

14 NOVEMBER, 2017

REPORT NO. DMB1704

KEY DECISION? NO

**COUNCIL PLAN SECOND QUARTER 2017/18 PERFORMANCE UPDATE
REPORT**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Plan performance information for the second 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 six 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

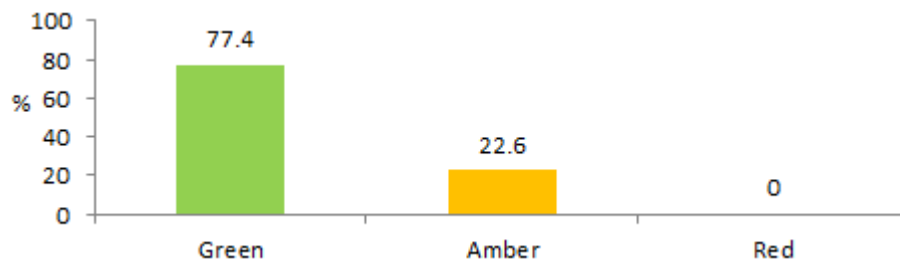
- Improve local accountability and increase democratic engagement to deliver better services to the public

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.

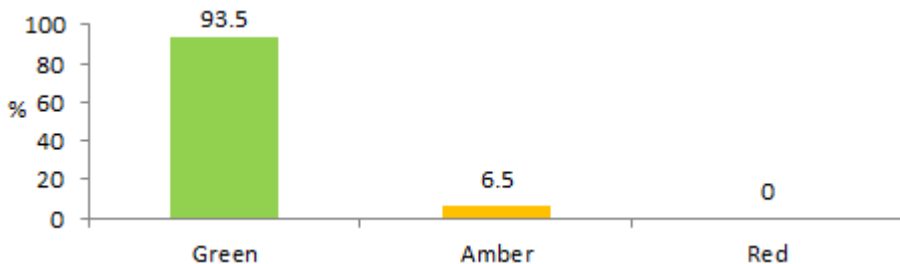
2.5. A summary of the progress made against the variety of actions and measures monitored is set out in the graphic below. The colour coding system used for the bars is:

- 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

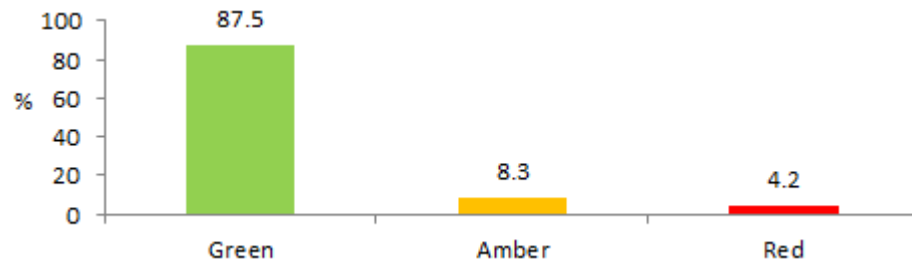
Sustaining a thriving economy and boosting local business



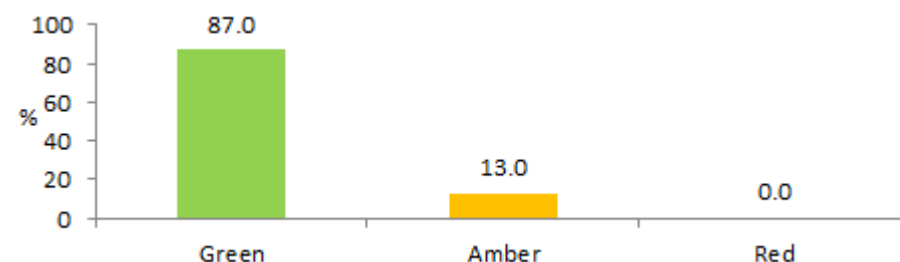
Supporting and empowering our communities and meeting local needs



A cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



% of activities green, amber or red in Quarter Two	Green	Amber	Red
Total	86.2%	12.8%	0.9%

3. Conclusion

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

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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CORPORATE LEADERSHIP TEAM

Annex A - Second Quarter 2017/18 Exception report

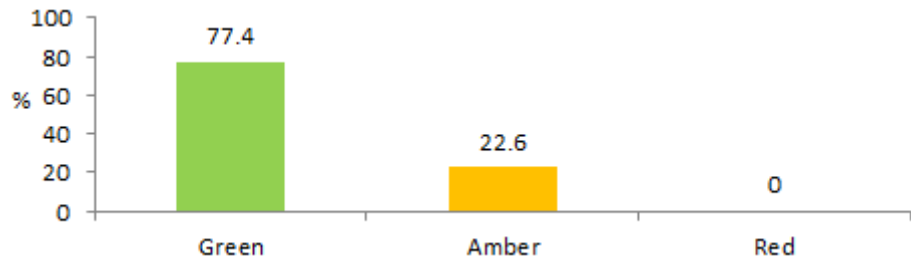
This annex to the Council Plan quarterly performance update report to Cabinet contains extracts from the full detailed set of monitored information and concentrates on those monitored activities that are facing challenges or issues. In essence these are items that have been coded amber or red* in the 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:

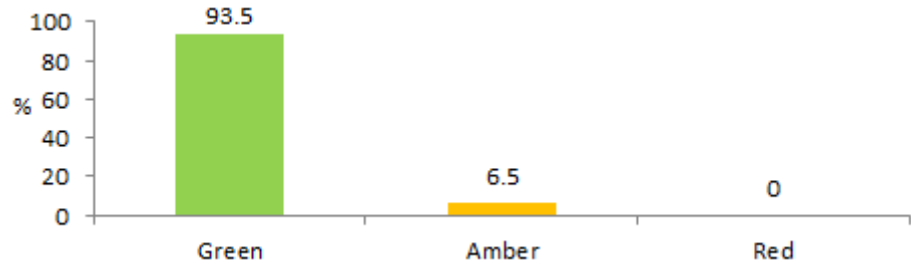
- Green indicates that the action or initiative is on course
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- Red shows that we have not been able to achieve what we had expected at this time

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

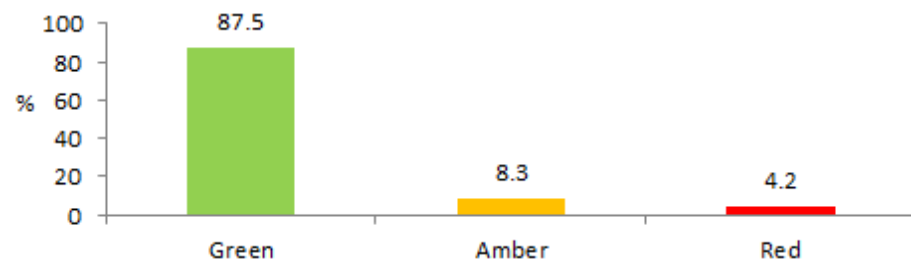
Sustaining a thriving economy and boosting local business



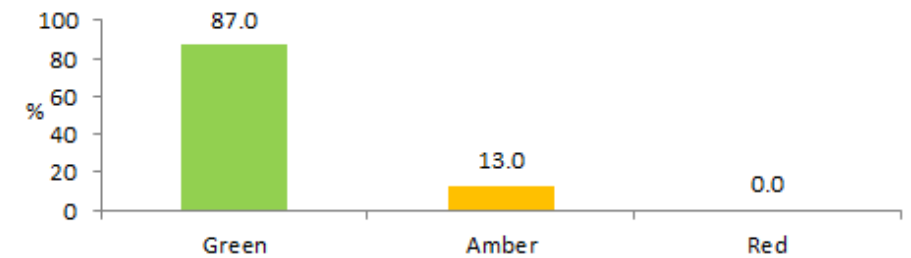
Supporting and empowering our communities and meeting local needs



A cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



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. New franchise currently seeking funding.		
Develop proposals and business cases to support the development of the gaming sector in Aldershot including the potential implementation of an Aldershot Games Hub	(1) Prepare feasibility and business cases which encourage growth of the gaming sector (2) Develop a business case for a scheme to provide incubator space for the gaming sector in the short term (3) Subject to the business case seek appropriate land/funding to provide purpose built accommodation to support the gaming sector subject to demand	<ul style="list-style-type: none"> Q1 2017/18 Q2 2017/18 Subject to business case
Q1	Q2	Q3
Comment: Finding a suitable premises has delayed this project. Two options currently being considered with a decision expected early 2018.		

Action: Push forward with the regeneration of Farnborough town centre

Activities	Outcomes/deliverables	Milestones (key dates)
Progress the regeneration of the Farnborough Civic Quarter in accordance with the Supplementary Planning Document agreed in 2015	<ul style="list-style-type: none"> Agree Memorandum of Understanding between Landowners Procure Strategic Property Advice Work with partners on detailed masterplan for the Civic Quarter site. Put in place any required RBC projects to support implementation 	<ul style="list-style-type: none"> January 2017 Receive advice in Q1 2017/18 Commence work on detailed masterplan Q1 2017/18 Receive detailed masterplan in Q2 2017/18
Q1	Q2	Q3
Comment: : Delays in the delivery of the detailed masterplan from AECOM. Likely to be received in Q3 2017/18. Date to be changed to Q3 2017/18		

Action: Bring forward social and private rented housing opportunities - establish our own housing company

Activities	Outcomes/deliverables	Milestones (key dates)
Housing Delivery	<ul style="list-style-type: none"> • Delivery of new homes, bringing empty properties back into use and making the best use of property available to us. • Management of capital budget and bidding for grant funding • Delivery of specialist housing (e.g. domestic violence property, accommodation for people with disabilities). • Delivery of Starter Homes via Local Authority Partnership working with the HCA 	<p>Quarterly updates on progress to Head of Service using agreed Performance Indicators (PI).</p> <p>On-going and subject to site identification for delivery</p>
Q1	Q2	Q3
<p>Comment: Under our gross affordable housing completions performance indicator there have been 28 delivered this quarter, the target is a rolling average of 150 units pa over any three year period. Delays at North Town are putting estimated delivery for 2017/18 at risk (138 units delayed).</p>		

Action: Supporting the borough's small and medium businesses (SMEs)

Activities	Outcomes/deliverables	Milestones (key dates)
Review of licensing policy	<p>1) To develop and establish local area profiles for -</p> <p>(a) Taxi & Private Hire Services</p> <p>(b) Gambling premises and activities</p> <p>(c) The sale and supply of alcohol, the provision of entertainments and late night refreshments</p> <p>2) To review, update and approve revised policies for -</p> <p>(a) Taxi licensing</p> <p>(b) Licensing of gambling, gaming and lotteries</p> <p>(c) Alcohol, entertainments and late night refreshment licensing.</p>	<p>1(a) By September 2017 and every three years thereafter</p> <p>1(b) By April 2018 and every three years thereafter</p> <p>1(c) By September 2019 and every three years thereafter</p> <p>2(a) By December 2017 and every three years thereafter</p> <p>2(b) By July 2018 and every three years thereafter</p> <p>2(c) By December 2019 and up to 5 years thereafter</p>
Q1	Q2	Q3
<p>Comment: Taxi and Private Hire Licensing Service Profile in development and to be presented with revised Taxi Licensing Policy in December 2017/January 2018. Date to change to December 2017/January 2018</p>		

Action: Pursue continued economic growth across the borough

Activities	Outcomes/deliverables	Milestones (key dates)
Develop an Economic Development Strategy for the Council	Provide a framework and delivery plan to ensure economic growth and prosperity with a focus on:- <ul style="list-style-type: none"> • A Growing Economy • A Learning and working economy • A revitalised economy 	End Q2 2017/18
Q1	Q2	Q3
Comment: Cabinet agreed that Economic Development Strategy no longer required but a prospectus will be developed for inward investment and promotion of the borough Action complete		

Action: Put in place a new Rushmoor Local Plan by 2017/18

Activities	Outcomes/deliverables	Milestones (key dates)
Preparation of new Rushmoor Local Plan	Adoption of new development plan to provide planning policies to guide future development in the Borough to 2032	Consultation Summer 2017 Submission Autumn 2017 Adoption Summer 2018
Q1	Q2	Q3
Comment: Government consultation on Planning for the Right Homes, and other resource pressures, resulting in a delay to Submission date to early 2018 Date to be changed to Spring 2018		

Action: Secure Alternative Natural Green Spaces (SANGS) to enable development

Activities	Outcomes/deliverables	Milestones (key dates)
Identify new sources of Suitable Alternative Green Space (SANG) to support the delivery of net new residential development	Delivery of new SANG sites, or formal agreement to share SANG capacity in neighbouring authority areas focusing on: <ol style="list-style-type: none"> 1. Bramshot Lane – agreement with Hart District Council on use of site for mitigating new housing in Rushmoor 2. Blandford House – agreement with Grainger/MoD on use of site for mitigating new housing in Rushmoor 3. Review Council land holdings to assess the possible future 	Autumn 2017 Summer 2017 Summer 2017

	use of SANGS		
Q1	Q2	Q3	Q4
<p>Comment: Outcome 1 on track. Outcome 2 beyond Council's direct control. Outcome 3 is a significant and multifaceted piece of work which is likely to continue for the remainder of the financial year.</p>			

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	Q4
<p>Comment: Survey design provided by RVS for comment, database of organisations collated, issue planned for Q3. Individual conversations being held with main community organisations receiving annual grant</p>			

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 	<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

<ul style="list-style-type: none"> To ensure that local ward voices are heard and represented in conversations with other tiers of Government 			
Q1	Q2	Q3	Q4
Comment: Further refined proposals received during Q2 – passed for consideration to Cabinet as investment would be needed to proceed with the proposal.			

Priority: A cleaner, greener and more cultural Rushmoor

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

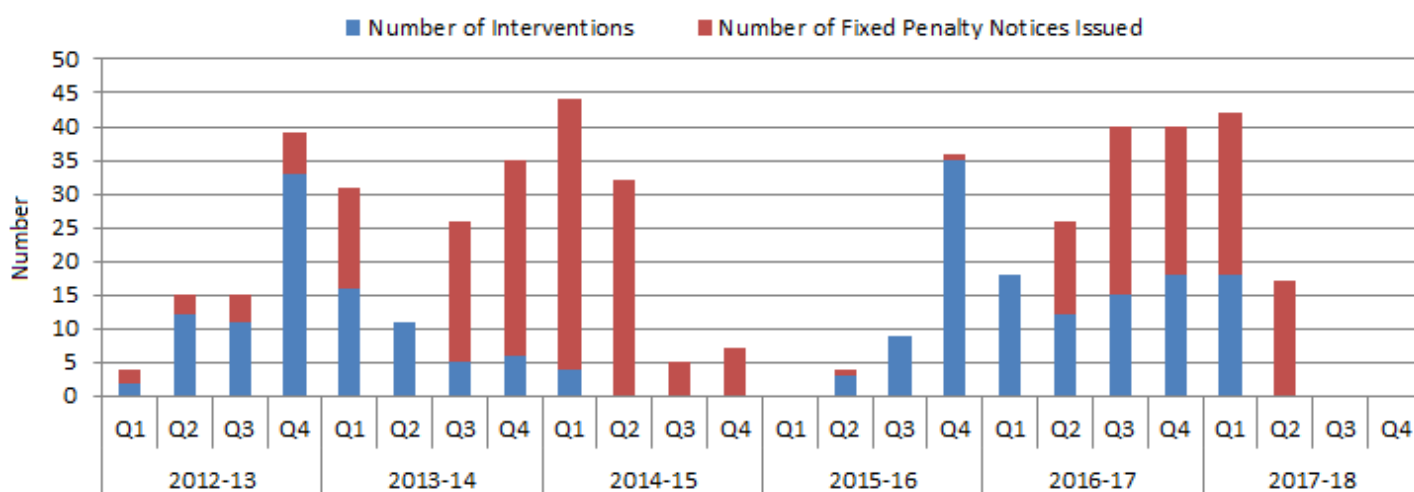
Activities	Outcomes/deliverables	Milestones (key dates)	
Improvements to information relating to protected trees on the Council's website	Residents have a better information in relation to protected trees	End of Q2 2017/18	
Q1	Q2	Q3	Q4
Comment: Insufficient staff resources to undertake the work at present.			
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	Q4
Comment: Under review. Discussions been held with East Hampshire District Council to possibly run a pilot project. Decisions to be made and Action Plan to be agreed			

Action: Ensure new buildings contribute to improving the quality of the environment

Activities	Outcomes/deliverables	Milestones (key dates)	
Implementing 'Creating high quality and distinctive environment' section of the emerging Rushmoor Local Plan	Adoption of Rushmoor Local Plan	Summer 2018	
Q1	Q2	Q3	Q4
Comment: Government consultation on Planning for the Right Homes and other resource pressures, resulting in a delay to Submission date to early 2018, with a knock on effect to move adoption to Autumn 2018. Date to be changed to Autumn 2018			

Fixed Penalty Notices quarterly data	This quarter	Last quarter	This quarter last year
Clean - Number of Fixed Penalty Notices Issued	17	24	14
Clean - Number of Interventions	N/A	18	12
<p>Comment: Type, nature and recording of interventions subject to review to better reflect work activity undertaken, so not reported this quarter. There were 695 Confirm records for the CPO's in the quarter 2. Type and number of FPNs issued as well as circumstances of issue are subject to review.</p>			

Fixed Penalty Notices over time



Priority: Financially sound with services fit for the future- actions and activities

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

Activities	Outcomes/deliverables	Milestones (key dates)
Property investment – Continue to invest in commercial property to provide a revenue return <ul style="list-style-type: none"> Develop of Asset Management Strategy Make better use of our assets and make better use of community property 	Range of purchases made, achieving a return of between 3.2% and 5.4% Asset Management Strategy completed	Asset Management Strategy completion – December 2017
Q1	Q2	Q3
		Q4

Comment: Dependent on the outcomes of bids on properties.			
Review of Fees and Charges on an annual basis to ensure the income is maximised while reflecting market conditions and residents' ability to pay	<ul style="list-style-type: none"> • Annual review of Fees and Charges • Review of fees and charges in the following areas carried out: <ul style="list-style-type: none"> ○ Licensing fees & charges ○ Land charges ○ Parking charges ○ Printing 	<ul style="list-style-type: none"> • December 2017 • December 2017 	
Q1	Q2	Q3	Q4
Comment: Annual Review on target for November Cabinet meeting and will include Parking charges and Printing. Licensing and Land charges still to be completed.			
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: Project scope drafted but not yet agreed by Transformation Steering Board			

Action: Listen better to our residents, customers and local businesses

Activities	Outcomes/deliverables	Milestones (key dates)
Residents' satisfaction survey	To undertake a residents' satisfaction survey in the spirit of Listen, Learn and Deliver – Better. Results to help to inform Members for the priority setting for the 2018/19 Council Plan cycle.	Complete survey by end October 2017.
Q1	Q2	Q3
Comment: Decision taken not to carry out a residents' survey at the present time but to complete a survey of elected members. This has been completed. Action complete		