

**PERFORMANCE UPDATE REPORT TO END NOVEMBER 2016**

**1. Introduction**

1.1 This paper sets out performance monitoring information for the first 6 months of 2016/17 with additional updates where relevant.

**2. Detail**

2.1. Rushmoor Borough Council's Cabinet has undertaken a major review of the Council's priorities based on the concept of "Listen, Learn and Deliver – Better". The Council now has four new priorities underpinning its stated Purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives.**

The four priorities are:

- Sustaining a thriving economy and boosting local business
- Supporting and empowering our Communities and meeting local needs
- Cleaner, greener and more cultural Rushmoor
- Financially sound with services fit for the future



- 2.2. Cabinet undertook an all Member workshop on the 29 September, 2016 and from this session key actions were identified as follows. Further work has now begun to develop the key supporting activities that will deliver these actions.

### **Sustaining a thriving economy and boosting local business**

- Drive the regeneration of Aldershot
- Push forward with the regeneration of Farnborough town centre
- Improve local levels of educational attainment and skills and raise aspirations
- Bring forward social and private rented housing opportunities - establish our own housing company
- Support the borough's small and medium businesses (SMEs)
- Work with the Enterprise M3 Local Enterprise Partnership and other organisations
- Pursue continued economic growth across the borough
- Put in place a new Rushmoor Local Plan in 2017/18
- Secure Alternative Natural Green Spaces (SANGS) to enable development
- Support the Wellesley development and maximise the opportunities it offers

### **Supporting and empowering our Communities and meeting local needs**

- Address the shortage of homes
- Improve the health and wellbeing of residents and workers in the borough
- Work in and with our communities to help them become more involved in doing things in their local communities
- Tackle deprivation where it exists within the borough
- Help the voluntary sector to become more sustainable
- Continue to support families to transform their futures through our supporting families programme
- Encourage, incentivise and support those affected by welfare reforms
- Address street drinking issues in our town centres
- Enable decisions to be made as close to customers and communities as possible
- Establish a ward community grant scheme and good causes lottery
- Manage and improve community cohesion

### **Cleaner, greener and more cultural Rushmoor**

- Maintain weekly collections whilst increasing recycling

- Build on the historic value of our towns and create the conditions for a cultural renaissance
- Improve civic pride and community involvement in maintaining the cleanliness, appearance and appeal of our neighbourhoods
- Continue our work and engage with the community more, to maintain and improve the quality of the environment
- Ensure new buildings contribute to improving the quality of the environment
- Promote the use of our leisure and cultural facilities
- Develop and implement a parking strategy
- Determine the Council's future approach to the provision of our leisure facilities
- Complete the major contracts renewal

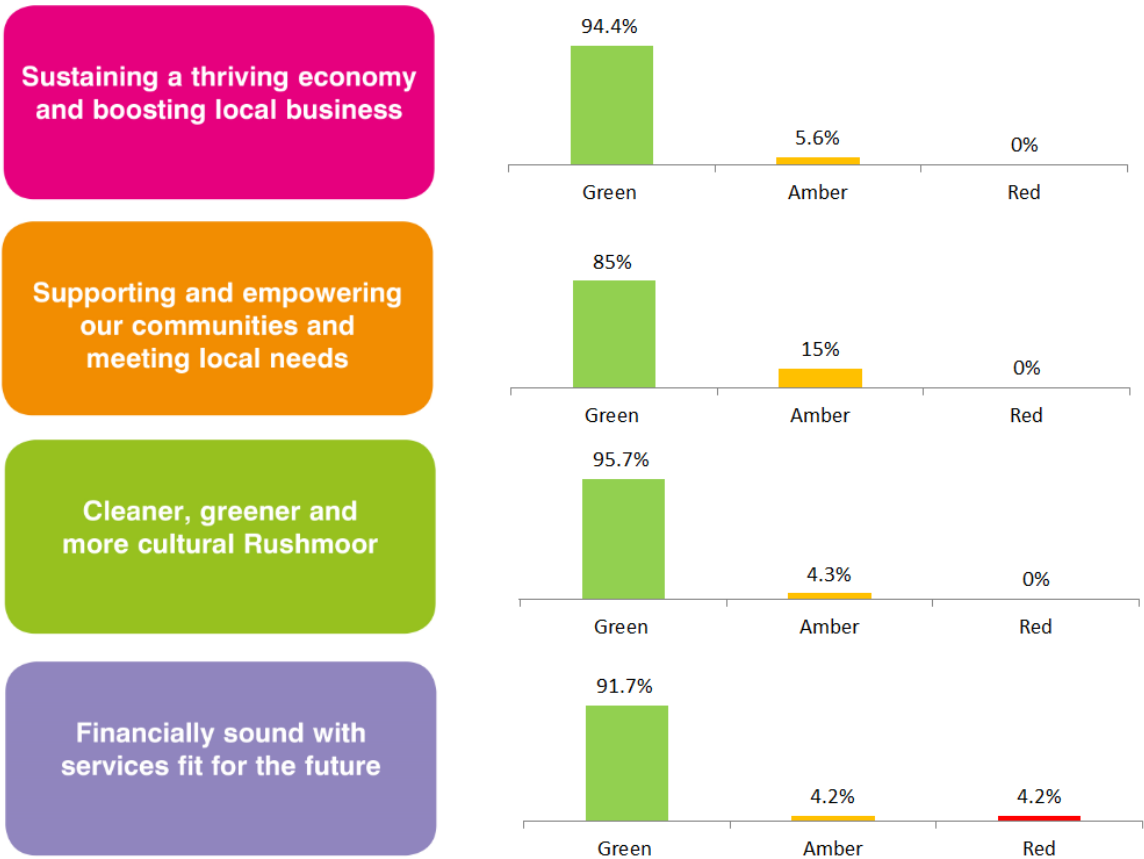
### Financially sound with services fit for the future

- Keep people well informed about our services and what is going on
- Develop a trading company to increase income
- Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan
- Listen better to our residents, customers and local businesses
- Through our Digital Strategy seize opportunities to do things better
- Take advantage of opportunities to bring together public services at the Council offices and use our assets better
- Improve local accountability, drive double devolution and increase democratic engagement to deliver better services to the public
- Improve our services as part of our transformation programme
- Continue to implement our organisational development strategy

2.3. The 2017/18 Council Plan is currently being developed alongside the budget and the full set of priorities and supporting activities will be set out in that Plan which will be agreed in the new year. In the meantime, we have continued to monitor key areas of work and service measures during the 2016/17 period so that Cabinet can have an overview of performance across the organisation and be reassured that progress is being made to deliver against their priorities. This information set out in the Annex to this report.

2.4. A summary of the progress made against the variety of actions and measures monitored is set out in the graphic below. The colour coding system used is:

- Green indicates that the action or initiative is on course
- Amber flags up that achieving the action or indicator is in question or requires attention
- Red shows that we have not been able to achieve what we had expected at this time



**3. Recommendation**

3.1 The Cabinet is asked to note the performance made in the first six months of the 2016/17 Municipal Year.

**DIRECTORS' MANAGEMENT BOARD**

**November, 2016**

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**Sustaining a thriving economy  
and boosting local business**

**Supporting and empowering  
our communities and  
meeting local needs**

**Cleaner, greener and  
more cultural Rushmoor**

**Financially sound with  
services fit for the future**

# **Council progress monitoring report November 2016/17**

## Contents

|  | Page |
|--|------|
| Introduction and purpose and priorities                                  | 3    |
| Progress summary as at 30 <sup>th</sup> September 2016                   | 4    |
| <b>Sustaining a thriving economy and boosting local business</b>         | 5    |
| • Progress   | 5    |
| • Service measures   | 8    |
| <b>Supporting and empowering our Communities and meeting local needs</b> | 9    |
| • Progress   | 9    |
| • Service measures   | 13   |
| <b>Cleaner, greener and more cultural Rushmoor</b>                       | 18   |
| • Progress   | 18   |
| • Service measures   | 21   |
| <b>Financially sound with services fit for the future</b>                | 23   |
| • Budget overview  | 23   |
| • The 8 Point Plan   | 24   |
| • Organisational Development   | 35   |
| • Progress   | 37   |
| • Service measures   | 38   |

## Introduction

During 2016/17, Rushmoor’s Cabinet reviewed its priorities and developed key actions for 2017/18. Rushmoor has four priorities, which are:

- **Sustaining a thriving economy and boosting local business**
- **Supporting and empowering our Communities and meeting local needs**
- **Cleaner, greener and more cultural Rushmoor**
- **Financially sound with services fit for the future**

These priorities will help achieve our purpose:

**“Rushmoor Borough Council, working with others to improve the quality of people’s lives”**

This monitoring report, brings together the priorities, key actions and existing areas of work and service measures and sets out progress at the end of Quarter 2 2016/17 and includes more recent updates where appropriate.

### Rushmoor purpose and priorities 2017/18

#### Rushmoor Borough Council, working with others to improve the quality of people’s lives

People have an equal right to live healthy lives, in safe, clean and sustainable places.  
We want to address the causes of inequality and help create opportunities for local people to fulfil their aspirations.  
We have to target our limited finances to where they are most needed.

Sustaining a thriving economy  
and boosting local business

Cleaner, greener and  
more cultural Rushmoor

LISTEN  
LEARN  
DELIVER  
**BETTER**

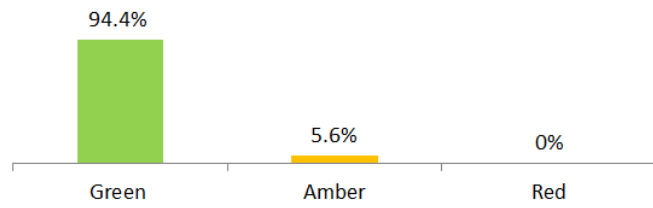
Supporting and empowering  
our communities and  
meeting local needs

Financially sound with  
services fit for the future

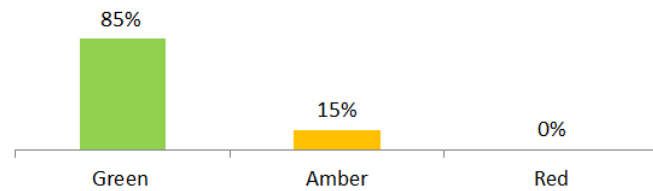
RUSHMOOR  
BOROUGH COUNCIL

## Progress summary as at 30<sup>th</sup> September 2016

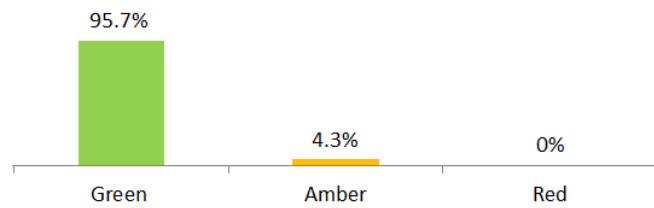
**Sustaining a thriving economy and boosting local business**



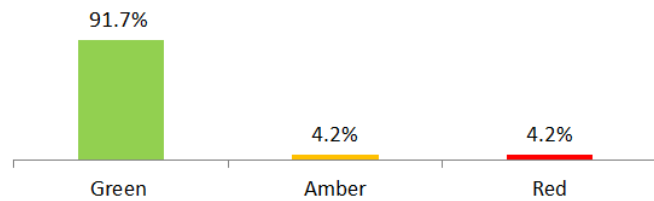
**Supporting and empowering our communities and meeting local needs**



**Cleaner, greener and more cultural Rushmoor**



**Financially sound with services fit for the future**



Key:

- **Green** indicates that the action or indicator is on course
- **Amber** flags up that achieving the action or indicator is in question or needs attention
- **Red** shows that we have not been able to achieve what we had expected at this time



# Sustaining a thriving economy and boosting local business

## *Aiming to:*

- Drive the regeneration of Aldershot
- Push forward with the regeneration of Farnborough town centre
- Improve local levels of educational attainment and skills and raise aspirations
- Bring forward social and private rented housing opportunities - establish our own housing company
- Support the borough's small and medium businesses (SMEs)
- Work with the Enterprise M3 Local Enterprise Partnership and other organisations
- Pursue continued economic growth across the borough
- Put in place a new Rushmoor Local Plan in 2017/18
- Secure Alternative Natural Green Spaces (SANGS) to enable development
- Support the Wellesley development and maximise the opportunities it offers

## *Progress*

### **Aldershot Town Centre Regeneration**

- Review our approach to delivering our vision for a regenerated Aldershot Town Centre

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

- Put in place Aldershot Regeneration Task Force and supporting officer arrangements to drive forward the regeneration of Aldershot Town Centre. This will include promotion of the Aldershot Town Centre Prospectus to potential investors and developers and the development and implementation of schemes with partners including the Enterprise M3 LEP

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|  | Update: Task Force in place and meeting monthly |
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- To bring forward the regeneration scheme at Aldershot Railway Station

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|  | Update: LEP Grant funding of £900,000 secured towards a scheme totalling £1.8m. In discussions with South West Trains regarding the delivery of the project with an anticipated completion date of March 2018 for the regeneration works. |
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### **Farnborough Town Centre Regeneration**

- To continue to support the regeneration of the town centre and encourage completion of the KPI scheme

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|  | Update: On course |
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- Progress the regeneration of the Farnborough Civic Quarter following adoption of the Supplementary Planning Document in 2015

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|  | Update: On course |
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### Economic development

- Finalise and adopt an Economic Development Strategy for the Council and progress key actions identified in the plan

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|  | Update: Draft considered by Members and revision underway |
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- Assessment of the implications of continuing reform of the business rates retention scheme alongside a review of discretionary discounts and support to local business

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|  | Update: On course |
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**Educational attainment** - Proactively support work with partners including the Local Education Authority and Schools to help raise aspirations and improve educational attainment for students attending schools in the borough. Actions include:

- Continued support and monitoring of the mental health project
- Work with the Basingstoke Consortium, EM3 and CMP to deliver work experience opportunities in local schools
- On-going dialogue with the County Council to identify solutions to recruitment issues and long term performance of local secondary schools
- Financial support towards the recruitment of one English teacher to work flexibly across 2 schools

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|  | Update: A meeting is being planned for the New Year with key politicians and senior officers from HCC |
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**Rushmoor Local Plan** - Continue with the preparation of a new single Local Plan for the Borough. This will include public consultation on a Pre-Submission version of the Local Plan for a 6-week period commencing in October 2016, (Subsequently followed by an Examination in May 2017, looking to Adoption by the end of 2017)

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|  | Update: Slight revision to timetable required. |
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**Wellesley (Aldershot Urban Extension) project** - To achieve a successful residential led development on land to the north of Aldershot

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|  | Update: On course |
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**Responding to Government policy** - Respond to the requirements of the Localism Act, where relevant to the planning system, including the Duty to Co-operate and neighbourhood planning. We will also respond to the provisions of the anticipated Housing and Planning Bill upon its enactment.

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|  | Update: On course |
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### Skills and employability

- Support the M3 local enterprise partnership with the Skills & Employment programme

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|  | Update: On course |
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- Manage and support delivery of the Skilled Up programme

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|  | Update: On course |
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- Further develop the Rushmoor Employment and Skills Zone working with developers, new businesses, the National Skills Academy for Construction and other partners to improve employment and skills

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|  | Update: On course |
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### Service measures

#### Invoices paid on time

Percentage of invoices paid within 30 days

| 2015/2016 | Q1     | Q2     | Q3 | Q4 | 2016/2017 |
|-----------|--------|--------|----|----|-----------|
| 97.83%    | 97.08% | 97.86% |    |    |           |

#### Determination of Planning Applications in a timely manner

Major applications within 13 weeks

| 2015/2016 | Target | Q1  | Q2   | Q3 | Q4 | 2016/ 2017 |
|-----------|--------|-----|------|----|----|------------|
| 85%       | 60%    | 73% | 100% |    |    |            |

Minor applications within 8 weeks

| 2015/2016 | Target | Q1  | Q2  | Q3 | Q4 | 2016/ 2017 |
|-----------|--------|-----|-----|----|----|------------|
| 78.5      | 65%    | 66% | 76% |    |    |            |

Other applications within 8 weeks

| 2015/2016 | Target | Q1  | Q2  | Q3 | Q4 | 2016/ 2017 |
|-----------|--------|-----|-----|----|----|------------|
| 84.9%     | 80%    | 87% | 88% |    |    |            |

% of appeals allowed against the authority's decision to refuse

| 2015/<br>2016 | Target                     | Q1  | Q2  | Q3 | Q4 | 2016/<br>2017 |
|---------------|----------------------------|-----|-----|----|----|---------------|
| 44%           | 40% max                    | 50% | 33% |    |    |               |
| 9             | Number of appeal decisions | 2   | 3   |    |    |               |
| 4             | Number allowed             | 1*  | 1   |    |    |               |

\*Ham and Blackbird Appeal

## Supporting and empowering our Communities and meeting local needs

### ***Aiming to:***

- **Address the shortage of homes**
- **Improve the health and wellbeing of residents and workers in the borough**
- **Work in and with our communities to help them become more involved in doing things in their local communities**
- **Tackle deprivation where it exists within the borough**
- **Help the voluntary sector to become more sustainable**
- **Continue to support families to transform their futures through our supporting families programme**
- **Encourage, incentivise and support those affected by welfare reforms**
- **Address street drinking issues in our town centres**
- **Enable decisions to be made as close to customers and communities as possible**
- **Establish a ward community grant scheme and good causes lottery**
- **Manage and improve community cohesion**

### ***Progress***

**RSP - Rushmoor Strategic Partnership** – Support the vision of the Sustainable Community Strategy through 2016/17 and develop the future key priorities with the Partnership.

Current Key priorities are:

- Address deprivation issues across the borough including specific pockets of deprivation in Aldershot Park, Cherrywood and Wellington
- Improve secondary educational achievement
- Understand and respond to skills and employment needs and opportunities
- Understand mental health problems to enable coordinated support for prevention and recovery
- Protect vulnerable people and reduce the level of violent crime, drug and alcohol related offences and anti-social behaviour
- Encourage healthy lifestyles
- Support our residents and businesses to increase resilience and encourage economic growth and prosperity

|  |  |
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|  | <p>Update:</p> <ul style="list-style-type: none"><li>• The October RSP meeting was extremely well attended</li><li>• John Mitchell was appointed as Chairman and Ken Muschamp as Vice-Chairman</li></ul> |
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|  | <ul style="list-style-type: none"> <li>• Carol Williams (First Wessex) presented a comprehensive update on My North Town and briefed partners on the benefits of the possible merger with Sentinel Housing</li> <li>• Colin Alborough led an overview of the Public Health funded projects covering Rushmoor with two successful case studies from Alex Hughes (CAB) on Nepali Health Communications and Rachael Austen-Jones (RHL) on Active Families</li> <li>• Work continues on RSP priorities around ownership, delivery and monitoring mechanisms</li> <li>• In Brief items included: Terms of Reference; Educational Attainment; Supporting Troubled Families; Town Centres; Wellesley; Enterprise M3, Economic Recovery and Devolution.</li> </ul> |
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**Health & Wellbeing Partnership** - To continue to provide leadership, and engagement of health partners to support the public health needs of the Borough. To refresh the health priorities with the Rushmoor Strategic Partnership based on the needs of the Borough.

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|  | Update: On course |
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**Community Safety Partnership** - Following the creation of the North Hampshire Community Safety Team, Rushmoor’s, Hart’s and Basingstoke and Dene’s Community Safety Partnerships are to formally merge.

- The priorities for North Hampshire in 2015-16 are (Awaiting 2016-17 update)-:
- Antisocial behaviour
- Alcohol related violent crime
- Vulnerabilities
- Substance Misuse

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|  | Update: Total crime and anti-social behaviour in Rushmoor increased during Quarter 2 when compared to the same time last year. Violent crime is a current force priority and levels have risen in Rushmoor and across Hampshire. In addition, the increase in public order offences can be partially attributed to changes in recording practices which have seen many incidents which previously would have been categorised as ASB now being recorded as public order. |
|--|--|

**Community Safety Partnership data** - The Rushmoor Community Safety Partnership monitors crime rates in the Borough.

**Yearly 2nd Quarter comparison – 2013/14 v 2014/15  
with % difference and 2014/15 v 2015/16 with % difference**

|   | 2014/15     | 2015/16     | 2016/17     | 2015/16<br>diff on<br>2014/15 | % diff      | 2016/17<br>diff on<br>2015/16 | %diff       |
|---|-------------|-------------|-------------|-------------------------------|-------------|-------------------------------|-------------|
| <b>1a Homicide</b>                                      | 0           | 0           | 0           | N0                            | 0%          | N0                            | 0%          |
| <b>1b Violence with Injury</b>                          | 152         | 260         | 341         | N108                          | +71%        | N81                           | +31%        |
| <b>1c Violence without Injury</b>                       | 148         | 297         | 388         | N149                          | +101%       | N91                           | +31%        |
| <b>2a Rape</b>  | 12          | 21          | 21          | N9                            | +75%        | N0                            | 0%          |
| <b>2b Other Sexual Offences</b>                         | 23          | 22          | 35          | N1                            | -4%         | N13                           | +59%        |
| <b>3a Robbery of Business Property</b>                  | 1           | 0           | 2           | N1                            | -100%       | N2                            | +100%       |
| <b>3b Robbery of Personal Property</b>                  | 1           | 4           | 3           | N3                            | +300%       | N1                            | -25%        |
| <b>4a1 Burglary in a dwelling</b>                       | 50          | 23          | 36          | N27                           | -54%        | N13                           | +57%        |
| <b>4a2 Burglary in a building other than a dwelling</b> | 59          | 27          | 45          | N32                           | -54%        | N18                           | +67%        |
| <b>4b Vehicle Offences</b>                              | 129         | 79          | 55          | N50                           | -39%        | N24                           | -30%        |
| <b>4c Theft from the Person</b>                         | 11          | 20          | 16          | N9                            | +82%        | N4                            | -20%        |
| <b>4d Bicycle Theft</b>                                 | 45          | 33          | 44          | N12                           | -27%        | N11                           | +33%        |
| <b>4e Shoplifting</b>                                   | 139         | 124         | 184         | N15                           | -11%        | N60                           | +48%        |
| <b>4f All Other Theft Offences</b>                      | 166         | 173         | 181         | N7                            | +4%         | N8                            | +5%         |
| <b>5a Criminal Damage</b>                               | 198         | 207         | 258         | N9                            | +5%         | N51                           | +25%        |
| <b>5b Arson</b>   | 9           | 5           | 7           | N4                            | -44%        | N2                            | +40%        |
| <b>6a Trafficking of Drugs</b>                          | 13          | 14          | 8           | N1                            | +8%         | N6                            | -43%        |
| <b>6b Possession of Drugs</b>                           | 65          | 52          | 45          | N13                           | -20%        | N7                            | -13%        |
| <b>7 Possession of Weapons Offences</b>                 | 7           | 14          | 14          | N7                            | +100%       | N0                            | 0%          |
| <b>8 Public Order Offences</b>                          | 78          | 153         | 189         | N75                           | +96%        | N36                           | +24%        |
| <b>9 Miscellaneous Crimes Against Society</b>           | 21          | 33          | 24          | N12                           | +57%        | N9                            | -27%        |
| <b>Total</b>  | <b>1327</b> | <b>1561</b> | <b>1896</b> | <b>N234</b>                   | <b>+18%</b> | <b>N335</b>                   | <b>+21%</b> |
| <b>ASB</b>  | <b>904</b>  | <b>665</b>  | <b>787</b>  | <b>N239</b>                   | <b>-26%</b> | <b>N122</b>                   | <b>+18%</b> |

(Source: data from Rushmoor Community Safety Team based on figures from Hampshire Police)

**Welfare Reform** - Continuing to assess the impact of welfare reform, particularly for our most vulnerable residents and those affected by more than one policy change

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|  | Update: Working with Members from the Welfare Reform Task and Finish group on the Council Tax Support Scheme for 2017/18. |
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**Rushmoor Supporting Families Programme** - Lead the Rushmoor and Hart Supporting Families Programme. Rushmoor Supporting (Troubled) Families Programme is promoting positive change in professional practice with families. There is inter-agency co-operation and understanding, better information-sharing, more targeted work with families and increased positive experiences for service-users. Locally the programme is particularly well targeted and responsive to the needs of families, with good take-up by those families in most need. Targeting families with problems relating to:

- Crime and anti-social behaviour
- Education, children not in school
- Worklessness, adults on out-of-work benefits
- Young people not in employment, education or training
- Problems with drugs and/or alcohol
- Physical or mental health problems
- Domestic violence and abuse
- Families at risk of homelessness or unmanaged debts
- Young children failing to thrive
- Unhealthy weight and/or malnutrition concerns

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|--|---|
|  | Update: The transition to a new HCC Family Support Service, which is aligned with the County's STF programme, will take several months, and has caused uncertainty among key partners and referrers. We are therefore behind target for the number of families identified this year (Cohort 5). |
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## Housing

- New housing and homelessness strategy to be in place by the end of the year. Key consultation event planned for the 18th April.

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|  | Update: On course |
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- Maintain development programme working collaboratively with providers to meet identified housing need in light of withdrawal of HCA grant funding. (For example Stoll and Gurkha Homes Veterans accommodation, Sentinel Domestic Violence. properties)

|  |   |
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|  | Update: Gurkha Homes project completed, Sentinel have acquired one property for Domestic Violence |
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- Secure units at Mills House for use as temporary supported housing for homeless households.

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|  | Update: On course |
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- Working with partners to address street homelessness and looking at proposals to deliver North Lane Lodge by summer 2016.

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|  | Update: Legal process delayed start on site for 8 weeks. The building work to North Lane Lodge has started on site and handover to the Society of St James (Housing Association) is planned for week commencing 19 December 2016. It is anticipated that the first few residents will occupy the accommodation from the middle of January 2017 |
|--|--|

- Carry out survey work in private sector to identify poor housing conditions, deprivation, overcrowding and concealed households.

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|  | <b>Update:</b> Areas 4 and 5 are completed. Area 6 – still a couple of visits outstanding and them moving on to the first area in Farnborough, which is Area 7 |
|--|--|

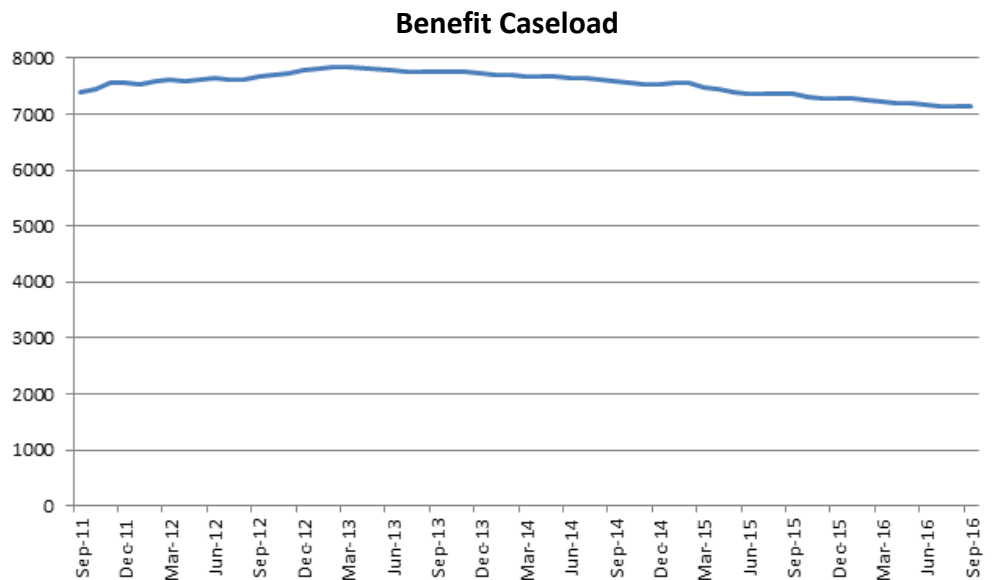
**Health and sport** - Improve the Health & Well-being of our residents through provision of the Rushmoor 10k, Cycle Sportive, monthly cycle rides, parkrun, GP referral scheme and a wide range of rehab and recovery classes – spring 2017

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|--|-------------------|
|  | Update: On course |
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### Service measures

#### Benefit caseload

- Sept 2016 – 7,129
- Sept 2015 – 7,356
- Sept 2014 – 7,581
- Sept 2013 – 7,748



There has been a drop of 227 claims in the past year; the number of residents claiming CTS has decreased by 4% (213) from Sept 2015 – Sept 2016 whilst the number of people claiming Housing Benefit has reduced by 0.1% during this time.

## Housing – Homelessness

### 1. Number presenting

| 2015-16 | Q1 | Q2 | Q3 | Q4 | 2016-17 | Comment |
|---------|----|----|----|----|---------|---------|
| 162     | 37 | 35 |    |    |         |         |

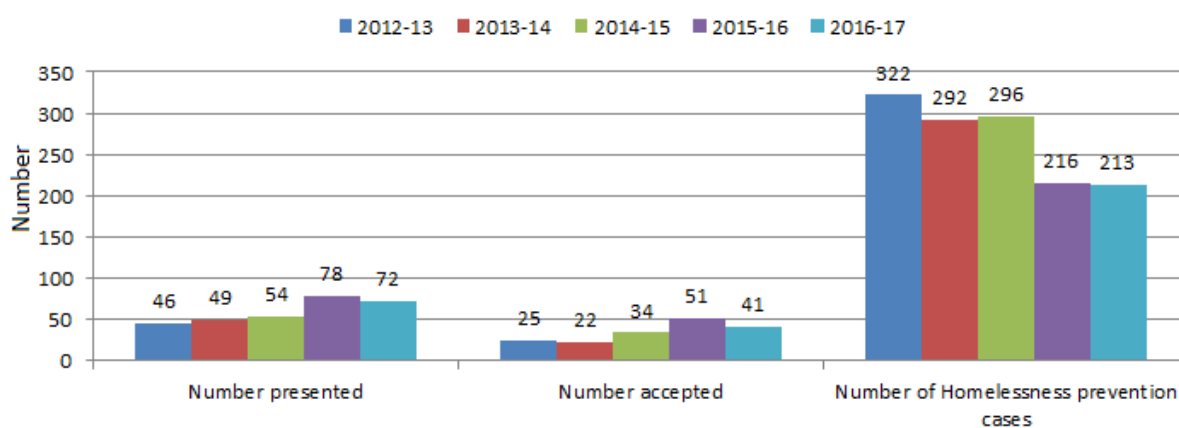
### 2. Number accepted

| 2015-16 | Q1 | Q2 | Q3 | Q4 | 2016-17 | Comment |
|---------|----|----|----|----|---------|---------|
| 105     | 25 | 16 |    |    |         |         |

### 3. Number of Homelessness prevention cases (HOTs and Youth Aims figures combined)

| 2015-16 | Q1  | Q2 | Q3 | Q4 | 2016-17 | Comment |
|---------|-----|----|----|----|---------|---------|
| 600     | 132 | 81 |    |    |         |         |

### Homelessness caseload Quarter 1 2012-13 to 2016-17



## Housing - Temporary Accommodation – Bed and Breakfast

### 1. Number in B&B

| 2015-16 |   | Q1 | Q2 | Q3 | Q4 | 2016-17 | Comment |
|---------|---|----|----|----|----|---------|---------|
| 90      | Numbers placed throughout the quarter             | 12 | 14 |    |    |         |         |
|         | Numbers as at the end of the quarter still in B&B | 1  | 4  |    |    |         |         |

### 2. B&B Cost

|                      | 2015-16  | Q1      | Q2      | Q3 | Q4 | 2016-17 | Comment |
|----------------------|----------|---------|---------|----|----|---------|---------|
| Gross figure         | £121,026 | £19,664 | £12,566 |    |    |         |         |
| Net figure after HB* | £85,471  | £13,086 | £7,804  |    |    |         |         |

\*Housing Benefit only covers a fraction of the cost of B&B.

## Housing - Temporary Accommodation – Hostels

### 1. Number in Hostels (*placed throughout the quarter*)

| 2015-16 | Q1 | Q2 | Q3 | Q4 | 2016-17 | Comment |
|---------|----|----|----|----|---------|---------|
| 22      | 32 | 18 |    |    |         |         |

### 2. Hostel Cost

| 2015-16 | Q1 | Q2 | Q3 | Q4 | 2016-17 | Comment |
|---------|----|----|----|----|---------|---------|
| £27,104 | 0  | 0  |    |    |         |         |

## Housing - Gross Affordable Housing Completions

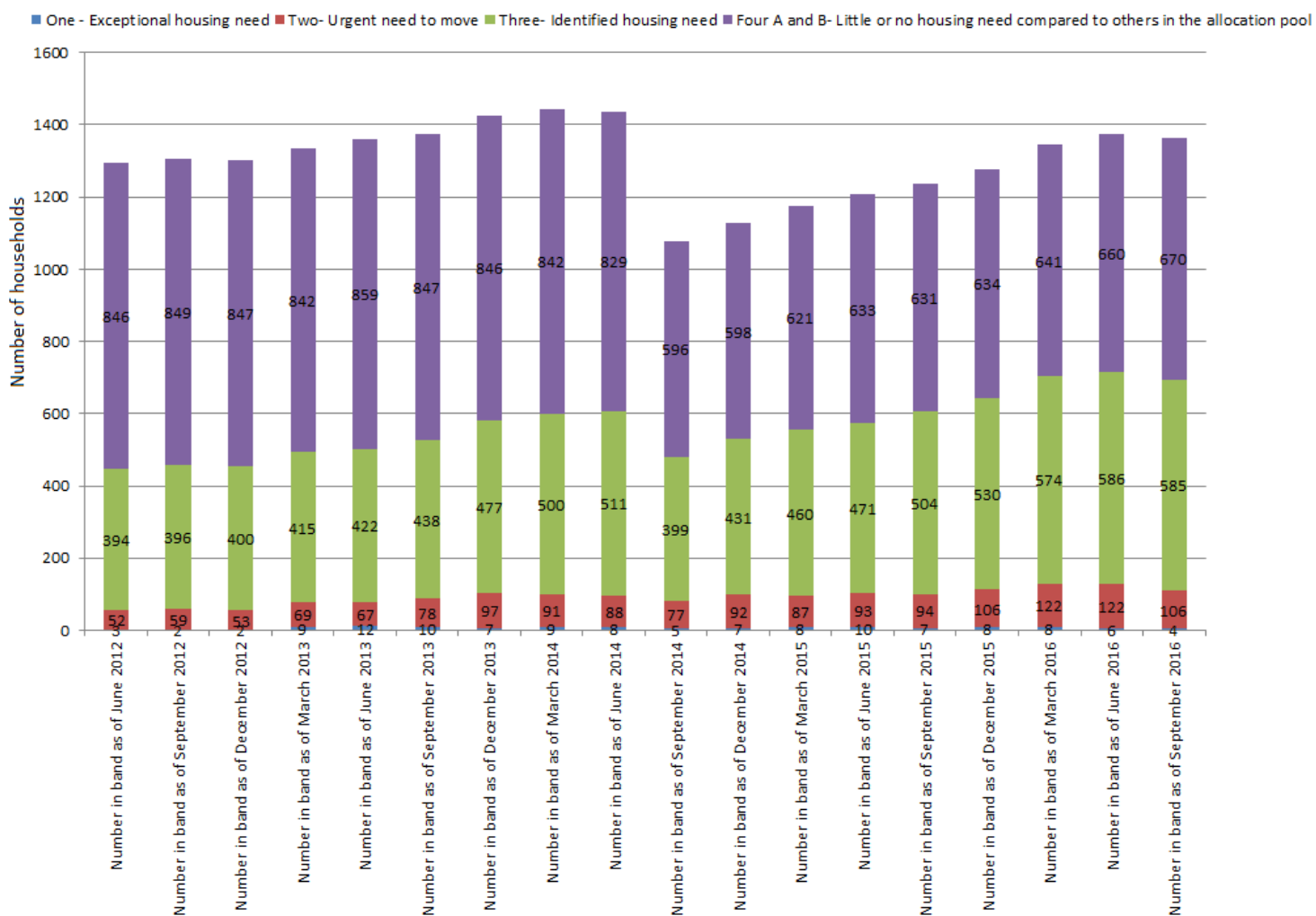
| 2015-16                      | Target 2016-17  | Q1 | Q2 | Q3 | Q4 | 2016-17 | Comment               |
|------------------------------|---|----|----|----|----|---------|-----------------------|
| 45<br>(3 year average 98 pa) | Average of 150 new affordable homes p.a. over any 3 yr period | 22 | 5  |    |    |         | 2 Grainger 3 Sun Park |

## Housing Allocation Scheme

| Band         | Need  | Number in band as of September 2016 | Number Housed July- September 2016 |
|--------------|---|-------------------------------------|------------------------------------|
| One          | Exceptional housing need  | 4                                   | 1                                  |
| Two          | Urgent need to move   | 106                                 | 32                                 |
| Three        | Identified housing need   | 585                                 | 15                                 |
| Four A and B | Little or no housing need compared to others in the allocation pool | 670                                 | 2                                  |
| Total        |   | 1365                                | 50                                 |

\*Households in Band One still need to wait for the right size property to become available for them.

## Numbers in the Housing Allocation Pool at the end of each quarter



Note: There was a review of the Housing Allocation Scheme resulting in a reduction in the numbers in the allocation pool in Quarter 2 2014/15.

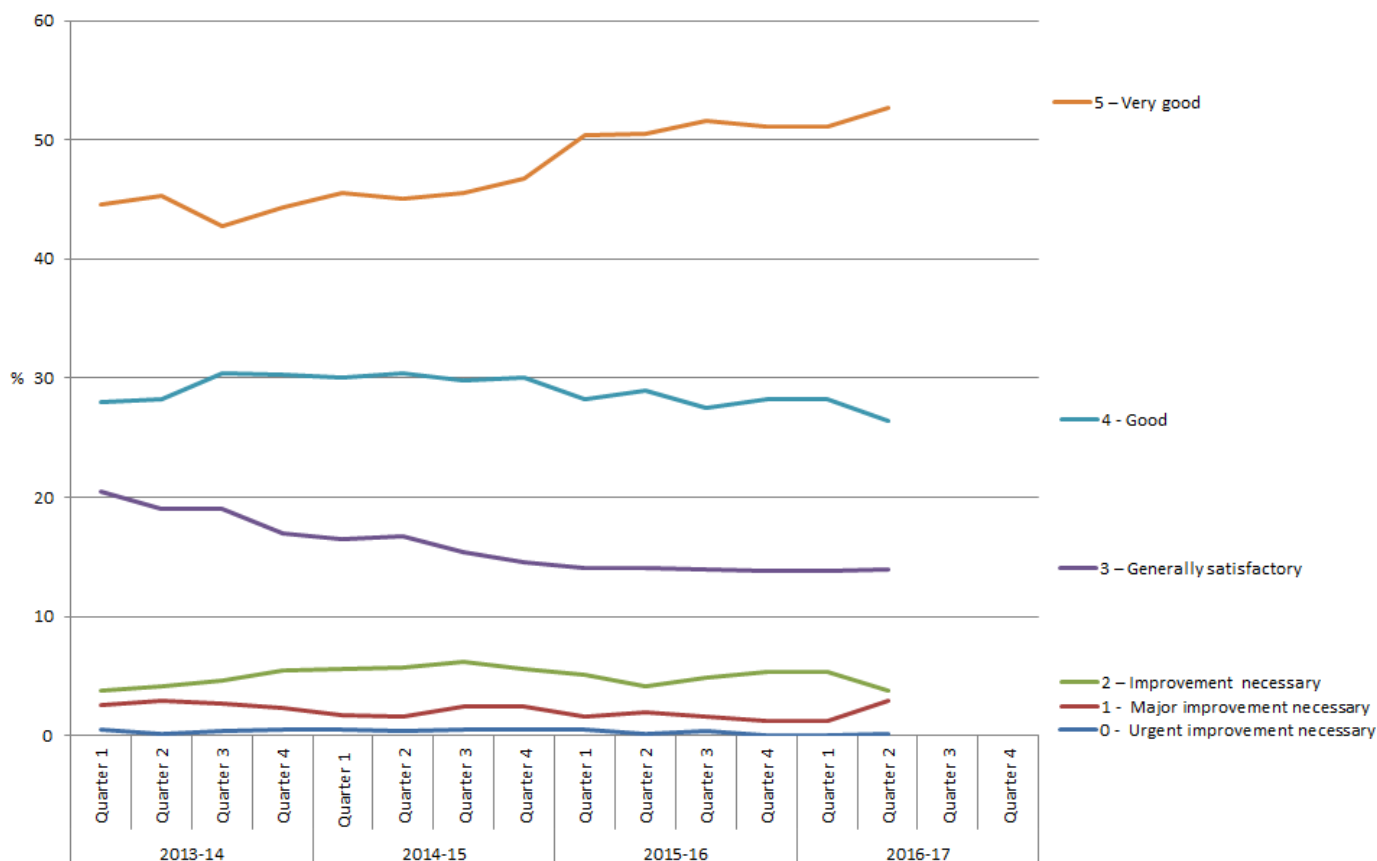
## Food Hygiene Ratings Scheme

The national Food Hygiene Ratings Scheme has been successfully implemented following the launch on 1<sup>st</sup> November 2011. Businesses are now rated 0-5 on the scheme, which can be viewed on the Food Standards Agency web pages.

### Summary of scores September 2016

|                                  | Farnborough | Aldershot  | % for Rushmoor |
|----------------------------------|-------------|------------|----------------|
| 0 - Urgent improvement necessary | 0           | 1          | 0.2            |
| 1 - Major improvement necessary  | 6           | 10         | 2.9            |
| 2 - Improvement necessary        | 11          | 10         | 3.8            |
| 3 - Generally satisfactory       | 34          | 44         | 14             |
| 4 - Good                         | 78          | 69         | 26.4           |
| 5 - Very good                    | 168         | 126        | 52.7           |
| <b>Total</b>                     | <b>297</b>  | <b>260</b> | <b>100</b>     |

The % of Rushmoor food establishments rated 0 to 5 over time



## Cleaner, greener and more cultural Rushmoor

### ***Aiming to:***

- **Maintain weekly collections whilst increasing recycling**
- **Build on the historic value of our towns and create the conditions for a cultural renaissance**
- **Improve civic pride and community involvement in maintaining the cleanliness, appearance and appeal of our neighbourhoods**
- **Continue our work and engage with the community more, to maintain and improve the quality of the environment**
- **Ensure new buildings contribute to improving the quality of the environment**
- **Promote the use of our leisure and cultural facilities**
- **Develop and implement a parking strategy**
- **Determine the Council's future approach to the provision of our leisure facilities**
- **Complete the major contracts renewal**

### ***Progress***

#### **Parking**

- **Develop a new Parking Strategy**

|  |  |
|--|--|
|  | Update: Cabinet Working Group established in October to lead this work. Identified three worksteams – Residential parking, Pay & Display on and off street and school safety |
|--|--|

- **Replace the ticket machines both on street and off street – Winter 2016**

|  |  |
|--|--|
|  | Update: Project rescheduled for March 2017 |
|--|--|

#### **Cultural offer**

- **To support the development of the Rushmoor Arts Hub to include training and development, website (to go live in 2016), networking and grants**

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

- **Provide the annual Rushmoor Fireworks Spectacular event**

|  |  |
|--|--|
|  | Update: Over 14,000 attended the event which was part sponsored. |
|--|--|

- Provide Victoria day working with local residents to celebrate the Queens 90<sup>th</sup> birthday – summer 2016

|  |                             |
|--|-----------------------------|
|  | Update: Programme completed |
|--|-----------------------------|

- Support the Friends of the Museum with their bid to the Heritage Lottery for a Heritage Trail for the Borough

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

## Public Facilities

- Finalise plan for the rationalisation of play areas across the Borough – Autumn 2016

|  |  |
|--|--|
|  | Update: This has been delayed due to retendering of Grounds service with a paper to be considered in Spring 2018 |
|--|--|

- Develop proposals in response to Moor Road Planning for Real Programme – Spring 2017

|  |  |
|--|--|
|  | Update: Proposed layout for Moor Road has been developed through consultation and will require external investment to deliver the new facilities |
|--|--|

- Implement new playgrounds in Pyestock Crescent and Osborne Road in Farnborough and Manor Park and Municipal Gardens in Aldershot in 2016

|  |   |
|--|---|
|  | Update: Pyestock Crescent is completed. Manor Park and Municipal Gardens tenders have been awarded with completion Spring 2017. Osborne Road is out to public consultation with completion around early Summer 2017 |
|--|---|

- Identify options for a new cemetery in the Borough - Spring 2017

|  |   |
|--|---|
|  | Update: Potential site has been identified and will be explored further when land transferred |
|--|---|

- Produce design for a new changing pavilion at Ivy Road and identify funding options – Summer 2016

|  |   |
|--|---|
|  | Update: Design produced and majority of funding in place with additional grants being sought. |
|--|---|

- Review development proposals to enhance the service offered by the Alpine Snow Sports – Winter 2016

|  |  |
|--|--|
|  | Update: The development of the slopes will require significant investment and will be considered as part of the retendering of the leisure contract. |
|--|--|

- Assist Brickfields Country Park to develop a vision for improvement of the area and identify funding sources. – Summer 2016

|  |  |
|--|--|
|  | Update: Freshwater Habitat Survey and Action Plan complete moving to implementation phase and organisation of water and silt sampling. |
|--|--|

- Arrange the dredging works for the Manor Park Lake – Autumn 2016

|  |  |
|--|--|
|  | Update: Freshwater Habitat Survey and Action Plan complete moving to implementation phase and organisation of water and silt sampling. |
|--|--|

- Increase number of allotment plots in Borough

|  |  |
|--|--|
|  | Update: Additional plots have been provided and an update will be given to the Leisure and Youth Panel |
|--|--|

- Implement the action plans for the Playing Pitch Strategy and the Parks, Sport & Recreation Plan. – Spring 2017

|  |  |
|--|--|
|  | Update: These plans are ongoing and are used to attract resources to enable them to be developed |
|--|--|

- We will consider our approach to the retendering of our leisure contracts – Winter 2016

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

- Work with the Friends of the Aldershot Lido and Aldershot Civic Society to increase visitors to the Aldershot Lido – Summer 2016

|  |   |
|--|---|
|  | Update: In the Summer of 2016 the attendance figures have been in the region of 45,000, this was the same as 2014 and 2015 combined |
|--|---|

## Climate change

- Meet the actions and commitments in our Climate Local initiative.

|  |                   |
|--|-------------------|
|  | Update: On target |
|--|-------------------|

- Carry out a survey of the remaining halogen and SON lighting in Council owned buildings and replace with energy efficient, zero maintenance LED.

|  |   |
|--|---|
|  | Update: Survey approximately 70% complete and LED lighting installed where appropriate. |
|--|---|

- Completing planned energy efficiency works at the Princes Hall, the Crematorium, Rectory Road Pavilion, KGV Pavilion and to external lighting.



|  |  |
|--|--|
|  | Update: Rectory Road and KGV Pavilion complete, Princess Hall complete except for variable speed air handling fan to be installed by end Q3. LED lighting to be installed in Aldershot Park Pavilion by end Q3. Crematorium works on schedule to be completed by the end of Q3. External lighting works 90% completed. |
|--|--|

**Clean**

- Introduction of a new way of monitoring satisfaction with street cleanliness and work of the enforcement team

|  |   |
|--|---|
|  | Update: Confirm Connect now implemented for Community Patrol Team facilitating better monitoring of standards. Changes through new contract will address satisfaction data. |
|--|---|

- Implement changes from the review of our Green Waste service – spring 2017

|  |   |
|--|---|
|  | Update: Changes being implemented, level of complaints is low. Peak months for the transition are expected to be March – May 2017 |
|--|---|

***Service measures***

**Rubbish and recycling data**

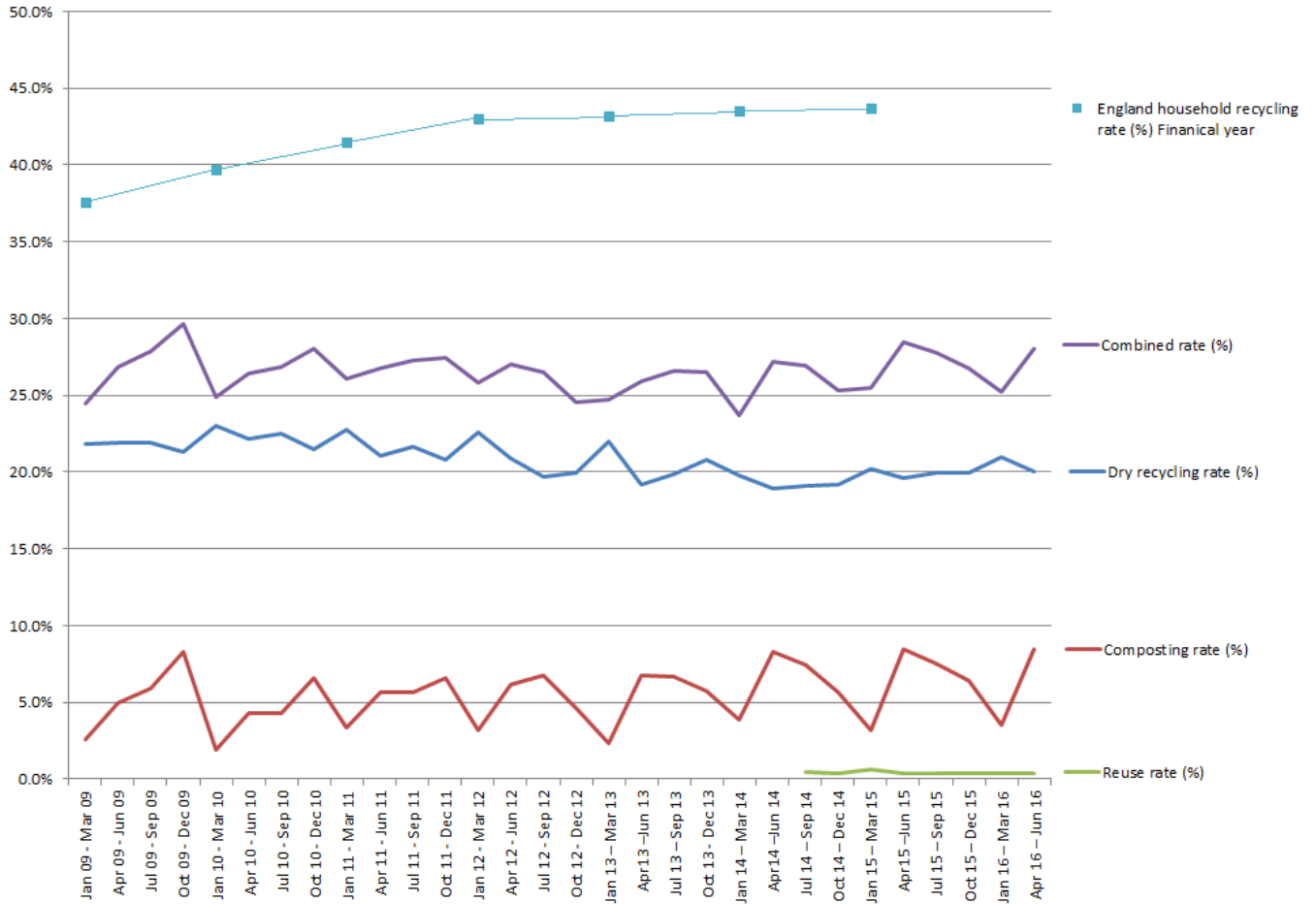
**Refuse Collection** - Residual household waste collected per household (kg) – year to date figure compared to previous years.

| 2015-16 | Q1     | Q2        | Q3 | Q4 | 2016-17 |
|---------|--------|-----------|----|----|---------|
| 592.48  | 150.38 | 145.0 est |    |    |         |

**Recycling – Waste Recycled and Composted**

The following table shows the percentage of recycling over time for dry recycling, composting and the combined rate.

Percentage recycled and composted each quarter



From July 2014 we have added the reuse rate to the chart. The reuse rate looks at the percentage of household waste sent for reuse purposes. An example might be sending clothes for resale, or refurbishing some furniture for redistribution to families with low incomes

## Financially sound with services fit for the future

### ***Aiming to:***

- **Keep people well informed about our services and what is going on**
- **Develop a trading company to increase income**
- **Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan**
- **Listen better to our residents, customers and local businesses**
- **Through our Digital Strategy seize opportunities to do things better**
- **Take advantage of opportunities to bring together public services at the Council offices and use our assets better**
- **Improve local accountability, drive double devolution and increase democratic engagement to deliver better services to the public**
- **Improve our services as part of our transformation programme**
- **Continue to implement our organisational development strategy**

### ***Overview of Budget***

|   | <b>Current Approved Budget</b> | <b>Latest Monitoring</b> |
|---|--------------------------------|--------------------------|
|   | <b>2016/17</b>                 | <b>position 2016/17</b>  |
|   | £000                           | £000                     |
| Net Service Expenditure                       | 13,450                         | 12,916                   |
| Reductions in service costs/income generation | (503)                          | (186)                    |
| Vacancy Monitoring                            | (315)                          | (315)                    |
| Interest Receivable                           | (850)                          | (768)                    |
| Other Corporate Income and expenditure        |                                | 116                      |
| Contributions to/(from)Reserves               | (68)                           | 115                      |
| Collection Fund (Surplus)/Deficit             | 270                            | 270                      |
| Central Government Funding                    | (6,286)                        | (6,450)                  |
| Contribution to/(from) balances               | (34)                           | (34)                     |
| Council Tax requirement                       | 5,664                          | 5,644                    |
|   | <b>£M</b>                      | <b>£M</b>                |
| Projected Year-end balance                    | 1.458                          | 1.966                    |

Good progress was made in the first half of the year against the original savings target of £860,000 with £357,000 being identified during the budget challenge exercise with Heads of Service and Directors' Management Board. This has reduced the target to £503,000. Variances reported in the period will contribute a further £317,000 leaving just £186,000 to be identified. The two largest adverse variances reported in Q1 have now both been revised

more favourably as corrective action has been put in place to bring income streams back on track. There is also flexibility in the position to mitigate against risk of non-delivery of the remaining savings as revenue contributions to capital schemes may well be reduced due to additional central funding being received from the Better Care Fund.

The projected General Fund Balance at the year-end is £1.966m, which is close to the top end of the approved range as agreed in the Medium-Term Financial Strategy.

While the position is sound for 2016/17, the next few years continue to be challenging, with the level of central government cuts already announced, continued uncertainty over the future operation of the New Homes Bonus and the review of the Business Rates Retention Scheme. It is therefore key that the Council continues to drive forward its sustainability plans and reduces its net revenue costs.

### ***The 8 Point Plan***

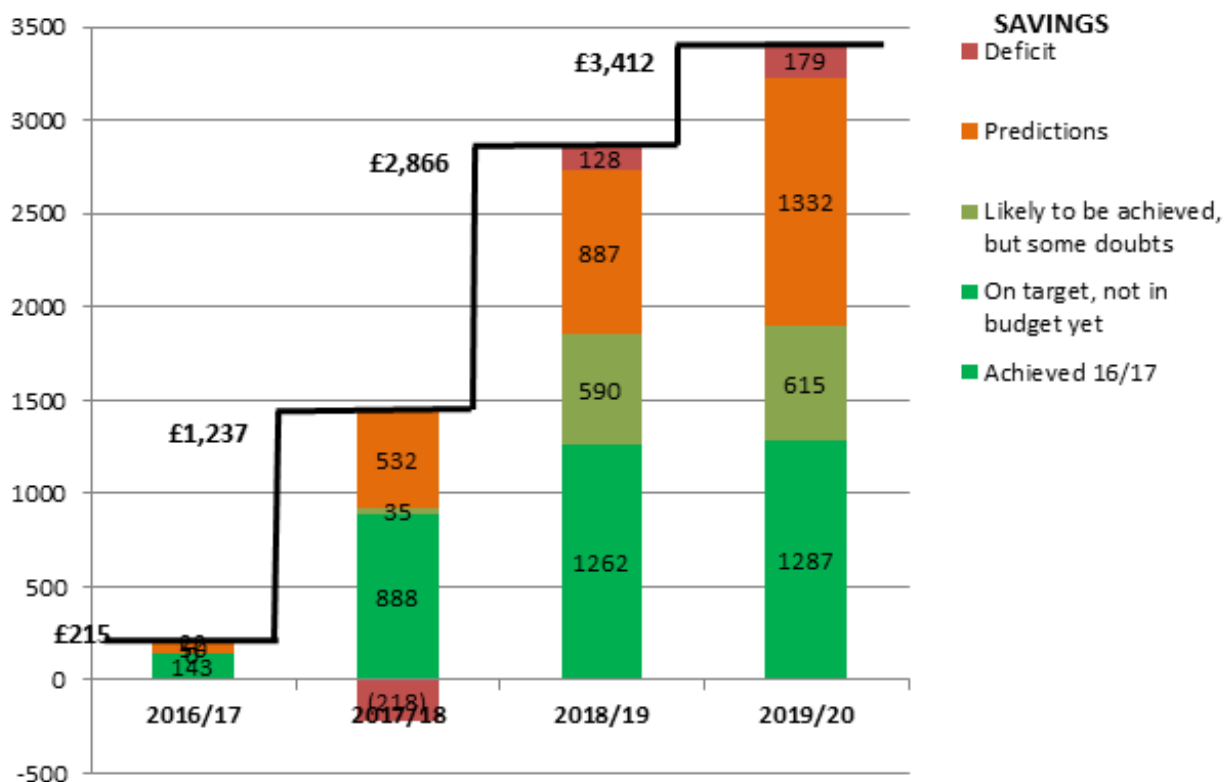
The 8 Point Plan is a strategy to ensure financial and service sustainability, by reducing net revenue spending over the medium to long term.

#### **8 Point Plan Overview**



## Total 8 Point Plan Projected Savings

8 Point Plan progress towards meeting savings required (September 2016)



## Details of projects under each point of the 8 Point Plan

### Point 1 - The Workbook

**The Workbook – Scope** To use the Workbook to identify areas to focus most effort in terms of:

1. Increasing income generation
2. Service efficiency (Point 2)
3. Opportunities to cease work
4. Short/ long term plans

#### Timescales:

- All Members’ session at end of September
- Budget Strategy Group meeting 14 December, 2016

#### Targets – an indication of the potential savings or benefits achievable:

Potential savings:

- This project is seen as a tool to inform and enable reduction in net revenue spend and does not have a specified target

Other benefits:

- 86 items totalling £357,000 from £100 - £50,000 removed from budgets by Q1
- Areas being progressed via Cabinet reports for example changes at Connaught Leisure Centre, review of various staffing resources, changes to fee income
- Further savings from restructuring, operational savings e.g. markets, process changes e.g. statutory advertising, review provision of play schemes
- More challenging to deliver – major projects e.g. divestment of assets, reviewing the provision of support to organisations and community groups, consideration of alternative operating models for Princes Hall

**Risks:** Potential difficulties:

- Time and scale of task
- No financial benefit derived from project

|  |  |
|--|--|
|  | Update: The Budget Strategy Working Group has used the Workbook to review the work of the organisation and this culminated in the Members Seminar on 29 September 2016. Work under this project has therefore concluded and the opportunities identified above will now be pursued as individual projects. |
|--|--|

## Point 2 - Efficiency & Transformation

This work stream includes two projects: Systems Thinking and Channel Shift

**Systems Thinking – Project scope:** To improve the delivery of services and reduce costs by embedding the systems thinking approach into services and the organisation through a blended approach incorporating:

- Personnel Review (Appraisal redesign (Phase 1) delivered, and Phase 2 underway (Learning & Development Programme, sense-making of broader themes with WLT).
- Channel Shift (High demand streams delivered to IT, scoping for Outbound Mail underway).
- Support requests (elections, Condeco room bookings, secondments).
- Educative work (plan and deliver second staff showcase, plan ST element of Leadership Development Programme).

**Timescales:** This is an ongoing programme of work.

**Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:** Some staff savings achieved and further savings to be delivered through changes in the Parking service. The future work-plan is directly linked to supporting the Council's managers and services in learning how to use Systems Thinking techniques to improve services. This will be expected to thereafter achieve savings as managers apply learning to remove waste and realise cashable benefits.

**Risks:** Programme is a key enabler to deliver Point 2, and there is a need to balance longer-term Organisational Development objectives and achieving shorter term savings with the focus being on achieving sustainable service delivery

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

### Channel Shift and Mobile Working – Scope:

- To provide services in a way that allow customers to interact with the Council in way and time that suits them.
- Streamline processes to meet back office operations which are essential, but should not divert resources away from delivering services to customers.
- Make best use of technology to streamline end to end processes to ensure effective service delivery and more efficient use of resources
- To deliver modernised services that are accessible and sustainable

### Timescales:

| Project  | Status   |
|--|--|
| Customer Access Strategy   | Under development                                    |
| Transformation & Customer Hub  | Under development                                    |
| Rushmoor Report IT “App” *   | Cabinet Sub-Group 20/9 - procurement/ implementation |
| Mobile Working   | See separate plan                                    |
| Web Site Re-design   | Project scoping                                      |
| Electronic Post/ Outbound Mail   | Feasibility  |
| Meeting Management Portal (Modern.Gov)   | Implementation underway                              |
| Payments   |  |
| Major Contracts (Waste Channel Shift*)   | Formal tender underway                               |
| Channel Shift Infrastructure - Service Based Technology (Option 2 feasibility) | Feasibility - see attached separate plan             |

### Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:

- As an indication, from £10m staff costs a 2.5% saving (circa nine posts) would net £250,000 per annum.
- Immediate cashable savings will come from decommissioning existing IT systems (CRM). These are currently estimated at £30,000 per annum (achieved).
- Further savings will come from resources being released in services.

### Risks:

- Council “App” and Modern.gov projects have been prioritised above option 2 work
- Corporate restructure/ transformation and customer service strategy work has impacted on overall work programme, savings, resources and priorities
- Programme governance remains unclear

|  |  |
|--|--|
|  | Update: Work currently being reviewed with a view to incorporating into a new Transformation Programme |
|--|--|

## Point 3 – Income Generation & Investment Opportunities

This work stream consists of seven projects:

### 1) Property Investment – Project scope:

- To invest in commercial property to provide a revenue return
- Development of Asset Management Strategy
- Making better use of our assets
- Making better use of community property

**Timescales:** Asset Management Strategy completion – April 2016

**Targets** – Range of purchases made, achieving a return of between 3.2% and 5.4%

**Risks:**

- Costs and risks of this approach will need to be assessed against the return on investment of other options (such as property funds – currently 4-6%)
- Need to consider use of appropriate Prudential Borrowing over the medium term
- Impact on revenue budget of Prudential Borrowing
- Failure to properly make provision for maintenance and management costs associated with responsible property management would place significant additional risk
- Care will however need to be taken to ensure a diverse spread over a range of sectors. This will minimise risks associated with a concentration on a single sector

|  |   |
|--|---|
|  | Update: Commercial property acquisition programme has proceeded apace. 6 properties purchased, achieving an annual return of £621k pa. Project currently pausing to consolidate and review future purchases against current financial position. |
|--|---|

**2) Housing Initiatives – Project scope:** This is an enabling project which will consider options relating to the potential creation of a SPV (Special Purpose Vehicle) which would enable the authority to purchase residential properties for rental purposes.

**Timescales:** Currently unscoped.

**Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:**



**Risks:**

- Decision required on how to deliver

|  |  |
|--|--|
|  | Update: Work has stalled prior to decision on model to adopt and project lead. |
|--|--|

**3) Review of Fees and Charges – Project scope:** This area of work has expanded to identify all fees and charges charged by the Council and document their charging methodology, levels of income generated, whether the charge is statutory or discretionary and an indication of the cost of providing the service. This will enable a more holistic review of fees and charges to be undertaken and, taken together with the Workbook activity identified above, provide a realistic basis for a review of the level of service provided. The outcome should be clear and transparent charging mechanisms, ease of access to information for the customer, and a format for annual review.

**Timescales:** October/ November – annual review

**Targets/Expected Outcomes** – To provide an indication of the potential savings or benefits achievable: 2016/17 - £35k

**Risks:** No risks have been identified yet.

|  |  |
|--|--|
|  | Update: Fees and Charges book developed: Discussed at Cabinet on 15 November, 2016 |
|--|--|

**4) Creation of new income generating assets – Project scope:** To redevelop the Union Street car parks for housing, to be held as an income producing asset.

**Timescales:**

- End July 2016 Decision made as to how to proceed.
- Stage two (working up recommended scheme) started.
- Outcome of work done by Grainger due July 2016.

**Targets/Expected Outcomes** – To provide an indication of the potential savings or benefits achievable: £67,905 per annum

**Risks:**

- The council needs to cover the opportunity cost of investing its capital and make a return that will provide an income over and above this that exceeds current car parking income.
- Although Union Street East appears to produce an IRR that equals the Council's benchmark 5% Union Street West does not. The finance team have provided check IRR calculations, which indicate that neither scheme produces IRRs above 5% even without providing public car parking. (Finance to run new spreadsheets following

further information from Adams Integra. Finance to run parallel spreadsheets on the car park income).

- Profitability could be improved if the affordable housing requirement is reduced to zero. Members will need to decide whether, in the interests of income generation, they are prepared to reduce/ forgo affordable housing.
- Profitability could be improved by value engineering e.g. designing to reduce costs, using modern methods of construction, packaging sites to achieve economies of scale.
- Any new development would attract New Homes Bonus, although the future of this is uncertain
- The Union Street Car Parks are not at capacity. The adjoining SWTrains carpark also has spare spaces. Some of this may be due to the temporary car park at the Ham and Blackbird. Our Car Parks Manager and Head of Community are relaxed about loss of parking spaces if the loss of car parking is more than adequately covered by increased income from development. The loss of public car parking could be an issue locally i.e. increase pressure on on-street parking, concerns from commuters.

|  |  |
|--|--|
|  | Update: Delayed awaiting outcome of discussions with Grainger (Latest Position: outline scheme received and now under consideration) |
|--|--|

**5) Income Generation – Digital Advertising – Project scope:** The scope of this project covers the potential for proceeding with digital advertising on:

- Land adjacent to the M3
- Mobile advertising screen
- Council buildings and assets

**Timescales:**

- September 16 – consultant appointed
- November 16 – report detailing assessment of options and advertising potential received

**Targets/Expected Outcomes** – To provide an indication of the potential savings or benefits achievable: Interactive monoliths in Aldershot will achieve a guaranteed income of £10k pa and indicative additional income of £32k pa.

**Risks:** Advertising displays are subject to Business Rates and these will need to be factored into any feasibility work

Planning permission will be required for the assets and this may attract objections

|  |  |
|--|--|
|  | Update: Consultant engaged to advise on the viability of opportunities in the borough. Survey work has now been completed, and a comprehensive report providing a full assessment is expected in January 2017. |
|--|--|

**6) Farnborough International Loan – Project scope:** The scope of this project is a loan to Farnborough International to facilitate the development of new exhibition facilities on the airshow site.

**Timescales:**

- October 16 – all party contracts signed
- February 18 – build complete

**Targets/Expected Outcomes** – Revenue return of £180k pa.

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

**7) Income Generation – Development of Trading Company – Project scope:**

The scope of this project is to investigate and establish a trading company which can be used to enable the Council to trade on a commercial basis.

**Timescales:**

- Timescales for this project are currently under development

**Targets/Expected Outcomes** – This is an enabling project and does not have a specific target attached to it.

**Risks:** Risks relating to this project are still to be identified

|  |  |
|--|--|
|  | Update: Initial discussions held and potential approach identified. Report to be developed for Cabinet to enable company to be set up. |
|--|--|

## Point 4 – Better Use of Property & Assets

**Co-location Programme (Phase 2) – Project scope:** To create an appropriate and effective working environment which secures significant financial benefit and prepares the Council to meet future changes in services.

**Timescales:**

- Refurb Revenue kitchen – November 2016
- Move Finance – November 2016
- Complete commercial negotiations with HCC Children Service– December 2016
- Undertake post recent restructure moves – January 2017
- Develop a plan to move HCC into offices (dependant on commercials) – March 2017

**Targets/Expected Outcomes** – To provide an indication of the potential savings or benefits achievable:

- Income of approximately £19k received from existing tenants
- Income from any further tenants subject to commercial negotiation

**Risks:**

- Heads of Service leading their teams through the change process is required to help the transition.
- Significant learning has been identified on people issues in the move to Zone 1 and will need to be covered in future moves.
- Clarification needs to be sought on the approach to identifying and liaison with tenants – Ann Greaves to provide procedure to follow.
- Political changes and possible different perceptions to project – feedback that this is a priority.
- Working within the financial climate to ensure right decisions are made and communicated to staff - update in CX newsletter 7 October 2016

|  |   |
|--|---|
|  | Update: Refurbishment of Revenue kitchen and Financial Services moves completed |
|--|---|

## Point 5 – Financial Strategy

The Financial Strategy will be moved forward in the year and linked with corporate priority setting and the corporate plan. It will bring the MTFF into the strategy document rather than reporting it later in the year. MTFF will be adapted to a more strategic level, using high level estimates to provide a direction of travel rather than a detailed budget position. The strategy will be over-arching themes rather than detail plans and the actions will flow from the strategy.

The budget process itself is being refined and improved alongside a review of the coding structure to better facilitate budget management by budget holders.

Reserves, their use and the level of, is also key part of this.

**Targets – an indication of the potential savings or benefits achievable:** £350,000 per annum achieved from revised approach to Treasury Management

## Point 6 – Organisational Structure

**Organisational Structural Review – Project scope:** reviewing the functional and organisational arrangements of Rushmoor Borough Council, identifying a range of possible options for the design of the organisation into the future and the implications attached to them.

A new ‘budget challenge; process was introduced last year where Directors reviewed service budgets with Heads of Service, seeking savings and suggesting new ways of working. This

will continue this year, with 1:1 meetings with one of the Corporate Directors to set the scene, an emphasis in our DMB/HoS appraisals on performance and delivery of sustainability plans and with a request to HoS to compile a list of potential future savings options to be considered by DMB for the medium term.

The 1:1 meetings with the Director will aim to establish a common understanding of the financial position and how we see corporate governance and responsibility coming together at a leadership level.

**Timescales:** July: Minor re-organisation as a result of the internal appointment of Corporate Director  
October - November: Delivery of revised priorities to be developed, leading to organisational structure changes. Heads of Service developing options in own services.

**Targets/Expected Outcomes** – To provide an indication of the potential savings or benefits achievable: Estimates yet to be identified.

**Risks:** None identified yet.

|  |   |
|--|---|
|  | Update: Recruitment of new Chief Executive agreed by Cabinet. MARS agreed and interest from staff to be sought. |
|--|---|

## Point 7 – Better Procurement

This work stream includes two projects: Future Delivery of Direct Services and Procurement Practices and Policy.

**Future Delivery of Direct Services – Project scope** : To explore new ways of delivering contracted services (waste, cleansing, grounds) that will deliver improved service standards and reduced cost. Covers the following service areas:

- Waste Collection
- Street Cleansing
- Grounds Maintenance
- Public Convenience Cleaning

**Timescales:**

- Procurement process (competitive dialogue) – July 2015 – January 2017
- Contracts awarded – January 2017
- Mobilisation of chosen option by August 2017

**Targets/Expected Outcomes** – To provide an indication of the potential savings or benefits achievable: A potential savings of £.5m over the 10 year term of the contract are being sought, but the figures quoted are confidential at present due to the on-going competitive tendering process.

**Risks:** Major risks for project relate to the need for changes to the service and residents' behaviour to generate savings.

|  |  |
|--|--|
|  | Update: Dialogue has now closed and final tenders from the remaining bidders are expected on 16 December 2016. |
|--|--|

**Procurement Practices and Policy – Project scope:** The project will focus on:

- Smarter Procurement
- Procurement Policies

**Timescales:** Work programme for 2016/2017 is underway

**Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:** It is estimated that a minimum of £50,000 per annum in savings will be achieved.

**Risks:** There is a need to take a balanced view on price, against organisational quality requirements and standards and potential internal costs of change

|  |  |
|--|--|
|  | Update: It is considered that the objectives of this project have now been achieved and on-going monitoring should transition to business-as-usual |
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## Point 8 – Effective Taxation Policies

**Effective Taxation Policies – Project Scope:** Annual review of taxation policies:

- Tax based forecasting
- National Homes Bonus
- Council Tax/CTS & Empty Properties
- Discounts & exemptions
- Support to businesses
- Business rates retention

Scenarios will be based on the principle of minimum contribution by all. This will be a single common thread running through the various taxation policies. The scenarios will explore different levels of contribution and model the results those levels will achieve. They will seek to identify the maximum achievable level of contribution before collection costs and defaulters negatively affect levels of income

**Timescales:** 1 April 2016 – implementation of revised Council Tax Support Scheme

**Targets/Expected Outcomes – To provide an indication of the potential savings or benefits achievable:** Currently no individual projects

**Risks:** This is very much a Member driven and political journey, and it will only be possible to implement changes that politicians support.

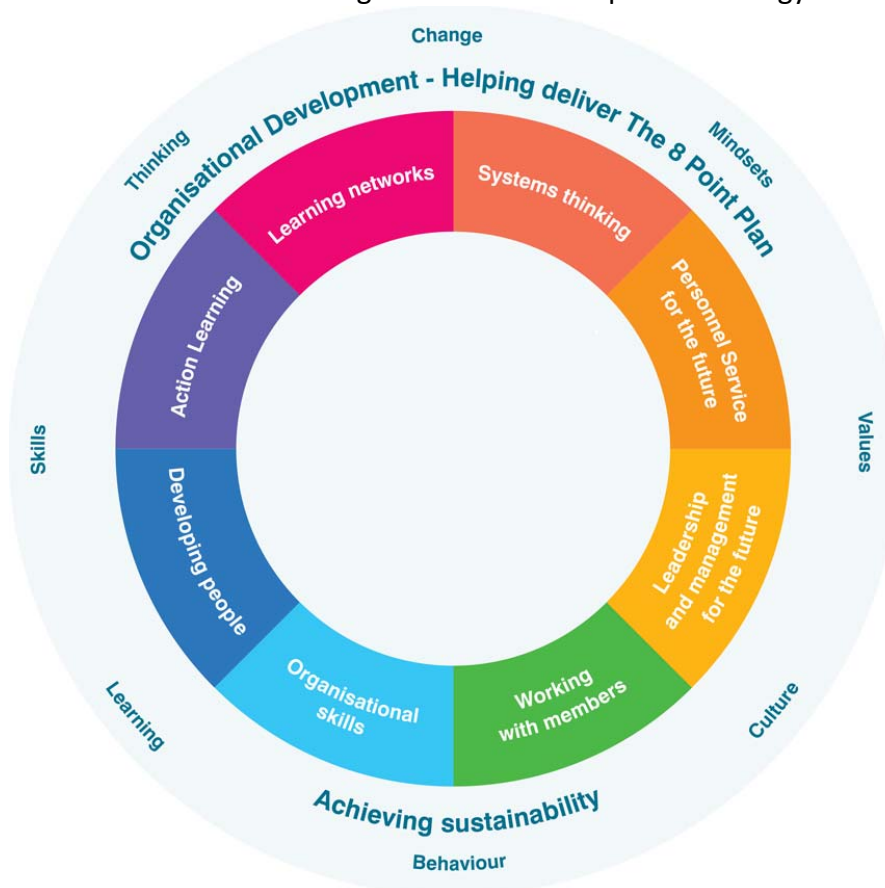
## Organisational Development

The Council’s Organisational Development Strategy is a key component of the Council’s approach to achieving sustainability. Its focus is on developing the people in our organisation to respond to the changing context for the Council, the changing needs of our communities and to ensure our staff and members have the skills and capabilities to support the delivery of the 8 Point Plan.

The current strategy consists of eight work streams, which are contributing to the following six outcomes:

- A council better equipped to work with change and complexity;
- Effectively supporting members in their organisational and “local leadership” roles;
- A council that is engaging differently and increasing the capacity of communities, residents, businesses and partners to meet the needs of Rushmoor together;
- The leadership we need for the future at every level;
- A culture that embraces challenge and difference;
- A sustainable learning organisation.

We will assess our performance by measuring our progress on key actions within the eight work streams that contribute to our organisational development strategy.



Our key actions for 2016/17 for each of the eight OD work streams are set out below:

**1. Systems Thinking:**

- Working on Channel Shift/ Transformation programme via the scoping and redesign of high-demand work streams such as garden waste, ordering bins and boxes, clinical waste, missed collections and outbound mail.
- Embedding a new approach Development Reviews (completed) with the development of a Learning and Development Programme aligned to organisational priorities.
- Helping others with shaping the delivery of other projects i.e. elections redesign, Condecco room bookings and secondments.

**2. Personnel Service for the future:**

- Further development of e-services/online hub after the success of migrating payslips online (October 2016) - to modernise processes and achieve efficiencies.
- Review and development of key Personnel Policies to help us manage and support our workforce.
- Revise secondments process in line with our broader Learning and Development Programme as above.

**3. Leadership & Management for the future:**

- Embed and support structural change, new roles, responsibilities and working relationships arising from the Budget Challenge and other organisational changes.
- Reshaping of organisational design and resourcing to enable increased pace of 8 Point Plan initiatives and other organisational priorities such as regeneration.

**4. Working with Members:**

- Develop support, new working relationships and approaches following the changes to leadership, portfolio holders and panel chairs.
- Support and follow through development needs identified through Cabinet member Development Group.
- Develop a “Political Skills” offer for the workforce.

**5. Organisational skills:**

- Crucial Conversations training for five cohorts from August 2016 to January 2017.
- Develop our approach to project and programme management for key staff involved in the delivery of 8 Point Plan initiatives and organisational priorities
- Acquire greater understanding and skills to support more commercial ways of working.
- Consider how to develop and embed skills to support delivery of the Digital Strategy.



**6. Developing people:**

- Undertake a skills audit as part of the 2017 Development Reviews to enable us to use our resources more creatively and in-line with organisational priorities.
- Continue work to maintain and develop the behaviours we want to see across the organisation linked to our Simple Rules.

**7. Action Learning:**

- Continue to support the first two cohorts of Action Learning sets.
- Maintain development of and organisational utilisation of current internal facilitators.
- Agree next steps for the use of action learning across the organisation.

**8. Learning networks:**

- Five further Staff Engagement events planned over the forthcoming year – including a second Staff Showcase (15<sup>th</sup> December 2016).
- Continue to develop opportunities for middle managers and front-line staff to be involved in corporate project work.

|  |                   |
|--|-------------------|
|  | Update: On course |
|--|-------------------|

**Progress**

**Democracy and elections**

- Holding the local elections and Police Crime Commissioner elections on 5<sup>th</sup> May 2016

|  |                   |
|--|-------------------|
|  | Update: Completed |
|--|-------------------|

- Prepare and deliver the EU Referendum for the Rushmoor area on 23rd June 2016

|  |                   |
|--|-------------------|
|  | Update: Completed |
|--|-------------------|

- Complete the service review of the new system of Individual Elector Registration and plan and implement appropriate changes to the system

|  |   |
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|  | Update: The review is nearing the completion of the check stage and will shortly be moving to the re-design stage |
|--|---|

- Complete the review of the Council's Constitution

|  |  |
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|  | Update: Changes have been made to include the new Cabinet portfolio responsibilities and all revised Codes and Protocols which have been approved by Council. Updates have been made to the Cabinet scheme of delegation to reflect decisions. A broader review of the scheme of delegation underway to reflect new senior management structure. |
|--|--|

- Develop the work on Members Community Leadership role as part of the Organisational Development Programme

|  |  |
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|  | Update: The Member Development Group led work to gather evidence through nine Ward member meetings. Further to this, workshops facilitated by the LGA were held with Members and Officers together on 'future councillors'. The outcome of this work will inform the programme of Member Learning and Development in 2017. |
|--|--|

- Complete the process for the renewal of the Council's Charter for Elected Member Development'

|  |  |
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|  | Update: The Charter Renewal Assessment day is 13 December, 2017 and the portfolio of evidence has been submitted. Members and Officers will meet with the Assessment Team as part of the re-assessment day process |
|--|--|

**Devolution** - Engage in developing, shaping and responding to options for devolution in and across Hampshire and the Isle of Wight including the potential Heart of Hampshire Combined Authority

|  |  |
|--|--|
|  | Update: On-going Leader and Chief Executive engaged in the process |
|--|--|

**Website** - As part of Rushmoor Digital Strategy work will start on refreshing the Council's website to enable better engagement with our customers

|  |   |
|--|---|
|  | Update: Project plan produced and resources identified. Awaiting further clarification on outcome of channel shift priorities, but scheduled to start early 2017. |
|--|---|

## ***Service measures***

### **Social media data**

#### **Facebook likes**

| 2015/2016 | Q1    | Q2    | Q3 | Q4 | 2016/2017 |
|-----------|-------|-------|----|----|-----------|
| 2,470     | 2,650 | 2,923 |    |    |           |

#### **Twitter followers**

| 2015/2016 | Q1    | Q2    | Q3 | Q4 | 2016/2017 |
|-----------|-------|-------|----|----|-----------|
| 2,966     | 3,186 | 3,666 |    |    |           |

### **Council tax and NNDR collection**

|             | 2015/2016 | Q1      | Q2     | Q3 | Q4 | 2016/2017 |
|-------------|-----------|---------|--------|----|----|-----------|
| Council Tax | 97.89%    | 98.09%  | 96.35% |    |    |           |
| NNDR        | 98.72%    | 108.27% | 97.68% |    |    |           |

## Staffing absence and turnover

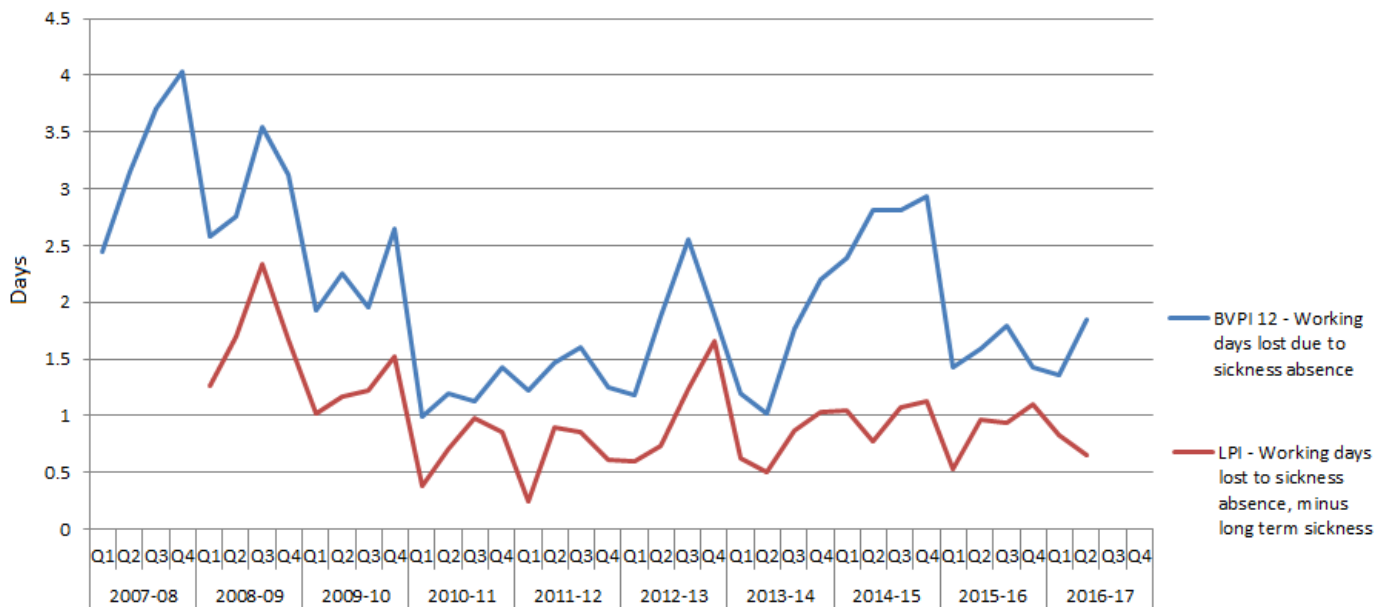
### Staffing: Turnover

|                | 2015/<br>2016 | Q1   | Q2   | Q3 | Q4 | 2016/<br>2017 |
|----------------|---------------|------|------|----|----|---------------|
| Staff turnover | 13.43%        | 1.33 | 2.32 |    |    |               |

### Staffing: Absence

| Average number of working days lost due to sickness absence per FTE   | 2015/<br>2016     | Q1               | Q2               | Q3 | Q4 | 2016/<br>2017 |
|---|-------------------|------------------|------------------|----|----|---------------|
| Working days lost due to sickness absence - BVPI12                    | 6.23<br>1609 days | 1.36<br>356 days | 1.85<br>490 days |    |    |               |
| Working days lost to sickness absence, minus long term sickness - LPI | 3.53<br>915 days  | 0.83<br>216 days | 0.65<br>171 days |    |    |               |

### Absence



## Customer contact data

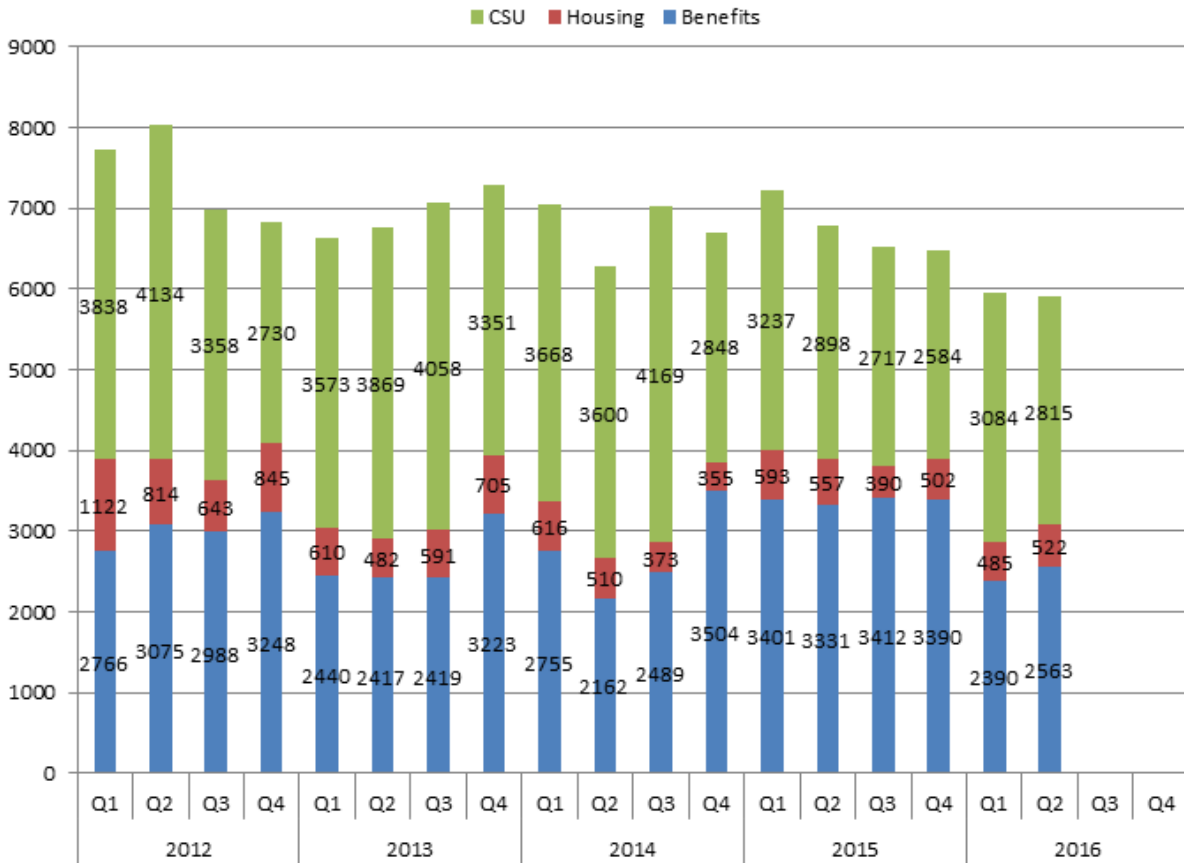
### Services used:

In Quarter 2 of 2016/17, we had 5,900 walk-in customers. The breakdown of these customers is:

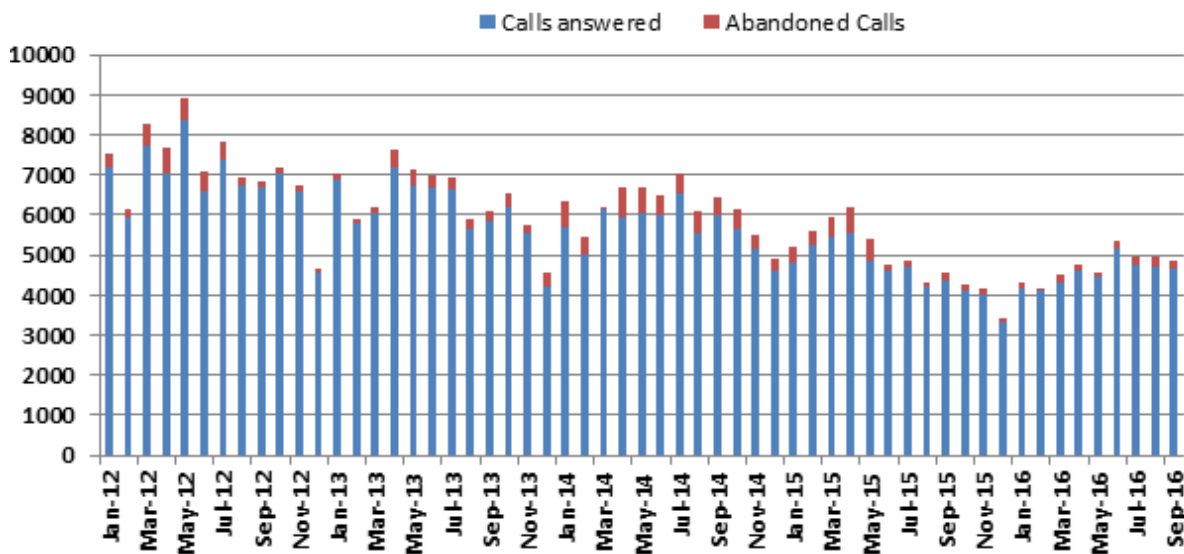
- 2,563 (43%) for Benefits services
- 2,815 (48%) for CSU services
- 522 (9%) for Housing services

From the previous quarter, the overall number of walk in customers has decreased by 1%. Benefit services saw 173 more customers, Customer Services saw 269 fewer customers and Housing Services 37 more customers. From the same quarter last year, the overall number of walk in customers has decreased by 13%.

**Number of walk-in customers Quarter 4 2012-13, to Quarter 2 2016-17**



**CSU Call Statistics: January 2012 – Sept 2016**



In the last quarter, the CSU have answered 14,161 calls. This is an increase of 865 calls (6.5%) on the same period last year.

|                 | July- Sept 2016 | July- Sept 2015 | July- Sept 2014 |
|-----------------|-----------------|-----------------|-----------------|
| Calls offered   | 14783           | 13778           | 19592           |
| Calls answered  | 14161           | 13269           | 18073           |
| Calls abandoned | 622             | 482             | 1519            |
| Abandoned rate  | 4%              | 3%              | 8%              |

The abandoned call rate during Quarter 2 2016 is slightly higher than the same period last year, however the number of calls has increased. The abandoned rate has halved from 8% in Q2 2014/15 to 4% in Q2 2016/17 this is largely attributed to the recruitment of new staff who have gone through training and are now fully operational.

Also during this period, we have seen an increase again in the number of people making payments via the automated payment line – requiring no assistance from the Customer Service Team, an example of positive ongoing Channel Shift.

|                 | Payments via the automated payment line |
|-----------------|---|
| July- Sept 2016 | 3380 (13% increase on previous year)    |
| July- Sept 2015 | 2984 (6% increase on previous year)     |
| July- Sept 2014 | 2825                                    |

### Customer Satisfaction

During Quarter 2, 35 customer satisfaction surveys were completed. During this period, 94% of customers rated our service 10/10, two customers scored 9/10 – these were customers for CSU and Housing.

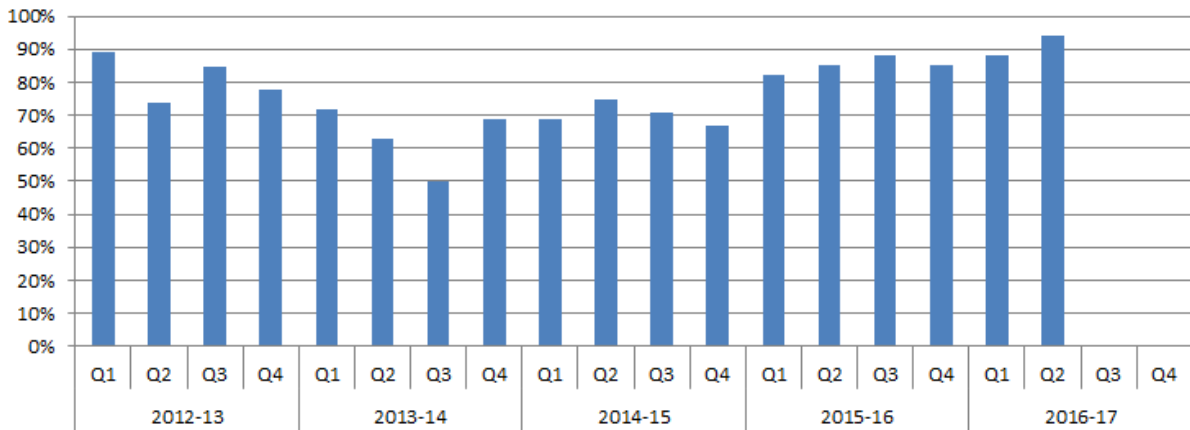
| Breakdown of Surveys by Service |    |
|---------------------------------|----|
| CSU Staff                       | 22 |
| Benefits Staff                  | 4  |
| Housing                         | 3  |
| Licensing Staff                 | 5  |
| Parking                         | 1  |

Some examples of the feedback received during Quarter 2 include:

- (+) She has the patience of a saint
- (+) Very very helpful
- (+) Very compassionate and helpful

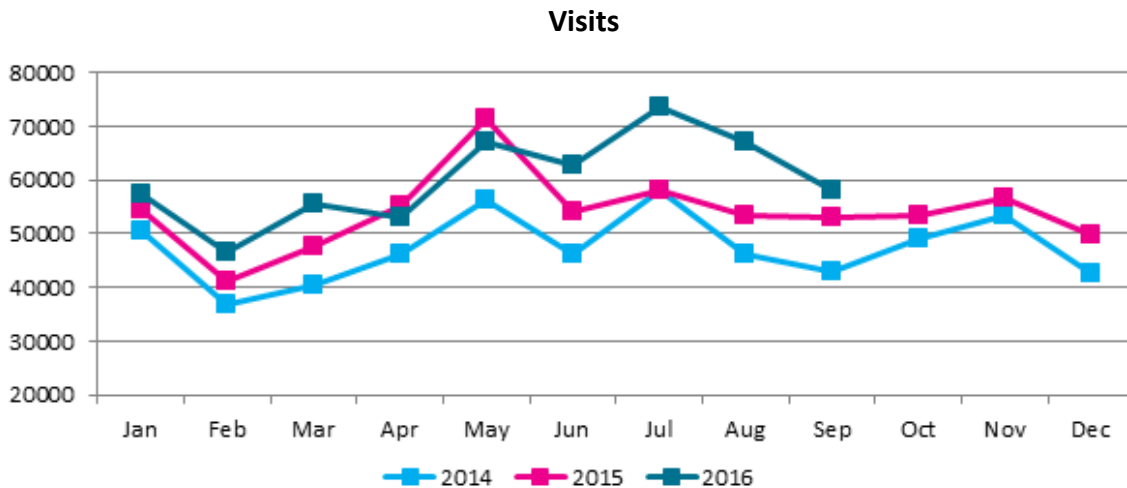
The following chart shows the percentage of customers who scored the service they received 10 out of 10 over time.

### The percentage of customers who scored the service they received 10 out of 10



### Web customer contact

#### Monthly Visitors to the Council Website



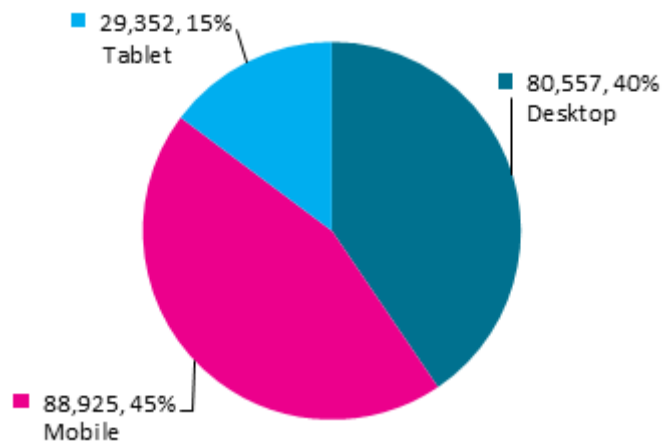
In Quarter 2 of 2016/17 we had 198,834 visits to the website. This is an increase of 16,092 visits (9%) on the previous quarter. There was an increase of 34,484 visits (+21%) on the same quarter from last year.

#### Up time

Our website is independently monitored by an external company who checks that our servers are responding and producing content 24/7.

In Quarter 2, we had a total up time of 99.95%. This is the same as the up time in the previous quarter.

### Visits to the council website by device



In Quarter 2 of 2016/17 we had 118,277 visits (60% of total visits) to the website by mobile/tablet. The percentage of total visits by mobile/tablet was 55% in Quarter 1 of 2015/16 and 54.9% in Quarter 2 of 2015/16.

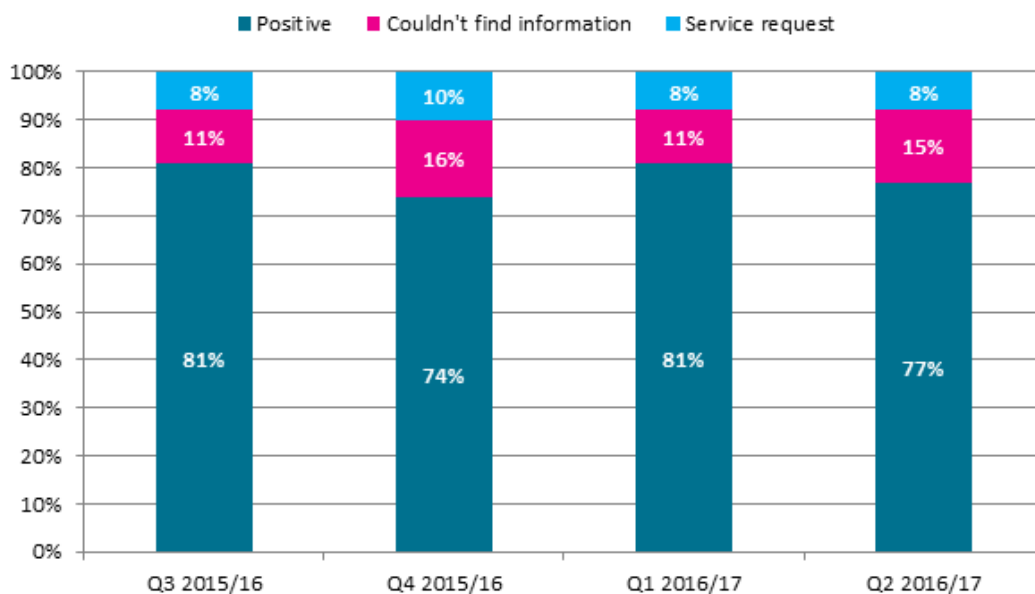
### Website visitor satisfaction

Every visitor to our website who visits a content page, has the opportunity to provide feedback about their visit.

We ask after reading down the web page, if they found what they were looking for. The basis of this question allows us to produce the graph below. This graph shows the percentage of completed forms that were positive, led to visitors unable to find the information they were looking for or led them to request a specific service.

In Quarter 2 we had a total of 747 completed feedback forms.

#### Types of feedback



## Pageviews

Top three page views for content in Quarter 2

1. Lido (26,236)
2. Airshow traffic information (11,223)
3. Bin collections (8,845)

### Top 20 page views on the council website

| No | July   | August                                     | September  |
|----|--|--|--|
| 1  | Home (14,432)  | Lido (15,563)                              | Home (13,965)  |
| 2  | Farnborough international airshow traffic information (11,219) | Home (13,667)                              | Lido (3,117)   |
| 3  | Lido (7,556)   | Bin Collections (3,546)                    | Bin Collections (2,964)  |
| 4  | Traffic regulation orders (4,584)                              | HWRC (2,981)                               | HWRC (2,663)   |
| 5  | Contact us (2,599)   | Contact us (2,661)                         | Public access (2,608)  |
| 6  | HWRC (2,432)   | Public access (2,533)                      | Contact us (2,543)   |
| 7  | Public access (2,396)  | Rubbish and recycling (2,423)              | Rubbish and recycling (2,262)                                  |
| 8  | Bin Collections (2,335)  | Planning applications (2,262)              | Planning applications (2,240)                                  |
| 9  | Planning applications (2,323)                                  | Council tax (1,751)                        | Shlaa - Strategic housing land availability assessment (1,959) |
| 10 | Rubbish and recycling (1,848)                                  | Pay council tax (1,711)                    | Adult learning and evening classes (1,765)                     |
| 11 | Victoria road cemetery chapel (1,777)                          | Planning (1,652)                           | Council tax (1,750)  |
| 12 | Caution issued for poor food safety (1,746)                    | Adult learning and evening classes (1,547) | Pay council tax (1,680)  |
| 13 | Council tax (1,618)  | Parking fine (1,462)                       | Planning (1,660)   |
| 14 | Planning (1,599)   | Crematorium diary (1,295)                  | Parking fine (1,506)   |
| 15 | Pay council tax (1,592)  | Crematorium (1,207)                        | Our vacancies (1,269)  |
| 16 | Car parks (1,418)  | Our vacancies (1,191)                      | Car parks (1,253)  |
| 17 | Parking fine (1,394)   | Blue bin recycling (1,186)                 | Job opportunities (1,235)                                      |
| 18 | Our vacancies (1,192)  | Job opportunities (1,130)                  | Farnborough car boot sale (1,192)                              |
| 19 | Job opportunities (1,174)                                      | Car parks (1,122)                          | Blue bin recycling (1,134)                                     |
| 20 | Shlaa - Strategic housing land availability assessment (1,155) | Parking (1,057)                            | Parking (1,128)  |