



## RUSHMOOR BOROUGH COUNCIL

# POLICY AND PROJECT ADVISORY BOARD

*To be held as a Virtual Meeting on  
Wednesday, 10th June, 2020 at 7.00 pm*

**To:**

Cllr J.B. Canty (Chairman)

Cllr Sophia Choudhary  
Cllr P.I.C. Crerar  
Cllr P.J. Cullum  
Cllr Prabesh KC  
Cllr Nadia Martin  
Cllr T.W. Mitchell  
Cllr Sophie Porter  
Cllr M.J. Roberts  
Cllr C.J. Stewart  
Cllr B.A. Thomas

**Standing Deputies:**

Cllr A. Chowdhury  
Cllr A.H. Crawford  
Cllr Jacqui Vosper

Enquiries regarding this agenda should be referred to the Administrator, Kathy Flatt,  
Democracy, Strategy and Partnerships, Tel. (01252) 398829, Email.  
[kathy.flatt@rushmoor.gov.uk](mailto:kathy.flatt@rushmoor.gov.uk).

# **A G E N D A**

## **1. APPOINTMENT OF VICE CHAIRMAN –**

To appoint two Vice-Chairmen of the Board for the 2020/21 Municipal Year.

## **2. MINUTES – (Pages 1 - 6)**

The confirm the Minutes of the Meeting held on 22nd January, 2020 (copy attached).

## **3. ALDERSHOT TOWN CENTRE STRATEGY - UPDATE – (Pages 7 - 8)**

To receive an update from the Head of Economy, Planning and Strategic Housing on the progress on the development of the Aldershot Town Centre Strategy and receive the results from stage 1 of the Town Centre Uses Study and other data gathered (covering report attached). The Board are asked to agree the process and the proposed way forward.

The Board will also receive an update on the support and guidance from the High Streets Task Force. Aldershot has been selected as a pilot area to receive expert support and funding to help with town centre regeneration.

## **4. PROCUREMENT STRATEGY – (Pages 9 - 26)**

To consider the Council's Procurement Strategy 2019-2023 which sets out the Council's vision for procurement and the priorities for the next four years (copy attached). The Board is asked to recommend the Strategy to be submitted to the Cabinet.

## **5. APPOINTMENTS TO GROUPS FOR 2020/21 –**

### **(1) Progress Group**

To appoint the Membership of the Progress Group. Membership of the Group includes the Chair and Vice-Chairmen of the Policy and Project Advisory Board. In addition, nominations are requested for one Conservative Group representative, two Labour Group representatives and one Liberal Democrat Group representative from the Policy and Project Advisory Board.

### **(2) Strategic Housing and Local Plan Group**

To appoint the Membership of the Strategic Housing and Local Plan Group. Representatives of other groups:

- Leader of the Council
- Cabinet Member with responsibility for the Local Plan
- Chairman of Development Management Committee
- Chairman or Vice-Chairman of the Policy and Project Advisory Board

### **(3) Leisure Facilities and Contracts Task and Finish Group**

To appoint the Membership of the Leisure Facilities and Contracts Task and Finish Group. Membership of the Group includes Chairman or Vice-Chairman of Policy and Project Advisory Board.

**(4) Transformation Task and Finish Group**

To appoint the Membership of the Transformation Task and Finish Group. Representatives of other groups:

- Cabinet Member with responsibility for Customer Experience and Improvement
- Chairman or Vice-Chairman of Policy and Project Advisory Board.

**(5) Regeneration Sustainability Group**

To appoint the Membership of the Regeneration Sustainability Group. Representatives of other groups:

- Cabinet Member with responsibility for Customer Experience and Improvement or Major Projects and Property
- Chairman or Vice-Chairman of Policy and Project Advisory Board.

**(6) Elections Group**

To appoint the Membership of the Elections Group. Representatives of other groups:

- Cabinet Member with responsibility for Electoral Issues
- Chairman of Licensing, Audit and General Purposes Committee  
Chairman or Vice- Chairman of Policy and Project Advisory Board.

**6. WORK PROGRAMME – (Pages 27 - 34)**

To discuss the Policy and Projects Advisory Board Work Programme (copy attached).

**MEETING REPRESENTATION**

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

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

-----



# POLICY AND PROJECT ADVISORY BOARD

Meeting held on Wednesday, 22nd January, 2020 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr J.B. Canty (Chairman)  
Cllr Sophia Choudhary (Vice-Chairman)  
Cllr P.I.C. Crerar (Vice-Chairman)

Cllr Gaynor Austin  
Cllr P.J. Cullum  
Cllr J.H. Marsh  
Cllr Sophie Porter  
Cllr M.J. Roberts  
Cllr C.J. Stewart

Apologies for absence were submitted on behalf of Cllr Prabesh KC and Cllr T.W. Mitchell.

## 22. APPOINTMENT

**NOTED:** That Cllr J.H. Marsh had been appointed as a member of the Policy and Project Advisory Board for the remainder of the 2019/20 municipal year.

## 23. MINUTES

The minutes of the meeting held on 20th November, 2019 were approved and signed by the Chairman.

## 24. HEATHROW SOUTHERN RAIL LINK SUPPORT

The Board received the Head of Economy, Planning and Strategic Housing's Report No. EPSH2006 which provided an update on the Southern Access to Heathrow Programme and the potential implications for Rushmoor and the wider M3 corridor. In November 2019 the Government published guidance on the Southern Access to Heathrow strategic objectives which explained that the purpose of the programme was to make getting to Heathrow Airport quicker and easier for millions of travellers across the south of England. The guidance identified that it expected interventions to be delivered in phases over a period of time which Government was not expecting to be completed prior to 2030.

There were four options being promoted as part of the Strategic Transport Links to Heathrow which were in the public domain, these were:

- Heathrow Southern Rail – opportunity for train services operating on a 30-minute frequency between Farnborough and Heathrow Airport.

- Hounslow to Heathrow New Rail Link – new rail line to Heathrow which would include a new station serving Bedfont
- Staines Light Rail – new transport link from Staines-upon-Thames to Heathrow as a stand-alone light rail
- Windsor Link Railway – rail link from Slough to London Waterloo via Windsor with a spur from Windsor to Staines which could provide potential for direct rail services between Farnborough and Aldershot

It was acknowledged that there was limited information on the detail of the proposals and there were a number of other options which were not currently in the public domain. With this in mind, a potential formal response to the Transport Secretary, which set out the Council’s concerns, was put for to the Board for consideration. The response highlighted the Council’s support for the Strategic Transport Links to Heathrow programme, the Council’s support for direct connectivity from at least one of the Borough’s mainline railways stations to Heathrow and the concern that Government would not expect proposals to be in place prior to 2030.

The Board discussed the report and proposed response. There was some concern regarding the lack of information in the public domain for the options, and therefore it was felt that the Council should not show support for any particular scheme in the response at this stage. It was also proposed that the response should include more emphasis on the environmental benefits. It was agreed that the Chair and Ian Mawer, Principal Planning Officer, would reflect on the comments made by the Board and submit them to the Leader of the Council and the Portfolio Holder for Planning and Economy to consider and agree the response. A copy of the response would be shared with the Board by email.

<b>Action to be taken</b>	<b>By Whom</b>	<b>When</b>
Discuss the Board’s comments with the Leader of the Council and the Portfolio Holder in order for a response to be made by the Council to the Transport Secretary	Ian Mawer/ Jonathan Canty	14th February, 2020
A copy of the response be sent to Members of the Board	Ian Mawer	14th February, 2020

## 25. DELIVERING REGENERATION

The Board received a presentation on the approach to communicating the Regenerating Rushmoor Programme. Communication of the regeneration of Aldershot and Farnborough town centres was divided between the Council and Snapdragon Consultancy. Snapdragon Consultancy were employed by the Rushmoor Development Partnership to lead on communication and engagement for Union Street, the Civic Quarter and Parsons Barracks. A communications plan had been developed which covered all the key projects within the Regenerating Rushmoor Programme. The current focus had been on Aldershot which had included articles in Arena in September and December, two editions of the Aldershot Town Centre Newsletter and updates on the website. Other activities included email newsletters, artwork on hoardings, Small Business Saturday, Heart of Farnborough

meetings and meetings were being arranged for residents on the Civic Quarter engagement.

There had been a variety of social media activities on regeneration since the start of December which included 12 posts on the Rushmoor Borough Council Facebook page and 13 posts on the Aldershot Town Centre page. There had also been a number of tweets from both the Rushmoor Borough Council and Aldershot Town Centre accounts. Instagram and LinkedIn were also being used and activity was increasing. Public engagement events had been held at Princes Hall and the Wellington Centre which had been well attended, views were being sought online up to 9th February.

Over the next six months there would continue to be a focus on Union Street and place branding for Aldershot. Initial engagement would be carried out on the Farnborough Civic Quarter with communications on the hoardings and demolition of Farnborough Community Centre. Work would continue to build on the current approach, which would include more videos and social media activity with greater online engagement including Facebook Live. There would also be non-digital engagement including regular town centre newsletters.

As the regeneration programme developed the communications plan would also evolve. The communications team would work alongside the regeneration team and with a number of other bodies to maintain effective communications with a wide range of stakeholders.

The Board discussed the communication plan and the methods of communication used. There were discussions regarding engagement with the Nepali community, identifying residents preferred method of engagement and increasing the number of email subscribers. The Board was advised that, as part of the ICE Programme, there would be a Customer Relationship Management System which would ask residents if they agreed to other Council services accessing their contact details which would increase the number on the email database. It was proposed that a peer review or sharing of best practice would be useful to see how communications was addressed in other areas. It was also agreed that a Frequently Asked Questions document be compiled to address questions that were raised on a regular basis.

The Board received information on how the Regenerating Rushmoor Programme could be part of the response to the climate emergency. There were a number of issues raised which would need to be considered as part of the regeneration programme in relation to climate change including sustainable design, heating and power, sustainable transport, green and open spaces and recycling/reuse of materials. It was proposed that a task and finish group was established to complement the Climate Change Working Group to review what was currently going on, look at options regarding ambition against cost and deliverability and to shape a policy approach to feed into the next stage of master planning. Nominations for representatives to sit on the Climate Emergency Regeneration Policy Task and Finish Group would be sought from political parties.

<b>Action to be taken</b>	<b>By whom</b>	<b>When</b>
Investigate options for a potential peer review or health check on communications work	Colin Eckworth/ Gill Chisnall	March 2020
Compile a FAQ document for residents to answer questions asked on a regularly basis	Karen Edwards/ Gill Chisnall	March 2020
Seek nominations for the Climate Emergency Regeneration Policy Task and Finish Group from political parties	Jill Shuttleworth/ Justine Davie	February 2020

## 26. RUSHMOOR OPERATIONAL PARKING POLICY

This item was withdrawn.

## 27. INDEX OF MULTIPLE DEPRIVATION

The Board received a summary of the Index of Multiple Deprivation (IMD) 2019 data which summarised the areas of multiple deprivation in Rushmoor. The Head of Democracy, Strategy and Partnerships presented the data and the Board were asked to consider the areas which the Council should focus to address the issues identified in the data.

In 2007 and 2010 the IMD data identified North Town, Mayfield and Heron Wood as areas in Rushmoor in the 20% most deprived in the country. The Council's Neighbourhood Renewal Strategy 2009-2014 aimed to ensure there were no areas in Rushmoor in this category by 2013. The Council's Community Development team led a partnership approach to neighbourhood improvement and cohesion work to address the deprivation issues. Despite the additional partnership work the 2019 IMD data identified parts of Cherrywood, Aldershot Park and Wellington ward as being in the 20% most deprived in the country.

The IMD 2019 data was released in September 2019, it was highlighted that the data was a snapshot and not particularly up to date in some categories; the data was mainly from 2015 and 2016 with some from the 2011 census. Rushmoor was a very diverse Borough with some areas in the least deprived category and some in the most deprived. Other sources of evidence had been examined to obtain a clearer picture of the data and gather more up to date figures where possible.

Additional data on income had been gathered from Citizens Advice, which was more up to date, and compared to the IMD data, showed there was some correlation in the results. Income deprivation affecting older people showed 12 areas in the 10% most deprived areas in England. It was highlighted that the number of adults receiving Pension Credit was part of the calculation and it was possible that a significant number of pension age Nepali residents who were not eligible for a state pension could be receiving Pension Credit. Other data sources examined related to employment, skills and training, education, health and disability, crime, barriers to housing and services and living environment.



In examining the data it was clear that there were complex issues affecting the data which needed further examination. Work would need to be carried out with partner organisations, particularly on health, education and crime issues, to gain a better understanding of the data and how to best address it. The assessment of the IMD data and supporting evidence would be completed and presented to partner organisations. The priorities would need to be considered and an action plan developed which would require support from the Council, partners and local communities.

The Board discussed the information received and agreed that more work was required to better understand the data. The Board was advised that a report on the crime data would be presented to the Overview and Scrutiny Committee which would be shared with Board members. It was suggested that a working group was set up to look at the data in further detail and provide an input into the development of the deprivation strategy and action plan. It was agreed that once the scoping work had been complete the working group could be established. Board members were asked to provide any additional input on the deprivation priorities by email to the Head of Democracy, Strategy and Partnerships.

<b>Action to be taken</b>	<b>By Whom</b>	<b>When</b>
Circulate the Overview and Scrutiny Committee report on crime data to Board members	Justine Davie	February 2020
Establish a working group as required to input into the preparation of the deprivation strategy and action plan once the scoping work had been complete	Andrew Colver	June 2020
Provide input on priorities for the Council arising from the IMD 2019 data to <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a>	All PPAB members	February 2020

## 28. **WORK PROGRAMME**

The Board **NOTED** the work programme. It was highlighted that the Hampshire County Council Library Service consultation would be discussed at the next Progress Group meeting.

The meeting closed at 9.35 pm.

CLLR J.B. CANTY (CHAIRMAN)

-----

This page is intentionally left blank

10 JUNE 2020

AL  
DE**RSHOT TOWN CENTRE USES STUDY****1. INTRODUCTION**

- 1.1. This report provides an update on the Aldershot Town Centre Uses Study that was commissioned by the Council in December 2019 to provide evidence to support an updated Strategy for Aldershot Town Centre. This report will be summarised in a presentation and circulated in final form following the meeting.

**2. BACKGROUND AND CONTEXT**

- 2.1. To support the Council's regeneration aspirations for Aldershot town centre and to reflect changes that have occurred since the preparation of the Aldershot Town Centre Prospectus SPD (adopted 2016), the Council has committed to preparing an updated Strategy for Aldershot Town Centre.
- 2.2. In December 2019 the Council appointed Consultants Lambert Smith Hampton to produce an Aldershot Town Centre Uses Study. The study will provide evidence to enable the Council to determine the likely level of need for retail, office, cultural and leisure floorspace in Aldershot Town Centre from the current baseline looking ahead, five, ten years and beyond. The forecasts will take account of the development proposed both within the town centre and beyond (including Wellesley) to advise how demographic changes associated with development of this scale are likely to influence demand.
- 2.3. The Study is being produced in two parts, with the first part of the study (the detailed evidence base) is just being finalised and the second part of the study that the evidence will inform due to commence in the near future.

**3. RECOMMENDATION**

- 3.1. The Policy and Projects Advisory Board is asked to consider the presentation of the first part of the Aldershot Town Centre Uses Study and provide their views on how this should inform the development of the Town Centre Strategy.

**TIM MILLS****HEAD OF ECONOMY, PLANNING & STRATEGIC HOUSING****Contact:** Tim Mills Head of Economy, Planning and Strategic Housing Ext: 8542

This page is intentionally left blank



# **Procurement Strategy**

**2020-2024**

# Rushmoor Borough Council Procurement Strategy 2020-2024

## 1 Introduction

- 1.1 The importance of effective procurement has never been greater for local government. The demand for public services is increasing, while resources have reduced significantly over the last few years. The pressure to find greater efficiencies and improve productivity is driving councils to look for different ways to deliver better public services for Rushmoor.
- 1.2 This strategy sets out the Council's vision for procurement and our priorities for the next 4 years to 2024 and is consistent with the latest government procurement legislation and initiatives. It is a statement of the procurement commitments of the Council.
- 1.3 We aim to deliver quality services that are responsive to the needs of our community and deliver optimum value for money. It is also important that the strategy reflects both our compliance obligations and our procurement aspirations.
- 1.4 The Council spends approximately £9.4 million per year with a variety of providers for goods and services. This ranges from low-value expenditure below formal procurement thresholds for one off purchases and everyday items, through to high-value long term contracts for works, goods and services. We clearly have a responsibility to make sure this spending represents best value.
- 1.5 The strategy in itself will not lead to effective procurement; it is the commitment of our members, senior managers and staff undertaking procurement activity which is key to its success.

## 2 Why is procurement important?

- 2.1 Procurement is the process of acquiring, goods, works and services, covering both acquisition from third parties and in-house providers. The process spans the whole cycle from identification of needs through to the end of a contract or the end of the useful life of an asset. It involves options appraisal and the critical 'make or buy' decision which may result in the provision of services in-house in appropriate circumstances.
- 2.2 The impact of procurement is far greater than just the definition of a 'process' and Rushmoor's vision, aims and objectives set out in this strategy detail the contribution that effective procurement arrangements can make to a range of socio-economic factors. These include a successful local economy, a thriving

voluntary sector, community empowerment, environmental issues and value for money.

### **3 Rushmoor's Vision for Procurement**

- 3.1 Our vision for procurement over the term of this strategy is to demonstrate value for money through the effective procurement of goods, services and works on a whole life basis in terms of generating benefits to the community and the organisation, whilst minimising impacts to the environment.

### **4 Strategic Procurement Aims**

- 4.1 The strategic procurement aims are discussed in the section below.

#### **Leadership**

Local Government spends over £60 billion a year on a range of works, goods and services. A more strategic approach to procurement should be a key consideration for members and senior managers because procurement is not merely about ensuring compliance. There is an ever-growing need to engage with services and to think differently about procurement – to innovate, generate savings and opportunities for income generation.

#### **Commercial Focus**

We need to improve public sector commissioning and procurement to help transform and modernise the way we deliver our public services. This means improving the skills of our leaders, both members and officers so their teams can design service provision, influence external parties, and shape and manage markets to get the best outcomes. This can be done by creating commercial opportunities, managing contracts and supplier relationships and risk management.

#### **Legal, Compliance and Governance**

Spending of public money requires high levels of accountability and transparency. Public procurement operates in a highly regulated environment that is governed by legislation and policies set by the European Union (EU), nationally through statute and case law, and locally through the Council's constitution. The National Procurement Strategy recommends that local authorities demonstrate political and senior officer leadership of procurement.

#### **Economic Growth and Sustainability**

The Council will look to manage its spend effectively to bring social, environmental and economic advantages to the community. The challenge is large in terms of balancing and promoting open, fair and transparent procurement whilst ensuring that the local communities benefit. The Council will actively support local businesses, small businesses and Voluntary

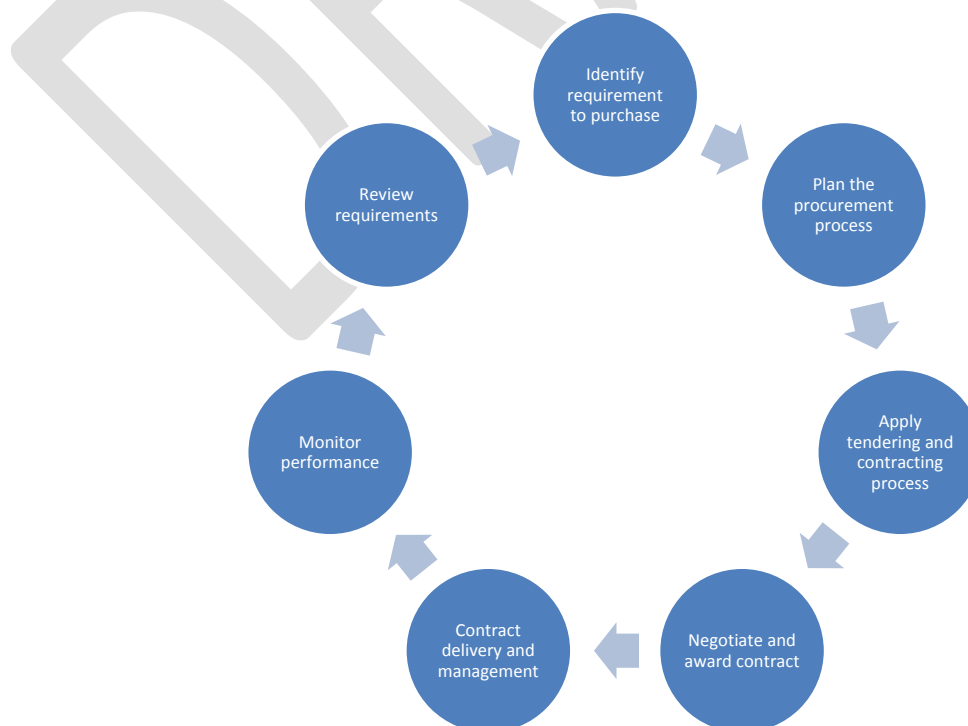
Community Social Enterprises to help them bid for work seeking to ensure the most appropriate route to market is taken.

#### 4.2 Success of this strategy will depend on several factors

- Political and senior management endorsement and support.
- Council-wide recognition of the importance of the role of procurement in delivering improvement and efficiency;
- Improved forward planning by service areas;
- Adequate resourcing and prioritisation of projects;
- Adequate support from key internal functions throughout the procurement cycle;
- Identification, allocation and continuous management of risk;
- Management of performance shortfalls and adequate tools to tackle poor performance;
- Continuity of knowledge throughout the procurement phases and the delivery of regular and effective training.

## 5 Procurement

5.1 Effective procurement forms a continuous cycle of action and improvement, from identification of needs through to review of delivery and achievement of outcomes and includes procurement and contract management activity. The stages are inter-dependent – each stage builds on the previous ones. The outcome for the procurement exercise may not be known at the outset and this may result in a grant being awarded, provision remaining in-house or a fully tendered procurement.





- 5.2 This strategy is aimed at promoting effective procurement across all services and should be read in conjunction with our Contract Standing Orders, Financial Regulations, and the Council's Constitution.
- 5.3 Whilst there have been improvements in the standardisation of procurement processes in recent years, it is recognised that procurement knowledge and capability continues to vary across service areas. Some service areas are heavily reliant on the procurement service for some simple less strategic work and advice while others are more developed in ability and use the procurement service effectively.
- 5.4 The procurement service aims to increase awareness of procurement best practice across the organisation through continued workshops, supporting projects and use of the staff intranet. This should develop and increase in individual buyers, therefore reducing reliance on the procurement service for simple procurements allowing Rushmoor procurement to be more strategic.
- 5.5 Appendix 2 sets out the governance, structure and responsibilities for procurement across the Council.

## **6 Value for Money (VfM) and Savings**

- 6.1 Value for money does not always mean the lowest costs. There are many aspects to achieving VfM through procurement. Consideration should be given to selecting a procurement model that is proportionate to the value and risk of individual contracts. It also requires a proportionate approach to the evaluation of cost and quality; where the costs can be broadly predetermined there will be a higher weighting towards quality.
- 6.2 If Rushmoor is to achieve VfM through its procurement processes, it needs to ensure it consistently maximises spending power. This can be done with a thorough spend analysis. This will help determine priorities going forward and identify efficiencies. This is an ongoing process as the Council proactively looks at ways to drive efficiencies from contracts.
- 6.3 In common with many other local authorities, Rushmoor faces significant financial pressures over the medium-term. Savings need to be made by using spending power innovatively and strategically. Understanding current spend habits and supply base, contract reviews, competition and procurement best practice will assist in delivery of savings.
- 6.4 A key lever the Council uses to deliver savings is competition. For competitive procurements, the selection process we will follow will be proportionate to the value and risk of the procurement. Bids will be evaluated based on value for money, considering the whole life cost, quality and timescales. Competitive

sourcing tools should be utilised in order to generate maximum supplier competition.

- 6.5 We aim to advertise all opportunities unless there is a good reason not to. As a minimum, the council will advertise in line with Contract Standing Orders which state that opportunities over £50,000 are to be advertised.
- 6.6 The Council will also seek opportunities to optimise the use of procurement resource and value for money. Collaborative procurement can allow Councils to have successful contract negotiations, secure buying power, shared risks and lower overall costs.
- 6.7 Key measures to be adopted by the Council to help achieve savings are:
- Applying a category management approach in key areas of spend such as. Property, energy, ICT and construction. Rushmoor spend in these areas is high but have not been given the same attention as other areas in recent years.
  - Applying a corporate approach to contract management and implementing effective, transparent performance monitoring processes
  - Reducing costs in the procurement and commissioning cycle
- 6.8 For all new procurement there will be an expectation that the cost of service will reduce over the life of the contract. The following mechanisms will help drive this cost reduction:
- The contract price for the service will be fixed for as long a period as possible without the supply base building in additional cost for a risk of high levels of inflation in the long term. The contract price is expected to reduce over the life of the contract as a result of efficiency improvements driven by the service provider
  - The contract price is expected to be reduced further through innovation and collaboration between the Council and the service provider or other areas of the supply chain. This efficiency improvement could also be as a result of changes in technology or process improvement. To drive appropriate behaviours in development and improvement, a gainshare mechanism to share the cost savings between all involved parties could be incorporated into the contractual terms
  - The contract length is another mechanism to determine the optimum period between providing the supply base stability and confidence.

## **7 Social Value**

- 7.1 The Public Services (Social Value) Act 2012 requires us to consider how the services we procure might improve the economic, social and environmental well-being of the area. It is defined as improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly,

additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.

7.2 Rushmoor's Social Value Policy is attached at Appendix 3 and sets out the Council's approach to ensure that all resources are used wisely and that we protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

7.3 The Council will have regard to the Social Value Policy and will seek to include appropriate and proportionate outcome measures when undertaking procurement of goods and services.

## **8 Sustainable and Ethical Procurement**

8.1 Sustainability is an important consideration when making procurement decisions and helps ensure that we consider the environmental impact of procurement decisions. The Council is committed to making spending decisions in a way that delivers both value for money on a whole life cycle basis, and achieving wider economic, social and environmental benefits.

8.2 The Council has an obligation under the Modern Slavery Act 2015 to take a robust approach to slavery and human trafficking and is committed to ensure that the Council's contractors and suppliers comply fully with the Modern Slavery Act 2015, wherever it applies.

8.3 The Council has adopted the transparency statement (as reproduced in Appendix 4) as part of the commitment to disrupting Modern Slavery.

## **9 Supporting the Local Economy**

9.1 The Council recognises there are significant advantages of engaging with small local business. The Council aims to support its local economy through its procurement exercises by maximising economic, social and environmental benefits from every pound that is spent. Whilst the Council is prevented from any explicit local buying policies, we will procure in a manner that benefits the local economy.

## **10 Management of Risk**

10.1 Risk management is an integral part of a procurement process and must be considered at the planning stage of any procurement process. We will identify the risks associated with all major procurement activity and the contingencies

for service disruption in each project and how these are to be mitigated and managed

## **11 Managing Contracts and Supplier Relationships**

- 11.1 Contract and relationship management refers to the effective management and control of all contracts from their planning inception until their completion by the appointed contractor(s). It covers the supported policies, procedures and systems needed to undertake it, together with broader issues from the identification and minimisation of risk, successful and timely delivery of outcomes and performance, effective control of cost and variations, and the maintenance of clear communications and operational relationships with contractors.
- 11.2 Buyers and contract managers will be proactive in relation to managing contracts and performance in order to ensure that positive output and outcomes are maximised, cost variations are minimised and any issues in relation to the delivery of the contract are appropriately addressed at the earliest opportunity.

Specific timescales are given where required. Some procurement actions will be ongoing and dependent on the type and nature of procurement being undertaken.

### **Procurement Action Plan – Leadership**

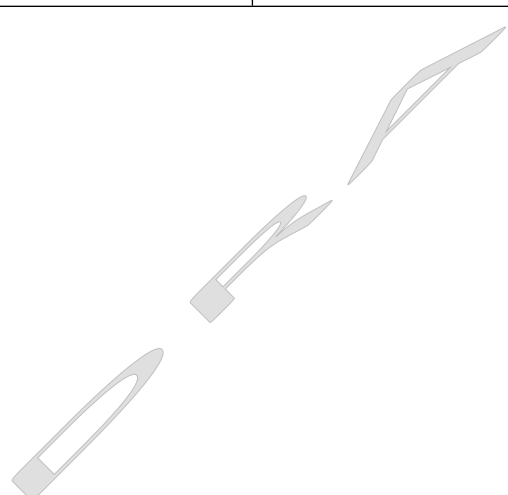
<b>Annual Tasks</b>	<b>How</b>	<b>Timescale</b>
Design a presentation pack for new staff as part of the Rushmoor Induction process	Liase with Personnel and book a meeting in with the new starters.	Q3 2020
Engagement of CLT with procurement and report key issues raised in Rushmoor procurement audit and how these will be rectified	CLT to review procurement activity on a quarterly basis	Q2 2020 onwards
Training of staff	Develop a structured and co-ordinated approach to education, training and development for all officers involved in procurement or with budgetary responsibilities.	Q3 2020 (start) and then annually

**Procurement Action Plan – Commercial Focus**

<b>Annual Tasks</b>	<b>How</b>	<b>Timescale</b>
Spend Analysis	Utilise management information to review spend and target spend that can be influenced by procurement.	<b>Every year end</b>
Collaboration	Use of and development of frameworks, collaborate through procurement networks and other organisations.	<b>Proactively but particularly at year</b>
Use of frameworks	Training and local development of procurement frameworks	<b>Annually</b>
Aggregate spend on common goods and services without compromising the need for social value.	Spend analysis	<b>Annually (with analysis in Q1 of the following financial year)</b>
Attend Business and procurement networking events	Work with Members and local business to increase awareness of opportunities and access to them	<b>Annually</b>
Consider category management approach in key areas of spend	IT, energy, property maintenance, agency staff / contractors,	<b>Q3 2020</b>
Management of Contracts across the organisation	Training and use contracts list to review contracts and exploit opportunity for review.	<b>Q4 2020</b>
Competitive sourcing tools should be utilised in order to generate maximum supplier competition.	Explore use e-Auctions and use e Sourcing tools such as G Cloud 11 where possible to secure savings.	<b>Q4 (annually)</b>
Evaluation	Consider more effective commercial evaluation model within the tender process to encourage innovation, benefits and savings.	
Innovation	Work with departments and suppliers to identify purchase to pay improvements, efficiencies and potential cost savings.	

**Procurement Action Plan – Legal Compliance and Governance**

Annual Tasks	How	Timescale
Protect the Council from exposure to challenge	<p>Clearly determine the accountabilities and responsibilities of officers involved in procurement activity, monitoring and ensuring compliance with those responsibilities.</p> <p>Ensure procedures are reviewed regularly to ensure they reflect current legislation and guidance.</p> <p>Ensure procedures and activities reflect and support the Council's core value, corporate aims and objectives.</p>	
Ensure key Council staff involved in Procurement understand how to incorporate Ethical and Sustainable procurement into the Council's procurement activities.	Train relevant staff through the Chartered Institute of Procurement and Supply's (CIPS) online course on Ethical Procurement and Supply.	<b>Q4 2020</b>



**Procurement Action Plan – Economic Growth and Sustainability**

<b>Annual Tasks</b>	<b>How</b>	<b>Timescale</b>
Engage with SMEs	Open mornings, bidders days, improving web pages	<b>When a Contract arises</b>
Engage with VCEs	Open mornings, bidders days, improving web pages	<b>When a Contract arises</b>
Be fair, transparent and consistent with our procurement	Training, Continually review documentation and best practice	<b>Always</b>
Break larger contracts into smaller lots to facilitate SME participation	Market engagement and market testing	<b>When a Contract arises</b>
Use spend analysis to map Rushmoor spend	Look where Rushmoor spends its money and look to spend locally if possible	<b>Q2 2020</b>
Increase the number of goods and services procured from local and suppliers to contribute towards a sustainable procurement environment which stimulates local business.	Using spend map of last financial year Monitor the proportion of eligible local spend paid to local businesses and SMEs	<b>Q2 2020</b>
Update and improve Procurement section on the Council website	Consult with business and communications as to how to make it better	<b>Q3 2020</b>
Develop supplier information and guidance, setting out the requirements of the Council and its strategic aims	Develop supplier information and guidance, setting out the requirements of the Council and its strategic aims for use in tender documentation.	
Identify forward spend inform pre-market engagement and supplier planning.		



**Procurement Action Plan – Modernising Procurement**

<b>Annual Tasks</b>	<b>How</b>	<b>Timescale</b>
Develop a more commercially focused procurement culture	Share expertise with others, taking advantage of the expertise of others and working with these to identify future opportunities for savings.  Target key suppliers and partners to seek their views on the Procurement process.	
Income generation	Look for and where possible embrace opportunities for income generation within Rushmoor contracts.  Forms part of ICE Workstream 4	Q2 2020 to Q4 2022
Enabling Innovation	All contracts reviewed to identify new service delivery and income generation models.	
Optimise use of e-Procurement	e-Procurement – use of IT solutions such as procurement cards and use of e-auctions ( particularly with ICT spend)	Q4 2020
Procurement Cards- Precision Pay	Explore implementation of precision pay across the Council as an alternative more manageable way of using procurement cards and e-procurement	Q4 2020
Encourage and allow preliminary market consultation between buyers and suppliers, which should facilitate better specifications, better outcomes and shorter procurement times.	Training, development of documentation, market engagement, publication of Prior Information Notices.	
Review Contract Standing Orders and check that they are still fit for purpose and in line with any new legislation	Researching recent good practice and use of experience. Feedback from officers.	
Staff training		

### Roles and Responsibilities

#### Members are responsible for:

- Cabinet are responsible for authorising this Procurement Strategy and reviewing progress on the strategic aims.
- Licensing, Audit & General Purposes Committee are responsible for ensuring compliance with the Contract Standing Orders.
- Procurement activity requiring more detailed member involvement includes:
- Making key decisions in the procurement process for major projects.
  - Where a new service or a substantially varied service is being considered.
  - High public interest.
  - Significant reputational or financial risk.
  - Significant risk of failing to meet legislative requirements.

#### Corporate Leadership Team (CLT) are responsible for:

- Management of the strategy and to review progress against the implementation of the actions.
- Strategic leadership and governance of procurement.
- Ensuring the Procurement Strategy aligns with corporate objectives.
- Overseeing the arrangements for procurement and to ensure they are operating effectively.
- Ensuring value for money and risk management are considered as part of any procurement activity.
- Ensuring equality and sustainability are considered at each stage of the procurement process.

#### Services Managers and Relevant Staff are responsible for:

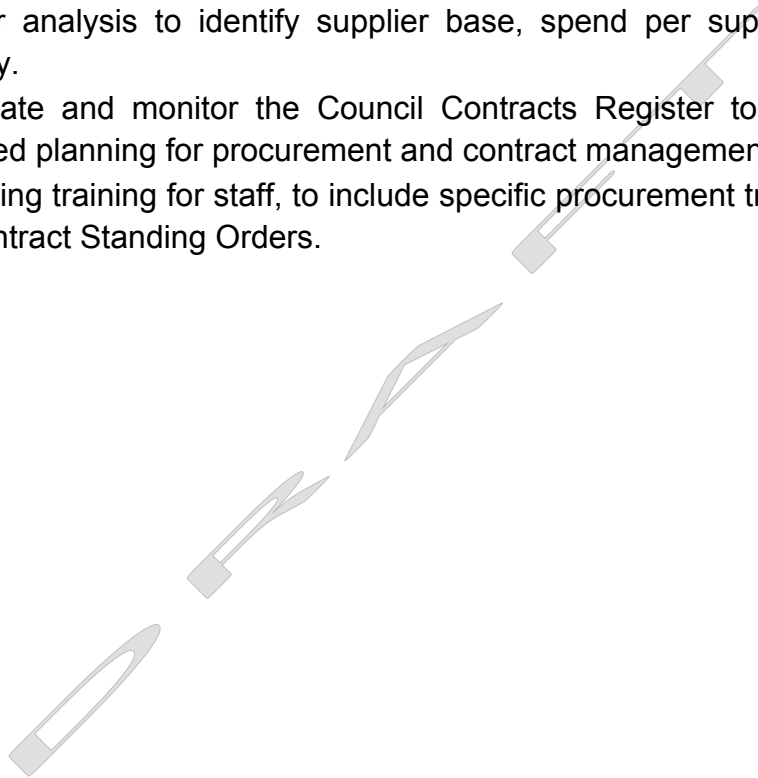
- Each relevant service manager is responsible for ensuring that the staff in their areas have the right level of skills to deliver effective procurement and will also monitor all procurement activity in their services.
- Staff involved directly with the purchase of goods, services and works must ensure they comply with this strategy, and the Contract Standing Orders, with reference to guidance on the Council's intranet; and conduct relationships with suppliers and the Council in an ethical and appropriate manner to ensure they promote their employer in a positive way.

#### Principal Procurement Officer is responsible for:

The duties of the procurement officer is to maintain procurement guidance in line with best practice, and to monitor procurement activity across the Council, including:

- Coordinating this procurement strategy on behalf of the Council and leading on the implementation of the procurement aims.

- Providing assistance to contract owners in the control and management of contracts.
- Development and maintenance of procurement documentation and web pages to publicise procurement plans, information and advice to potential suppliers and staff; to comply with transparency requirements.
- Continue the development of e-procurement to deliver savings in transactional processes.
- Providing assistance to contract owners in the planning and co-ordination of improvement of current contracts, business continuity, exit strategies and post contract appraisals and reviews.
- Ensuring the procurement process eliminates the potential for fraud and favouritism towards any supplier.
- Supplier analysis to identify supplier base, spend per supplier, spend per category.
- Coordinate and monitor the Council Contracts Register to allow improved advanced planning for procurement and contract management activity.
- Organising training for staff, to include specific procurement training, induction and Contract Standing Orders.



# Rushmoor Borough Council Social Value Policy

## Introduction

This policy outlines the approach that will be taken in order to ensure that all resources are used wisely, that we protect and enhance the environment whilst ensuring the efficient use of resources and delivery of value for money.

There is not a standardised approach for achieving social value. It is an area where the Council will need to learn and understand how best to achieve and evidence it. This policy will continue to be informed by national developments and our own organisational learning.

## What is Social Value?

The Public Services (Social Value) Act 2012 requires the Council to consider how the services it procures might improve the economic, social and environmental well-being of the area. It is defined as improving economic, social and environmental wellbeing from public sector contracts over and above the delivery of the services directly required at no extra cost. Used properly, additional social value can be beneficial to both suppliers and councils and represent a joint effort to exploit maximum value from procurement.

## Definitions of Economic, Social and Environmental Outcomes

**Economic outcomes:** providing contributions to the local economy and economic growth that supports social outcomes. Retaining, re-circulating and leveraging funds in local areas – a wider contribution to skills, tackling unemployment and maintaining employment.

**Social outcomes:** contributing to a vibrant and healthy community. Community based actions. Equality, diversity, cohesion and inclusion – local relationships, partnerships and people.

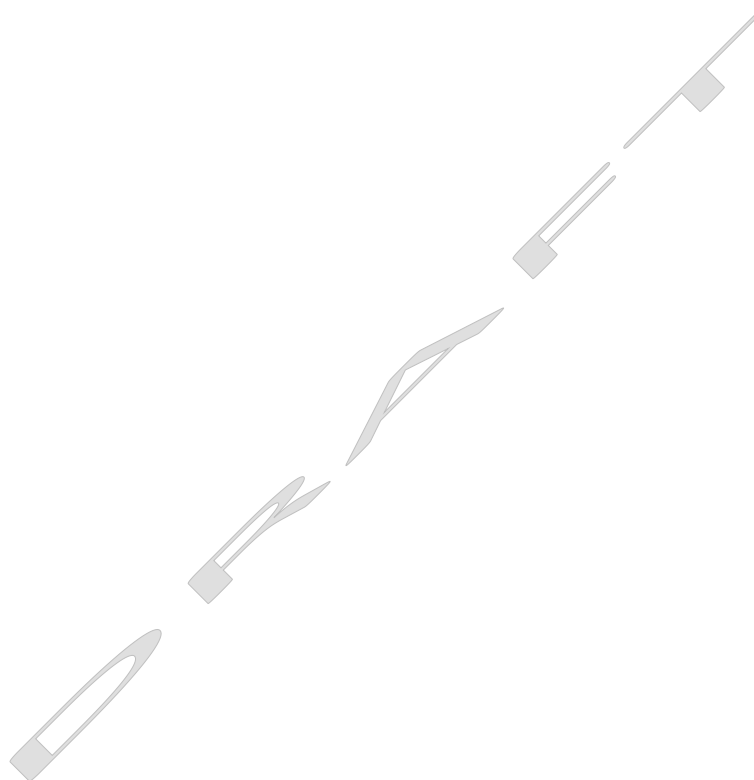
**Environmental outcomes:** relate to protecting, promoting and enhancing the environment. Supporting local activities to improve the environment.

## Aims of the Policy

We aim to ensure that our expenditure is utilised in ways that most benefit our local communities. We will:

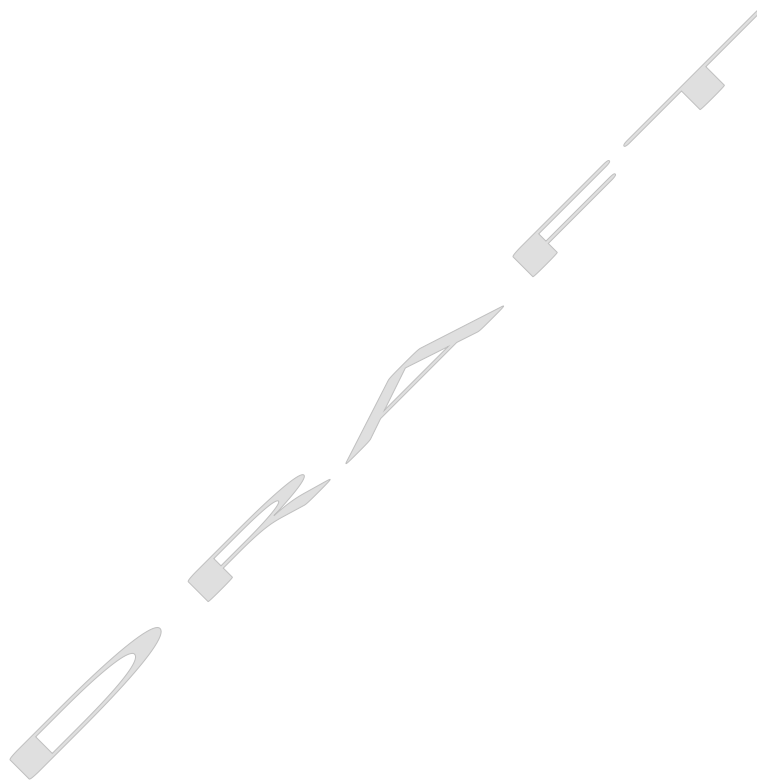
- **Encourage a diverse base of suppliers:** Promoting supplier diversity; including the participation of local SME's and 3rd sector organisations, and local suppliers in general.
- **Meeting targeted and recruitment and training needs:** Offering a range of apprenticeships, training and skills development opportunities as well as employment opportunities for local people.
- **Community Benefits:** Maximising opportunities for local organisations to participate in our supply chains and encouraging suppliers to make a social contribution to the local area.

- **Promoting greater environmental sustainability:** Minimising waste and pollution, supporting carbon reduction initiatives, Carbon Neutral Borough 2030, furthering energy efficiency and other sustainability programmes.
- **Encouraging participation:** Engaging and encouraging user and employee involvement in service design and delivery.
- **Promoting fair employment practices:** Ensuring workforce equality and diversity in supply chains
- **Improving council economic sustainability:** Engaging businesses in delivery of additional social value will have a range of direct and indirect economic benefits to the Council. This includes improving viability of SMEs in the borough, providing additional support to third party providers to ensure better community benefits, and resulting in the eventual reduction in costs to the Council of providing services



**Modern Slavery Transparency Statement**

To be inserted here and link to published statement on the Council's website



## POLICY AND PROJECT ADVISORY BOARD WORK PROGRAMME

The purpose of the work programme is to plan, manage and co-ordinate the ongoing activity and progress of the Council's Policy and Project Advisory Board, incorporating policy development work carried out through working groups.

### (A) CURRENT WORKING GROUPS APPOINTED BY THE POLICY AND PROJECTS ADVISORY BOARD

GROUP	MEMBERSHIP 2020/21	CURRENT POSITION	CONTACT
<b>Elections Group</b>	Cllrs Sophia Choudhary, A.R. Newell, S.J. Masterson, C.J. Stewart, T.D. Bridgeman and K. Dibble (one Liberal Democrat vacancy)  Chairman:	A meeting was held in August 2019 where feedback was given from the May election, progress on the annual canvass which was currently underway and an update provided on the electoral services review.  The next meeting was to be arranged.	Andrew Colver, Head of Democracy, Strategy and Partnerships, Tel: (01252) 398820, <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a>
<b>Strategic Housing and Local Plan Group</b>  To steer the development of the Local Plan and monitor updates to the Housing and Homelessness Strategy	Cllrs P.I.C. Crerar, D.E. Clifford, T.W. Mitchell, Marina Munro, B.A. Thomas, C.J. Stewart, M.J. Tennant, C.P. Grattan and M.J. Roberts  Chairman: Cllr P.I.C. Crerar	Agreed by Advisory Board on 3 April 2019 that a scoping review on conservation areas to report to Cabinet will be tasked to the Strategic Housing and Local Plan Group. An update on progress was provided at the September Board meeting.  The next meeting was to be arranged.	Tim Mills Head of Planning Tel: (01252) 398790 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a>  Anna Lucas Principal Planning Officer  Zoe Paine Strategy and Enabling Manager (Housing)

GROUP	MEMBERSHIP 2020/21	CURRENT POSITION	CONTACT
<b>Leisure Facilities and Contracts</b>	Cllrs J. B. Canty, Prabesh KC, Mara Makunura, T.W. Mitchell, C.J. Stewart, T.D. Bridgeman and C.P. Grattan  Chairman: Cllr J.B. Canty	The Group held workshop sessions in August to compile the specification requirements. The draft specification was circulated to the Group for comment and would be taken to Cabinet for approval in November 2019. An update on the changes to the specification was circulated to the Group. The next meeting was to be arranged.	James Duggin Head of Operational Services Tel: (01252) 398543 <a href="mailto:james.duggin@rushmoor.gov.uk">james.duggin@rushmoor.gov.uk</a>
<b>Transformation Task and Finish Group (formerly Rushmoor 2020 Modernisation and Improvement Programme)</b>	Cllrs J.B. Canty, K.H. Muschamp, Sophia Choudhary, P.J. Cullum, J.H. Marsh, Gaynor Austin and Nadia Martin (one Liberal Democrat vacancy)  Chairman: Cllr. J.B. Canty	It was agreed at the Task and Finish Group meeting on 13 November that the Group would be renamed Transformation Task and Finish Group and the terms of reference were revised to change the purpose to supporting the ICE Programme to achieve its agreed outcomes.  The Group agreed the scope of the website project and discussed the benchmarking and customer survey results.  The next meeting was to be arranged.	Karen Edwards, Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a>
<b>Regeneration Sustainability Group</b>	Cllrs  Chairman:	It was also agreed by the Board at the January 2020 that a Task and Finish Group would be established to look at options regarding ambition against cost and deliverability for the regeneration programme.  The next meeting was to be arranged.	Karen Edwards, Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a>



**(B) OTHER ISSUES/MATTERS FOR THE WORK PROGRAMME**

<b>ISSUE</b>	<b>DETAILS</b>	<b>CONTACT DETAILS</b>
<b>Aldershot Town Centre Strategy</b>	<p>On 19/9/18, the Board considered a report with proposals for the development of an Aldershot Town Centre Strategy.</p> <p>The Board commented on the development proposal which would be incorporated into the development of the draft Aldershot Town Centre Strategy to be submitted to Cabinet for approval and budget allocations.</p> <p>An update on progress was provided at the 20/11/19 meeting where the Board received details on the Civic Society Town Centre Vision, the Rushmoor Leadership project on attracting independent business and the Aldershot Parking Study. The Strategy would be developed further and reported back to the Board in June 2020.</p>	<p>Tim Mills Head of Economy, Planning and Strategic Housing Tel. (01252) 398542 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a></p>
<b>Health, Wellbeing and Obesity</b>	<p>At the Council Meeting on 18/4/18, a Notice of Motion on the topic of 'tackling obesity' was referred for further consideration.</p> <p>On 21/11/18, the Board to hold a scoping session, with a view to understanding more about the issue, areas where progress has been made, and potential issues for future policy change/support.</p> <p>Data from the Obesity Audit discussed at the Board meeting on 21/11/18. It was agreed that the actions from the Local Action Group would be monitored by the Progress Group and any substantive items would be reported to the Board. An update was circulated to the Progress Group in October 2019.</p>	<p>Andrew Colver Head of Democracy, Strategy and Partnerships Tel: (01252) 398820 <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a></p>
<b>Rowhill and Southwood Management Plan</b>	<p>Rowhill Management Plan circulated to the Board for comment in March and comments incorporated into the Plan. Southwood Management Plan currently on hold as consultants staff furloughed and Rushmoor's Ecologist was on sick leave so would be picked up later in the year once the Covid-19 lockdown was relaxed.</p>	<p>Tim Mills Head of Economy, Planning and Strategic Housing Tel. (01252) 398542 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a></p>

<p><b>Regeneration Consultation and Policy</b></p>	<p>Discussed at the Board on 21/11/18 and agreed that the Progress Group and/or the Board would be a consultee on key regeneration matters including Farnborough Civic Quarter, The Galleries scheme, Rushmoor Development Partnership, Farnborough Growth Package and other strategies supporting or related to regeneration.</p> <p>A presentation was provided on the communications plan for regeneration in the Borough. It was also agreed that a Task and Finish Group would be established to look at options regarding ambition against cost and deliverability for the regeneration programme.</p>	<p>Karen Edwards, Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a></p> <p>Paul Brooks Head of Regeneration and Property Tel: (01252) 398544 <a href="mailto:paul.brooks@rushmoor.gov.uk">paul.brooks@rushmoor.gov.uk</a></p>
<p><b>Conservation Area Reviews</b></p>	<p>Discussed at the Board on 03/04/19 and agreed for a scoping report to be prepared to report to Cabinet in May. The work would be picked up by the Strategic Housing and Local Plan Group.</p>	<p>Tim Mills Head of Economy, Planning and Strategic Housing Tel. (01252) 398542 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a></p>
<p><b>Strategy for Future Investment in Relation to Playgrounds within the Borough</b></p>	<p>Strategic aims and objectives discussed at the Board on 25/09/19 Board meeting. Strategic document submitted to Cabinet for approval in December 2019 to recommend way forward to develop the operational plan. The Operational Plan was being developed by officers in consultation with the Operational Services Portfolio Holder and will be brought back to a future Board meeting if required.</p>	<p>James Duggin Head of Operational Services Tel: (01252) 398543 <a href="mailto:james.duggin@rushmoor.gov.uk">james.duggin@rushmoor.gov.uk</a></p>
<p><b>End Violence at Work Charter</b></p>	<p>Discussed at the Board on 31/07/19 and a number of actions agreed to raise awareness with the voluntary/community sector and for the Council to encourage them to sign-up. A report would come back to the Board in 12-months to report on how many Rushmoor organisations had signed up to the Charter.</p>	<p>Karen Edwards, Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a></p>

<b>Rent Relief Policy Approach</b>	The approach to a rent relief policy for sports and community organisations in the Borough was considered at 25/09/29 Board meeting. Board comments would be incorporated into the paper to be submitted to Cabinet in November 2019.	Andrew Colver Head of Democracy, Strategy and Partnerships Tel. 01252 398820 <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a>
<b>Procurement Strategy</b>	The draft Procurement Strategy was considered by the Board on 20/11/19 which set out the Council's strategic procurement aims and the priorities for the next four years. The final version was expected to be submitted to the June 2020 Board meeting.	David Stanley Executive Head of Finance Tel. 01252 398440 <a href="mailto:david.stanley@rushmoor.gov.uk">david.stanley@rushmoor.gov.uk</a>
<b>Index of Multiple Deprivation</b>	The IMD 2019 data was discussed by the Board on 22/01/20. It was agreed that more work was required to better understand the data. The draft Deprivation/Wellbeing Strategy will be reported to the Board meeting in July 2020.	Andrew Colver Head of Democracy, Strategy and Partnerships Tel. 01252 398820 <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a>
<b>Byelaws Review – Aldershot and District Military Lands</b>	Pending publication of a consultation on the Byelaws Review of Aldershot and District Military Lands, the Chairman has requested that this issue be placed on the work programme.	

**POLICY AND PROJECTS ADVISORY BOARD****AGENDA PLANNING – 2019-2020**

<b>23 January 2019</b>	<ul style="list-style-type: none"> <li>• Report from PPAB sub-groups</li> <li>• Farnborough Civic Quarter</li> </ul>
<b>3 April 2019</b>	<ul style="list-style-type: none"> <li>• Aldershot Transition Plan and Town Centre Strategy</li> <li>• Farnborough Civic Quarter</li> <li>• Asset Management Plan</li> <li>• Conservation Area Reviews</li> </ul>
<b>5 June 2019</b>	<ul style="list-style-type: none"> <li>• Strategy for future investment in relation to playgrounds within the Borough</li> <li>• Results of Aldershot and Farnborough 2030 Consultation</li> </ul>
<b>31 July 2019</b>	<ul style="list-style-type: none"> <li>• Notice of Motion – Violence at Work Charter</li> <li>• Development of the strategy for future investment in relation to playgrounds within the Borough</li> </ul>
<b>25 September 2019</b>	<ul style="list-style-type: none"> <li>• Rent Relief Policy for charitable/sporting organisations</li> <li>• Draft strategy for future investment in relation to playgrounds within the Borough</li> </ul>
<b>20 November 2019</b>	<ul style="list-style-type: none"> <li>• Aldershot Town Centre Strategy</li> <li>• Procurement Strategy</li> </ul>
<b>22 January 2020</b>	<ul style="list-style-type: none"> <li>• Farnborough Civic Quarter Masterplan</li> <li>• Index of Multiple Deprivation Data – Council's policy approach</li> </ul>
<b>25 March 2020</b>	<b>CANCELLED</b>
<b>10 June 2020</b>	<ul style="list-style-type: none"> <li>• Aldershot Town Centre Strategy</li> <li>• Procurement Strategy</li> </ul>
<b>15 July 2020</b>	<ul style="list-style-type: none"> <li>• Deprivation/Wellbeing Strategy</li> </ul>
<b>23 September 2020</b>	•
<b>25 November 2020</b>	•
<b>27 January 2021</b>	•
<b>24 March 2021</b>	•
<b>9 June 2021</b>	•

**PROGRESS GROUP MEETINGS**

Membership: TBC

<b>6 January 2020</b>	<ul style="list-style-type: none"> <li>• Farnborough Civic Quarter Masterplan</li> <li>• Index of Multiple Deprivation Data – Council’s policy approach</li> </ul>
<b>24 February 2020</b>	<ul style="list-style-type: none"> <li>• Aldershot Town Centre Strategy</li> <li>• Procurement Strategy</li> <li>• Rowhill and Southwood Management Plan</li> <li>• Hampshire Library Service Public Consultation</li> </ul>
<b>16 April 2020</b>	<b>CANCELLED</b>
	<ul style="list-style-type: none"> <li>• Update on ICE Programme and changes as a result of Covid-19</li> <li>• Update on number of organisations signed up to the End Violence at Work Charter</li> <li>• Deprivation/Wellbeing Strategy</li> </ul>
	•
	•
	•
	•
	•
<b>FUTURE MEETINGS</b>	<ul style="list-style-type: none"> <li>• Litter Enforcement Strategy</li> <li>• Medium Term Financial Strategy/Budget Strategy</li> <li>• HCC Budget – impact on adult social care and public health</li> <li>• Fair Funding consultation</li> <li>• Rushmoor Development Partnership – Site Appraisals</li> <li>• Income Crisis – policy development</li> <li>• Commercial Investment Strategy</li> <li>• Violence at Work Charter - report on number of Rushmoor organisations signed up to the Charter</li> <li>• Follow-up on Department of Transport Letter on Heathrow Southern Rail Link (end 2020/beg 2021)</li> <li>• Byelaws Review – Aldershot and District Military Lands</li> </ul>

This page is intentionally left blank