

CABINET

COUNCILLOR GARETH LYON
CORPORATE AND DEMOCRATIC
SERVICES PORTFOLIO HOLDER
REPORT NO. ELT1804

13 November, 2018

KEY DECISION? NO

COUNCIL PLAN
QUARTERLY UPDATE ON KEY ACTIONS JULY – SEPTEMBER 2018/19

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Plan performance information for the second quarter of 2018/19, building on the four priorities and 34 key actions identified by Cabinet.

The Cabinet is asked to note the progress made towards delivering the Council Plan 2018/19.

1. Introduction

1.1 This paper sets out performance monitoring information for the key actions in the Council Plan for the first six months of 2018/19.

2. Detail

2.1 The Council Plan is based around the Council's stated purpose - **Rushmoor Borough Council, working with others to improve the quality of people's lives**. This purpose is supported by four priorities.



2.2 The four priorities are to be delivered through 34 key actions as set out below. For each action we have identified which role(s) Rushmoor may undertake, the key to this is : **F** = Facilitate, **E** = Enable, **D** = Deliver

Sustaining a thriving economy and boosting local business

- Set up new partnership and company arrangements to enable regeneration and the development of private rented and affordable housing on Council owned land **(D)**
- Finalise and consult on a development scheme for the Union Street East Scheme in Aldershot and agree proposals for other sites to support regeneration of Aldershot **(F,E,D)**
- Produce a retail plan for Aldershot town centre **(D)**
- Finalise and consult on the Masterplan for the Civic Quarter area of Farnborough town centre. Agree the approach for moving forward each site in the Masterplan **(F,E,D)**
- Support HCC to implement the Farnborough Transport Package **(E)**
- Submit the Local Plan to Government and prepare for its examination **(D)**
- Work with schools, local FE providers, the County Council and employers to improve skills, raise aspirations and increase educational attainment **(F)**
- With partners start developing a centre of excellence for aerospace built on the Farnborough brand **(F)**
- Exploit the economic and social benefits of the Farnborough Air show 2018 and the new conference centre. **(E)**
- Develop a more strategic and proactive approach to economic development, building on the Borough's assets and offer to investors **(F,E,D)**

Supporting and empowering our Communities and meeting local needs

- Continue to address the rough sleeping and street drinking issues in our town centres through enforcement, deterrent and prevention **(F,E,D)**
- With partners reshape the Rushmoor Strategic Partnership to focus on fewer, more strategic issues that deliver outcomes through shared leadership **(F,E,D)**
- Use Council and community led events and other initiatives to foster civic pride and increase engagement **(F,E,D)**
- Determine a clearer focus on what the Council and partners are doing to tackle pockets of significant deprivation in parts of the Borough **(F,E,D)**
- Generate and support targeted employment and skills opportunities to improve outcomes for residents **(F,E,D)**
- Take tangible steps to address the loss of temporary accommodation in 2021 and the current shortage of social housing **(F,E,D)**
- Continue the Council's review of grants and support and work with affected voluntary sector organisations to become more sustainable **(F,E,D)**
- Agree future shape of the CCTV service and procure new cameras and maintenance and supply contracts **(D)**
- Support the CCG to open a facility in west Farnborough **(E,D)**
- Enable decisions to be made as close to customers and communities as possible **(F,E,D)**

A cleaner, greener and more cultural Rushmoor

- Work with Serco to increase recycling rates **(F,E,D)**
- Complete and open the new depot **(D)**
- Commence new leisure contract procurement **(D)**
- Develop options for a new leisure centre in Farnborough as part of the Civic Quarter Development **(D)**
- Build the new pavilions and changing rooms at Ivy Road and Moor Road recreation grounds **(D)**
- Develop the management plan for delivering the new natural open parkland at Southwood **(D)**
- Develop the options and future maintenance arrangements for the public open space transferring to the Council's ownership as part of the Wellesley Development **(F,E,D)**
- Put in place and review the environmental enforcement pilot with East Hampshire DC **(E,D)**

Financially sound with services fit for the future

- Develop and implement "Rushmoor 2020", a modernisation and improvement plan based on the "Listen, Learn, Deliver - Better" ethos and the findings from the Peer Challenge, Staff Survey and IESE work **(D)**
- Take forward the new operating model and implement structural review **(D)**
- Deliver the Customer & Digital Strategy plan for 2018/19 **(D)**
- Invest further in commercial property and explore other opportunities to generate income / reduce costs **(D)**
- Develop and renew the Asset Management Plan and implement a programme of review of the Council's asset and property holdings **(D)**
- Review of the constitution including changes to the scheme of delegation and procedures to enable improved democratic arrangements and to ensure better customer service and improved delivery **(D)**

2.3 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.

2.4 A summary of the progress made against the variety of actions and activities monitored is set out in the following table. The colour coding system used 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

Green	Amber	Red
80.0%	16.3%	3.8%

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 2018/19 Municipal Year.

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

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Executive Leadership Team

Annex A - Second Quarter 2018/19 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, have been completed or are new to the quarterly monitoring report. 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:

Green	Amber	Red
80.0%	16.3%	3.8%

Exception items set out under the Priorities

Priority: Sustaining a thriving economy and boosting local business

- **Set up new partnership and company arrangements to enable regeneration and the development of private rented and affordable housing on Council owned land (D)**

Activity	Timescales	Outcomes/deliverables
Establish a local housing company and increase rental income	December 2018	To support the provision of well-designed and appropriately located homes in sufficient numbers to

<ul style="list-style-type: none"> Council approval for establishment of company 		meet the needs of our residents and support the economic future of the borough. <ul style="list-style-type: none"> 20 homes by 2019 60 homes by 2021 	
Q1	Q2	Q3	Q4
Comment: Policy and Project Advisory Board considered the Business Case in August and September 2018, prior to consideration by Cabinet in Quarter 3 and full Council in Quarter 4.			

- Finalise and consult on a development scheme for the Union Street East Scheme in Aldershot and agree proposals for other sites to support regeneration of Aldershot (F,E,D)**

Activity	Timescales	Outcomes/deliverables	
Union Street East	By 2021	Mixed use, residential-led redevelopment to provide new homes alongside new ground floor commercial uses.	
Q1	Q2	Q3	Q4
Comment: As part of the Rushmoor Development Partnership the business plan for developing the area will be produced by April 2019. RBC is still engaged in site assembly to support the delivery of redevelopment.			

- Finalise and consult on the Masterplan for the Civic Quarter area of Farnborough town centre. Agree the approach for moving forward each site in the Masterplan (F,E,D)**

Activity	Timescales	Outcomes/deliverables	
Civic Quarter <ul style="list-style-type: none"> Complete masterplan 	2019	Enable a mixed-use development, including new homes, leisure and community use alongside the introduction of new uses that will enhance the town centre and improve connectivity with the Business Parks.	
Q1	Q2	Q3	Q4
Comment: As part of the Rushmoor Development Partnership the business plan for developing the area will be produced by April 2019. Work is			

continuing with local community groups and stakeholders and plans for consultation on the potential mix of uses are being prepared.

- **Support HCC to implement the Farnborough Transport Package (E)**

Activity	Timescales	Outcomes/deliverables	
Invincible Road <ul style="list-style-type: none"> • Commence on site by Oct 2018 • Complete by Dec 2018 	October 18 December 18	Improved access from Invincible Road onto Elles Road	
Q1	Q2	Q3	Q4
Comment: Contact has been made though reaching a conclusion has taken longer than envisaged. If agreement cannot be reached in the near future alternative approaches will be brought to the Cabinet.			

- **Submit the Local Plan to Government and prepare for its examination (D)**

Activity	Timescales	Outcomes/deliverables	
<ul style="list-style-type: none"> • Examination by Planning Inspectorate • Modified Local Plan to Cabinet • Modified Local Plan to full Council 	9-18 May 2018 13 November 2018 6 December 2018	Inspector's Report expected Autumn 2018 Endorsement of the modified plan Adoption of Local Plan	
Q1	Q2	Q3	Q4
Comment: Slippage in timescale due to extended timeframe in receiving correspondence from the Inspector.			

- **Work with schools, local FE providers, the County Council and employers to improve skills, raise aspirations and increase educational attainment (F)**

Activity	Timescales	Outcomes/deliverables	
New activity Primary Engineers Pilot Programme	Oct 2018	The Council is supporting the Primary Engineers Programme working with 10 other districts on a pilot programme. The programme focuses on STEM and bringing engineers into the classroom.	
Q1	Q2	Q3	Q4

Comment: Funding has been allocated but at the moment only two Rushmoor schools have taken up the offer. Hampshire County Council are trying to get more Rushmoor schools involved.

Key measures

- **2017/18 GCSE Provisional Results**

The 2017/18 provisional result were released on the 16th October 2018, the final result are due in January 2019. In summary, Wavell is the only school performing at an average level in Progress 8, the other three local authority state-funded secondary schools are below and well below average. Wavell is also the only school to be the same or above the Hampshire and England average for Attainment 8. The percentage of pupils at Wavell achieving English and maths GCSEs at grade 5 is above Hampshire and England average. Wavell have more pupils entering the 'English Baccalaureate' and a higher average score than the Hampshire and England average.

2017/18 GCSEs	Progress 8 (score)	Attainment 8 (points)	English and maths GCSEs Grade 5 (%)	Pupils 'entering for' the 'English Baccalaureate' (%)	EBacc average point score
Alderwood	-0.80	34.5	22	40	3.11
Cove	-0.62	38.5	30	33	3.26
Fernhill	-0.44	37.9	23	21	3.27
Wavell	0.09	49.2	50	62	4.56
Hampshire	-0.09	47	45	35.3	4.11
England (all schools)	0	44.3	39.9	35.1	3.83

Key to progress 8 (score) as measured by the Department for Education:

Well above average (About 14% of schools in 2017/18)
Above average (About 19% of schools in 2017/18)
This score is average (About 37% of schools in 2017/18)
This score is below average (About 17% of schools in 2017/18)
Well below average (About 14% of schools in 2017/18)

More information can be found in the Education and skills data sheet:

<http://www.rushmoor.gov.uk/factsandfigures>

Priority: Supporting and empowering our communities and meeting local needs

- **Continue to address the rough sleeping and street drinking issues in our town centres through enforcement, deterrent and prevention (F,E,D)**

Activity	Timescales	Outcomes/deliverables	
The Positive Change campaign aims to encourage people to donate to local charities, rather than giving cash to people who are begging on our streets.	Commenced December 2017 and is ongoing with a soft re-launch mid May 2018.	Tackle negative behaviour and begging locally, but also bring about long-term change to the lives of people, previously associated with rough sleeping, who continue to socialise, drink and potentially commit antisocial behaviour in our town centres.	
Q1	Q2	Q3	Q4
Comment: Project ready for deployment of accredited Council staff, but has been delayed due to uncertainties around corporate structure. New structure now in place and final arrangements being made to implement the scheme			
Public Space Protection Orders (PSPO) were launched in September 2017 for both Farnborough and Aldershot town centres. Police have been issuing Fixed Penalty Notices (FPN) for violations of the Orders. Both Community Patrol Officers (CPO) and Civil Enforcement Officers (CEO) have now received Community Safety Accreditation Scheme (CSAS) training to empower them also to issue FPNs and will partner with police officers initially.	CSAS accreditation process due to be finalised (including vetting) by end May 2018.	Increased partnership working with the police to enforce, deter and prevent antisocial behaviour in our town centres.	
Q1	Q2	Q3	Q4
Comment: Final evidence submitted and awaiting formal notification from Hampshire Constabulary (Approved by Chief Constable August 2018 for 3 years). Awaiting police ID and powers cards before deployment can occur. Additional delays due to uncertainties surrounding corporate structure. New structure now in place and final arrangements being made to implement the scheme.			

- Determine a clearer focus on what the Council and partners are doing to tackle pockets of significant deprivation in parts of the Borough (F,E,D)

Activity		Timescales	Outcomes/deliverables	
Work with Health and wellbeing partnership to address healthy weights in children As this work has developed the wording for this activity is to be changed to: Work with local health partners to address healthy weights in children. Inaugural Healthy Weights Local Action Group meeting held 3 October 2018. Focus will be on 0-12 years and their families.		2018/19	<ul style="list-style-type: none"> • Use child healthy weights audit to shape delivery of interventions in priority areas • HWBP Healthy Weights workshop- May 18 	
Q1	Q2		Q3	Q4
Comment: Next Healthy Weights LAG meeting 5 December 2018. Looking at innovative ideas and possible bid to Government Childhood Obesity Programme				

- Agree future shape of the CCTV service and procure new cameras and maintenance and supply contracts (D)

Activity		Timescales	Outcomes/deliverables	
Joint Hart & Rushmoor CCTV Progress Group commissioned a consultant review on current system capability and likely needs for future proofing as part of the procurement process for a new maintenance contract. An Options Report will be presented for Cabinet approval before procurement can begin.		Report going to Cabinet Autumn 2018	Defined specification for maintenance contract renewal procurement and possible network/equipment updates for service optimisation.	
Q1	Q2		Q3	Q4
Comment: New maintenance contract specification and evaluation criteria in development following clarification of preferred contract options. Separate capital refresh programme to be scoped and developed. Report by the end of 2018 – Revised date – December 2018				

- Support the CCG to open a facility in west Farnborough (E,D)

Activity	Timescales	Outcomes/deliverables	
Work with the CCG to take forward options for a new centre for Health including the acquisition of suitable premises in west Farnborough.	Agree approach to acquisition by end Summer 2018	A new facility in place by end 2019	
Q1	Q2	Q3	Q4
Comment: Approach to acquisition agreed and CPO served. Objections received and negotiations continuing. Project timescales being revised due to CPO process being required.			

Priority: A cleaner, greener and more cultural Rushmoor

- Commence new leisure contract procurement (D)

Activity	Timescales	Outcomes/deliverables	
Re-tendering of leisure contracts to secure investment reduce revenue costs and increase participation	Commence Process Autumn 2018	Future approach to leisure provision agreed New contracts in place by early 2020	
Q1	Q2	Q3	Q4
Comment: Cabinet approved leisure contract extensions until to 31 st March 2021 and increased contribution from contractor, given the link between the Farnborough Leisure Centre and the outcome of the Farnborough Civic Quarter. Revised date for new contracts in place - 2021			

- **Build the new pavilions and changing rooms at Ivy Road and Moor Road recreation grounds (D)**

Activity	Timescales		Outcomes/deliverables	
Moor Road – <ul style="list-style-type: none"> • Obtain planning permission for development of leisure facilities at the Moor Road Recreation Ground • Secure external funding • Obtain approval for business case and tender works • Open new leisure facilities 	September 2018		Planning permission secured	
	February 2019		Funding in place to develop project	
	March 2019		Approval to progress project	
	September 2019		Facilities available for the public	
Q1	Q2	Q3	Q4	
Comment: Site investigates still continuing. Revised timescales: planning permission date to be changed from September 2018 to January 2019				
Ivy Road – <ul style="list-style-type: none"> • Obtain planning permission for Ivy Road Sports Pavilion • Secure external funding • Obtain approval for business case and tender works • Open new Sports Pavilion 	September 2018		Planning permission secured	
	February 2019		Funding in place to include from section 106 and Vivid to develop project	
	March 2019		Approval to progress project	
	December 2019		Lease agreement in place and pavilion available for the club to use and let to the community	
Q1	Q2	Q3	Q4	
Comment: Planning permission secured in October. Decision on external funding will be known in March. Revised timescales: Planning permission date to be changed to from September 2018 to October 2018. Secure external funding date to be changed from February 2019 to March 2019.				

- **Develop the management plan for delivering the new natural open park land at Southwood (D)**

Activity		Timescales	Outcomes/deliverables	
<ul style="list-style-type: none"> • Consider development and management options • Complete draft Phase 1 plan for consultation • Cabinet approve final plan 		May 2018	Maximise the benefit of the Country Park	
		July 2018	Consult residents on layout of Country Park	
		December 2018	Obtain approval and instigate development works and the management arrangements	
<ul style="list-style-type: none"> • Release SANG to developers 		September 2019	Open Country Park and collect section 106 to maintain in perpetuity	
Q1	Q2		Q3	Q4
Comment: Project being reassessed due to early closure of the golf course				

Key measures

- **Penalty Charge Notices Issued – change to the quarter one figure**

Penalty Charge Notices quarterly data	This quarter	Last quarter	This quarter last year
Parking - Number of Penalty Charge Notices Issued	3,404	2,950*	3,717
		*Revised Q1 figure - Figure changed from 3,136	
Comment: In Q2 there were only 5 CEOs instead of 8.			



Priority: Financially sound with services fit for the future

Deliver the Customer & Digital Strategy plan for 2018/19 (D)

Activity		Timescales	Outcomes/deliverables	
General Data Protection Regulation (GDPR) Legal		Ongoing	Compliance	
Q1	Q2		Q3	Q4
Comment: Work on the ongoing implementation and embedding of GDPR continues. The project team continue to liaise with the service representatives on a monthly basis. Regular governance meetings with the Project Sponsor (Ian Harrison) are ongoing. All high risk areas have been assessed. Awaiting guidance from ICO.				

- Invest further in commercial property and explore other opportunities to generate income / reduce costs (D)

Activity	Timescales	Outcomes/deliverables	
Funds have been allocated for the purchase of commercial property for both 2017/18 and 2018/19 and properties identified for purchase.	Ongoing	Properties purchased and income received.	
Q1	Q2	Q3	Q4
Comment: Remaining two acquisitions are still in progress. Budget forecasts have been revised.			

Key service measures -

- Large increase in usage of website in July due to the Lido and the Airshow

Customer contact (web) quarterly data	This quarter	Last quarter	This quarter last year
Facebook likes	6,057	5,574 ↑	4,671 ↑
Twitter followers	4,456	4,356 ↑	3,940 ↑
Quarterly Visitors to the Council Website	256,195	226,459 ↑	212,788 ↑
Top three page views for content	1. Lido (70,145) 2. Airshow traffic (14,953) 3. Bin collections (10,253)	1. Lido (32,945) 2. Bin collections (15,451) 3. Planning applications (8,678)	1. Lido (24,195) 2. Bin collections (14,384) 3. Planning applications (8,364)
Key: ↑ numbers have increased this quarter in comparison, ↓ numbers have decreased this quarter in comparison. Comment: Large increase in usage of website in July due to the Lido (46,892 visitors to the Lido page) and the Airshow (14,882 visitors to the airshow traffic page)			

Monthly Visitors to the Council Website

