

CABINET

22 AUGUST, 2017

COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL
REPORT NO. DMB1703

KEY DECISION? NO

COUNCIL PLAN FIRST QUARTER 2017/18 PERFORMANCE UPDATE REPORT

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Plan performance information for the first quarter of 2017/18, building on the four priorities and 36 key actions identified by Cabinet.

The Cabinet is asked to note the progress made towards delivering the Council Plan 2017/18.

1. Introduction

- 1.1 This paper sets out performance monitoring information for the Council Plan for the first 3 months of 2017/18.

2. Detail

- 2.1. Rushmoor Borough Council's Cabinet undertook 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.**

- 2.2. The four priorities are:

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

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.



RUSHMOOR
BOROUGH COUNCIL

2.3. The four priorities are to be delivered through 36 key actions as set out below.

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
- Address rough sleeping and street drinking issues in our town centres
- 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
- Establish a ward community grant scheme and good causes lottery
- Continue to support families to transform their futures through our supporting families programme
- Encourage, incentivise and support those affected by welfare reforms
- Enable decisions to be made as close to customers and communities as possible
- Manage and improve community cohesion

A cleaner, greener and more cultural Rushmoor

- Maintain weekly collections whilst increasing recycling
- Complete the major contracts renewal for waste, recycling, grounds and streets
- Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods
- Ensure new buildings contribute to improving the quality of the environment
- Build on the historic value of our towns and create the conditions for a cultural renaissance
- Developing and actively increase use of our leisure and cultural facilities
- Develop and implement a parking strategy

Financially sound with services fit for the future

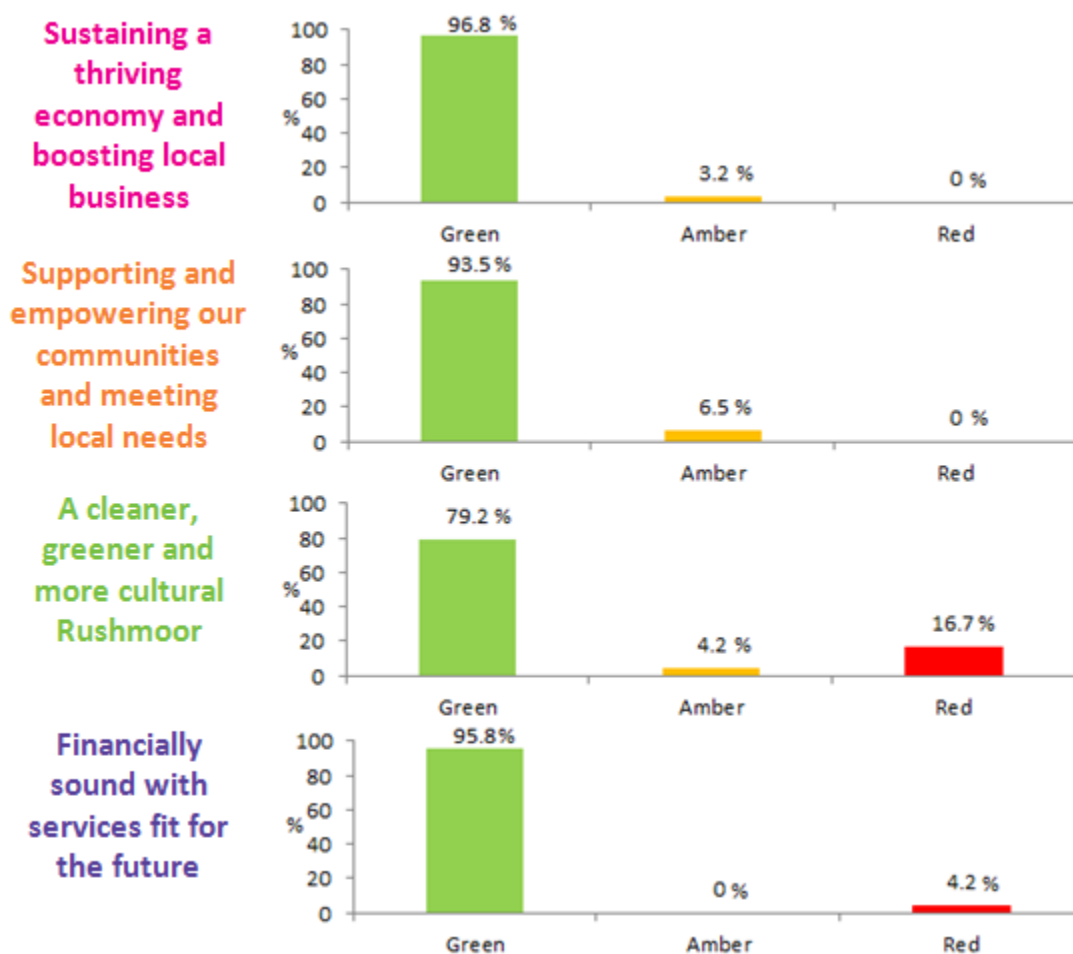
- Keep people well informed about our services and what is going on
- Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan
- Take forward options to use trading to increase income
- Through our Digital Strategy seize opportunities to do things better
- Continue to implement our organisational development strategy
- Listen better to our residents, customers and local businesses

- Take advantage of opportunities to bring together public services at the Council offices and use our assets better
- Improve local accountability and increase democratic engagement to deliver better services to the public

2.4. 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, key areas of work and service measures are monitored. The full detailed set of monitored information is available on the Council's website at <http://www.rushmoor.gov.uk/councilplan>. Annex A to this report is an exceptions document which contains those monitored activities that are facing challenges or issues.

2.5. 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 for the bars 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. Conclusion

- 3.1 Cabinet's views are sought on the performance made in delivering the Council Plan in the first three months of the 2017/18 Municipal Year.

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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DIRECTORS' MANAGEMENT BOARD

Annex A - First Quarter 2017/18

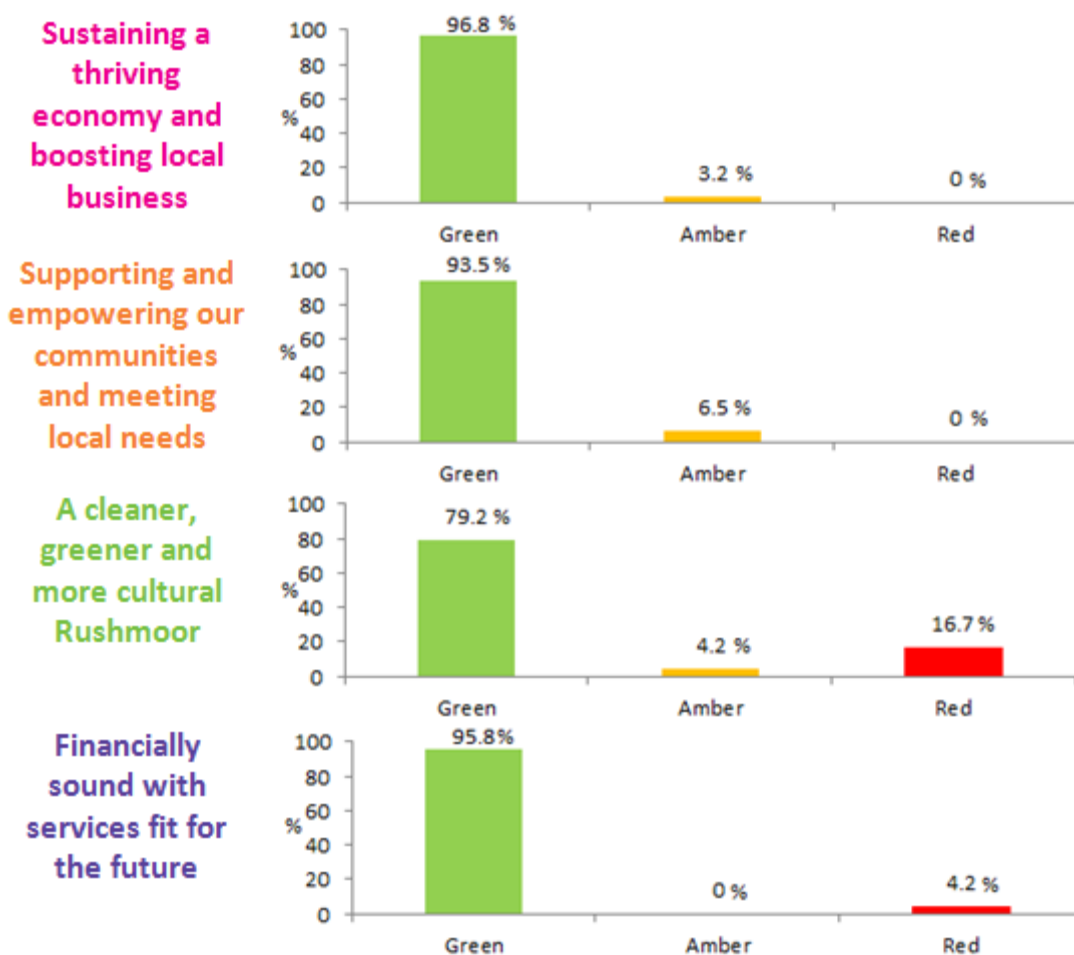
Exception report

This annex to the Council Plan quarterly performance update report to Cabinet contains extracts from the full detailed set of monitored information and concentrates on those monitored activities that are facing challenges or issues. In essence these are items that have been coded amber or red* in the monitoring exercise or have been amended in some way – for instance a change in a deadline date.

* The colour coding system used for the monitoring process 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

Summary of colour coding from full detailed set of monitored information:



Exception items set out under the Priorities

Priority: Sustaining a thriving economy and boosting local business

Action: Drive the regeneration of Aldershot

Activities	Outcomes/deliverables	Milestones (key dates)
To bring forward the regeneration scheme at Aldershot Railway Station	Provision of an improved transport interchange and public realm improvements – provision of new decked car park	Delivery of project by March 2018 in accordance with LEP funding agreement
Q1	Q2	Q3
Comment: Delay due to change in franchise		
To bring forward the Princes Hall regeneration proposals	<ul style="list-style-type: none"> Complete feasibility study work for inclusion of a 'Games Hub' on the ground floor of the venue Undertake additional feasibility work exploring long-term options for the development of the venue 	<ul style="list-style-type: none"> April 2017 Summer 2017
Q1	Q2	Q3
Comment: Decided not to proceed with the 'Games Hub' at the Princess Hall. 'Games Hub' Item to be removed from monitoring document		

Priority: Supporting and empowering our communities and meeting local needs

Action: Help the voluntary sector to become more sustainable

Activities	Outcomes/deliverables	Milestones (key dates)
Through the Council's new partnership model with the voluntary sector support improved governance and capacity to improve sustainability	Work with organisation to identify areas where they could benefit from support from the Council or other bodies for example bid writing and other income generating opportunities and training etc.	Commence Spring/Summer 2017
Q1	Q2	Q3
Comment: Broad survey to elicit further information being discussed.		

Action: Enable decisions to be made as close to customers and communities as possible

Activities	Outcomes/deliverables		Milestones (key dates)
<ul style="list-style-type: none">• Work with Cabinet to identify options for increasing local participation and decision making• Engage Ward Councillors as part of the decision-making process for applications for Council support for or in respect of organisations based in their ward• To develop a more cohesive and inclusive approach to involving local Ward Councillors in ward based meetings• To ensure that local ward voices are heard and represented in conversations with other tiers of Government	<ul style="list-style-type: none">• Those living and working in the Borough and using Council services feel that they have more influence over places they work and live and the services they use• A plan will be developed that delivers the approach to achieve this action, that will ultimately enable important strategies and area decisions to be influenced by local communities	<ul style="list-style-type: none">• Q1 2017/18 Definition and understanding phase• Q3 2017/18 Proposals to Cabinet and Council• Q4 2017/18 If appropriate any new arrangements established	
Q1	Q2	Q3	Q4
Comment: Proposals for support with the work were received during Q1 but refined and recommissioned and outcome awaited.			

Priority: A cleaner, greener and more cultural Rushmoor

Action: Complete the major contracts renewal for waste, recycling, grounds and streets

Activities		Outcomes/deliverables		Milestones (key dates)
Complete the build of the depot		A fully functional depot for use by successful contractor		December 2017
Q1	Q2	Q3	Q4	
Comment: Difficulties with planning permissions and site conditions have delayed to May 2018. <i>Date to be changed to May 2018</i>				

Action: Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods

Activities	Outcomes/deliverables	Milestones (key dates)
Review our approaches to environmental crime including a more place central approach and methods of increasing enforcement	Improvements in appearance of public areas where problems of environmental crime are identified. Removal of fly tips, graffiti, abandoned vehicles etc. Education of the public regarding importance of disposing of litter, rubbish etc appropriately.	Ongoing
Q1	Q2	Q3
Comment: Given waste contract and other operational changes, a wider corporate approach is currently being sought. Visit planned with other local authorities in Quarter2, with potential to undertake a pilot if appropriate.		

Action: Build on the historic value of our towns and create the conditions for a cultural renaissance

Activities	Outcomes/deliverables	Milestones (key dates)
Aldershot Heritage Trails project	Installing five local trails detailing the Military History of Aldershot	Bid to be submitted to Heritage Lottery Spring 2017
Q1	Q2	Q3
Comment: Bid now due to be submitted in Spring 2018 due to other work priorities. Date to be changed to Spring 2018.		

Action: Developing and actively increase use of our leisure and cultural facilities

Activities	Outcomes/deliverables	Milestones (key dates)
Determining the future approach to procurement of the leisure facilities – consider various facility or packaged options. Including: <ul style="list-style-type: none"> Farnborough Leisure Centre Aldershot Pools and Lido Alpine Snowsports Centre Southwood Golf Course 	Maintain high quality leisure provision but providing significant savings to the Council and use of our facilities encourage healthier lifestyles	Approach to be determined by Spring 2017 to lead to identification of outcomes /deliverables
Q1	Q2	Q3
Comment:. Alpine Snowsports retender as separate package. Southwood Golf Course subject to consultation for possible use as SANG. Aldershot Pools and Lido to be tendered jointly with the Farnborough Leisure Centre - approach to be determined as part of civic quarter. Date to be changed to Spring 2018		
Take forward the procurement	Procurement process completed	Autumn 2017

process to establish café facilities in King George V Playing Fields	and successful supplier in place			
Q1	Q2	Q3	Q4	
Comment: Delayed to Spring 2018 due to higher priority procurements. Date to be changed to Spring 2018				

Priority: Financially sound with services fit for the future

Action: Ensure financial sustainability by rigorously delivering the Council's 8 Point Plan

Activities	Outcomes/deliverables		Milestones (key dates)	
To complete feasibility on the alternative use of Union Street car park as private sector rented housing	Approach to development considered and approach agreed		June 2017	
Q1	Q2	Q3	Q4	
Comment: Agree that this site should now be evaluated with other sites and form part of the initial portfolio for the potential Housing Company and will be reported as part of that project moving forward. Activity is completed as it is now included in the Housing Company activity				
Income Generation – Digital Advertising – This is a feasibility project which covers the potential for proceeding with digital advertising on: <ul style="list-style-type: none"> Land adjacent to the M3 Mobile advertising screen Council buildings and assets 	Scope project to deliver the potential options for digital advertising identified for the Borough		April 2017	
Q1	Q2	Q3	Q4	
Comment: As agreed with Cabinet, external consultants have produced a viability report on the potential for digital advertising in the Borough. A project scope is being worked on but has been delayed due to work on existing advertising units in Aldershot town centre. Date to be changed to September 2017				

Action: Through our Digital Strategy seize opportunities to do things better

Activities	Outcomes/deliverables	Milestones (key dates)
To deliver the Council's ICT strategy	<ul style="list-style-type: none"> Employee Online Self-Service Portal (MyHR) – <i>implementation underway</i> General Data Protection Regulations (GDPR) compliance – <i>work with Finance and Legal to prepare for 2018 regulatory changes</i> Aldershot Games Hub – <i>scoping</i> 	<p>September 2017</p> <p>2018</p>

	<ul style="list-style-type: none">• Web site e-forms migration – <i>work underway</i>• Corporate meeting management/booking system (Condeco) - <i>upgrade being planned</i>• Corporate financial system (Capita Integra) – <i>major upgrade work ongoing for June “go live”</i>• Car parking pay and display equipment re-fresh – <i>equipment implementation underway, pay by phone to follow</i>• CCTV shared service with Hart retender for equipment maintenance – <i>ongoing</i>• Housing options system replacement & mobile working – <i>soft market testing underway</i>• Mobile working for contracts and maintenance teams /digitizing assets – <i>preparation work under way, implementation 2017/18</i>• Regulatory services systems (Confirm, Uniform & Document Management Systems) – <i>ongoing development, upgrades, mobile working for front line staff planned</i> <p>IT Strategy</p> <ul style="list-style-type: none">• Working Smarter – <i>used extensively across the organisation - ongoing development and enhancements of existing flexible working infrastructure</i>• Public Services Network (PSN) – code of connection compliance• Geographical Information Systems (location services “maps”.) strategy, development –• Phase 2 Server Virtualisation - replacement corporate back up system and cloud based replication solutions being considered• Office Systems (Office and Outlook 2013)• SharePoint Enterprise 2013 to provide better functionality for Staff Hub – <i>scoping</i>• Mail Management Transformation - <i>Feasibility</i>	<p>December 2017</p> <p>Autumn 2017</p> <p>June 2017</p> <p>June 2017</p> <p>April 2018</p> <p>November 2017</p> <p>Ongoing 2017/18</p> <p>January 2018</p> <p>Autumn 2017</p>	
Q1	Q2	Q3	Q4
<p>Comment: Overall the activity is green, however car parking equipment should be amber as IT supplier has to sort software bugs which has caused a delay – expected by November 2017. Date to change to November 2017</p>			