

**RUSHMOOR 2020 MODERNISATION AND IMPROVEMENT
PROGRAMME – APPOINTMENT OF TASK AND FINISH GROUP**

1. INTRODUCTION

- 1.1 At its meeting on 29th May, 2018, the Cabinet agreed the establishment of the Rushmoor 2020 Programme as the Council's approach to modernisation and improvement for the next two years (Report No. CEX1801). The ambition for the programme is to modernise and improve how the Council works to increase customer focus, deliver sustainable savings, provide excellent services and drive forward the regeneration programme.
- 1.2 The Rushmoor 2020 Programme will help to ensure that all of the Council's plans for improvement and financial sustainability are addressed through a single delivery programme, which includes the recommendations and improvements raised through the LGA Peer Challenge, Staff Survey and Customer Experience project.
- 1.3 On 27th June, a Members' Seminar and Workshop on the Rushmoor 2020 Programme was held, when the high-level plan, which comprises seven work streams, was presented and discussed in further detail. The seven work streams and proposed outcomes are as follows:

Work Stream	Outcome
Customer Experience	All our customers have an excellent customer experience every time
Vision and Priorities	A Council with a clear vision and effective leadership for our residents and places
People	Staff with the right skills and behaviours in the right roles, committed to delivering the best possible outcomes for our communities
Improving Performance Management and Governance	We have a clear view of performance and robust arrangements to ensure delivery
Financial Sustainability	We achieve savings in a sustainability way while maintaining the quality of our services and maximising our assets
Digital Council	Technologies enable and support new ways of working and doing business – for our staff, customers and those who do business with us

Communications	Our residents, businesses, staff and members are well informed
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1.4 At the Seminar, there was a particular focus on the customer experience project, with an update on work carried out with IESE, and a workshop activity carried out by Members to consider the key customer service principles to underpin the programme and the delivery of services to residents and customers. It was also noted that there would be a leading role for the Policy and Project Advisory Board in shaping the customer experience project and setting the policies associated with how the Council moves forward.

2. APPOINTMENT OF TASK AND FINISH GROUP

2.1 It is proposed that the Policy and Project Advisory Board appoint a cross-party task and finish group, with the terms of reference attached at Appendix 1, to help shape projects and policies associated with the Rushmoor 2020 Modernisation and Improvement Programme. The key areas of the Programme for the Task and Finish Group will comprise:

- Vision and Priorities
- Customer Experience
- Digital Council
- Communications

2.2 Group Leaders have nominated representatives and the first meeting is planned to take place in October 2018.

3. RECOMMENDATION

3.1 That a Rushmoor 2020 Modernisation and Improvement Programme Task Group be appointed, with the terms of reference attached at Appendix 1. The Membership in 2018/19 to include Cllrs Adrian Newell, Alex Crawford, Keith Dibble, Jonathan Canty and two further Conservative Group Members to be confirmed.

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**RUSHMOOR 2020 MODERNISATION AND IMPROVEMENT
PROGRAMME TASK AND FINISH GROUP**

TERMS OF REFERENCE

A. FUNCTIONS

1. To develop a broad understanding of the Rushmoor 2020 Modernisation and Improvement Programme, and to help shape projects and policies associated with the Programme (attached).
2. In particular, to help develop the approach and shape policies which support and enable the delivery of the following areas of the Rushmoor 2020 Programme:

Vision and Priorities

- (i) Development of a long-term vision for the Borough and the Council
- (ii) Regular engagement with residents/community to inform long-term vision

Customer Experience

- (iii) Development and delivery of the Customer Experience Project

Digital Council

- (iv) Digital projects which support new ways of doing business for our staff, customers and those who do business with us

Communications

- (v) Development and implementation of a new Communications Strategy

3. To make recommendations to the Policy and Project Advisory Board (with recommendations for the Cabinet) on projects and proposals associated with the Rushmoor 2020 Modernisation and Improvement Programme.

B. TIMESCALES

The Task and Finish Group to undertake its work during 2018/19 and 2019/20 to reflect the expected timescales for the 2020 Programme. The role and functions of the Group to be reviewed by the Progress Group periodically.

C. **MEMBERSHIP**

A cross-party group of councillors appointed by the Policy and Project Advisory Board, including the portfolio holder for Customer Experience and Improvement.

The suggested core Membership:

- 4 Conservative Members (including the Portfolio Holder)
- 2 Labour Members
- 1 Independent/Liberal Democrat Member (subject to interest to participate)

The Group to be chaired by the Chairman or a Vice-Chairman of the Policy and Project Advisory Board who will be appointed at the first meeting.

Rushmoor 2020

Modernised organisational arrangements and service delivery, underpinned by a clear vision

Customer Experience <i>All our customers have an excellent customer experience every time</i>			
Develop and deliver the Customer Experience Project			
Place & priorities <i>A Council with a clear vision and leadership for our residents and places</i>	People <i>Staff with the right skills and behaviours in the right roles, committed to delivering the best possible outcomes for our communities</i>	Improving Performance Management & Governance <i>We have a clear view of performance and robust arrangements to ensure delivery</i>	Financial Sustainability <i>We achieve savings in a sustainable way while maintaining the quality of our services and maximising our assets</i>
<p>Develop a longer term vision for the Borough and the Council</p> <p>Extend the planning horizon for the next Council Plan to support delivery of the vision</p> <p>Undertake more regular resident surveys and other engagement to inform the development and on-going review of the vision for the Borough and service transformation</p> <p>Reshape the Rushmoor Strategic Partnership (RSP) to focus on fewer more strategic issues</p>	<p>Build the new Executive Leadership Team and Corporate Leadership Team</p> <p>Strengthen capacity in key areas, such as regeneration; transformation and organisational development through a combination of buying in external expertise, partnerships and skills transfer and growing talent within the organisation</p> <p>Establish and support the new service arrangements</p> <p>Review the HR service</p> <p>Develop and implement a new workforce strategy</p> <p>Embed the new behaviours framework</p> <p>Deliver a learning and development programme for officers and members to support the delivery of Rushmoor 2020</p> <p>Develop all managers to have the skills and confidence to demonstrate leadership and manage performance</p> <p>Establish 'cross slice' leadership programme</p> <p>Establish an approach to early exit which supports our move to sustainability</p>	<p>Develop and put in place a new performance management framework</p> <p>Implement new member scrutiny and policy development arrangements</p> <p>Put in place ongoing staff and member development for new policy and scrutiny arrangements</p> <p>Establish effective Governance arrangements for</p> <ul style="list-style-type: none"> • Regenerating Rushmoor Programme • Rushmoor 2020 Programme • Other Major projects 	<p>Build a wider understanding of the underlying financial challenges now facing the Council, including more regular monitoring and vigorous challenge to significant or high risk budgets</p> <p>Secure and deliver additional savings and income generation to reduce the use of reserves to produce a balanced budget over the coming years and move to a risk based assessment of the level of required reserves</p> <p>Improve arrangements for the management, use and acquisition of property including a new asset management strategy and proactive performance monitoring of investment returns for commercial property investments</p> <p>Establish a local housing company</p> <p>Continue work with community and voluntary organisations to reduce reliance on Council financing</p> <p>Complete review of all fees and charges and embed as part of the budget process</p> <p>Re-tender the Council's leisure contracts to reduce revenue costs</p> <p>Deliver a comprehensive plan of targeted savings from procurement</p>
Digital Council <i>Technologies enable and support new ways of working and doing business – for our staff, customers and those who wish to do business with us</i>			
New Website	Deliver Cloud Strategy including Office 365 –	Digital skills	
Enable new Ways of Working	Public access portal(s)	Infrastructure and Security	
Support the modernisation of service technology including mod.gov	Review 'Love Rushmoor' App	New Intranet/Staff Hub	
Communications <i>Our residents, businesses, staff and members are well informed</i>			
Develop and implement new communications strategy			