Subject to agreement by the Cabinet, a planning application would be submitted in early March in order to comply with the milestones attached to a successful funding bid to Home England’s Housing Infrastructure Fund Marginal Viability Fund (HIF) and further external funding from the Enterprise M3 Local Enterprise Partnership.

The Cabinet RESOLVED that

- (i) the Executive Head of Regeneration and Property be authorised to submit planning applications and secure the appropriate permissions as required to enable the Union Street regeneration scheme in Aldershot town centre, as set out in Report No. RP2005; and
- (ii) the proposed decision making process for the implementation of the scheme, as set out in Section 3 of the Report, be noted.

The Meeting closed at 7.33 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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CABINET

COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIPS
PORTFOLIO HOLDER
REPORT NO. DSP2006

28th APRIL, 2020

KEY DECISION? NO

PERFORMANCE MANAGEMENT FRAMEWORK

SUMMARY AND RECOMMENDATIONS:

This report sets out the new Performance Management Framework for the Council which has been developed to act as a tool to strengthen performance management and to ensure that the Council is delivering against its priorities.

The Cabinet is asked to approve the new Performance Management Framework.

1. Introduction

1.1 The Council's Business Plan contains a wide range of programmes, projects and activities that reflect the key priorities. In addition, services have their own complementary business plans. Ensuring delivery against an ambitious work programme is challenging and requires clear and well understood responsibilities and deliverables and a performance management system that gives Members and officers the ability to assess progress and identify and implement corrective action where necessary. To this end, a new Performance Management Framework has been produced and is the focus of this report.

2. What is performance management?

2.1 Performance management is not solely concerned with the monitoring of outputs or performance indicators (PIs) but is a tool to drive improvement on performance across an organisation. It involves people management, communications, cultures and behaviours within the organisation.

2.2 Performance management is not something separate from the day-to-day management of the Council and it is not just one activity – it is made up of planning, reviewing and revising cycles over different timescales and at different levels in the organisation. For example, there is:

- a long-term cycle that sets and reviews the Council's priorities
- annual service planning and target setting; and
- quarterly collection and review of performance information.

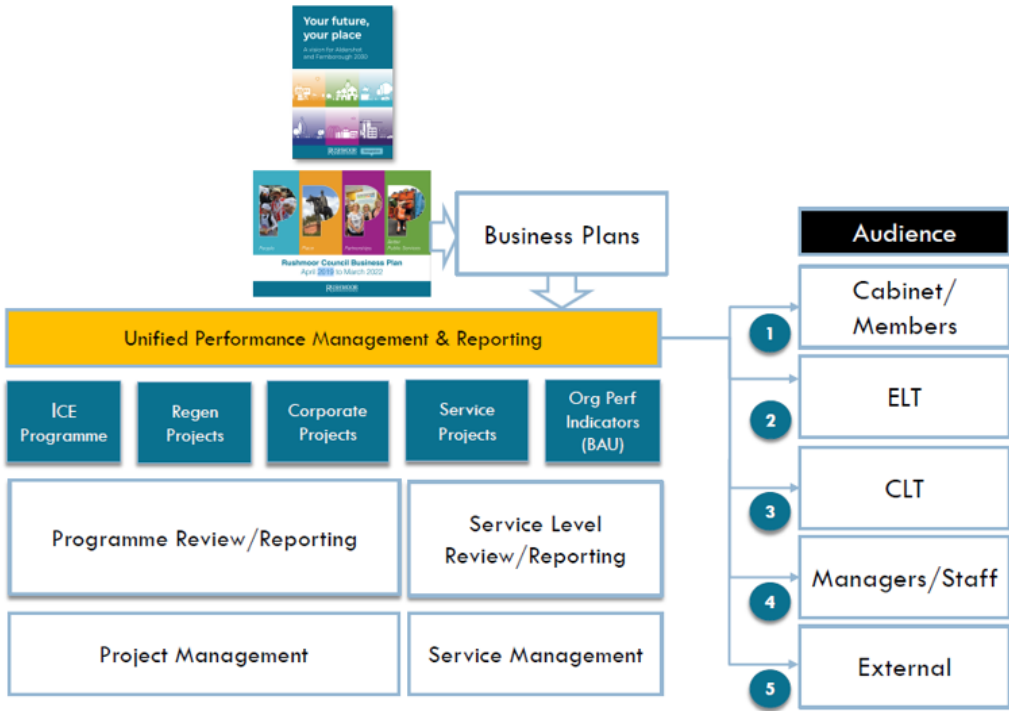
3. Council Business Planning and the Performance Management Framework

3.1 The Council Business Plan reflects the key priorities identified by the Cabinet. These commitments focus on four themes:

- People
- Place
- Partnerships
- Better Public Services.

3.2 The Plan does not include all of the day to day business undertaken by the Council. These activities can be of fundamental importance to local residents and will include the collection of people’s rubbish and recycling, supporting people who are homeless and deciding planning applications. Each Council service therefore has its own Service Business Plan, which sets out operational commitments and service-specific activity.

3.3 A new single unified performance management and reporting framework for the Council is proposed to bring together and monitor performance on delivering the priorities through key programmes and projects (including the Regeneration Programme, ICE Programme and corporate and service projects), day to day business and risk management. The process will be based on the principle of collecting data once and presenting it in different ways. Concise performance monitoring documents will be produced that are tailored for different levels of the Council’s organisation, such as the Cabinet, the Overview and Scrutiny Committee and Portfolio Holders. Ensuring Portfolio Holders are receiving the information they need will require regular liaison with their respective Heads of Service. An illustration of the process is set out below and an example of the Corporate Projects Quarterly Monitoring document is attached as Annex A.



- 3.4 In future, where appropriate, dashboards will be used to present performance data in a focused and easily accessible way. An example of the dashboard covering information about Rushmoor's key "organisational health" and performance is attached as Annex B. There will also be a dashboard about Rushmoor the place, although this will not be prepared as frequently.
- 3.5 As part of the ICE Programme, work will be undertaken to use technology to enhance the collection and presentation elements of the performance management process.
- 3.6 The new Performance Management Framework document is attached as Annex C.

4. Conclusion

- 4.1 The Council's Performance Management Framework has been developed to act as a tool to strengthen performance management within the authority and to ensure that the Council is delivering against its priorities. The framework is designed to provide a consistent approach to the way performance and quality is managed, monitored, reviewed and reported at all levels in the organisation. It includes clear identification of roles and responsibilities. It was presented to the Overview and Scrutiny Committee at its meeting in January where it was considered that the new style was much better at meeting the needs of the Council.
- 4.2 This framework should help to strengthen and ensure a consistent approach to performance management across the organisation.

**COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIPS PORTFOLIO HOLDER**

BACKGROUND DOCUMENTS:

None.

CONTACT DETAILS:

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Corporate Projects - Quarterly Progress Report October to December 2019

Introduction

Corporate Projects are defined as cross service projects or projects which involve partnership working. These projects are key to delivering the Councils Business Plan, along with the ICE programme and the Regeneration Programme.

Other key service projects are monitored within Services and the key service measures/indicators for the period to the end of December 2019 are available to view here <https://www.rushmoor.gov.uk/councilplan>.

Summary - key success and issues

72% of corporate projects on track or completed this quarter

Key success and issues

1. A report was submitted to Cabinet in December for the Procurement of a new Operations contract and future leisure provision.
2. We held our successful firework spectacular and held many town centre events in the lead up to Christmas. We were involved in a number of remembrance events and worked with partners to help deliver the Community Carol Services.
3. The work towards responding to the climate change emergency is slightly delayed.
4. Election in December the Council visit to Gorkha is likely to be later than planned.
5. Following the Peer review report and discussions with key partners, a revised model for the Partnership Network is being prepared
6. Organisational Health Dashboard which will be finalised and in place for Quarter 4.
7. Slight delay in the revised Constitution going to Council, this will now be in February.
8. Economy, Planning and Strategic Housing will now lead on the walking and cycling strategy.

Key to trend arrow:



Same quarterly status as previous quarter



Decline in quarterly status



Improvement in quarterly status

Corporate Project	Lead Officer	Progress this quarter	Trend	Status Q3	Notes
Re-procure the Council's leisure contracts for the Farnborough Leisure Centre and the Aldershot Indoor Pools and Lido complex	PS JD	Cabinet report 16/12 OS1915 "Procurement of a new Operations contract and future leisure provision. "	→		
Finalise business case for investment in renewed CCTV network for the borough and shared control centre with Hart DC.	CR	Work on- going with both Hart and Rushmoor and seeking other options.	→		
Establishing international links with Gorkha Municipality, Nepal, and develop business and community links.	AC	4 -person delegation from Gorkha will visit Rushmoor 29 January–1 February 2020 to sign agreement. Visit to Gorkha now likely to be June and not March	→		Date of Gorkha visit will be changed to June 2020 in the monitoring documents
Establishing international links with Rzeszow, Poland and develop business and community links.	AC	Agreement signed. Representatives may be invited to Air Show to progress trade links.	→		
Establishing international links with Dayton, Ohio, United States, and develop business and community links.	AC	Agreement signed. Delegation invited to Rushmoor to progress business/cultural links	→		
Full review of the Council's Constitution	JS	Arrangements for external review of the proposed update have been made. Revised Constitution has been scheduled for submission to Council now in February 2020 and not December 2019.	↓		Date of submission to Council will be changed to February 2020 in the monitoring documents

Progress Military covenant priorities and achieve the Defence Employers Recognition Scheme Silver award, and deliver a programme of joint events with the Garrison	AC EL	Sliver award achieved. Programme of priorities and events developed for 2020.	→		
Deliver, enable and facilitate the 2019/20 events programme	AC JA	Events programme for 2019/20 complete	↑		
Developing the Corporate planning and performance framework and the 10 year vision.	AC JR SS	Vision approved and in place. Work to identify key indicators (Organisational Health Indicators) has been carried out and draft dashboard created which will be in place for quarter 4 monitoring.	→		
Review of strategy, plans and processes to tackle areas of deprivation, after the release of the data from the 2019 Indices of Multiple Deprivation.	AC EL SS	Data discussed and shared with partners. Approach agreed by CLT. Internal working group in progress – plan to be developed	→		
Develop an action plan to promote health and well-being specifically in areas identified as in greatest need.	AD	Resources have been focussed on Health and Wellbeing Community Conversation (21 January 2020), representing Rushmoor at County meetings and progressing key priorities (Mental Health, Healthy Weights and Falls). Two highly rated Managing Suicidal Conversations Training Sessions held November 2019. (Two more planned for January 2020).	→		

<p>Delivery of revised model of partnership involvement and support, with increased focus on the delivery of the key partnership priorities for the area, with the Council participating in varied roles to support this.</p>	<p>AC</p>	<p>Following the Peer review report and discussions with key partners, a revised model is being prepared.</p>	<p>↓</p>	<p style="background-color: orange;"></p>	
<p>Develop a delivery plan for the Council to support the improvement of education attainment, to include work with Hampshire County Council to identify priority areas.</p>	<p>EL</p>	<p>Work has progressed work. The provisional Key Stage Two results were released in October.</p>	<p>→</p>	<p style="background-color: #92d050;"></p>	
<p>Respond to the declaration by the Council of a climate change emergency</p>	<p>AC AD</p>	<p>Working Group met have meet with TAG. Baseline Energy Management Assessment in progress. However, the timeline has slipped. Cabinet now to consider approach to priorities and resources in January/February 2020. Strategy and Action Plan to be developed following Cabinet discussion.</p>	<p>↓</p>	<p style="background-color: orange;"></p>	
<p>Develop a cycling and walking strategy for the Borough</p>	<p>AC MS</p>	<p>Economy, Planning and Strategic Housing will now lead on this activity, with support from Democracy, Strategy and Partnerships</p>	<p>→</p>	<p style="background-color: orange;"></p>	
<p>Work with Enterprise M3 on delivery of LEP Strategic Economic Plan and development of Local Industrial Strategy (LIS)</p>	<p>TM</p>	<p>Second meeting of EM3 5G network to be held on 13/1/20 to progress approach. Engagement with proposed approach to LIS and evidence base through meetings during last quarter. Key evidence reviewed. EM3 Evidence base submitted</p>	<p>→</p>	<p style="background-color: #92d050;"></p>	

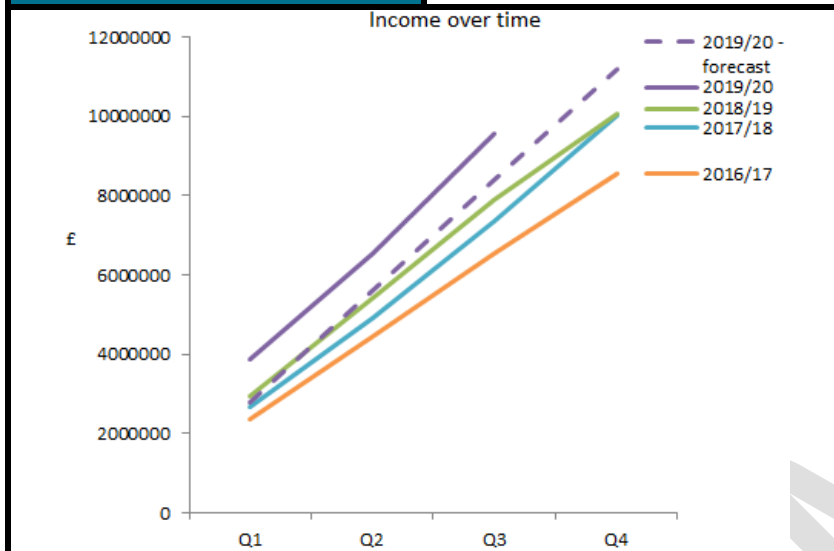
		to Government Analytical Panel. Initial drafts of LIS expected for comment January 2020			
Implement the Housing Company to provide homes for rent in the Borough	TM	Business Plan due to go to Cabinet and Council in February but by managing elements of project in parallel delay in authorisation of approval of Business Plan will not alter implementation programme	→		
Continued implementation of the comprehensive development at Wellesley	TM JT	Handover of sports pitch land now scheduled for April 2020. Initial meeting with preferred architect for pavilion. Crossing under construction. CMH refurbishment commenced Grainger to deliver, practical completion planned for Nov 2020 Some amendments are being made to s106 and Hampshire and RBC are procuring a Registered Provider to deliver circa 2024	→		

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Organisational Health Indicators

Quarter 3 2019/20

Comment this quarter: Good progress was made with the Councils priorities during the past quarter although the delivery of some projects are likely to be affected by the reallocation of resources to support the Parliamentary elections. The Councils finances are in a good position in the current year although preparations will need to be made to ensure targets are met in future years. Income is strong but some key streams being examined in view of current returns e.g. car parks and the crematorium.

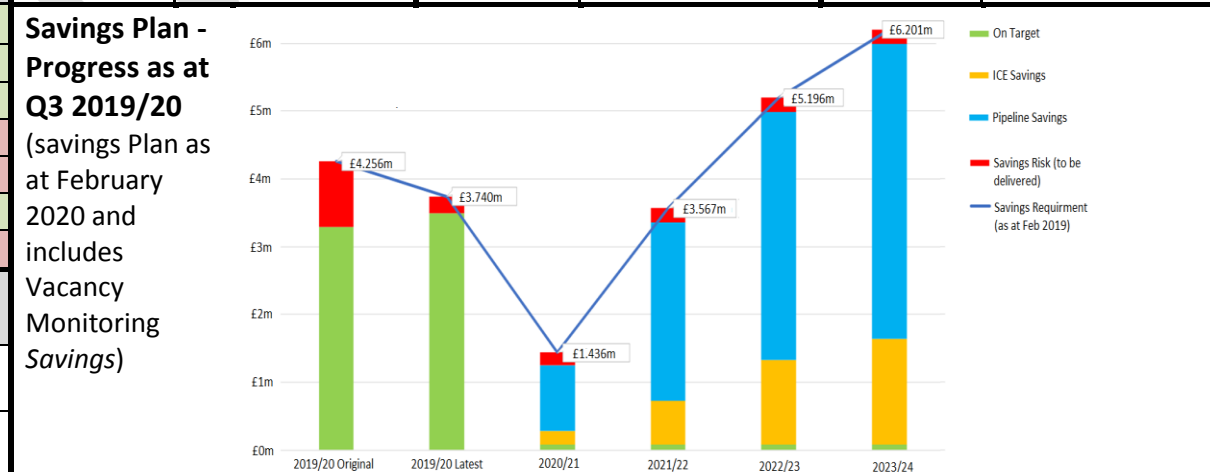


Key Income streams	This quarter	Last quarter	This quarter last year
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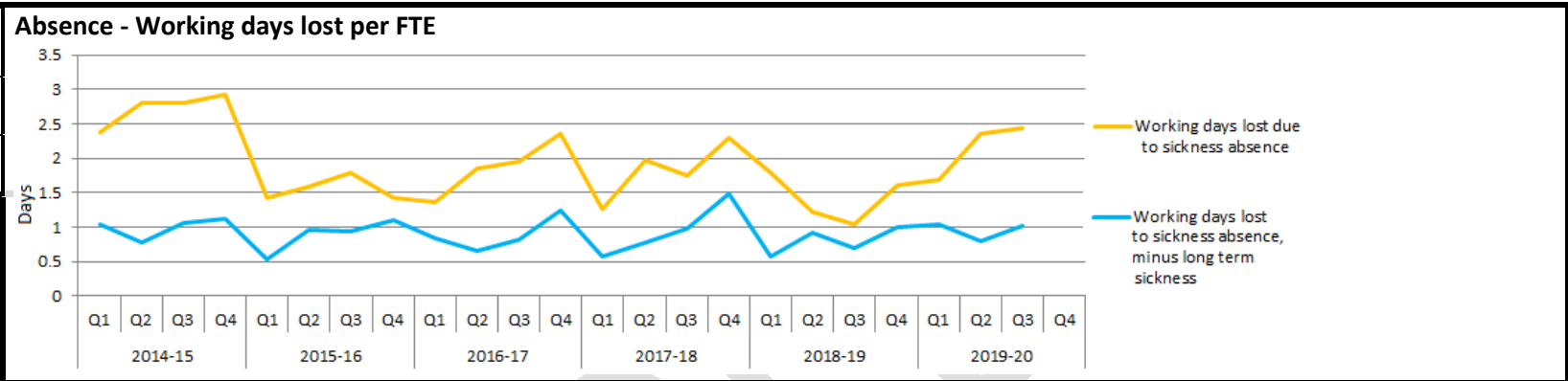
Investment Properties	£1,019,354	£712,630	£314,603
Planning fees	£53,984	£47,081	£39,732
Building control fees	£51,914	£54,503	£37,068
Car parks	£327,989	£312,361	£403,703
Cemeteries and Crematorium	£325,240	£397,483	£416,839
Princes' Hall	£385,979	£177,309	£311,396
From buildings -inc Councils Offices	£533,339	£548,961	£654,805

Commercial income vs budget	Proportion of rent collected
Data will be available for Last quarter – N/A	Data will be available for Q4 Last quarter – N/A
This quarter last year - N/A	This quarter last year – N/A

Council Plan items % on track or completed (green or blue)		Regeneration items % on track or completed (green or blue)		ICE items % on track or completed (green or blue)	
79.4%	Last quarter – 82.4%	40%	Last quarter – 38.5%	86.7%	Last quarter – 84.6%
	This quarter last year- 79.5%		This quarter last year- 27.3%		This quarter last year- N/A
Total external borrowing		Council Tax collected		Business Rates collected	
£90m	Last quarter £84.3m	95.11%	Last quarter – 95.86%	91.80%	Last quarter – 96.26%
	This quarter last year- £26.6m		This quarter last year – 95.31%		This quarter last year – 95.38
Average interest rate		% of capital 2019/20 programme spent		% of planned saving in 2019/20 achieved	
1.1%	Last quarter – 1.1%	63.6% (OB)	Last quarter – 43.6%	93.3%	Last quarter – 90.4%
	This quarter last year- 0.86%	88.2% (LAB)	This quarter last year- N/A		This quarter last year- N/A



Staff turnover	
2.41%	Last quarter – 2.44%
	This quarter last year – 4.51%
Number of complaints	
10	Last quarter – 5
	This quarter last year – 5



Residents overall satisfaction with waste, recycling, grounds and streets contract	
84.5%	Last quarter – 84.8%
	This quarter last year – 89.8%

Recycling rates - % reused, recycled and composted	
29.9% (Q2)	Last quarter (Q1) – 30.7%
	This quarter last year (Q2) – 29%

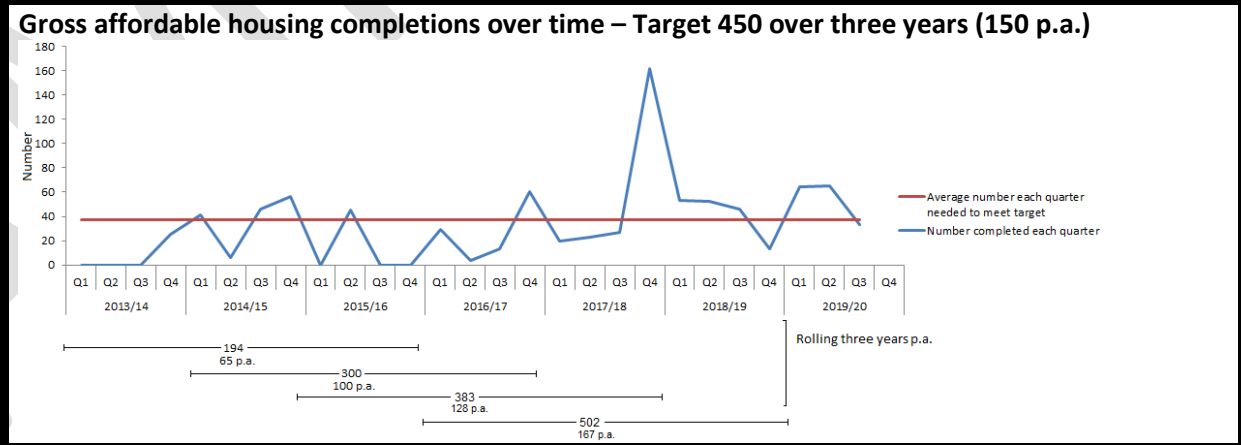
Residual waste – kg per household	
137.46 (Q2)	Last quarter (Q1) – 137.90
	This quarter last year (Q2) – 136.49

B&B cost - Gross	
£32,750	Last quarter – £44,085
	This quarter last year – £19,427

Gross affordable housing completions – target 150 p.a.	
33 (162 in 2019/20 so far)	Last quarter – 65
	This quarter last year – 46

Electoral Registration – % of registered properties (properties minus ‘true’ voids)	
88.6% (as of Feb 2020)	Last quarter – 87.0%
	This quarter last year – N/A

Major Planning Applications processed within 13 weeks - Target 60%	
66%	Last quarter – 100%
	This quarter last year – 80%



Violence at work data - incidents	
12	Last quarter – 17
	This quarter last year – 10

Rushmoor work related accident / incident data	
7	Last quarter – 3
	This quarter last year – 9

Corporate Risk Register Update – Q3 comment: revising timetable to fit in with the quarterly monitoring				
Items added since last Quarter	Risk and Brief Description	Current Residual Risk to the Council	Summary of Additional Mitigation Planned in Next Twelve Months	Timescales / Deadlines
Significant Risk score changes to existing items	Risk and Brief Description	Risk score last Quarter/Current Residual Risk to the Council	Summary of Additional Mitigation Planned in Next Twelve Months	Timescales / Deadlines

SAMPLE

An improvement from last quarter or this quarter last year

A decline from last quarter or this quarter last year

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Performance Management Framework



March 2020

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1. Overview
2. What is Performance Management
3. Context: The Council Business Plan
4. The Corporate Planning Process
5. Roles and responsibilities in the Performance Management Framework
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1. Overview

The Council's Performance Management Framework has been developed to act as a tool to strengthen performance management within the authority and to ensure that the Council is delivering against its priorities.

The framework is designed to provide a consistent approach to the way performance and quality is managed, monitored, reviewed and reported at all levels in the organisation.

This framework should help to strengthen and ensure a consistent approach to performance management across the organisation

2. What is performance management?

Performance management is not solely concerned with the monitoring of outputs or performance indicators (PIs), but is a tool to drive improvement on performance across the authority. It involves people management, communications, cultures and behaviours within the organisation.

Performance management is not something separate from the day-to-day management of the Council and it is not just one activity – it is made up of planning, reviewing and revising cycles over different timescales and at different levels in the organisation. For example, a longer term cycle that sets and reviews council strategy, annual service planning and target setting, and quarterly collection and review of performance information.

Why is performance management important?

Effective performance management:

- helps to ensure that the Council is achieving what it set out to do and giving good value for money – without measuring results it is difficult to tell success from failure
- it enables the understanding of “how the Council is doing”
- helps to identify success (so that it can be rewarded and learnt from) and to identify failure (so that it can be corrected and learnt from)
- is linked to good political decision making - using information about how things are now in order to make decisions about how to make them better
- helps to ensure decisions have been carried through
- is at the heart of good management

What makes effective performance management?

- A clear vision and purpose and a focus on outcomes
- Good planning - clear identification of priorities, allocation of resources, setting of targets and development of action plans

- Some means of assessing if plans have been achieved (performance measures and indicators)
- Information reaching the right people at the right time (performance reporting) so informed decisions are made and actions taken.
- The data provided meets the needs of the audience

3. Context: The Council Business Plan

The Council Business Plan sets out what the Council is committed to do over the next three years. These commitments focus on four themes:

- People
- Place
- Partnerships
- Better Public Services.

The performance management framework's purpose is to ensure these commitments are delivered.

4. The Corporate Planning Process

The Council has three key strategic documents – two externally focused on improvements for the community and the other internally focused on improving the Council. These key documents are:

Council Business Plan – this is the core document stating the priorities for the organisation over the next three years. The Council Business Plan includes those actions and areas of activity that warrant “extra attention”. The Plan is a working document and is reviewed each year to establish new actions required to progress towards achieving the longer-term objectives.

Regenerating Rushmoor Programme – this programme was established in June 2018 to enable delivery of the Council's regeneration ambitions. The programme delivery is a partner co-ordinated approach addressing economic and place-making challenges and opportunities across the Borough. It contributes towards the 'Place' priorities in the Council Business Plan, in particular “continuing to drive forward with the regeneration of Aldershot and Farnborough town centres”.

ICE Programme – this is an internally focused programme detailing how the Council is going to achieve its priorities and improve as an organisation to deliver excellent services. ICE stands for:

- Improve and modernise the Council's core business
- Create a consistently excellent Customer Experience
- Enable efficiencies, savings and generate more income

The programme focuses on how the Council develops its workforce and how it will develop robust, challenging and effective business and financial planning processes.

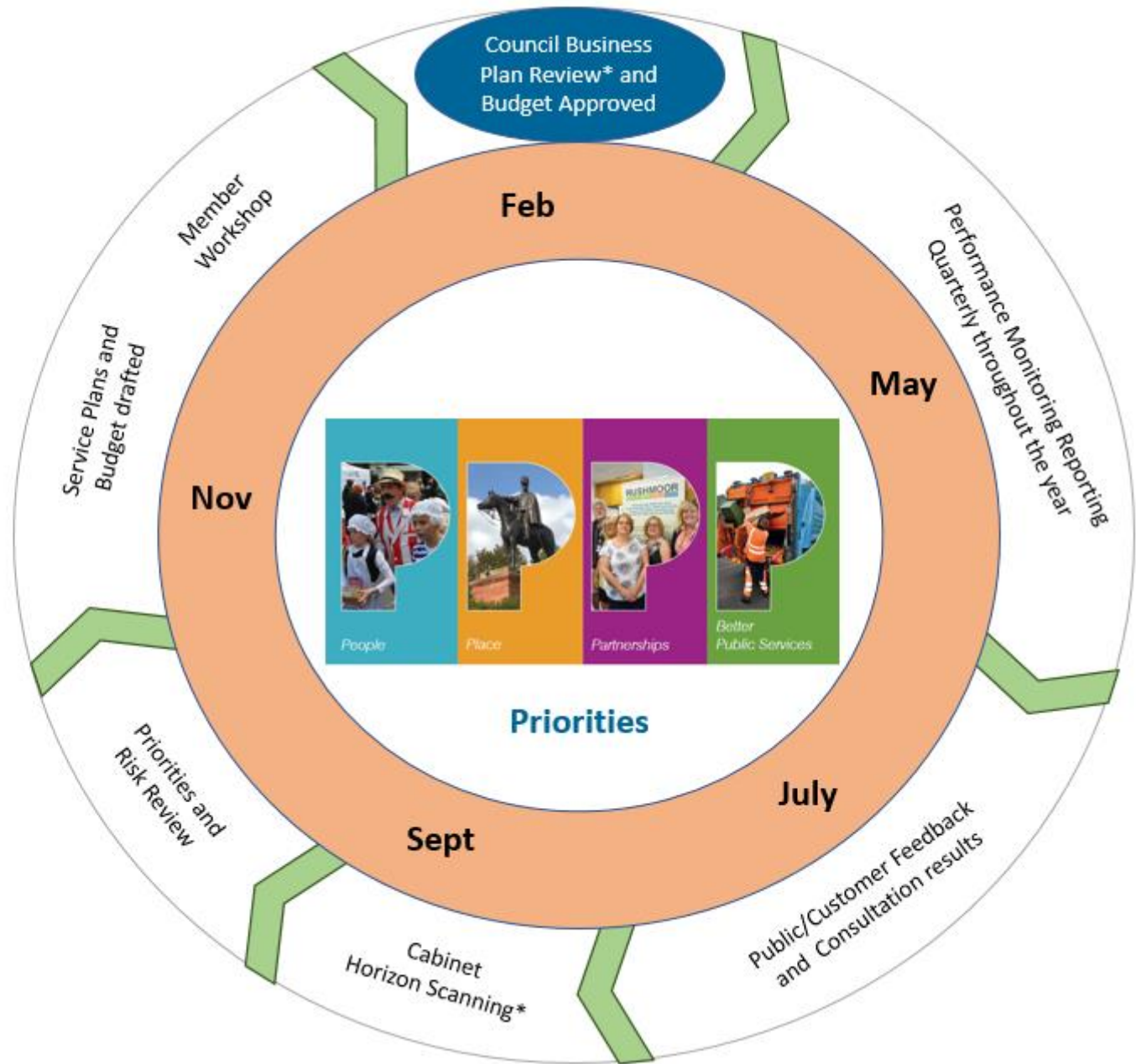
The Council's priorities are delivered through specific activities and actions as detailed in the Council Business Plan. Each activity/action is assigned a lead officer who works with the relevant Portfolio Holder to agree the scope and deliverables.

The Council Business Plan reflects the key priorities identified by the Cabinet. It does not include all of the day to day business undertaken by the Council. These activities can be of fundamental importance to local residents, be they the collection of people's rubbish and recycling, or providing housing and deciding planning applications. Each Council service therefore has its own Service Business Plan, which sets out operational commitments and service-specific activity. Performance on delivering the priorities through key programmes and projects (including the Regeneration Programme, ICE Programme and corporate and service projects) and day to day business is brought together and monitored through a detailed monitoring process that provides the base of the Council's wider monitoring processes. Where appropriate dashboards are used to present performance data in a focused and easily accessible way.

All of the Council's plans should include a set of SMART actions (specific, measurable, achievable, realistic, timely) with targets that are approved by an Executive Director, Cabinet or Council. The Council Business Plan is established in consultation with relevant Portfolio Holders and approved by Cabinet and Council as part of the policy framework. Service Business Plans are developed in consultation with employees responsible for delivering the service and approved by the relevant Portfolio Holder and Executive Director.

The annual cycle for corporate planning is set out below:

Example Corporate Planning Cycle



* The Council Business Plan has a three year time horizon but is reviewed by Cabinet annually to ensure it remains "current"

5. Roles and responsibilities in the Performance Management Framework

Set out in this section are the key roles for each of the main individuals or groups involved in the corporate planning and performance process.

Leader – Leads the Cabinet and Council through the development and delivery of the Council's Business Plan, major projects and strategic issues. Provides overall political direction and has overall responsibility for the performance of the Council in delivering services to the community.

Cabinet – The Cabinet is accountable for the delivery of the Council Business Plan and the best use of the Council's resources. It sets and reviews strategy with the Corporate Leadership Team and monitors key performance against action plans and targets quarterly. Key priorities are reviewed regularly and assessed.

Portfolio Holders – Each Portfolio Holder is responsible for their own specific area of the Council's service delivery. They approve narrative elements of the appropriate business plans Undertake monitoring arrangements using Portfolio Dashboards as agreed with the Portfolio Holder, suggested monthly. They also keep Cabinet and other Councillors well informed, this can involve briefing the Overview and Scrutiny Committee.

Cabinet Champions – The role of the Champions is to progress work on a particular area or project that does not fall within an existing portfolio and would normally reflect priorities included in the Council Business Plan.

Overview and Scrutiny Committee – The Committee drives the scrutiny process by focussing on the performance of the Council on a quarterly basis and identifying specific issues for detailed scrutiny. Other roles are:

- Pre decision scrutiny of items of the Cabinet Work Programme
- Scrutiny of services provided by the Council and other organisations serving the Borough
- Holding the Cabinet to account

Executive Leadership Team (ELT) – Comprising the Chief Executive, Executive Directors, Executive Head of Finance and Corporate Manager – Legal Services. ELT is responsible for providing strategic and policy development support to the Cabinet and is accountable for delivering the Council Business Plan for the Council. Critical activities for ELT include:

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

Corporate Leadership Team (CLT) – Comprising of the Chief Executive, Executive Directors and Heads of Service, CLT meets regularly to consider areas of importance in terms of corporate management, performance and operation.

Executive Directors – Executive Directors are accountable for the operational performance of their group of services and their contribution to delivering the Council Business Plan. They will challenge and sign off Service Business Plans from a corporate perspective and they ensure regular monitoring of performance. They identify and address poor performance in their service areas. Executive Directors also act as a conduit between the ELT, Cabinet and, where appropriate, Portfolio Holders.

Heads of Service – Whilst an effective Executive Leadership Team is essential for clear strategic direction, the majority of the services valued by residents or essential to the operation of the Council are managed by the Council's Heads of Service. Heads of Service are responsible for the operational performance of their service areas and the contribution they make to the delivery of the Council Business Plan. Heads of Service must ensure Portfolio Holders are kept well advised and that there is ownership of the Service Business Plan throughout their service areas and that everyone is fully aware how they contribute to the delivery of the Council's priorities. They also have a responsibility to identify and address poor performance in their service areas.

Individual Employees - Employees have a responsibility to manage their own performance and to deliver against actions identified as part of their annual appraisal. Progress made against individual targets is regularly reviewed. However, employees have a responsibility to 'flag up' any areas of concern that impact on performance. Team meetings are used as a mechanism to engage employees in a two-way feedback on performance as a team unit so employees are required to attend their meetings.

Employees should be involved in the setting of key objectives and targets in the Service Business Plan and any personal action plans and should always be involved in the review process and recommendations for any changes.

6. The performance monitoring process

Measuring, reporting and reviewing performance are fundamental to the performance management system. Each of the Council's activities in the corporate planning process contains a number of outcome measures, actions and milestones. These need to be monitored and improvements need to be identified where performance is lacking.

Performance monitoring relies on effective performance information being available in a timely fashion at the right level, this means:

- well designed actions and targets that are SMART (specific, measurable, achievable, realistic, timely)
- well designed performance measures (relevant, clear, meaningful)
- identified outputs, outcomes and milestones
- sound and accurate data

Performance reporting needs to be appropriate for different levels in the organisation – whilst a significant amount of data needs to be collected not all of this detail can or should be considered at every level. Reporting is tailored to meet the needs of identified audiences at different levels of the organisation to make the information relevant and accessible. An overview of the Council's performance management arrangements is given in the table on the next page.

Monitoring Council Business Plan, programmes, projects and actions

On a quarterly basis, the lead officer (usually a Head of Service) for a project or activity area completes a progress report providing an update showing performance against plans. The lead officer is responsible for meeting with the relevant Portfolio Holder to discuss progress.

High level quarterly performance reports are provided for Executive Directors, CLT, Cabinet and the Overview and Scrutiny Committee based on the key priorities and activities listed in the Council Business Plan and including the Regenerating Rushmoor and ICE programmes. The reports to Cabinet are published on the Council's website.

The quarterly performance report uses a BRAG system (blue, red, amber, green) to identify overall performance. BRAG is defined as follows:

Blue	The activity has been completed
Red	Shows that we have not been able to achieve or achieve elements of the activity
Amber	Flags up that achieving the activity is in question
Green	Indicates that the activity is on course

An overview of the Council's performance monitoring arrangements

Document	Performance information	Timescale	Reported to	Responsibility	Accountability
Council Business Plan	Key projects and actions	Quarterly	Portfolio Holders CLT Cabinet Scrutiny	Cabinet	Council
	Outcome Measures	Annually	CLT Cabinet Scrutiny		
	Deliverables	On-going basis	Portfolio Holders	Heads of Service	Executive Directors
Dashboards	Key services, performance and trends	Quarterly	Portfolio Holders CLT Cabinet Scrutiny	CLT Heads of Service	Cabinet Portfolio Holders
	Outcome Measures	Annually			
	Deliverables	On-going basis			
ICE Programme	Key actions	Quarterly	Portfolio Holder CLT Cabinet Scrutiny	Executive Director (Customers, Digital and Rushmoor 2020)	Cabinet
	Key performance measures and targets	Quarterly			

Regenerating Rushmoor Programme	Key actions	Quarterly	Portfolio Holder CLT	Executive Head of Regeneration and Property	Cabinet
	Key performance measures and targets	Quarterly	Regenerating Rushmoor Steering Group Cabinet Scrutiny		
Strategic Risk Register	Strategic risks	Monthly	CLT	CLT Cabinet	Council
		Quarterly	Cabinet Scrutiny		
Programmes and Projects	Outcome Measures	Annually	Portfolio Holders	Heads of Service	Portfolio Holders
	Deliverables	On-going basis			
Service Business Plans	Key priorities and actions	Quarterly	Executive Directors Portfolio Holders	Heads of Service	Executive Directors
	Achievements	Quarterly	Heads of Service	Team Leaders / Individual staff	Heads of Service
	Key performance measures and targets	Quarterly	Executive Directors Portfolio Holders	Heads of Service	Executive Directors
	Financial and Risk Management	Quarterly	Executive Directors / Heads of Service	Heads of Service	Executive Directors / Heads of Service
Individual Work Plans	Individual objectives/targets	Quarterly	Heads of Service	Individual staff	Heads of Service

Monitoring service plans and performance indicators

Heads of Service, with their Executive Director and Portfolio Holder, must identify and agree SMART operational performance measures and targets in their Service Business Plans. These are essential to monitor the efficiency and effectiveness of the Council's day to day business and will be used in monthly and quarterly reviews.

If performance monitoring is not done well it can result in:

- resource decisions being made without taking existing performance into account
- standards and productivity slipping due to a lack of management monitoring and visibility

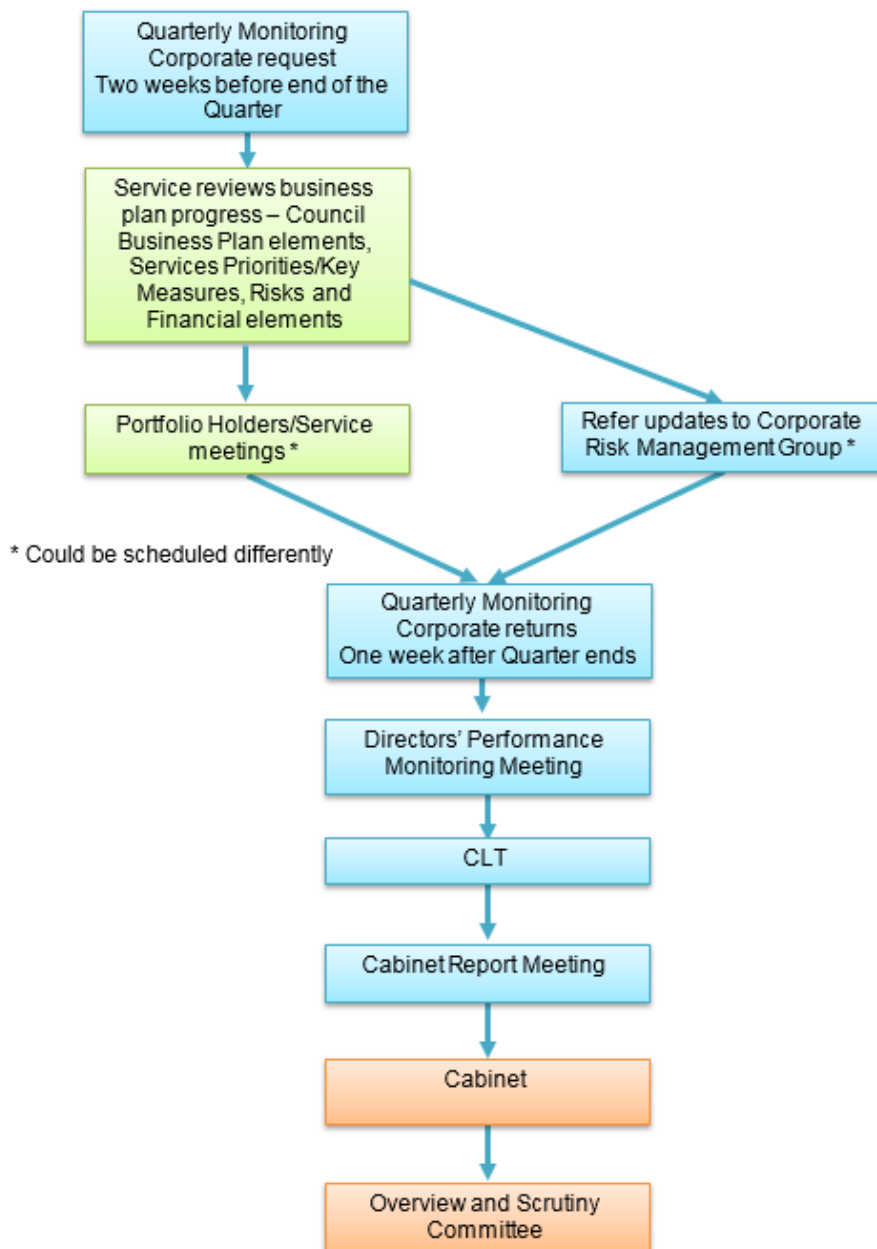
- an inconsistent approach to collecting performance information and in turn responsibility and accountability for performance
- potential missed opportunity to utilise performance measures as a motivational tool

Executive Directors are responsible for meeting with Heads of Service on a regular basis to monitor and review performance based on agreed activities, actions and performance indicators as set out in Service Business Plans.

Performance indicators that have significance for the overall 'health' of the organisation and that need corporate visibility (e.g. sickness absence figures) are included as part of the quarterly monitoring and reported to Executive Directors, CLT, the relevant Portfolio Holder, Cabinet and Overview and Scrutiny Committee.

The process of the core quarterly performance cycle is illustrated below:

Quarterly Performance Monitoring Cycle



Further information

For any further information on performance management please contact the Jon Rundle or Sharon Sullivan in the Strategy and Performance Team.

CABINET

COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY & PARTNERSHIPS
PORTFOLIO HOLDER
REPORT NO. DSP2008

28th April 2020

KEY DECISION: NO

WARD COMMUNITY GRANT SCHEME**SUMMARY AND RECOMMENDATIONS:**

As part of the Revenue Budget, approval has been given to the increase of the Ward Community Grant Scheme to £3,000 per ward for the financial year 2020/21 as part of the general revenue budget for 2020/21.

Currently the scheme allows Ward Members to award grants to local voluntary organisations/community groups which provide a benefit within their wards. With the increase in the budget, a review has been carried out by the Portfolio Holder in conjunction with the Officers.

The Cabinet is requested to:

- (i) approve a variance in the purpose of the scheme to include the option for Ward Members to use the funding for projects that provide a benefit to the local community as well as awarding small grants to local voluntary organisations/community groups.
- (ii) For 2020/21, agree that the scheme to run from 1st May, 2020 to 28th February 2021.

1. INTRODUCTION

- 1.1. This paper seeks approval to vary the purpose of the Ward Community Grant Scheme to include the option for Ward Members to use the funding for projects or events that provide a benefit to the local community. This would be in addition to the current scheme which enables Members to support local voluntary organisations and community groups with small grants.

2. BACKGROUND

- 2.1. The Ward Community Grant Scheme was established in August 2016 with a budget of £500 per ward to allocate to local voluntary organisations, community groups and good causes within each electoral ward. The scheme was created to empower Members to play a greater role in sponsoring community and voluntary groups to enable them to achieve their local goals.

- 2.2. In June 2017 following a review by the Portfolio Holder, the budget was increased to £1,000 per ward. The funding came from the existing Community Grants Fund.
- 2.3. Following a request from Members, the budget for 2020/21 has been increased to £3,000 per ward. The additional £26,000 has been made available from the Revenue Budget as agreed by the Council on 20th February 2020.
- 2.4. This increase in budget is a pilot for the financial year 2020/21.
- 2.5. A wide range of grants have been awarded in the four years from 2016/17 and these are listed in Appendix 1.

3. DETAILS OF THE PROPOSED CHANGE TO THE SCHEME

General

- 3.1. The proposed change to the criteria allows for Ward Members to use the funding for projects or events that provide a benefit to the local community. For these Member led projects, at least two Members must support the project. If a Member has a declared interest in the project, each of the other Ward Members must support the project.
- 3.2. A Member led project should be a one-off expenditure with no ongoing costs or maintenance liability to the Council. Members should liaise with relevant officers to ensure this.
- 3.3. The applicant will complete the application form and take responsibility for the grant including providing the receipts to trigger payment and completing the feedback report.
- 3.4. Under the current process, community and voluntary groups contact Ward Members to ask for their support with a project or event. Once support is confirmed a short application form is sent to the applicant. It is proposed going forward, that the community grants webpages are updated to include details about the Ward Community Grant Scheme and an online application form (for both voluntary organisation and Member led projects). Voluntary groups will still need to seek support from Ward Members before completing the application form. Checks will be put in place to ensure this has happened.
- 3.5. Details of the proposed conditions and process are set out in Appendix 2.
- 3.6. As a result of the postponement of the Borough Council elections to 6th May 2021 it is proposed to open the scheme from 1st May this year.

Alternative Options

- 3.7. The alternative option is to keep the existing conditions of the scheme by which only constituted community groups can apply for funding, whereby limiting projects that can be funded.

Consultation

- 3.8. No general consultation has been undertaken although feedback from some Members is supportive of the proposed change to the scheme.

4. IMPLICATIONS

Risks

- 4.1. Community groups may not be given sufficient opportunity to access grants under the new arrangements. In addition, some of the proposed projects may not be viable or may have ongoing costs so will not be able to proceed.
- 4.2. The Council is experienced in small grant management and the risk to the Council is very low.

Legal Implications

- 4.3. There are no legal implications provided the process is followed. The legislative framework permits the scheme.

Financial and Resource Implications

- 4.4. Of the £39,000 total allocated to the Ward Community Grant Scheme, £13,000 comes from the Community Grant Fund. The other £26,000 has been allocated from the General Revenue Budget for 2020/21. This extra amount may not be available in subsequent years.
- 4.5. Member led projects may require officer time to oversee/implement. This may lead to delays in projects coming to fruition and will have to be integrated with existing workloads.

Equalities Impact Implications

- 4.6. There are no equalities impact implications.

5. CONCLUSIONS

- 5.1. Following four successful years of the Ward Community Grant Scheme during which 123 grants have been awarded, this report recommends amending the conditions of the scheme to allow Ward Members to use the funding for projects that provide a benefit to the local community alongside providing small grants to local voluntary organisations and community groups.
- 5.2. Members across the Council have expressed their wish to be able to fund other projects in their wards. Extending the scheme to Member led projects will open up funding to more projects benefiting local residents.

Cllr Adrian Newell
Democracy, Strategy and Partnerships Portfolio Holder

BACKGROUND DOCUMENTS:

Appendix 1 – Ward Community Grants awarded between 2016/17 – 2019/20

Appendix 2 – Proposed conditions and process for the scheme in 2020/21

CONTACT DETAILS:

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Head of Service - Andrew Colver andrew.colver@rushmoor.gov.uk 01252 398820

WARD COMMUNITY GRANT SCHEME AWARDS 2016/17 - 2019/20

Ward	Financial Year	Organisation	Amount	Project
Aldershot Park	2016-17	Parkside	£500	Update Garden Group facilities
	2017-18	Aldershot Afterschool Club	£500	Lantern workshop for Lantern Parade
		Shots in the Community Foundation	£500	Homeless charities football/Nepalese walking football
	2018-19	Aldershot Baptist Church	£550	Resources for Footprints Toddler Group
		Aldershot Methodist Church	£150	Equipment and Santa presents for toddler group
	2019-20	West End Centre	£300	Artist/writer in residence at the Lido
		Homestart	£500	Event marketing & promotion, volunteer recruitment
		Aldershot Baptist Church	£250	Footprints Toddler Group
5th Aldershot Brownies		£125	10-pin bowling trip	
	Parkside	£125	Refreshments at events	
Cherrywood	2016-17	3rd Farnborough Scouts	£200	Scout hut kitchen improvements
		MCP	£150	Hawley Community Garden
		COGS	£150	The Larder
	2017-18	Oakfarm Preschool	£500	Sensory garden
		PEBL Internet café	£500	Internet café
	2018-19	3rd Hawley Rainbows	£75	Packs for new rainbows
		3rd Farnborough Scouts	£150	Tents
		3rd Farnborough Scouts	£177	Seating for hut
		Cherrywood Primary School	£150	Books
		Mustard Seed Autism	£149	play therapy
		Cove Brook Greenway Group	£100	Litter picking equipment
		Oak Farm Preschool	£199	Books
	2019-20	MCP	£250	25th anniversary event
		Mustard Seed Autism	£250	One to one and small group work with children
		PEBL	£250	Benches
Home-Start		£250	Event marketing & promotion, volunteer recruitment	
Cove & Southwood	2016-17	Southwood Church	£500	Ignite project
	2017-18	Southwood Infant School	£500	Silver Jubilee art project
		Lungs Aloud	£500	Lungs Aloud activities
	2018-19	Rushmoor Community FC	£250	Nursery equipment
		Southwood Infant School	£250	Playtime equipment for indoors & outdoors
		Tower Hill Primary School	£250	IT equipment for Early Years
		Acornwood Preschool	£250	Resources for ICT area
	2019-20	Cove Cricket Club	£700	Kitchen equipment
		Hart Voluntary Action	£100	Hart & Rushmoor Young Carers
		Stepping Stones DS	£200	Venue hire for 'Singing hands' event
Empress	2016-17	3rd Farnborough Scouts	£200	Scout hut kitchen improvements
		Farnborough Street Residents Associati	£300	Planter
	2017-18	8th Farnborough Air Scouts	£500	Summer camp
		Triangle	£500	New kitchen work surface, cupboard & heaters
	2018-19	7th Farnborough Scouts	£150	Minibus hire for summer camp
		Farnborough Gate Bowls Club	£400	Driveway repairs
		Farnborough & District Stroke/Aphasia	£350	Minibus hire for trips
	2019-20	Limbicare	£100	Mobility scooter batteries
		Mustard Seed	£500	1:1 and small group work with children
		4th Cove Guides	£75	Camping equipment
RVS		£250	Refreshments for Meet the Funders Day	
	RVS	£175	Blooming Marvellous for trip to West Country	
Fernhill	2016-17	Fernhill Primary School	£250	Playground markings
		Fernhill Secondary School	£250	Books for Book Buzz project
	2017-18	Life Education Wessex	£500	Health & Wellbeing programme at Guillemont Junior School
		MHA Hart & Rushmoor Live at Home Sc	£300	Launch of new social group in Farnborough
		Fernhill School	£200	Guitars
	2018-19	Pinewood Infant School	£500	Lunchtime play equipment & music resources
		Fernhill Primary School	£250	Health & Wellbeing programme led by Life Education Wessex
		Guillemont Junior School	£250	Personal development for children - partner with African school
	2019-20	Fernhill School	£430	Introduction & welcome to the borough
		All Saints Church	£500	Noticeboard
		4th Cove Guides	£70	Camping equipment

Ward	Financial Year	Organisation	Amount	Project
Knellwood	2016-17	Farnborough Bowling Club	£500	Bowling green renewal
	2017-18	Farnborough Bowling Club	£500	Marquee
		Bevan Lodge Community Pre-school	£500	Climbing frame & covered sand pit
	2018-19	A Lasting Legacy 2018	£500	Commemorative stained glass window
		Blackwater Valley District Explorer Scou	£500	Camping seating and equipment
	2019-20	Farnborough Bowling Club	£150	Gardening improvement works
		RVS	£250	Refreshments for Meed the Funders Day
Hampshire Futures for Bethan Hoggan		£200	Youth Parliament	
	The Vine Centre	£400	Vine Dining & Vine Line Covid-19 related projects	
Manor Park	2016-17	2nd Aldershot Scouts	£500	Tarmacing & drainage improvements
	2017-18	Aldershot Civic Society	£245	Arthur English blue plaque day
		Rushmoor Fire Station	£385	Defibrillator
		Aldershot Royal British Legion	£370	GP90 - 90th anniversary of Great Pilgrimage
	2018-19	Friends of Brickfields Park	£1,000	Park benches
2019-20	Friends of Brickfields Park	£1,000	Benches and bat boxes	
North Town	2016-17	internal transfer of funds	£500	New/replacement community noticeboards
	2017-18	North Lane Green Steps walking group	£220	Minibus hire for day trips
		Creating Futures	£480	Wednesday night youth group @ N Town Comm Base
	2018-19	MHA Hart & Rushmoor Live at Home Sc	£300	Hart & Rushmoor Live at Home Scheme
		West End Centre	£300	Artist/writer in residence at the Lido
		St Augustine's Church	£500	Church hall floor
		North Lane Green Steps Walking Group	£150	Minibus hire for trip to seaside
	2019-20	The Safehaven	£50	Refreshments for new service users
		I Have Rights Too	£200	New marble plinth for sculpture/bench
		1st Aldershot Scouts	£400	Kitchen equipment
Homestart		£150	Event marketing & promotion, volunteer recruitment	
North Town Disability Group		£150	Set up costs of group	
	North Lane Green Steps walking group	£100	Minibus hire for trip to coast	
Rowhill	2016-17	PAG (Parent Action Group) for disability	£250	Arts activity days in summer holidays
		Aldershot Baptist Church	£250	Equipment/resource for Youth Hub
	2017-18	Farnham Rotary Club	£500	Kid's Out day - June 2018
		West End Centre	£500	Laptops
	2018-19	You Trust	£500	Outside furniture for Aldershot Refuge
		Rowhill School	£500	Outside seating
	2019-20	Stop Domestic Abuse	£342	Women's Aid Ask Me Ambassadors training course
		Hart Voluntary Action	£250	Hart & Rushmoor Young Carers
RVS		£150	Blooming Marvellous trip - accommodation	
	Aldershot Civic Society	£258	150yrs of railway at Aldershot	
St John's	2016-17	St John's Church	£270	Outdoor Christmas lighting for churchyard
	2017-18	St John's Open Door	£500	Open Door activities
		We'll Meet Again	£500	We'll Meet Again activities
	2018-19	St John's Open Door	£450	Group activities
		Life Education Wessex	£550	Health & Wellbeing programme at Parsonage Farm Infant School
	2019-20	Parity for Disability	£166	Installation of defibrillator
	St John's Church	£166	Christmas lights	
	Open Door	£668	Open Door activities	
St Mark's	2016-17	North Camp Matters Community Associ	£300	Bike racks
		North Camp Football Team	£200	Football equipment & trophies
	2017-18	Rushmoor parkrun	£279	Laptop
		Aldershot Rotary Club	£721	Refurbishment of electric float
	2018-19	A Lasting Legacy 2018	£500	Commemorative stained glass window
2019-20	Wavell School	£500	Table Tennis Table	
	South Farnborough Infant/St Mark's Pri	£1,000	Daily mile track at Queens Road Rec	
Wellington	2016-17	The Vine Centre	£500	Emergency night shelter
	2017-18	The Vine Centre	£1,000	Job Club "Your Space"
	2018-19	Gurkha Chautari Aldershot	£1,000	Start up and initial costs of group
	2019-20	The Vine Centre	£1,000	Mind the Gap project (addressing mental health of veterans)
West Heath	2016-17	Cove Brook Greenway group	£500	Website development
	2017-18	We'll Meet Again	£500	We'll Meet Again activities
		Cove Greenway Group	£500	Defibrillator at Blunden Hall
	2018-19	Cove FC	£500	Disabled toilet
		Samuel Cody School	£500	Rockery project
	2019-20	Cove Infant School	£500	Sheltered area
	St Bernadette's Catholic Primary School	£500	Sensory and prayer garden	

Ward Community Grant Scheme for 2020-21

Information for Councillors

Each ward has been allocated a budget of £3,000 to award grants to local voluntary organisations/community groups or projects that provide a benefit to the local community to enable them to achieve their local objectives.

The scheme will run from 1st May 2020 until 28th February 2021.

Conditions

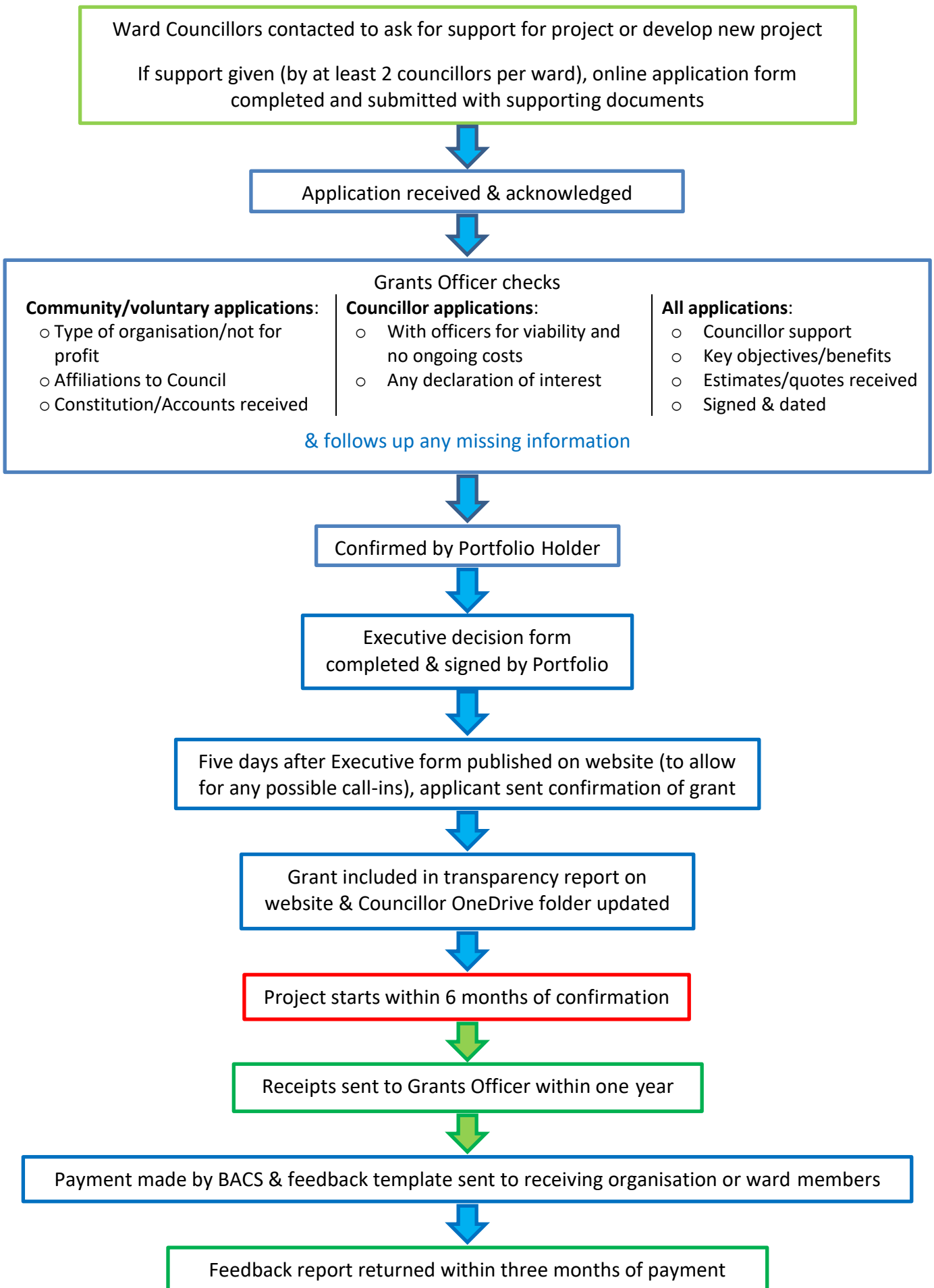
- Ward councillors will decide together which community groups/organisations or project that provides a benefit to the local community within their ward will be supported with a grant. Each grant must be supported by at least two of the three ward councillors and there must be a connection or benefit to the local ward for each application
- Councillors may be approached by community groups/organisations seeking financial support
- Applications can be made from constituted community and voluntary organisations (including schools) or by the ward members (a minimum of two must sign)
- Councillor led projects should be a one-off expenditure with no ongoing costs or maintenance liability to the Council - Councillors should liaise with relevant officers to ensure this
- Where a project covers or benefits more than one ward, multiple ward funding will be considered and councillors from all wards should confirm their support (a minimum of two from each ward)
- Applications for funding must be for specific projects or events and cannot be used towards general running costs of the organisation – sustainability of each supported project will be encouraged wherever possible
- Funding should not be awarded in retrospect – projects should only start once the funding has been confirmed by the Grants Officer
- There must be a connection or benefit to the local ward for each application
- Support to a variety of groups and projects within each ward is encouraged
- The project must commence within six months of the award and be completed within one year. If not, the grant will need to be reapplied for
- The funding should be spent within one year of being awarded

- Payment will normally be made in arrears by BACS on receipt of evidence that costs have been incurred
- A feedback report must be completed either by the receiving organisation or the ward members within three months of the funding being paid (a template will be supplied). Failure to provide a feedback report may result in rejection of any future funding applications.
- The named person on the application form is responsible for the grant, including –
 - checking that the funding is spent as described in the application form (if there are any changes to the use of the funding permission must be sort in writing from the council)
 - sending appropriate receipts to trigger payment, as required
 - completing the feedback report
- The recipient must retain financial records in the event of any audit requirements

Process

- Ward councillors will be contacted by voluntary/community organisations for their support for a project or event. If support is given (by at least two councillors per ward), the organisation completes the online application form and submits with supporting documents
- For councillor led projects which provide a benefit to the local community, at least two councillors must support the project. If a councillor has a declared interest in the project, the other ward councillors must support the project. The lead councillor completes the online application (councillor version) and takes responsibility for all aspects of the grant as described above
- The Grants Officer will check the application, including –
 - there is appropriate councillor support
 - relevant officers are aware of councillor led projects
 - the application is viable with no ongoing costs or maintenance to the council
- Applications will be confirmed by the Democracy, Strategy and Partnerships Portfolio Holder
- A Record of Executive Decision Form will be completed (applicants should allow at least 1 month for confirmation from submitting the application)
- The Grants Officer will provide a link to OneDrive for each ward for councillors to check the allocation of their annual budget and feedback reports from previous years
- Any non-awarded funding at the end of the financial year will not be carried over into the next financial year and will return to council funds

Ward Community Grant Scheme Process



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CABINET

COUNCILLOR MAURICE SHEEHAN
OPERATIONAL SERVICES
PORTFOLIO HOLDER
REPORT NO. OS2008

28TH APRIL, 2020

KEY DECISION? No

REVIEW OF LITTER ENFORCEMENT PILOT SCHEME**SUMMARY AND RECOMMENDATIONS:****Overview and reasons for the course of action:**

To update Cabinet on the outcomes of the litter and dog fouling enforcement trial operated by East Hampshire District Council (EHDC) and to seek approval to delegate these functions to East Hampshire District Council on an ongoing basis.

Recommendation:

Cabinet is recommended to:

- i) seek a contractual arrangement with EHDC for the provision of the enforcement services for littering and dog fouling for up to a five-year period; and
- ii) delegate authority to the Head of Operational Services, in consultation with the Corporate Manager - Legal Services and the Operational Services Portfolio Holder, to re-negotiate the contract with EHDC to include provision of the non-contested hearings with the courts and delegate these functions to EHDC.

1. INTRODUCTION

- 1.1. Following Cabinet approval on 6th February 2018, to ensure a cleaner environment the Council agreed to implement a one-year litter and dog fouling enforcement Agency agreement with East Hampshire District Council (EHDC). Given the smooth operation of the service the trial period has been extended to 30th June 2020 in consultation with the Operational Services Portfolio Holder.
- 1.2. A revision to the pilot project was approved at Cabinet on the 17th April 2018 that detailed a zero-tolerance approach to littering with individuals concerned being issued with a Fixed Penalty Notice (FPN) set out in appendix 1.
- 1.3. The service provided to Rushmoor Borough Council's currently includes enforcement activity for littering and dog fouling with Officers patrolling 3

days per week issuing of fixed penalty notices for those caught deliberately dropping litter.

- 1.4. The service also includes the administration of all tickets, managing representations, the investigation of complaints, educational patrols, body worn camera viewings and the preparation of court packs for the litigation process for single justice procedure. These court packs are sent to the RBC legal team to process and attend court. In some instances, prosecutions have been pursued for dishonesty in relation to false information being provided to the enforcement officers.

2. BACKGROUND

- 2.1. Aligned with the desire to regenerate the boroughs town centres, Cabinet was keen to explore options to reduce levels of litter and take a firm line with people caught dropping litter.
- 2.2. Historically, the Council had carried out litter and dog fouling enforcement directly through a small team of community Patrol Officers who were tasked with a wide range of environmental management enforcement tasks. This approach had limited success with the urgency of litter enforcement patrols often being lower than other tasks and due to insufficient scale to manage the back-office functions efficiently. Numbers of FPNs served were typically around 10 per calendar month.
- 2.3. Following an initial investigation into private operators in 2018, the Council agreed to implement a litter and dog fouling enforcement trial arrangement with East Hampshire District Council. The arrangement was applied under the terms of Section 101 of the Local Government Act 1972 and section 9AE Local Government act 2000 together with regulation 5 of the Local Authorities (Arrangements for the Discharge of Functions) Regulations 2012. These respective Acts and Regulations allow a Local Authority to arrange for the discharge of certain functions to another Local Authority.
- 2.4. The aim of the proposal was to deliver a “cost neutral option for Rushmoor to support delivery of a zero-tolerance approach to littering and dog fouling. An initial income and expenditure budget of £65k was agreed and approved which included £10k for internal resources and any shortfall income.

3.0 Details of Performance

General

- 3.1 Over the two years of operation, the trial has been highly successful with over 3,700 FPNs served for littering and a payment rate around 75% generating over £200k in total fines. The number of FPNs served for dog fouling offences is very low with only one served in the trial period. This is not reflective of the resource dedicated to it, more of the difficulty of witnessing the offence. Service performance in the second year of operation has been greater than in the first year. The data on the litter and

dog fouling enforcement carried out in the periods between March 2018 to December 2019 is provided for reference at Appendix 2.

- 3.2 In addition to focussing enforcement activity in areas of high footfall such as town centres, the team from EHDC are also able to patrol hotspots that are identified to them using local knowledge and intelligence from elected members. Some of these hotspots have been in areas of suspected dog fouling and around schools for example. The team have tackled around 150 of these per year in the Rushmoor area and they form an important element of the service with EHDC.
- 3.3 Since the implementation of the trial with Rushmoor, EHDC has entered into similar enforcement agreements with 7 other local authorities including the provision of legal services in processing court packs and attending court for non-contested matters but not for trials.
- 3.4 The service has operated smoothly since the trial began and the resource required to manage the agreement has been relatively small. There has been a much more significant pull on resources in the processing of prosecution packs for court that is outlined in more detail in section 5 of this report.
- 3.5 EH Commercial Services Ltd have been shortlisted for an award in the public/Public Service category at the 2020 LGC Awards and recognised as lead for best practice for Single Justice Procedure.

4.0 ALTERNATIVE OPTIONS

- 4.1 The Council previously explored the option of using a private company, but quickly found that they do not always share public sector values and can pose a high reputational risk. The service provided by East Hampshire District Council is a lower risk option combining a zero-tolerance approach for those caught deliberately littering with a more balanced view in less certain cases. They have a proven track record and are a much lower risk option for the Council with long term experience.
- 4.2 The Council could employ its own team of dedicated littering and dog fouling enforcement officers. However, without sufficient scale the operation would be significantly more costly with greater operating risk for Rushmoor.

5.0 Implications

Risks

- 5.1 There are no significant risks associated with this report.

Legal Implications

- 5.2 There is a cost in legal officer time in processing a significant number of prosecution packs; copying all of the bundles and arranging service, then

liaising with the court, EHDC, and Defendants to resolve objections, denials, payment queries and changes in plea.

- 5.3 Since the trial began the Legal team at RBC have processed 647 court packs. Once the papers are served on the defendants this often results in payment or a guilty plea. Where the defendant pleads not guilty a trial may result if the defendant attends at court. If they do not respond or do not attend at court for a trial the court may find them guilty in their absence.

Financial and Resource Implications

- 5.4 The legal work is a big draw on legal resources diverting time away from other matters including property and planning work. As the SJP process is deadline driven there is limited opportunity to plan the work and fit with other priorities.
- 5.5 At present whilst EH Commercial Ltd do offer a legal services in relation to the Single Justice Procedure as part of their business model, they do not supply any legal services for Rushmoor Borough Council as this was not part of their offer when the trial commenced This is currently under review and EH Commercial Ltd have confirmed following enquiries from the Corporate Manager – Legal Services that they would be able to supply the service to the Council.
- 5.6 EH Commercial Ltd are best placed to liaise with the court and the defendants in the flurry of activity that usually follows the issue and service of court packs and they can update the records to ensure that only the fully contested cases are forwarded on to Rushmoor. A renegotiated agreement with EH Commercial Ltd will free up resource within the Council's Legal department to focus on higher value work.
- 5.7 Other than the cost of officer time to process the Single Justice Procedure, the service will generate an estimated net surplus of around £13k in 2019/20.
- 5.8 At the current rate of action in order to give due priority to the littering prosecutions the legal team will need additional resources to undertake this work to avoid other legal work being neglected. It is expected that a new expanded contract with EH Commercial Ltd will be the most efficient and cost-effective way of handling the bulk legal work with the trials and hearings being managed in house.

6.0 CONCLUSIONS

- 6.1 The effective resourcing of this particular function has been proven successful over the course of two years of trial using the services of East Hampshire District Council. A dedicated team of skilled officers have served a significant number of Fixed Penalty Notices over the period, contributing to the enhanced cleanliness of the borough's town centres.

6.2 The recommendations within this report will result in an amended agreement that delegates litter and dog fouling enforcement to EHDC with effect from 1st July 2020.

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Appendix 1 : Environmental Littering – Revisions to Pilot Project Cabinet Report
Appendix 2: Data Information on Litter and dog fouling enforcement

**Cabinet
17 April 2018**

**Councillor Martin Tennant
Environment and Service Delivery
Portfolio Holder**

Key Decision - No

Report No. COMM 1805

Environmental Littering - Revisions to Pilot Project

Summary and Recommendations:

The Council have entered a one-year agency agreement with East Hampshire District Council (EHDC) to better tackle littering and dog fouling.

Cabinet were informed that the process would involve the enforcement officer requesting that the individual concerned pick up either the litter or the dog faeces. If they refused, they would be issued a Fixed Penalty Notice (FPN) and have 14 days to pay.

Having reviewed the approach in other Local Authorities and given significant promotion around littering and dog fouling it is evident that those involved are aware it is an offence. If an opportunity is given to pick up before, issuing an FPN this becomes more of an educational rather than enforcement role and the cost to the Council would increase and be unlikely to breakeven. The Portfolio Holder is therefore recommending that a zero-tolerance approach is adopted and the individuals concerned be issued with an FPN regardless of if they subsequently pick it up.

Cabinet also approved standardising the Environmental Offences Fixed penalty fines for littering and dog fouling on designated land at £75 with no early penalty payment discount, currently £50 if paid within 10 days. Unfortunately, the Council has been relying on out of date legislation for dog enforcement and are currently unable to uplift the FPN above £50 for dog fouling without introducing specific Public Space Protection Order (PSPO).

Cabinet is recommended to approve:

- a zero-tolerance approach to littering and dog fouling with the individuals concerned being issued with an FPN regardless of if they subsequently pick it up. The FPN will be £75 for littering and £50 for dog fouling, the latter to be increased to £75 once the PSPO is in place.
- The Solicitor to the Council to start the process of introducing a PSPO for dog fouling and to update wider dog controls contained in the Councils Byelaws.

Introduction

Following Cabinet approval on 6 February 2018, in order to ensure a cleaner environment, the Council have entered a one-year agency agreement with EHDC to better tackle littering and dog fouling.

Cabinet were informed that the process would involve the enforcement officer requesting that the individual concerned pick up either the litter or the dog faeces. If they refused, they would be issued the FPN and have 14 days to pay.

Cabinet also approved standardising the Environmental Offences Fixed penalty fines for littering and dog fouling on designated land at £75 with no early penalty payment discount, currently £50 if paid within 10 days.

Unfortunately, the Council has been relying on out of date legislation for dog enforcement and are currently unable to uplift the FPN above £50.

Proposal

Having reviewed the approach in other Local Authorities and given significant promotion around littering and dog fouling it is evident that those involved are aware these are an offence. If an opportunity is given to pick up before issuing an FPN this becomes more of an educational rather than enforcement role and the cost to the Council would increase and be unlikely to breakeven. The Portfolio Holder is therefore recommending that a zero tolerance approach is adopted and the individuals concerned be issued with an FPN regardless of if they subsequently pick it up.

To enable the FPN for dog fouling to be increased from £50 to £75 it is proposed that the Council start the process of introducing a Public Spaces Protection Order (PSPO) for this offence. The opportunity will be taken to also update wider dog control issues covered in the Councils 2001 Byelaws to include excluding dogs from designated areas such as children playgrounds and requiring dogs to be kept on leads in designated areas.

Until the PSPO is in place, the FPN for dog fouling will be set at the maximum of £50 and the FPN for littering will remain at £75.

Alternative Options

The FPN for dog fouling could remain at £50 but given the Council is being charged £55 by EHDC for each one correctly issued, the Council will not recover its costs.

Individuals committing an offence could be given an opportunity to pick up before being issued an FPN but again would result in increased costs to the Council.

Financial Implications

It is anticipated that around 1,000 FPN's will be issued at £75 with a payment of £55 to EHDC for each one correctly issued.

An initial income and expenditure budget of £65k has been approved which includes £10k for internal resources and any shortfall in income. Given it is much more difficult to issue FPN`s for dog fouling these will be significantly lower compared to littering. The reduced income received from dog fouling will therefore be covered within existing budgets.

Conclusions

The Portfolio Holder for Environment and Service Delivery is keen to see further improvements to the environment and is recommending that a zero tolerance approach is adopted and the individuals concerned be issued with an FPN regardless of if they subsequently pick it up.

Unfortunately, the Council has been relying on out of date legislation for dog enforcement and are currently unable to uplift the FPN above £50 for dog fouling without introducing specific Public Space Protection Order (PSPO).

Background Documents:

Draft Agency Agreement
Cabinet Report No COMM1802

Contact Details:

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APPENDIX 2

Information on Enforcement for period March 2018 - March 2019

<u>Details</u>	<u>Quantity</u>
Fixed Penalty Notices issued for Littering	1833
Fixed Penalty Notices issued for Dog Fouling	1
Fixed penalty notices paid (number)	1325
Fixed penalty noticed paid (amount)	£99,185.00

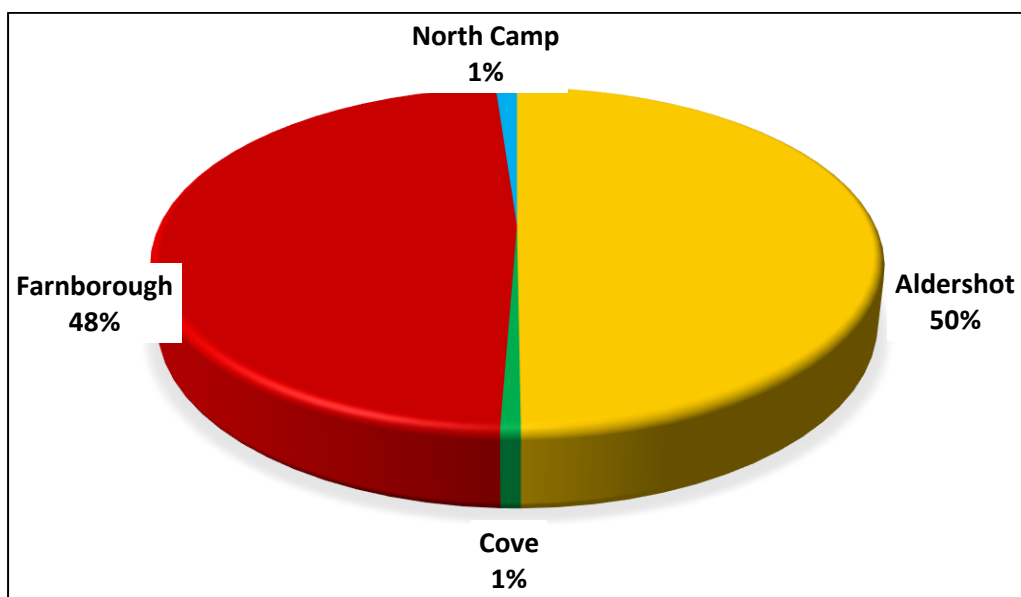
Information on Enforcement for Period April 2019 - January 2020

<u>Details</u>	<u>Quantity</u>
Fixed Penalty Notices issued for Littering	1850
Fixed Penalty Notices issued for Dog Fouling	0
Fixed penalty notices paid (number)	1368
Fixed penalty noticed paid (amount)	£102,600.00

Hot spot data for period July 2019- December 2019

<u>Location of Issue (Hot Spot)</u>	<u>Quantity Issued</u>
Aldershot	529
Cove	8
Farnborough	512
North Camp	12
Total	1061

Percentage of FPN's issued by location



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CABINET

COUNCILLOR MAURICE SHEEHAN
 OPERATIONAL SERVICES PORTFOLIO HOLDER
 REPORT NO. RP2003

28TH APRIL 2020

KEY DECISION? NO

RUSHMOOR PARKING POLICY

SUMMARY:

- In February 2019 Cabinet approved the Council entering into new Agency Agreements with Hampshire County Council for both Civil Parking Enforcement (CPE) and Traffic management (TM) commencing 1st April 2020.
- As part of these agency agreements the Council are required to operate within the Hampshire County Council (HCC) Operational Parking Policy
- The HCC policy provides some capacity for the Council to adapt it to allow for specific local issues.
- One such policy is the criteria for the support by residents for the introduction of parking schemes, previously agreed by cabinet in 2008
- This report sets out these proposed local policies, and seeks Cabinet agreement for the adoption of the new policy
- This report also suggests that future amendments to the policy should approved by Executive Head of Property and Regeneration and the Portfolio Holder for Operational Services.

RECOMMENDATION

- Cabinet is recommended to approve :-
 - The Rushmoor Parking Policy set out in Appendix A
 - The Delegation of decisions for future operational amendments to the Policy to the Executive Head of Property and Regeneration, in consultation with the Operational Services Portfolio Holder.

1. INTRODUCTION

- 1.1. The Council have provided agency support to Hampshire County Council for Traffic management for over 30 years with the level of responsibility diminishing through various revised Agency Agreements over recent years.
- 1.2. In 2002 The Council entered into a further agency Agreement to deliver Civil Enforcement and has continued to deliver this service alongside the Traffic Management Function.

- 1.3. In February 2019 Cabinet approved the Council entering into new amended Agency Agreements with Hampshire County Council for both Civil Parking Enforcement (CPE) and Traffic management (TM) these commence from 1st April 2020.
- 1.4. As part of these agency agreements the council must operate within the Hampshire County Council Operational Parking Policy.
- 1.5. The Hampshire County Council Policy allows Rushmoor Borough Council to develop its own local policies to facilitate local needs.
- 1.6. The Council's Traffic and Parking Management Teams have worked together in developing the Local Policy for Residents Parking Schemes (Appendices A).
- 1.7. Both the County Council's and the Proposed Rushmoor Borough Council's policies follow national policies set out within the Road Traffic Regulations Act 1984.

2. BACKGROUND

- 2.1. The Council has not previously had a Parking Policy, however in 2008 Cabinet approved the criteria for residents' support prior to the delivery of new parking schemes (Appendix B).
- 2.2. Car ownership has grown significantly over recent years with parking in residential streets becoming very problematic, residents are regularly looking to the Council to resolve the issues they face.
- 2.3. One of the solutions is the introduction of residents parking schemes.
- 2.4. Most of the Boroughs current residential parking schemes have been in place for over 15 years, with residents and Members regularly raising concerns over how they serve the community.
- 2.5. The main issues being raised are lack of parking spaces, HMO's being provided with permits, medical carer parking and non-residents' parking.
- 2.6. The Council is improving its service to the public through the introduction of the introduction of virtual permits to replace the current paper permits. This is part of the ICE programme that will help deliver efficiencies and savings.
- 2.7. The Proposed Policy seeks to introduce several key changes to how residents Parking Schemes are both developed and managed, these are with an aim to improve the value of schemes to residents whilst allowing them more flexibility.

3. DETAILS OF THE PROPOSAL

General

- 3.1. The Proposed Policy, which will apply across the borough, has been developed through a combination of information and comments received from the general public, councillors and other stakeholders along with information collated through the parking review.
- 3.2. It aims to improve the current operation and provide the majority of residents within residential parking areas with a more flexible and better value offer through limiting the number of misused visitor permits.
- 3.3. It seeks to consider and balance the needs of residents and those who visit them either socially or providing essential medical care by including them within the virtual permit scheme.
- 3.4. It integrates the virtual permit scheme into the policy allowing residents to interchange their permits between vehicles, both their own and visitors' vehicles through the web portal thus improving operational efficiency.
- 3.5. It seeks to manage the over subscription of permits due to issues such as HMO's and flats by limiting them to the same number of permits as any traditional property
- 3.6. It sets out a new approval criteria for new schemes which takes into account the number of properties consulted by introducing an incremental percentage needed to allow a scheme to proceed.
- 3.7. The key elements to note within the policy are currently highlighted in "***bold italics***" in the attached Rushmoor Borough Council Policy Document (Appendices A).

Alternative Options

- 3.8. The Council could select not to have its own Parking Policy and work solely with the County Councils.
- 3.9. Cabinet could select some elements of the proposed policy and reject others.

Consultation

- 3.10. Hampshire County Council Safety and Parking Team have been consulted on the local policy.
- 3.11. The Portfolio Holder for Operational Services has reviewed the proposed policy in conjunction with the Hampshire County Council Operational Policy and supports the proposals.

- 3.12. The Council's Policy Panel Advisory Board were consulted on the 25th March 2020 on the proposed changes to the criteria for consultation.

4. IMPLICATIONS

Risks

- 4.1. There is the potential of complaints from existing HMO's in relation to the reduction in permit allocations, this will be managed jointly by both the Traffic Management and Parking teams.

Legal Implications

- 4.2. The proposed Policy falls within the guidelines set by the Road Traffic Act 1984.

Financial and Resource Implications

- 4.3. The policy ensures that the Council recovers all costs relating to the delivery and ongoing operational costs for residential parking schemes.

Equalities Impact Implications

- 4.4. There are no direct Equalities Impact Implications, each Parking Management scheme is evaluated individually in relation to its impact .

Other

- 4.5. Subject to the policy being approved by Cabinet, it is proposed to develop a communications plan which will ensure both Residents and Members are fully informed of the proposed changes.
- 4.6. It is proposed that a Members Workshop should take place to allow all Members an opportunity to be updated the new Policy building upon previous member parking workshops.

5. CONCLUSIONS

- 5.1. The proposed Parking Policy clearly sets out the Councils position regarding the design, implementation and management of Residents parking Schemes.
- 5.2. It will ensure most residents enjoy value for money from their permit scheme, along with flexibility by way of the virtual permit proposals.
- 5.3. It addresses the needs of Medical Carers reducing the challenges they currently face when needing to park in residents parking areas.

- 5.4. For several years Members have requested improvements to the criteria and operation of parking schemes. It is believed the proposed policy addresses this. The Portfolio Holder for Operational Services supports the proposed Policy.
- 5.5. The proposed Policy which serves residents parking schemes throughout the borough will reduce operational costs, ensure all schemes are self-financing and provide an improved quality of life for its residents.

BACKGROUND DOCUMENTS:

Appendix A Rushmoor Borough Council Policy for Residents parking schemes.

Appendix B 2008 Policy for introducing parking restrictions in residential areas.

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Head of Service – Paul Brooks/ paul.brooks@rushmoor.gov.uk /01252 398544

RUSHMOOR BOROUGH COUNCIL

**Policy for
Residential Parking Schemes**

January 2020

Residents' parking schemes

A number of schemes operate whereby on-street parking is reserved for the use of residents when they are having difficulty parking on the street near their home due to the parking of non-resident vehicles. This is achieved through issuing virtual permits which can be allocated to individual vehicles by residents via a web link , and designating parking places for permit holders. Schemes of this type are expensive to implement, administer, enforce and maintain and therefore they must operate on a full recovery basis.

Specific details such as how many permits should be available to each household, the cost of permits and the times the parking restriction applies will vary in accordance with the local problem being addressed and the available road space to park within the parking zone .

The objective of the criteria is to create parking opportunities for residents with little or no off-street parking near busy town or village centres or other locations attracting commuters and visitors, where there is a high demand for on-street parking. It should be noted, however, that it is important to strike a balance between residents' parking and the on-street parking necessary to assist the economic vitality of local centres and access to facilities.

Residents' parking schemes should only be provided if most residents have little or no off-street parking space and if residents' difficulty in finding space to park is caused by the parking of non-resident vehicles. In situations where a road is being used as long stay parking by commuters, for example, but most residents have off-street parking, a single yellow line restriction preventing parking for part of the day will be more appropriate if a need for restricting parking has been identified.

The following criteria will apply when considering the need for a residents' parking scheme:

(a) Assessment of need:

1. Schemes shall not be considered where a resident has the ability to provide, at reasonable cost to them self, parking within their own curtilage. This may be dependent upon local planning policy. Exceptions could be made in areas where the alteration of premises to accommodate parking may have an adverse impact on the appearance of a street;
2. Surveys should be undertaken to confirm that there is a shortage of on-street space for residents and/or their visitors due to parking by non-resident vehicles. The survey should identify the amount of available kerb space and how long vehicles are parked on a typical day in order to determine the level of difficulty for residents;

3. Generally, not more than half of the residents should have sufficient parking available within the curtilage of their property or allocated to that property in the form of private garages or other parking space.

(b) Determination of feasibility and type of scheme:

1. The normal working day or peak demand for resident spaces needs to be identified. If this demand cannot be met it will need to be determined as to whether it would be better to leave the current parking situation as it is or to progress a permit scheme which would assist some but not all residents;

2. Consideration must be given to the overall parking needs for the area. Locations that are close to shopping and business areas where there is a lack of short stay on-street parking or convenient off-street parking may need to allow a proportion of short-stay parking for non-resident vehicles. Where such a need is identified, time limited parking should be provided. Such parking could include an exemption on the time limit for permit holders;

3. If the spaces are to be reserved exclusively for permit holders because it has been shown that parking of non-residential vehicles is not necessary to meet the needs of the area, consideration should be given to signing the scheme as a Permit Parking Area or Zone in order to minimise the requirement for signs and road markings and therefore reduce the visual impact of the scheme.

4. Careful consideration should be given to the impact of the signs and markings of permit schemes in conservation areas;

5. The Highway Authority (the County Council) must be satisfied that a reasonable level of enforcement of the scheme can be maintained;

6. It must be shown that the introduction of the scheme will not cause unacceptable problems (such as displaced parking) in adjacent roads. It may be necessary to widen the potential area covered.

(c) Consulting and implementation:

1. Prior to formal advertisement of the Traffic Regulation Order, residents should be consulted on the proposals and these should be acceptable to the greater proportion of residents (See percentage figures below). The consultation should include details such as the cost of permits, how many permits residents will be entitled to and arrangements for visitors;

Consultation criteria

1-10 properties 62%, 11-30 properties 72%, 31 properties – onwards 82%

A nil response will be considered as not having any objection to the proposals

2. Local businesses and amenities located within and close to the area affected by the proposals should also be consulted.

Other important considerations:

- Eligibility for permits
 - Maximum 2 permits per household this may reduce to 1 according to the road space available within each scheme
 - Households with off street parking may only be eligible for a maximum of 1 permit in some cases no permits based on an evaluation of their off street parking provision
 - **Any existing HMO`s or flats which at the time of this policy coming into operation will revert to the same allocation of permit numbers as a single property/ dwelling house at the next renewal date**
 - **Properties converted to Houses of Multiple Occupancy (HMO`s) or flats will only be entitled to the same maximum number of permits as any one singular property/dwelling house within the scheme**
 - **Charges must be made for permits at a level that will ensure the scheme is fully self-financing. The permit charge will be reviewed annually and agreed in line with the Councils current fees and charges review policy. The County Council has set a minimum annual permit charge that will be subject to annual review and inflation;**
 - Spaces cannot be allocated to specific properties and a permit does not guarantee a parking space;
 - The formalisation of parking spaces through a residents' parking scheme may lead to a reduction in the amount of parking space available;
 - **An arrangement for short term permits for use by visitors and medical carers may also be considered, these must also be charged at a level where full cost recovery is achieved. They will be reviewed annually in line with the council's fees and Charges Policy. Medical carers permits will only be valid for a maximum 6 months at any one time**
 - Schemes will take into account the needs of non-residential properties within the parking area ie: nursery schools, local

convenience shops etc. Appropriate times restrictions will be introduced within these areas

- Permits
 - ***Following a transition period All Permits will be issued via an online portal these will be virtual and assigned to a property.(at the date of the writing of this report the online service is still in development)***
 - ***Residents will be able to interchange permits between vehicles at anytime via a secure login***
 - ***Permits will be charged at a minimum rate set by the County Council for the first permit and will be increased for subsequent permits. All permit rates will be reviewed annually (2020/21 rates, First permit £50 second £70)***

Core Operational Policy (taken from the Hampshire County Councils Operational Policy)

- (i) Residential Parking Schemes must operate on a full cost recovery basis. The on-street parking account must not be used to subsidise the operational costs of Residential Parking schemes.
- (ii) Schemes must be self financing with income from permits covering the full cost of scheme operation including permit administration, scheme management, IT costs, enhanced CEO enforcement time and the ongoing revenue costs associated with the maintenance of the associated signs and lines.
- (iii) A minimum first Permit charge of £1 per week, which will be rounded to an annual minimum payment of £50 is to be charged. Permit charges in smaller zones may need to be higher to cover operating costs. Permit charges must also be subject to inflation and annual charging reviews. However, where a district or borough council decides to keep permit charges below a level where full costs are recovered, they will be required to credit the on-street parking account with a payment equal to the lost income.
- (iv) Charges for second permits must be set at a level that will help ensure schemes are not oversubscribed with excessive permits issued in relation to the available parking within an area.
- (v) Charges for subsequent permits (subject to local policy and where enough kerb space exists) must also be charged at a level that will

discourage an excessive proportion of the available on-street parking being taken by individual properties.

- (vi) Charges for visitor and trade permits also need to be set at a level to achieve full cost recovery and to manage demand.

Future considerations:-

Charging structure for permit charging could be amended to take into account vehicle emissions ie:- higher emission would pay a far higher charge for their permit

POLICY FOR INTRODUCING PARKING RESTRICTIONS IN RESIDENTIAL AREAS

Introduction

This policy is to ensure the best use of resources for traffic management measures. Priority will be given to schemes that meet agreed criteria and where the majority of residents affected are in agreement with the proposals.

Background

The County Council delegates authority to Rushmoor to exercise its powers to make Traffic Regulation Orders (TROs) through an agency agreement.

The agreement authorises Rushmoor to consult on and make TROs to prohibit or restrict parking on roads and also to produce TROs relating to the movement of traffic (one way streets, turning restrictions, speed limits etc) in consultation with the County.

Funding is allocated by the County for this work.

Criteria for Schemes

The principal aims and objectives for this work come from the Hampshire Local Transport Plan. They are to:

- i) increase accessibility
- ii) promote safety
- iii) reduce the impact and effect of congestion
- iv) widen travel choice
- v) improve air quality

In the light of these objectives, schemes included in Rushmoor's programme should reflect the following criteria:

- i) there are access problems which could affect the free passage of emergency vehicles and refuse freighters; or
- ii) there is a history of personal injury accidents; or
- iii) there is a history of traffic congestion; or

- iv) in a residential area, where residents rely largely on street-side parking, the space for residents to park is dominated by motorists coming from outside the area (ie: commuters or shoppers).

In residential areas, it is important to recognise that residents do not have a right to park on the road near their homes or to prevent other road users from parking there. As a result, restrictions should only be considered when at least one of the criteria above is met. We would also need to be confident that restrictions can be properly enforced.

Principles for consultation

Experience in Rushmoor and elsewhere shows that problems can arise, when schemes are implemented, if there is not the full support of residents. Our experience has been that we cannot rely solely on the statutory consultation process to determine public opinion.

The following principles will apply to consultations on restrictions in largely residential areas:

- i) where there is a proposal or request for a scheme, a full consultation takes place with residents and businesses in the road affected. This will include any adjoining roads which might also be affected. Ward members and the county councillor will be consulted on which roads should be covered by the consultation;
- ii) the consultation will make it clear that we will assume that households which do not respond are **not** in favour of the scheme; and
- iii) we will normally expect a response of 85% in favour from residents directly affected, before proceeding with a statutory notice for a scheme. We will also need to be comfortable that there will not be a detrimental impact on residents in adjoining roads.

CABINET
28 APRIL 2020

COUNCILLOR PAUL TAYLOR
CORPORATE SERVICES PORTFOLIO HOLDER
REPORT NO. FIN2012

REVENUE BUDGET MONITORING REPORT Q3 2019/20

SUMMARY:

This report sets out the anticipated financial position for 2019/20, based on monitoring exercise carried out with budget officers during February.

RECOMMENDATIONS:

Members are requested to note the latest Revenue forecasts.

1 INTRODUCTION

- 1.1 This report provides the monitoring position statement for the financial year 2019/20. The purpose of this report is to notify members of any known significant variations to budgets for the current financial year, highlight any key issues, and to inform members of any action to be taken if required.
- 1.2 Due to the volume of information contained in the report, it would be helpful where members have questions on matters of detail if they could be referred to the report author or the appropriate Head of Service before the meeting.

2 EXECUTIVE SUMMARY

- 2.1 The financial position set out in this report indicates that the General Fund budget in line with the revised estimate approved by Council in February 2020. The forecast variation on the budget is £12k.
- 2.2 Whilst the overall level of variation reported can be seen as not material, this masks some significant variations across the portfolios that members should consider. These are set out in more detail in Section x and Appendix B of this report.
- 2.3 It is worth noting that there are a number of factors that are highlighted in the section below that are likely to have a material impact on the final outturn position which is due to be considered by Cabinet in June 2020. The uncertainty around the forecast in this report is largely due to the impact of Covid-19 (also known as Coronavirus).

3 RISKS AND UNCERTAINTIES

3.1 Whilst this budget monitor can be seen as a draft outturn report, there is a degree of uncertainty in the outturn forecasts provided by budget holders as the majority of the estimation was undertaken in late February 2020.. There are a number of risks and uncertainties in the outturn forecasts, which are set out below.

Covid-19

3.3 At the time of writing, there was an increasing risk from the impact of the Covid-19 on the county and more locally across the Borough. It is likely there will be a financial impact from Covid-19 but it is too early to estimate the extent or the service area budgets. In all likelihood, over the coming weeks the Council will incur additional expenditure as it mitigates the impact of the virus outbreak on essential Council services. This may not initially lead to a significant level of unplanned/additional spend in 2019/20 but will continue into 2020/21. It is also likely that income from services will see a downturn.

3.4 The Council will need to consider the financial impact of Covid-19 and how to protect the revenue budget in 2020/21. Whilst the Council would be able to draw upon the Stability and Resilience Reserve in the short-term, it is recommended that a priority for any additional year end surplus should be to set aside further funds to mitigate the financial risks.

3.5 At this early stage, the following financial risks have been identified, although further financial pressures may materialise over the coming weeks and months.

- Council Tax and Business Rates – Financial pressures on Council Tax and Business Rates payers may reduce the level of income collected in 2019/20, although it is more likely to come through in 2020/21. The Council will need to understand the impact on the Collection Fund during the year and update assumptions within the medium-Term Financial Strategy (MTFS).
- Commercial Rents – The Council holds a variety of commercial investment properties and has become increasingly reliant on rental income to support the budget. Given the impact on the economy of Covid-19, the Council will need to take additional steps to ensure rental income due is collected, whilst at the same time being aware of the longer-term impact on the MTFS. The Council established a Commercial Reserve during the year to provide mitigation against fluctuations in income and expenditure across the commercial property

portfolio. Whilst this can provide some short-term smoothing of rental income, the reserve will need to be maintained across the MTFFS period at a level commensurate to the risk within the portfolio.

- Income – (e.g. Princes Hall, Car Parks) – Given the Government’s advice around social activities, the level of income from fees and charges is likely to be lower than the budgeted level over the coming weeks. It is too early to provide any assessment of the impact, but the revenue budget is supported by around £9m of income from fees and charges.
- Expenditure – additional expenditure may be required across a variety of services in order to support vulnerable groups or to maintain vital Council services.
- Treasury Management activities – there has been considerable volatility in financial markets during March. This may impact on the level of returns the Council is able to achieve on its Treasury Investments. The reduction in the Bank of England Base Rate to 0.1% and volatility in the PWLB rates also presents a challenge in terms of managing the Council’s debt portfolio over the longer-term. The recent consultation on PWLB lending adds further uncertainty.

ESSO Pipeline

- 3.6 As part of the Council’s response to the proposed route for the ESSO Pipeline, the Council may incur additional expenditure over and above that set out in this report. The Council is finalising its submission of evidence to the Examination in Public and will seek additional legal counsel/expert opinion over the coming few weeks. It is estimated that the additional cost for this will be in the region of £10k. It is likely that some additional costs will arise in 2020/21 due to the need for legal/expert advice relating to matters that may not be resolved by the planned closure of the EiP on 02 April 2020 and in dealing with potential consideration of discharge of requirements in due course.

4 REVENUE BUDGET FORECAST

- 4.1 The revised Service Revenue Expenditure budget of £10.430m was approved by Council at their meeting on 20 February 2020. Taking into account Corporate Income and Expenditure, Movements in Reserves and planned Savings, the Revised General Fund budget is £8.893m.
- 4.2 Therefore, a planned surplus of £2.903m was allocated to a number of earmarked reserves reflecting the key priorities of the Council and to mitigate future financial risk.

- 4.3 The expected forecast outturn for the current financial year is based on the Council's actual financial position for Quarter 4 with budget holders projecting their year-end position based on known commitments and an estimate of income and expenditure for the remainder of the financial year.
- 4.4 The forecast outturn on the General Fund revenue budget is £9.465m; a variation of £965k when compared to the latest budget of £10.430m, as shown in Table 1 below.

Table 1: Portfolio variance summary

	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Outturn Forecast (£'000)	2019/20 Outturn Variation (£'000)
General Fund Revenue Budget				
Corporate & Democratic Services	5,707	5,422	5,328	(94)
Customer Experience & Improvement	174	41	38	(3)
Major Projects & Property	(2,292)	(4,353)	(4,444)	(91)
Operations	8,661	8,011	7,460	(551)
Planning & Economy	2,752	2,830	2,765	(65)
ICE Programme	0	468	307	(161)
SUBTOTAL	15,002	12,419	11,454	(965)
Less: Reversal of Accounting entries	(2,460)	(1,989)	(1,989)	0
Net Service Revenue Expenditure	12,542	10,430	9,465	(965)

- 4.5 Whilst the overall variation at Portfolio level can be viewed as reasonably positive (net £965k underspend on £10.430m budget or -9.25%), there are several offsetting budget variations and significant transfers to earmarked reserves. Therefore, Table 2 shows the outturn forecast taking into account non-service income and expenditure (as detailed in the MTFS).
- 4.6 The net variation of £935k on Non-Service income and expenditure (Corporate Income & Expenditure, Movement in Reserves, Savings Plan) is largely due to the transfer of additional income across the portfolios to earmarked reserves.
- 4.7 The impact of the projected £12k variation on the Core Surplus/(Deficit) is minimal. This report does not propose any changes to the additional transfer to reserves. It is worth highlighting the value of carry forwards that have been requested by budget holders to date. This report makes no decision on the treatment of these year-end balances given both the requests and outturn forecast are provisional.

Table 2: General Fund Revenue Summary

	2019/20 Original Budget (£'000)	2019/20 Revised Budget (£'000)	2019/20 Outturn Forecast (£'000)	2019/20 Outturn Variation (£'000)
General Fund Revenue Budget				
Net Service Revenue Expenditure	12,542	10,430	9,465	(965)
Corporate Income & Expenditure	1,153	(635)	(586)	49
Movement in Reserves	(667)	(458)	355	813
Savings Plan	(4,256)	(444)	(353)	91
Net General Fund Revenue Budget	8,772	8,893	8,881	(12)
Funded by:				
Council Tax	6,409	6,409	6,409	0
Business Rates	3,836	3,836	3,836	0
New Homes Bonus	1,010	1,010	1,010	0
Other	432	541	541	0
TOTAL Funding	11,687	11,796	11,796	0
Core Surplus or (Deficit)	2,915	2,903	2,915	12

4.8 However, if all carry-forward requests were approved, this would result in a further transfer to earmarked reserves of £387k resulting in a net deficit on the General Fund of £375k. This would have to be financed from the Stability and Resilience Reserve. Therefore, it is important that carry-forwards are only requested that support the delivery of the Council's key priorities and Council Business Plan.

5 REVENUE BUDGET VARIATIONS

5.1 Table 3 below shows the material variations that Heads of Service have provided commentary for in this report. Appendix B sets out in significant detail the individual service variations across each portfolio.

5.2 The outturn estimates a net favourable variance (underspend) of £965k against the revised budget. Major variances are set out in **Appendix B**.

Table 3: Material Portfolio variations

Portfolio	Service Heading 2	Expenditure Variations (£'000)	Income Variations (£'000)	Net Variation (£'000)
Corporate & Democratic Services	Electoral Registration	(64)	0	(64)
Corporate & Democratic Services	Community Leisure	(15)	0	(15)
Corporate & Democratic Services	HR Support Service	(18)	0	(18)
Customer Experience	IT (Application/Service Desk/Technical support)	12	0	12
Major Projects & Property	Farnborough Regeneration Strategy	(30)	0	(30)
Major Projects & Property	Aldershot Regeneration Strategy	(30)	0	(30)
Major Projects & Property	Rushmoor Properties (Housing Company)	(43)	0	(43)
Major Projects & Property	Commercial Investment Properties	20	29	49
Operational Services	Housing Advice	(48)	0	(48)
Operational Services	Parks and Recreation Grounds	47	(490)	(444)
Operational Services	Crematorium	(13)	99	86
Operational Services	Street Cleansing	(34)	0	(34)
Operational Services	Leisure Services	(38)	0	(38)
Planning & Economy	Princes Hall	57	(37)	21
Planning & Economy	Town Centre (part)	(10)	(10)	(20)
Planning & Economy	Development Control	26	6	32
Planning & Economy	Economic Development	0	(100)	(100)
N/A	ICE Programme	(161)	0	(161)
	All other variations	39	(159)	(120)
TOTAL		(303)	(662)	(965)

Corporate and Democratic Services

- 5.3 Electoral Registration – Government grants have been built up to facilitate the implementation of the process review of the electoral service. The project has now been incorporated in the ICE programme. The carry forward will support the implementation and allow targeted work with the military (£6,000) and the Nepalese Community (£6,000).
- 5.4 Cycle track feasibility (Community Leisure) – There has been a delay in identifying a viable site option. A site has now been identified and the carry forward will enable the detailed feasibility study to be undertaken.

Customer Experience

- 5.5 IT Expenditure – Whilst the overall variation on IT shown in Table 3 is a £12k overspend, it is projected that IT staffing-related budgets will overspend by £44k. Largely, the additional expenditure is due to difficulty in recruiting IT staff given the shortage of suitably qualified and experienced IT professionals and the proximity of the Council to the competitive London recruitment market.
- 5.6 IT Service Desk – has seen an increase in expenditure on temporary staff, additional resource required to cover sickness absence and to raise the level of technical expertise required to support an increasing number of complex system work and to improve delivery. Whilst successfully recruiting a Team Leader, work will be undertaken during 2020/21 to recruit two new permanent members of the team, therefore reducing the need for contract resource.

Major Projects and Property

- 5.7 Appendix B sets out in some detail the income and expenditure variations associated across the Portfolio. The key variations in Table 3 can be seen in terms of Regeneration Strategy and Commercial Investment Properties.
- 5.8 Improvement funds for Aldershot and Farnborough (£60k underspend) have not been utilised in current financial year and will be carried forward into 2020/21.
- 5.9 There are a number of income and expenditure variations across the Commercial Investment Property portfolio. There is not one common reason for variations, but this does reflect the volatility in expenditure and income from holding a significant and diverse portfolio of properties:
- Belle Vue Enterprise Centre (£85k additional income) - Net improvement to date in rental income as leases have been renewed. Not all renewals have been completed due to legal difficulties in negotiations.

- Wellesley House (£30k income shortfall) – First floor of the property remains vacant leading to an adverse variation.

Operational Services

- 5.10 Table 2 shows a number of key variations across Operational Services. The most significant is in relation to Parks and Receptions Grounds where the Council has received £463k of SANG contributions in-year that will be transferred to the relevant Earmarked reserve.
- 5.11 The Crematorium is forecasting an under achievement of income for the year of around £99k. This is due to a lower number of cremations over the period reflecting the national reduction in the death rate of around 10%. This had an impact on the Council's direct cremation fee income and subsequent memorial sales as the two are linked.

Planning and Economy

- 5.12 Princes Hall very successfully managed to increase its lettings income through effective marketing and promotion. It also revamped its monthly evening offer for young teens which was relaunched as Vibe. This has exceeded expectations attracting up to 700 young people. However, these positive increases have been offset by the ticket sales for autumn shows being below target reflecting uncertainties in the economy and reductions across the economy in this type of discretionary spending.
- 5.13 Town Centres – The additional £10k for Aldershot Town Centre arose from income from Shopwatch and there is an agreement with the retailers that this will be spent in the Town Centre.
- 5.14 Development Control –The shortfall in Planning pre-application income is due to a combination of lower number of applications and that the balance of smaller and larger applications. It highlights the need to review pre-application charges in 2020/21.
- 5.15 Economic Development – Gulfstream have plans to drawdown the training support agreed as part of their relocation. However, they wished to wait until the process of identifying the numbers and roles redeploying from Luton has been completed. This is now concluding and spend is likely to commence in 2020/21. Therefore, the budget of £100k will be carried forward into the new financial year.

- 5.16 A significant element of the variations shown in Table 3 and explained in the narrative above are due to changes in income that are either ring-fenced for use outside of the general fund or have been received in advance for future years' funding and reduction in expenditure due to delays in projects. These amounts are not available for spending on general activities and will be transferred to various reserves as follows:
- £463k net additional income in respect of s106 developers' contributions for Suitable Alternative Natural Green Space (SANGS) which is ring-fenced for spending on SANGS provision and maintenance at Southwood Woodlands and Rowhill Nature Reserve.
 - £6k increase in expenditure as a result of consultancy on SPA project. Transfer from Planning Delivery Fund
 - A reduction in transfer to Civil Parking Enforcement (CPE) surplus due to a net decrease in revenue cost of £35k (£14K non-salary expenditure decrease and £21K salary saving)
 - £58k net income in respect of A331 Air Quality Projects
 - £60k reduction in Service Improvement Fund requirement.
 - £176K reduction in draw on ICE reserve due to underspend within the ICE programme
 - £41K of underspend/increased income generation impacting other earmarked reserve transactions
- 5.17 As highlighted in para 3.6, provisional carry forward requests of £387k have been made by budget holders and will be subject to formal review by Corporate Leadership Team in accordance with the Financial Procedure Rules.
- 5.18 As a result of the variations referred to above, the general fund forecast shows a projected year-end balance of £2m after reviewing the level of transfers to or from major reserves such as the Stability & Resilience Reserve, the Service Improvement Fund and Commercial Reserve.
- 5.19 The potential effect of both the revenue and capital variances upon on each balance/reserve/funding source is shown in the table below.

Table 4: Summary Reserve Movements

Balance and Reserves (excluding specific earmarked reserves)	Balance as at 01 April 2019 (£'000)	Planned transfer to / (from) Reserves (£'000)	Additional Transfers to / (from) (£'000)	Forecast Balance at 31 March 2020 (£'000)
General Fund Balance	2,000	0	0	2,000
Commercial Property Reserve	475	2,000	15	2,490
Stability & Resilience Reserve	4,869	0	0	4,869
Service Improvement Fund	1,001	(342)	60	719
Regeneration Reserve	0	450	0	450
Due Diligence Reserve	0	250	0	250
Workforce Reserve	0	200	0	200
Other Earmarked Reserves	5,719	(115)	752	6,356
Subtotal	14,064	2,443	827	17,334

6 INCOME/SAVINGS TARGETS

6.1 The original budget for 2019/20 identified the need for £3.931m of savings/income generation. During the year to date £3.364m of net cost reductions have been built into the approved budget. Resulting in a current approved budget savings target of £0.97m and an outturn target of £0.114m. Table 4 below shows the savings movement by area. Detail savings per portfolio are given in **Appendix C**.

Table 5: Savings Movement Summary

	2019/20 Original Target (£'000)	2019/20 Revised Target (£'000)	Achieved against Revised Target (£'000)	Forecast (£'000)	(Under) / Over against Revised Target (£'000)
Savings Plan progress					
Organisational Redesign	300	0	0	0	0
Major contract renewal - Leisure	230	0	0	0	0
Commercial Property Investment	3,191	250	97	114	(136)
Reduction in service costs	151	0	0	0	0
Reviewing fees, charges and concessions	59	0	0	0	0
Total Savings Plan	3,931	250	97	114	(136)
Vacancy Monitoring	325	194	194	239	45
Total Savings	4,256	444	291	353	(91)

Note: Change between original and revised target - savings transferred to Portfolio budgets

- 6.2 The staff monitoring exercise has identified a net projected outturn of £239k from salary savings, which is above the £194k expected to be delivered against the revised budget.

7 RESERVES

- 7.1 The level of balances shown for the General fund is consistent with the minimum risk-based balance of £2m set out in the Budget Strategy report to Cabinet in October 2019.
- 7.2 Consideration should be given to balances across the three main working reserves – the General Fund, the Stability and Resilience Reserve and the Service Improvement Fund – to determine the appropriate levels to hold in each in accordance with the Financial Strategy.
- 7.3 The Stability and Resilience Reserve was set up to allow the Council to weather fluctuations in its net expenditure while consideration is given to longer-term plans for meeting any funding gap. This means that actions are thought-through and well-considered rather than relying on quick fix, unsustainable solutions. Given the volatility in our income streams, especially around the operation of the Business Rates Retention Scheme, it is prudent to hold a reasonable reserve for this purpose. This is particularly relevant as we move into a round of consultations on the future funding of local government (Fair Funding Review) which will review the funding allocations between local authorities from 2020/21.
- 7.4 The balance on the fund at the close of 2019/20 is estimated at £4.869m to cover short-term fluctuations in income due to the operation of the Business Rates Retention Scheme, for example.
- 7.5 The Service Improvement Fund is held to support key projects such as invest-to-save schemes, which underpin the Council's plan for a sustainable organisation. Table 5 below shows the use of the Fund as approved in the revised budget alongside the latest estimates of expenditure for both the current and future years.

Table 6: Service Improvement Fund

	Approved Budget 2019/20 (£'000)	Forecast Expenditure 2019/20 (£'000)
SERVICE IMPROVEMENT FUND		
Opening balance on Fund		(1,001)
Transfer from SIF to ICE Programme Reserve	618	618
Backfill for Finance improvement projects	4	4
Temporary Property Assistant	4	4
Regeneration Backfill	60	0
Organisational Redesign, Structure Review and Transitional Arrangements	205	205
Feasibility Studies	10	10
Council Offices Boiler Replacement	20	20
Investment Property Portfolio LSH Investment Management Review	39	39
Closing balance		(101)

7.6 The Council has the flexibility to use some of its Capital Receipts to support revenue spending in the pursuit of efficiency and service transformation.

7.7 The strategy for Flexible Use of Capital Receipts 2019/20 was approved at Full Council on 21 February 2019.

Table 7: Flexible Use of capital Receipts

Project	Total Approved Budget 2019/20 (£'000)	Forecast Expenditure 2019/20 (£'000)	Forecast Variance (£'000)
Opening Balance	187	187	
Additional Capital Receipt			
Income Generation & Commercial			
To support the delivery of the Housing and Regeneration Programme	17	17	0
To explore new ways of delivering services while maintaining or improving service standards and reducing costs	68	56	(12)
Customer & Digital			
A comprehensive IT approach to integrate the client and contractor systems	26	14	(13)
Feasibility and implementation of an expanded customer hub model	0	0	0
Unassigned	76	0	(76)
Total Expenditure	187	87	(101)
Closing Balance	-	101	

7.8 The overall effect on the main working balances is shown in Table 4 earlier in the report

8 CONCLUSIONS

8.1 There will always be variances reported in-year against budgets due to the Council adapting its priorities to manage inevitable changes in demand pressures and having a flexible approach to changing circumstances. While we would not want financial constraints to hamper this responsive approach, which works well for residents, the Council does need to reduce its net cost of services (by reducing costs or increasing income) to achieve financial sustainability.

8.2 Given the potential impact of Covid-19 on the Council's budget and finances, further variations against budgets are expected.

8.3 However, there is a need for strong and robust budgetary control to ensure that services costs are managed effectively. As this report highlights, there are a number of offsetting variations across portfolio budgets. The projected net variation of £965k may provide some comfort that the financial performance of the Council is relatively strong. However, sections 3 and 4 of the report have highlighted, there are some material income and expenditure pressures that will need to be addressed to ensure long-term sustainability of the Council is to be achieved.

8.4 Budget and efficiency savings need to continue to be identified through the budget monitoring process to contribute to the overall reduction in service budgets. A proactive approach to savings is encouraged where budgets that are no longer required can be counted against the savings targets. In the event of in-year budgetary pressure, budget holders should ensure that additional costs or income shortfalls can be contained within existing resources. If this is not possible, options for corrective action should be considered and agreed with Heads of Service and Finance where appropriate.

8.5 There is a risk that the impact of Covid-19 may make it more difficult for the Council to achieve Savings Plan Targets over the MTFS Period. Should savings not be achieved there is short-term flexibility to support the general fund balance through use of the Stability and Resilience reserve but reductions in net expenditure must be achieved in the longer-term to avoid reliance on one-off funding.

- 8.6 While this report provides reassurance for the current financial year, the scale of the challenge over the medium-term remains considerable and efforts should be concentrated on moving forward modernisation and improvement plans in order to support delivery of the Council Business Plan and secure a sustainable financial future.

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	2019/20 Original Estimate (£'000)	2019/20 Revised Estimate (£'000)	2019/20 Forecast Outturn (£'000)	2019/20 Forecast Variance (£'000)
Net Cost of Services by Portfolio				
1 Corporate & Democratic Services	5,707	5,422	5,328	(94)
2 Customer Experience and Improvement	174	41	38	(3)
3 Major Projects and Property	(2,292)	(4,353)	(4,445)	(91)
4 Operational Services	8,661	8,011	7,460	(551)
5 Planning & Economy	2,752	2,830	2,765	(65)
6 ICE	0	468	307	(161)
7 PORTFOLIO NET EXPENDITURE	15,002	12,418	11,453	(965)
8 Capital Accounting Charges - Reversed	(1,964)	(1,802)	(1,802)	0
9 Pension Adj/Employee Benefits Reversed	(496)	(187)	(187)	0
10 NET EXPENDITURE AFTER ADJUSTMENTS	12,542	10,429	9,464	(965)
Savings Plan				
11 Reductions in Service Costs/Income Generation	(3,931)	(250)	(114)	136
12 Vacancy Monitoring	(325)	(194)	(239)	(45)
13 Corporate Income and Expenditure	757	(635)	(586)	49
14 Contributions to/(from) Reserve Accounts	2,248	2,443	3,256	813
15 Funding	(4,883)	(5,387)	(5,387)	0
16 NET TOTAL EXPENDITURE	6,409	6,406	6,394	(12)
17 Contribution to/(from) balances	0	3	15	12
18 COUNCIL TAX REQUIREMENT	6,409	6,409	6,409	0
REVENUE BALANCES				
19 1 April	2,000	2,000	2,000	0
20 General Fund Transfer	0	3	15	12
21 31 March	2,000	2,003	2,015	12

Notes:

13 Corporate Income and Expenditure				
Interest Receivable	(1,358)	(1,600)	(1,600)	0
Interest payable	1,056	880	880	0
Minimum Revenue Provision	1,410	1,410	1,410	0
Other Corporate Income and Expenditure	45	(1,325)	(1,276)	49
Total	1,153	(635)	(586)	49
14 Contributions to/(from) Reserve Accounts				
Transfers to CPE Surplus Account	76	82	117	35
Contributions to/(from) earmarked reserves/prior yr grants	(218)	209	754	545
Contributions to/(from) Service Improvement Fund	(93)	(342)	(282)	60
Contributions to/(from) Stability & Resilience Reserve	483	0	0	0
Contributions to/(from) Commercial Reserve	2,000	2,000	2,000	0
Contributions to/(from) ICE Reserve	0	(406)	(233)	173
Contributions to/(from) Regeneration Reserve	0	450	450	0
Contributions to/(from) Due Diligence Reserve	0	250	250	0
Contributions to/(from) Workforce Reserve	0	200	200	0
Total	2,248	2,443	3,256	813
15 Funding				
New Burdens and other non-ring-fenced grants	(36)	(145)	(145)	0
New Homes Bonus	(1,010)	(1,010)	(1,010)	0
Revenue Support Grant	0	0	0	0
Business Rates Retention (BRR)	(3,836)	(3,836)	(3,836)	0
Collection Fund Surplus - Council Tax	(97)	(97)	(97)	0
Collection Fund Surplus - NNDR	(299)	(299)	(299)	0
Total	(5,278)	(5,387)	(5,387)	0

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APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variations identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Corporate and Democratic Services Portfolio - VARIANCES RELATED TO EXPENDITURE BUDGETS			£000
Expenditure			
Corporate Manager Legal Services	Land Charges	Adverse variance due to additional spend on the land search element that Hampshire County Council do. This is due to an increase in volume of searches requested	6,000
	Legal Support	Adverse variances on books and publications due to unpaid invoices in the previous year	5,000
Democracy, Strategy and Partnerships	Electoral Registration	Favourable variance. Outcome of the review of electoral services is now reaching the implementation stage. The re-design work has taken additional time and has now been included in the ICE Programme (the majority of the CARRY FORWARD TO BE REQUESTED will be included in the programme)	(63,500)
	Community Leisure	Reduction in spend in 2019/20 on the cycle track feasibility as the cost is likely to slip into 2020/21 (CARRY FORWARD TO BE REQUESTED)	(15,000)
Financial Services	Rent Allowances	Adverse variance, additional software costs due to changes in scheme government funded	14,000
Human Resources	Support Service	Favourable variance on corporate training (CARRY FORWARD TO BE REQUESTED)	(8,500)
	Support Service	Favourable variance Budget agreed for 2019/20 for management development programme training, now being phased over two years so budget requirement will need to be carried forward (CARRY FORWARD TO BE REQUESTED)	(9,500)
All other expenditure variances CDS Other			(12,200)
Total Expenditure Variances in Corporate and Democratic Services Portfolio			(83,700)

Corporate and Democratic Services Portfolio - VARIANCES RELATED TO INCOME BUDGETS			£000
Income			
Corporate Manager Legal Services	Land Charges	Favourable variance due to additional search income received relating to an increase in volume of searches requested	(12,000)
	Legal Support	Adverse variances on underachievement of Section 106 income due to a reduction in volume and the planned increase in individual fees not coming to fruition as the simplistic nature of the work could no longer justify it	18,000
Financial Services	Rent Allowances	Favourable variance additional central government grant to fund additional software costs	(14,000)
	Rent Allowances	Favourable variance additional central government grant for Verifying Earnings and Pensions (VEP)	(9,000)
All other income variances CDS Other			6,500
Total Income Variances in Corporate and Democratic Services			(10,500)

Total Net Variances in Corporate and Democratic Services Portfolio	(94,200)
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APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Customer Experience and Improvement Portfolio - VARIANCES RELATED TO EXPENDITURE BUDGETS			£000
Expenditure			
Customer Experience	Communications	Favourable variance due to delays in web development and recruitment	(12,000)
ICT, Facilities and Project Services	IT Management	Cost of 'purchasing' temporary staff from recruitment agencies	10,000
	Application Support	Works not carried out on GIS aerial data due to lack of requirement and staff resourcing. As this is a biennial budget it is likely the works will be carried out in 2020/21 (CARRY FORWARD TO BE REQUESTED)	(7,000)
	Application Support	Slight reduction in spend on application software due to changes in software services provided	(5,000)
	Application Support	Increase in spend on development and technical consultancy. The Council has had difficulty in recruiting IT developer's given the shortage of suitable qualified and experienced IT staff and the proximity of the Council to the competitive London recruitment market £28k	(7,000)
	Service Desk	Increase in spend on temporary staff , additional resource required to cover sickness absence and to raise the level of technical expertise required to support an increasing number of complex system work and to improve delivery. Whilst successfully recruiting a Team Leader, work will be undertaken during 2020/21 to recruit two new permanent members of the team, therefore reducing the need for contract resource	16,000
	Technical Services	Increase in spend on development and technical consultancy. The Council has had difficulty in recruiting IT developer's given the shortage of suitable qualified and experienced IT staff and the proximity of the Council to the competitive London recruitment market £28k	15,000
	Council Offices	Increase in spend on general repairs and maintenance due to installation of electric charging points and soundproofing of interview room	6,500
	Council Offices	Reduction in spend on trade refuse due to fewer offices moves and skip hires	(5,000)
All other expenditure variances CE&I Other			(12,600)
Total Expenditure Variances in Customer Experience and Improvement Portfolio			(1,100)
Customer Experience and Improvement Portfolio - VARIANCES RELATED TO INCOME BUDGETS			£000
Income			
No variance over £5,000 reporting threshold			
All other income variances v CE&I Other			(1,900)
Total Income Variances in Customer Experience and Improvement Portfolio			(1,900)
Total Net Variances in Customer Experience and Improvement Portfolio			(3,000)

APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Major Projects and Property Portfolio - Expenditure		VARIANCES RELATED TO EXPENDITURE BUDGETS	£000
Regeneration, Property and Highways	Aldershot Regeneration Strategy	Favourable variance on service improvement fund as not required	(30,000)
	Estates Support	Favourable variance due to a reduction in Valuation Viability Surveys	(10,000)
	Estates Support	Adverse variance on Valuations due to additional works needed from audit findings	5,000
	Corporate Property Management	Favourable variance due to a reduction in need of a consultant for corporate properties this year	(10,000)
	Rushmoor Properties	Favourable variance on responsive repairs and maintenance. CARRY FORWARD TO BE REQUESTED	(90,000)
	Rushmoor Properties	Favourable variance on lease renewals due to difficulties employing staff to instruct conditions' surveys and manage lease work	(5,000)
	Rushmoor Properties	Adverse variance on consultancy fees due to under estimation of portfolio assessments and management fees for external consultant	52,000
	168 High Street, Guildford	Favourable variance on commission, consultancy fees and management fees due to a reduction in use of this property	(13,500)
	36-62 Union Street, Aldershot	Favourable variance on repairs and maintenance due to delays in regeneration relates works ahead of demolition. CARRY FORWARD WILL BE REQUESTED	(20,000)
	Optrex Business Park	Favourable variance for service charges expenditure	(5,000)
	Optrex Business Park	Favourable variance on business rates due to a higher than expected occupancy levels	(6,000)
	Voyager House, Southwood	Adverse variance for miscellaneous expenses	18,000
	Voyager House, Southwood	Adverse variances for agents fees relating to expenses incurred on the property due to the delay in transferral to the Clinical Commission Group	13,000
	Frimley 4 Business Park	Adverse variance due to repayment to previous owner of rent top-up due to the previous vacant unit being filled	44,000
	Trafalgar House, Winchester	Favourable variance for unused valuation and survey budgets requested in the Cabinet acquisition report	(11,000)
	Farnborough Regeneration Strategy	Favourable variance on service improvement fund as not required	(30,000)
	Community Maintenance Team	Additional spend in year due to the purchase of a new vehicle (and plough) to replace a previous vehicle that had come to the end of its lease period. The cost of this vehicle will be capitalised as part of the year end accounting process. The future years revenue budget for leased vehicle costs will be reduced accordingly	22,000
	Marks and Car Boot Sales	Reduction in spend on trade refuse costs	(5,000)
	Other Highways	Reduction in spend on weeds and basal growth around highway tree bases	(13,000)
All other expenditure varianc MPP Other			(14,400)
Total Expenditure Variances in Major Projects and Property Portfolio			(108,900)

APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Major Projects and Property Portfolio - Income		VARIANCES RELATED TO INCOME BUDGETS	£000
Regeneration, Property and Highways	Management	Adverse variance due to a reduction in Valuation Viability Surveys and the associated income	7,000
	Belle Vue Enterprise Centre	Net improvement to date in rental income as leases have been renewed. Not all renewals have been completed due to legal difficulties in negotiations.	(85,000)
	35/39 High Street, Aldershot	Underachievement of rent and service charge due to problems with rent relief and re-establishing the lease terms	10,000
	168 High Street, Guildford	Favourable variance due to back payments of service charges from tenants covering the previous three years	(11,000)
	Wellesley House, 10 Eelmoor Road, Farnborough	Adverse variance for rental income due to first floor vacancy	30,000
	Optrex Business Park	Adverse variance for rental income due to loans to Wellesley House service charge account	15,000
	Ashbourne House, Guildford	Adverse variance for rental income due to missing rent from the acquisition statement on completion on purchase	70,000
	Community Maintenance Team	Increased income following the recharge to other internal departments for adhoc use of the maintenance service	(18,500)
	Other Highway Services	Reduction in engineering fee income due to staff working on internal capital projects	29,100
	Other Highway Services	Internal credit relating to the recharge of staff costs to capital projects	(11,000)
	Other Highway Services	Net additional income from temporary traffic regulation order adverts	(7,300)
All other income variances v MPP Other			(10,500)
Total Income Variances in Major Projects and Property Portfolio			17,800
Total Net Variances in Major Projects and Property Portfolio			(91,100)

APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Operational Services Portfolio - Expenditure		VARIANCES RELATED TO EXPENDITURE BUDGETS	£000
Operations	Health and Safety	Reduction in spend on business continuity in 2019/20 as the cost will slip into 2020/21 (CARRY FORWARD TO BE REQUESTED)	0
	Integrated CCTV	Additional spend on CCTV feasibility project	16,000
	Integrated CCTV	Reduction in spend on equipment maintenance however as the Council is currently on a Pay As You Go contract for equipment maintenance this underspend may fluctuate before the end of the financial year	(7,600)
	Housing Advice	Favourable variance on software costs funded by earmarked reserve, delays due to procurement exercise not having been completed (CARRY FORWARD TO BE REQUESTED)	(9,000)
	Housing Advice	Favourable variance on grant for North Lane Lodge funded by earmarked reserve, delays in Service Level Agreement being signed (CARRY FORWARD TO BE REQUESTED)	(20,000)
	Housing Advice	Favourable variance relating to ring fenced grant received from Trailblazers prevention fund to be used for portable roaming devices for officers, linked to procurement exercise for new software (CARRY FORWARD TO BE REQUESTED)	(18,500)
	Parks and Recreation Grounds	Additional spend on utility costs	5,500
	Parks and Recreation Grounds	Additional spend on repairs and maintenance	14,000
	Parks and Recreation Grounds	Additional spend on suitable projects that developers contributions have been collected for	21,400
	Parks and Recreation Grounds	Additional spend on Rowhill nature Reserve SANG projects funded by developers contributions held in the earmarked reserves	5,900
	Car Parks	Additional spend on the littering and dog fouling contract as the scheme has been extended to the end of this financial year (offset by Fixed Penalty Notice income)	65,600
	Car Parks	Additional spend on leisure centre user rebates	7,700
	Car Parks	Reduction in spend on lift maintenance	(6,000)
	Car Parks	Reduction in spend on lighting repairs	(5,000)
	Car Parks	Reduction in spend on other supplies and services	(5,700)
	Parking Management	Reduction in spend on gantry barriers	(7,800)
	Crematorium	Reduction in spend on utility costs	(13,000)
	Grounds Maintenance Contract	Reduction in spend of grounds maintenance non routine works	(10,000)
	Recycling	Reduction in spend on contractor payment	(5,000)
	Street Cleansing	Reduction in spend on the specialist cleaning budget as the Council has not had any works to carry out to date in 2019/20	(10,000)
	Street Cleansing	Reduction in spend on fly tipping costs	(24,000)
	Aldershot Indoor Pools / Leisure Centre	Increase in spend on consultancy costs	12,000
	Aldershot Indoor Pools / Lido / Farnborough Leisure Centre	Reduction in spend in 2019/20 as the leisure contract procurement budget will slip into 2020/21 (CARRY FORWARD TO BE REQUESTED)	(50,000)
	Southwood Golf Course	Reduction in spend on Non Domestic Rates following a change from golf course to SANG land	(7,000)
	Farnborough Community Centre	Additional spend on Non Domestic Rates bills as the Council are responsible for this cost now that the building is empty (the Regeneration Team is contacting the Valuation Office to review the building's business rates status)	18,600
	Beaumont Guard Rooms	Additional spend on repairs and maintenance	7,000
All other expenditure varianc OPS Other			(200)
Total Expenditure Variances in Operational Services Portfolio			(25,100)

APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Operational Services Portfolio - Income		VARIANCES RELATED TO INCOME BUDGETS	£000
Operations	Pollution and Environmental Control	Additional grant income received in 2019/20 on the A331 Air Quality project. The grant is to be spent annually over the next 4 - 5 years on the monitoring and evaluation, the balance of funds held at the end of the 2019/20 financial year will be transferred to an earmarked reserve to fund the remaining years of the project	(58,000)
	Parks and Recreation Grounds	Additional income from developers contributions being used to fund the additional spend on projects	(21,400)
	Parks and Recreation	Developers income received for Southwood Woodlands SANG *	(35,500)
	Parks and Recreation	Developers income received for Rowhill SANG *	(433,400)
		* These SANG receipts will be transferred to the SANG earmarked reserve from the general fund at year end	
	Car Parks	Additional Fixed Penalty Notice income as the littering and dog fouling contract has been extended to the end of this financial year (offset by additional expenditure)	(70,800)
	Car Parks	Shortfall in penalty charge notices (fines) income due to vacant Civil Enforcement Officer posts	19,400
	Parking Management	Additional pay and display income	(18,400)
	Parking Management	Shortfall in penalty charge notices (fines) income due to vacant Civil Enforcement Officer posts	13,500
	Cemeteries	Additional grave sales income	(5,000)
	Cemeteries	Additional interment fees income	(5,000)
	Crematorium	Reduction in cremation fee income	78,200
	Crematorium	Net reduction in memorial fee income	20,500
	Recycling	Additional glass sales income	(6,500)
	Recycling	Additional green waste sales income	(7,000)
	Blunden Hall	Shortfall in fees and charges income	5,100
All other income variances v OPS Other			(1,200)
Total Income Variances in Operational Services Portfolio			(525,500)
Total Net Variances in Operational Services Portfolio			(550,600)

APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

Planning and Economy Portfolio - Expenditure		VARIANCES RELATED TO EXPENDITURE BUDGETS	£000
Economic, Planning and Strategic Housing	Princes Hall	Additional spend on casual staffing (offset by a reduction in spend on direct salaries)	24,000
	Princes Hall	Additional spend on general repairs and maintenance	12,000
	Princes Hall	Additional spend on publicity and advertising	8,000
	Princes Hall	Additional spend on the booking system	7,000
	Princes Hall	Additional spend on other supplies and services	6,000
	Town Centre (part)	Reduction in spend on marketing and promotions on town centre events (CARRY FORWARD TO BE REQUESTED)	(10,000)
	Development Control	Adverse variance relating to the Esso Pipeline consultancy. No budget exists for this cost however it was indicated at Council late last year as a priority in terms of the Council being robust in its response to the planning consultation. This shows the current committed spend and estimate of forecast spend	26,400
	Planning Policy	Adverse variance on consultancy. Expenditure is required as part of the Special Protection Areas (SPA) Project and delegated authority was approved at Cabinet on 5 February 2019 for the Head of Economy, Planning and Strategic Housing to approve future expenditure and report through the budget monitoring process. This is to be funded from the Planning Delivery Fund Income earmarked reserve and a corresponding variance will be reported on earmarked reserves	6,000
All other expenditure variances P&E Other			(2,400)
Total Expenditure Variances in Planning and Economy Portfolio			77,000
Planning and Economy Portfolio - Income		VARIANCES RELATED TO INCOME BUDGETS	£000
Economic, Planning and Strategic Housing	Princes Hall	Additional income from lettings	(45,000)
	Princes Hall	Net favourable variance on Vibe discos	(6,000)
	Princes Hall	Additional sponsorship income	(5,500)
	Princes Hall	Shortfall in income from other shows ticket sales	20,000
	Town Centre (part)	Contributions received in year (CARRY FORWARD TO BE REQUESTED)	(10,000)
	Development Control	Adverse variance on Pre-Application Charges due to a reduction in the volume of applications in 2019/20	5,700
	Economic Development	favourable variance of £100k due to delays re Economic Grant for Gulfstream. Gulfstream are still working through identifying the relocation of staff from Luton. It was anticipated that this process would be completed earlier. Gulfstream are aiming to be fully deployed during 2020/21 so Carry forward requested	(100,000)
All other income variances P&E Other			(1,000)
Total Income Variances in Planning and Economy Portfolio			(141,800)
Total Net Variances in Planning and Economy Portfolio			(64,800)

APPENDIX B

GENERAL FUND REVENUE ACCOUNT 2019/20 PRINCIPLE VARIATIONS FROM CURRENT APPROVED BUDGET

Variances identified by service during quarter 4 budget monitoring exercise amounting to a net underspend of £964,500

ICE Programme Portfolio - Expenditure		VARIANCES RELATED TO EXPENDITURE BUDGETS	£000
Executive Directors	ICE Programme	Prespend of 2020/21 budget for topographical surveys at Princes Hall and the Council Offices	12,200
	ICE Programme	Reductions in spend across Workstream 0	(67,000)
	ICE Programme	Reductions in spend across Workstream 1	(54,000)
	ICE Programme	Reductions in spend across Workstream 2	(53,000)
	ICE Programme	Reductions in spend across Workstream 3	(30,000)
	ICE Programme	Reductions in spend across Workstream 4	(30,000)
	ICE Programme	Increase in spend relating to programme management due to extension of scope for work on Regeneration Programme Management and Performance Management along with an extension of contract to June 2020	20,000
	ICE Programme	Increase in spend relating to cloud, infrastructure and security strategy	41,000
All other expenditure variances within portfolio			0
Total Expenditure Variances in ICE Programme Portfolio			(160,800)
ICE Programme Portfolio - Income		VARIANCES RELATED TO INCOME BUDGETS	£000
No income codes			
All other income variances within portfolio			0
Total Income Variances in Planning and Economy Portfolio			0
Total Net Variances in Planning and Economy Portfolio			(160,800)
Net portfolio Expenditure Variances			(302,600)
Net Portfolio Income Variances			(661,900)
Net Portfolio Variances			(964,500)
Additional Information		Earmarked Reserves	803,000
		Net Portfolio Variances excluding Earmarked Reserves	(161,500)
The net Portfolio expenditure variance figure shown above includes carry forwards requests			(431,000)
(Carry forwards funded from Earmarked Reserves)			(44,300)
(Carry forwards not funded from Earmarked Reserves)			(475,300)

Appendix C

Planned Budget Savings by category

Negative supplementary estimates showing as budget savings for 2019/20 of (£3,364,000) and total savings achieved are in 2019/20 shown below:

Savings estimated	Original Budget 2019/20 £000	Revised Budget 2019/20 £000	Savings achieved and built into Q4 budgets £000	Savings not achieve in year £000
Efficiency savings				
<u>Organisational Redesign</u>				
MARS (2nd round) & restructure	300		20	280
Rushmoor 2020				
	300		20	280
<u>Better Procurement & major contract renewal</u>				
Better Procurement			40	-40
Major contract renewal - Leisure	230		230	0
	230		270	-40
<u>ZBB</u>				
Service reviews - ZBB	151		9	-9
	151		160	-9
Income Generation				
Investment in Property - Commercial	3,191	247	2,914	524
	3,191	247	2,914	524
Reviewing fees, charges and concessions				
Fees and Charges	59		0	59
	59		0	59
Total estimated savings	3,931	247	3,364	814

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**CAPITAL PROGRAMME MONITORING AND FORECASTING
- POSITION AS AT MARCH 2020****SUMMARY AND RECOMMENDATIONS:****SUMMARY:**

This report informs Members of the latest forecast of the Council's Capital Programme for 2019/20 based on the monitoring exercise carried out during February 2020.

RECOMMENDATION:

Members are requested to note the latest Capital Programme position, as set out in Tables 1 and 2.

1 INTRODUCTION

- 1.1 This report informs Members of the latest forecast regarding the Council's Capital Programme for 2019/20, based on the monitoring exercise carried out during February.
- 1.2 There are some projects of major financial significance included in the Council's approved Capital Programme for 2019/20. These projects are:
 - (a) Aldershot Town Centre Integration and Union Street
 - (b) Civic Quarter development
 - (c) finalisation of a loan to Farnborough International, and,
 - (d) further acquisition of investment properties.

2 BACKGROUND

- 2.1 Financial Services, in consultation with relevant budget officers, carry out regular monitoring of the Capital Programme.
- 2.2 A summary of the overall position is shown in **Appendix A**.

3 CURRENT POSITION

- 3.1 The Council approved the revised Capital Programme of £50.628m on 20 February 2020. Based on February 2020 monitoring exercise Table 1 shows the reconciliation of budget changes together with the projected actual capital expenditure for the year 2019/20.

Table 1: Analysis of capital expenditure and approved budget 2019/20 £000's

Total approved budget for the year 2019/20*	50,628
Pluss: Additional budget approvals made for the year 2019/20 **	195
Total approved budget for 2019/20	50,823
Actual plus commitments as at Quarter 4	44,874
Forecast capital expenditure for the year	47,175
Net favourable variance (against approved budget)	(3,648)
Projected Slippage/(Pre-spend) to 2020/21 ***	3,398

* As reported to Cabinet in the Revenue Budget, Capital Programme and Council Tax report FIN2007 (04/02/2020)

** Cabinet Reports OS1915 (16/12/2019), RP1903 (05/02/2019) and RP2001 (07/01/2020)

*** Projected slippage based on the forecast at Q4.

- 3.2 Table 2 shows the outturn forecast for each scheme with a Portfolio summary of all approved projects is shown at **Appendix A** to this report. This Appendix includes a list of all expenditure and grant/contribution variations that have been approved since Full Council approved the revised Estimate for 2019/20 on 20 February 2020.
- 3.3 The Capital Programme is a significant undertaking for the Council in terms of magnitude and complexity. The scale of the projected slippage into 2019/20 and variation in programme highlights the need for close monitoring and clear project management across the whole Council.
- 3.4 During the year to date actual expenditure including commitments is £44.9m. £47.2m is due to be spent by the year-end, predominantly as part of programmed regeneration and investment property purchases.
- 3.5 Additional approvals of £0.2m since budget approval relates to feasibility and design work for the leisure centre and demolition and other pre-development work associated with Elles Hall.
- 3.6 The monitoring of the ICE Programme capital and revenue budget have highlighted that the allocation between revenue and capital may need to be realigned. There is currently a projected £17,000 overspend on the Customer Relationship Management (CRM) capital budget, however the revenue budget is projected to be underspent by £45,000. In addition, the Cloud, Infrastructure and Security revenue budget is projected to be £41,000 overspent, while the corresponding capital budget is projected to be underspent by £40,000. The capital and revenue expenditure within these budgets will be reviewed to determine the correct categorisation between revenue and capital.
- 3.7 **Appendix B** sets out the details in relation to:
1. The significant over/(under) spend variations to date;
 2. The major areas of slippage;
 3. Material variances in relation to schemes financed by grants/contributions.

Table 2: Capital Programme Outturn Forecast

Ref	Portfolio and Capital Scheme	2019/20 Revised Budget (£'000)	2019/20 Additional items (£'000)	2019/20 Approved Budget (£'000)	2019/20 Outturn Forecast (£'000)	2019/20 Forecast Variance (£'000)
	Major Projects and Property					
*	Aldershot Town Centre Projects	1,941		1,941	1,878	(63)
*	Civic Quarter Farnborough	5,460	195	5,655	5,477	(178)
*	Housing Company	730		730	45	(685)
*	Commercial Property	36,030		36,030	34,149	(1,881)
*	Property Enhancements	72		72	0	(72)
*	Union Street Aldershot	1,377		1,377	1,512	136
*	Other	31		31	41	10
	Subtotal MP&P	45,640	195	45,835	43,102	(2,733)
	Corporate and Democratic Services					
	Farnborough International	1,100		1,100	1,100	0
	Flexible Capital Receipts	187		187	163	(25)
	Subtotal C&DS	1,287		1,287	1,263	(25)
	Customer Experience and Improvement					
*	Computer Systems	93		93	49	(44)
	Council Offices	94		94	105	12
	Subtotal CE&I	186		186	154	(32)
	Operational Services					
	Aldershot Pools Complex	40		40	40	0
	Alpine Snowsports	75		75	89	14
	Beaumont Community Park	16		16	16	0
*	Car Parks	272		272	23	(249)
	Cemeteries	21		21	21	0
	Crematorium	40		40	40	0
	Cycleway Links	23		23	23	0
*	Depots	76		76	42	(34)
	Farnborough Leisure Centre	30		30	30	0
	Ivy Road Playing Fields					0
	Manor Park					0
*	Moor Road Development	470		470	330	(140)
*	Parks and Open Spaces	570		570	489	(81)
	Playground Works					0
	Refuse/Recycling	83		83	100	17
*	Southwood Community Centre	20		20	0	(20)
	Street Cleaning	14		14	14	0
*	Improvement Grants (DFG)	1,264		1,264	1,058	(206)
	Subtotal OS	3,014		3,014	2,315	(699)
	Planning and Economy					
	Affordable Homes Grant	100		100	100	0
	Princes Hall	120		120	115	(5)
	Subtotal P&E	220		220	215	(5)
*	ICE Programme	281		281	126	(155)
	TOTAL Capital Programme	50,629	195	50,824	47,175	(3,649)

- 3.8 The paragraphs below set out the key variations (those identified with * in the Ref column) in the same format as Table 2

Major Projects and Property

3.9 Aldershot Town Centre Projects (£63k underspend/slippage)

Games Hub (£63k slippage)

There have been unforeseen delays to the project, largely around the acquisition of the Old Town Hall by the external partner, with an element still to be delivered in 2020/21.

3.10 Civic Quarter Farnborough (£178k underspend/slippage)

Cabinet approval was granted for £195k of the 2020/21 budget to be brought forward to enable feasibility and design work associated with the leisure centre and demolition and other pre-development work associated with Elles Hall but neither of these workstreams are expected to be completed in 2019/20.

3.11 Housing Company (£685k underspend/slippage)

Slippage on the Capital Scheme as the Housing Company will not become operational until April 2020 following formal incorporation. For reference, Council approved the Housing Company's Business Plan in February 2020.

3.12 Commercial Property (£1.881m underspend/slippage)

There are a number of elements to the £1.8m forecast slippage:

168 High Street Guildford (£15k underspend)

Glass floor replacement; fire lining; air conditioning; and other miscellaneous repairs
The works carried out were expected to resolve the existing issues at the property and would have resulted in an underspend, however some issues remain outstanding and therefore further works are to be completed during 2020/21.

Trafalgar House, Winchester (£16k overspend)

Purchase completed during 2019/20, with associated costs exceeding previous estimate. Budget to be drawn forward from the 2020/21 unspecified property acquisitions purchase(s) budget to meet overspend.

Voyager House (£1.883m slippage)

Site works are due to start 30 March 2020 and build is estimated to take 18 weeks completing 30 July 2020

3.13 Property Enhancements (£72k slippage)

Frimley 4 Business Park - The chiller refurbishment related to unit 4.4 is now planned to take place in 2020/21 due to ongoing discussions with our Managing Agents.

3.14 Union Street Aldershot (£136k overspend)

Union Street (£136k overspend)

£63k pre-spend on 36-62 Union Street due to unforeseen/increased compensation payments on acquired properties. In addition, there was pre-spend of the 2020/21 budget of £72k to facilitate a property purchase where costs exceed previous estimate.

3.15 Other (£10k overspend)

The budget for Southwood depot was increased from £20k to £31k due to the overspend reported to Cabinet in November. The estimated project cost have now increased to £41,000 leading to an additional overspend of £10k (£21k over the duration of the project)

Customer Experience and Improvement

3.16 Computer Systems (£44k underspend)

IT Equipment Replacement Programme (£22k underspend)

Budget slippage is required based on the Windows 10 project delay resulting in refreshes due for 2019/20 not being possible in year.

Telephony Call Centre Upgrade (£15k underspend)

Project is delayed and is now due to take place in 2020/21.

Operational Services

3.17 Car Parks (£249k underspend)

The underspend is comprised of £120k for Car Park enhancements, £80k for the resurfacing of Kingsmoat Car Park, £50k for Pinehurst Car Park Security.

Budget has been slipped over the past couple of years whilst plans on regeneration have been determined. Such decisions are ongoing and as such, the budget is to be released and reapplied for if deemed still relevant after such decisions have been made.

3.18 Depots (£34k underspend)

Hawley Lane Development Works - Project delayed until 2020/21 due to ongoing dialogue with current occupier continues

3.19 Moor Road Development (£140k underspend)

The BMX pump track and car park will not be undertaken in 2019/20 resulting in approximate slippage of £140,000 into 2020/21 for these facilities.

3.20 Parks and Open Spaces (£81k underspend)

Park Improvements - This budget is for unspecified park improvements which are determined throughout the year. It has not been possible to progress some projects due to a lack of staff resources.

3.21 Southwood Community Centre (£20k underspend)

The project for Internal decoration of the centre has not progressed in 2019/20 and budget slipped to 2020/21.

3.22 Improvement Grants (£206k underspend)

Disabled Facilities Grants (DFGs) (£186k underspend)

Referrals equivalent to the 2019/20 budget are expected to be agreed but not necessarily paid out and therefore the funding is to slip accordingly.

Housing Renewal Grants (£20k underspend)

Forecast underspend is to align with actual Housing Renewal Grant expected to be paid out. Grants are discretionary so are not always fully paid out.

ICE Programme

3.23 There are a number of projects across Workstream 1 that comprise the £155k net underspend/slippage shown in Table 2. Projects around Windows 10-related IT equipment replacement (£22k) and an upgrade of the Call Centre telephone system (£15k underspend) Computer Systems (£44k underspend) have been delayed and will be slipped to 2020/21.

- 3.24 The most significant element of slippage on the programme concerns the modernising of Corporate systems (£70k slippage). Whilst the Legal System has been purchased and is being implemented, the Corporate Property system has been slipped to 2020/21, with the Business Process Review on the Council's Finance system due over the summer of 2020 owing to the impact of the delayed Statement of Accounts process.
- 3.25 Further slippage reported on the programme includes £42k on the Flexible and Mobile Working project and £20k underspend on Application Development.

4 Revenue effect of Capital Programme

- 4.1 Movement in the capital programme between years will have an effect on interest costs and MRP cost in the year in which budget was allocated.

5 CONCLUSIONS

- 5.1 The Council's 2019/20 Capital Programme is currently forecast to spend £47.2m, £3.6m below the approved revised capital budget of £50.8m. The variance and increase in approved budget since approval at Council on 20 February 2020 is due to delays in capital projects being completed in the 2019/20 financial year.

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01252 398440

APPENDIX B

Over/Underspends, slippage and material variances in relation to schemes financed by grants/contributions.

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

Scheme	Explanation	Over / (Under) Spend £000s
MAJOR PROJECTS AND PROPERTY		
DEPOT Creation of a depot at Southwood	Budget was raised from £19,950 to £31,000 at revised budgets due to the overspend reported in Q2. Estimated project cost is now £41k. The costs of the project have not been maintained within the increased budget set at revised budgets	10
OPERATIONAL SERVICES		
IMPROVEMENT GRANTS Housing Renewal Grants (Mandatory)	Forecast underspend is to align with actual Housing Renewal Grant expected to be paid out. Grants are discretionary so are not always fully paid out.	(20)
REFUSE/RECYCLING Wheeled bins	Increase in cost due to additional wheeled bins purchases, partially offset by increase in Developer Contributions	17
CAR PARKS Car Park Enhancements	Budget has been slipped over the past couple of years whilst plans on regeneration have been determined. Such decisions are ongoing and as such, the budget is to be released and reapplied for if deemed still relevant after such decisions have been made.	(120)
CAR PARKS Kingsmoat Car Park Resurfacing	As above.	(80)
CAR PARKS Pinehurst Car Park Security	As above.	(50)
ALPINE SKI CENTRE Workshop Ceiling and Lighting and Repair of Footpaths	The scope of the works being carried out extends beyond the original brief. The Executive Head of Finance agreed for such an overspend to be made (providing it does not exceed the value of monies being held in the Ski Development Fund) and reported through budget monitoring.	14

ICE PROGRAMME		
INFRASTRUCTURE AND SECURITY	Budget relates to Windows 10 programme. No expenditure on capital code in year. There is a corresponding overspend on the revenue budget. Both budgets will be reviewed to determine if capital budget is to be moved to revenue	(40)
CRM SYSTEM	There is a corresponding underspend on the CRM revenue budget. Both budgets will be reviewed to determine if amount charged against the capital code is to be moved to revenue	17

- 2 The major areas of slippage/(Pre-spend) identified to date which are included within the (Appendix A) net slippage of £3,397,933 against the approved revised Capital Programme are provided in the table that follows:

Scheme	Explanation	Slippage / (Pre-spend) to 2019/20 £000s
MAJOR PROJECTS AND PROPERTY		
PREDEVELOPMENT WORKS 36-62 Union Street	Budget pre-spend due to unforeseen/increased compensation payments on acquired properties.	(64)
REGENERATION Civic Quarter	Cabinet approval was granted for £195k of the 2020/21 budget to be brought forward to enable feasibility and design work associated with the leisure centre and demolition and other pre-development work associated with Elles Hall but neither of these workstreams are expected to be completed in 2019/20.	178
REGENERATION Housing PRS Delivery	Establishment of the Housing Company is expected to be delayed to April 2020.	685
REGENERATION Union Street East	Pre-spend of the 2020/21 budget to facilitate a property purchase where costs exceed previous estimate.	(72)
REGENERATION The Games Hub	There have been unforeseen delays to the project with an element still to be delivered in 2020/21.	63
INVESTMENT PROPERTIES 168 High Street Guildford - Glass floor replacement; fire lining; air conditioning; and	The works carried out were expected to resolve the existing issues at the property and would have resulted in an underspend, however some issues remain outstanding and therefore further works	15

other miscellaneous repairs	are to be completed during 2020/21.	
INVESTMENT PROPERTIES Trafalgar House, Winchester purchase	Purchase completed during 2019/20, with associated costs exceeding previous estimate. Budget to be drawn forward from the 2020/21 unspecified property acquisitions purchase(s) budget to meet overspend.	(16)
INVESTMENT PROPERTIES Voyager House Fit Out	Site works are due to start 30 March 2020 and build is estimated to take 18 weeks completing 30 July 2020	1,883
INVESTMENT PROPERTIES Frimley 4 Business Park Works	The chiller refurbishment related to unit 4.4 is now planned to take place in 2020/21 due to ongoing discussions with our Managing Agents.	72
CUSTOMER EXPERIENCE AND IMPROVEMENT		
COMPUTER SYSTEMS IT Equipment Replacement Programme	Budget slippage is required based on the Windows 10 project delay resulting in refreshes due for 2019/20 not being possible in year.	22
COMPUTER SYSTEMS Telephony Call Centre Upgrade	Project is delayed and is now due to take place in 2020/21.	15
OPERATIONAL SERVICES		
IMPROVEMENT GRANTS Disabled facility grant (Mandatory)	Referrals equivalent to the 2019/20 budget are expected to be agreed but not necessarily paid out.	186
DEPOTS Hawley Lane Development Works	Project delayed until 2020/21 due to ongoing dialogue with current occupier continues	34
SOUTHWOOD COMMUNITY CENTRE Internal Decoration	Project has not progress in 2019/20 and budget slipped to 2020/21	20
PARKS AND OPEN SPACES Moor Road Recreation Ground Development	The BMX pump track and car park will not be undertaken in 2019/20 resulting in approximate slippage of £140,000 into 2020/21 for these facilities.	140
PARKS AND OPEN SPACES Park Improvements	This budget is for unspecified park improvements which are determined throughout the year. It has not been possible to progress some projects due to a lack of staff resources.	81

CORPORATE AND DEMOCRATIC SERVICES		
FLEXIBLE USE OF CAPITAL RECEIPTS	The budget slippage relates to the delivery of the Council's new leisure contract and the integration between the Council's and Serco's systems associated with the waste contract, both projects are ongoing.	25
ICE PROGRAMME		
APP DEVELOPMENT	No expenditure in 2019/20. Once expenditure is incurred, this will be reviewed to determine if the capital budget needs to move to revenue.	20
MODERNISING CORPORATE AND SERVICE SYSTEMS	Legal system has been purchased during 2019/20. New system in Property has not progressed in 2019/20. Expenditure on the Finance system is delayed until the new financial year as a business process review needs to take place which is planned for the first quarter of 2020/21.	70
FLEXIBLE & MOBILE WORKING	The ICE programme is an ambitious 3-year programme and further work on this project will continue into 2020/21.	42

- 3 The material variances in relation to schemes financed by grants/contributions are as follows:

Scheme	Explanation	Grant funding £000s
MAJOR PROJECTS AND PROPERTY		
REGENERATION The Games Hub	There have been unforeseen delays to the project with an element still to be delivered in 2020/21 and therefore the funding is to slip accordingly.	63
INVESTMENT PROPERTIES 168 High Street Guildford - Glass floor replacement; fire lining; air conditioning; and other miscellaneous repairs	Funded from the Commercial Reserve. Further works expected to be completed during 2020/21	15
INVESTMENT PROPERTIES Voyager House Fit Out	Site works are due to start 30 March 2020 and build is estimated to take 18 weeks completing 30 July 2020. Therefore, the funding is to slip accordingly.	400
INVESTMENT PROPERTIES Voyager House Purchase	Purchase completed in 2019/20. Contribution linked to Voyager House Fit Out that is not due to complete in 2019/20, therefore funding is to slip accordingly.	422
OPERATIONAL SERVICES		
CAR PARKS Car Park Enhancements	Funding to be released as project not proceeding.	120

<p>ALPINE SKI CENTRE Workshop Ceiling and Lighting and Repair of Footpaths</p>	<p>The scope of the works being carried out extends beyond the original brief. The Executive Head of Finance agreed for such an overspend to be made (providing it does not exceed the value of monies being held in the Ski Development Fund) and reported through budget monitoring.</p>	<p>(14)</p>
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RUSHMOOR BOROUGH COUNCIL

RECORD OF EXECUTIVE DECISION UNDER TEMPORARY DELEGATION ARRANGEMENTS

The Chief Executive, in consultation with the Leader of the Council, is authorised to make Cabinet decisions in accordance with the conditions and arrangements set out in Report No. DSP2007

REPORT OR DECISION TITLE

Executive Decision Making – Report No. DSP2007 (copy attached)

DECISION TAKEN

That

- (i) the Chief Executive, in consultation with the Leader of the Council, be authorised to make Cabinet decisions in accordance with the conditions and arrangements set out in Report No. DSP2007; and
- (ii) the Chief Executive, in consultation with the Leader of the Council, be authorised to agree arrangements for holding virtual meetings if practical and suitable.

REASONS FOR THE DECISIONS (If not set out in attached Report)

As set out in the Report.

CONTACT OFFICER (HEAD OF SERVICE)

Andrew Colver, Head of Democracy, Strategy and Partnerships

Tel: (01252) 398820

Email: andrew.colver@rushmoor.gov.uk

PORTFOLIO

Leader of the Council / All

DATE OF DECISION

2nd April, 2020

Signed _____ SIGNATURE REDACTED FOR PUBLICATION PURPOSES _____

(Chief Executive, Paul Shackley)

Signed _____ SIGNATURE REDACTED FOR PUBLICATION PURPOSES _____

(Leader of the Council, Cllr David Clifford)

EXECUTIVE DECISION MAKING**SUMMARY AND RECOMMENDATION**

This Report considers the impact on the Cabinet decision-making process in the current unprecedented situation following the spread of Covid-19. The decision has been made to cancel the Cabinet meeting on 31st March and consideration has been given to changes in the process of making decisions in the short term, and potentially long term, to enable these decisions to be made quickly and effectively when a formal meeting cannot be held.

The Cabinet is recommended to:

- (iii) Authorise the Chief Executive, in consultation with the Leader of the Council, to make Cabinet decisions in accordance with the conditions and arrangements set out in this Report; and
- (iv) Authorise the Chief Executive, in consultation with the Leader of the Council, to agree arrangements for holding virtual meetings if practical and suitable

1. INTRODUCTION

1.1 The Covid-19 outbreak is the biggest public health emergency in a generation and is impacting on the lives of every organisation and individual. Local authorities are at the forefront of the response and are having to change existing services, deliver new services and work differently. This includes the way that meetings take place. It has already been necessary to cancel all meetings until further notice and most Council buildings are being shut down except for a few key essential workers only. However, it is critical that the Council still delivers services to the local community and has the ability to make decisions when it needs to. Therefore, set out below are proposals to enable executive decisions to be taken during this challenging period.

2. CORONAVIRUS ACT 2020 PROVISION

2.1 Section 78 of the Coronavirus Act 2020 allow regulations to be made to change the way that local authority meetings are held and the manner of public participation in those meetings, for the period up to 6th May 2021. This is likely to mean that councils will be able to postpone meetings and undertake decision-making without anyone needing to be in the same place. The regulations are still awaited.

2.2 There are a number of technological options to do this, but at a corporate level, the Council is progressing the use of Teams within Microsoft 365. The work on this is proceeding and it is hoped that this will be made available during April, although it will be essential to prepare guidance for its application in any member meetings. There will be further discussion about this in due course.

3. DEDICATED DECISION MAKING

3.1 The Constitution has provisions that enable urgent decisions to be taken by the Chief Executive, Directors and Heads of Service, in consultation with the appropriate Member of the Cabinet. This has been used sparingly over the years and it is now

more formal procedure should be developed for the next few months to enable the Council to function effectively.

3.2 In terms of those decisions that are covered by the new provisions, these will include:

- The provision of new and amended services as a result of Covid-19
- Changes in services which could have financial implications of up to the threshold that would make the decision “key”
- Changes in existing service provision that would have an impact on the Borough and are not currently delegated to an individual portfolio holder or office
- Those items set out in the powers and duties of the Cabinet and set out in the attached appendix
- The list of the decisions taken will be submitted to a formal meeting of the Cabinet in due course

3.3 In terms of the process, this would be as follows:

- A head of service, in conjunction with the appropriate portfolio holder, will develop proposals requiring an executive decision on which they will consult the Monitoring Officer and the Head of Finance (Section 151 Officer)
- The proposals are circulated to other Members of the Cabinet and the Council for comment (the period of comment is likely to be short, probably 1-2 days)
- The Chief Executive, in consultation with the Leader of the Council, will make a decision on the proposal, taking account of any comments made by other Members
- A short form decision sheet will be prepared and distributed to all Members of the Council and placed on the Council’s website within a table established to include all decisions taken under this process

4. IMPLICATIONS

- 4.1 As far as possible, the process will reflect the existing arrangements and will ensure clarity and transparency. Wherever possible, reports will be held over until a formal meeting can take place but given the rapidly changing situation, it is essential that a process to make decisions is in place.
- 4.2 Those items of a corporate and strategic nature which form part of the policy framework, which would normally be recommended by the Cabinet to the Council, will be held over where possible. The situation will be kept under review.

5. CONCLUSION

- 5.1 These proposals provide an effective and robust way of making decisions in the short term. If possible, the option of holding virtual meetings will be progressed, but this option may not be practical.

D E Clifford
Leader of the Council

Contact Details:

Andrew Colver – Head of Democracy, Strategy and Partnerships
andrew.colver@rushmoor.gov.uk / 01252 398820

POWERS AND DUTIES OF THE CABINET

Full details of the powers and duties of the Cabinet, and the responsibilities within the Cabinet Portfolios, are set out in Part 3 of the Council's Constitution. The current portfolios are as follows:

- Customer Experience and Improvement
- Corporate Services
- Democracy, Strategy and Partnerships
- Planning and Economy
- Operational Services
- Major Projects and Property

Cabinet Decisions

A summary of Cabinet decisions to be included in the new delegation arrangements is set out below:

- (1) Approval for all grants, rate and rent relief above current delegation thresholds (for grants this includes from the Rushmoor Community Fund and Farnborough Airport Environmental Fund)
- (2) Applications for Section 49 Remission of non-domestic rates on the grounds of hardship
- (3) Determination of applications for financial assistance from national and local organisations, including the major voluntary organisations operating in the Borough
- (4) Variations to the Capital Programme, supplementary estimates and transfers between cost centres, in accordance with thresholds in the Council's Financial Procedure Rules
- (5) Decisions on agency agreements with other local authorities for delivery of services, and amendments to agreements
- (6) Approval of updates to policies and strategies that form part of the budget and policy framework that make no changes to the major provisions within the policy
- (7) Authority for a Head of Service/Executive Director to apply for planning permission (approval to submit a planning application) or advertisement consent
- (8) Confirming, where there have been objections, Article 4 Directions which restrict the scope of permitted development rights
- (9) Decisions arising from the Council Business Plan, Revenue Budget and Capital Monitoring.

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CABINET**CHIEF EXECUTIVE****DATE: 28th APRIL 2020****REPORT NO. CEX2004****KEY DECISION: NO****COVID-19 RESPONSE****SUMMARY:**

The Covid-19 Pandemic has seen the Country face enormous changes to everyday life. The Government has brought in a nationwide lockdown of all but essential activities. The Council is still running most services with its demand led services under the most pressure. The Council also faces significantly reduced income and a rise in costs and whilst there are Government assurances that it will make funding available to cover these losses it is far from clear. Since the lockdown the Council has had to take urgent decisions related to its way of working and direct service provision. The purpose of this report is to outline to members formally some of those challenges and to record the decisions that have been taken.

RECOMMENDATIONS:

Cabinet is asked to:

- (i) Note the contents of the report
- (ii) Formally recognise the effort and hard work of all staff involved in maintaining services and the efforts of the many voluntary sector organisations and volunteers during what are challenging, demanding and uncertain times

1 INTRODUCTION

- 1.1 The Covid-19 Pandemic has seen the Country face enormous changes to everyday life. The Government has brought in a nationwide lockdown of all but essential activities.
- 1.2 The Council is still running most services, with its demand led services under the most pressure. The Council also faces significantly reduced income and a rise in costs and whilst there are Government assurances that it will make funding available to cover these losses it is far from clear.
- 1.3 Since the lockdown, the Council has had to take urgent decisions related to its way of working and direct service provision. The purpose of this report is to outline to members formally some of those challenges and to record the decisions that have been taken.

2 BACKGROUND

- 2.1 The outbreak of the Covid-19 was initially restricted to China. As the outbreak spread Governments and health organisations began to plan for a worldwide outbreak. The UK Government began to bring in restrictions in order to ensure that the NHS and health services could cope with the expected outbreak in this

country. Restrictions were brought in that firstly related to international travel, then gatherings of people followed by restrictions on domestic travel, workplaces, pubs and restaurants, shops and public spaces.

- 2.2 The current lockdown was made law through the Covid 19 Act that saw all but essential journeys banned with those allowable to be for exercise, medical reasons, shopping, work (if it couldn't be done at home) and helping vulnerable people. A national shielding programme was introduced and the Local Resilience Forum for Hampshire (LRF) declared a major incident triggering an emergency structure from all partners including the Council.
- 2.3 From the start, the Government has made clear to Local Authority Leaders and Chief Executives, that councils are a valued and vital partner in the fight against the virus. The message has been consistently that money is not an issue and that councils should do what is needed to beat the outbreak and to assist and protect the vulnerable.
- 2.4 Despite the lockdown, the Government wishes to keep the economy going as much as possible and it has provided an unprecedented level of financial support to businesses. Local authorities were asked to lead the message locally relating to the need to ensure social distancing with Districts particularly relied on to deliver the "last mile" to the community.

3 COUNCIL ACTIONS SO FAR

- 3.1 Following the declaration of a major incident by the LRF, the Council was required to set up an emergency structure which it did. A Gold group was established (ELT) which was responsible for strategic decisions, a Silver group that looked after operational issues and a Bronze group that was specifically aimed at the community welfare response.
- 3.2 The Gold and Silver groups will now wind down as services are in the "Business As Usual" (BAU) mode with decision making reverting back to the normal ELT / CLT arrangements. A major project was initiated to follow Government guidelines on social distancing. The project saw the Council move to a workforce that was mobile with all but a handful of essential posts working from home. The Council brought forward its mobile project from the ICE Programme and following a major effort from the IT Service was able to acquire, build and distribute extra laptops for 30 employees.
- 3.3 The move to home working was challenging for many people and as such the Council, through its HR team, put in place a range of initiatives to support individuals and teams. Managers are having to manage differently and as such the organisational culture has started to shift out of necessity. Every employee should be congratulated for their efforts. Members too have been supported to use new technologies and should be congratulated in how they have risen to the challenge also.

- 3.4 Currently, the Council has a very low level of employee absence and this is being managed. Members are being updated daily and officers have taken the view that more information is better at this stage.
- 3.5 Formal meetings were cancelled, and the Chief Executive was given an enhanced delegation by Cabinet to take urgent decisions (See report on the Agenda for this meeting). The Government has since introduced new regulations and this Cabinet meeting will be the first under the new arrangements.
- 3.6 In line with Government guidelines the Council moved to a home working model. To give some idea of the scope of this the IT Service moved very quickly and brought forward a package of measures for everyone to allow home working for most people.

4 SPECIFIC SERVICE CHANGES

- 4.1 The Council is currently maintaining the majority of services. These are being managed largely staffed by teams working from home and offering as near as possible a “BAU” service. However, there have been some changes as to how services are provided, which is outlined in 4.2 and 4.3 below.
- 4.2 Most facilities that provide the opportunity for public gatherings or encourage non-essential travel have been closed, either by direction from the Government or because the Council has interpreted that it is the right thing to do, in accordance with the Government’s guidelines. The key changes are:
- Farnborough and Aldershot Leisure Centres and associated facilities have been closed
 - Preparatory work necessary to enable the Aldershot Lido to start its season at the end of May has not been possible. An extended period of lockdown or social distancing will most likely mean that the Lido will not open this Summer. This will be confirmed by the end of April.
 - Princes Hall Theatre has been closed
 - Refuse, recycling, bulky waste and garden waste collection arrangements have all been changed. Refuse and recycling collections have been moved to an alternating cycle with residents receiving a refuse collection one week and a recycling collection the next. Flats have remained with weekly refuse collections. Bulky waste and garden waste collections have been suspended for the time being but remain subject to review
 - Playgrounds have been closed
 - Council run car parks have been left open, but cash machines have been emptied and no charges are being levied
 - The Council Offices have been closed to the public and are attended each day by a skeleton staff picking up essential work that cannot be delivered from home
 - Council run public conveniences have been closed
 - The Crematorium is open for services, however, restrictions to the number of mourners to facilitate social distancing have been introduced and access

to the grounds have been prevented, although further guidance is anticipated in the latter respect and this may change.

4.3 The Government have announced a series of new initiatives to help businesses and individuals, some of which the Council are required to deliver or facilitate.

4.4 The key areas where the Council is required to act are as follows:

- Small Business Rate Relief and Grants – all small businesses are receiving extended assistance as regards their business rates liabilities and are entitled to cash grants which the Council has received funding for and is paying
- Rate Relief and Grants for the Retail, Hospitality and Leisure Sector – two new schemes specifically to help this sector are being implemented by local Councils and as for small businesses, the Council has received funding for these schemes and has been paying the grants since the week commencing 6th April 2020
- Council Tax and Council Tax Support – additional funding has been received from Government to allow those in receipt of Council Tax Support an additional award of around £150 to offset their Council Tax bill. This is currently being implemented. For other residents needing more time to pay their Council Tax a range of support arrangements is available from the Council Tax team based on individual circumstances
- Housing extended duty for those sleeping rough – the Council is required to take all necessary steps to ensure that nobody is sleeping rough at this time – the Housing Team is picking up this obligation and at the point of writing the Council does not have anyone on the street

Rushmoor Local Response Centre (LRC)

4.5 As part of the Hampshire-wide co-ordination work, a Coronavirus Hampshire Helpline has been established to offer advice and practical help to vulnerable residents who do not have family, friends and neighbours that they can call on for assistance. The helpline acts as a triage and information gathering facility to ensure that the right support is given to the client. Depending on the need, the requests are dealt with directly by Hampshire County Council or health partners or sent to district based LRCs to process them.

4.6 Rushmoor's LRC is being run by the Council and staff have been drafted in from services to man the helpline. Both the County and local helplines are running seven days a week from 9.00 am to 5.00 pm. Since it was set up the LRC has dealt with around 230 cases, some of which have been complex. The sorts of queries include:

- Food requests/shopping
- Prescriptions
- Dog walking
- Transport requirements
- Befriending

- 4.7 Locally the Council also has a team of officers working with Rushmoor Voluntary Services (RVS) on the Council's welfare and community response to the pandemic. This work is significant and demanding and, in addition to the delivery of the LRC, is focusing on a range of work streams:
- Co-ordination of volunteer requests and providing support through responders and care groups
 - Provision of a local food supply and distribution hub – which is carried out at Princes Hall – this includes co-ordination with foodbanks
 - Support to homeless, rough sleepers and other special groups with specific health concerns
 - Liaison and co-ordination within the Hampshire-wide network and especially Hampshire County Council. There is also a North Hampshire grouping consisting of Basingstoke and Deane, Hart, Test Valley and Rushmoor.
 - A communications stream has been established, working with RVS, which is sharing details of the helpline as well the key coronavirus messages. This stream is also focusing on other information, including diversionary activities, health and well-being and the needs of particular groups like those who do not have access to the internet, those with disabilities and the Nepali community.
- 4.8 It is likely that the Welfare and Community Group and the LRC will be running for some time.

5 RISKS

- 5.1 The key risks to consider concern the ability of the Council to manage the financial impact and to ensure key services can be delivered effectively.
- 5.2 A number of decisions have been taken concerning service delivery, as outlined in this report, to ensure vital services such as Waste and Recycling and the Crematorium can remain operationally effective. Service delivery will need to be reviewed in consultation with members over the coming weeks and months as part of the Council's ongoing response to Covid-19.
- 5.3 Covid-19 does pose a significant risk to the Council's finances. Income from Council Tax and Business Rates is expected to be at risk, with income from fees and charges (e.g. Car Parks, Planning application fees) expected to be under some pressure. This is set out in more detail in Section 7.
- 5.4 In addition, Covid-19 does present a number of risks to the delivery of the Council's Business Plan, Regeneration Programme and key procurement activity. Inevitably, there will be a requirement to review priorities and work programmes to ensure adequate risk mitigation is in place, with the Council's Corporate Risk Register being reviewed by Heads of Service.

6 LEGAL IMPLICATIONS

- 6.1 Some urgent decisions have been taken by the Chief Executive under a broader delegation granted in the early stages of the emergency. These will be used sparingly as it is important to maintain a transparent fair and accessible approach to decision making.
- 6.2 The Government acted swiftly to adopt the Coronavirus Act 2020 and make the following Regulations touching on the role and operations of the Council:
- The Health Protection (Coronavirus, Restrictions) (England) Regulations 2020 which deals with the closure of certain premises and venues. The proper designations are in force for environmental officers to enforce and the Secretary of State has designated councils as prosecuting authorities for offences arising. So far, the Council is working to support businesses in explaining the restrictions and there have been no breaches so far.
 - The Local Authorities & Police and Crime Panels (Coronavirus) (Flexibility of Local Authority and Police and Crime Panel Meetings) (England and Wales) Regulations 2020 allow for virtual council and committee meetings to take place and officers are working on protocols and updates standing orders to facilitate full member engagement and public participation where appropriate eg Planning.

7 FINANCIAL IMPLICATIONS

- 7.1 Whilst this report has no direct financial implications, there will be an impact on the Council's Finances from Covid-19. As indicated in the Revenue Budget Monitoring Report Q3 2019-20 (Report No: FIN2012), the Council's major income streams and cashflow have been under pressure as a result of the change in the economic climate due to Covid-19.
- 7.2 Over the immediate short-term, the Council has seen a reduction in income from Council Tax, Business Rates and Fees and Charges. Additional expenditure has been incurred, particularly around the Council's role in supporting the welfare of vulnerable individuals and IT costs associated with enabling Council staff to work remotely. Government funding has been provided to the Council (£42k) as part of the £1.6bn made available to local government.
- 7.3 At this stage it is difficult to quantify the longer-term impact on the Council's finances. Initial work has focussed on high-risk income and expenditure budgets, Council Tax and Business Rates, and cash flow forecasting. The Council has provided financial management information to the Ministry of Housing, Communities and Local Government (MHCLG) and will continue to do so as required. Further work will be undertaken over the coming weeks on these areas to provide an evidence-based financial position to support on-going dialogue with Government and future decision making.

- 7.4 Officers have been proactive in highlighting these financial pressures to Government, with regular calls and submission of information with MHCLG, District Councils Network (DCN), Local Government Association (LGA), and Society for District Council Treasurers (SDCT).
- 7.5 It is worth noting that the Council does have balances and reserves available to help mitigate some of the financial risks and pressures outlined. However, it is expected the Council will need to review the 2020/21 budget and Medium-Term Financial Strategy over the coming weeks and months to ensure the Council remains financially resilient.

8 CONCLUSION

- 8.1 Whilst this has been and continues to be a challenging time the Council has responded with urgency and efficiency. The focus has been to get the job done and provide services that residents deserve and need.
- 8.2 The financial and economic challenges will no doubt be far reaching and long lasting and both will need managing at local level. However, the Council having mitigated the risks also needs to look to the future and look for the opportunities that exist.
- 8.3 A new way of working has been established and should be built on so that a new norm can be established leading to more modern and efficient ways of working that embraces new technologies. Different approaches to leadership and management will be required and the Council's new Workforce Strategy will reflect this going forward.
- 9.4 The Council will need to work with its key partners to develop and support the local economic and community infrastructure in the future. All of the challenges will require a new way of working and thinking. The pandemic has created a step change in how businesses and public bodies operate.
- 8.5 The Council will look to learn the lessons of Covid-19, build on the successes and ensure that it is fit for purpose for what may be a very different landscape in the future.

Paul Shackley
Chief Executive

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