

CABINET

29 MAY, 2018

COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL
REPORT NO. ELT1803

KEY DECISION? NO

COUNCIL PLAN FOURTH AND LAST QUARTER 2017/18 PERFORMANCE UPDATE REPORT

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Plan performance information for the fourth and last 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 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

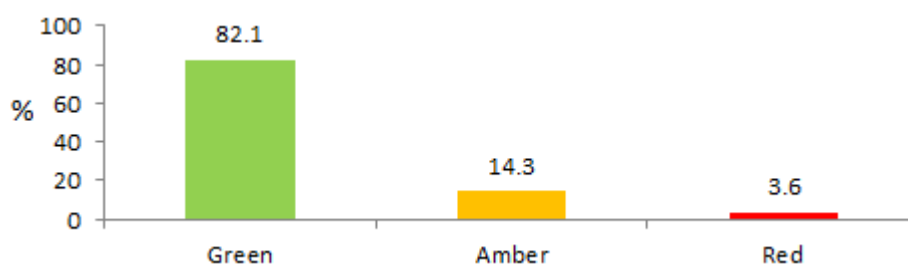
- Improve local accountability and increase democratic engagement to deliver better services to the public

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.

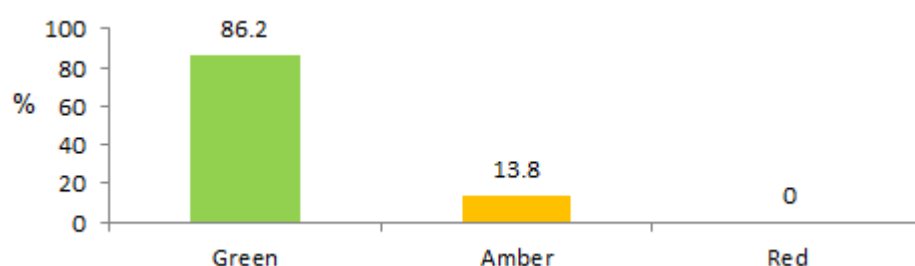
2.5. A summary of the progress made against the variety of actions and measures monitored is set out in the graphic below. The colour coding system used for the bars is:

- 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

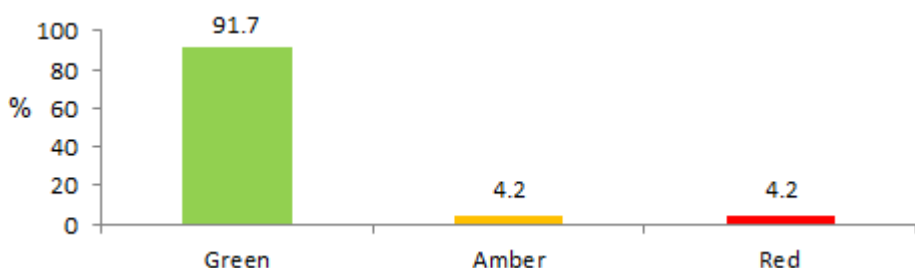
Sustaining a thriving economy and boosting local business



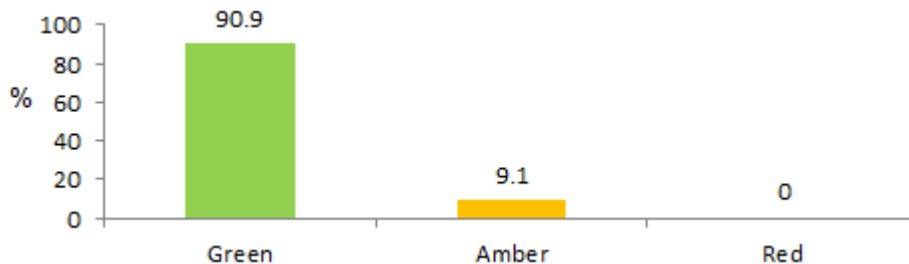
Supporting and empowering our communities and meeting local needs



A cleaner, greener and more cultural Rushmoor



Financially sound with services fit for the future



% of activities green, amber or red in Quarter Four	Green	Amber	Red
Total	87.4%	10.7%	1.9%

3. CONCLUSION

- 3.1 Cabinet's views are sought on the performance made in delivering the Council Plan in the fourth and last quarter of the 2017/18 Municipal Year.

COUNCILLOR DAVID CLIFFORD
LEADER OF THE COUNCIL

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Annex A - Fourth Quarter 2017/18

Exception report

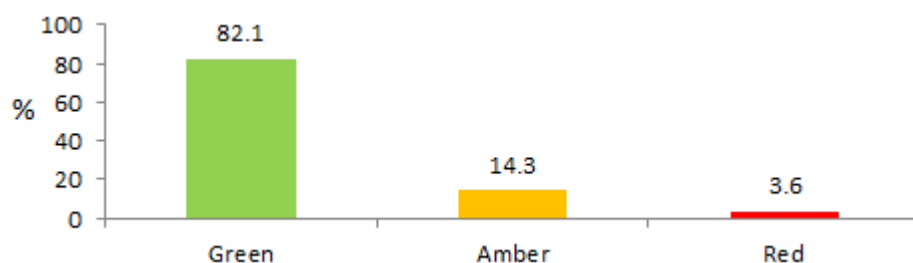
This annex to the Council Plan quarterly performance update report to Cabinet contains extracts from the full detailed set of monitored information and concentrates on those monitored activities that are facing challenges or issues. In essence these are items that have been coded amber or red* in the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

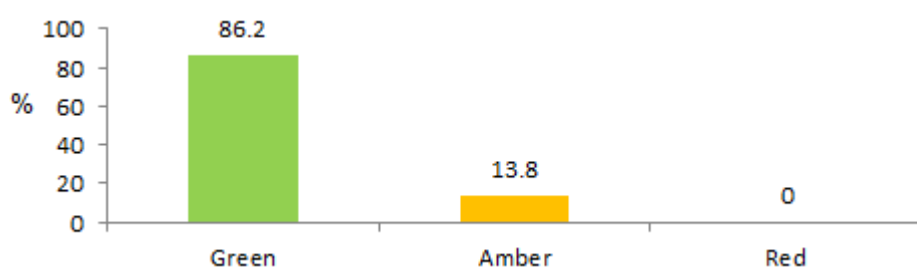
- Green indicates that the action or initiative is on course
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Summary of colour coding from full detailed set of monitored information:

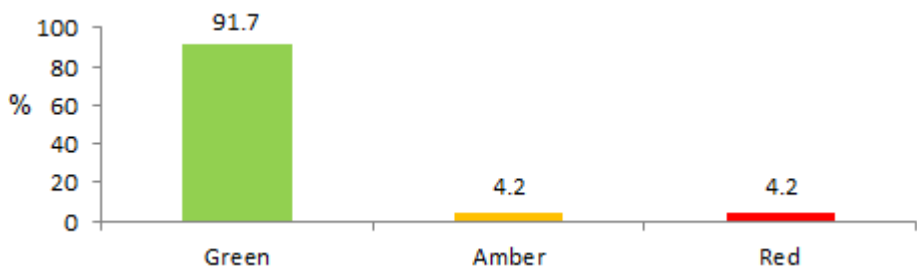
Sustaining a thriving economy and boosting local business



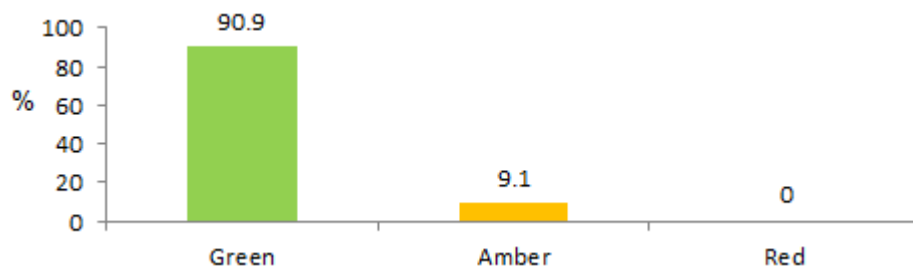
Supporting and empowering our communities and meeting local needs



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 Union Street East		<ul style="list-style-type: none">Acquisition of properties within Union Street and High StreetProcurement of architect to undertake masterplanning and viability work to establish a deliverable schemeSeek external funding to support the delivery of the project from LEP/HCA (Homes and Communities Agency)Submit planning application for siteIf 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 2017/18Q3/4 2017/18
Q1	Q2	Q3	Q4
Comment: Following a successful bid for Housing Infrastructure Fund (HIF) marginal viability funding, the Council is awaiting further dialogue with Homes England in respect of utilising the funding to assist with the delivery of the scheme. The Council has acquired 50/52 Union Street and is considering meanwhile uses. Next steps will be agreed in Q1 2018/19.			
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	Q4
Comment: South Western Railway has commissioned feasibility work. Outcome due in Q1 2018/19.			

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 	<ul style="list-style-type: none"> January 2017 Receive advice in Q1 2017/18 Commence work on detailed masterplan Q1 2017/18 Receive detailed

	projects to support implementation	masterplan in Q2 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 in Q1 2018/19.			
Update: Approach to concluding the Masterplan now likely to be finalised during Q2 2018/19 with the Council's new investment partner.			

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

Activities		Outcomes/deliverables		Milestones (key dates)
To take steps to put in place a Housing Company or other vehicle to enable the purchase and/or develop residential properties for rental purposes Note: 8 Point Plan item		To have a company which would enable the authority to purchase, develop and retain residential properties for rental purposes		<ul style="list-style-type: none">Working portfolio being developed Q2 2017/18Company or other vehicle to be established during 2017/18
Q1	Q2	Q3	Q4	
Comment: The business case for a local housing company will be considered during Q1/Q2 2018/19 Update: This will now be considered during Q2 2018/19				

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 April 2018 and every three years thereafter - <i>By December 2017/January 2018 and every three years thereafter</i></p> <p>1(b) By July 2018 and every three years thereafter - <i>By April 2018 and every three years thereafter</i></p> <p>1(c) By September 2018 and every three years thereafter - <i>By September 2019 and every three years thereafter</i></p> <p>2(a) By April 2018 and every three years thereafter - <i>By December</i></p>

		2017 and every three years thereafter 2(b) By July 2018 and every three years thereafter - By July 2018 and every three years thereafter 2(c) By September 2018 and up to 5 years thereafter - By December 2019 and up to 5 years thereafter	
Q1	Q2	Q3	Q4
Comment: Taxi Licensing Policy in progress – dates for other policies pushed into 2018/2019. Dates to be changed – new dates are in purple text			

Priority: Supporting and empowering our communities and meeting local needs

Action: Work in and with our communities to help them become more involved in doing things in their local communities

Activities		Outcomes/deliverables		Milestones (key dates)	
Work with the Farnborough Society to develop an approach for the future use of the Victoria Road Chapel, Farnborough		A more sustainable approach agreed and funding being put in place/sought		Agree approach by end September	
Q1	Q2	Q3	Q4		
Comment: Options for the future use of the Chapel will be reconsidered during 2018/19.					

Action: Tackle deprivation where it exists within the borough

Activities		Outcomes/deliverables	Milestones (key dates)
Work to improve outcomes in areas of deprivation		<ul style="list-style-type: none">• Produce and implement a Tackling Deprivation Strategy for the Council and the Rushmoor Strategic Partnership• Deprivation activity incorporated and delivered through relevant partnership plans (e.g. HWBP, Economic Recovery Group, SNH, HCC)	Ongoing
Q1	Q2	Q3	Q4
Comment: Rushmoor Strategic Partnership delivery conversations underway for future collaborative working.			

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.	<ul style="list-style-type: none"> 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: Survey of over 500 voluntary and sporting organisations conducted. The survey is now closed and the analysis is underway. Results are due shortly.		

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
Comment: No further progress this quarter		

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	May 2018
Q1	Q2	Q3
Comment: Project delayed to mid July 2018 due to additional work related to ground conditions Update: Project completion date currently being reassessed due to complex ground conditions works. Substantial ground water has been removed during April/May and some high voltage electrical cable works will be undertaken in mid-May. Following which time the completion date will be known.		

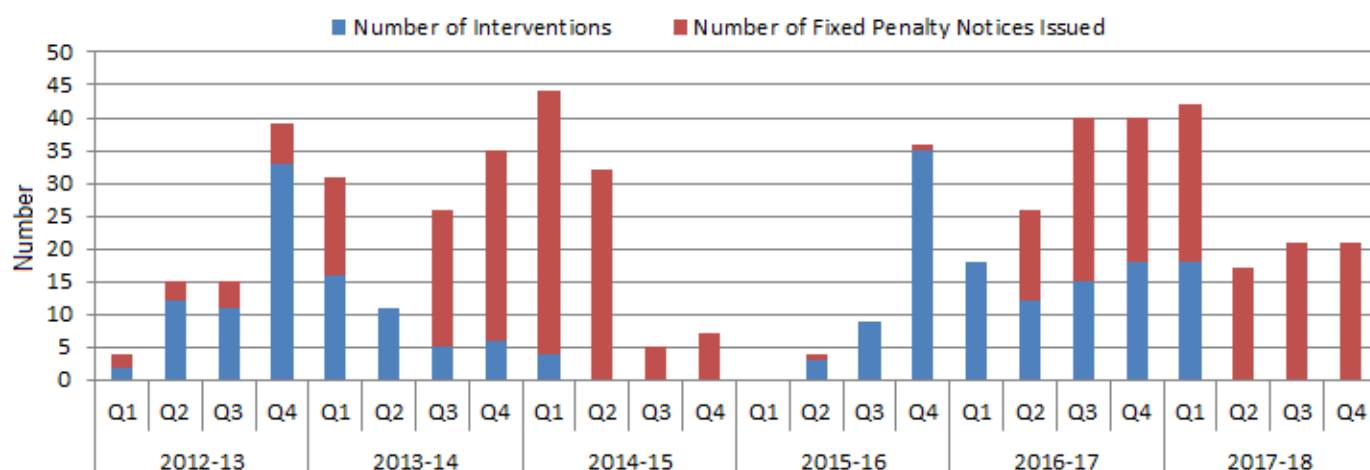
Action: Improve civic pride and community involvement in maintaining the cleanliness, quality and appeal of our neighbourhoods

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. Plans in place to improve staff resources through the increase in planning fees. Update: Improvement to resourcing is now in place with a full-time Arboricultural Officer.		

A cleaner, greener and more cultural Rushmoor - service measures

Fixed Penalty Notices (FPN's) quarterly data	This quarter	Last quarter	This quarter last year
Clean - Number of Fixed Penalty Notices Issued	21	21	22
Clean - Number of Interventions	N/A	N/A	25
Comment: Type, nature and recording of interventions subject to review to better reflect work activity undertaken, so not reported this quarter. Type and number of FPNs issued as well as circumstances of issue are subject to review. Intervention pad is in design phase so Intervention figures will be available again from Q1 2018/2019. Note: these FPN figures don't include those issued though the environmental enforcement pilot with East Hampshire DC (EHDC). EHDC commenced enforcement on 16 March. 80 FPN's for littering were issued from 16th March to 31st March.			

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 StrategyMake 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	Q4
Comment: On target with purchases. Work on the Asset Management Strategy is underway but not completed.			
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 ChargesReview of fees and charges in the following areas carried out:<ul style="list-style-type: none">Licensing fees & chargesLand chargesParking chargesPrinting		<ul style="list-style-type: none">December 2017December 2017
Q1	Q2	Q3	Q4
Comment: Land Charges are in progress. The main Licensing fees report has been delayed in being taken to L&GP to ensure robust consideration of fees. A sub report outlining the fees for sex establishments and refunds of previous charges is scheduled for May Cabinet and L&GP. A new time table is now in place to take licensing fees and charges to September L&GP			

Absence data

Note: Highest short term absence for five years.

Staffing absence quarterly data	This quarter	Last quarter	This quarter last year
Working days lost due to sickness absence - BVPI12	2.29 573 days	1.75 ● 442 days	2.36 ● 611 days
Working days lost to sickness absence, minus long term sickness - LPI	1.48 372 days	0.77 ● 198 days	1.25 ● 324 days
Key: ● this quarter's performance is better in comparison or performance can not get better in comparison ● this quarter's performance is the same in comparison ● this quarter's performance is worse in comparison			

Absence - Working days lost per FTE

