

CABINET

6 FEBRUARY, 2018

COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL
REPORT NO. DMB1801

KEY DECISION? NO

COUNCIL PLAN THIRD QUARTER 2017/18 PERFORMANCE UPDATE REPORT

SUMMARY AND RECOMMENDATIONS:

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

2. DETAIL FOR 2017/18

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



% of activities green, amber or red in Quarter Three	Green	Amber	Red
Total	86.8%	11.3%	1.9%

3. CONCLUSION

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

**COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL**

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Report Author - Jon Rundle, Strategy, Performance and Partnerships Manager - 01252 398801, jon.rundle@rushmoor.gov.uk

Annex A - Third Quarter 2017/18 Exception report

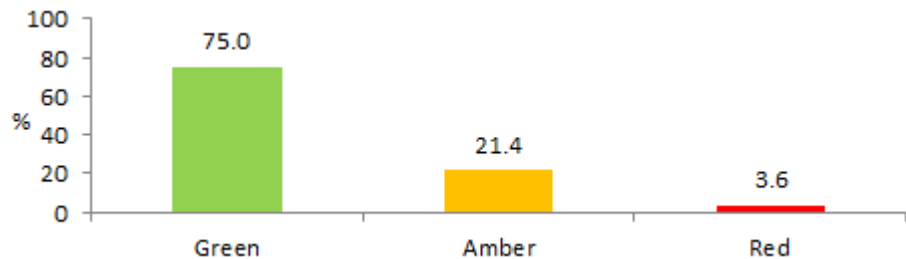
This annex to the Council Plan quarterly performance update report to Cabinet contains extracts from the full detailed set of monitored information and concentrates on those monitored activities that are facing challenges or issues. In essence these are items that have been coded amber or red* in the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

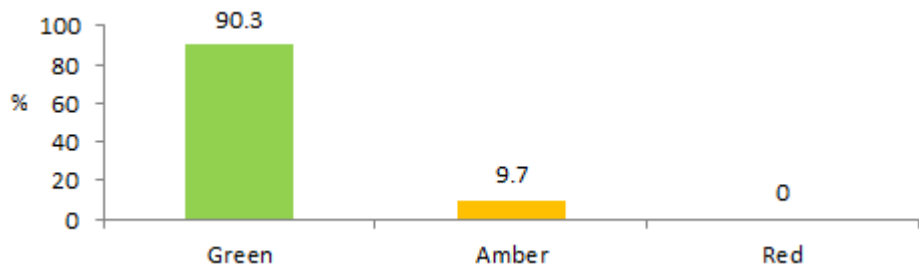
- Green indicates that the action or initiative is on course
- Amber flags up that achieving the action or indicator is in question or requires attention
- Red shows that we have not been able to achieve what we had expected at this time

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

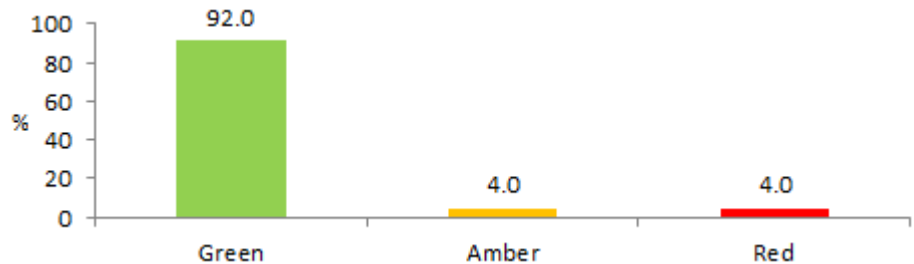
Sustaining a thriving economy and boosting local business



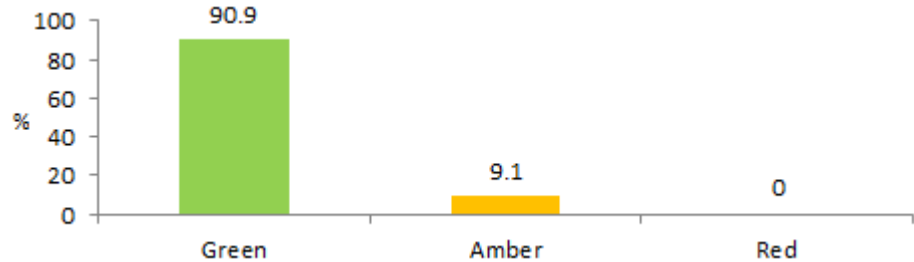
Supporting and empowering our communities and meeting local needs



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)
Develop the Aldershot elements of the Council's regeneration programme and implement officer arrangements to support delivery of projects	Resourced and deliverable programme in place	Programme agreed and fully established Q2 2017/18
Q1	Q2	Q3
Comment: Programme being reviewed by RegenCo following Cabinet report Jan 2018 . Revised programme expected Q4 2017/18		
To bring forward the regeneration scheme at Union Street East	<ul style="list-style-type: none"> Acquisition of properties within Union Street and High Street Procurement of architect to undertake masterplanning and viability work to establish a deliverable scheme Seek external funding to support the delivery of the project from LEP/HCA (Homes and Communities Agency) Submit planning application for site If required seek development partner to bring forward regeneration proposals 	<ul style="list-style-type: none"> Q1 2017/18 and ongoing (dependent on any CPO requirements) Procurement confirmed February 2017. Report completed by April 2017. Submit Business Case to the LEP in Q2 2017/18 Q3/4 2017/18
Q1	Q2	Q3
Comment: Due to viability issues it is likely that the initial scheme will need to be reviewed. Next steps will now be agreed by Q4 2017/18 as part of the overall programme review		
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: Further viability work being undertaken with new franchisee with the outcomes reported in May 2018. Subject to the feasibility confirming deliverability revised scheme dates agreed with LEP which would see full scheme delivery in 2019.		
To bring forward the Princes Hall regeneration proposals	To produce high level development options and operating models for the Princes Hall	Summer 2018
Q1	Q2	Q3
Comment: This project has been removed from the regeneration programme but remains a service action.		

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 feasibility and business case 	
Q1	Q2	Q3	Q4
Comment: Finding a suitable premises has delayed this project. Two options currently being considered with the next stage report expected by March 2018			
Review the town centre's car parking provision as part of the Council's Strategic Parking Review	Undertake work to establish that car parking provision is appropriate to meet the proposed town centre uses	Q2 2017/18	
Q1	Q2	Q3	Q4
Comment: Revised parking standard in place. Further work not appropriate in 2017/18 due to impact of T19 and need to align with revised regeneration programme. The combined impact of regeneration schemes on traffic and parking will need to be looked at in both Farnborough and Aldershot and actions will be taken forward in 2018/19. Consideration of the Council's future approach to parking needs to follow on from discussions with HCC but this is also likely to be in 2018/19. Recommend this action closed as at Q3 with revised actions being taken forward in 2018/19.			
Ensure the Wellesley residential development on the former military land to the north of Aldershot is well linked to the town centre through walkways, cycle paths and signage	Seek delivery of remaining s278 schemes by Grainger between Wellesley and Aldershot Town Centre to gain maximum benefit from the delivery of 3,850 new homes	Q1 2017/18	
Q1	Q2	Q3	Q4
Comment: Rushmoor Borough Council element completed. Action completed in Q3			

Action: Push forward with the regeneration of Farnborough town centre

Activities	Outcomes/deliverables	Milestones (key dates)	
Develop the Farnborough elements of the Council's regeneration programme and implement officer arrangements to support delivery of projects	Resourced and deliverable programme in place	Programme agreed and fully established Q2 2017/18	
Q1	Q2	Q3	Q4
Comment: Programme being reviewed by RegenCo following Cabinet report Jan 2018. Revised			

programme expected Q4 2017/18			
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 Q3 2017/18 	
Q1	Q2	Q3	Q4
Comment: : Delays in the delivery of the detailed masterplan from AECOM. Next stage to be some engagement work with residents and stakeholders. Masterplan now likely to be produced by Q2 2018/19. Date to be changed to Q2 2018/19			

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	Q4
Comment: Delays at North Town are now resolved and delivery is expected in Q4. Also, no progress has been made on the delivery of Starter Homes and very limited support/appetite from the HCA in implementing the proposals. This is reflective of the fact that the Starter Homes initiative appears to have stalled at a national level. As such this element of the action has been suspended. Work on establishing Housing Company and our own small sites programme continues.			

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

Activities	Outcomes/deliverables	Milestones (key dates)
Review of licensing policy	1) To develop and establish local area profiles for: <ul style="list-style-type: none"> (a) Taxi & Private Hire Services (b) Gambling premises and activities (c) The sale and supply of alcohol, the provision of entertainments and late night refreshments 2) To review, update and approve revised policies for: <ul style="list-style-type: none"> (a) Taxi licensing (b) Licensing of gambling, gaming and lotteries (c) Alcohol, entertainments and late night refreshment licensing 	1(a) By April 2018 and every three years thereafter 1(b) By July 2018 and every three years thereafter 1(c) By September 2018 and every three years thereafter 2(a) By April 2018 and every three years thereafter 2(b) By July 2018 and every three years thereafter 2(c) By September 2018 and up to 5 years thereafter
Q1	Q2	Q3
Comment: Slippage arising on account of vacancies. Taxi and Private Hire Licensing Service Profile in development and to be presented with revised Taxi Licensing Policy by April 2018 Date to be changed to April 2018 from December 20 17 /January 2018 . All over target revised accordingly.		

Priority: Supporting and empowering our communities and meeting local needs

Action: Address the shortage of homes

Activities	Outcomes/deliverables	Milestones (key dates)
Complete the Housing Condition Survey	Support residents to live in homes that are: <ul style="list-style-type: none"> • Free from disrepair • Safe and warm • Not overcrowded • Suitable for their needs • Appropriately licenced 	The Housing Condition Survey is due to be completed in March 2017 and a report on its findings will be drafted in May 2017
Q1	Q2	Q3
Comment: Completed therefore no further action. Action completed		
Delivery of Starter Homes	RBC identified as a partner for the delivery of Starter Homes following a successful funding bid to the HCA	Ongoing and subject to site identification for delivery
Q1	Q2	Q3
Comment: No progress has been made on the delivery of Starter Homes and very limited		

support/appetite from the HCA in implementing the proposals. This is reflective of the fact that the Starter Homes initiative appears to have stalled at a national level. **As such this element of the action has been suspended**

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
Comment: Final survey format agreed with RVS and agreed to be issued in January 2018			

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: Cabinet agreed not to prioritise current proposals during their consideration of budget growth bids for the 2018/19 budget. Portfolio Holder reconsidering options with lead officers			

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
Comment: Focus on Local Plan has delayed this work.		
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: Under review. Discussions been held with East Hampshire District Council to run a pilot project for littering and dog fouling, which is going to Cabinet on 6 February with a March 1 st start if agreed.		

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
Q1	Q2	Q3
Comment: Property investment is dependent on the outcomes of bids on properties. Work on asset management has been delayed and this work will now be completed in 2018/19.		

Action: Taking advantage of opportunities to bring together public services at the Council offices and use our assets better

Activities	Outcomes/deliverables	Milestones (key dates)	
<p>To work with Hampshire County Council and other organisations as appropriate to take opportunities to co-locate services in the Council's building</p>	<ul style="list-style-type: none"> RBC staff - Zone 1 model design being rolled out linked to re-structure/ re-deign – pragmatic/ phased approach has enabled “decant” area to be created, kitchen re-fresh, break out areas, modern desking and meeting rooms, flexible working to be used HCC 2nd floor to be re-configured (HCC funded) during 2017 to enable 40 additional back office staff re-locating from Aldershot Cambridge Road – work to start shortly. One Public Estate (OPE) feasibility study on an integrated RBC/HCC Children's services front of house/ joint reception/ specialist meeting rooms – “in principle” stakeholder consultation/high level study to report to DMB <p>New Project: CAB relocation feasibility – linked to grants review & town centre regeneration</p>	<p>September 2017 - completed</p> <p>Complete - £15k pa additional income</p> <p>Summer 2017 – work paused – see comments below</p> <p>Feasibility review underway – reporting by end February 2018</p>	
Q1	Q2	Q3	Q4
<p>Comment: Work on the RBC/HCC joint reception has been delayed as OPE/HCC resources deployed to work on staff relocating into civic offices 2nd floor and to deal with a business continuity (building fire) – requirements have been gathered and the CAB requirements will also be incorporated. Reporting likely by April 2018 & capital bid estimates submitted. Note: update on key milestone (purple text)</p>			