



# BOROUGH OF RUSHMOOR

To the Mayor and Members of the Council,

**YOU ARE HEREBY SUMMONED** to attend a Meeting of the Council to be held at the Council Offices, Farnborough on **Thursday, 7th October, 2021 at 7.00 pm** for the transaction of the business set out on the Agenda given below.

## A G E N D A

1. **MINUTES** – (Pages 1 - 4)

To confirm the Minutes of the Ordinary Meeting of the Council held on 29th July, 2021 (copy attached).

2. **MAYOR'S ANNOUNCEMENTS** –

3. **STANDING ORDER 8 - QUESTIONS** –

To receive any questions by Members submitted in pursuance of Standing Order 8 (3).

#### 4. **RECOMMENDATIONS OF THE CABINET AND COMMITTEES –**

To consider the recommendations of the Cabinet and Committees in relation to the following items:

1) **Regeneration Programme - Potential Acquisitions in Farnborough Town Centre – (Pages 5 - 106)**

To receive a report from the Cabinet (copy attached – Annex 1) which seeks approval of funding to enable the progression of potential land and property acquisitions in part of Farnborough Town Centre. Cllr M.J. Tennant, Major Projects and Property Portfolio Holder, will introduce this item.

2) **Aldershot Crematorium - Proposal to Undertake Feasibility Study to Inform Future Investment Options – (Pages 107 - 136)**

To receive a report from the Cabinet (copy attached – Annex 2), which seeks funding to deliver a feasibility study to inform future investment options in relation to the Aldershot Crematorium. Cllr M.L. Sheehan, Operational Services Portfolio Holder, will introduce this item.

3) **Variation to Capital Programme – (Pages 137 - 138)**

To receive a report from the Cabinet (copy attached – Annex 3), which seeks approval for funding to amend the Capital Programme to enable the Council to purchase vehicles required for the food waste service. Cllr M.L. Sheehan, Operational Services Portfolio Holder, will introduce this item.

4) **Appointment of Independent Member to the Corporate Governance, Audit and Standards Committee – (Pages 139 - 142)**

To receive a report from the Corporate Governance, Audit and Standards Committee (copy attached – Annex 4) which recommends the Council to confirm the appointment of Mr. Tom Davies as an Independent Member of the Corporate Governance, Audit and Standards Committee for a period of three years. Cllr Sue Carter, Chairman of the Corporate Governance, Audit and Standards Committee will introduce this item.

#### 5. **QUESTIONS FOR THE CABINET –**

To receive any questions by Members to Cabinet Members submitted in accordance with the Procedure Note.

#### 6. **REPORTS OF CABINET AND COMMITTEES – (Pages 143 - 190)**

To receive and ask questions on the Reports of the following Meetings (copy reports attached):

**Cabinet**

28th July, 2021  
10th August, 2021  
21st September, 2021

## **Committees**

Development Management	21st July, 2021
Corporate Governance, Audit and Standards	27th July, 2021
Development Management	18th August, 2021
Development Management	15th September, 2021

## **7. REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE AND POLICY AND PROJECT ADVISORY BOARD – (Pages 191 - 204)**

To note the Reports of the following meetings (copy reports attached):

Overview and Scrutiny Committee	22nd July, 2021
Overview and Scrutiny Committee	24th August, 2021
Policy and Project Advisory Board	22nd September, 2021

A.E. COLVER  
Head of Democracy and Community

Council Offices  
Farnborough  
Hampshire GU14 7JU

Wednesday 29 September 2021

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# BOROUGH OF RUSHMOOR

**MEETING OF THE BOROUGH COUNCIL** held at the Princes Hall, Aldershot on Thursday, 29th July, 2021 at 7.00 pm.

The Worshipful The Mayor (Cllr B.A. Thomas (Chairman))  
The Deputy Mayor (Cllr J.H. Marsh (Vice-Chairman))

Cllr Gaynor Austin  
Cllr Mrs. D.B. Bedford  
Cllr J.B. Canty  
Cllr Sophia Choudhary  
Cllr D.E. Clifford  
Cllr P.I.C. Crerar  
Cllr K. Dibble  
Cllr A.J. Halstead  
Cllr L. Jeffers  
Cllr Mara Makunura  
Cllr T.W. Mitchell  
Cllr A.R. Newell  
Cllr M.J. Roberts  
Cllr M.D. Smith  
Cllr C.J. Stewart  
Cllr M.J. Tennant  
Cllr Jacqui Vosper

Cllr Jessica Auton  
Cllr Jib Belbase  
Cllr M.S. Choudhary  
Cllr A.K. Chowdhury  
Cllr R.M. Cooper  
Cllr P.J. Cullum  
Cllr Christine Guinness  
Cllr Michael Hope  
Cllr Prabesh KC  
Cllr S.J. Masterson  
Cllr Marina Munro  
Cllr Sophie Porter  
Cllr M.L. Sheehan  
Cllr Sarah Spall  
Cllr P.G. Taylor  
Cllr Nem Thapa

Honorary Alderman A Gardiner  
Honorary Alderman R J Kimber  
Honorary Alderman D.M. Welch

Apologies for absence were submitted on behalf of Cllr T.D. Bridgeman, Cllr Sue Carter, Cllr Nadia Martin and Cllr K.H. Muschamp.

Before the meeting was opened, the Mayor's Chaplain (Reverend Malcolm Cummins) led the Council in a period of prayers.

## 16. MINUTES

It was MOVED by Cllr P.G. Taylor; SECONDED by Cllr M.J. Tennant and

**RESOLVED:** That the Minutes of the Ordinary Meeting of the Council held on 24th June 2021 (copy having been circulated previously) be taken as read, approved and signed as a correct record.

## 17. MAYOR'S ANNOUNCEMENTS

(1) The Mayor advised that he had attended the following events since the previous meeting:

- The Duke of Edinburgh's Award Gold Award Holders' Reception at the Great Hall in Winchester on 2nd July 2021
- Test Valley Civic Service at Romsey Abbey on 4th July 2021
- Alderwood School Art and Photography Show on 19th July 2021
- The Gurkha Cup on 24th July 2021

(2) The Mayor reported that his Charity Fundraising Committee was putting together a programme of events, which included:

- Mayoress' Afternoon Tea on 10th December 2021 and 6th April 2022
- Quiz Night on 19th November 2021
- Race Night on 19th February 2022
- Mayor's Charity Ball on 11th March 2022
- Mayor's Charity Golf Tournament on 21st April 2022

Members were asked to put the dates in their diaries and further details would be sent out in the near future.

## 18. **STANDING ORDER 8 - QUESTIONS**

The Mayor reported that no questions had been submitted under Standing Order 8.

## 19. **RECOMMENDATIONS OF THE CABINET**

### (1) **Southwood SANG Visitor Centre and Café Design Development**

The Portfolio Holder for Major Projects and Property (Cllr. M.J. Tennant) introduced the Report of the Cabinet meeting held on 28th July 2021, which recommended the approval of £126,000 being allocated from the Stability and Resilience Reserve to facilitate the design development and planning application stages for a Southwood SANG Visitor Centre and Café .

It was **MOVED** by Cllr M.J. Tennant; **SECONDED** by Cllr M.L. Sheehan – That approval be given to an allocation of £126,000 from the Stability and Resilience Reserve to facilitate the design development and planning application stages for a Southwood SANG visitor centre and café.

There voted **FOR**: 32; **AGAINST**: 0 and the Recommendation was **DECLARED CARRIED**.

### (2) **Regenerating Rushmoor Programme – Union Yard Regeneration Scheme**

The Portfolio Holder for Major Projects and Property (Cllr. M.J. Tennant) introduced the Report of the Cabinet meeting held on 28th July 2021, which recommended the approval of the amendment of the Council's Capital Programme by £41,672,000 to put in place a project budget, as set out in the revised Exempt Appendix E, to enable the Council to proceed with the Union Yard Scheme. The Report also sought approval to delegate authority to the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with the Council's decision regarding the scheme.

It was **MOVED** by Cllr M.J. Tennant; **SECONDED** by Cllr D.E. Clifford – That approval be given to

- (i) The amendment of the Council's Capital Programme by £41,672,000 to put in place a project budget, as set out in the revised Exempt Appendix E (circulated to Members at the meeting), to enable the Council to proceed with the Union Yard Scheme; and
- (ii) Authority being delegated to the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with the Council's decision regarding the scheme.

There voted **FOR: 34; AGAINST: 0; ABSTAINED: 1** and the Recommendations were **DECLARED CARRIED**.

## 20. **ADDITIONAL ITEM - APPOINTMENTS**

**RESOLVED:** That Cllr K. Dibble be appointed as a Standing Deputy for the Labour Group on the Corporate Governance, Audit and Standards Committee in place of Cllr T.D. Bridgeman for the remainder of the 2021/22 Municipal Year.

## 21. **QUESTIONS FOR THE CABINET**

The Mayor reported that three questions had been submitted for response by Cabinet Members.

The first question had been submitted by Cllr Sophie Porter for response by the Operational Services Portfolio Holder (Cllr M.L. Sheehan) regarding communications and education relating to the introduction of food waste collection in the Borough.

In response, Cllr Sheehan stated that the following had happened, or were about to take place in the near future:

- two page spread in the Arena magazine
- further article to appear in the September edition of Arena magazine
- press releases
- information on social media
- the Portfolio Holder for Operational Services had been interviewed by a local TV channel on the subject of food waste collection
- information on the Council's website
- a "teaser" leaflet to be sent to all households
- the Communications Team to provide a series of photos and news items for social media
- the Communications Team to produce a "how to ...." Videos for the website and social media

The Overview and Scrutiny Committee would be reviewing the effectiveness of communications on the introduction of food waste collection at its next meeting.

The second question had been submitted by Cllr M.J. Roberts for response by the Corporate Services Portfolio Holder (Cllr P.G. Taylor) and concerned representations to the Government on benefits received by residents.

In response, Cllr Taylor reassured Members that the Council took every opportunity to press for extra funding whenever it could.

The third question had been submitted by Cllr M.J. Roberts for response by the Corporate Services Portfolio Holder (Cllr P.G. Taylor) and concerned representations to the Government on local government funding.

In response, Cllr Taylor stated that the Council had made and would continue to make representations to the Government on local government funding whenever it could. Copies of recent representations would be sent to Cllr. Roberts.

**22. REPORTS OF CABINET AND COMMITTEES**

**RESOLVED:** That the Report of the following meeting be received:

Cabinet	6th July 2021
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**23. REPORTS OF OVERVIEW AND SCRUTINY COMMITTEE AND POLICY AND PROJECT ADVISORY BOARD**

**RESOLVED:** That the Reports of the meetings of the Overview and Scrutiny Committee on 17th June 2021 and Policy and Project Advisory Board held on 14th July 2021 be received.

The meeting closed at 8.28 pm.

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**COUNCIL MEETING – 7TH OCTOBER, 2021****AGENDA ITEM 4 (1)****REGENERATION PROGRAMME - POTENTIAL REGENERATION ACQUISITIONS  
FARNBOROUGH TOWN CENTRE**

A report from the meeting of the Cabinet held on 10th August, 2021.

**SUMMARY AND RECOMMENDATION**

At its meeting on 10th August 2021, the Cabinet agreed proposals to progress negotiations to acquire land and property to enable the progression of regeneration in part of Farnborough town centre.

The report also requested the necessary funding to progress the proposal. This requires an additional budget which requires a decision of the Council.

**It is RECOMMENDED that** the Council agree an initial budget of up to £250,000 to enable the progression of the associated due diligence, legal assessment, feasibility study, development options and preparation of a detailed business case for the acquisition and development of the land and property set out in the exempt appendix as part of the ongoing regeneration of the town.

**1. BACKGROUND**

- 1.1 Regeneration of Farnborough town centre has been a key priority for the Council for a significant period and there is much frustration in the community and with elected members that some of the redevelopments agreed have not been progressed as anticipated.
- 1.2 During recent months the Council has been undertaking discussions with a landowner in the town with a view to the Council acquiring land and property which would give the Council direct control of a significant proportion of the outstanding redevelopment in the town. The Cabinet had considered a report (Exempt Appendix A to this report) setting out the details of this land and property.
- 1.3 The report considered by the Cabinet included a report from Lambert Smith Hampton Investment Management (LSHIM) who provide property and commercial investment advice to the Council. That report set out the financial impacts of the different elements of the acquisition proposal and has been considered by the Council's Property Investment Advisory Group.

## **2. CABINET CONSIDERATION OF THE PROPOSAL**

- 2.1 Cabinet considered the opportunities and risks associated with the potential acquisition and agreed on balance that discussions and due diligence should proceed to the next stage as acquiring the land and property would give the Council control of a significant portion of the town centre and allow the development of a wider town centre masterplan aligned to the Civic Quarter masterplan. Cabinet agreed that this would also enable the Council to address the current 'piecemeal' approach to regeneration of the town, deliver better place and regeneration outcomes and more coherent town centre offer.
- 2.2 The next stage of work would include detailed commercial negotiations, further due diligence, site investigations, condition surveys and development of a detailed feasibility study, development options and business case to complete the regeneration of this part of the town centre.

## **3. FINANCIAL AND RESOURCE IMPLICATIONS**

- 3.1 The estimated costs for acquisition of the whole site, subject to further negotiation, were set out in the Cabinet report and it was identified that running and holding costs of the different elements of the proposals would need to be determined as part of the due diligence work. As the project is not currently identified as part of the Council Capital Programme approval from Council is required to agree the funding for the due diligence and business case work. This is estimated at up to £250,000.
- 3.2 The future financing of this project, should it proceed, would need to be carefully considered in the light of the Council's current property portfolio, aspirations in the Council business plan and recent decision in respect of proceeding with the Union Yard development in Aldershot.
- 3.3 Cabinet noted that moving forward now with the due diligence and business case for this project will mean the reallocation of regeneration and property resources to some extent from other projects and the reprioritisation of work underway in the existing regeneration and property and major works programmes.
- 3.4 Cabinet noted that the Government brought in restrictions recently affecting Councils ability to use Public Works Loan Board (PWLB) borrowing purely for commercial acquisitions. Commercial acquisitions related to housing and / or regeneration are acceptable provided the income arising from them is used to support regeneration. Should the acquisitions progress then future reports will highlight this issue for Members. The acquisition of commercial assets is considered justified in this case as the Council is seeking to secure control of the town centre in order that it can ensure that a placemaking approach is adopted in the future and that by securing ownership the assets contribute to the future of the town.

#### **4. EQUALITIES IMPACTS**

- 4.1 There are no known Equalities Impact Implications arising from this report.

#### **5. CONCLUSIONS**

- 5.1 Acquiring the land and buildings as set out in the Cabinet report will give the Council full control of the regeneration of part of Farnborough town centre. The existing plans for the area were conceived over 20 years ago and the Council would have the opportunity to reconsider what was needed in this area of the town and enable a more a cohesive development taking into account the Civic Quarter and other development coming forward in the town.
- 5.2 The next steps in any acquisition would be negotiating an appropriate commercial deal and undertaking detailed due diligence and business case development which would underpin a recommendation to proceed with the acquisition.
- 5.3 The Council's approval for £250,000 funding is requested to enable the progression of associated due diligence and business case development.

M.J. TENNANT  
MAJOR PROJECTS AND PROPERTY  
PORTFOLIO HOLDER

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of the Local Government Act 1972.

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**COUNCIL MEETING – 7TH OCTOBER 2021****AGENDA ITEM NO. 4 (2)****ALDERSHOT CREMATORIUM -  
PROPOSAL TO UNDERTAKE FEASIBILITY STUDY TO INFORM FUTURE  
INVESTMENT OPTIONS**

A report from the meeting of the Cabinet held on 21st September, 2021

**SUMMARY AND RECOMMENDATION**

Due to the age of the facility and the heavy operational demands placed on the Aldershot Crematorium, regular extensive maintenance is required. The Council's most recent condition surveys of the crematorium have indicated that significant repair and refurbishment works are also now required in addition to the regular maintenance regime. Given the scale of identified repairs and refurbishment requirements, it is appropriate that the Council considers the best approach to the continuous provision of Crematorium services. This report sets out the case for a comprehensive feasibility study to be undertaken to evaluate the best long-term solution for the Aldershot Crematorium given the current circumstances.

Investment in the asset is required not only to protect existing income levels, but to generate additional income for the Council. With an increasing population and mortality rate predicted over the coming years, the facility needs to respond accordingly, and provide the high-quality offer expected by residents.

The operation of the crematorium generates a surplus for the Council, (£500k to £700k pa). With nearby local facilities in Guildford and Easthampstead Park having invested heavily in recent years, demand for the older Aldershot facility has started to decline.

High-level figures in the Outline Business Case, (Appendix 1), compare the costs of providing an entirely new building located elsewhere on the current site, with those of refurbishing the existing facility. It is estimated that an extensive refurbishment of the existing building may cost in the region of £1.5m to £2.5m, with a new build likely to cost between £6m and £10m, dependent on the scale and range of facilities provided. A feasibility study is required to establish the optimum size of facility and more accurate cost estimates.

This report recommends the commissioning of a detailed feasibility study to scope the options and consider the economic and financial case for each. It will also consider the opportunities to improve the customer experience, create additional space for additional services, harness heat from the cremation filtration process, and high-level options to improve vehicular access to the site. It will also consider where on the existing site a new facility could be located, the potential social value of the project, the likely development of the market, and how the scheme should be funded.

At its meeting on 21st September, 2021, the Cabinet approved the commissioning of a full feasibility study and business case assessing the business options.

**The Council is recommended to** approve a budget of £75,000 to deliver the study.

## **1. BACKGROUND AND CONTEXT**

- 1.1 The Park Crematorium is located in the south-east corner of the borough, adjacent to Aldershot Park. It was opened in the Summer of 1960 and sits on 16 acres of land. The site contains a single large building, an 80-space car park, and grounds housing gardens of remembrance. The building contains a chapel that can accommodate up to 140 mourners, (80 seated), an area housing three cremators, a memorial room, waiting room, offices, toilets and a number of small ancillary rooms.
- 1.2 The venue is open five days a week, (Monday to Friday), and holds around 1,600 cremations a year. The building was last fully refurbished in 1996/97. Since this time, whilst regular maintenance has taken place, no major investment in refurbishment has happened.
- 1.3 The operation of the crematorium generates a surplus on operational activities and consequently a considerable contribution to the Council's annual revenue budget position. Income for the 2020/21 financial year totalled around £1.54m, against expenditure of £1m, generating a surplus on activities of over £500,000.

## **2. RATIONALE**

- 2.1 There are a number of factors to take into account when considering the rationale for investing in the crematorium:
  - 'Improving facilities at Aldershot Crematorium' is a priority identified in the Rushmoor Council Business Plan, 2021 to 2024.
  - A recent condition survey has identified a range of essential works that will need to be undertaken in the forthcoming 24 months, totalling over £380,000. These works are classified as 'essential' to keeping the building operating at the existing level, and do not include 'desirable' works designed to improve the current offer.
  - Demand for cremations at the Aldershot Crematorium has plateaued, and then fallen since 2017, (although last year's figures were affected by the Covid pandemic). Whilst no market research has been undertaken to understand the reasons, anecdotal evidence from both the bereaved and funeral directors suggests the recent investment in other local crematoria is having an impact on demand for the Aldershot facility.

- The Office of National Statistics predicts the UK's death rate to increase significantly over the next 50 years, placing additional demand on crematoria nationally for the foreseeable future.
- The population in Rushmoor is forecast to increase steeply over the next few years, with the percentage of over 65's rising considerably quicker than the UK average.
- The borough's nearest facilities – Woking, Guildford and Easthampstead Park – are all more modern than Aldershot's existing offer, with Easthampstead Park having built a second chapel three years ago, and Guildford having invested over £10m in brand new facilities in 2019.

### **3. IMPLICATIONS**

#### ***Financial***

- 3.1 High-level costs for a major refurbishment of the crematorium are considered in the attached Outline Business Case, and it is estimated that work will total between £1.5m and £2.5m. The commissioning of a feasibility study will enable more accurate costs to be established.
- 3.2 An industry standard estimate of the cost of building a new single-chapel crematorium with one cremator is between £4.5m and £6.5m, (*Cremation Society of Great Britain*). The building itself usually accounts for around half of this cost, with fees, surveys, groundworks, utilities, fixtures & fittings and cremation equipment accounting for the rest.
- 3.3 Whilst the cost of both the new Guildford crematorium (£11m), and the new West Hertfordshire crematorium due to open next year (£9m), are higher than the industry standard, a number of private sector crematoria have been built over recent years, all at a cost of between £3m and £5m.
- 3.4 Given the wide range of indicative capital costs published for the building of a new crematorium, the commissioning of a feasibility study is required to establish a more accurate budget.
- 3.6 A budget of £75,000 is required to deliver a feasibility study to consider the options – new build and refurbishment.

## **Legal**

- 3.7 The crematorium is owned and managed by Rushmoor Borough Council. The proposed building of a new facility will be delivered by the Council, on Council owned land. Much of the land surrounding the site is also owned by the Council. No other direct stakeholders have been identified at this stage.
- 3.8 No further legal implications have been identified at this stage.

## **Risks**

- 3.9 There are a number of risks associated with delivering a new facility on the existing site, or indeed a major refurbishment, including interruption to the existing service during the build period, return on investment and payback period, and costs not accounted for at the outset.
- 3.10 However, there are also significant risks associated with *not* going ahead with either scheme, including:
- Reputational risks, as the Council is unable to provide a fit-for-purpose bereavement service for residents.
  - Competitor risks, as alternative providers located within adjacent boroughs become the 'crematorium of choice' for Rushmoor residents. There is also the risk of private operators looking to enter the local market.
  - Financial risks, as expenditure on the repair and maintenance of the building and equipment increases, and income reduces as business is lost.
- 3.11 A detailed analysis of the key risks will be undertaken as part of the feasibility study.

## **4. CONCLUSION**

- 4.1 The Aldershot Crematorium is in need of significant investment, with large-scale repair and maintenance works required.
- 4.2 With demand for cremation facilities in the borough predicted to increase in the coming years, a major refurbishment of the facility is needed to protect existing income, control costs and provide a quality service to the borough's residents. An alternative to a full refurbishment is the building of a brand-new facility elsewhere within the grounds of the existing site.
- 4.3 The benefits and financial implications of both these options will be considered as part of a feasibility study, for which a budget of £75,000 is sought.

M L SHEEHAN  
PORTFOLIO HOLDER  
OPERATIONAL SERVICES





# ALDERSHOT CREMATORIUM REDEVELOPMENT

Outline Business Case  
July 2021

**RUSHMOOR**  
BOROUGH COUNCIL



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## 1. Introduction

### *Purpose and Approach*

This Outline Business Case (OBC) provides a rationale for undertaking a detailed feasibility study to consider the potential redevelopment of the Park Crematorium, Aldershot.

Following years of under investment in the fabric of the building, the facility is now in need of extensive refurbishment, with significant repair and maintenance works required. With alternative local crematoriums having invested heavily in their offer in recent years, the Aldershot facility has fallen behind in a competitive market.

With an increasing population and mortality rate predicted over the coming years, and an increasingly diverse society, the facility needs to respond accordingly.

Investment in the asset is required not only to protect existing income levels, but to bring additional financial return for the Council, which will help to address the budget gap predicted in the medium-term financial plan. It will also provide the high-quality offer expected by our residents - a facility fit for the next thirty years.

With such significant levels of repair and maintenance work required to the existing building, the provision of an entirely new facility located elsewhere on the current site may provide a more cost-effective option.

This OBC considers two options:

- Refurbishment of the existing facility
- Provision of a new facility located elsewhere on the existing site

The OBC seeks a decision to approve the commissioning of a detailed feasibility study to explore these options in more detail, and to scope the projects.

Subject to approval of this Outline Business Case, a budget will be assigned for delivery of the feasibility study.

## **Scope**

The Outline Business Case considers the high-level evidence to justify the progression of a new-build, rather than refurbishment of the existing facility. Subject to financial analysis, this may prove the favoured option as it provides the opportunity to completely redesign and expand the service to drive additional income generation.

The proposals and indicative costs in the OBC are based on a 'like-for-like' offer. However, the feasibility study will consider options for expanding the current service and, subject to approval to proceed, will identify the wider scope of the project, (including a detailed business case), and will include consideration of:

- *Site location* – where on the existing site the new facility should be located, and how the provision of service can be continued throughout the build.
- *Market penetration* – how the existing products and services offer by the crematorium can be improved to attract greater uptake and usage by residents.
- *Market extension* – how the improved offer can be used to attract more customers living further afield who may currently be inclined to use competing facilities.
- *Product development* – whether there is an opportunity to provide additional services of value to those people attending the facility, for example function rooms for wakes, a coffee shop, or other Council services. Whilst the OBC has costed a 'like-for-like' facility, the feasibility work will consider options for enhancement of the offer.
- *Social value* - how a new facility can contribute to social value, for example, improving the well-being of residents, reducing carbon emissions, etc.

The feasibility study will inform a detailed business case which will make a clear recommendation for project delivery for Member decision.



## 2. Background and Project Context

The Park Crematorium is located in the south-east corner of the borough, adjacent to Aldershot Park. It was opened in the summer of 1960, and sits on 16 acres of land.

The site contains a single large building, an 80-space car park, and grounds housing gardens of remembrance. The building contains a chapel that can accommodate up to 140 mourners, an area housing three cremators, a memorial room, waiting room, offices, toilets and a number of small ancillary rooms.

The venue is open five days a week, (Monday to Friday), and holds around 1,600 cremations a year.

The building was last fully refurbished in 1996/97, and since this time has suffered from a lack of investment. Whilst the crematorium has a knowledgeable and experienced team of staff and an excellent reputation for customer service, the building itself is cold and uninviting.

The operation of the crematorium generates a healthy profit. Income for the 2020/21 financial year totalled around £1.54m, against expenditure of £1m, generating a profit of over £500,000.



### 3. Rationale

There are a number of factors to take into account when considering the rationale for redeveloping the crematorium:

#### ***Council Priorities***

The proposed building of a new crematorium aligns with a number of key targets set in the Council's Business Plan, April 2020 to March 2023:

- We will maintain and develop excellent indoor and outdoor facilities.
- We will agree sustainable, (climate friendly/carbon neutral), approaches to the design and delivery of all Council led developments.
- We will improve and modernise the Council's core business and create a consistently excellent customer service.

#### ***Condition of the existing building***

A recent condition survey has identified a range of essential works that will need to be undertaken in the forthcoming 24 months. These works total over £380k and are classified as 'essential' to keeping the building operating at the existing level. They do not include 'desirable' works designed to improve the current offer.

A summary of the imminent spending requirement is provided, below:

£130,000	re-roofing
£50,000	refurbishment of the chapel
£20,000	replacement of cracked glass dome roof lights
£20,000	installation of cavity trays in glazed entrance
£15,000	refurbishment of toilets
£15,000	redcoration of public areas
£10,000	reconfiguration of accessible toilet
£10,000	convert chapel window bay to seating area.
£10,000	make good paviours, slabs and tarmac
£9,000	staff areas repair, redecoration and replacement flooring.
£8,000	replace boiler fans and external ducts
£5,000	replacement boilers
£84,000	miscellaneous
<b>£386,000</b>	

A major component of the works is associated with the building's roof. The roof coverings have moved beyond their life expectancy and require full replacement, complete with repairs to the parapet walls, and replacement of the coping stones and cavity closers. This is major works and involves significant cost.

For a number of years, the repairs and maintenance programme has been responsive, rather than planned, and much of the plant and equipment is inefficient and needs replacing.

A number of health and safety concerns have been addressed in recent months – crumbling fascia, loose paving slabs, etc – and these issues will continue to worsen and become more regular.

The facility's three cremators were installed in 2001. In need of substantial repair, a few years ago cremator 3 became a donor-cremator supplying, (mostly now obsolete), parts to the other two. Following an incident during a cremation in June last year, cremator 2 was declared non-operational on health and safety grounds. An order for a replacement containerised cremator was made in October 2020, with the new cremator installed in January and operational from 1 February 2021. Procurement for a second cremator is likely to commence in due course. These new cremators will be significantly more efficient and environmentally friendly than their predecessors.

Major refurbishment works to a crematorium site will always prove difficult as, by its very nature, the setting requires the maintenance of a tranquil, respectful environment. Intrusive works may require the facility to shut for a period, resulting in a loss of income.

### ***National Demand for Cremation***

Whilst the country's first public crematorium was opened in Woking in 1885, it was only after the second World War that the number of cremations began to rise rapidly. Currently, cremations account for around 80% of all funerals in the UK, and there are just over 300 crematoria nationwide.

The most important factor affecting demand for cremations is clearly the death rate. The number of deaths in the UK has fallen steadily since a peak in the 1980's but despite this, the Office of National Statistics predicts the number of deaths to increase significantly over the next 50 years.

### ***Demand for cremation in Rushmoor***

There are various factors that can influence where a bereaved family choose to hold a funeral service, but in the majority of cases, the single biggest factor is the travel time for people attending the funeral. As a rule of thumb, the industry works on the basis that the funeral party should not have to drive more than thirty minutes to a crematorium.

A detailed feasibility study will enable the catchment population of the Aldershot Crematorium to be identified based on this drive time, calculating the number of cremations the facility should *expect* to host each year, compared to the actual

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number, with any variance analysed. The impact of neighbouring crematoria at Guildford, Bracknell, Woking and Basingstoke can also be assessed.

Over the past three years, around 30% of the Park Crematorium's customers have been residents of Rushmoor i.e. the deceased was residing in the borough.

As well as travel time and demographic considerations, a number of service level factors influence demand, including availability, service interval times, facilities offered, environment and pricing.

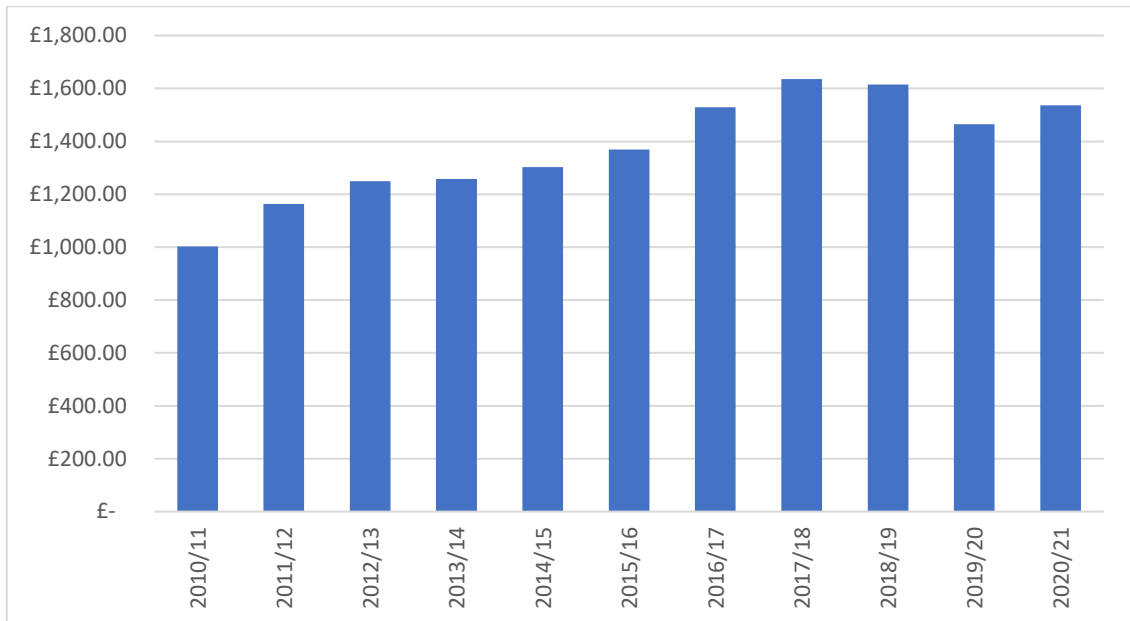
- *Availability of services* – the Aldershot Crematorium currently operates a maximum of 43 services a week (9 each day Monday to Thursday, and 5 on a Friday). Whilst waiting times occasionally exceeded 3 or 4 weeks at the height of the Covid pandemic, capacity is currently thought to be sufficient.
- *Service interval time* - over the past decade, the average length of standard booking slots at UK crematoria has increased from 30 to 45 minutes, as people's attitude to bereavements has changed. Now, most crematoria offer either 45 or 60 minute slots. The current practice at Aldershot is 45 minutes.
- *Facilities and Environment* – whilst the chapel sits within well maintained and tranquil grounds, existing facilities offered at Aldershot are basic, especially when compared to the recently opened Guildford crematorium. As well as improving the existing standard offer, there are opportunities for additional facilities, as detailed in the following sections.
- *Pricing* – each year The Cremation Society of Great Britain publishes a Cremation Fee League Table. In January 2020, fees of the 308 UK crematoria ranged from £392 to £1,070. Aldershot's fee of £926 was in the top quartile, (number 61), identical to that of Woking and Guildford, £50 more than Bracknell, and £100 below Basingstoke.

If a family is undecided at which crematorium to hold their service, funeral directors may well make a recommendation. The Aldershot facility has benefitted from a number of these recommendations in the past due to their excellent customer service standards. However, it is understood that these referrals may have reduced of late due to the poor state of the building. An engagement exercise with local Funeral Directors is planned.

During the 2020/21 financial year, the Aldershot Crematorium hosted just over 1,500 cremations, (an average of 6 a day), charging £870 (+ a £56 Cameo Levy) for each one. This total of £1.31m makes up over 85% of the facility's total budgeted income of £1.54m, the remainder coming primarily from memorials sales.

The table below demonstrates that, having steadily increased for a number of years, income at the crematorium has slowed, and then fallen since 2017. Last year's income figure of £1.54m was affected both by increased demand during certain

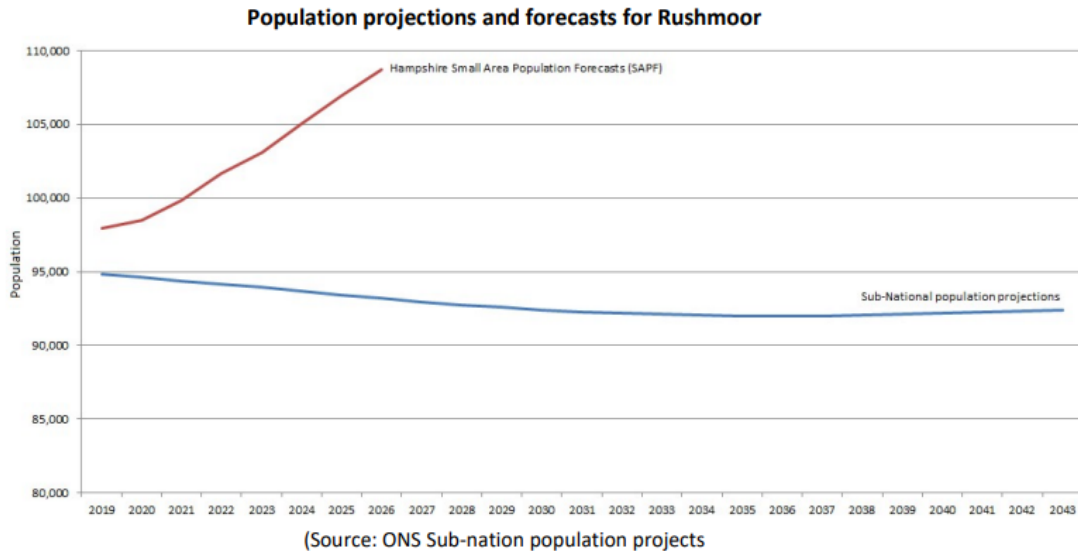
months due to the Covid pandemic, and a reduction in capacity during others due to the loss of a cremator.



This trend is a concern and, whilst no market research has been undertaken to understand the reasons, anecdotal evidence from both the bereaved and funeral directors suggests the decline in the physical state of the building is becoming an issue, and likely to affect business going forward.

### ***Population Demographics***

The Office for National Statistics produces Sub-National Population Projections (SNPP), which predicts Rushmoor's population to fall slightly by 2043. However, Hampshire County Council produces the Small Area Population Forecasts (SAPF), which is based on future dwellings supply, including all large and small sites with planning permission or allocated in local plans as at 1 April 2019. This projection forecasts the population in Rushmoor to rise steeply to 108,725 by 2026.



According to the population estimates produced by the Office of National Statistics, Rushmoor has a younger age profile than the average for both Hampshire & England. However, the borough does have a rapidly ageing population.

Projections for the 25 years from 2018 to 2043 shows the number of Rushmoor's over 65's rising from 14.5% of the total population (13,830) to 21.7% (20,050). This rise of 50% is considerably higher than both the average for Hampshire (33%) and England (31%).

A growing and ageing population - both inside the borough and in the surrounding districts – accompanied by an increased mortality rate nationally, suggests a likely increase in demand for bereavement services over the coming years.

### ***Competing Facilities***

Aldershot Crematorium has three main competitors for local business – Woking, Guildford and East Hampstead crematoria, which are all located within a 13-mile radius. The facilities at all three are significantly superior to Aldershot's existing offer, with East Hampstead having built a second chapel three years ago, and Guildford having invested £10m in brand new facilities in 2019.

### ***Religious Beliefs***

Religious beliefs can play a role in people's choice between cremation and burial. Most Muslims and Orthodox Jews for example choose burial rather than cremation, whilst most Christians, Hindus, Buddhists and Sikhs choose cremation.

Rushmoor has a large Nepali population, making up around 10% of the borough's residents. Nepali's are predominantly Hindu (81%) and Buddhist (9%), with only 5% of

their population Muslim and consequently forbidding cremation. It therefore appears that religious beliefs are unlikely to significantly impact the demand for cremations in the borough.



## 4. Opportunity

A new build on the existing site may present a number of additional opportunities to a major refurbishment. These can be explored as part of the feasibility study, and include the chance to:

- Design and build a bespoke facility fit for purpose. A refurbished facility is likely to continue to compromise the service delivered, whereas a redesigned building will improve the customer service experience. For example, the current booking office is unwelcoming, and the mourners waiting area and lobby is cramped.
- Provide additional space to increase secondary spend, either by the cremation booker or mourners attending. This could potentially include the provision of refreshments, function rooms to accommodate a wake, or alternative memorialisation options such as rockeries and water gardens.
- Consider providing additional Council services, (or those of partners) to the bereaved, for example Council Tax, Housing, Electoral Register.
- Save on running costs through the efficiencies provided by a new building.



- Explore the potential to harness heat from the cremation filtration process to heat the new crematorium building and chapel. According to statistics provided by the Cremation Society, over half of UK crematoria now use heat exchangers to heat their building. Redditch, in fact, use the energy to heat their lido and, with the Aldershot lido located so close to the crematorium, this option can be explored. Use of a heat exchanger would reduce carbon emissions and heating costs, and reduce the Council's carbon footprint.
- Minimise disruption to the service whilst improvements take place, as the new facility can be built whilst keeping the existing one open. Refurbishment would require closure for a significant period.
- Consider options for the re-provision of on-site parking. Separate provision for the Aldershot Pools & Lido and Aldershot Park is close by, and there may be options to combine / share facilities.
- Consider providing new road access to the facility direct from the A331. The crematorium, pools & lido and Aldershot Park are not particularly accessible by road, and visitors are required to navigate through a number of residential streets. However, the recently opened Tongham Services, (Shell Garage & Starbucks), is less than 100 metres from the southern boundary of the crematorium grounds, and direct road access from this major roundabout where the A331 meets the A31 would benefit access to all facilities and reduce residential traffic. New access would involve crossing the narrow Blackwater River and the strip of land known as Tongham Pools, (owned by Guildford Borough Council), but is worthy of exploration. Consideration within the feasibility study would be at high level only.





## 5. Cost

High-level costs for both options – refurbishment of the existing facility, and provision of a new facility built elsewhere on the site – are outlined, below:

### *Refurbishment of the existing facility*

In October 2020, the Council’s Buildings Surveyor undertook a condition survey to identify the essential repairs and maintenance work required to the crematorium building. A summary of these ‘essential’ works – totalling £386,000, and required over the next 24 months - is provided in section 3 above.

In addition to these essential works, the surveyor provided an estimate of additional basic refurbishment works that would be required to bring the building up to a standard closer to that provided by competing neighbouring facilities. These ‘desirable’ improvements include replacement of the existing porte cochere, new external doors, and cladding of the building to improve its appearance. These works are estimated to total circa £520,000.

Should a major refurbishment of the existing building be undertaken, the service will need to close throughout the period of works. On average, the existing facility accommodates over 30 cremations a week, generating a weekly income of circa £30,000. A likely four-month refurbishment period would therefore result in circa £480,000 lost income, as well as inconvenience to residents.

However, an alternative solution would be to continue providing a service using a ‘temporary facility’. Guildford Borough Council are in ownership of such a facility, which was used during the recent building of a new crematorium. An informal approach has suggested that GBC would be willing to sell this temporary facility for around £100,000, with the addition of ancillary costs, (relocation of cremators, enabling works), taking this figure to circa £250,000.

These estimated costs of basic refurbishment works total circa £1,156,000, before allowances for professional fees (15%), survey costs (2%) and a 10% risk allowance, bring the total to circa £1.5m.

However, the budget required for a more generous refurbishment that allows for additional improvements to the existing service could be nearer the **£2.5m mark**. The commissioning of a feasibility study will enable more accurate costs to be established.

## ***New Build***

An industry standard estimate of the cost of building a new single-chapel crematorium with one cremator is between **£4.5m** and **£6.5m**, (*Cremation Society of Great Britain*). The building itself usually accounts for around half of this cost, with fees, surveys, groundworks, utilities, fixtures & fittings and cremation equipment accounting for the rest.

The table below illustrates the cost of a number of Local Authority crematorium built in the past ten years:

<b>Location</b>	<b>Year built</b>	<b>Approx. Cost</b>
West Hertfordshire	2022	£9,000,000
Guildford	2019	£11,000,000
Wellingborough	2016	£6,500,000
Rugby	2014	£5,000,000

The cost of both the new Guildford crematorium, and the new West Hertfordshire crematorium due to open next year, are higher than the industry standard. Both are major, high-end builds, with the West Herts project built from scratch on green belt land, and the Guildford scheme re-provided on the existing footprint and incurring the costs of a temporary facility.



New Guildford Crematorium opened 2019



Proposed West Herts crematorium to open in 2022

A number of private sector crematoria have been built over recent years, all at a cost of between £3m and £5m.

In November 2020, Project Cost and Asset Management company, *Artelia UK*, were commissioned by Rushmoor to undertake a cost estimate for a new Aldershot building based on a like-for-like facility. The information provided is based on an approximate cost per square metre basis only at this stage.

Their estimates are based on the existing spaces:

- Crematorium with a gross internal area of 608m<sup>2</sup>
- Covered open spaces, (cloister, covered way, porte cochere) totalling 148m<sup>2</sup>
- External service yard – 84m<sup>2</sup>

A baseline cost for re-provision of the existing area on an alternative site within the grounds is estimated to be circa £2.2m. An additional £440k is allocated for risk allowance and contingency.

The estimate cost of the same new build area of a like-for-like facility is therefore estimated to be circa £2,640,000.

A full breakdown of costs is shown in the appendix.

### ***Assumptions***

The cost ranges outlined above are based on the following assumptions and exclusions:

- The new facility is built on a new site within the existing grounds.
- The existing facility will remain operational through the build process, and demolition will only commence once the new facility is fully operational.
- The ground conditions are normal. No allowances have been made for ground contamination or ground remediation measures.
- The works will be undertaken as a single project on a competitively tendered basis, and demolition and construction works are carried out sequentially.
- The costs allow for fixed fittings. There are no cost allowances for loose furniture and equipment.
- There is no allowance for data cabling and containment to server rooms and sockets. There is no allowance for servers or loose IT equipment.
- There is no allowance for VAT.

*Note:* These costs are high-level only and may change depending on a number of variables such as planning requirements, ground conditions and building specifications. These matters will be identified and costed during the feasibility study.

With the building itself generally accounting for around half of the total project costs, this would suggest a total project cost for the re-provision of a like-for-like facility in Aldershot to be around the £5m to £6m mark.

Given the wide range of indicative capital costs compiled for the building of a new crematorium – from £4m private sector facilities in Waveney, Countesthorpe and Abingdon, to Guildford Borough Council's recent £11m build – the commissioning of a feasibility study is required to establish a more accurate budget.

### ***Scheme Funding***

Any scheme is likely to be funded through prudential borrowing (PWLB loan). However, grant availability and any alternative funding options will be considered as part of the feasibility study.

### ***Revenue Implications***

A summary of the revenue implications should prudential borrowing be used to finance a refurbishment (£2.5m) or new build (£6m) is provided in *Appendix 2*. For both scenarios, a 25 year useful asset life has been assumed.

## 6. Project Delivery Dependencies

The crematorium is owned and managed by Rushmoor Borough Council. The proposed building of a new facility will be delivered by the Council, on Council owned land. Much of the land surrounding the site – including Aldershot Park – is also owned by the Council. No other stakeholders are known at this stage.

Delivery of the project is dependent on the identification of a suitable location for the new facility on the existing site.

The phasing of the building will also have implications for the continued operation of the existing facility whilst construction is taking place.

Both identification of a suitable new location and continued operation of the existing facility can potentially be mitigated by installation of a ‘temporary crematorium’ if required. This is a model recently undertaken by Guildford Borough Council whilst their new facility was constructed. Options and costs will be considered as part of the feasibility work.

## 7. Risks

There are a number of risks associated with delivering a new facility on the existing site, or indeed a major refurbishment, including:

- Interruption to the existing service during the build period.
- Return on investment and payback period.
- Costs not accounted for e.g. alternative parking or access provision, unexpected works below ground, additional landscaping, etc.

However, there are also significant risks associated with *not* going ahead with either scheme, including:

- Reputational issues as the Council is unable to provide a fit-for-purpose bereavement service for residents.
- Competitor risks, as alternative providers located within adjacent boroughs become the ‘crematorium of choice’ for Rushmoor residents. There is also the risk of private operators looking to enter the local market.
- Financial risks, as expenditure on the repair and maintenance of the building and equipment increases, and income reduces as business is lost.

A detailed analysis of the key risks will be undertaken as part of the feasibility study.

## 8. Delivery

### Proposed approach

A proposed high-level approach to delivery of a new building with timescales is provided below:

- **Outline Business Case signed off** – July 2021
- **OBC and Feasibility Budget approved to proceed** – September 2021
- **Appointment of technical team to undertake Feasibility work** – October 2021
- **Detailed Feasibility Study and Business Case completed** – end February 2022
- **Final Business Case approval** – March 2022
- **Cabinet approval to proceed** – May 2022
- **Appoint design and build contractor** – July 2022
- **Design development** – August - November 2022
- **Planning** – December 2022 - February 2023
- **Contract Award** – March 2023
- **Start on site** – April 2023
- **Construction** – April 2024 (12 months)
- **Handover and practical completion** – May 2024

### Technical Resources required

The services of a multi-disciplinary technical advisor will be required to lead the feasibility work, with support provided by the Council's Property & Estates team, (survey commissioning, etc).

The project will also require the engagement of an experienced Project Manager, and there will be a cost involved if these services are procured from outside the organisation.

### Feasibility Budget

A budget of **£75,000** is required to deliver a feasibility study to consider both options – new build and refurbishment. The budget requirement would be reduced to **£50,000** if only the new build option was pursued.

		NEW-BUILD ONLY	BOTH OPTIONS
	Item	Budget	Budget
1	Surveys	£15,000	£30,000
2	Technical advisory	£20,000	£30,000
3	Design and control option development	£10,000	£10,000
4	Contingency	£5,000	£5,000
	<b>Total</b>	<b>£50,000</b>	<b>£75,000</b>

## Project Governance

The Project Board will consist of the following staff:

- Project Sponsor – Ian Harrison
- Project Executive - David Phillips
- Project Manager – Gemma Kirk (tbc)
- Project Assistant – Edward Haversham
- Crematorium Manager – Kelly Chambers
- Principal Maintenance & Building Surveyor – Graham King (tbc)
- Principal Construction Surveyor – Simon Ross (tbc)

## Procurement

On completion and agreement of the feasibility study, any new-build project would be undertaken by a design and build delivery contractor appointed via an appropriate framework.



## 9. Recommendations and Next Steps

### *Summary*

Following years of under-investment, the Aldershot Crematorium is in need of extensive refurbishment, with significant repair and maintenance works required.

Investment in the asset is required not only to protect existing income levels, but to bring additional financial return for the Council, which will help to address the budget gap predicted in the medium-term financial plan.

With an increasing population and mortality rate predicted over the coming years, the facility needs to respond accordingly, and provide the high-quality offer expected by residents.

The operation of the crematorium generates a healthy profit for the Council, (circa £500,000 in 2020/21). With competing local facilities in Guildford and East Hampstead having invested heavily in recent years, Aldershot's share of the market is under threat.

High-level figures outlined in the OBC compare the costs of providing an entirely new building located elsewhere on the current site, with those of refurbishing the existing facility.

Conservative cost estimates for an extensive refurbishment of the existing building come in at around £1.5m, with £2.5m thought to be a more realistic figure.

Like-for-like internal area provision of a new facility is estimated by Asset Management company, *Artelia UK* to cost circa £2.6m. This figure does not include a number of additional costs, and the building itself is generally estimated to account for around half of the total project costs. The industry standard average build cost of crematoria is generally between £4.5m & £6.5m. However, Guildford's recent, and West Herts ongoing, builds are costing £11m and £9m respectively.

With such wide-ranging estimates of the costs involved for both a major-refurbishment and a new build, a feasibility study is required to establish more accurate budgets.

Despite the significantly higher cost, a new build may prove to be the favoured option following analysis in a full feasibility study, as the efficiencies are likely to generate significant savings on running costs over the life of the facility. A new build will also provide the opportunity to reconfigure and improve the design of the crematorium, develop the service and drive income generation. It would also enable the existing facility to continue to operate whilst the work is undertaken.



The OBC seeks a decision to approve the commissioning of a detailed feasibility study to scope the two projects.

The feasibility study will consider both the economic and financial case for the projects. It will also consider the opportunities provided by a new build to improve the customer experience, create additional space to increase secondary spend, (including the viability of a coffee shop and function room), and harness heat from the cremation filtration process. It will also look at high level options to improve vehicular access to the site.

The study will also look at where on the existing site the new facility should be located, the potential social value of the project, the likely development of the market, and how the scheme should be funded.

Whilst there are a number of risks associated with delivering a project of this nature, the risks of *not* going ahead with a scheme – reputational, financial and competitor related – are arguably far greater.

A proposed high-level approach to delivery suggests a new facility could be delivered and operational by mid-2024.

### ***Recommendations***

The project is recommended to ensure that the Council is able to provide an excellent bereavement service for residents, and generate additional income to help address the budget gap predicted in the medium-term financial plan.

The following decisions are required to enable the project to proceed:

- Agree a budget of £75,000 to commission a full feasibility study and business case assessing both options - major refurbishment of the existing facility, and the reprovision of a new facility at another location on the existing site. Should only the new build option be pursued, the budget requirement will be reduced to £50,000.
- Note the recommended outline project approach for delivery of the feasibility study, (and potential subsequent new-build scheme), outlined in section 8.
- Note the cost estimates outlined in section 5.

## **CONTACT DETAILS:**

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## Appendix 1

Rushmoor Borough Council - Aldershot Crematorium  
Order of Cost Estimate 01

OCE Summary

Order of Cost Estimate 01		Total £
WORKS COST ESTIMATE		
1	Facilitating works estimate	100,000
2	Building works estimate	1,552,000
3	External works and services (service yard, hard and soft landscaping in immediate vicinity of building, external services, and drainage)	12.00% 186,000
<b>Total Works Cost Estimate</b>		<b>1,838,000</b>
ADJUSTMENT FOR THE EFFECT OF COVID-19		
4	Adjustment for the effect of Covid-19	50,000
<b>Adjusted Works Cost Estimate</b>		<b>1,888,000</b>
PROJECT/DESIGN TEAM FEES ESTIMATE (if required)		
5	Professional Fees	15.0% 283,000
<b>Sub-total</b>		<b>2,171,000</b>
OTHER DEVELOPMENT/PROJECT COSTS ESTIMATE (if required)		
6	Survey Costs (incl OHP) and Statutory Fees	1.5% 28,000
7	Equipment	Excluded
8	ICT Equipment	Excluded
9	Other Client Direct Costs	Excluded
<b>Base Cost Estimate</b>		<b>2,199,000</b>
RISK ALLOWANCE AND CONTINGENCY		
10	Design development risk estimate	10.0% 219,900
11	Construction risk estimate	10.0% 219,900
12	Employer change risk estimate	Excluded
13	Employer other risk estimate	Excluded
<b>Cost Limit (excluding inflation) @4Q20</b>		<b>2,638,800</b>
INFLATION		
14	Tender Inflation estimate	Excluded
15	Construction Inflation estimate	Excluded
<b>Cost Limit @ 4Q20</b>		<b>2,639,000</b>
VAT assessment - Excluded		
Additional Cost Item - Cremator delivery and installation (excludes supply cost): Allowance for cremator delivery, to move the cremator into the building, connect and commission		55,000

## Appendix 2

### *Revenue implications*

<b>Refurbishment</b>				
	<b>Capital Spend</b>	<b>Revenue Implications</b>		
<b>2021/22</b>		<b>£75,000</b>	Feasibility	
<b>2022/23</b>	<b>£2,500,000</b>	<b>£22,750</b>	Interest	
<b>2023/24</b>		£45,500	Interest	
		£100,000	MRP	
		<b>£145,500</b>		
<b>2024/25</b>		£45,500	Interest	
		£100,000	MRP	
		<b>£145,500</b>		
<b>2025/26</b>		£45,500	Interest	
		£100,000	MRP	
		<b>£145,500</b>		
<b>Future Years</b>		£45,500	Interest	
		£100,000	MRP	
		<b>£145,500</b>		

<b>New Build</b>				
	<b>Capital Spend</b>	<b>Revenue Implications</b>		
<b>2021/22</b>		<b>£75,000</b>	Feasibility	
<b>2022/23</b>	<b>£3,000,000</b>	<b>£27,300</b>	Interest	
<b>2023/24</b>	<b>£3,000,000</b>	£81,900	Interest	
		£120,000	MRP	
		<b>£201,900</b>		
<b>2024/25</b>		£109,200	Interest	
		£240,000	MRP	
		<b>£349,200</b>		
<b>2025/26</b>		£109,200	Interest	
		£240,000	MRP	
		<b>£349,200</b>		
<b>Future Yrs</b>		£109,200	Interest	
		£240,000	MRP	
		<b>£349,200</b>		

**Summary of effect on Crematorium revenue budget**

<b>Refurbishment</b>							
	<b>Current 2021/22</b>	<b>Revised 2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>20204/25</b>	<b>2025/26</b>	<b>Future Years</b>
<b>Expenditure</b>	£1,000,520	£1,075,520	£1,023,270	£1,146,020	£1,146,020	£1,146,020	£1,146,020
<b>Income</b>	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730
<b>Net Cost / (Contribution) to GF</b>	-£712,210	-£637,210	-£689,460	-£566,710	-£566,710	-£566,710	-£566,710
<b>Shortfall / Requirement for additional income</b>	0	£75,000	£22,750	£145,500	£145,500	£145,500	£145,500
<b>New Build</b>							
	<b>Current 2021/22</b>	<b>Revised 2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Future Years</b>
<b>Expenditure</b>	£1,000,520	£1,075,520	£1,027,820	£1,202,420	£1,349,720	£1,349,720	£1,349,720
<b>Income</b>	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730	-£1,712,730
<b>Net Cost / (Contribution) to GF</b>	-£712,210	-£637,210	-£684,910	-£510,310	-£363,010	-£363,010	-£363,010
<b>Shortfall / Requirement for additional income</b>	0	£75,000	£27,300	£201,900	£349,200	£349,200	£349,200

## COUNCIL MEETING – 7TH OCTOBER, 2021

## AGENDA ITEM NO. 4 (3)

## VARIATION TO THE CAPITAL PROGRAMME 2021/22

A report from the meeting of the Cabinet held on 21st September, 2021

**1. INTRODUCTION**

At its meeting on 21st September, 2021, the Cabinet received [Report No. FIN2116](#) on the latest forecast regarding the Council's Capital Programme for 2021/22, based on the monitoring exercise carried out during August 2021. The report included a proposal to add £235,000 funding to the Capital Programme in 2021/22 to support the food waste service.

**2. BACKGROUND**

2.1 At its meeting on 8th June 2021, the Cabinet considered the changes to the Waste and Recycling Service ([Report No. OS2107](#)). The report outlined the financial implications of the change in service provision and recommended to Council an additional revenue budget of £90,000 was required in the current financial year to deliver the new arrangements. This was approved by the Council at its meeting on 24th June, 2021.

2.2 As part of the ongoing discussions with SERCO on the Contract Change Notice it has been proposed that the Council purchases the vehicles required for the delivery of the Food Waste Service. A number of options were reviewed by officers which included both purchase and lease options. The most cost-effective option is for the Council to purchase the vehicles and to lease them to SERCO.

2.3 At its meeting on 21st September, 2021, the Cabinet considered and endorsed the proposal for an additional capital budget of £235,000 to enable the acquisition of the vehicles. This would be funded from reserves or from capital receipts anticipated during the current financial year (depending on the timing of receipts and payments). It is likely that the additional revenue cost will be below the £90k estimated in the June Cabinet report as a result of the Council purchasing the vehicles directly. Members will be kept informed of the cost of the Food Waste service through the regular budget monitoring reports.

**3. RECOMMENDATION**

**The Council is recommended to** approve the addition of £235,000 to the Capital Programme in 2021/22 to enable the Council to purchase the vehicles required for the Food Waste Service.

M L SHEEHAN  
PORTFOLIO HOLDER  
OPERATIONAL SERVICES

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**COUNCIL MEETING – 7TH OCTOBER, 2021****AGENDA ITEM NO. 4 (4)****APPOINTMENT OF INDEPENDENT PERSON (AUDIT)**

A report from the meeting of the Corporate Governance, Audit and Standards Committee held on 27th September, 2021.

**1. INTRODUCTION**

- 1.1 This Report sets out the outcome of the process to appoint an Independent Person (Audit) to the Committee, and recommends that the Council be asked to confirm the appointment of Gwilym Davies, known as Tom Davies, as an Independent Member of the Corporate Governance, Audit and Standards (CGAS) Committee. The appointment follows a public advertisement, written application, and interview panel which comprised the Chairman of the CGAS Committee, the Chief Executive, and Executive Director/Monitoring Officer.

**2. BACKGROUND**

- 2.1 In April 2021, the Council agreed changes to help ensure the future effectiveness of the Committee with a stronger focus on its corporate governance role providing oversight and public confidence in Council activities. A key proposal was the co-option of Independent Member(s) to the Committee with experience in corporate governance. Good practice shows that for committees with audit responsibilities, the co-option of independent members with technical knowledge and expertise can be beneficial, as the addition of an external and independent view can help the process of in-depth questioning and committee discussion.
- 2.2 The Committee agreed a role description for the Independent Person (copy attached at Appendix 1), together with the following terms which would apply to the role:
- A fixed term of three years, with provision for early termination or extension of the appointment
  - An allowance equal to the statutory co-optee allowance as set out in the Members Allowances Scheme (currently £523 per year)
  - Expectation to follow the same code of conduct as elected Members and with a Register of Interests.

### 3. **PROCESS**

- 3.1 A public advertisement and application pack for the role was placed on the Council's website and Jobs Go Public website during May 2021. Three applicants submitted written applications, who were invited to a preliminary and informal discussion with the Monitoring Officer and Service Manager - Democracy. Following this, two applicants were invited to a formal interview with the Chairman of the CGAS Committee, Chief Executive, and Executive Director who is also the Council's Monitoring Officer.
- 3.2 The Interview Panel selected Mr. Tom Davies as the preferred candidate for the role, and he has confirmed his interest to accept the position.

#### **Mr Tom Davies**

- 3.3 Tom Davies' area of expertise is in audit and risk management, with Chartered Internal Auditor status (CMIIA), with an MSc in Internal Auditing and Management. He began his career performing audits in the private sector, and then moved into the public sector, including twenty years' experience in local government. His recent work has involved the development of Risk Management systems, and with depth of experience on the Local Code of Corporate Governance and Annual Governance Statements. He has previous Board Member experience on the British Transport Police Independent Advisory Network. Mr Davies has no connection past or present with anyone who has served on Rushmoor Borough Council.

### 4. **CONCLUSIONS AND RECOMMENDATION**

- 4.1 The Independent Person (Audit) will be a non-voting Member of the CGAS Committee, attending meetings in an advisory/consultative manner on all corporate governance and audit matters before the committee, and on the basis of the role description and terms set out in Para. 2 above.
- 4.2 **IT IS RECOMMENDED THAT** Mr Gwilym Davies (known as Tom Davies), be confirmed as an Independent Member on the Corporate Governance, Audit and Standards Committee for a three-year term.

SUE CARTER  
CHAIRMAN OF THE CORPORATE GOVERNANCE  
AUDIT AND STANDARDS COMMITTEE

## **INDEPENDENT PERSON (AUDIT) - ROLE DESCRIPTION**

**Responsible to:** Monitoring Officer, Section 151 Officer and Internal Audit Manager

**Liaison with:** Elected Members of the Corporate Governance, Audit and Standards Committee, Section 151 Officer, (Internal) Audit Manager any other relevant Members and officers and the External Auditors of Rushmoor Borough Council.

### **Responsibilities**

1. To engage fully in collective consideration of all corporate governance and audit matters before the Committee, taking into account a full range of relevant factors, including legislation and supporting regulation (e.g. the Accounts and Audit Regulations 2015), professional guidance (e.g. that issued by the Chartered Institute of Public Finance and Accountancy (CIPFA) or the Chartered Institute of Internal Auditors (IIA)), and the advice of the Council's Section 151 Officer and Audit Manager.
2. To participate fully in the discharge of all audit functions, as set out in the Committee's terms of reference and the constitution.
3. To promote the concept of proportionate, effective risk management and internal control throughout the organisation; and to champion the work of Internal Audit, External Audit and Risk Management.
4. To participate in periodic review of the overall effectiveness of the committee with regards to audit matters, and of its terms of reference.

### **Audit Independent Person – Skills and Competencies**

1. Demonstrates up-to-date knowledge, skill and a depth of experience in the fields of audit, accounting, risk management, corporate governance, and performance management.
2. Operates consistently and without bias.
3. Is an effective role model; supports appropriate behaviours and challenges opinions and advice where appropriate, separating major issues from minor ones.
4. Contributes proactive, proportionate and independent thought, and also collaboration with officers to temper the opinions of Committee Members.
5. Works sensitively with people inside and outside the Committee / Council.
6. Listens to and balances advice.

Must have no personal, legal or contractual relationship with the Council (including employees or Members or former staff), or any other relationship/activity which might represent a conflict of interest.

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# CABINET

Meeting held on Wednesday, 28th July, 2021 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr D.E. Clifford, Leader of the Council

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

An apology for absence was submitted on behalf of Cllr K.H. Muschamp

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 **9th August, 2021**.

## 17. **DECLARATIONS OF INTEREST –**

Having regard to the Members' Code of Conduct, no declarations of interest were made.

## 18. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 6th July, 2021 were confirmed and signed by the Chairman.

## 19. **REGENERATING RUSHMOOR PROGRAMME - UNION YARD REGENERATION SCHEME –**

(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Report No. RP2106, which set out the further due diligence and financial modelling in relation to the Union Yard scheme since the report to the Cabinet in April, 2021.

The Report was presented by Cllr M.J. Tennant, Major Projects and Property Portfolio Holder. Members were informed that the Union Yard scheme had taken a number of years and significant work to progress to this stage including complex land assembly issues. He advised that, in line with the decisions taken by Cabinet in April 2021, further due diligence had now been completed and that the purpose of the report now before Cabinet was to enable the construction of the scheme. Section 3 of the Report set out the reasons why it was considered that Hill Partnerships Limited was best placed to deliver this contract. The Report also set out information in relation to construction costs, the future sale or lease arrangements with Rushmoor Homes Limited, the future lease arrangements with registered providers, the options for the management and letting of the student accommodation and the procurement and contract arrangements in respect of the

construction and development of the scheme.

The Cabinet then considered the matters in the Exempt Appendices A, B and E of the Report. During this discussion, the public were excluded from the meeting to avoid the disclosure of exempt information within Paragraph 3 of Schedule 12A to the Local Government Act, 1972 (information relating to financial or business affairs). The fixed price construction cost had been received and was reported to the Cabinet. The price was within the budget parameters set out in Exempt Appendix E and the Council would be advised of the required variation to the Capital programme at their meeting on 29th July, 2021.

In discussing the proposals, Members expressed strong support for the suggested approach for the delivery of the regeneration scheme in Aldershot town centre. The Cabinet discussed extensively whether to introduce the further measures to enhance the Council's performance in relation to energy and sustainability, as set out within Section 4 of the Report, but it was felt that these did not represent good value when measured against the payback period and predicted improvement in environmental performance.

### **The Cabinet**

#### **(i) RESOLVED**

- (a) that the outcomes of the further due diligence, as set out in Report No. RP2106 and in the reports by Grant Thornton UK LLP and Lambert Smith Hampton Investment Management, in respect of development viability and financial modelling, be noted;
- (b) to proceed with the Union Yard scheme, on the basis of a fixed price contract with the project budget, as set out in the Restricted Minute appended;
- (c) to enter into a contract with Hill Partnerships Limited, by means of a Joint Contracts Tribunal (JCT) Design and Build contract, for the delivery of the scheme;
- (d) that the additional energy efficiency improvements, as set out in the Report, not be progressed;
- (e) that a Union Yard Project Board be established for the next stage of the project, to include the Major Property and Projects Portfolio Holder, the Corporate Services Portfolio Holder and the Leader of the Labour Group, to work alongside officers in providing oversight on the delivery of the consented scheme;
- (f) that the next steps, as set out in the Report, be noted; and

#### **(ii) RECOMMENDED THE COUNCIL**

- (a) to amend the Council's Capital Programme to provide the project budget set out in Resolution (i)(b) above; and

- (b) to authorise the Executive Head of Finance to amend the Treasury Management Strategy and associated prudential indicators in accordance with the Council's decision in relation to the scheme.

The Meeting closed at 8.02 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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# CABINET

Meeting held on Tuesday, 10th August, 2021 at the Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

Cllr D.E. Clifford, Leader of the Council

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

An apology for absence was submitted on behalf of Cllr K.H. Muschamp.

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 **23rd August, 2021**.

## 20. **DECLARATIONS OF INTEREST –**

Having regard to the Council's Code of Conduct for Councillors, Cllr P.G. Taylor notified the Cabinet that he would be making a declaration in respect of Minute No. 25.

## 21. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 28th July, 2021 were confirmed and signed by the Chairman.

## 22. **BUSINESS RATES - DISCRETIONARY RATE RELIEF APPLICATIONS –** (Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2112, which set out details of applications for rate relief from nDreams Limited (Spectrum Point, No. 279 Farnborough Road, Farnborough) and Mr Hardik Sorathiya (Aldershot Post Office, Nos. 63-68 Wellington Street, Aldershot).

**The Cabinet RESOLVED** that

- (i) 50% discretionary relief be awarded to nDreams Limited for a period of one year; and
- (ii) 34% discretionary relief be awarded to Mr Hardik Sorathiya from 21st July, 2021 to 31st March, 2022.



23. **COUNCIL BUSINESS PLAN QUARTERLY UPDATE APRIL - JUNE 2021/22 –**  
(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

The Cabinet received Report No. ACE2105, which set out progress in delivering the Council Business Plan projects during the first quarter of 2021/22. Members were informed that progress against eighteen key projects was included in the Report, along with the Council's business performance monitoring information and the Council's Corporate Risk Register. It was reported that good progress was being made against an ambitious programme of work, taking account of the impact of the current pandemic and ongoing resource constraints.

**The Cabinet NOTED** the progress made towards delivering the Council Business Plan, as set out in Report No. ACE2105, and the risks identified within the Corporate Risk Register in July, 2021.

24. **EXCLUSION OF THE PUBLIC –**

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

<b>Minute No.</b>	<b>Schedule 12A Para. No.</b>	<b>Category</b>
25	3	Information relating to financial or business affairs

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

25. **REGENERATION PROGRAMME - POTENTIAL ACQUISITIONS IN FARNBOROUGH TOWN CENTRE –**  
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Exempt Report No. RP2107, which set out a proposal to progress negotiations to acquire land and property to enable the progression of regeneration in part of Farnborough town centre.

Members were informed that an opportunity had arisen to acquire land and buildings that were considered to be important in providing a joined-up approach to the regeneration and development of the town centre and Civic Quarter areas. Details of the potential acquisitions were set out in the Report. It was reported that, at this stage, the proposal was to provide funding to progress the necessary due diligence, legal work and options assessment and to commence work on a detailed business case to enable the progression of the regeneration of this part of the town centre. Members were informed that the suggested approach carried a range of potential risks to the Council and that a summary of these was contained within the Report. It was reported that, if agreed, the Council would continue to use Lambert Smith Hampton Investment Management as its property advisors for the

acquisition.

In discussing the proposals, the Cabinet expressed strong support for the suggested approach and the continued involvement of Lambert Smith Hampton Investment Management. Members noted the risks associated with the scheme but, overall, felt that this represented an excellent opportunity for the Council to intervene directly in the regeneration of Farnborough town centre. This would allow the Council to ensure that any future development in this area and the Civic Quarter site was both complementary and of a sufficient quality to provide the best outcome for local residents and other users of the town.

### **The Cabinet**

- (i) **RESOLVED** that the undertaking of further negotiations with the vendor to secure the best price and commercial offer for the land interests, as set out in Exempt Report No. RP2107, be approved, with appropriate work being undertaken to progress the associated due diligence, legal assessment, feasibility study, development options and business case; and
- (ii) **RECOMMENDED TO THE COUNCIL** that an initial budget of up to £250,000 be allocated to enable the progression of the steps set out at Resolution (i) above.

**NOTE:** Whilst not a declarable interest under the Code of Conduct, as this decision did not directly relate to his registered disclosable pecuniary interest, nor directly relate to or affect his financial interests or well being, Cllr P.G. Taylor advised, in the interests of transparency in respect of this item, that he was currently a tenant of one of the properties within the site under discussion.

The Meeting closed at 7.34 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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# CABINET

Meeting held on Tuesday, 21st September, 2021 at the Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

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

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

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **4th October, 2021**.

## **26. DECLARATIONS OF INTEREST –**

Having regard to the Members' Code of Conduct, no declarations of interest were made.

## **27. MINUTES –**

The Minutes of the meeting of the Cabinet held on 10th August, 2021 were confirmed and signed by the Chairman.

## **28. GENERAL FUND REVENUE BUDGET OUTTURN 2020/21 –** (Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2113, which set out the General Fund revenue budget outturn position for 2020/21.

It was reported that Members had received regular updates on the financial impact on the Council through the budget monitoring reports to the Cabinet. Members were advised that the outturn position set out might be adjusted as a result of the audit of the financial statements. The Cabinet was informed that, rather than providing a detailed analysis of the outturn position, the Report had set out material variations across the General Fund revenue budget, with consideration of the impact on the Council's financial position in future years.

The Executive Head of Finance advised the Cabinet on the complex position regarding Business Rates and outlined the impact the accounting treatment of the various elements of the Business Rates position had had on the outturn and the Stability and Resilience Reserve. The Executive Head of Finance outlined how Business Rates had been impacted by Covid. The Council had estimated in January, 2020 that around £50 million of Business Rates would be billed for and collected

during 2020/21. As a result of the coronavirus pandemic, the Government had supported businesses with a number of additional reliefs. In total, £23.5 million of additional business rates relief had been provided to support local businesses. It was reported that there was a timing difference in how these changes had been accounted for through the Collection Fund.

Members were advised that there were a number of timing differences to work through over the following weeks and that CIPFA's Financial Advisory Network had been engaged to provide an external assessment of the Collection Fund accounting. The Executive Head of Finance would review the report that had been received from the Financial Advisory Network and would work through the accounting and financial issues.

It was stressed that the Council would need to ensure that the next update of the Medium Term Financial Strategy would take into account the longer-term impact of the business rates outturn, given the adverse material variation of £1.171 million shown in Table 2 of the Report. Table 6 of the Report showed a transfer of £10.812 million to the COVID BRR Earmarked Reserve in accordance with year end accounting guidance. This would ensure that the Council would have funding available to support its share of the Business Rates Collection Fund deficit and any repayment of Section 31 Grant over the following two financial years.

**The Cabinet RESOLVED** that

- (i) the General Fund revenue budget outturn position for 2020/21, as set out in Report No. FIN2113, be noted;
- (ii) the position in relation to Business Rates, as set out in paragraphs 4.8 to 4.11 of the Report and the opportunity to review the accounting treatment of this, as set out in paragraph 4.12, be noted, with the financial implications of any change in treatment being reported to the Cabinet in the regular financial reports;
- (iii) the budget carry forward requests from 2020/21 into 2021/22, as set out in Table 3 of the Report, be approved; and
- (iv) the transfers to earmarked reserves, as set out in Table 6 of the Report, be approved.

29. **CAPITAL BUDGET OUTTURN 2020/21 –**  
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2114, which set out the capital outturn position for 2020/21, subject to audit.

Members were informed that the capital outturn was broadly in line with previous reports published in April and July, 2021. The outturn on the capital programme was £22.257 million, with a slippage of £2.176 million. It was reported that a number of variations within the Capital Programme were due to timing differences on major projects and these would be treated as slippage from 2020/21 to 2021/22. The major variations related to the fit out of Voyager House and regeneration activities at Union

Street, Aldershot. The most significant financial risk faced by the Council was the impact of Covid-19 on the Council's 2021/22 budget and Medium Term Financial Strategy.

**The Cabinet RESOLVED** that

- (i) the capital outturn position for 2020/21, as set out in Report No. FIN2114, be noted; and
- (ii) the budget slippages and pre-spends to and from 2021/22, as set out in the Report, be approved.

30. **MOBILE HOMES FIT AND PROPER PERSON FEES POLICY –**  
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet considered Report No. OS2111, which set out a proposed new Mobile Homes Fit and Proper Person Fees Policy.

Members were informed that the fees related to legislation that introduced the requirement that the owner or manager of a residential mobile homes site must be a fit and proper person. A fees policy in relation to this would need to be in place before the application deadline of 1st October, 2021. It was confirmed that there were, currently, four sites in the Borough where this legislation would apply. In response to a question, it was clarified that fees would be reviewed annually in line with other fees levied for the Council's services.

**The Cabinet RESOLVED** that

- (i) the adoption of the Mobile Homes Fit and Proper Person Fee Policy, as set out in Report No. OS2111, be approved;
- (ii) the proposed fees for 2021/22 for the mobile homes fit and proper person function, as set out in Appendix 2 of the Report, be approved; and
- (iii) the Head of Operational Services, in consultation with the Operational Services Portfolio Holder, be authorised to approve the Mobile Homes Fit and Proper Person Determination Policy.

31. **ADOPTION OF NORTH HAMPSHIRE NARRATIVE –**  
(Cllr Marina Munro, Planning and Economy Portfolio Holder)

The Cabinet considered Report No. EPSH2118, which set out a proposed North Hampshire Narrative document.

Members were informed that the document provided a combined narrative for the North Hampshire area, comprising the entire Council areas of Basingstoke and Deane, Rushmoor and Hart and the north of the Test Valley Council area. The document was designed to set out what North Hampshire had to offer, along with its aspirations for development, its needs to address housing, economic and infrastructure challenges and how Councils might be assisted to deliver the growth required. It was felt that the document would help to inform conversations with key

stakeholders and would also assist authorities in providing the strategic context in any negotiations relating to a County Deal.

The Cabinet expressed support for this approach. In answer to a question, it was confirmed that the location of the exact boundary line in defining the north of the Test Valley area had not yet been decided.

**The Cabinet RESOLVED** that the adoption of the North Hampshire Narrative document, as set out in Appendix 1 of Report No. EPSH2118, be approved.

32. **ALDERSHOT CREMATORIUM - PROPOSAL TO UNDERTAKE FEASIBILITY STUDY TO INFORM FUTURE INVESTMENT OPTIONS –**  
(Cllr Maurice Sheehan, Operational Services Portfolio Holder)

The Cabinet received Report No. OS2110, which set out a proposal for the Council to undertake a feasibility study to inform future investment options in relation the Aldershot Crematorium.

Members were informed that, due to the age of the facility and the heavy operational demands, regular extensive maintenance was required. The most recent condition survey of the crematorium had indicated that significant repair and refurbishment works were now required in addition to the regular maintenance regime. It was, therefore, considered that this an appropriate time to carry out a wider appraisal of the options available to the Council in continuing to provide this important service. It was reported that options may include a range from a light touch refurbishment to a complete rebuild of the facility.

In discussing this, Members acknowledged the importance of this facility and service and were supportive of the proposed approach. In reply to a question, it was confirmed that there was evidence of customers choosing other, more modernised facilities in preference to the Aldershot Crematorium.

**The Cabinet**

- (i) **RESOLVED** that the commissioning of a full feasibility study and business case assessing the investment options in respect of the Aldershot Crematorium, as set out in Report No. OS2110, be approved; and
- (ii) **RECOMMENDED TO THE COUNCIL** that a budget of £75,000 to deliver the study be approved.

33. **ALDERSHOT TOWN FOOTBALL CLUB - FINANCIAL SUPPORT –**  
(Cllr Martin Tennant, Major Projects and Property Portfolio Holder)

The Cabinet considered Report No. RP2108, which set out an application from Aldershot Town Football Club for rent relief.

The Cabinet was informed that the Chairman of Aldershot Town Football Club had approached the Council as the Club had remained in a difficult financial position as a result of the pandemic and a slower than anticipated recovery in income. It was noted that the Club was an important part of the social fabric of the town and that the

Council had, on several occasions, taken reasonable steps to support its continued existence.

**The Cabinet RESOLVED** that, subject to Aldershot Town Football Club recommencing its payment plan for rent arrears accrued prior to the pandemic, a rent reduction on the basis of post covid recovery for the 2021/22 financial year, as set out in Report No. RP2108, be approved.

**34. REVENUE BUDGET MONITORING REPORT P1 2021/22 –**  
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2115, which set out the anticipated financial position for 2021/22, based on the monitoring exercise carried out during July and August, 2021. Members were informed that the Covid-19 pandemic had continued to have a widespread impact on local authority budgets, particularly in relation to a significant loss of income from services and an uncertain income recovery during the current financial year. It was noted that the forecast focussed on the immediate financial pressures that had been identified and that further analysis would be undertaken on the Medium Term Financial Strategy and Savings Plan to inform the budget setting process for 2022/23. A summary of the general risks and uncertainties faced by the Council at this time was included in the Report.

**The Cabinet RESOLVED** that

- (i) the latest revenue forecasts and financial impact on reserve balances, as set out in Report No. FIN2115, be noted;
- (ii) the additional expenditure on IT salaries, as set out in Section of the Report, be noted; and
- (iii) the additional transfers from earmarked reserves, as set out in Table 8 of the Report, be approved.

**35. CAPITAL PROGRAMME MONITORING AND FORECASTING REPORT P1 2021/22 –**  
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet received Report No. FIN2116, which provided the latest forecast regarding the Council's Capital Programme for 2021/22, based on the monitoring exercise carried out during August, 2021. The Report advised that the original Capital Programme for 2021/22, which had been agreed by the Council on 25th February, 2021, had totalled £38.510 million. Table 1 of the Report set out the reconciliation of budget changes since then, along with the projected actual capital expenditure for 2021/22. It was noted that projects of major financial significance to the Council in the Capital Programme included the regeneration projects in Aldershot town centre and Farnborough Civic Quarter and the replacement of cremators at the Aldershot Crematorium. It was explained that there was an error in Table 2 of the Report in relation to the total approved budget for Aldershot Town Centre Projects. Members were advised that this was an isolated error in relation to a single figure in the table and did not have any further impact on the table or the Report. A revised report would be published on the Council's website with the updated table. Members

were advised that, of the approved capital budget of £40.7 million, only £40.0 million was forecast to be spent by the end of 2021/22. In noting this variance, it was explained that the programme contained large and complex projects that required proactive monitoring to ensure any delays or variations in cost were clearly understood and communicated to assess the implications for the Council.

### **The Cabinet**

- (i) **RESOLVED** that the latest Capital Programme position, as set out in Tables 1 and 2 of Report No. FIN2116, as amended at the meeting, be noted; and
- (ii) **RECOMMENDED TO THE COUNCIL** that the addition of £235,000 to the Capital Programme in 2021/22, to enable the Council to purchase the vehicles required for the food waste service, be approved.

The Meeting closed at 7.56 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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# DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 21st July, 2021 at the Council Chamber, Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr C.J. Stewart (Chairman)  
Cllr L. Jeffers (Vice-Chairman)

Cllr P.I.C. Crerar  
Cllr Michael Hope  
Cllr J.H. Marsh  
Cllr Nadia Martin  
Cllr S.J. Masterson  
Cllr T.W. Mitchell  
Cllr Sophie Porter  
Cllr Nem Thapa

## Non-Voting Member

Cllr Marina Munro (Planning and Economy Portfolio Holder) (ex officio)

An apology for absence was submitted on behalf of Cllr Mrs. D.B. Bedford.

## 12. DECLARATIONS OF INTEREST

Having regard to the Members' Code of Conduct, the following declarations of interest were made. All Members who had or believed that they had any interest under Rushmoor Borough Council's Councillor Code of Conduct, adopted in April 2021, in any matter to be considered at the meeting disclosed that interest at the start of the meeting or as soon as possible thereafter and took the necessary steps in light of their interest as to any participation in the agenda item:

<b>Member</b>	<b>Application No. and Address</b>	<b>Interest</b>	<b>Reason</b>
Cllr Nem Thapa	21/00333/FULPP Parsons Barracks Car Park, Ordnance Road, Aldershot	For noting	Has been lobbied by BCCUK but has remained neutral before the meeting

Cllr Sophie Porter	21/00333/FULPP Parsons Barracks Car Park, Ordnance Road, Aldershot	For noting	Attends the Temple adjacent to site for services and is an acquaintance of some of the members, however her mind remains open on the planning application
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13. **REPRESENTATIONS BY THE PUBLIC**

In accordance with the guidelines for public participation at meetings, the following representations were made to the Committee and were duly considered before a decision was reached.

<b>Application No.</b>	<b>Address</b>	<b>Representation</b>	<b>In support of or against the application</b>
21/00333/FULPP	Parsons Barracks Car Park	Mr. G. Inglis	Against
		Ms. J. Kemp	In support
21/00231/FULPP	Nos. 209-211 Lynchford Road, Farnborough	Mr. M. Ford	Against
		Ms. K. Collins	In support

14. **MINUTES**

Subject to the amendments as follows, the minutes were agreed and signed by the Chairman:

**Declarations of interest** – to be amended to read:

“Having regard to the Members’ Code of Conduct, the following declarations of interest were made. All Members who had or believed that they had any interest under Rushmoor Borough Council’s Councillor Code of Conduct, adopted in April 2021, in any matter to be considered at the meeting disclosed that interest at the start of the meeting or as soon as possible thereafter and took the necessary steps in light of their interest as to any participation in the agenda item.”

Next to the names of Cllr Bedford and Cllr Masterson, it was agreed that, rather than saying “non-registerable”, the minutes should be amended to read “for noting”. In

addition, next to Cllr Stewart in relation to the two Conference Centre items and the Aldershot Heritage Trail item, the minutes should be amended to state “for noting”.

**15. APPOINTMENT TO THE STANDING CONSULTATION GROUP**

**RESOLVED:** That the appointment of Cllr J.H. Marsh to the vacant place on the Standing Consultation Group for the remainder of the 2021/22 Municipal Year be agreed.

**16. PLANNING APPLICATIONS**

**RESOLVED:** That

(i) permission be given to the following application, as set out in Appendix “A” attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

\* 21/00333/FULPP Parsons Barracks Car Park, Ordnance Road, Aldershot

(ii) the following application be determined by the Head of Economy, Planning and Strategic Housing in consultation with the Chairman:

\* 21/00231/FULPP Nos. 209-211 Lynchford Road, Farnborough

(iii) the applications dealt with by the Head of Economy, Planning and Strategic Housing, where necessary in consultation with the Chairman, in accordance with the Council’s Scheme of Delegation, more particularly specified in Section “D” of the Head of Economy, Planning and Strategic Housing’s Report No. EPSH2119, be noted;

(iv) the current position with regard to the following applications be noted pending consideration at a future meeting:

20/00400/FULPP Land at former Lafarge site, Hollybush Lane, Aldershot

21/00271/FULPP Block 3, Queensmead, Farnborough

21/00074/FULPP ASDA Click and Collect Facility, Farnborough

\* The Head of Economy, Planning and Strategic Housing’s Report No. EPSH2119 in respect of these applications was amended at the meeting

**17. APPLICATION NO. 21/00333/FULPP - PARSONS BARRACKS CAR PARK, ORDNANCE ROAD, ALDERSHOT**

The Committee received representations from Mr. Gerald Inglis (against) and Ms. Jo Kemp (in support) before considering the Head of Economy, Planning and Strategic Housing’s Report No. EPSH2119 in respect of Planning Application No. 21/00333/FULPP (Parsons Barracks Car Park, Ordnance Road, Aldershot). The Report was updated and amended at the meeting.

The application was for the erection of a three-storey, 66 bed residential care home for elderly people needing dementia support with associated car parking, access and landscaping.

During deliberations, the Committee raised questions regarding the overall car parking capacity in the town centre taking into account the loss of the Parsons Barracks Car Park. In response, the Committee was advised that work had been done using the Aldershot Parking Study and this showed there would be sufficient parking spaces available in the town centre, even allowing for the loss of the Co-op and High Street Car Parks. Members were also advised of the average daily usage figures for 2019 of the Parsons Barracks Car Park. Members were reminded that the planning application included five public spaces which would be provided on site and would be protected for public use by a planning condition (as amended at the meeting). It was also explained that the current thirteen spaces that were on the access road to Aldershot Town Football Club adjacent to the Parsons Barracks Car Park were not part of the planning application site and would therefore remain available for public use. These were currently thirteen generous parking spaces that could be changed to provide parking for fifteen vehicles.

**RESOLVED:** That planning permission be approved, subject to the conditions and informatives set out in the Head of Economy, Planning and Strategic Housing's Report No. EPSH2119 and as amended at the meeting.

18. **APPLICATION NO. 21/00231/FULPP - NOS. 209-211 LYNCHFORD ROAD, FARNBOROUGH**

The Committee received representations from Mr. Mark Ford (against) and Ms Kay Collins (in support) before considering the Head of Economy, Planning and Strategic Housing's Report No. EPSH2119 in respect of Application No. 21/00231/FULPP (Nos. 209-211 Lynchford Road, Farnborough), which was updated and amended at the meeting.

The application was for the erection of an apartment building and ten terraced houses, comprising a total of seventeen dwellings (three 1-bedroom, four 2-bedroom and ten 3-bedroom) with associated landscaping and parking, with vehicular access from Morris Road, following the demolition of all buildings on the site.

**RESOLVED:** That, subject to:

- (i) the completion of a satisfactory Section 106 Planning Agreement between the applicants and Rushmoor Borough Council by 30th September 2021 to secure the required Thames Basin Heaths Special Protection Area, Strategic Access Management and Monitoring and Public Open Space financial contributions and to ensure the development is subject to a late-stage economic viability review and to prevent ground rents being made in view of affordability;
- (ii) receipt of amended surface water drainage plans and details and Hampshire County Council as Lead Local Flood Authority confirming that they have no objections to the proposals as amended in this respect;

- (iii) any additional condition necessary as a result of representations from Hampshire County Council as Lead Local Flood Authority arising from assessment of the submitted amended surface water drainage plans;
- (iv) receipt of habitat survey information and the Council's Ecology and Biodiversity Officer confirming that they have no objections to the proposals as amended in this respect; and
- (v) any additional condition necessary as a result of assessment by the Council's Ecology and Biodiversity Officer of habitat survey information

the Head of Economy, Planning and Strategic Housing, in consultation with the Chairman, be authorised to grant planning permission subject to the conditions and informatives set out in Report No. EPSH2119 (as amended at the meeting).

## 19. APPEALS PROGRESS REPORT

Application No.	Description	Decision
20/00830/FULPP	Against the refusal of planning permission for the erection of a detached garage to the front of No. 68 Pierrefondes Avenue, Farnborough.	Dismissed
19/00237/EDC	Against the refusal of a Certificate of Lawful Existing Use in respect of the use of the dwelling house at No. 68 Salisbury Gardens, Farnborough as a House in Multiple Occupation with eight bedsitting rooms and shared facilities has been withdrawn by the appellant.	Withdrawn

**RESOLVED:** That the Head of Economy, Planning and Strategic Housing's Report No. EPSH2120 be noted.

## 20. ENFORCEMENT AND POSSIBLE UNAUTHORISED DEVELOPMENT

Enforcement Reference No.	Description of Breach
21/00103/UNTIDY	The property at No. 1 Blunden Road, Farnborough is a semi-detached bungalow located in a prominent position close to the junction of Blunden Road and West Heath Road. The property has been brought to the attention of the Council's Corporate Empty Homes Group and has an absentee owner who is refusing to engage with the Council to keep the property tidy. In this respect the owner has been provided with ample opportunity to take the necessary steps in this respect.

The long-term failure to keep the external areas of the

property tidy and free from thick undergrowth with weeds, which is considered to have a material impact on the visual character and appearance of the area. The overgrowth has, this year, now completely covered the on-site parking spaces at the property such that it is no longer possible to park on the property. As such, it is considered appropriate for the Council to take enforcement action using Section 215 of the Town and Country Planning Act 1990 to require the external areas of the property to have the overgrowth of vegetation removed.

**RESOLVED:** That the Head of Economy, Planning and Strategic Housing's Report No. EPSH2121 be noted.

21. **ESSO PIPELINE UPDATE**

The Head of Economy, Planning and Strategic Housing updated the Committee on the current position with regard to the Development Consent Order issued in respect of the major infrastructure project to renew and partially re-align the Southampton to London fuel pipeline which crosses the Borough of Rushmoor (RBC Ref: 19/00432/PINS).

It was noted that the Council had opposed the process being taken by Esso regarding the issue of trenching in Queen Elizabeth Park in Farnborough. It was therefore necessary for the Council to make some decisions within the terms of the Development Consent Order and how far the Council was able to exercise its judgement. The Council has appointed a Barrister, through whom a significant number of clarifications had been sought. It was expected to have an answer from Esso within the next few days. The main issue of concern for the Council was how trenching might impact on surrounding trees.

The Committee was advised that the Leader of the Council and the Member of Parliament for Aldershot had written to Esso to request that the company takes account of concerns regarding plans for Queen Elizabeth Park in Farnborough.

Members would be kept updated on issues and officers were in regular consultation with the Chairman of the Committee and the Cabinet Portfolio Holder.

**RESOLVED:** That the Head of Economy, Planning and Strategic Housing's update be noted.

The meeting closed at 8.48 pm.

CLLR C.J. STEWART (CHAIRMAN)

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## Development Management Committee

### Appendix "A"

**Application No. & Date Valid:**      **21/00333/FULPP**                      **23rd April 2021**

**Proposal:**                      Erection of 3 storey, 66-bed care home for general residential and dementia elderly people, with associated car parking, access and landscaping at **Parsons Barracks Car Park Ordnance Road Aldershot Hampshire**

**Applicant:**                      LNT Care Developments

**Conditions:**                      1              The development hereby permitted shall be begun before the expiration of three years from the date of this permission.

Reason - As required by Section 91 of the Town and Country Planning Act 1990 as amended by Section 51 of the Planning and Compulsory Purchase Act 2004.

2              The permission hereby granted shall be carried out in accordance with the following approved drawings and documents - GU11 2EU-A-01, GU11 2EU-A-02A, GU11 2EU-A-03A, GU11 2EU-A-04, GU11 2EU-A-05, GU11 2EU-A-05.1, GU11 2EU-A-05.3, & GU11 2EU-A-05.4; Design & Access Statement; Planning Statement; Transport Statement & Travel Plan; Arboricultural Report and separate Appendix 7 : Arboricultural Implications Assessment Plan; Site Drainage details/proposals (comprising Drawing Nos.GU112EU-CHG-ZO-00-DR-C-0001 REV.P1, GU112EU-CHG-ZO-00-DR-C-0002 REV.P1 & GU12 EU-CHG-XX-00-DR-C-0300 REV.P2, SiteCheck Flood Report Sheets, Storm Sewer Design Calcs & Thames Water Drainage Connection Conditional Consent); Sustainability Statement; Geoenvironmental Appraisal; Applicant's covering letter; and Response to Objections (received on 23/06/2021).

Reason - To ensure the development is implemented in accordance with the permission granted.

3              Notwithstanding any indication of details which may have been given in the application, or in the absence of such information, construction of the following elements of the development hereby approved [the external walls,

roofing materials, window frames/glazing, rainwater goods, any new external ground hard-surfacing materials, and any new means of enclosure] shall not start until a schedule and/or samples of the materials to be used in them have been submitted to, and approved in writing by, the Local Planning Authority. Those elements of the development shall be carried out using the materials so approved and thereafter retained.

Reason - To ensure satisfactory external appearance. \*

- 4 Provision shall be made for services to be placed underground. No overhead wire or cables or other form of overhead servicing shall be placed over or used in the development of the application site.

Reason - In the interests of visual amenity.

- 5 Notwithstanding the provisions of the Town and Country Planning (Use Classes) Order 1987 (or any other Order revoking or re-enacting that Order), the land and/or building(s) shall be used only for the purpose of a Use Class C2 care home and be occupied solely by persons whom are mentally and/or physically frail; have mobility problems; suffer from paralysis or partial paralysis; or are in need of assistance with the normal activities of life. No vehicle parking/storage facilities shall be provided on site for residents. The care home hereby permitted shall not be used for any other purposes, including any other purpose within Use Class C2, without the prior permission of the Local Planning Authority.

Reason - For the avoidance of doubt; to ensure no harm arises to the nature conservation interests and objectives of the Thames Basin Heaths Special Protection Area; to protect the amenities of neighbouring residential properties; and to prevent adverse impact on traffic and parking conditions in the vicinity.

- 6 The care home shall provide a maximum of 66 client bed spaces only unless with the prior written permission of the Local Planning Authority.

Reason - For the avoidance of doubt; to ensure no harm arises to the nature conservation interests and objectives of the Thames Basin Heaths Special Protection Area; and in the interests of the safety and convenience of highway users.



- 7 For the avoidance of doubt, there shall be no self-containment and/or staff accommodation provided within the Care Home the subject of this permission.

Reason - To ensure that there is no creation of self-contained and/or ancillary staff residential accommodation to ensure that no impact upon the nature conservation interests and objectives of the Thames Basin Heaths Special Protection Area would arise.

- 8 The care home the subject of this permission shall not be occupied until the 29 parking spaces shown to be provided and/or made available solely for care home staff and/or visitors as shown on the approved plans have been constructed and/or made available for such use. Thereafter the parking spaces shall be kept available at all times for such parking purposes and shall not be used at any time for the parking/storage of boats, caravans or trailers.

Reason - For the avoidance of doubt and to ensure the provision and retention of adequate off-street car parking to serve the development at all times.

- 9 The development hereby approved shall be implemented and completed in full incorporating the drainage measures as specified by the on-site Drainage Strategy plans, details and documentation submitted with the application (as amended). The approved surface water drainage system shall subsequently be retained and kept fully operational at all times in accordance with the approved details. In this respect, surface water discharge to the public sewer network shall be limited to 38.7 l/s. Any changes to the approved documentation must be submitted to and approved in writing by Local Planning Authority. Any revised details submitted for approval in this respect must include a technical summary highlighting any changes, updated detailed drainage drawings and detailed drainage calculations.

Reason - To ensure adequate surface water drainage having regard to the requirements of adopted New Rushmoor Local Plan (2014-2032) Policy NE8.

- 10 The 5 on-site parking spaces to be provided so as to be approached from the adjoining private access road as shown shaded pink on the amended Site Layout Plan

GU11 2EU-A-03A received by the Local Planning Authority on 23 June 2021 shall be laid out as indicated and subsequently provided and kept made available in perpetuity at all times for general public parking use. Furthermore, the 15 in-line parking spaces located along the north side of the private access road within and adjacent to the boundary of the application site shared with Aldershot Telephone Exchange shall also be kept made available in perpetuity at all times for general public parking use.

Reason - In the interests of the safety and convenience of highway users.

- 11 Prior to the first occupation of the Care Home the subject of this permission, notwithstanding the indications for landscape planting shown on the plans hereby approved, a fully detailed landscape and planting scheme (to include landscaping incorporating biodiversity enhancement measures (such as the provision of appropriate bat or bird boxes at the site) shall be first submitted to and approved in writing by the Local Planning Authority.

Reason - To ensure the development makes an adequate contribution to visual amenity and biodiversity enhancement. \*

- 12 All planting, seeding or turfing comprised in the approved details of landscaping shall be carried out in the first planting and seeding season following the re-occupation of the building the subject of this permission or the practical completion of the development hereby approved, whichever is the sooner.

Reason -To ensure the development makes an adequate contribution to visual amenity and the amenities of occupiers of adjoining residential properties are adequately protected.

- 13 Prior to the commencement of development a Construction & Traffic Management Plan to be adopted for the duration of the construction period shall be submitted to and approved in writing by the Local Planning Authority. The details required in this respect shall include:

- (a) the provision to be made for the parking and turning on site of operatives and construction vehicles during construction and fitting out works;
- (b) the arrangements to be made for the delivery of all

building and other materials to the site, including construction servicing/delivery routes;  
(c) the provision to be made for any storage of building and other materials on site;  
(d) measures to prevent mud from being deposited on the highway;  
(e) the programme for construction; and  
(f) the protective hoarding/enclosure of the site.  
Such measures as may subsequently be approved shall be retained at all times as specified until all construction and fitting out works have been completed.

Reason - In the interests of the safety and convenience of adjoining and nearby residential properties and the safety and convenience of highway users. \*

- 14 Construction or demolition work of any sort within the area covered by the application shall only take place between the hours of 0800-1800 on Monday to Fridays and 0800-1300 on Saturdays. No work at all shall take place on Sundays and Bank or Statutory Holidays.

Reason - To protect the amenities of neighbouring residential properties and to prevent adverse impact on traffic and parking conditions in the vicinity.

- 15 The existing trees, hedges and landscape planting on the application site which are to be retained shall be adequately protected from damage during site clearance and works in accordance with the means and measures specified in the JAC Ltd. Arboricultural Report reference 15464/EW submitted with the application and hereby approved.

Reason - To preserve the amenity and biodiversity value of the retained trees and landscaping.

- 16 In the event that unforeseen ground conditions or materials which suggest potential or actual contamination are revealed at any time during implementation of the approved development it must be reported, in writing, immediately to the Local Planning Authority. A competent person must undertake a risk assessment and assess the level and extent of the problem and, where necessary, prepare a report identifying remedial action which shall be submitted to and approved in writing by the Local Planning Authority before the measures are implemented.

Following completion of measures identified in the

approved remediation scheme a verification report must be prepared and is subject to approval in writing by the Local Planning Authority.

Reason - To ensure that the site is safe for the development permitted and in the interests of amenity and pollution prevention.

- 17 The development hereby approved shall not be occupied until measures to protect buildings from traffic or other external noise have been implemented in accordance with a scheme to include, for example, bunds, acoustic barriers and double glazing which has been first submitted to and approved in writing by the Local Planning Authority.

Reason - To protect the amenity of the occupiers of the development. \*

# CORPORATE GOVERNANCE, AUDIT AND STANDARDS COMMITTEE

Meeting held on Tuesday, 27th July, 2021 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr Sue Carter (Chairman)  
Cllr P.J. Cullum (Vice-Chairman)

Cllr Sophia Choudhary  
Cllr A.K. Chowdhury  
Cllr Christine Guinness  
Cllr A.J. Halstead  
Cllr Jacqui Vosper  
Cllr Jessica Auton  
Cllr Jib Belbase  
Cllr Sarah Spall

An apology for absence was submitted on behalf of Cllr Prabesh KC.

## 7. STATEMENT OF ACCOUNTS AND AUDIT OPINION 2019/20

The Chairman welcomed to the meeting Adrian Balmer (Senior Manager) and Justine Thorpe (Audit Manager) of Ernst & Young (EY) via Microsoft Teams to update the Committee on the Draft Audit Results Report for the financial year ended 31st March 2020.

Mr Balmer referred to the Executive Summary which stated that the audit had been carried out in accordance with the audit scope for the audit of the 2019/20 financial statements. As a result of Covid-19, new regulations – the Accounts and Audit (Coronavirus) (Amendment) Regulations 2020 No. 404, had come into force on 30th April 2020. The Regulations announced a change to the publication date from 31st July to 30th November 2020 for all relevant authorities. It was noted that 30th November 2020 was not a statutory deadline for the completion of the audit of the Council's 2019/20 financial statements.

As a result of Covid-19, Mr Balmer gave further details of changes made to EY's risk assessment in respect of the following:

- Valuation of investment properties and property plant and equipment
- Disclosures on Going Concern
- Adoption of IFRS16

Reference was also made to changes in materiality. EY had updated its planning materiality assessment using the draft financial statements and had also

reconsidered its risk assessment. Based on its materiality measure of gross expenditure on provision of services, EY had updated its overall materiality assessment to £1.512 million. The basis for this assessment had remained consistent with prior year at 2% of gross expenditure on the provision of services. This had resulted in an updated performance materiality of £1.135 million and an updated threshold for reporting mis-statements of £75.6k.

In respect of the status of the audit, the draft Audit Results Report stated that, subject to satisfactory completion of the remaining areas of the audit to be completed, EY expected to issue an unqualified opinion on the Council's financial statements. However, it was noted that until the work was complete, further amendments could arise. Outstanding work included:

- Property Plant and Equipment and Investment Properties valuation – the provision of source valuation information
- Going Concern – some final information required from the Council

Mr Balmer referred to the sections in the Executive Summary of the Audit Report concerning control observations and other reporting issues. It was noted that EY had no other matters to report in respect of the Annual Governance Statement and the National Audit Office Whole of Government Accounts submission.

Once outstanding queries had been answered, EY would review the final position on the concluded work, audit adjustments and reporting (including financial instruments, journals and income). Together with Council's management team, the final version of the accounts would be produced and reviewed. Completion of subsequent events procedures to the date of signing the audit report would also be undertaken. The Committee would also produce a signed management representation letter, with the Chairman and Section 151 delegated to sign this off.

Ms Thorpe drew attention to the area of audit focus in respect of mis-statements due to fraud or error and it was noted that EY had not identified:

- any material weaknesses in controls or evidence of material management override
- any instance of inappropriate judgements being applied
- any other transactions during the audit which appeared unusual or outside the Authority's normal course of business
- any errors or fraud issues

In addition to giving an audit opinion, EY was required to consider whether the Council had put in place 'proper arrangements' to secure economy, efficiency and effectiveness on its use of resources (the Value for Money conclusion). The Committee noted that the value for money risk assessment at the planning stage of the audit had considered both the potential financial impact of issues facing the Council and also the likelihood that the issues would be of interest to local taxpayers, the Government and other stakeholders. At the time of planning, EY had identified one significant risk relevant to its 'Value for Money' conclusion, which was the effectiveness of the Council's Governance and Risk Management Framework. EY had concluded that the Council's risk management arrangements were adequate

and recognised that there had been improvements in the Council's Governance and Risk Management Framework during 2019/20. EY had made some suggestions in the draft Audit Results Report that the Council might like to consider to further embed risk management in the day-to-day business and reporting of the Council. It had further been suggested that disclosures in the draft 2019/20 Annual Governance Statement could be improved so that the Statement better described the effectiveness of the Council's governance arrangements in the year in question and any significant weaknesses and action plans for the resolution of prior year issues and issues going forward. EY had also considered that the Council could better disclose how the Council's risk management framework enabled the Council to achieve its strategic objectives and address areas for improvement.

In respect of the assessment of the internal financial control environment, EY had made recommendations in respect of:

- ensuring that appropriate documentation was retained and accessible in relation to property, plant and equipment and investment properties held;
- reviewing policies and procedures to ensure these were kept up-to-date;
- appropriate officer capacity to respond to audit queries within agreed timelines; and
- the collection and retention of all Declarations of Interest forms for all Members and key Officers

The Executive Head of Finance advised the Committee that progress had been made in terms of responding to the outstanding issues. Discussion would be required on the draft Audit Report by the management team. The Committee also noted that a draft timetable had been agreed by EY and the Council for the 2020/21 audit. The Council would be putting resources in place to respond to audit questions and it was hoped that EY would respond positively and timely when information had been provided.

During discussion, questions were raised regarding: risk management; the updating of the Council's policies and procedures; asset valuations; and, EY's audit fees. The Committee requested a breakdown on the final audit fee from EY.

The Chairman thanked Mr Adrian Balmer and Ms Justine Thorpe for their presentations.

**RESOLVED:** That the update be noted.

## 8. **MINUTES**

The Minutes of the meeting held on 27th May 2021 were approved and signed by the Chairman.

## 9. **STATEMENT OF ACCOUNTS 2020/21 - PROGRESS/UPDATE**

The Executive Head of Finance advised the Committee that work would commence in August 2021 on the 2020/21 financial statements. EY would be on site to do

testing of the financial statements and it was hoped to have an audit opinion by November 2021.

The Committee was referred to the late agenda paper circulated on EY's 'Going Concern' consultation for 2019/20 and the response provided by the Executive Head of Finance, as updated on 22nd July 2021.

During discussion, the Executive Head of Finance was asked to provide the Committee with a synopsis in respect of the Statement of Accounts for the 2020/21 financial year.

**RESOLVED:** That the update be noted.

#### 10. **ANNUAL GOVERNANCE STATEMENT 2020/21**

The Executive Head of Finance gave an update on progress with the Annual Governance Statement for publication alongside the Council's Statement of Accounts, under Regulation 6(1) of the Accounts and Audit Regulations 2015.

It was noted that the Regulations required councils to ensure that their financial management was adequate and effective and that there was a sound system of internal control. This facilitated the effective exercise of the Council's functions, including the management of risk and review of performance management. The system of internal control included more than the financial aspects of the Council's business. It included matters such as the establishment and monitoring of objectives, the arrangements for decision-making and ensuring compliance with established policies.

The Committee was advised that recent CIPFA guidance had requested that the Annual Governance Statement should include the Council's position in respect of continuing services during the Covid-19 pandemic. In accordance with the Council's Code of Corporate Governance, assurance statements had been obtained from Heads of Service in this respect. The Executive Head of Finance confirmed that there were no significant areas of concern given in the assurance statements.

The Executive Head of Finance undertook to provide the Committee with a synopsis on progress with the Annual Governance Statement.

**RESOLVED:** That the Executive Head of Finance's update be noted.

#### 11. **INTERNAL AUDIT OPINION 2020/21**

The Executive Head of Finance updated the Committee on the Internal Audit Opinion for 2020/21. It was noted that the Internal Audit Manager, Nikki Hughes, was currently on maternity leave and that an interim Internal Audit Manager (Mr David Thacker) had been appointed. Mr Thacker would commence work at the beginning of August 2021 and would be working closely with the Committee.



The Committee was advised that Nikki Hughes was being consulted to give an opinion on audits outstanding since the start of her maternity leave. An updated Audit Opinion would be provided to the Committee in due course.

The Executive Head of Finance also updated the Committee on audit resources negotiated with Wokingham Borough Council through a Section 113 agreement.

During discussion, the Executive Head of Finance was asked to provide the Committee with a written synopsis of the situation with regard to the Internal Audit Opinion for 2020/21.

**RESOLVED:** That the Executive Head of Finance's update be noted.

## 12. **RUSHMOOR COMMUNITY AWARD 2021**

The Head of Democracy and Community advised the Committee that the Rushmoor Community Award was an initiative that the Council had had in place for many years to recognise outstanding achievements of Borough residents. The Award was open to all local people and nominations were sought through advertising in the Arena magazine and through the Council's social media. Nominations made had to meet certain criteria: outstanding service to the community; outstanding service to an individual or individuals; or outstanding service to the voluntary sector.

2021 had seen an unprecedented number of nominations received for the Award. In previous years, between 5-10 nominations were normally received. However, 32 nominations had been received for 2021 and would require some time to go through by the Committee to make its decision for one, or rarely two, recipients of the Rushmoor Community Award. It was therefore proposed to set up a small group from the Committee to go through the nominations comprising the Chairman, Vice-Chairman, one representative of the Conservative Group and two representatives of the Labour Group. All Members of the Committee would receive a strictly confidential list of all nominees in order to make any comments to the Head of Democracy and Community before the small group would meet to make its decision. It was the intention to present the Rushmoor Community Award for 2021 at the October meeting of the full Council.

During discussion, Members agreed to the proposed way forward and suggested that a set of robust criteria be circulated to the Committee with the information on the nominees to assist with being able to make comments.

**RESOLVED:** That the following Members be appointed to the group to consider nominations for the 2021 Rushmoor Community Award and recommend a recipient:

- Chairman
- Vice-Chairman
- Conservative Group representative - Cllr Jacqui Vosper
- Labour Group representatives – Cllrs Sarah Spall and Ashley Halstead

### 13. TAXI LICENSING HEARINGS AND WHEELCHAIR ACCESSIBLE VEHICLES

The Committee considered the Head of Operations' Report No. OSP2109 which proposed an amendment to the Scheme of Delegation set out in the Council's Constitution (Taxi and private hire licensing and associated licensing arrangements) to reflect new arrangements required when an authorised officer was minded to refuse or revoke a licence for a private hire operator or a hackney carriage and/or private hire driver. The Report also proposed the designation of Wheelchair accessible vehicles in accordance with the power provided under Section 167 of The Equality Act 2010.

In respect of taxi decision making, the Report advised that the Council's current Scheme of Delegation allowed for all decisions on taxi licence applications and any interferences with licences once issued to be made by the Head of Operations or delegated officers. Historically, these decisions had been made by officers with the option to refer them to a sub-committee, which had been determined by the Manager or Head of Service on an exception basis with no specific criteria. This had resulted in very few taxi hearings.

DfT statutory guidance had recently been released which required the licensing authority to refer a contentious decision by the authorised officer to a sub-committee. However, an exception should be specified that delegation to the Head of Operations would remain in place where it was determined urgent or necessary for an expedient decision.

The Report also set out a proposed protocol and procedures for the arrangements for taxi hearings. It was proposed that training would be provided for the Committee incorporating mock hearings based on previously determined cases to comply with the DfT guidance to ensure that Members were confident on decision making on taxi hearing cases.

In respect of wheelchair accessible vehicles, it was proposed that the Council designated wheelchair accessible vehicles in accordance with the power provided at Section 167 of The Equality Act 2010, introducing statutory duties on the drivers of these vehicles. The DfT guidance recommended that the criteria used to determine that a vehicle was designated was if it would be possible for the user of a 'reference wheelchair (as detailed in Schedule 1 of The Public Service Vehicle Accessibility Regulations 2000, as appended to the Report) to enter, leave and travel in the passenger compartment in safety and reasonable comfort whilst seated in their wheelchair'. It was proposed that the responsibility for determining whether a vehicle was designated in accordance with the criteria should be delegated to officers in accordance with the current Scheme of Delegation. Licensing officers would produce a draft list of vehicles to be designated in accordance with the criteria and that the proprietors/drivers of these vehicles should be informed in writing of the decision to designate the vehicle, the duties that this put on them and additional information to assist them in those duties. The Report advised the Committee that, as there was a right of appeal to the Magistrate's Court within 28 days of the decision, the designated vehicles list and duties would be published online and

therefore made available to members of the public at the end of the appeal period for all vehicles where no appeal had been received.

During discussion, Members raised questions regarding: the number of taxi licensing hearings held over recent years; the training required for Members to sit on the Licensing Sub-Committee to undertake hearings; and, the enforcement of wheelchair accessibility requirements.

**RESOLVED:** That approval be given to:

- (i) the updating of the Scheme of Delegation, set out in Part 3, Section 4, Para. 4.5.2 of the Constitution (taxi and private hire licensing and associated licensing arrangements) to reflect that, where the authorised officer is minded to refuse or revoke a licence for a private taxi hire operator or a hackney carriage and/or private hire driver, the matter be referred to a taxi licensing hearing for decision, but an exception to be specified that delegation to the Head of Operations will remain in place where it is deemed urgent or necessary for an expedient decision; and
- (ii) a panel of three Members drawn from the Corporate Governance, Audit and Standards Committee by rotation, forming a sub-committee, be authorised to deal with the determination of taxi licensing applications, as set out in Recommendation (i) above, and that the Head of Democracy and Community be authorised to make the appointments to the sub-committee from amongst the trained Members of the Committee, in accordance with the proposed protocol and procedure, as set out in Appendix 3 of the Head of Operations' Report No. OSP2109;
- (iii) the adoption of the Taxi Hearings Protocol and Procedure, as set out in Appendix 3 of the Report;
- (iv) the arranging of training to support Members to determine matters at taxi licensing hearings and the Head of Operations be authorised to continue to use delegated powers in the absence of trained Members.
- (v) the designation of Wheelchair Accessible Vehicles in accordance with the power provided at Section 167 of The Equality Act 2010, using a reference wheelchair as detailed in Appendix 4 of the Report; and
- (vi) the delegation to officers of the designation of Wheelchair Accessible Vehicles, in accordance with the current Scheme of Delegation.

#### 14. **APPOINTMENT OF INDEPENDENT MEMBER**

The Monitoring Officer reminded Members that, at the meeting on 29th March 2021, the Committee had approved the appointment of Independent Members with technical knowledge and expertise in respect of audit matters to be co-opted on to the Committee to help with the process of in-depth questioning and committee discussion.

A public advertisement to recruit Independent Members had been published and, following an initial interview of candidates by the Monitoring Officer and the Committee Services Manager, two candidates would be interviewed in August 2021 by the Chairman of the Committee, Chief Executive and the Monitoring Officer.

The Monitoring Officer undertook to circulate details of the successful candidate(s) following the interviews.

During discussion, Members were advised that the Committee could have up to three Independent Members co-opted on to the Committee.

**RESOLVED:** That the update by the Monitoring Officer be noted.

The meeting closed at 8.39 pm.

CLLR SUE CARTER (CHAIRMAN)

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# DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 18th August, 2021 in the Council Chamber, Council Offices, Farnborough Road, Farnborough at 7.00 pm.

## Voting Members

Cllr C.J. Stewart (Chairman)  
Cllr L. Jeffers (Vice-Chairman)

Cllr Mrs. D.B. Bedford  
Cllr P.I.C. Crerar  
Cllr J.H. Marsh  
Cllr Sophie Porter  
Cllr Michael Hope  
Cllr S.J. Masterson  
Cllr Nem Thapa

Apologies for absence were submitted on behalf of Cllr Nadia Martin and Cllr T.W. Mitchell.

Cllr A.J. Halstead attended the meeting as a Standing Deputy.

## Non-Voting Member

Cllr Marina Munro (Planning and Economy Portfolio Holder) (ex officio)

## 22. DECLARATIONS OF INTEREST

Having regard to the Members' Code of Conduct, the following declarations of interest were made. All Members who had or believed that they had any interest under Rushmoor Borough Council's Councillor Code of Conduct, adopted in April 2021, in any matter to be considered at the meeting disclosed that interest at the start of the meeting or as soon as possible thereafter and took the necessary steps in light of their interest as to any participation in the agenda item:

<b>Member</b>	<b>Application No. and Address</b>	<b>Interest</b>	<b>Reason</b>
Cllr Sophie Porter	21/00545/FULPP The White Lion, No. 20 Lower Farnham Road, Aldershot	For noting	No interest to declare under the Code of Conduct for Councillors, however has been closely involved in supporting the community group campaigning to save

The White Lion and promoting their efforts in this regard. Therefore Cllr Porter felt that it would not be appropriate to take part in the debate or decision making to avoid any suggestion of bias or predetermination.

23. **MINUTES**

The minutes of the meeting held on 21st July 2021 were agreed and signed by the Chairman.

24. **REPRESENTATIONS BY THE PUBLIC**

In accordance with the guidelines for public participation at meetings, the following representation was made to the Committee and was duly considered before a decision was reached:

<b>Application No.</b>	<b>Address</b>	<b>Representation</b>	<b>In support of or against the application</b>
21/00545/FULPP	The White Lion Public House, No. 20 Lower Farnham Road, Aldershot	Mr. P. Broberg	Against

25. **PLANNING APPLICATIONS**

**RESOLVED:** That

- (i) planning permission/consent be refused in respect of the following applications, as set out in Appendix "A" attached hereto for the reasons mentioned therein:

21/00074/FULPP	ASDA Click and Collect Facility, Farnborough
21/00075/ADVPP	ASDA Click and Collect Facility, Farnborough

- (ii) Subject to no further or substantive representations being received before expiry of the notification deadline (midnight on 18th August 2021), the following application be determined, in accordance with Members' resolution to refuse planning permission, by the Head of Economy, Planning and Strategic Housing in consultation with the Chairman:

* 21/00545/FULPP	The White Lion Public House, No. 20 Lower Farnham Road, Aldershot
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(iii) the applications dealt with by the Head of Economy, Planning and Strategic Housing, where necessary in consultation with the Chairman, in accordance with the Council's Scheme of Delegation, more particularly specified in Section "D" of the Head of Economy, Planning and Strategic Housing's Report No. EPSH2123, be noted;

(iv) the current position with regard to the following applications be noted pending consideration at a future meeting:

20/00400/FULPP Land at former Lafarge site, Hollybush Lane, Aldershot

21/00271/FULPP Block 3, Queensmead, Farnborough

21/00476/FULPP The Royal Staff Public House, No. 37A Mount Pleasant Road, Aldershot

\* 21/00483/FULPP No. 183 Ash Road, Aldershot

\* 21/00487/FULPP No. 185 Ash Road, Aldershot

\* The Head of Economy, Planning and Strategic Housing's Report No. EPSH2123

in respect of these applications was amended at the meeting

## 26. **PLANNING (DEVELOPMENT MANAGEMENT) SUMMARY REPORT FOR THE QUARTER APRIL - JUNE 2021**

The Committee received the Head of Economy, Planning and Strategic Housing's Report No. EPSH2124 which provided an update on the position with respect to achieving performance indicators for the Development Management Section of the Planning Service and the overall workload of the Section for the quarter from 1st April to 30th June 2021.

**RESOLVED:** That the Head of Economy, Planning and Strategic Housing's Report No. EPSH2124 be noted.

The meeting closed at 7.38 pm.

CLLR C.J. STEWART (CHAIRMAN)

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**DEVELOPMENT MANAGEMENT COMMITTEE  
18<sup>TH</sup> AUGUST 2021**

**APPENDIX "A"**

**Application No. & Date Valid:**      **21/00074/FULPP**                      **4th February 2021**

**Proposal:**                      Construction of new Home Shopping storage areas and associated coldrooms, construction of new click & collect canopy and associated steelworks and associated works at **ASDA Westmead Farnborough Hampshire**

**Applicant:**                      ASDA Asda Stores Ltd

- Reasons:**
- 1      The proposal would result in the loss of an amenity area and trees having amenity value and would replace them with an incongruous structure with illuminated advertisements, to the detriment of the character and amenity of the area and therefore fails to provide high quality design that respects the character and appearance of the area or to improve the quality of the built environment and is therefore contrary to Policies DE1, DE6 and NE3 of the Rushmoor Local Plan.
  
  - 2      The proposal would have a detrimental impact upon the amenity of the nearby residents by reason of the increased traffic and activity at the rear of the building and the adverse impact upon the outlook from these properties due to the loss of established amenity trees and landscaping and their replacement with hardstanding and a structure bearing illuminated advertisements, contrary to Policy DE1 of the Rushmoor Local Plan.



**Application No. & Date Valid:** 21/00075/ADVPP

**4th February 2021**

Proposal: Display of four internally illuminated fascia signs on proposed new Click & Collect Canopies at rear of building at **ASDA Westmead Farnborough Hampshire**

Applicant: ASDA Asda Stores Ltd

Reasons: 1 The proposed illuminated advertisements in combination with the construction of the click and collect facility, would have a detrimental impact upon the amenity of the nearby residents and upon the general character and visual amenity of the area and is therefore contrary to Policy DE9 of the Rushmoor Local Plan.

# DEVELOPMENT MANAGEMENT COMMITTEE

Meeting held on Wednesday, 15th September, 2021 at the Concorde Room, Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr C.J. Stewart (Chairman)  
Cllr L. Jeffers (Vice-Chairman)

Cllr Mrs. D.B. Bedford  
Cllr P.I.C. Crerar  
Cllr Michael Hope  
Cllr J.H. Marsh  
Cllr Nadia Martin  
Cllr S.J. Masterson  
Cllr Sophie Porter  
Cllr Nem Thapa

## Non-Voting Member

Cllr Marina Munro (Planning and Economy Portfolio Holder) (ex officio)

## 27. DECLARATIONS OF INTEREST

There were no declarations of interest for this meeting.

## 28. MINUTES

Subject to the following amendments, the Minutes of the meeting held on 18th August 2021 were approved and signed by the Chairman as a correct record:

- Cllr T.W. Mitchell was not present at the previous meeting
- Minute No. 25, (ii) was amended to read:

“Subject to no further or substantive representations being received before expiry of the notification deadline (midnight on 18th August 2021), the following application be determined, in accordance with Members’ resolution to refuse planning permission, by the Head of Economy, Planning and Strategic Housing in consultation with the Chairman:

- \* 21/00545/FULPP The White Lion Public House, No. 20 Lower Farnham Road, Aldershot”

## 29. REPRESENTATIONS BY THE PUBLIC

In accordance with the guidelines for public participation at meetings, the following representations were made to the Committee and were duly considered before a decision was reached:

<b>Application No.</b>	<b>Address</b>	<b>Representation</b>	<b>In support of or against the application</b>
21/00476/FULPP	Market Site, Queensmead, Farnborough	Mr. D. Kirincic	Against
21/00483/FULPP	No. 183 Ash Road, Aldershot	Mr. R. Watkins Mr. A. Amin	Against In support
21/00487/FULPP	No. 185 Ash Road, Aldershot	Mr. R. Watkins Mr. A. Amin	Against In support

## 30. PLANNING APPLICATIONS

**RESOLVED:** That

(i) permission be given to the following application, as set out in Appendix "A" attached hereto, subject to the conditions, restrictions and prohibitions (if any) mentioned therein:

- \* 21/00680/REV                      Market Site, Queensmead, Farnborough  
21/00683/TEMP                      Cross Street Car Park, Aldershot

(ii) planning permission/consent be refused in respect of the following applications, as set out in Appendix "B" attached hereto, for the reasons mentioned therein:

- 21/00476/FULPP                      The Royal Staff Public House, No. 37a Mount Pleasant Road, Aldershot
- \* 21/00483/FULPP                      No. 183 Ash Road, Aldershot
- \* 21/00487/FULPP                      No. 185 Ash Road, Aldershot

(iii) the applications dealt with by the Head of Economy, Planning and Strategic Housing, where necessary in consultation with the Chairman, in accordance with the Council's Scheme of Delegation, more particularly specified in Section "D" of the Head of Economy, Planning and Strategic Housing's Report No. EPSH2125, be noted;

(iv) the current position with regard to the following applications be noted pending consideration at a future meeting:

20/00400/FULPP	Land at former Lafarge Site, Hollybush Lane, Aldershot
21/00271/FULPP	Block 3, Queensmead, Farnborough
21/00645/FULPP	Land to the rear of Nos. 162 to 170 Holly Road, Aldershot

\* The Head of Economy, Planning and Strategic Housing's Report No. EPSH2125 in respect of these applications was amended at the meeting

### 31. **APPLICATION NO. 21/00483/FULPP - NO. 183 ASH ROAD, ALDERSHOT**

The Committee considered the Head of Economy, Planning and Strategic Housing's Report No. 21/00483/FULPP in respect of a first floor side extension and a single storey rear extension with the creation of a parking area to the frontage of No. 183 Ash Road, Aldershot. It was noted that this site had been the subject of enforcement investigation in the past, and most recently in January and May 2021 following the unauthorised erection of large structures across the rear of the property, covering part of the open yard service area. The Report advised that these structures had now been removed.

The Report also advised the Committee that the current storage of tyres across the site, informally in piles and on racks along the east boundary wall with No. 185 Ash Road represented unauthorised storage in the open parking area. The storage racks were substantial and had been built to a height of approximately four metres, stretching along the rear boundary approximately ten metres. The planning application would replace this unauthorised arrangement. Notwithstanding this, these racks were visually unacceptable in this location and the intensification of storage of tyres in the open was considered to have a detrimental impact on the visual character and appearance of the street scene. Furthermore, the racks were visible from the rear of Nos. 185 and 187 Ash Road and it was considered that they represented an unacceptable loss of visual amenity to surrounding residents.

**RESOLVED:** That

- (i) planning permission be refused for the reasons set out in Appendix B attached hereto; and
- (ii) the Solicitor to the Council be authorised to issue an enforcement notice with regard to the unauthorised storage of tyres and fitting of tyre racks within the rear parking area at No. 183 Ash Road, Aldershot for the reasons that the unauthorised development was unacceptable due to the impact on visual amenity and loss of on-site parking spaces to the detriment of the amenities of the occupiers of nearby residential properties by reason of increased noise and disturbance and was thereby contrary to Policy DE1 and DE10 of the Rushmoor Local Plan (2019), with three months as the period for compliance.

32. **APPLICATION NO. 21/00487/FULPP - NO. 185 ASH ROAD, ALDERSHOT**

The Committee considered the Head of Economy, Planning and Strategic Housing's Report No. 21/00487/FULPP in respect of retrospective change of use of part of the land to the rear of No. 185 Ash Road, Aldershot from residential amenity space (C3) to tyre storage (B2) in connection with No. 183 Ash Road, and the proposed erection of a single storey building for the storage of tyres and the provision of staff facilities (kitchen with wc) at No. 185 Ash Road, Aldershot. It was noted that planning records for this property showed that an enforcement notice in respect of a material change of use had been issued on 31st March 1989 relating to the outbuildings to the rear of the garden regarding 'unauthorised material change of use of a domestic garage to use of a garage for commercial purposes not ancillary to the residential area of the premises'. The notice required the cessation of this use. The reasons for the service of this notice had been given as:

"(i) this use is unacceptable because it is likely to cause noise and disturbance to occupiers of nearby residential properties, and (ii) this use represents an over-intensification and expansion of the business carried on at No. 183 Ash Road, Aldershot which itself is a non-conforming use in a residential area, to the detriment of the amenities of the occupiers of nearby residential properties".

**RESOLVED:** That

- (i) planning permission be refused for the reasons set out in Appendix B attached hereto; and
- (ii) the Solicitor to the Council be authorised to issue an enforcement notice with regard to the unauthorised material change of use of domestic outbuilding to use for commercial purposes at No. 185 Ash Road, Aldershot for the reasons that (i) the unauthorised development was unacceptable because it constituted unacceptable loss of residential garden space to a use likely to cause noise and disturbance to the detriment of the amenities of the occupiers of nearby residential properties and was thereby contrary to Policies DE1 and DE10 of the Rushmoor Local Plan (2019) with three months as the period for compliance.

33. **APPEALS PROGRESS REPORT**

The Committee received the Head of Economy, Planning and Strategic Housing's Report No. EPSH2126, which advised Members that an appeal against the refusal of planning permission in respect of planning application 21/00092/FULPP for the erection of a car port to the front of the property at No. 74 Ayling Lane, Aldershot had now been made valid and had been given a start date. The planning appeal reference was APP/P1750/D/21/3276184. It was noted that the appeal would be determined by the fast-track householder written representation method.

**RESOLVED:** That the Head of Economy, Planning and Strategic Housing's Report No. EPSH2126 be noted.

34. **ESSO PIPELINE PROJECT**

The Head of Economy, Planning and Strategic Housing gave an update to the Committee on the position regarding the approval of requirements pursuant to the Development Consent Order for the renewal and partial realignment of the Southampton to London Esso fuel pipeline which crossed the Borough of Rushmoor.

It was noted that the Council had secured agreement from Esso that it would submit further details for approval of how it planned to carry out trenching work close to the fairy tree and another veteran tree in Queen Elizabeth Park, Farnborough, as part of its pipeline project.

The agreement followed a request from Esso for the Council to discharge a number of requirements in the Development Consent Order that the Secretary of State for Business, Energy and Industrial Strategy had granted in October 2020. The Development Consent Order was the permission needed for Nationally Significant Infrastructure Projects.

The Council had spent a significant amount of time formally considering Esso's requests as required by the Development Consent Order to agree a way forward. In doing so, the Council had worked with the Friends of Queen Elizabeth Park with a view to minimising the potential impacts of the work in the Park. The most difficult of these requests involved changes to the Site Specific Plan for Queen Elizabeth Park because of a small change in the route of the pipeline. This had become necessary after the discovery of concrete blocks linked to a sewage pipe already running through the Park, meaning that the trenching had to be carried out closer to a small number of mature trees including the well-known fairy tree.

Esso had agreed to submit further information on the detailed working methods it would use for this work as part of the revised Site Specific Plan and the Council would need to approve this before the work could be started. It was noted that all the submissions had now been agreed.

**RESOLVED:** That the update be noted.

The meeting closed at 8.32 pm.

CLLR C.J. STEWART (CHAIRMAN)

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**Development Management Committee**

**Appendix "A"**

**Application No. & Date Valid:** 21/00680/REV

**18th August 2021**

**Proposal:** Variation of Condition No.2 of planning permission 16/00841/FUL dated 8 December 2016 to allow setting-up of market stalls to commence from 7.00am instead of the current permitted 7.30am at **Market Site Queensmead Farnborough Hampshire**

**Applicant:** Adrian Long

**Conditions:**

- 1 Access to the market site (including, for the avoidance of any doubt, the bin storage area) for the purposes of setting up shall only take place between the hours of 7.00am and 9.00am on the day of the market concerned.

Reason - To safeguard the amenities of adjoining occupiers.

- 2 The permission hereby granted shall be carried out in accordance with the following approved drawings Drawing numbers: 20.6.13-2/100; 20.6.13-2/101; & Applicants' Supporting Statement.

Reason - To ensure the development is implemented in accordance with the permission granted.

**Application No. & Date Valid:** 21/00683/TEMP

**19th August 2021**

**Proposal:** Change of use of land for re-location of Aldershot street market bin store and Town Centre Manager equipment store containers to the Cross St. Car Park for a temporary period of 4 years at **Cross Street Car Park Cross Street Aldershot Hampshire**

**Applicant:** Adrian Long

**Conditions:** 1 The use hereby permitted shall be discontinued and the land restored to its former condition on or before four years from the date of this permission.

Reason - It is considered inappropriate to permit indefinitely a use of land for the siting of a portable building.

2 The permission hereby granted shall be carried out in accordance with the following approved drawings Drawing numbers:

Reason - To ensure the development is implemented in accordance with the permission granted.

3 No access to the storage containers hereby permitted shall take place for the purposes of the collection or the return of items stored therein between the hours of 11.00pm to 7.00am.

Reason - To safeguard the amenities of adjoining occupiers.



## Appendix "B"

**Application No. & Date Valid:**      **21/00476/FULPP**                      **9th June 2021**

**Proposal:**                      Change of use from public house (Sui Generis) to grocery shop (Use Class E) with continued use above ground floor of ancillary residential accommodation at **The Royal Staff 37A Mount Pleasant Road Aldershot Hampshire**

**Applicant:**                      Mr Raj Pandher

**Reasons:**                      1      The application has not been supported by sufficient evidence to demonstrate that there is no-longer term need for the public house. In this regard, the proposal conflicts with Policy LN8 of the Rushmoor Local Plan and the requirements of the adopted 'Development Affecting Public Houses' supplementary planning document and would thereby give rise to the loss of a community facility with the status of an Asset of Community Value.

**Application No. & Date Valid:**      **21/00483/FULPP**                      **11th June 2021**

**Proposal:**                      First floor side extension and a single storey rear extension with creation of parking area to frontage of 183 Ash Road at **183 Ash Road Aldershot Hampshire GU12 4DD**

**Applicant:**                      Ahmad Chishti

**Reasons:**                      1      The proposed development, due to its siting, scale, massing and appearance, would result in highly visible and obtrusive cramped over-development of the site, harmful to and at odds with the character and appearance of this predominantly residential area, contrary to Policies DE1 and DE11 of the Rushmoor Local Plan

2      The proposed development, by reason of the resultant bulk and mass of the building alongside the boundary with the adjoining properties to the north, west and east, together with the intensification of tyre fitting and storage uses, would be likely to give rise to material and

undue harmful impacts on the living conditions of occupiers of neighbouring residential properties, by reason of poor outlook and loss of visual amenity, and increased noise and disturbance, contrary to Policy DE1 and DE3 of the Rushmoor Local Plan.

- 3 The development would fail to provide the required number of off-road parking spaces to serve the B2 Use under the adopted Rushmoor Borough Council Parking Standards SPD (2017). The development would therefore be likely to result in conditions harmful to pedestrian and highway safety, contrary to Policy IN2 of the Rushmoor Local Plan.
- 4 The proposals fail to provide details of appropriate surface water drainage for the development as required by Policy NE8 of the Rushmoor Local Plan.

**Application No.  
& Date Valid:**

**21/00487/FULPP**

**14th June 2021**

**Proposal:**

Retrospective change of use of part of land to rear of no.185 Ash Road from residential amenity space (C3) to tyre storage (B2) in connection with No. 183 Ash Road, and the proposed erection of single storey building for the storage of tyres and provision of staff facilities (kitchen with w/c) at **185 Ash Road Aldershot Hampshire GU12 4DD**

**Applicant:**

Ahmad Chishti

**Reasons:**

- 1 The proposed development and use, due to its siting, scale, massing and appearance, would result in highly visible and obtrusive cramped over-development of the site, harmful to and at odds with the character and appearance of this predominantly residential area, contrary to Policies DE1 and DE11 of the Rushmoor Local Plan
- 2 The proposed development and use, by reason of the resultant bulk and mass of the building alongside the boundary with the adjoining properties to the north, west and east, together with the intensification of tyre fitting and storage uses, would be likely to give rise to material and undue harmful impacts on the living conditions of occupiers of neighbouring residential properties, by reason of poor outlook and loss of visual amenity, and increased noise and disturbance, contrary to Policy DE1, DE3 and DE10 of the Rushmoor Local Plan
- 3 The development would fail to provide the required

number of off-road parking spaces to serve the B2 Use under the adopted Rushmoor Borough Council Parking Standards SPD (2017). The development would therefore be likely to result in conditions harmful to pedestrian and highway safety, contrary to Policy IN2 of the Rushmoor Local Plan

- 4 The proposals fail to provide details of appropriate surface water drainage for the development as required by Policy NE8 of the Rushmoor Local Plan.

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# OVERVIEW AND SCRUTINY COMMITTEE

Virtual meeting held on Thursday, 22nd July, 2021 at 7.00 pm.

## Voting Members

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

Cllr Gaynor Austin  
Cllr Jib Belbase  
Cllr M.S. Choudhary  
Cllr R.M. Cooper  
Cllr K. Dibble  
Cllr L. Jeffers  
Cllr Mara Makunura  
Cllr Nem Thapa

## 8. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 17th June, 2021 were **AGREED** as a correct record.

## 9. COMMUNITY SAFETY AND POLICING - UPDATE

The Committee welcomed Police Inspector Kirsten Troman, Hampshire Police, and David Lipscombe, Senior Community Safety Officer, who were in attendance to provide an update on policing and community safety matters in the Borough. Members had raised a number of issues in advance of the meeting and these were covered in the update provided.

Inspector Troman reported on a number of policing matters, these included:

- Domestic Abuse (DA) – It was noted that DA had been set as a district priority for the past two months in Rushmoor and Hart. Numbers had risen since 2019/20 from 423 DA crimes to 549, showing a 30% increase over two years. However, repeat DA crimes had reduced to 27% below the County average of 36% repeats. Police Constables and Community Support Officers, alongside a Police Sergeant, had been utilised as DA Champions in four neighbourhood hubs in Hart and Rushmoor, and scrutiny and attention in this area would continue.

It was noted that when the consumption of alcohol increased during the European Football Championships and when COVID restrictions had been lifted, DA crime rates had spiked.

- Anti-Social Behaviour (ASB) – Inspector Troman highlighted concerns around young people and the loss of support/diversion through virtual engagement with key workers etc. during the pandemic. The impacts couldn't be quantified, but there was concern around the impacts on those at risk of criminal and sexual exploitation and those with diverse childhood experiences that could likely lead to them becoming involved in crime in the medium term. Links between the police and relevant organisations were in place to understand the gaps in the provision of support for young people and to determine how additional support could be provided by the police, where appropriate.
- Black Lives Matter (BLM) – since the movement began, data had shown an increase in peer on peer racially aggravated hate crimes. However, reporting had increased, which showed an increase in confidence that black peoples' voices were being heard. In response, the Police were carrying out a number of initiatives to engage with schools' charter work on a range of topics, including hate, cyber bullying, sexting, DA, gangs and child exploitation. Other work included engagement with the Rushmoor Secondary Head Teachers' Group to collaborate and try to influence the work around the peer on peer aspects of the issue.
- Violence against women – It was noted that some incidents of sexualised and demeaning behaviour towards women and girls in the work place had been reported. Robust investigation and media engagement to encourage reporting and advice/guidance on identifying such behaviours by both managers/employers and individuals was being implemented.
- Drug and Alcohol Abuse – It was noted that very few most serious violent crimes were associated with licensed premises and overall the night time economy position in the Borough was positive. With regard to the individuals that were street attached, some tactical options were in place to combat ASB. However, none of them would combat the social discomfort that existed in the population when encountering those under the influence of drugs or alcohol. This was a wider issue for society and partnerships to reflect on and influence.
- Crime Rates – Inspector Troman reported on crime data 2019/20 verses 2021/22 (2020/21 figures were considered "skewed" due to the pandemic). A reduction had been seen in vehicle crime, bicycle theft, house burglaries, most serious violence (grievous bodily harm (GBH) and up) and personal robbery. Increases had been seen in serious sexual offences, hate crime, cyber crime and violence with injury.

On the issue of fear of crime, it was noted that the police were ensuring that community priority meetings were held in neighbourhoods bi-annually to inform the public of crime patterns and to hear the voices of the community. Also, through a newly appointed Police Communications Lead, the passing on of positive messages of success and activity to reassure communities was also being implemented.

In relation to staffing, it was noted that a permanent Sergeant had been appointed for Farnborough to start in September, 2021 and a number of Police Community Support Officers (PCSO) and Police Constables (PC), had joined the team, as part of the force uplift programme.

Mr Lipscombe, advised that since the last time the Community Safety Team had been in front of the Committee, the joint working arrangements with Hart and Basingstoke and Deane (B&D) had been dissolved and the Council's Community Safety Team was now working back in-house under the Place Protection Team managed by James Knight. However, the team continued to work closely with Hart and B&D towards the shared goals of the Joint Community Safety Partnership.

Mr Lipscombe, advised on the current focus of work for the team, it was noted that some of the most significant issues during the pandemic had been neighbour nuisance. Incidents of ASB seemed focused at home between neighbours rather than in the wider community.

Over the summer period, ASB week would take place. This initiative advised on what ASB was and how it could be reported. In addition, a relaunch of the ASB warning slip process had been initiated, this allowed the Council's patrolling officers and police to issue a warning slip if they witnessed ASB, particularly in younger people. If an individual received more than two slips in a certain period of time, a more formal response by the team and partner agencies could commence, which provided a chance to offer support to the individual and their families, if required.

Other key areas of work for the team had included:

- Car meets – significant events had occurred in car parks in the town centre during the spring. Action had been taken to combat and prevent these meets through the installation of gates in two town centre car parks. In addition, a process was underway to implement Public Space Protection Orders on the Council's larger car parks to prohibit this type of behaviour.
- Street Attached - following significant issues in summer 2020, a tactical planning group had been established to address them. It was noted that improvements had been realised but some issues still remained. An action day would take place on 30th July, 2021 at which the Council and Police would spend time in Aldershot Town Centre to conduct environmental visual audits, engagement with shop keepers and licensed premises and address any issues that may arise through the behaviours of the street attached community.
- Community Trigger/Closure Orders – A community trigger was a process that allowed residents to ask for a review of a case they felt had not been resolved. A trigger had been raised in relation to a property owned by VIVID Homes around ASB and, following a multi-agency response, the issue had been resolved. A closure order allowed for a room to be closed in a property due to ASB. The Council was currently progressing its first closure order against a resident who had caused noise nuisance and used threatening behaviour towards other residents in the property. Should the closure be

successful, it would provide a good basis to make use of the power when dealing with anti-social neighbours in the future.

- Cannabis Nuisance – a warning process had been launched in partnership with the police, where up to two warning letters would be sent to those believed to be responsible. Should the issue persist evidence would be gathered, with the assistance of the police, to allow for a Community Protection Warning to be issued, followed by a Community Protection Notice if required. It was noted that most cases were resolved after the initial letter was received.
- ASB Warning Letters – these letters were sent out when an issue had been raised, to groups or individuals affected. Currently, a number of letters had been sent to a group of residents encouraging reporting of any issues, and warning about behaviours within their communities and the consequences.

Mr Lipscombe, advised on what the plan was for the Community Safety Team moving forward. It was noted that it was hoped that a relationship could be forged with the newly appointed Police and Crime Commissioner following a scheduled meeting later in July, 2021. It was also proposed that a refresh of the anti-social behaviour policy would be undertaken and an increase in legal powers would be sought for dealing with individuals and problem areas across the Borough.

It was noted that the Joint Scrutiny Committee had met on the 29th June, 2021. Members had been presented with the Partnership Plan 2020-23 detailing the partnerships priorities which included serious violence, youth related ASB and crime with historically low levels of reporting. It was noted that the work of the Partnership had been endorsed by the Joint Scrutiny Committee.

The Committee discussed the reports and raised a number of queries, these included:

- Protests – It was advised that a structure and thought through process was in place at the highest level to deal with protests. The work was challenging and open to national scrutiny and it was important to uphold the human rights of both the protesters and the general public
- Scams – It was noted that Neighbourhood Watch and Citizens' Advice were doing some excellent work in this area to educate and make people aware of scam. Action Fraud was a platform where scams could be reported/recorded to raise awareness. It was suggested that the Council could do more communications around scams and the types of things to look out for.
- Reporting Crime – the Committee discussed the reporting of crime via 101. It was noted that residents showed a lack of confidence in the 101 system and were reluctant to use it to report crime, taking the option to either report it direct to the local beat teams at neighbourhood meetings or to their local councillors. In response, the importance of using 101 to report crime was stressed as it enabled the police to create a picture of what was happening



across the Borough and pick up on “hotspots” and build on evidence to help tackle crime.

- Hate Crime – more details were requested on the types of hate crimes that were increasing and who the victims were. In response, it was noted that reports covered a number of different types but, the data showed that more were racially motivated than religious. There had also been an increase in disability related hate crimes. The peer on peer hate crimes remained the main concern.
- Interventions within Wards – Members requested that consideration be given to involving elected Members more when tackling issues in specific Wards.
- Joint Scrutiny Committee – A query was raised about the purpose of the Joint Committee. Mr Lipscombe advised that different formats had been trialled and Officers were always open to suggestions on how to improve the meeting to make it more effective. Currently the meeting was held annually and it was suggested that more frequent, shorter meetings on specific topics could be trialled.

The Chairman thanked Inspector Troman and Mr Lipscombe for their reports.

## 10. **PAY POLICY STATEMENT**

Corporate Director, Karen Edwards was in attendance to introduce the item on the Pay Policy Statement, which had been approved at the Council meeting on 24th June, 2021. The Committee had been asked to undertake a review of the structure and application of the Council’s pay policies to ensure that the policies met the requirement of council taxpayers.

The Committee discussed the policy and structure and raised some questions on how the pay policy was implemented. Queries had included:

- Use of contractors/consultant - justification of use and cost, in particular for the first half of the calendar year (2021):
  - How many?
  - Hourly/daily rate?
  - Why consultants and not full time employees? - Is it more cost effective for a short period?
  - What is the procurement process for engaging consultants?
  - How the Council compare to other local authorities on the number of consultants/contractors employed and remuneration levels?
- Data on equalities within the workforce in light of the Equalities and Diversity Review and other employment data. In particular:
  - General work force data to include; gender/age/ethnicity/disability, compared to other local authorities and government requirements
  - Numbers of officers in lower, mid and upper (executive) roles
  - Percentage difference between highest and lowest paid roles?

- Are lower grades employed or recruited through agencies on a temporary basis?
- How benefits such as, pensions, company cars/car allowances, loans are included and how they affect the structure?

It was also suggested that the Council's major contractors (SERCO/ Places Leisure) wage structures could also be considered in the future.

It was **AGREED** that a Working Group would be established to look at the data requested. Appointments for the Group would be made at the next Progress Group and a date confirmed for an initial meeting in September, 2021.

## 11. **WORK PLAN**

The Committee **NOTED** the current Work Plan.

The next meeting of the Committee would be moved to **24th August, 2021** to accommodate the item requested on the Communication and Education Plan on the new Food Waste Service.

It was proposed that at the December, 2021 meeting a report back on Supporting Communities Strategy and Action Plan would be made, this would involve officer and partner feedback.

The meeting closed at 8.45 pm.

CLLR M.D. SMITH (CHAIRMAN)

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# OVERVIEW AND SCRUTINY COMMITTEE

Meeting held on Tuesday, 24th August, 2021 at the Council Offices, Farnborough at 7.00 pm.

## Voting Members

Cllr Mrs. D.B. Bedford (Vice-Chairman) (In the Chair)  
Cllr S.J. Masterson (Vice-Chairman)

Cllr Jib Belbase  
Cllr M.S. Choudhary  
Cllr K. Dibble  
Cllr L. Jeffers  
Cllr Mara Makunura  
Cllr Nem Thapa

Apologies for absence were submitted on behalf of Cllr Gaynor Austin, Cllr R.M. Cooper and Cllr M.D. Smith

## 12. MINUTES OF THE PREVIOUS MEETING

The minutes of the meeting held on 22nd July, 2021 were **AGREED** as a correct record.

## 13. FOOD WASTE SERVICE - COMMUNICATIONS AND EDUCATION PLAN

The Committee welcomed Gill Chisnall, Corporate Manager Communications and Ruth Whaymand, Contracts Manager, who were in attendance to give a presentation on the communications and education plan for the new food waste collection service.

The Committee was advised on a number of issues, these included:

**Work Streams** – it was noted that collection arrangements with the Council's contractor, SERCO, were being reviewed to incorporate the new service, this had some legal and financial implications, due to round changes and a rebalancing of top heavy rounds to ensure a smoother service to residents. It was advised that two Recycling Support Officers had been recruited, on a one year contract, to support the launch of the new service, both would be carrying out engagement with residents prior to, during and after the launch. Their role would also include monitoring feedback and adapting the communications to address residents' concerns. IT systems were being updated to allow for a customer self-serve portal to report missed collections/check collection days, the crew would also be able to log problems from hand held devices in real time.

**Caddies and Liners** – It was advised that the service would be launched in two phases, the first phase would be to individual properties and phase two would be to

properties with shared facilities, such as flats. As part of phase one, it was noted that households would be provided with a 23L kerbside caddy, a 5L kitchen caddy and a one-off roll of liners. It was noted that the use of liners wasn't necessary and these could be substituted with alternatives such as bread bags, newspaper etc. It was advised that the caddies were due to arrive in early September but the liners had been slightly delayed. Once everything was in place the "go live" date would be announced for phase one. The launch of the service to shared facility properties (phase two) was likely to commence in spring 2022.

**Engagement/Communications** – It was noted that a Leadership Group within the Council had been established to consider the implications of introducing a food waste collection service. The Group had considered opportunities/barriers, especially with harder to reach groups and had spent time learning from the experiences of other councils and industry specialists, WRAP (Waste and Resource Action Programme). Following the establishment of a Member Working Group, a communications plan had been developed. Initially, social media had been used to raise awareness of the importance of a food waste collection service, following the adoption of the Council's Climate Change Strategy. More recently, "teaser" leaflets had been distributed to all households and further information, such as a "how to guide" and "tips" leaflets, would be circulated with the delivery of the caddies, in September 2021, to phase one properties. To complement this, social media would continue to be used to raise awareness of the new service and offer tips and advice on how to get the most from the service, this would include a "how to" video. The food waste advisers would also be promoting the service and offering help and advice to residents, community groups and harder to reach communities. Communications would increase around the launch and would continue to be monitored post launch to assess how the new service was being received by residents.

**Leadership Project** – the Leadership Group had been asked to consider how best to engage with harder to reach groups, in particular the language barriers with the Nepali community and the transient nature of the military community. Translation of leaflets/videos etc. would be available to help engage with the Nepali community, this had worked well during the pandemic. A Nepali speaking Customer Services Unit Adviser would also be trained and available to offer advice, translations and face to face engagement, when necessary. It was noted that the Group had liaised with the military and options for engagement with military personnel included, information distributed via the Garrison magazine, BFBS radio, welcome packs, attendance at coffee mornings etc. In addition, as part of the phase two work, it was advised that consideration would be given to engaging Resident Food Waste Champions in flatted developments, the Council would work with these individuals to help get neighbours on board with the new arrangements for recycling food waste.

Members discussed the presentation and raised a number of issues, including:

- Request for a Members "frequently asked questions" document to help address residents' concerns
- Request for a Members Seminar giving a step by step guide to how phase one will be launched

- Request for Food Waste Advisers to visit local neighbourhood shopping centres, such as North Town, to engage with residents
- Request for an “alert sticker” to be placed on caddies before delivery stating the start date of the service – this would be considered and, in addition, it was noted that a sticker would be placed on general waste bins requesting “no food waste”
- Joint working with Registered Providers as part of phase two? – it was noted that conversations with registered providers would be initiated by the Council to assist with engaging their residents. The rollout of phase two would be much slower. The engagement of the nominated resident champions may lead to different solutions being required for different blocks
- On the question of alternate weekly collection on general and recycling waste, it was noted that WRAP had suggested that councils offering alternate weekly collections got better participation rates than those offering weekly collections of other waste streams
- Nepali engagement, it was requested that a presentation could be given to some of the key members of the Nepali community to help engagement. It was suggested that Ms Whaymand or Ms Chisnall could attend a forthcoming Community Leaders meeting to give a presentation
- Expansion into food waste collection for commercial services – it was noted that the focus was currently on the domestic collection of food waste, as part of phases 1 and 2. Commercial services would be explored in the future

In response to a question, it was noted that by diverting food waste to recycling streams less domestic waste was being incinerated, this gap could be backfilled with commercial waste, which was currently going to landfill.

The Chairman thanked Ms Whaymand and Ms Chisnall for their presentation.

#### 14. **WORK PLAN**

The Committee **NOTED** the current work plan.

It was noted that the agenda for the next meeting in October 2021 might include a presentation from Citizens’ Advice and Rushmoor Voluntary Services on their activities and joint work with the Council.

It was suggested that a review of VIVID Housing could be carried out following recent land ownership issues in the North Town area. It was agreed that this would be followed up at the next Progress Group.

The meeting closed at 8.38 pm.

CLLR MRS D.B. BEDFORD (VICE-CHAIRMAN) (IN THE CHAIR)

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# POLICY AND PROJECT ADVISORY BOARD

Remote Meeting held on Wednesday, 22nd September, 2021 at 7.00 pm.

## Voting Members

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

Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Sophia Choudhary  
Cllr Michael Hope  
Cllr Prabesh KC  
Cllr Sophie Porter  
Cllr M.J. Roberts

Apologies for absence were submitted on behalf of Cllr Mara Makunura.

## 13. MINUTES

The minutes of the meeting held on 14th July 2021 were agreed as a correct record.

## 14. STRATEGIC ECONOMIC FRAMEWORK

The Board welcomed Mr Lee McQuade, Economy and Growth Manager who was in attendance to give a briefing on the Council's Strategic Economic Framework (SEF). The purpose of the briefing was to provide some background information on the SEF and to gather Members' views on the consultation process and principles.

The Board noted the uncertainty around economic growth, particularly policy uncertainty from the imminent Levelling Up White Paper, the net zero strategy and future funding. The impacts of the pandemic had also led to economic uncertainty. Considering the uncertainty, changes to the document were being made which would determine the best way to consult on the framework. It was felt that a soft approach, both internally and externally, would be taken. External partners would include Hampshire County Council, the EM3 LEP and business representative groups. It was also proposed that a business survey could be carried out with outcomes presented to the Cabinet in early 2022.

The purpose of the SEF was to offer a consistent vision and provide a framework, over the short to medium term, on how the Borough's economy could recover, to identify mechanisms for delivery and establish how the Council will measure and evaluate the performance of the SEF.

To allow effective consultation on the SEF, a process was underway to capture key information. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the Borough had been undertaken; this data would be used within the consultation

process to ensure all key areas were covered. The Board was apprised of some of the high level data and analysis that had been carried out, including labour force (claimant/age/furlough) statistics, business grants and impacts after withdrawal of funding support, changes to working patterns, sectoral impacts and inward investment/expansion. With regard to the town centres, data had been collected on, vacancy rates, footfall data and retail profile changes.

The Board noted the vision, “Rushmoor the Premier Place for Business to Thrive”. Comments were welcomed on the content of the vision, which included key driving forces and target outcomes.

The Board discussed the presentation and raised a number of issues, including:

- The importance providing flexibility within the framework to allow for adjustments following the pending papers from Government.
- How can the messages in the North Hampshire Narrative be reflected in the SEF? – it was advised that these two documents would be cross referenced to align together.
- Understanding vacancies/requirements and to ensure skills matching – conversations would be initiated with the Sixth Form College and FCOT to address this issue
- Ensuring more diverse businesses are incorporated into the SEF, such as co-operatives etc.
- Enabling community wealth building
- Addressing employment in the future, colleges keen to improve the status of the mental health of their students before leaving college and entering the workforce

It was advised that Mr. McQuade would pick up, in more detail, on comments and queries with individual Members outside the meeting and a further report on the SEF would be given to the Board as the consultation process progressed and the Levelling Up White Paper had been reviewed.

The Chairman thanked Mr. McQuade for his presentation.

## 15. **BUSINESS PLAN**

The Board welcomed Rachel Barker, Assistant Chief Executive, who was in attendance to give a presentation on the proposed timetable of the development of the 2022/23 Council Business Plan. The formal meeting was followed by an informal Member workshop.

The Board was apprised of the processes taken to develop the business plan. Previously the Board had been involved in the process of developing policy at the approval stages. However, this had been raised as an issue at a previous meeting and engagement with the Board was now timetabled to take place much sooner in the process, at the initial policy development stage.

The timeline for the business plan had been revised to bring it more in line with the budget setting process. Throughout October, Officers would be undertaking a review



of the 2021/23 Council Business Plan and identifying the strategic context moving forward. This work would be complemented by service workshops and wider engagement before coming back to the Board for review, at its November, 2021 meeting. The draft plan would then be developed and brought to the Board in January, 2022 followed by the approval process.

During the development of the business plan, a number of key issues would need to be considered, these included:

- The Levelling Up White Paper
- The Strategic Economic Framework
- Council enablers i.e. Climate Change Strategy, EDI, Supporting Communities Strategy and ICE Programme
- Budget setting
- Service planning
- Residents survey feedback
- North Hampshire Narrative
- Hampshire Budget consultations

The Board discussed the presentation and it was suggested that consideration could be given to imminent planning reforms and NHS reforms.

The Board **ENDORSED** the approach to the development of the business plan.

## 16. **WORK PLAN**

The Board **NOTED** the current Work Plan.

The meeting closed at 8.35 pm.

CLLR J.B. CANTY (CHAIRMAN)

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