

# CABINET

Meeting held on Tuesday, 29th May, 2018 at the Council Offices, Farnborough at 7.00 pm.

## **Voting Members**

Cllr D.E. Clifford, Leader of the Council

Cllr Barbara Hurst, Health and Housing Portfolio Holder  
Cllr G.B. Lyon, Concessions and Community Support Portfolio Holder  
Cllr M.L. Sheehan, Leisure and Youth Portfolio Holder  
Cllr M.J. Tennant, Environment and Service Delivery Portfolio Holder

Apologies for absence were submitted on behalf of Cllrs K.H. Muschamp and P.G. Taylor.

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 **11th June, 2018**.

### 1. **MINUTES –**

The Minutes of the meeting of the Cabinet held on 17th April, 2018 were confirmed and signed by the Chairman.

### 2. **RUSHMOOR 2020 - MODERNISATION AND IMPROVEMENT PROGRAMME –** (Cllr David Clifford, Leader of the Council)

The Cabinet considered Report No. CEX1801, which set out the Rushmoor 2020 programme as the Council's approach to modernisation and improvement for the coming two years.

Members were informed that the ambition for the programme was to modernise and improve how the Council worked to increase customer focus, deliver sustainable savings, provide excellent services and drive forward the Council's ambitious regeneration programme. The document pulled together all key improvement and sustainability projects and reflected the Council's new governance arrangements and took account of the findings of the recent peer challenge exercise, the staff survey and the customer experience project. It was anticipated that the bulk of the programme would be delivered by the end of 2020.

**The Cabinet RESOLVED** that

- (i) the Rushmoor 2020 Modernisation and Improvement Programme, based on the outline programme set out in Appendix 3 to Report No. CEX1801, be approved;
- (ii) the proposed Member engagement and governance arrangements for the Programme, as set out in Section 3.2 of the Report, be approved;

- (iii) the resourcing arrangements set out in Section 4 of the Report be noted and the related recommendations, as set out in Report No. CEX1802, be considered later in the meeting, under Item No. 4; and
- (iv) the use of the Service Improvement Fund to support the Programme be approved.

3. **REGENERATING RUSHMOOR PROGRAMME –**  
(Cllr Martin Tennant, Environment and Service Delivery Portfolio Holder)

The Cabinet considered Report No. CD1802, which sought authority to establish the Regenerating Rushmoor Programme to enable the delivery of the Council's regeneration plans.

The Report set out proposed Council and partnership governance arrangements and requested delegations to enable key projects to move forward. The key regeneration sites were highlighted in the Report, along with proposed next steps to progress their delivery. It was reported that the Council process to select an investment partner had received a good level of interest and that three prospective partners would be invited to attend the Council for the next stage of the selection process.

The Cabinet also considered the matters in the Exempt Appendix 2 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 Cabinet RESOLVED that**

- (i) the establishment of the Regenerating Rushmoor programme and the outline governance arrangements, as set out in Report No. CD1802, be approved;
- (ii) the projects included with the programme and their current status be noted;
- (iii) a recommendation to the Policy and Projects Advisory Board to establish task and finish groups for Aldershot Regeneration and Farnborough Regeneration and the appointment of the Leader, the Deputy Leader and the Major Projects and Property Portfolio Holder to the Steering Group be approved;
- (iv) a further period of working with officers from RegenCo (East Hampshire District Council) to help deliver the programme until the Council's proposed resources or other interim arrangements are in place, as set out in Report No. CEX1802, be approved;
- (v) the transfer to the current Legal Services Manager from 1st June, 2018 and, subsequently, to the new role of Corporate Manager Legal Services once appointed, of all existing delegations to the Solicitor to the Council in relation to legal activities and future legal transactions ancillary and pursuant to the delivery of the Regeneration Programme be approved;
- (vi) the Executive Director, in consultation with the Chief Executive and the Major

Projects and Property Portfolio Holder, be authorised to agree the approach and negotiate and acquire by agreement the properties set out in Exempt Appendix 2 to the Report and the potential need for a future variation to the Capital Programme to enable the completion of all acquisitions be noted;

- (vii) the risk for expenditure borne by the Council, as set out in Exempt Appendix 2 to the Report, be noted and the use of prudential borrowing, until the Housing Investment Fund conditions are satisfied and funding released by Homes England, be approved;
- (viii) the Executive Director be authorised to negotiate an extension to the Civic Quarter Memorandum of Understanding with the existing partners;
- (ix) the Executive Director be authorised to vire the revenue budgets, as set out in paragraph 6.1 of the Report; and
- (x) the change in use of the Capital Budget for pre-development works, as set out in paragraph 6.3 of the Report, be approved.

#### 4. **ORGANISATIONAL REDESIGN AND STRUCTURAL REVIEW –**

The Cabinet considered Report No. CEX1802, which set out proposed changes to the Council's senior management structure and functional arrangements.

It was explained that the proposed changes would support the Council's priorities, as set out in the Council Plan, and would also equip the Council to deliver the Modernisation and Improvement and Regeneration programmes discussed earlier in the meeting. Members were informed that the formulation of the staffing structure was the responsibility of the Chief Executive but that any changes to budgets in this respect had to be agreed by the Cabinet. Under the new arrangements, the role of Monitoring Officer would be transferred from the Solicitor to the Council post to the Executive Director (Operations) post. This change would require the approval of the Council. It was expected that some of the members of the existing senior management team would be leaving the organisation around Autumn 2018 and that interviews for any vacant positions would be carried out over the Summer period. Training would be made available for any existing staff wishing to apply for any of the senior management posts.

#### **The Cabinet**

- (i) **RESOLVED** that
  - (a) the new arrangements for the delivery of the Council's functions and services be approved and the revised senior management structure, as determined by the Chief Executive under delegated powers and set out in Report No. CEX1802, be endorsed;
  - (b) the Chief Executive, in consultation with the Leader of the Council, be authorised to make any further adjustments to the services and structures as part of the implementation process;

- (c) the budget virement of existing staffing budgets to those posts outlined in the new structure as required be approved and the Chief Executive be authorised to vire existing staffing budgets to enable the efficient implementation of subsequent and future changes to the staffing structure to support the implementation of priorities, particularly the Regeneration and Modernisation and Improvement programmes; and
- (ii) **RECOMMENDED TO THE COUNCIL** that approval be given to the changes to the arrangements for the role of Monitoring Officer, namely that the designation is to the Executive Director (Operations), as set out in Report No. CEX1802.

5. **REVIEW OF PORTFOLIOS –**  
(Cllr David Clifford, Leader of the Council)

The Cabinet considered Report No. DEM1801, which set out details of a review of the Cabinet portfolios.

It was explained that the review had been carried out in light of the Rushmoor 2020 Modernisation and Improvement Programme and the restructuring of the Council's services. The review had resulted in a number of changes to the portfolio structure and, in addition, three new roles of Cabinet Champions were being proposed. The Report set out the revised portfolio structure and also showed Council Plan actions attributed according to the new structure.

**The Cabinet RESOLVED** that

- (i) the revised portfolio structure, as agreed by the Leader of the Council and set out in Report No. DEM1801, be noted; and
- (ii) the appointment of the following Cabinet Champions for the 2018/19 Municipal Year be approved:

Education and Youth – Cllr Sue Carter  
Armed Forces – Cllr Jacqui Vosper  
Events and Civic Pride – Cllr Liz Corps

6. **GENERAL FUND PROVISIONAL OUTTURN 2017/18 –**  
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN1820, which set out the provisional outturn position on the General Fund (revenue and capital) for 2017/18, subject to audit. The Report set out the General Fund Revenue Summary and Revenue Balances, with the principal individual variations between the current approved estimates and actual expenditure.

The Cabinet was advised that, in its original budget for 2017/18, the Council had set a savings figure of £550,000 to be achieved through reductions in service costs and additional income generation, in addition to £320,000 of expected staff turnover savings. It was reported that these savings had been achieved during the first half of 2017/18 and the efficiencies identified had been built into the Council's revised

budget, as set out in Appendix A to the Report. The revised budget figure had been further adjusted to reflect any subsequent virements, supplementary estimates and use of the Service Improvement Fund, to form the current approved budget, with estimated year-end balances of £1.42 million.

The provisional outturn showed an improvement in the Council's financial position, with a favourable variance of approximately £1,129,000 against the current approved budget and £550,000 compared with the last budget monitoring position, before accounting for any transfers between the General Fund, the Service Improvement Fund and the Stability and Resilience Reserve. A list of the principal variations between the provisional outturn position and the current approved budget was set out in Appendix B to the Report. The net effect of the variances was to increase the General Fund revenue balance to approximately £2.55 million, which exceeded the top of the range of balances set out in the Medium Term Financial Strategy (£1 million - £2 million). It was proposed to transfer any amount over the £2 million upper limit for the General Fund to the Stability and Resilience Reserve in order to mitigate risk to the medium term financial forecast. This increase in reserves was considered essential given the level of risk that the organisation was facing, especially in relation to the potential effects of reductions in funding by Hampshire County Council.

Members were informed that a further switch in funding was being requested, from the Flexible Use of Capital Receipts to the Service Improvement Fund. Members were assured that this transfer was of a technical nature only and due to accounting regulations.

It was reported that the Capital outturn was largely as reported in previous monitoring reports with a significant level of slippage into 2018/19, largely around property acquisitions. This had now progressed with two acquisitions having been completed in the preceding week.

**The Cabinet RESOLVED** that

- (i) the latest revenue and capital budget monitoring position be noted; and
- (ii) subject to the final outturn position, the transfers between the General Fund, the Stability and Resilience Reserve and the Service Improvement Fund, as set out in Report No. FIN1820, be approved.

**7. COUNCIL PLAN FOURTH QUARTER 2017/18 PERFORMANCE UPDATE REPORT –**

(Cllr David Clifford, Leader of the Council)

The Cabinet received Report No. ELT1803, which set out the Council's performance management monitoring information for the fourth quarter of the 2017/18 Municipal Year. Members were informed that the target date for the completion of the review of the licensing policy in respect of alcohol, entertainments and late night refreshments had been incorrectly printed as December 2019 and that this should have read December 2018.

**The Cabinet NOTED** the progress made towards delivering the Council Plan 2017/18, as set out in Report No. ELT1803, as amended at the meeting.

8. **PROPOSED VARIATION TO THE SCHEME OF HACKNEY CARRIAGE FARES –**  
(Cllr Ken Muschamp, Business, Safety and Regulation Portfolio Holder)

The Cabinet considered Report No. EHH1814, which outlined proposals to vary the current scheme of hackney carriage fares, which had been last amended on 1st August, 2017. Members were asked to consider whether to approve the changes for public consultation. Before considering the item, the Cabinet received representations from Ms C. Burrige on behalf of the taxi trade.

The Report set out the proposed changes to the scheme of fares. It was confirmed that the changes had been proposed by the taxi trade. The matter would be brought back to the Cabinet for a final decision in the event of representations being received during the consultation exercise. If no representations were received, the revised scheme of fares would take effect from 1st September, 2018. In reply to a question, Members were informed by the trade that the average length of a taxi journey, nationally, was considered to be two miles.

**The Cabinet RESOLVED** that the proposed scheme of fares, as set out in Report No. EHH1814, be approved for public consultation, with a view to their implementation from 1st September, 2018.

9. **HOUSING OPTIONS - SERVICE CHANGES AND RESOURCING –**  
(Cllr Barbara Hurst, Health and Housing Portfolio Holder)

The Cabinet considered Report No. EHH1817, which set out details of a review of the work and resources of the Council's Housing Options Team.

Members were reminded that the Homelessness Reduction Act had come into force on 3rd April, 2018 and had placed a number of new duties on district councils. The Cabinet had, previously, agreed to the recruitment of one additional full-time Housing Options Officer at Grade G5 to support the implementation of the Act. It was now felt that, by reallocating work within the team, this additional workload could be better met by employing two team members at Grade 4, with the more complex Grade 5 work being undertaken by existing staff.

**The Cabinet RESOLVED** that

- (i) the approach for the use of the grants, as set out in Report No. EHH1817, be endorsed;
- (ii) the necessary budget amendments to reflect receipt of the grants and the use thereof, as set out in Appendix 2 to the Report, be approved; and
- (iii) the Head of Environmental Health and Housing, in consultation with the Health and Housing Portfolio Holder, be authorised to initiate any future spend of the homelessness ring-fenced grants.

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

**The Cabinet RESOLVED** that

**i) Budget Strategy**

the Head of Democratic and Customer Services, in consultation with the Political Group Leaders, be authorised to make appointments to the Budget Strategy Working Group for the 2018/19 Municipal Year on the basis of one Cabinet Member, the Chairman or one of the Vice-Chairmen of the Overview and Scrutiny Committee, the Chairman or one of the Vice-Chairmen of the Policy and Projects Advisory Board, two Conservative Group Members and three representatives of minority groups (including at least two Labour Group representatives); and

**ii) Member Development**

the Head of Democratic and Customer Services, in consultation with the Political Group Leaders, be authorised to make appointments to the Member Development Group for the 2018/19 Municipal Year on the basis of one Cabinet Member, the Chairman or one of the Vice-Chairmen of the Policy and Projects Advisory Board, two Conservative Group Members and three representatives of minority groups (including at least two Labour Group representatives).

The Meeting closed at 7.40 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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