

Public Document Pack



RUSHMOOR BOROUGH COUNCIL

CABINET

*to be held remotely on
Tuesday, 2nd June, 2020 at 5.00 pm*

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 - 8)

To confirm the Minutes of the meeting held on 28th April, 2020 (copy attached).

2. **2020-21 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY - COVID-19
IMPACT** – (Pages 9 - 18)

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

To consider Report No. FIN2017 (copy attached), which sets out the impact of the Covid-19 pandemic on the Council's 2020/21 Budget and Medium Term Financial Strategy.

3. **COUNCIL BUSINESS PLAN END OF YEAR AND QUARTERLY UPDATE JANUARY - MARCH 2019/20** – (Pages 19 - 52)
(Cllr David Clifford, Leader of the Council)

To consider Report No. ELT2002 (copy attached), which sets out the Council Business Plan performance monitoring information for the fourth quarter of 2019/20, including progress in the Regeneration Programme and the ICE Programme.

4. **CORPORATE POLICY & STRATEGY** – (Pages 53 - 60)
(Mr Paul Shackley, Chief Executive)

To consider Report No. CX2005 (copy attached), which sets out proposed changes to the corporate policy and strategy function of the Council.

5. **CLIMATE CHANGE – STRATEGY STATEMENT 2020-2030** – (Pages 61 - 72)
(Cllr Ken Muschamp, Deputy Leader of the Council)

To consider Report No. DSP2010 (copy attached), which sets out the Council's Climate Change Strategy Statement.

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

To confirm the appointments to the following groups for the 2020/21 Municipal Year:

i) Budget Strategy Working Group

| | |
|---------------------------------------|--|
| Corporate Services Portfolio Holder - | Cllr P.G. Taylor |
| Additional Cabinet Member - | Cllr A.R. Newell |
| Conservative Group (3) - | Cllrs Mrs. D.B. Bedford, J.B. Canty and S.J. Masterson |
| Labour Group (2) - | Cllrs Gaynor Austin and A.H. Crawford |
| Liberal Democrat Group (1) - | Cllr T.W. Mitchell |

ii) Climate Change Working Group

| | |
|---|--------------------------------------|
| Chairman of Policy and Project Advisory Board - | Cllr J.B. Canty |
| Cabinet Members (2) - | Cllrs K.H. Muschamp and M.L. Sheehan |
| Conservative Group (2) - | Cllrs Mara Makunura and C.J. Stewart |
| Labour Group (2) - | Cllrs Gaynor Austin and M.J. Roberts |

iii) Member Development Group

Democracy, Strategy and Partnerships
Portfolio Holder -

Cllr A.R. Newell

Additional Cabinet Member -

Cllr P.G. Taylor

Conservative Group (2) -

Cllrs J.B. Canty and S.J.
Masterson

Labour Group (2) -

Cllrs Nadia Martin and Sophie
Porter

Liberal Democrat Group (1) -

Vacancy

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CABINET

Meeting held on Tuesday, 28th April, 2020 at 5.00 pm via Microsoft Teams and streamed live.

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 Leader of the Council (Cllr D.E. Clifford) invited the Leader of the Labour Group (Cllr K. Dibble) to attend and contribute to the meeting.

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 **12th May, 2020**.

97. MINUTES –

The Minutes of the meeting of the Cabinet held on 3rd March, 2020 were confirmed.

98. PERFORMANCE MANAGEMENT FRAMEWORK –

(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet considered Report No. DSP2006, which set out a new Performance Management Framework for the Council. Members were informed that this had been developed as a tool to strengthen performance management and to ensure that the Council was delivering against its priorities. The framework had been presented to the Overview and Scrutiny Committee at its meeting in January, 2020 and the Committee had considered that this would provide an improved system for monitoring and reporting the Council's performance.

The Cabinet RESOLVED that the new Performance Management Framework, as set out in Report No. DSP2006, be approved.

99. WARD COMMUNITY GRANT SCHEME –

(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet considered Report No. DSP2008, which set out changes to the Council's existing Ward Community Grant Scheme.

Members were informed that, as part of the revenue budget building process, approval had been given to an increase of the Ward Community Grant Scheme to £3,000 per ward for the 2020/21 financial year. Furthermore, it was proposed that

Ward Members should be allowed to use the funding for projects or events that would provide a benefit to the local community. This would be in addition to the current scheme which enabled Members to support local voluntary organisations and community groups with small grants.

The Cabinet was supportive of the proposed approach and, in response to a question, it was confirmed that it was not intended that the Council should incur ongoing costs as a result of grants made under the scheme.

The Cabinet RESOLVED that

- (i) 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, as set out in Report No. DSP2008, be approved; and
- (ii) for 2020/21, the running of the scheme from 1st May, 2020 to 28th February, 2021, be approved.

100. **REVIEW OF LITTER ENFORCEMENT PILOT SCHEME –**
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2008, which provided an update on the outcomes of the litter and dog fouling enforcement trial operated by East Hampshire District Council.

Members were reminded that the pilot project had been agreed by the Cabinet at its meeting on 6th February, 2018. Over the two years of operation of the trial, over 3,700 Fixed Penalty Notices had been served in respect of littering which had generated income of over £200,000 in total fines. It was confirmed that, whilst the enforcement activity had been focussed on high footfall areas such as town centres, officers were also able to patrol other hotspot areas on request. It was explained to the Cabinet that, from now on, East Hampshire District Council would pick up the legal work previously carried out by the Council's legal officers in connection with the processing of prosecution packs but that this additional work would not affect the cost neutrality of the service to the Council.

The Cabinet RESOLVED that

- (i) the seeking of a contractual arrangement with East Hampshire District Council for the provision of the enforcement services for littering and dog fouling for a period of up to five years, as set out in Report No. OS2008, be approved; and
- (ii) the Head of Operational Services, in consultation with the Corporate Manager – Legal Services and the Operational Services Portfolio Holder, be authorised to re-negotiate the contract with East Hampshire District Council, to include the provision of the non-contested hearings with the courts and the delegation of these functions to East Hampshire District Council.

101. **RUSHMOOR PARKING POLICY –**

(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. RP2003, which set out a proposed Rushmoor Parking Policy, to run alongside the Hampshire County Council Operational Parking Policy.

The Report set out the reasons why the policy had been developed at this time. The Cabinet was informed that on-street parking had given rise to an increasing amount of problems over recent years, with residents regularly looking to the Council resolve the issues faced.

Members were advised that an amendment to the draft policy had been proposed by the Council's planning department as follows:

“Where development requiring planning permission is proposed in an area where a parking permit scheme is in operation, whether for larger Houses in Multiple Occupation, infill housing development or conversion of larger properties or non-residential buildings to residential, the proposed development will be required to meet the Local Plan requirements as set out in the adopted Car and Cycle Parking Standards Supplementary Planning Document. The existence of a residents' parking permit scheme and the availability of permits which do not guarantee the holder a parking space will not affect the requirement to meet the standard provision within development sites, and in determining planning applications consideration will be given to the impact of any proposed entrance or driveway which results in the loss of existing of on-street parking space. As such developments will meet their own parking requirements they will not be eligible for parking permits in the future”.

Members were supportive of the amendment and agreed that this should be added to the policy.

The Cabinet RESOLVED that

- (i) the Rushmoor Parking Policy, as set out in Appendix A of Report No. RP2003 and amended at the meeting, be approved; and
- (ii) the Executive Head of Regeneration and Property, in consultation with the Operational Services Portfolio Holder, be authorised to make future operational amendments to the Policy.

102. **ADDITIONAL ITEM - LEISURE OPERATORS' REQUESTS FOR FINANCIAL ASSISTANCE –**

(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2011, which set out details of requests from the Council's leisure operating contractors, Places Leisure and Active Nation, for financial assistance resulting from the compulsory closure of leisure centres during the Covid-19 emergency. This item had been added to the agenda as a matter of urgency.

The Cabinet was informed that the assistance requested would be used to pay staff, the majority of whom had been furloughed. 80% of the funds would be returned to the Council as soon as monies were released from the Employee Retention Scheme at HM Revenue and Customs. The remaining 20% would be repaid by the operators during the remainder of the contract year ending March, 2021. It was explained that the Council would face the risk that either or both of the operators could go out of business. It was felt, however, that the failure of the businesses was more likely if the Council was to refuse to provide the cash-flow assistance requested.

In response to questions, it was confirmed that Places Leisure did now submit open book accounting records to the Council and that the funds would be used by Places Leisure to pay Rushmoor based staff only. At the request of Members, it was also agreed that the Executive Head of Finance would fully brief Members prior to the release of any monies to the operators.

The Cabinet RESOLVED that, subject to the Executive Head of Finance and the Corporate Manager – Legal Services agreeing financial and legal assurances that would be sufficient to protect the Council’s financial and legal position and providing Cabinet Members with a full briefing, the provision of cashflow assistance to Places Leisure and Active Nation, as set out in Report No. OS2011, be approved.

103. **REVENUE BUDGET MONITORING REPORT Q3 2019/20 –**
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet received Report No. FIN2012, which set out the anticipated financial position for 2019/20, based on the monitoring exercise carried out during February, 2020. The Report highlighted that the need for savings or income generation of around £3,931,000 had been identified in the original budget but that £3,364,000 of net cost reductions had been identified and built into the approved budget during the year to date. This left a current approved budget savings target of £970,000 and an outturn target of £114,000. It was reported that the forecast position on the General Fund risk-based balance was likely to be maintained at £2 million, which was at the top of the range set out in the Medium Term Financial Strategy. It was noted that the impact of Covid-19 on the Council’s financial position would be significant and the Council would be seeking to mitigate these risks.

The Cabinet NOTED the latest Revenue Budget monitoring position, as set out in Report No. FIN2012.

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

The Cabinet received Report No. FIN2013, which provided the latest forecast regarding the Council’s Capital Programme for 2019/20, based on the monitoring exercise carried out during February, 2020. The Report advised that the revised Capital Programme for 2019/20 of £50.628 million had been agreed by the Council at its meeting on 20th February, 2020. It was noted that projects of major financial significance to the Council in the Capital Programme for 2019/20 remained the Aldershot Town Centre Integration and Union Street developments, the Farnborough

Civic Quarter development, the finalisation of a loan to Farnborough International and the further acquisition of investment properties.

The Cabinet NOTED the latest Capital Programme monitoring position, as set out in Report No. FIN2013.

105. **REPORT OF URGENCY DECISION - TEMPORARY DELEGATION ARRANGEMENTS –**
(Cllr David Clifford, Leader of the Council)

The Cabinet received a Record of Executive Decision, which set out an urgent decision made on 2nd April, 2020 by the Chief Executive, in consultation with the Leader of the Council, to introduce temporary Executive decision making arrangements due to Covid-19. At the time of the decision, legislation to allow the Council to hold virtual meetings had not been passed. The detailed arrangements were set out in Report No. DSP2007, which was appended to the Record of Executive Decision.

The Cabinet RESOLVED that the action taken, as set out in the Record of Executive Decision dated 2nd April, 2020, be noted and endorsed.

106. **COVID-19 RESPONSE –**
(Mr Paul Shackley, Chief Executive)

The Cabinet considered Report No. CEX2004, which set out decisions that had been made by the Council in relation to its ways of working and direct service provision as a result of the Covid-19 pandemic. The Cabinet was informed that Section 4 of the Report detailed the specific service changes that had been introduced. The Council had set up a Local Response Centre (LRC) that had, to date, assisted 230 residents with a range of queries and needs.

The Cabinet RESOLVED that

- (i) the contents of Report No. CEX2004 be noted; and
- (ii) the formal recognition of the effort and hard work of all staff involved in maintaining services and the efforts of the many voluntary sector organisations and volunteers, during challenging, demanding and uncertain times, be approved.

107. **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 |
|-------------------|-------------------------------|---|
| 108 | 3 | Information relating to financial or business affairs |

**THE FOLLOWING ITEM WAS CONSIDERED
IN THE ABSENCE OF THE PUBLIC**

108. RUSHMOOR DEVELOPMENT PARTNERSHIP - UNION STREET, ALDERSHOT –
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Exempt Report No. RP2008, which set out the Rushmoor Development Partnership's (RDP) project plan in relation to the redevelopment of Union Street, Aldershot and other associated matters.

Members were informed of the immediate work required at the site and also of the impact of delays as a result of the Covid-19 crisis. Grant Thornton had been appointed to assist officers in carrying out due diligence in respect of the scheme. The Report set out a summary of the project plan, details of delegations and funding and also the next steps required to progress the delivery of the project plan. It was acknowledged that the scheme carried significant risk to the Council but Members were supportive of the approach proposed and considered that the regeneration of this site remained one of the Council's key priorities.

The Cabinet RESOLVED that

- (i) the scheme, as set out in the appendix to Exempt Report No. RP2008, and the proposals by the RDP for taking the scheme forward, be noted;
- (ii) the submission of the planning application by the RDP be noted;
- (iii) the appointment of Grant Thornton as the Council's main consultant for due diligence and other advice in relation to the scheme be noted;
- (iv) the appointment of external solicitors to progress with the Agreement for Lease and associated documents, using the provisionally agreed Head of Terms for the accommodation set out in Appendix A to Exempt Report No. RP2008, be noted, with the advice of the legal, property and financial due diligence processes being considered by the Cabinet prior to finalising the lease;
- (v) the Executive Head of Regeneration and Property, in consultation with the Major Projects and Property Portfolio Holder, be authorised to negotiate terms with a Register Provider in relation to a long lease for the affordable housing elements within the scheme;
- (vi) the Corporate Manager – Legal Services, in consultation with the Executive Head of Finance and the Major Projects and Property Portfolio Holder, be

authorised to enter into the grant funding agreement with the Enterprise M3 Local Enterprise Partnership for the Union Street, Aldershot project;

- (vii) the demolition of the development site to enable redevelopment, following the securing of relevant land holdings, be approved, with officers being authorised to proceed with the procurement of the demolition contractor, with final approval of the said contract to be approved by the Cabinet in line with financial regulations;
- (viii) capital funding of up to £100,000, to enable the next phase of detailed design work to proceed, be approved; and
- (ix) it be noted that the Chief Executive, following the receipt and consideration of the due diligence advice, will bring forward a further report to the Cabinet setting out options for the delivery of the scheme.

The Meeting closed at 6.32 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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CABINET
02 JUNE 2020

COUNCILLOR PAUL TAYLOR
CORPORATE SERVICES PORTFOLIO HOLDER
REPORT NO. FIN2017

KEY DECISION? YES/NO

**2020/21 BUDGET AND MEDIUM TERM FINANCIAL STRATEGY (MTFS) -
COVID-19 IMPACT**

SUMMARY:

Covid-19 is having a widespread impact on local authority budgets and has been particularly significant to Rushmoor with a loss of income from services. This report sets out the current forecast of the impact from Covid-19 on the 2020/21 budget.

RECOMMENDATIONS:

CABINET is recommended to:

- i. note the report and the forecast financial impact of Covid-19
- ii. approve the establishment of the Treasury Management reserve (paragraph 5.5)
- iii. Agree in principle to the deferment of interest on loans to Farnborough International Limited, subject to the completion of the due diligence outlined in the report (paragraph 3.12)

1. INTRODUCTION

- 1.1 Covid-19 is having a widespread impact on local authority budgets nationally and has been particularly significant for district and borough councils with a significant loss of income from services being a particular pressure. Government funding for Covid-19 was initially allocated to local authorities with social care responsibilities, with the second tranche of funding being more weighted to districts and boroughs.
- 1.2 This report provides members with an update on the likely impact on the Council's finances. However, the full financial impact on the Council will take time to come through and the position as forecast in this report will change.
- 1.3 The forecast focuses on the immediate financial pressures as they have been identified. Further analysis will be undertaken on the Medium Term Financial Strategy and Savings Plan.

2. REVENUE BUDGET 2020/21

- 2.1. The forecast of the financial impact of Covid-19 is shown in Table 1 below. As financial data only covers the first few weeks of the financial year, the full impact on the budget will not be known with any degree of certainty until later in the year.
- 2.2. Assumptions have been made around the extent of the lockdown, with recent guidance from Government [“Our Plan To Rebuild: The UK Government’s COVID-19 recovery strategy”](#) providing some indication of how and when restrictions may be lifted.

Table 1: C19 Financial Impact Summary

| Service Area | Estimated Financial impact (£) |
|---|---------------------------------------|
| Income pressures | |
| Car Parking - Pay & Display income | 580,000 |
| Planning Fees (including pre-application) | 268,000 |
| Treasury Management - Investment Income | 383,000 |
| Waste & Recycling - MRF Income, Recycling Credits | 0 |
| Princes Hall | 87,000 |
| Other income from fees and charges | 0 |
| Subtotal | 1,318,000 |
| Expenditure pressures | |
| Staff Costs (Non C19 related impact of LGE pay negotiations) | 145,000 |
| IT Costs - Home working (Citrix licences, additional laptops) | 65,000 |
| Homelessness - additional cost of housing rough sleepers | 40,000 |
| Other (e.g. Local Response Centre) | 42,000 |
| Subtotal | 292,000 |
| TOTAL Income and Expenditure pressures | 1,610,000 |
| Government Funding | |
| Emergency Covid-19 | (976,835) |
| Rough Sleepers | |
| Subtotal | (976,835) |
| Net Position | 633,165 |
| Variation as % of Net Revenue budget | 5.61% |

- 2.3. The net variation shown in the table of £0.633m is equivalent to 5.61% of the Council’s net revenue budget of £11.290m. As highlighted in paragraph 2.1, this is an initial assessment of the financial impact and will be subject to revision as further data emerges. It can be expected that other fees and charges likely to be under pressure, although the forecast above has considered the high-risk income and expenditure.

- 2.4. The forecast also assumes the recovery from Covid-19 is in line with the Government's plan highlighted in paragraph 2.2, but the financial impact could be felt for a longer period.
- 2.5. At this stage, no consideration has been given on the impact on the Council's Capital Programme and associated financing on the 2020/21 budget.

3. COMMERCIAL PROPERTY AND INVESTMENT INCOME

- 3.1. Commercial income is collected for quarters in advance on what are known as 'quarter days'. The last quarter day was in March and income has held up well for that quarter with the main pressure being from occupiers looking to spread payments monthly rather than paying the quarter up front. The tables below provide initial collection figures for this quarter for the Corporate Property portfolio and show strong performance for the March quarter day. However, the next quarter day is June when a loss of income for businesses as a result of closedown may have a greater impact.

Table 2: C19 Commercial Income (as at 18 May 2020)

| Rents Demanded (gross rent as at 25/03/2020) | Rents Collected | Rents outstanding from 25/03/2020 Quarter | Quarter Day (BM:85% collected) | 7 Days Post Quarter (BM:93% collected) | 14 Days Post Quarter (BM:97% collected) |
|--|--------------------|---|--------------------------------------|---|---|
| £1,277,119 | £1,006,208 | £270,911 | 28.17% | 39.13% | 56.84% |

- 3.2. Reductions in income have been managed for the March quarter through proactive engagement with tenants. However, the next quarter day is June when a loss of income for businesses as a result of the lockdown may have a greater impact.
- 3.3. Treasury management income likely to be reduced in 2020/21 reflecting the uncertainty in global financial markets. As outlined in the Treasury Management Strategy, the Council invests its surplus balances generating an income return of over £1m per annum. The Strategy sets out that the Council aims to achieve a total return that is equal or higher than the prevailing rate of inflation, in order to maintain the spending power of the sum invested.
- 3.4. The Council has two broad classes of investments – Money Market Funds (where balances are held for short periods until required) and Pooled Funds.
- 3.5. The Bank of England cut the base rate on 11 March 2020 from 0.75% to 0.25%, and again on 19 March 2020 from 0.25% to 0.10%. Whilst the base rate cut will reduce investment income from Money Market Funds, it will not have a material impact on the Council's investment income.

- 3.6. The Council holds a more significant element of its surplus balances in Pooled Funds. In a relatively short period since the onset of the COVID-19 pandemic, the global economic fallout has been sharp and large. Market reaction has been extreme with the large falls in equities, corporate bond markets and, to some extent, property markets reflecting the lockdown restrictions.
- 3.7. Against a very uncertain economic outlook, the Council should be prepared for lower income from bond, equity income, multi-asset and property funds. Initial forecasts from the Council's Treasury Management advisors suggest a prudent forecast position is to recognise downward adjustments of
- Bond funds and property funds: 20% lower income
 - Multi-asset funds: 25% lower
 - Equity income funds: 50% lower
- 3.8. The assumption made in Table 1 is for a 30% reduction in income across the Council's diversified portfolio.
- 3.9. An element of Commercial Property Income and Treasury Management income will be deferred to provide longer-term financial stability. As set out in the Treasury Management Strategy, the Council is a funding partner in the Farnborough International Exhibition Centre and has provided loan finance to support the expansion of exhibition and conferencing facilities. It is likely that the Council will need to defer interest payment on these loans and an element of commercial property income to future financial years.
- 3.10. The Council, along with the other funding consortium partners (Barclays, Hampshire County Council, Enterprise M3 LEP) have been approached by Farnborough International Limited (FIL) to defer interest payments on loans to provide cashflow support to FIL following the cancellation of the 2020 Airshow.
- 3.11. Barclays, as the lead funding partner, has commissioned Grant Thornton to undertake a review of the financial forecasts and recovery assumptions from FIL and will be shared with the funding consortium. Any deferral of interest would be covered by way of a supplemental legal agreement and amendment to the Funding Agreement.
- 3.12. Subject to the completion of the due diligence outlined above, it is proposed that the Council defers interest payments for up to a 21-month period to assist in maintaining the long-term future of the Airshow and financial standing of FIL. Interest due to Rushmoor is £0.290m per annum.
- 3.13. As this is a timing difference on the receipt of income due to the Council, it is proposed that the impact is mitigated through the Commercial Reserve (for commercial property income) and by establishing a Treasury Management Reserve (funded from a transfer from the Stability and Resilience Reserve). The estimated level of deferred income is shown in the table below.

Table 3: Deferred income summary

| Service Area | Estimated Financial impact (£) |
|---|---------------------------------------|
| Commercial Property - Rent deferrals | tbc |
| Treasury Management - Service Loan (Interest deferrals) | 290,000 |
| Subtotal | 290,000 |
| Funded by: | |
| Commercial Reserve (Rent Deferrals) | tbc |
| Stability and Resilience/Treasury Reserve | (290,000) |
| Subtotal | (290,000) |

4. COUNCIL TAX AND BUSINESS RATES

- 4.1. Covid-19 has a number of implications for the Council's Council Tax and Business Rate income.
- 4.2. The Government has provided funding to support individuals who may struggle to meet council tax payments due to fluctuations in household incomes. Through the Covid-19 Hardship Fund allocation (£0.542m), the Council has provided additional support to recipients of working age local council tax support by way of a credit to their council tax account.
- 4.3. Further applications for council tax support are expected during the year, which will reduce the amount of Council Tax income.
- 4.4. At the time of writing this report, Council Tax collection rates are around 1.1% lower than the previous year – equivalent to £0.603m in cash terms. This position may improve during the course of the year as part of the reduced collection rate is due to council taxpayers re-profiling their payments to later in the year. However, it can be expected that the level of arrears and bad debt is likely to increase as collection may be more difficult than in previous years.
- 4.5. Any reduced level of Council Tax collection is dealt with through the Collection Fund. If the level of Council Tax collected in the year is lower than budgeted, this gives rise to a deficit on the collection fund and will impact on the following year's budget. Any deficit is shared between Rushmoor and the precepting authorities (Hampshire County Council, Police and Crime Commissioner for Hampshire, and Hampshire Fire and Rescue Authority).
- 4.6. Additional business rates reliefs were announced by the Government in the Budget in March, which were extended in response to Covid-19. The Retail and Hospitality and Leisure reliefs awarded to local businesses total £23.5m, with the Government fully funding the reduction in business rates income through section 31 grant. It has been more difficult to predict the likely impact on business rates income due to the relief changes. The level

of business rates forecast for 2020/21 already assumed a reduction in the business rates base in part due to the regeneration of Aldershot and Farnborough town centres.

5. GOVERNMENT FUNDING AND RESERVES

5.1. The Government has provided £3.2bn of emergency funding in two tranches to Local Government recognising the cost and income pressures facing councils. The first tranche of funding (£1.6bn) was announced on 19 March 2020, with the second tranche (£1.594bn) announced on 18 April 2020.

5.2. Rushmoor has received £0.977m of funding, with the table below providing further detail on the split of funding across local government.

Table 4: Covid-19 emergency funding to local authorities

| Local Authority Type | First Tranche of Covid-19 Funding | Second Tranche of Covid-19 Funding | Total Covid-19 Additional Funding | % of First Tranche | % of Second Tranche | % Total |
|--------------------------|-----------------------------------|------------------------------------|-----------------------------------|--------------------|---------------------|---------|
| Shire Districts | £9,742,549 | £214,031,274 | £223,773,823 | 0.61% | 13.43% | 7.01% |
| Shire Counties | £542,183,542 | £385,168,828 | £927,352,370 | 33.89% | 24.16% | 29.03% |
| Unitary Authorities | £382,824,870 | £379,566,167 | £762,391,037 | 23.93% | 23.81% | 23.87% |
| Metropolitan Districts | £395,191,207 | £332,519,830 | £727,711,037 | 24.70% | 20.86% | 22.78% |
| Outer London Boroughs | £144,049,448 | £154,462,258 | £298,511,706 | 9.00% | 9.69% | 9.35% |
| Inner London Boroughs | £110,166,778 | £90,502,560 | £200,669,338 | 6.89% | 5.68% | 6.28% |
| Greater London Authority | £9,302,766 | £9,249,974 | £18,552,740 | 0.58% | 0.58% | 0.58% |
| Combined Authorities | £564,220 | £2,107,898 | £2,672,118 | 0.04% | 0.13% | 0.08% |
| Fire Authorities | £5,974,620 | £26,391,211 | £32,365,831 | 0.37% | 1.66% | 1.01% |
| | £1,600,000,000 | £1,594,000,000 | £3,194,000,000 | | | |

| Local Authority | First Tranche of Covid-19 Funding | Second Tranche of Covid-19 Funding | Total Covid-19 Additional Funding | % of First Tranche | % of Second Tranche | % Total |
|-----------------------|-----------------------------------|------------------------------------|-----------------------------------|--------------------|---------------------|---------------|
| Basingstoke And Deane | £53,754 | £1,744,410 | £1,798,164 | 0.003% | 0.109% | 0.056% |
| East Hampshire | £33,387 | £1,210,873 | £1,244,260 | 0.002% | 0.076% | 0.039% |
| Eastleigh | £45,502 | £1,326,468 | £1,371,970 | 0.003% | 0.083% | 0.043% |
| Fareham | £33,966 | £1,156,628 | £1,190,594 | 0.002% | 0.073% | 0.037% |
| Gosport | £44,116 | £841,471 | £885,587 | 0.003% | 0.053% | 0.028% |
| Guildford | £51,577 | £1,471,476 | £1,523,053 | 0.003% | 0.092% | 0.048% |
| Hampshire | £29,654,341 | £24,313,635 | £53,967,976 | 1.853% | 1.525% | 1.690% |
| Hampshire Fire | £256,552 | £1,379,361 | £1,635,913 | 0.016% | 0.087% | 0.051% |
| Hart | £24,340 | £963,234 | £987,574 | 0.002% | 0.060% | 0.031% |
| Havant | £58,961 | £1,262,535 | £1,321,496 | 0.004% | 0.079% | 0.041% |
| New Forest | £70,401 | £1,783,127 | £1,853,528 | 0.004% | 0.112% | 0.058% |
| Rushmoor | £41,933 | £934,902 | £976,835 | 0.003% | 0.059% | 0.031% |
| Surrey Heath | £27,622 | £879,135 | £906,757 | 0.002% | 0.055% | 0.028% |
| Test Valley | £41,939 | £1,258,912 | £1,300,851 | 0.003% | 0.079% | 0.041% |
| Waverley | £35,270 | £1,246,227 | £1,281,497 | 0.002% | 0.078% | 0.040% |
| Winchester | £39,275 | £1,242,881 | £1,282,156 | 0.002% | 0.078% | 0.040% |

- 5.3. Funding for the second tranche of funding was more favourable to Districts and Boroughs and was allocated on a per-capita bases and across two-tier areas on a 65:35 split
- 5.4. As Table 1 showed, the additional funding provided by Government does not cover all the income and expenditure pressures forecast. The Council will need to consider an appropriate range of options to ensure any shortfall is managed. It is assumed that for the purposes of this report, the net variation of £0.633m would be funded from the Stability and Resilience Reserve.
- 5.5. The table below shows the forecast of the Stability and Resilience and Commercial reserves included within the Medium-Term Financial Strategy approved by Council in February 2020. It then shows the potential impact of Covid-19 shown in the forecasts within the report on these reserves, and the proposed establishment of the Treasury Management reserve.

Table 5: Impact on Reserves

| Balances and Reserves | 2019/20 (£'000) [Note 1] | Proposed Transfer (£'000) | Forecast Impact of C19 (£'000) | 2020/21 Estimated Balance (£'000) |
|--------------------------------|---|--|---|--|
| General Fund Balance | 2,000 | | | 2,000 |
| Stability & Resilience Reserve | 4,869 | (580) | (633) | 3,656 |
| Treasury Management Reserve | 0 | 580 | (290) | 290 |
| Commercial Reserve | 2,000 | | | 2,000 |

Note 1: Balance as reported to Council in February 2020. This does not take into account any transfers arising from 2019/20 outturn.

- 5.6. As highlighted in paragraph 2.1, the forecasts are based on assumptions which will be subject to change and revision over the coming months. A fuller picture will become clearer and considered alongside the Q1 budget monitoring report. For clarity, the key assumptions are listed below:
- Lockdown/Restrictions remain largely in place until the end of June with slight easing thereafter. No second wave
 - Commercial Property – any shortfall in 2020/21 funded from Commercial Reserve. Any longer-term impact dealt with through budget setting process
 - CT & NNDR collection shortfalls contained within the collection fund but will need to be incorporated into the 2021/22 budget
 - Cost of additional council tax support cases managed within the remaining balance of Hardship allocation (around £0.200m)
 - Recovery of income post-lockdown in line with budget (with exception of Car Parks and Planning fees where the forecast is for a slower recovery)
- 5.7. The forecast and impact on reserves does not take into account any change that may be required to the Council's Savings Plan. Members are reminded

that the 2020/21 budget is predicated on savings of £1.436m being delivered during the year, with further savings due in subsequent years.

- 5.8. The Savings Plan will be reviewed in the light of Covid-19 and is likely to result in a rephasing of savings. Any reduction in the level of savings planned for 2020/21 will increase the adverse variance currently forecast. The Table below is helpful in illustrating the level of savings assumed in the February 2020 MTFS.

Table 6: Savings Plan and MTFS assumptions (February 2020)

| Item | 2020/21 (£'000) | 2021/22 (£'000) | 2022/23 (£'000) | 2023/24 (£'000) | 2024/25 (£'000) |
|------------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| Net Revenue Budget (February 2020) | 11,290 | 11,444 | 12,330 | 12,216 | 11,962 |
| Funding | 11,637 | 10,044 | 9,987 | 10,065 | 10,150 |
| Core Surplus / (Deficit) | 347 | (1,400) | (2,343) | (2,152) | (1,812) |
| Savings (assumed in NRB) | (1,436) | (3,567) | (5,196) | (6,201) | (7,298) |

- 5.9. The forecast for the financial year and proposed use of reserves will need to be kept under review. The Council will need to evaluate what further options to consider when reviewing the Budget Strategy for 2021/22. An updated MTFS and Budget Strategy will be presented to Cabinet in October 2020. This will also take into account recent announcements concerning the further delay in the implementation of the Fair Funding Review and introduction of 75% Business Rates Retention.

6. RISKS

- 6.1. The over-riding risk is that Rushmoor (as a Borough and/or as a Council) does not recover from the impact of Covid-19. This would lead to
- a weakening of the local economy
 - longer-term impact on the financial sustainability of the Council
 - reduce the ability for the Council to meet the needs of residents and businesses, and to fulfil the Council's statutory obligations.
- 6.2. A Recovery Plan has been agreed with a number of objectives around supporting the local economy and housing market in achieving restoration and growth, improving capacity in the voluntary sector, and restoring public services. These objectives are consistent with those of the Local Resilience Forum (LRF) but recognises the local nature of recovery within the Borough. The plan has a number of workstreams and are led by a senior officer.

7. LEGAL IMPLICATIONS

- 7.1. No additional legal implications arise from this report.

8. FINANCE AND RESOURCE IMPLICATIONS

- 8.1. The finance and resource implications from the impact of Covid-19 are set out within this report
- 8.2. Any additional financial implications will be addressed through normal Council procedures and processes. The Q1 Budget Monitoring reports and will set out any further resource implications.
- 8.3. The Council will also need to carefully consider the financial impact of spending decisions and ensure that any unnecessary expenditure is avoided where possible.

9. CONCLUSIONS

- 9.1. The forecast variation of £0.633m can be funded from reserves in the short term. It is important that the Council considers an appropriate range of options to ensure any shortfall is managed. Any utilisation of reserves in 2020/21 will need to be addressed in the budget strategy to ensure balances and reserves remain adequate.
- 9.2. Over the MTFS period, declines in Council Tax and Business Rates income may put additional pressure on the Council's financial position. The achievement of the Savings Plan is integral to the MTFS forecast and will need to be reviewed in terms of savings profile and whether the savings can be delivered in the current economic climate. It is likely that further savings will be required over the MTFS period in order to balance the budget.

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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CABINET

2nd June, 2020

**COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL
REPORT NO. ELT2002**

KEY DECISION? NO

**COUNCIL BUSINESS PLAN
END OF YEAR AND QUARTERLY UPDATE JANUARY – MARCH
2019/20**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Business Plan performance monitoring information for the key activities identified for 2019/20 and the fourth quarter of 2019/20, building on the 16 priorities under the four themes of People, Place, Partnerships and Better Public Services.

The paper brings together the performance monitoring of the actions identified from the Council's three year Business Plan, including the Council's Corporate Projects and the two key programmes of work which are essential for delivering the priorities, the Regeneration Programme and the ICE Programme.

The Cabinet is asked to note the progress made towards delivering the Council Business Plan and the end of year position for the key activities identified for the 2019/20 financial year.

1. Introduction

- 1.1 In July 2019 the Council agreed the vision for the borough (Your future, your place - a vision for Aldershot and Farnborough 2030) and a three-year Council Business Plan with sixteen priorities under the four themes of People, Place, Partnerships and Better Public Services, which will help realise the vision. This paper sets out the Council Business Plan performance monitoring information for the key activities identified for 2019/20 and the fourth quarter of 2019/20.
- 1.2 Whilst this report is written under the name of the Leader there are three Portfolio Holders who are responsible for monitoring the delivery of the Council Business Plan, Cllr Adrian Newell who is Democracy, Strategy and Partnership Portfolio Holder, Cllr Martin Tennant who is the Major Projects and Property Portfolio Holder and Cllr Ken Muschamp who is Customer Experience and Improvement Portfolio Holder.

2. Detail

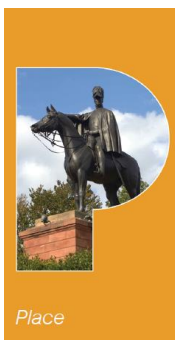
2.1 The Council Business Plan is a three year plan, to deliver the Cabinet's 16 priorities which are set out under the four themes of People, Place, Partnerships and Better Public Services:



People

People

- We will help improve the health and wellbeing of residents
- We will encourage volunteering and being involved, and help people become more connected within their communities
- We will help residents to remain independent in their homes
- We will help our residents and businesses be sustainable – including reducing waste, recycling more and making sustainable transport choices e.g. cycling



Place

Place

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent indoor and outdoor facilities
- We will increase our response to addressing climate change and other environmental issues
- We will facilitate more homes being built that will meet the needs of local people
- We will work to grow the local economy in a sustainable way



Partnerships

Partnerships

- We will work with our partners to help people feel safer
- We will strengthen relationships with the voluntary and community sectors to maximise the value they bring to our community
- We will continue to support our military community
- We will work with schools, businesses and other partners to improve educational attainment and raise career aspirations



Better
Public Services

Better public services

- We will transform and modernise the way we deliver our services to customers
- We will listen and learn from our residents and businesses and excellent services to residents
- We will manage our finances well, increase income and deliver the savings and efficiencies we need to ensure we can deliver excellent services to residents

2.2 The Council Business Plan sets out what the Council is planning to delivery over the three years and the key activities over the next year (2019/20) that will help to deliver the priorities and support the realisation of the vison.

3. Delivery of the Council Business Plan

3.1 The Council Business Plan is delivered and monitored via the Regeneration Programme, the ICE Programme and the Council Corporate Projects.

- 3.2 Cabinet established the 'Regenerating Rushmoor' programme 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 directly addresses the 'Place' priorities in the Council Plan, in particular "driving forward with the regeneration of Aldershot and Farnborough town centres".
- 3.3 The Council's transformation programme, known as the ICE programme, was confirmed on 15 October, 2019 and the agreed programme outcomes are as follows:
- Improved and modernised core business
 - Consistently excellent Customer Experience
 - Enable efficiencies, delivered savings and generated more income
- 3.4 Corporate Projects are key to delivering the Council's Business Plan, along with the ICE programme and the Regeneration Programme.
- 3.5 In addition to the Corporate Projects and the ICE and Regeneration Programmes, the Council Business Plan is also monitored by the Organisational Health Dashboard. The dashboard was developed during Quarter 4 and sets out the Council's key indicators and measures.

4. Covid-19

- 4.1 During the quarter the impacts of the Covid-19 emergency on the delivery of Council Business Plan were beginning to be realised. In a very short space of time the whole Council needed to refocus and change the way it operated and resources were moved to responding to the issues created by Covid-19. These shifts in working and delivery are likely to continue to affect how the Council functions and prioritises the use of its resources even as we move into recovery.

5. Council Business Plan 2019/20 key activities end of year summary

- 5.1 As mentioned above, the Council Business Plan sets out what the Council is planning to delivery over the three years and identifies the key activities it will undertake over the next year (2019/20). At the end of each year the Council reports on the progress in delivering the key activities identified for that year:

5.2 People Key Activities in 2019/20

- Work continued in delivering the Housing and Homelessness strategy.
- A total of 125 disabled facilities grants completed in 2019/20, with 97% of the budget spent.
- The Rushmoor Youth Forum was created.
- The review of the tackling Deprivation Strategy and action plan have been delayed, this work has continued to be affected by the Covid-19 emergency.
- Work continued with our contractors to increase recycling and reducing waste.

- Health and well-being area of work is to be incorporated into the broader approach to tackle deprivation and to recover from the current crisis.
- Work to improve how the Council communicates with residents is underway and work to develop a communications strategy has started.
- The way we engage with community groups has been developed and continues.
- The programme of community events was completed.

5.3 Place Key Activities in 2019/20

- Site assembly for the Union Street project continues, the planning application has now been submitted and demolition work started
- The emerging masterplan for the Civic Quarter as not been completed but continues to develop, which will begin to shape a planning application.
- Whilst planning applications were determined within the target time, the Galleries planning application was not submitted in 2019/20.
- The Council is still seeking funds for the Heritage Trails.
- The new playground at Moor Road was completed
- The Southwood Country park has opened and work continues to develop visitor facilities.
- The litter enforcement trial was reviewed and the future approach was agreed.
- Work to support the ongoing development at Wellesley has continued
- A total of 191 affordable homes were completed in 2019/20. The three-year target of 450 completions has been met and exceeded with a total of 588 completions.
- The Council's Housing Company was established.
- The Climate Change Strategy and action plan have been delayed.
- Options for a Closed Circuit Cycle track in the borough continue to be explored.
- Work has continued to support the growth and development of the digital sector and the delivery of the Digital Hub in Aldershot

5.4 Partnerships Key Activities in 2019/20

- Safer North Hampshire Community Safety Partnership Plan was agreed and work is underway to deliver the plan.
- Ongoing partnership work to tackle antisocial behaviour in Aldershot Town Centre through the use of Community Protection Notices and Injunctions, has resulted in levels of complaints reducing significantly.
- The Education Action Plan was put in place and is being delivered to support the improvement of educational attainment.
- Work has continued on delivery of the Rushmoor Employment and Skills Zone programme.
- A Councillor shadowing programme was introduced.
- Rent relief reviews of our Voluntary and Community sectors were completed.
- The Military Covenant priorities have been progressed and Rushmoor achieved the Defence Employers Recognition Scheme Silver award.

- Work to establishing international links have developed, particular with Dayton and Gorhka.

5.5 Better Public Services Key Activities in 2019/20

- The three-year Council Business Plan and the Vision for Aldershot and Farnborough 2030 were developed and agreed.
- A new online services for rubbish, recycling and bulky waste collections was launched.
- A review of commercial property asset and investments was undertaken with LSHIM and a joint action plan is being prepared.
- Both the Rushmoor Voluntary Services and Citizen Advice have been relocated to the Council Offices, enabling better partnership working.
- The draft Constitution has been approved by LAGP for recommendation to Council.
- The ICE programme was established and agreed by Cabinet in October 2019. Progress is regularly reported via the quarterly monitoring process.
- Work is progressing well on the electoral services reviews.

5.6 More detail on these projects is set out in the Quarter 4 monitoring documents.

6. Corporate Projects - Quarter 4

6.1 Annex A sets out the detailed progress this quarter against the activities in the Council Business Plan. Progress has been made across a wide range of Corporate Projects. However, the impact of Covid-19 is affecting the delivery and future delivery of many projects.

7. Regeneration Programme – Quarter 4

7.1 Programme progress is set out at Annex B. Quarter 4 saw the submission of the planning application for the Union Street scheme. This, along with the demolition of 53-55 High Street, show's good progress is being made and addresses health and safety risk associated with the site. Whilst progress has been good, it is evident that the Covid-19 crisis has, and will continue to, have an impact on the programme. Work is currently being undertaken to mitigate related risks.

8. ICE Programme – Quarter 4

8.1 Programme progress is set out at Annex C. Outcomes against plan are showing as Amber, with timescales Red, due to resources in March being refocused on the Covid-19 crisis. Given the critical nature of the crisis the **current programme timescale is now deemed as no longer achievable**. However, work is being undertaken to rescope the ICE Programme with a clear focus on delivering priority projects which support the 'recovery' phase of the crisis as well as maintaining a focus on delivering improved technology and identifying efficiencies and savings. In the quarter to March 2020 the ICE Programme continued to deliver most of the existing milestones on time and on budget.

9. Organisational Health Dashboard – Quarter 4

9.1 The Quarter 4 Organisational Health Dashboard is set out at Annex D and shows the summary of performance in the quarter against a number of key indicators and measures. This is an initial draft of the Dashboard and the key indicators and measure may change over time as the dashboard is developed further.

10. Council Business Plan Update 2020/21

10.1 The first year of the three year Council Business Plan has now been completed. It was anticipated that the process this year would have been a 'light touch' refresh. However, given the significant impact of the Covid-19 crisis on the council's activities a more substantial review is currently underway to ensure that actions from the Council's emerging recovery programme can be prioritised. The updated plan is currently due to be submitted to Cabinet on the 30th June 2020.

11. Conclusion

11.1 Cabinet's views are sought on the performance made towards delivering the Council Business Plan during January to March 2020 and the delivery of key activities at the end of 2019/20

**COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL**

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Corporate Projects - Quarterly Progress Report January - March 2020

Introduction

Corporate Projects are projects which are key to delivering the Council's Business Plan, along with the ICE programme and the Regeneration Programme.

Summary - key success and issues

Overall 52.9% of projects are on track or completed

Key successes this quarter:

- The Housing Companies Business Plan was agreed by Council in February 2020.
- Following work, the levels of complaints about anti-social behaviour in Aldershot Town Centre have reduced significantly
- At Southwood Country Park fencing and signage installed, West car park complete and East open with potential more improvements to come
- Review of the litter enforcement pilot being operated by East Hampshire District Council has been completed and submitted to Cabinet and future work agreed
- The new Performance Framework has been completed and submitted to Cabinet and agreed
- Procurement of consultants to support Aerospace Heritage project underway with interest being received
- The three-year target of 450 affordable homes completions has been met and exceeded with a total of 588 completions.

Key issues this quarter:

- By the end of the quarter Covid-19 has affected delivery or impacted on the future delivery timescales of many Corporate Projects. In a short space of time the Council had to delivery a response to protect and help our residents. Projects affected included:
 - Re-procure the Council's leisure contracts
 - Developing a strategy and plan to tackle areas of deprivation
 - Projects connected to the relocation of Gulfstream
 - Development at Wellesley
 - Moor Road community facilities (the playground has now been completed but is unable to open)
 - Plan for Youth activities
 - Work on development of the digital sector of the economy
- The full review of the Council's Constitution has been slightly delayed to incorporate external feedback
- The Climate Change strategy has been slightly delayed
- The Council is still seeking funds for the Aldershot heritage trail
- Work progressing well on the electoral review but delayed because of the Parliamentary Election in December, 2019

Key to trend arrow:



Same quarterly status as previous quarter



Decline in quarterly status



Improvement in quarterly status

| People Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|--|----------------|---|-------------|-----------|---|
| Plan and deliver support programme to young people, including the creation of the Rushmoor Youth Forum | EL | Plan of activities still to be developed. Partner meetings delayed. | ↓ | | Programme being developed with partners. Renewed focus on children and young people may be required post Covid-19 |
| 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 | Development work has been affected by other priorities and by the Covid-19 situation. Strategy and plan now to be developed for Summer 2020, instead of January 2020. | ↓ | | Strategy and plan being developed but will need to take account of recovery plans relating to Covid -19. Work will continue with partners in due course |
| Develop an action plan to promote health and well-being specifically in areas identified as in greatest need. | AD | Work underway with the CCG. However, action plan hasn't been developed. Action plan to be incorporated into the deprivation strategy | ↓ | | Work will continue and will involve the CCG and health providers in due course. |
| Deliver, enable and facilitate the 2019/20 events programme | AC JA | | → | | Events programme complete |

In addition to the Corporate Projects under People, work has continued on these key activities which support the delivery of the Council Business Plan:

- Delivery of Housing and Homelessness Strategy – work has continued with no issues this quarter
- Provide Disabled Facilities Grants - A total of 125 disabled facilities grants completed in 2019/20, with 97% of the budget spent.
- Work with contractors increase recycling and reduce waste – work has continued with no issues this quarter
- Supporting community groups – engagement has continued. However, due to Covid-19 future meetings will be delayed
- Implement the Temporary Accommodation Strategy – work has continued with no issues this quarter

| Place Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|---|--------------|--|-------------|-----------|---|
| New heritage trails provided in Aldershot to connect residents and visitors to Aldershot's military and civilian history. | MS | Still seeking remaining funds | → | | Some funding options have not been available so options being reviewed |
| Moor Road playing fields - New community facilities provided in Farnborough, including updated play area, a multi use games area, a pump track and outdoor gymnasiums | MS | Playground completed end of March MUGA and exercise machines installation commencing Summer 2020 with BMX track and car park following | → | | Playground unable to open due Covid-19. |
| Establish and open the Southwood Park SANG in line with the management plan and requirements from Natural England | JD AF | Fencing and signage installed, West car park complete and East open with potential more improvements to come. Sites are open to the public and footpath improvements to be commenced as next priority. | → | | |
| Review of the litter enforcement pilot being operated by East Hampshire District Council | JD | The review is completed and to be submitted to Cabinet on the 28 th April | → | | Cabinet resolved to continue working with East Hampshire for a further five years |
| Continued implementation of the comprehensive development at Wellesley | TM JT | Sports pitch handover projected date of April 1 st and Pennefathers Crossing construction delayed by cessation of works due to Covid -19. Timing of these in 2020/21 subject to resumption of construction activities post Covid-19 and other impacts from cessation. | → | | Land sales that were being negotiated for the next two areas of the site are not proceeding at the current time due to Covid crisis All work on site both related to housing and infrastructure including Pennefathers crossing stopped due to Covid. Development at Bruneval Gardens commences again on 11 May with suitable safeguards. However pace of development is likely to be slower due to this and |

| Place Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|--|--------------|---|-------------|-----------|---|
| | | | | | market. Awaiting information on any resumption on other sites on Wellesley |
| Implement the Housing Company to provide homes for rent in the Borough | TM | Business Plan agreed by Council in February 2020. Company will be incorporated in early April. Development proposals being progressed. Moving forward in line with Council approved Business Plan | → | | |
| Respond to the declaration by the Council of a climate change emergency | AC AD | Carbon footprint delayed until summer 2020, instead of November 2019. Strategy and action plan to be drafted in April 2020, instead of in February 2020. | → | | Draft prepared but will be impacted by the recovery process from Covid-19. |
| Development of a Closed circuit cycle track in the Borough to include A multi - disciplined cycle facility incorporating a closed road circuit, a BMX pump track, balance and ride area, and a mountain bike skills course | MS AC | Timescales for the project have been revised. | → | | A further option for the Wellesley site is being prepared to be submitted as an expression of interest to British Cycling |
| Support the growth and development of the digital sector of the economy including facilitating the delivery of the Digital Hub | TM | Finalised joint business case with Basingstoke to deliver the Digital Factory and was progressing with likely start in July however this is now uncertain. Current situation has limited the engagement with digital companies and events will need careful planning going forward depending on situation post lockdown | ↓ | | Work on site has commenced after a period of closure due to COVID-19, it is anticipated that the Digital Hub will open in September |
| Implement new agency agreements for on-street parking services | JD KH | Completed new agency agreement signed and in place commencing 1 April 2020 | → | | |

| Place Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|--|--------------|--|-------------|-----------|--|
| Explore opportunities for EV charging points subject to funding | JD TM | No funding opportunities have been identified prior to Covid-19. EV charging points will be picked up in climate strategy and on regeneration sites where appropriate | → | | |
| Re-procure the Council's leisure contracts for the Farnborough Leisure Centre and the Aldershot Indoor Pools and Lido complex | PS JD | Documentation sent out through South East Business Portal - Bidders day completed – Competitive dialogue paused due to Corona virus. The procurement will be restarted later in the financial year once the market has recovered sufficiently. | ↓ | | Work will progress with the Civic Quarter proposals which will reduce uncertainty and therefore risk within the leisure procurement project. |
| Develop Environmental and Greenspace policy and initiatives | JT | Green Infrastructure Strategy, Biodiversity SPD and SANG management plan reviews subject to delay due to staff resources required by ESSO pipeline Major Infrastructure and long term illness of key member of staff. | ↓ | | Work on these will resume at the end of May assuming availability of Ecologist after treatment. |
| Implement Conservation Area Appraisal programme | JT | Project on track | → | | |
| Develop a plan for improved walking and cycling infrastructure in the Borough which encourages residents to be more active | JM | This activity has moved from Democratic Services and Partnerships to Economy, Planning and Strategic Housing and been rescoped as part of work proposed with Hampshire County Council | NEW | | |
| Support the development of the visitor economy through: <ul style="list-style-type: none"> Exploiting the economic and social benefits of the FIA and conference centre Development of Aerospace Heritage Attraction | DP | Procurement of consultants to support Aerospace Heritage project underway with interest being received. Submission closes 20/4/20 | → | | |

| Place Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|--|--------------|---|-------------|-----------|---|
| <ul style="list-style-type: none"> Improved promotion of Rushmoor's heritage and cultural assets | | | | | |
| Support the development of the aerospace sector by supporting the relocation of Gulfstream and working in partnership to deliver opportunities arising from Gulfstream relocation and LEP/County Council Aerospace Studies | TM | Impact of Covid-19 will slow both these projects' delivery. | ↓ | | Building work on the Gulfstream hangar is due to be completed on time. An opening is hoped for November once site is operational. Pace of relocation of staff likely to be impacted. Aerospace sector as a whole is being hit hard by crisis and this will be considered as part of recovery workstream |

In addition to the Corporate Projects under Place, work has continued on this key activity which supports the delivery of the Council Business Plan:

- Delivery of affordable homes - A total of 191 affordable homes were completed in 2019/20. The three-year target of 450 completions has been met and exceeded with a total of 588 completions.

| Partnership Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|---|--------------|--|-------------|-----------|-------|
| Deliver focussed programme to reduce levels of antisocial behaviour in Aldershot Town Centre | DL JD | Ongoing partnership work to tackle individual perpetrators of antisocial behaviour through use of Community Protection Notices and Injunctions. Levels of complaints have reduced significantly. | → | | |
| 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. | EL | Education Action Plan being delivered. Plan to be updated Sept 2020. Progress and sustainability of projects being reviewed | → | | |

| Partnership Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|--|--------------|---|-------------|-----------|---|
| Support and enable a councillor shadowing programme for students in the Borough | JS | Coronavirus means that we haven't been able to provide the opportunities that we wanted for the shadowing element. But all other activities have been completed this year | → | | |
| Rationalise support arrangements to voluntary organisations to ensure fairness and consistency, including the contribution made by the organisations towards support costs | AC | Rent relief reviews completed. Work on major reviews delayed until 2020/21 to enable new working arrangements to bed in | ↓ | | New approach to work with voluntary organisations as part of the recovery process from Covid-19 |
| 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 | New terms of reference agreed for more focused covenant partnerships meetings Draft Gold Work plan being developed - identifying resources and potential policy changes required to secure gold status | → | | |
| Establishing international links with Gorkha Municipality, Nepal, and develop business and community links. | AC | | ↑ | | |
| Establishing international links with Rzeszow, Poland and develop business and community links. | AC | Establishing links was delayed pending a visit to Farnborough Air show. | ↓ | | Development work being reviewed in light of Covid-19. A visit to Rushmoor now unlikely until 2021 |
| Establishing international links with Dayton, Ohio, United States, and develop business and community links. | AC | | → | | |
| Finalise business case for investment in renewed CCTV network for the borough and shared control centre with Hart DC | DL JD | Further scoping work around outsourcing completed with report to Cabinet on next steps to be drafted and presented in early 2020/21. | → | | |

| Partnership Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|---|--------------|---|-------------|-----------|-------|
| Development of Aviation Apprenticeships with major employers and FCoT | NP | Second year of course running from September. However, promotion impacted by Covid-19 | → | | |

In addition to the Corporate Projects under Partnerships, work has continued on these key activities which support the delivery of the Council Business Plan:

- Deliver the Safer North Hampshire Community Safety Partnership (CPS)
- Delivery of Rushmoor Employment and Skills Zone Programme –There has been some delay in development of the Skills Strategy and planning of 3 year Action Plan currently on hold until impact of Covid-19 is clearer

| Better Public Services Corporate Projects | Lead Officer | Progress this quarter | Trend Q3-Q4 | Status Q4 | Notes |
|---|----------------|--|-------------|-----------|--|
| Developing the Corporate planning and performance framework and the 10 year vision. | AC JR SS | Performance Framework report to be submitted to Cabinet on 28 April 2020 | → | | |
| Full review of the Council's Constitution | JS | Draft Constitution has been approved by LAGP for recommendation to Council. However, there was delay to allow the opportunity to incorporate external feedback on the draft from LGA Consultant. It will now be submitted to a special remote Council Meeting in May, instead of February. | → | | Revised Constitution being submitted to Council on 14 th May, 2020 |
| Implementing the electoral service review | AC VP JF | Work progressing but delayed because of the Parliamentary Election in December, 2019 | → | | The process design element of the review has been incorporated into the ICE Programme. Work scheduled for 2020/21. |



Rushmoor Borough Council Regeneration Programme

Programme Monitoring Report April 2020

Quarter 4



Last Updated: 12th May 2020

Version 0.5

Programme Description

Cabinet established the ‘Regenerating Rushmoor’ programme 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 directly addresses the ‘Place’ priorities in the Council Plan, in particular “driving forward with the regeneration of Aldershot and Farnborough town centres”.

The programme sets out a vision for the town centres in 2028:

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

The programme is managed through four workstreams currently comprising the following projects.

| Workstream 1 RDP Projects | Workstream 2 Property or Major Works | Workstream 3 Third Party Projects | Workstream 4 Feasibility/Options Appraisal/Strategy |
|------------------------------|---|---|--|
| A2: Union Street, Aldershot | A3 & A7 The Station & surrounding area, including Windsor Way & High Street Bus Interchange | A1: The Galleries & High Street Multi-Storey Car Park | F5: Council Offices site/Civic Quarter |
| F1: Civic Quarter | A5: The Digital Hub | F2: Farnborough Transport Package | F6: New Leisure Centre Feasibility |
| A6: Parsons Barracks | F3: Invincible Road | F9: Voyager House | F8: Farnborough North/ Hawley Lane |
| | B3: Southwood Country Park (development of buildings) | | A8: Aldershot Town Centre Strategy |

| | | | |
|---------------------------------|---|--------------------|---|
| Programme Summary | Period January 2020 - April 2020 | Version 0.5 | Last Updated: 12th May 2020 |
| Overall Programme Status | Outcomes | Budget | Timescales |



| Programme commentary including key successes and issues |
|---|
| <p>Q4 saw the submission of the planning application for the Union Street scheme. This, along with the demolition of 53-55 High Street, show's good progress is being made and addresses health and safety risk associated with the site. Whilst progress has been good, it is evident that the Coronavirus crisis has, and will continue to, have an impact on the programme. Work is currently being undertaken to mitigate related risks.</p> <p>Programme information for this quarter:</p> <ul style="list-style-type: none"> • Union Street (Project A2) – Submission of the planning application on the 4th March 2020 achieves a key milestone for the scheme. The demolition of 53-55 High Street within the Union Street site mitigates related H&S concerns. It is anticipated that this initial phase of demolition work will continue into early Q1 20/21, however this could change and is subject to government guidelines and contractor staffing levels. It is expected the full demolition [of phase 1] will be complete by mid-Mid. Phase 2 of the demolition works is impacted by the Coronavirus crisis in terms of pre demolition works and surveys which the Council are required to commission, as the necessary specialists that would complete the pre demolition reports are experiencing Coronavirus crisisrelated issues. Officers continue to work with suppliers to make as much progress as possible. Site assembly continues with the lease surrender of 48a Union Street now resolved and awaiting completion. Freehold/leasehold negotiations are ongoing in respect of 51 High Street as too are lease negotiations on 60-62 Union Street. • Civic Quarter (Project F1) – The Elles Hall Community Centre site has now had hoarding installed in preparation for demolition and the former police station site has had new hoarding installed due to a number panels and posts being damaged beyond repair during the recent storms. Work is currently underway to source some images that can be displayed on the hoarding. A tender pack is being produced for the demolition of Elles Hall and it is likely that Q1 20/21 will see this work begin. • High Streets Task Force (HSTF) – The High Street Task Force is now well underway after being formally launched at a kick-off meeting in February. Since then, the Council has undertaken footfall monitoring during March in order to provide the basis of a scope of works for Springboard (external specialist) to produce a bespoke footfall dashboard for Aldershot town centre. Council Officers have also facilitated a Task Force expert visit, from Graham Galpin, who will go on to produce a report detailing a diagnosis of the town's main barriers to transformation along with next steps and recommendations moving forward. This report has been received and has majored on the need for branding. A virtual review was held with Steve Millington of Institute of Place Management on Friday 1st May 2020, the final report will follow. |

Forthcoming Matters for consideration by Members


The following matters are anticipated to be brought forward in the next quarter:

- Actions associated with potential end users for the Union Street scheme including a lease with The University of Creative Arts
- Consideration of matters associated with the Civic Quarter including pre planning and site clearance
- Delegated Authorities in relation to taking forward the Union Street proposals including demo approvals and due diligence.



Progress Summary by project

| Project | Description | Funding | Key Activities | Key Activities | Status | Project Narrative |
|------------------------------------|---|--|---|--|---|---|
| | | | Jan 2020 – Mar 2020 | Apr 2020 – Jun 2020 | | |
| Workstream 1 – RDP Projects | | | | | | |
| A2: Union Street | This project will contribute towards the reinvigoration of Aldershot town centre, creating a new revitalised and vibrant space, with a mix of residential and student accommodation above active ground floor uses alongside a creator’s yard within the heart of the town. | <u>External</u> £5m HIF £1.2m EM3 LEP (to be confirmed) <u>Capital</u> 19/20 £5.7m | Demolition of 53-55 High Street within the Union Street site underway (to complete in Q1 20/21) 48 Union Street lease surrender and property vacant 48A Union Street lease surrender exchanged Planning application submitted by RDP for scheme comprising 100 residential units, 128 units of student accommodation and ground floor commercial space Grant Thornton appointed to undertake due diligence associated with delivery of scheme | Acquisition of 51 High Street (freehold/leasehold interests) 60-62 lease surrender and property vacant procession Demolition of 53-55 High Street Confirmation of LEP funding Pre demolition works to continue for wider site (Coronavirus crisis impacted) Preparation of tender pack for wider site demolition contractor Pre-planning community feedback to be published online via the RDP website |  | Good progress has been made in the last quarter and saw the submission of a planning application for the scheme. Demolition of the party wall between 51-53 High Street is complete, along with the demolition of 53-55 High Street which has started and is expected to be finished by 16 th May. The demolition works are not currently impacted by the Coronavirus crisis, this continues to be monitored. Pre-demolition works for the wider site are instructed, however some of these are impacted by the Coronavirus crisis and will present delays. Working with the RDP to minimise the impact of Coronavirus The RDP continues to promote the scheme via the website and social media presence, uploading new images as they develop. The Council continues to strive towards vacant possession of properties within the development area in order to complete land assembly, this is ongoing. |
| F1: Civic Quarter | The civic quarter will be an exciting mixed-use space, providing new opportunities for town centre living alongside active ground floor uses, such as | <u>Capital</u> 19/20 £10m 20/21 £10m 21/22 £19m | Pre-Demolition works of Elles Hall (EH) on going. Closure of EH carpark and decommissioning of associated PND’s | Procurement and appointment of a demolition contractor for Elles Hall |  | The emerging masterplan continues to develop, which will begin to shape a planning application. |




Rushmoor Borough Council Regeneration Programme Monitoring Report

| Project | Description | Funding | Key Activities Jan 2020 – Mar 2020 | Key Activities Apr 2020 – Jun 2020 | Status | Project Narrative |
|-----------------------------|---|--|--|---|---|--|
| | cafes and restaurants and the re-provision of leisure and community facilities. This will enhance the town centre and improve connectivity between the town and the business park to the south west. | Current capital provision. Further funding requirements will be identified through the masterplanning process. | <p>Repair hoarding associated with the former police station site</p> <p>EH development site hoarded and appropriate signage installed.</p> <p>Farnborough Parking Study completed – to inform RDP scheme</p> <p>RDP progressing masterplan options around leisure/civic provision</p> <p>Seek external funding opportunities to assist with scheme delivery</p> | <p>RDP to commission LDA architects to take forward RIBA Stage 2 works</p> <p>Develop funding bids to support infrastructure provision – particular focus on transport interventions</p> <p>RBC to develop proposals associated with releasing the current Council Offices site, including Outline Business Case.</p> | | In addition to the masterplan, work on the preparation of an options appraisal, business case and outline plans associated with the Civic offer has begun. It is anticipated that this work will be presented to Cabinet in August 2020 for consideration. |
| A6: Parsons Barracks | This site is currently a long stay car park close to the town centre, the entrance of which is off Ordnance Road. The site has been identified as a key site to redevelop and the RDP is tasked with taking forward the site as part of their portfolio. Options were considered by the RDP including residential, a hotel, food, retail and the option of a Care Home facility as end uses. The RDP Project Plan recommended a Care Home facility as the best option to take forward. RBC approved the disposal of the car park to the RDP in mid 2019. Profit from the disposal of this site will contribute to the overarching Aldershot Town Centre regeneration. | Aligned to the project plan presented by the RDP and approved by Council. | <p>Ongoing process of due diligence by potential end user including ground investigation works.</p> <p>Aim to move forward resolution of outstanding legal issues relating to the disposal of land - <i>expected to continue into the next quarter</i> as this will <i>involve the DIO</i></p> | The Council continues to explore ways in which to remove any risk to the Council in relation to the disposal of land. In the absence of a resolution with the DIO, it may need to consider its options for the site. |  | Legal issues relating to the disposal of land, need to be resolved before progress can be made, the Council continues to explore ways in which to remove any risk it is exposed to in relation to the disposal of land on this scheme. It is anticipated this will continue into the next quarter. |



Rushmoor Borough Council Regeneration Programme Monitoring Report

| Project | Description | Funding | Key Activities Jan 2020 – Mar 2020 | Key Activities Apr 2020 – Jun 2020 | Status | Project Narrative |
|---|--|---|--|--|---|---|
| Workstream 2 - Property or Major Works | | | | | | |
| <p>A3 & A7 The Station and surrounding area, including Windsor Way & High Street Bus Interchange</p> | <p>Aldershot Railway Station is a key gateway into the town and as such has been identified as needing qualitative improvements. This project includes public realm improvements to the railway station forecourt, a revised public transport interchange and the redevelopment of the bus station site for a mixed-use development scheme. The Council will also be facilitating the installation of public art to enhance the area.</p> | <p>£900k EM3 LEP £620K RBC £180k HCC £220k HCC (Windsor Way) £100k NSIP <i>Additional funding contributions have been sourced, subject to approval.</i></p> | <p>Update funding profile for the LEP. Finalise overall scheme costings.</p> | <p>Update funding profile for the LEP. Provide details of final cost estimate to HCC overall scheme costings.</p> |  | <p>Detailed costings have been provided by Hampshire County Council; cost estimations are slightly higher than originally thought. It is important to note that the scheme is still expected to proceed, RBC has confidence that additional funding can be sourced from HCC to make up any shortfall which may be required. There is a process of due diligence to be undertaken, which will include design review and some additional investigative works, this will impact project times scales. In the current climate with the threat of the Coronavirus crisis it is difficult to establish a timeline on this. The Council will continue ongoing dialogue with impacted residents and stakeholders once the scheme is confirmed.</p> <p>In additional to this, the Windsor Way highway works and Station Forecourt scheme is out for tender, this process is likely to be impacted by the Coronavirus crisis.</p> |
| <p>A5: The Digital Hub</p> | <p>The Digital Hub scheme perfectly combines the past and the present, consisting of a digital Hub to produce a collaborative workspace for existing and aspiring entrepreneurs and develop businesses working in the gaming and digital sector within the setting of a listed building (Old Town Hall). The desired outcomes from this project are growth of the digital economy including; job creation; jobs safeguarding; and office floorspace refurbishment.</p> | <p>Total 867k - LEP; £10k OPE, RBC 40K (revenue)</p> | <p>Appoint contractor for refurb works, tenders received. Bank funding approval for the Rock n Pop Foundation to purchase building.</p> | <p>Refurbishment works to start on site. The Council will now work with Rocketdesk to establish and manage a hub for digital start-up businesses, offering flexible office and meeting space, plus opportunities for collaborative working.</p> |  | <p>The project has progressed well, and the contract started on site, however on the 26th March the site was closed due to the Coronavirus crisis. This has caused delays, but work has begun on site, it is expected these works will continue until September 2020.</p> |





Rushmoor Borough Council Regeneration Programme Monitoring Report

| Project | Description | Funding | Key Activities | | Status | Project Narrative |
|--|--|---|--|--|---|--|
| | | | Jan 2020 – Mar 2020 | Apr 2020 – Jun 2020 | | |
| F3: Invincible Road | Improved access/egress from Invincible Road onto Elles Road | £228k funding from HCC | Contractor for works appointed HCC approval Finalised drawings with Hampshire County Council | Finalise legal work to ensure start on site in July 2020. |  | This scheme has experienced additional delays, mainly due to one party with a legal interest in the site giving notice that they will leave the area in July and therefore cannot endorse the proposed works. In light of this development, the start date for the scheme has been rescheduled to commence July 2020. The work programme has been altered so work can commence without impact to the Air Show traffic. |
| B3: Southwood Country Park (development of SANG including former golf club buildings) | This is an exciting opportunity to retain large open green space within the borough. This is a 57-hectare area of natural green open space in Farnborough. The first phase of the country park (western side) opened in September 2019. Covering more than 30 hectares, it offers a network of formal and informal paths, with a 2.4-kilometre circular walking route, starting from the 31-space Kennels Lane car park. There is dog-proof fencing along the boundaries of Ively Road. It will also consider, evaluate and recommend supplementary uses for the site and associated buildings, and, where agreed, implement those uses | £58k revenue, £422k capital, £40k RBC contribution to EA feasibility study, £15k for buildings options study and £17k for hoardings in 19/20. Majority to be recouped from developer SANG contributions. | Commissioned feasibility drawings for visitor centre Member Engagement Continued to work to keep the site secure | Option 4 of the scheme feasibility to be developed as directed by members. Soft market testing to be undertaken to assess the feasibility of commercial café and kiosk on site. |  | The Council has made a commitment to consult with the public on the design of the facilities and this will take place before the design can be complete. |
| Workstream 3 - Third Party Projects | | | | | | |
| A1: The Galleries & High Street Multi-Storey Car Park | This scheme is integral to the regeneration of Aldershot Town Centre. Shaviram Aldershot Ltd is proposing a scheme of 602 new homes together with new ground floor commercial floorspace. The proposals also include a large, new public | <u>External</u> £3.4m HIF | Pre-planning application submitted by Shaviram for consideration | Planning Application submission Establish impact on infrastructure – Sewer diversion |  | The planning process for this scheme has begun with a pre-planning application submission that the Council is in the process of responding too. A full planning submission is expected in Q1 20/21. Development Agreement between RBC and Shaviram Aldershot Ltd to be completed in |

Rushmoor Borough Council Regeneration Programme Monitoring Report

| Project | Description | Funding | Key Activities Jan 2020 – Mar 2020 | Key Activities Apr 2020 – Jun 2020 | Status | Project Narrative |
|--|--|---|---|--|---|--|
| | space that could be the focus for town centre events. In order to bring forward the proposals, the Council has approved, in principle, to relinquish its land interest in the High Street multi-storey car park and to take a long-term lease on a new 250 space car park, which will form part of the proposed redevelopment. This will mean that the existing car park will be redeveloped as part of the scheme. | | | Development Agreement to be progressed in relation to car park | | order to release the Council's interest in the High Street multi-storey car park. |
| F2: Farnborough Transport Package | Lynchford Road Farnborough - Localised widening to improve traffic flow and reduce journey times. Improvement to connectivity between M3 and the new Exhibition Centre | Hampshire County Council secured LEP funding | Design, development and business case work is progressing for the scheme. | Hampshire County Council will develop scheme designs and undertake the appropriate studies in order to progress the scheme |  | Hampshire County Council in the next period will continue to develop a project plan and timeline for this scheme and will engage with stakeholders as required. RBC input is expected to be minimal |
| F9: Voyager House | Rushmoor Borough Council acquired the Voyager Building in Apollo Rise (Southwood Business Park) for the CCG and providers to occupy as Tenants, in order for them to accommodate and co-locate primary care practices and community services in a way not currently possible within Farnborough. The CCG were required to commit to enter into an Agreement to lease (and ultimately a Lease) with Rushmoor Borough Council as Landlord (i.e. as a pre-condition to support the purchase). | Capped budget of £5.85m with any further project costs being met by CCG | Tenders for the works received and assessed | Plans agreed and works to commence on site for the fit out of premises August 2020 |  | Rushmoor Borough Council acquired the Voyager Building in Apollo Rise (Southwood Business Park) for the CCG and providers to occupy as Tenants. Good progress has been made with the CCG formally entering into an Agreement to lease with the intention that they will ultimately lease the property with the Council as Landlord. It is expected that the Coronavirus crisis would impact this project due to the nature of the scheme. Appointed contractors Storm Building Limited have commenced works on Voyager House as at 20 th April |

Rushmoor Borough Council Regeneration Programme Monitoring Report

| Project | Description | Funding | Key Activities Jan 2020 – Mar 2020 | Key Activities Apr 2020 – Jun 2020 | Status | Project Narrative |
|--|--|---|---|--|---|--|
| Workstream 4 – Feasibility/Options Appraisal/Strategy | | | | | | |
| A8: Aldershot Town Centre Strategy | Completion of a comprehensive strategy and transition plan for Aldershot Town Centre. | Strategy and transition plan are developed Funding requirements will be identified for any additional projects and will be brought forward through the Council's normal budgetary processes. | Developed and completed specification for retail/leisure usage study. Continued to develop Aldershot transition plan for the duration of the anticipated construction works Ongoing engagement with stakeholders including Aldershot Civic Society and Aldershot Task Force | Continue to develop Aldershot transition plan for the duration of the construction works |  | Work continues on the transition plan for Aldershot Town Centre, it is expected that the High Streets Task Force report due in the next quarter will feed directly into the town centre strategy. Identifying key themes and outcomes to assist with the town centre transformation, unlocking potential barriers, and creating opportunities. |
| F5: Council Offices site/Civic Quarter | Consideration of future options for the Council Offices site and the development of options for the future location of the council. | Funding for feasibility/options work in the event of relocation included in budget for 2020/21 | Review stock condition survey undertaken in 2019 Measured survey undertaken of existing site | Feasibility work in relation to use of space which will feed into the overarching business case for the Civic Hub. |  | The principle and feasibility of options are now being considered for a multi-use 'Civic Hub' to include a Leisure Centre and Council Offices. Discussions with potential end users have commenced. An options appraisal and business case are being prepared along with outline plans to be considered by August 2020. |
| F6: New Leisure Centre Feasibility in relation to the Civic Quarter Development | A new leisure centre is being considered as part of the Civic Quarter development however, in order to assess the best location and format feasibility work is still on going. | £100,000 for further feasibility and design work Procurement budget also in place | Cabinet approval for a new Leisure Centre RDP/RBC working with architects GT3 to establish footprint of facility following confirmation of facilities mix in December 2019. | Confirm whether the leisure centre will be incorporated within a multi-use 'Civic Hub' – linked to Project F5. |  | As above; this project is potentially interlinked to the future of the Council office site. A business case is being developed for a Civic Hub. |
| F8: Farnborough North/Hawley Lane | This scheme has several objectives: | | Feasibility work has been undertaken for the scheme and has | Confirm if additional land is a requirement for the scheme, through feasibility and design work. |  | Work continues with the complex Farnborough North site which has a number of elements that need close coordination and engagement. Further work is being carried out regarding |

Rushmoor Borough Council Regeneration Programme Monitoring Report

| Project | Description | Funding | Key Activities Jan 2020 – Mar 2020 | Key Activities Apr 2020 – Jun 2020 | Status | Project Narrative |
|---------|---|---------|--|--|--------|--|
| | to assist Network Rail in making Farnborough North safer for pedestrians Potential relocation of builder's merchants to an improved location at Hawley Lane and redevelopment of site. | | provided some options for consideration. | Continued engagement with stakeholders on completion of feasibility and design work. | | the feasibility of the Hawley Lane Site. |

| Summary of Key Programme Risks by Workstream | | | |
|--|--|---|---|
| <u>General: All workstreams affected by Coronavirus crisis which is likely to cause delays throughout the programme.</u> | | | |
| <p>Workstream 1 – Project A2 has risks associated with the Coronavirus crisis in relation to external funding and the need to meet certain milestones in order to draw down funding. These are currently being highlighted with Homes England, and it is likely milestone targets will be extended, pushing project timelines.</p> <p>Risks associated with resourcing and expertise of major projects are under active management.</p> | <p>Workstream 2 – Projects in this work stream have several issues that are a potential risk. Project A3 has risks associated with the costings of which will have an impact on project timescales. Steps are being taken to mitigate this and the scheme design is under review, it is also expected that additional funding can be sourced in order to bridge any existing shortfall.</p> | <p>Workstream 3 – Project F3 is likely to be impacted by the Coronavirus crisis.</p> | <p>Workstream 4 – Projects within this workstream, may have indirect risks associated with the Coronavirus crisis in terms of commissioning external suppliers to produce reports and surveys, who are impacted by the Coronavirus crisis. For example project F6 may experience delays with the operator procurement process.</p> |

Rushmoor Borough Council Regeneration Programme Monitoring Report

| | | | |
|--|--|--|--|
| | <p>Project A5 is experiencing Coronavirus related risks with an unknown time off site, this continues to be monitored.</p> | | |
|--|--|--|--|



ICE Programme - Quarterly Progress Report

This report provides a programme level summary of progress against the Councils transformation programme, known as the ICE Programme. The programme is managed in four workstreams WS1 – WS4. This report sets out the status of the programme overall and provides a high-level view of the status of all projects currently live in the programme by workstream.

| | | | |
|--------------------------|-----------------------------|--------------------|--------------------------------------|
| Programme Summary | Period January - March 2020 | Version 0.1 | Updated: 30 th April 2020 |
| Overall Programme Status | Outcomes – partially target | Budget – on target | Timescales – not on target |

Programme commentary including key success and issues

Outcomes against plan are showing as Amber, with timescales Red, due to resources in March being refocused on the COVID- 19 crisis. Given the critical nature of the crisis the **current programme timescale is now deemed as no longer achievable**. However, work is being undertaken to rescope the ICE Programme with a clear focus on delivering priority projects which support the ‘recovery’ phase of the crisis as well as maintaining a focus on delivering improved technology and identifying efficiencies and savings. In the quarter to March 2020 the ICE Programme continued to deliver most of the existing milestones on time and on budget.

1. Roll-out of Microsoft Teams was delivered ahead of programme timeline in response to the need for remote working tools
2. Further functionality has been rolled out on CRM including better information on customer demand, and improved access for Customer Service Staff to customer property records.
3. The roll-out of Microsoft Modern Workplace products (Office 365) continues with work completed on information governance requirements and work on the planning for upgrading computers to the latest Microsoft operating system Windows 10
4. Completed development of Workforce Strategy
5. Programme budget and budget monitoring in place
6. Work on scoping improvements to Council financial information underway
7. ICE Projects completed in last period include: Implementation of new Legal system, new E-learning system, scoping of Housing systems options, Windows 10 platform configuration, Information Governance and storage approach and implementation of some service redesign changes

Karen Edwards, ICE Programme Sponsor

| Workstream 1 - Customer | | | | Version Control | 0.1 | Period | Jan 2020 – March 2020 |
|---|---|--|--|--------------------|-------|----------|---|
| Project Ref | Project Description | | Progress | | Trend | Status | Notes |
| WS1/1 | Customer Insight/Understanding our customers and demand | | Scheduled for delivery by Dec 2019 | | ↑ | Complete | Now part of Business as Usual |
| WS1/2 | Customer charter/promises (common standards) | | On hold due to Covid-19 | | ↓ | N/A | To be rescoped and reprioritised as part of next Phase of ICE |
| WS1/3 | Process redesign for self-service | | On hold due to Covid-19. This remains a critical project for the programme and work is underway to identify how this can be delivered within the constraints of the Covid-19 environment | | ↓ | | To be rescoped and reprioritised as part of next Phase of ICE |
| WS1/4 | New website - to enable transactional services | | Phase 1 discovery phase underway – timescales extended to reflect Covid 19 delays | | → | | |
| WS1/5 | Environmental Services portal projects | | Project completed October 2019. | | → | Complete | |
| WS1/6 | Create the 'Rushmoor Customer Service' implement and CRM capability and start to build a single customer view | | Continued roll-out of CRM functionality | | ↓ | | Small slippage in timescales due to Covid 19 |
| WS1/7 | Love Rushmoor App - refresh/replacement | | Scheduled development not until 2021 | | → | N/A | |
| WS1/8 | Communications strategy – enabling customer and behaviour change | | Research phase being undertaken. Scheduled for delivery September 2020 | | → | N/A | |
| Workstream Commentary | | | | Issues or Risks | | | |
| Workstream 1 progress continues. Major impact of Covid 19 on WS1/3. Further work is being undertaken rescope and reprioritised as part of next Phase of ICE | | | | Impact of Covid 19 | | | |
| | | | | | | | |

| Workstream 2 - Digital | | | | Version Control | 0.1 | Period | Jan 2020 – March 2020 |
|--|---|--|---|---|-------|--------|---|
| Project Ref | Project Description | | Progress | | Trend | Status | Notes |
| WS2/1 | 1. Office 365 'The Modern Workplace' (including roll-out of Exchange, Word, Excel, PP and embedded accessibility) | | Progress on delivery of Office 365 remains good. Some slippage due to Covid 19 | | ↓ | | |
| WS2/2 | 2. Flexible and mobile working - office modernisation | | A number of elements of this project are being delivered as part of the response to Covid 19 | | → | N/A | To be rescoped and reprioritised as part of next Phase of ICE |
| WS2/3 | 3. Team working, collaboration and new Intranet | | A number of elements of this project are being delivered as part of the response to Covid 19 | | → | N/A | To be rescoped and reprioritised as part of next Phase of ICE |
| WS2/4 | 4. Performance management and business intelligence | | Project delivery to be rescheduled in May 2020 | | → | N/A | To be rescoped and reprioritised as part of next Phase of ICE |
| WS2/5 | 5. Modernising Line of Business Applications | | Projects underway: New Legal Service system, New Housing System and new HR e-learning system Property system and Finance systems being scoped | | ↑ | | |
| WS2/6 | 6. IT Infrastructure and Cloud Migration | | Implementation of upgrade to Windows Server and cloud migration, together with roll-out of Windows 10 underway. Overall project will take until summer 2020 to complete. Will provide infrastructure to run many of the new 'Modern Workplace' services | | ↓ | | Some slippage in timescales due to Covid 19 |
| Workstream Commentary | | | | Issues or Risks | | | |
| Workstream 2 progress continues. Some impact of Covid 19 on overall timescales Most projects will remain the same in the next phase of ICE programme – with a focus on delivering and improving capability for remote working | | | | Impact of Covid 19 | | | |
| | | | | Ability to recruit and retain staff with the right skills because of the competitive nature of the IT recruitment market and impact of Covid 19 | | | |
| | | | | | | | |

| Workstream 3 – People & Culture | | | | Version Control | 0.1 | Period | Jan 2020 – March 2020 |
|--|---|--|--|--|-------|--------|--|
| Project Ref | Project Description | | Progress | | Trend | Status | Notes |
| WS3/1 | Workforce strategy | | Draft of Workforce Strategy completed | | ↓ | | Small slippage in timescales due to Covid 19 |
| WS3/2 | Leadership training | | First cohort of Leadership Training complete. Second cohort commenced using remote technologies | | → | | |
| WS3/3 | Learning and development programme | | Project to be scoped | | → | N/A | To be rescoped and reprioritised as part of next Phase of ICE |
| WS3/4 | Culture, values and behaviour change | | Project to be scoped | | → | N/A | To be rescoped and reprioritised as part of next Phase of ICE |
| WS3/5 | Improving internal communications and collaboration | | Initial work on internal communications underway. Outcome of this work will be the development of a communication strategy linked to WS3/1 Workforce Strategy. Opportunity to use new technology coming on stream in first half of 2020 will also be used to improve internal communication (see WS2/1 Modern Workplace) | | → | | |
| WS3/6 | Organisational Redesign | | Redesign undertaken with target to complete phase 1 changes by end of March 2020 – some elements remain outstanding | | ↓ | | To be rescoped and reprioritised as part of next Phase of ICE. |
| Workstream Commentary | | | | Issues or Risks | | | |
| Workstream 3 progress continues. Further work is being undertaken rescope and reprioritised as part of next Phase of ICE | | | | Impact of Covid 19 | | | |
| | | | | Resource capacity to undertake project work in this workstream/lack of project management capacity | | | |
| | | | | | | | |

| | |
|--|--|
| | |
|--|--|

| Workstream 4 – Cost & Commercial | | | Version Control | 0.1 | Period | Jan 2020 – March 2020 |
|--|---|---------------------------------------|--|-------|--------|--|
| Project Ref | Project Description | Progress | | Trend | Status | Notes |
| WS4/2 | Better access to financial information | Scoping work underway | | ↓ | | Slippage from original timescales due to resource availability |
| WS4/4 | Reducing debts and increasing income from existing services | Project to be scoped | | → | N/A | |
| WS4/5 | Commercial strategy and management of assets | Project to be scoped | | → | N/A | |
| WS4/6 | New procurement strategy and savings from procurement | Project to be scoped | | → | N/A | |
| WS4/7 | Review of better use of council buildings | Outline Business Case being developed | | → | N/A | Now part of Regeneration Programme |
| Workstream Commentary | | | Issues or Risks | | | |
| Further work is being undertaken rescope and reprioritised Workstream 4 as part of the next Phase of ICE | | | Impact of Covid 19 | | | |
| | | | Resource capacity to undertake project work in this workstream/lack of project management capacity | | | |

For further information the programme mandate can be found at <https://democracy.rushmoor.gov.uk/ieListDocuments.aspx?CId=138&MId=684>

Organisational Health Indicators
Quarter 4 2019/20

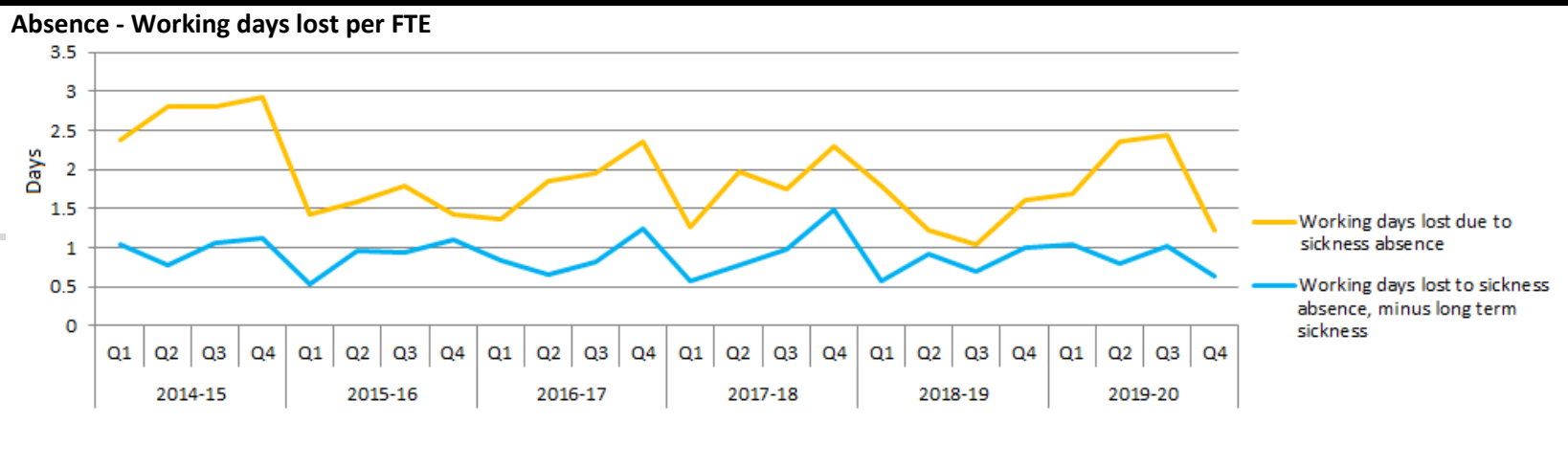
Comment this quarter: During the quarter the impacts of the Covid-19 emergency on the delivery of the Council Business Plan were beginning to be realised. In a very short space of time the whole Council needed to refocus and change the way it operated and resources were moved to responding to the issues created by Covid-19. This affected the delivery and future delivery of Council Projects and Programmes.

| | | |
|-----|--|---|
| Key | An improvement from last quarter or this quarter last year | A decline from last quarter or this quarter last year |
|-----|--|---|

| Corporate Projects % 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) | |
|--|-------------------------------|--|-------------------------------|---|---------------------------------------|
| 52.9% | Last quarter: 78.8% | 35.7% | Last quarter: 40% | 38.5% | Last quarter: 86.7% |
| | This quarter last year: N/A | | This quarter last year: 15.4% | | This quarter last year: N/A |
| Average interest rate | | Total external borrowing | | % of capital 2019/20 programme spent | |
| 1.1% | Last quarter: 1.1% | 90m | Last quarter: £90m | 93% | Last quarter: 63.6% (OB), 88.2% (LAB) |
| | This quarter last year: 0.86% | | This quarter last year: -£72m | | This quarter last year: N/A |

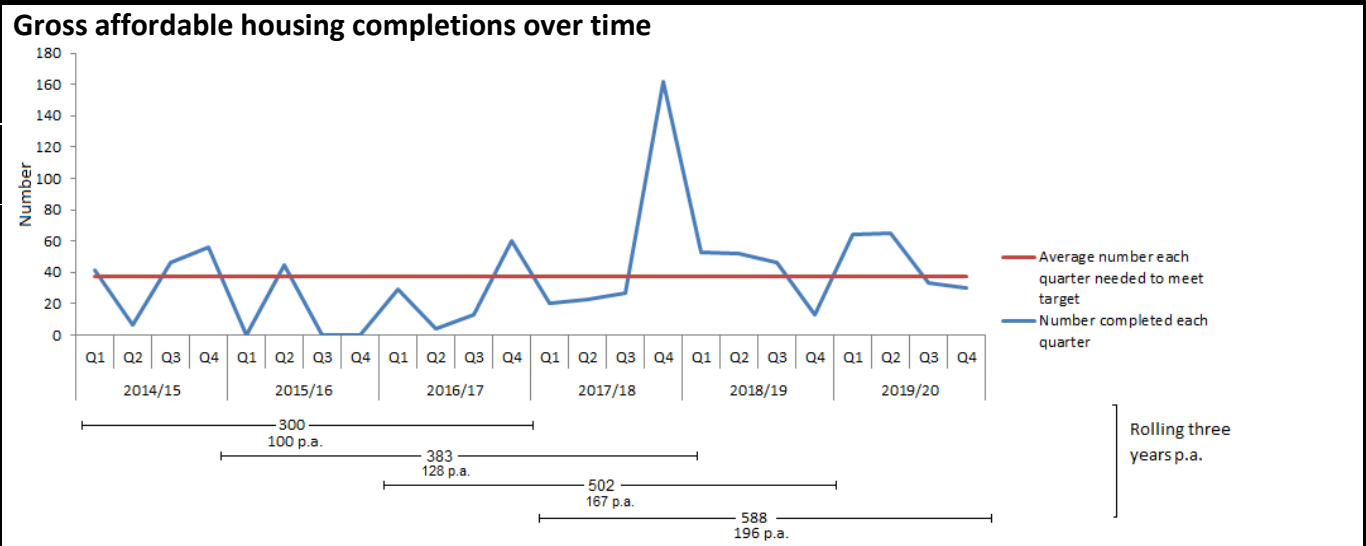
| Staff turnover | |
|----------------|-------------------------------|
| 3.55% | Last quarter: 2.44% |
| | This quarter last year: 1.74% |

| Number of complaints | |
|----------------------|----------------------------|
| 7 | Last quarter: 10 |
| | This quarter last year: 12 |



| Recycling rates - % reused, recycled and composted (one quarter behind) | | Residual waste – kg per household (one quarter behind) | | Residents overall satisfaction with waste, recycling, grounds and streets contract |
|---|----------------------------------|--|---------------------------------------|--|
| 30.2% (Q3) | Last quarter (Q2): 29.9% | 138.55kg (Q3) | Last quarter (Q2): 137.46kg | Surveys now finished. Work is underway with Serco to design a new satisfaction tracker |
| | This quarter last year (Q3): 29% | | This quarter last year (Q3): 138.19kg | |

| Gross affordable housing completions – Target 450 over three years (150 p.a.) | |
|---|----------------------------|
| 30 (191 in 2019/20) | Last quarter : 32 |
| | This quarter last year: 13 |



| B&B cost – Gross | |
|------------------|---------------------------------|
| £24,378 | Last quarter: £39,750 |
| | This quarter last year: £39,273 |

| Major Planning Applications processed within 13 weeks - Target 60% | |
|--|-----------------------------|
| 100% | Last quarter: 66% |
| | This quarter last year: 81% |

| Violence at work data - incidents | |
|-----------------------------------|----------------------------|
| 16 | Last quarter: 12 |
| | This quarter last year: 12 |

| Rushmoor work related accident / incident data | |
|--|---------------------------|
| 0 | Last quarter: 7 |
| | This quarter last year: 4 |

| Electoral Registration – % of registered properties (properties minus ‘true’ voids) | |
|---|--------------------------------------|
| 89.1% | Last quarter: 88.6% (as of Feb 2020) |
| | This quarter last year: N/A |

| Council Tax collected | |
|-----------------------|---------------------------------|
| 98.09% | Last quarter – 95.11% |
| | This quarter last year – 98.49% |

| Business Rates collected | |
|--------------------------|--------------------------------|
| 97.41% | Last quarter: 91.80% |
| | This quarter last year: 99.71% |

CABINET

CHIEF EXECUTIVE

2 JUNE 2020

REPORT NO. CX2005

KEY DECISION - NO

CORPORATE POLICY & STRATEGY**SUMMARY AND RECOMMENDATIONS:**

The report follows the previous report presented to Cabinet (CX2004 – APRIL 28 2020) by the Chief Executive outlining the council's response to the Covid 19 Pandemic.

This report outlines proposed changes to the corporate policy and strategy function of the Council and explains how the function will be strengthened in the areas of policy response and development, strategy, performance, risk, emergency planning and business continuity.

Cabinet is recommended to:

- (i) Note the challenges faced by the Council highlighted within the report
- (ii) Approve the changes to the Policy & Strategy function as outlined and approve a change to the budget to make available the amount of £50k from recently received Government grant to fund the changes.

1. INTRODUCTION

- 1.1 The report outlines proposals to improve and enhance the policy and strategy support available to the Council in the current environment. The challenges faced by the Council are continually changing and as such the way the Council provides its services has to respond to those challenges in the context of an ever-changing environment mostly brought about by external pressures and shifting conditions.
- 1.2 As Chief Executive I am tasked with organising the Council structures in such a way as to meet those challenges whilst ensuring that priorities are delivered in a sustainable and affordable way. This report outlines a number of specific changes but also sets the context of a changing environment and brings to Members attention those challenges that they should be mindful of going forward.

2. BACKGROUND

External Context – Pre Covid 19 Narrative

2.1 The December 2019 election saw the government returned with a significant majority. This means that the government can now move forward with a national policy agenda at speed to overcome the slow pace of the past three years. There will be many areas of new policy development. Those that will affect local government and the Council include but are by no means limited to:

- Brexit & Future Growth
- Climate Change & Sustainability
- Health Improvement & Social Care
- Devolution (local services & provision)
- Police & Crime including extremism
- Town Centres
- Education
- Finances – including investment & local government funding review

Challenges

2.2 Changing policy areas will have implications and challenges for the Council. One of which can be an increasing degree of uncertainty. The Council will need to be focussed and react appropriately to the specific policy area with speed. The effects of austerity are still being seen on the Council's finances despite a more commercial approach being adopted with significant increases in income.

2.3 There will be opportunities within the changing policy environment, but this will only increase the resources needed to take advantage of them in the short term. What is clear is that the Council will need to be focussed on collaborating with a range of partners both from the public and the private sectors particularly in relation to developing the economy and in securing economic prosperity and growth.

2.4 The Council will want to continue its support to local communities, supporting community resilience where it can and developing the capacity locally to enable communities to help themselves. Changing consumer trends and changes in public attitude will all affect how the Council operates, how it responds to the challenges it faces and probably most importantly how it communicates and engages with people whilst improving the experiences and life chances of residents, visitors and the environment for business.

2.5 A focus on place shaping will continue with the Council (and its Members) no doubt wishing to increase resources in this area in order to see an acceleration in delivery and the pace of change.

- 2.6 The focus on place shaping demands that resources are re-aligned and integrated in order to secure inclusive growth, the sustainable redevelopment of town centres and the provision of more and better-quality leisure provision and developments.
- 2.7 During the last three years the Council has moved forward and made significant progress in a number of areas whilst maintaining very good day to day services. Front line services have largely been protected by slimming down other service areas and by investing in commercial properties. Two peer review reports have highlighted the success that has been achieved.
- 2.8 A new senior structure has been introduced and embedded. The Council has also restructured its policy and scrutiny functions which are now much more effective and allow involvement by all Members. Shadow arrangements have been brought in to support the opposition which leads to a better understanding of services and provision in all areas.
- 2.9 The Council has adopted a new approach by developing and agreeing a vision until 2030 aligned to a 3-year corporate planning process. The Council will need to discuss and consider its future alliances, its appetite or otherwise for sharing and collaborating with public, private and voluntary sector organisations throughout the planning period.

3. DETAILS OF THE PROPOSAL

Post Covid 19

- 3.1 The Coronavirus Pandemic added to the demands of the sector and the Council was forced to respond to an unprecedented event along with partners, stakeholders and the community. The Council did so and managed to maintain most services and also managed to achieve a new model of working within a very short period of time.
- 3.2 The crisis has speeded up the adoption of new models across the sector and the way in which certain services are provided. The Council will have an important role in the recovery effort, and will need to provide support and resources in a number of areas including:
- Community protection and assistance
 - Economy, regeneration and housing
 - Communication and engagement
 - Recovery and review of services
 - New ways of working
 - Finance and commercial
 - Democracy and governance
 - Policy, risk and response
- 3.3 The recovery effort is likely to last longer than typical for emergencies of this nature being unlike anything experienced before. This focus could take up to 2 years and will require a new mind set and a review of priorities and

actions that could see some delayed, parked or cancelled. This will be made more difficult by an environment that will likely see reduced income (from fees, charges, commercial sources and the impact of a recession albeit potentially short), increased expenditure and increased demands and expectations from the local community.

3.4 There are in order to provide better alignment of resources to priorities over this period a number of key areas require further attention and consideration as far as council services are concerned:

- Executive Leadership Team
- Policy, Risk & Communications
- Financial & Cost Management
- ICE Programme – the New Norm

Executive Leadership Team (ELT)

3.5 The team was established as part of the restructure in May 2018 and was designed to strengthen (at an officer level) the strategic leadership of the council. This has been successful and alongside the Corporate Leadership Team (CLT) which focusses on the corporate management of the Council it has been successful.

3.6 Following the crisis and also as a result of the changing policy landscape prior to it the role of the ELT is even more important. The team need to be freed up to spend more time considering policy and strategy, planning for the future and leading change within the organisation. The Council needs to be able to flex to fit the future in an ever-changing environment. Members should expect more support at the executive level and this should be considered speedily.

3.7 The ELT requires further support at a senior level particularly in relation to the areas of:

- Policy
- Strategy
- Risk
- Emergency Planning and Business Continuity
- Covid 19 Recovery
- Performance

3.8 It is therefore my intention to create a new role of Assistant Chief Executive (ACE) remunerated at Executive Head of Service level and an associated office, relocating existing roles that support the areas concerned.

Policy Response & Development

3.9 As outlined earlier policy changes are expected in a number of areas. In addition to the challenges arising from Covid 19 there will be further major challenges particularly related to waste and recycling, housing growth and

development, devolution and changes to local government structures and the continuing drain on resources.

- 3.10 It is important that the Council has an effective policy function that can horizon scan, consider the implications and opportunities of any policy developments as related to local government, produce quality information and reports, brief Members effectively and translate developments into realistic and feasible options for the ELT and the Cabinet.

Risk, Emergency Planning & Business Continuity

- 3.11 Whilst the Council manages risk reasonably well the process that is used is not as documented and formalised as effectively as it could and should be. It is important that this is improved in the short term in order to ensure that the Council is able to effectively horizon scan and protect itself from its exposure to risk.
- 3.12 Following the Coronavirus Pandemic and all that was thrown at the Council it became clear that there is a requirement to link the Council's approach to emergency planning and business continuity. The Council and its people responded beyond expectations during the Pandemic but a closer link of these two areas would have aided the effort. These proposals deal with this issue and will ensure a more joined up approach. It is also proposed to designate the ACE post as Senior Risk Officer (SRO)
- 3.12 The new post will also lead on the Council's recovery programme – namely to coordinate the response and ensure that the recovery plans dovetail and integrate with the Council Plan and other programmes.

Community and Voluntary Sector

- 3.13 During the crisis the Council worked hard in its community response and was able to facilitate support to the community and voluntary sectors. The Council was very successful with partners on developing its community interventions to support vulnerable people. This support is continuing and is likely to do so for the foreseeable future.
- 3.14 During the recovery phase the Council will wish to continue its facilitation role and therefore in appointing an ACE the Council will release a large area of responsibility from the existing Head of Democracy, Strategy and Partnerships allowing him to focus more on the community sector.

Financial and Cost Management

- 3.15 The Council's finances are challenging as is the case for most other local authorities. It is highly likely that this situation will continue for the foreseeable future. For 2020/21 the Council is in a reasonable position and the MTFs and Capital Programme reflect the level of ambition of the Council and its Members. This of course brings its own challenges and requires careful management and ongoing review.

- 3.16 The Council had set a balanced budget, notwithstanding the fact that there were significant challenges across MTFs period. The budget relied on significant income and savings. There would also have been a requirement to find further savings with an emphasis on the prioritisation of services and cost reductions as opposed to increasing income further.
- 3.17 Once again, the Pandemic has caused a huge shockwave causing the Council's finances to take a significant hit. Whilst conversations are happening with Government and despite reassurances from them it is far from certain what money will be forthcoming to cover the losses. This increases the importance of not growing the base budget and makes the review of services to drive down costs and prioritise even more important.
- 3.18 It is worth mentioning also the importance of the ICE Programme in driving out cost and achieving financial efficiencies. This programme requires drive and attention from senior managers and Cabinet Members alike and is the Council's primary cost reduction programme.
- 3.5 Further changes to how the Council operates in the future may be required in due course particularly in relation to how services work together, support each other and how resources are prioritised.

Alternative Options

- 3.6 The alternative option is not to reorganise the functions highlighted and continue as now. However, this would not improve the Council's policy and strategy position.

Consultation

- 3.7 The Leader and Deputy Leader have been consulted as has the Leader of the Opposition and the Executive Leadership Team.

4. IMPLICATIONS (of proposed course of action)

Risks

- 4.1 The proposals strengthen the Council's approach to managing risk and will ensure a better approach in risk mitigation.

Legal Implications

- 4.2 There are no additional legal implications arising from the report.

Financial and Resource Implications

- 4.3 The cost of creating the ACE post including on costs with a small budget is in the region of £100k pa. The report requests 6 months (£50k) funding for the post. The post will be recruited to on a permanent basis with a subsequent saving to allow its continuation identified by the ELT within 6

months. It is proposed to allocate the £50k requested from the recent allocation of £934k from the Government for Covid related costs.

Equalities Impact Implications

- 4.4 Equalities Impact Implications (guidance note refers).

Other

- 4.5 N/A

5. CONCLUSION

- 5.1 Locally, the economic environment was a positive one with a vibrant dynamic economy that builds on key sectors including aviation, manufacturing, technology, research & development and increasingly destination management. There are opportunities for growth arising from the area's geographic location and connectivity.
- 5.2 The Council is leading on this agenda and is driving forward its aspirations. The Council is well placed to take advantage of these opportunities beyond Covid 19 and punch above its weight and there are opportunities to become a great destination in terms of local natural leisure provision and heritage as a world leading brand and offer.
- 5.3 Socially, the area has challenges in terms of pockets of deprivation. Certain wards require extra interventions both in terms of access to jobs, education and health inequalities. These social challenges can only be addressed by working hard with key partners and by focussed targeted interventions on a ward by ward basis. In this regard the Council will need to show strong community leadership and an ability to act and "get things done". This once again requires resource in order to facilitate improvements with key partners.
- 5.4 Connected to this are the wider challenges facing the public sector, increasing demand for services with reducing resources particularly in terms of health and social care. The challenges for provincial towns and town centres are ever increasing with the changing face of retail and the high street. Increasing demands on local infrastructure add to the challenges alongside the increasing community concern for the environment.
- 5.5 Opportunities exist for public sector organisations to work together to improve the life of residents through better and joint commissioning of services, by planning for infrastructure improvements and changing the way local towns work, improving local environmental quality and hence "the place".

- 5.6 By taking advantage of every opportunity and by being flexible and pragmatic the Council can lead the way locally, regionally, nationally and internationally to “lead the change” and to create a better borough. Internally, the demands on senior roles will increase being those roles that require enhanced strategic and corporate thinking. Alongside this, roles that manage and drive time limited projects will become very important in delivering Member’s aspirations and ambitions.

BACKGROUND DOCUMENTS:

Chief Executive’s Covid 19 Report to Cabinet 28 April 2020

CONTACT DETAILS:

Report Author – Paul Shackley, Chief Executive

CABINET
2nd JUNE, 2020

COUNCILLOR KEN MUSCHAMP
DEPUTY LEADER OF THE COUNCIL
REPORT NO. DSP2010

Key Decision: No

CLIMATE CHANGE – STRATEGY STATEMENT 2020-2030

SUMMARY AND RECOMMENDATIONS:

Rushmoor recognises that tackling climate change is a huge challenge if future generations are to have a positive future. It is clear that action needs to be taken as a matter of urgency to reduce the impact of climate change and the Council is committed to that locally. A climate emergency was declared in June 2019 and the Council has agreed to make its activities carbon neutral by 2030 and to build a more sustainable Borough.

Since that time a considerable amount of work had been undertaken to develop a strategy and action plan. The report sets out a strategy statement setting out the key principles and priorities for the Council and identifies the further work to be carried to develop the strategic framework and action plan.

The Cabinet is recommended to approve the Climate Change Strategy Statement.

1. INTRODUCTION

- 1.1. Local authorities have a key role to play in addressing the effects of climate change. Rushmoor has recognised this by making a clear statement of intent in June 2019 when a unanimous decision was taken to tackle climate change locally by developing a plan to enable a more green and sustainable Rushmoor and to become a carbon neutral council by 2030.
- 1.2. Since that time, work has been carried out to develop a strategy and action plan through a Climate Change Working Group established by and reporting to the Cabinet in August 2019. This Report sets out the current position and contains a draft of a strategy document to form the basis of more detailed work and, importantly, the preparation of a comprehensive action plan aiming to achieve the key objectives.

2. BACKGROUND

- 2.1. Rushmoor's first Climate Change Strategy and Action Plan was adopted in 2006 and was refined for the period 2013 to 2018. During that period, action was focussed on the key themes of:
 - Energy management
 - Renewable energy

- Biodiversity and habitats
- Procurement
- Education and awareness raising

2.2. Some of the main impacts during this period were to:

- Reduce the Council's carbon footprint by over 22%
- Cut the use of gas by 15%, electricity by over 30% and water consumption by over 50%
- Implement solar energy schemes generating approximately 37,000KWH of electricity annually
- Creation of new wildlife habitats

2.3. The new document reflects the strongly and increasingly held view that significant action needs to be taken both to mitigate the effects of climate change and to adapt to it. The approach taken has drawn on the following:

- Data that is currently held by the Council including its carbon footprint calculation from 2017
- A review of what the Council is currently doing in other policies and projects
- The national position, especially the potential impact of the Environment Bill, and the work that is being done locally across Hampshire where there is an increasing move towards a joint approach between the County Council and the districts
- Developing baseline data
- The views of Members and stakeholders, including a range of possible initiative and opportunities
- An assessment of local impacts and what some of the resource implications might be

3. CURRENT POSITION ON STRATEGY AND ACTION PLAN

3.1. Over the past few months work has been undertaken to develop the strategy and to start pulling together an action plan. This work is quite advanced and currently there is consultation taking place with services. Some of the work has been interrupted during this period, in particular, the Coronavirus pandemic has had an impact on the preparatory work and is likely to affect the work going forward. Nevertheless, a strategy statement has been prepared and this is attached for consideration by the Cabinet. The document sets out a vision and overall goals, some contextual information and identifies the priority areas of action.

3.2. There is also commentary on the structure and content of the emerging action plan and how this might be moved forward. The key messages about the action plan are that as far as possible it will reflect the same process as the Council Business Plan and that the timeframes work towards the objectives. This means that activities are planned for the short, medium and longer terms.

- 3.3. The Council has allocated a reserve of £250,000 towards the cost of some of its work on climate change. Consideration is still to take place on how this resource will be best used moving forward and how it can help to draw in other resources.

4. COVID 19

- 4.1 In addition to having an impact on the preparation of the strategy and action plan, COVID 19 is looking like having an increasing impact on the content and approach of the action plan. The Council is currently moving into the response phase to the pandemic and has established a number of workstreams to address this and the outcomes of these will affect the content of the action plan. Some of these impacts will relate to:

- New ways of working, including how the Council will operate
- The way that the Council works with community and voluntary organisations
- The wider impact on services within the Council of expectations and behaviours of the local community
- The finance and economic impacts on business and other organisations, like the Council
- Societal changes

- 4.2 The work will include impact assessments, and the resultant plans will no doubt mean changes to the structure and priorities within the action plan and time will be needed to consider these.

- 4.3 One other impact of the pandemic has seen that many funding streams offered nationally or regionally have changed focus at present so that resources are only available for projects associated with COVID 19. This of course will change again over time.

5. NEXT STEPS

- 5.1. Subject to the views of Cabinet on the content of the strategy document the next steps in the process will be:

- Review the strategy document and draft action plan with the Deputy Leader and the Climate Change Working Group, taking account of the response work from COVID 19
- Use the next few months to build the baseline data to inform the action plan process – this will include an up to date calculation of the carbon footprint which it is hoped will be done on a county wide basis following discussions with other authorities
- Hold discussions with a range of stakeholder groups, to include the Rushmoor Partners Network. It is also intended to clarify the Government's current policies towards climate change and the potential to work with Hampshire County Council on local priorities

- Consider a few quick wins which sit with the Council's Business Plan and help to move the strategy and action planning process forward. Examples of this might be the development of sustainable planting schemes as an offset measure and an awareness and engagement campaign involving key messages about energy saving and green issues
- 5.2. Another important element will be the identification of measures and targets for the life of the strategy and a system for regular monitoring and evaluation of performance.

6. CONCLUSIONS

- 6.1 Multiple sources are indicating that the world is living through an unrivalled drop in carbon output because of the pandemic. However, whilst there could be a fall of 5% this year the concentration of CO2 in the atmosphere and global warming will not stabilise until carbon net-zero is reached. This means that a 5% reduction would be needed every year to reach carbon zero by 2050. Over many years organisations and individuals have been encouraged to "think globally, act locally". The data makes this statement even more relevant.
- 6.2 The Council has made a clear statement of its intent to play its part in addressing climate change and the strategy document is the first step in seeking to do that. Whilst the pandemic may cause a rethink of some of the work, the key principles will remain and it is the intention that over the coming months the Council will have established a clear process and action plan for taking the work forward.

Ken Muschamp
Deputy Leader of the Council

CONTACT DETAILS:

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

CLIMATE CHANGE STRATEGY STATEMENT - 2020 – 2030**1. INTRODUCTION**

- 1.1 The changing climate and its impacts have been recognised nationally and internationally as the most important environmental challenge faced by the planet. A changing climate is having, and will increasingly have, profound effects on everyone and especially future generations. It has been estimated that in 2020 the average temperature will have increased by 1.1°C since the 1900's and will continue to increase with current and predicted greenhouse gas emissions. Rushmoor recognises that action needs to be taken now to make a positive influence on the future of the Borough and the Council fully intends to plan its activities in order to meet the climate change challenge.
- 1.2 Acknowledging the need to make a clear statement of intent the Council took the unanimous decision in June 2019 to address climate change locally, by developing a plan to enable:
- A green and sustainable Rushmoor
 - A carbon neutral Council by 2030
- 1.3 The aim of this Climate Change Strategy is to co-ordinate and set out a range of objectives into one document to guide the Borough to achieve its targets.

2. BACKGROUND AND CONTEXT

- 2.1 Climate change is defined as the increase of the average temperature on the earth. The main causes of the rise in worldwide temperature is the increase in the amount of greenhouse gases in the atmosphere. This terminology is used because the gases keep heat in the atmosphere like a greenhouse, thereby warming the earth.
- 2.2 A statutory target was set out in the UK Climate Change Act 2008 to reduce UK greenhouse gas emissions by 80% from 1990 by 2050. The Government has now adopted a UK Committee on Climate Change recommendation to increase this target to net-zero greenhouse gas emissions by 2050. The UK Climate Change Risk Assessment identifies six priority risk areas of flooding, high temperatures, water supply shortages, natural capital, food production and pest and diseases..
- 2.3 Rushmoor has regularly calculated its carbon footprint for its operations, the last assessment being carried out in 2017. The figures are below:

| Source | 2016-2017 in kilogrammes of carbon dioxide |
|--------------------------------|---|
| Electricity | 1,378,658 |
| Gas | 1,484,048 |
| Renewables (50% of generation) | (-14,091) |
| Transport | 1,228,755 |
| CF Total (kg) | 4,077,370 |
| CF Total (tonnes) | 4077 |

- 2.4 Carbon emissions from the Council's activities fell by 21.6% between 2008 and 2017. The Council's previous plans from 2006 to 2018 helped to reduce emissions and the declaration made by the Council to ensure a carbon neutral organisation by 2030 will be delivered mainly by directly reducing emissions and also by taking opportunities for offsetting, such as through the planting of certain types of trees and other vegetation. The intention is to keep the level of offsetting to an absolute minimum.
- 2.5 The Council will be seeking to work with residents, business and other stakeholders to deliver a more sustainable Borough through the use and adaptation of technologies, plans and strategies to ensure the impact on the environment is kept to a minimum.

2 THE VISION AND OVERALL GOALS

- 3.1 The Climate Change vision for Rushmoor is:

"Rushmoor Borough Council will seek to have a positive impact on future generations by working with businesses, communities and organisations to protect and enhance Rushmoor's environment. Through direct action and by encouraging and supporting others, Rushmoor will address the challenges and opportunities presented by climate change"

- 3.2 The ten-year vision is underpinned by the following principles which summarise what the Council is seeking to achieve for the Borough:
- Protect and enhance the environment and conserve and encourage biodiversity
 - The built environment and infrastructure reflect sustainability whilst enabling prosperity
 - Natural resources will be used sustainably and waste will be minimised
 - Raise awareness of the challenges and, through engagement, build resilience and involvement within the local community

- 3.3 The Council understands its duty to protect and care for the local environment and this is a significant priority for the Council. It will minimise the environmental impacts of the Council's activities and will reflect a robust strategic approach in its plans and policies, including the Council Vision to 2030 and Business Plan, Rushmoor Local Plan 2019 - 2032 and the link with the Hampshire Policy Framework.

3 PRIORITY AREAS FOR ACTION

- 4.1 Rushmoor's Climate Change Strategy establishes the strategic framework within which action plans will be aligned over a ten year period. The Strategy reflects the important role the Council plays in tackling climate change as a leader, facilitator, enabler and deliverer of services to the Rushmoor community and beyond.
- 4.2 The ten year planning horizon will enable the Council to develop and deliver a comprehensive programme of action which will be prioritised to reflect impact, resources and deliverables. It is proposed that the Strategy would be reviewed at the midway point in 2025/26 to reflect the situation at that time and the outcomes achieved.
- 4.3 The strategy and complementary action plan will be co-ordinated and managed by the Council. Implementation will be achieved through a collaborative approach with a range of stakeholders and the local community.
- 4.4 The structure of the strategy is based around these main themes the details of which follow:
- A. Awareness raising and engaging the local community**
 - B. Reducing Climate Change Impacts (Mitigation)**
 - C. Building Resilience (Adaptation)**
- 4.5 In addition there is an additional theme '**(D) Other Sustainability Initiatives**' which focus on other projects which support the principles set out in this Strategy.

(A) Awareness raising and engaging the local community

The Council intends to ensure that the Borough provides significant support to local work to reduce the impacts of climate change. The collective contributions of stakeholders and the local community will be key to the Borough meeting its targets. The Council will seek to improve understanding and awareness of the issues and how the community can have an impact through their own behaviour and action.

The Council's activities within this theme will focus on the following priority areas:

- Develop and deliver a programme of environmental education and promotion of behaviour change (Action Plan category A1)
- Work with stakeholders in the Borough and County to establish a framework for and to co-ordinate action (Action Plan category A2)
- Mobilise the local community to support work to address climate change targets (Action Plan category A3)
- Encourage a low carbon economy in the Borough and households to take action to become more sustainable (Action Plan category A4)
- Climate change will be a corporate commitment for the Council which will adapt and update its policies and allocate resources to support it meet the challenges and opportunities (Action Plan category A5)

(B) Reducing Climate Change Impacts (Mitigation)

The Council has a range of policies to protect and enhance the environment and proposes to reduce the impact of the Borough's activities on the environment. It will seek, in conjunction with partners and the community, to make Rushmoor a better place to live, visit or work by reducing the impact of climate change.

The Council's activities within this theme will focus on the following priority areas:

- Recognise the climate change implications in the planning and delivery of major new developments in which the Council is a partner (Action Plan category B1)
- Using the planning system to reduce the carbon impact of development in the Borough (Action Plan category B2)
- Seek to minimise the generation and disposal of waste by sustainable means and to increase recycling and re-use of materials (Action Plan category B3)
- Support and encourage energy reduction and efficiency and use of clean energy (Action Plan category B4)
- Support and encourage a low carbon economy in the Borough (Action Plan category B5)
- Support and facilitate the introduction of sustainable travel infrastructure and encourage reduced car use (Action Plan category B6)
- Measures to improve air quality and reduce pollution in the Borough (Action Plan category B7)
- Develop and introduce initiatives to enhance sustainable living and well being with the support of the local community and stakeholders (Action Plan category B8)
- Plan and deliver services to provide a more naturalised and protected environment with improved biodiversity (Action Plan category B9)

(C) Building Resilience (Adaptation)

With climate change predictions for the south of England indicating more severe weather conditions, including heatwaves and storms, the Council will seek to minimise the risk to the local community. The aim is for the Borough to remain prosperous and moving forward without detriment to the environment and by reducing the effects of climate change.

The Council's activities within this theme will focus on the following priority areas:

- Work with communities and businesses to plan and prepare for future climate change impacts and how to address them (eg flooding, heatwave, drought) (Action Plan category C1)
- Seek to ensure that measures to conserve the environment and biodiversity reflect the potential impacts of climate change (Action Plan category C2)
- Support the production and purchase of food grown locally and sustainability (Action Plan category C3)
- Work to ensure business continuity planning and risk management ensure resilience impacts (Action Plan category C4)

5 ACTION PLANNING

5.1 The Climate Change Strategy sets out the context and strategic priorities to enable the Council to achieve its high-level targets. Appended to the Strategy is an Action Plan setting out how it will be delivered. The Action Plan has the following underlying principles:

- A ten-year time horizon with a major mid-point review
- A rolling plan with one year, 2-3 years and 3 years' plus activities to be reviewed on an annual basis
- Each strategic priority will be underpinned by a series of actions with specific targets
- The Action Plan complements the activities set out within other strategies and policies adopted by the Council to ensure a consistent and approach
- Actions focus on:
 - Reducing, eliminating or offsetting carbon emissions
 - Support and involvement of other stakeholders, including voluntary sector groups, businesses and individuals/community organisations
 - Enabling longer term resilience to climate change
- A system of data collection and regular calculation of the carbon footprint will be undertaken to ensure that the Borough and Council is on track

5.2 An important element of ensuring that delivery of the Action Plan is effective and making a difference is regular monitoring and evaluation of performance. This will be undertaken by regular updated with the responsible Cabinet Member, the Climate Change Working Group and the Council's scrutiny process.

6. RESOURCING AND GOVERNANCE

6.1 It is likely that the Council's greatest focus in the early years of the Strategy will be on the key principles of "Awareness Raising and Engagement" and "Reducing Climate Change Impacts". The earlier that a reduction in carbon emissions is made the better it will be for the environment and community wellbeing. Whilst there is a cost with this, adaptation for the longer term is likely to be more costly than taking action to mitigate climate change outcomes in the shorter term. The Council recognises the need to allocate resources for the early stages of the Action Plan, which will also focus on building strong support and participation from the local community. Business cases will be developed where appropriate for specific actions to assist in the allocation and drawing down of resources.

6.2 The Climate Change Strategy will be overseen and driven forward by the Climate Change Working Group. It's main roles and responsibilities will be:

- Delivery of the action plan to ensure targets are met and progress is secured
- Review of local and national issues which will affect delivery of the plan
- Revising the Action Plan on an annual basis

6.3 The Council will establish an officer group to drive forward the changes within the Council and will report to the Corporate Leadership Team and portfolio holders. Some actions will fall within the responsibilities of specific portfolio holders who will work with officers to plan and deliver the actions.
