CABINET

**COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY &
PARTNERSHIPS PORTFOLIO HOLDER**

28th May, 2019

REPORT NO. ELT1902

KEY DECISION? NO

**COUNCIL PLAN 2018/19 -
QUARTERLY UPDATE ON KEY ACTIONS JANUARY – MARCH 2019**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Plan performance information for the fourth 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.

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1. **Introduction**

1.1 This paper sets out performance monitoring information for the key actions in the Council Plan for the 2018/19 Municipal Year.

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 (Aldershot Town Centre Strategy) 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 show2018 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 in2021 and the current shortage of social housing **(FED)**
- 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 completed, new or 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
77.0%	17.6%	5.4%

3.   Conclusion

3.1   Cabinet's views are sought on the performance made in delivering the Council Plan in the 2018/19 Municipal Year.

BACKGROUND DOCUMENTS:
None

CONTACT DETAILS:

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Executive Leadership Team

Annex A - Four 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
77.0%	17.6%	5.4%

Exception items set out under the Priorities

Priority: Sustaining a thriving economy and boosting local business

Action: 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 • Council approval for establishment of company	December 2018	To support the provision of well-designed and appropriately located homes in sufficient numbers to meet the needs of our residents and support the

		economic future of the borough.
		• 5 homes by 2019
		• 47 homes by 2021

Q1	Q2	Q3	Q4

Comment: Cabinet approved the business case and recommended the establishment of a Council owned housing company, appointment of a shadow board and development of the company business plan. Agreed at the April Council meeting.

Action: 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, architects have been appointed to bring forward development proposals for the site. RBC is still engaged in site assembly to support the delivery of redevelopment.

Action: 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 • 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 May/June 2019. Public consultation undertaken during January and February with local community groups and stakeholders and plans for consultation on the

potential mix of uses are being prepared by the Rushmoor Development Partnership. Anticipate that the masterplan will be developed during Q1 and Q2 2019/20.

Action: Support HCC to implement the Farnborough Transport Package (E)

Activity		Timescales	Outcomes/deliverables
Provide support to HCC in bringing forward the Farnborough Growth Package, these highway related schemes at Lynchford Road, Farnborough Road and Invincible Road will seek to improve accessibility to the town and some key locations		By 2020	Improved access and journey times to the town and other key locations
Q1	Q2	Q3	Q4
Comment: Approval to progress Lynchford Rd preferred scheme given by HCC in January 2019. County Members are still deliberating because of objections.			

Action: Submit the Local Plan to Government and prepare for its examination (D)

Activity		Timescales	Outcomes/deliverables
• 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: Local Plan adopted on the 21st February 2019. *Action ended in Q4*			

Action: 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
Mental Health - The Council is facilitating relations with Child and Adolescent Mental Health Services	On going	Pupils have access to mental health provision

(CAMHS) and local schools to provide mental health provision to young people			
Q1	Q2	Q3	Q4

Comment: No further progress made. We are continuing to try to facilitate between CAMHS and schools.

Mock Interviews - Alongside other local businesses some council officers take part in mock interviews for Year 11 Fernhill students to prepare them for future job applications.	Feb & October	Pupils have experience of interviews to give them confidence for future interviews.	
Q1	Q2	Q3	Q4

Comment: No further requests received. Contact will be made with the school to assess future requirements.

Priority: Supporting and empowering our communities and meeting local needs

Action: 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
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: Two of three patrolling staff accredited, rotas being developed following successful trials in Q3.

Developing a Community Protection Notice (CPN) to address persistent unreasonable behaviour such as graffiti, rubbish and noise considered to be affecting the quality of life in an area.	Looking to put in place by August 2018	Enforcement of action by those responsible for, or those with some control over the antisocial behaviour resulting in a warning in the first instance, and if the behaviour continues a fixed penalty or summons.
Q1	Q2	Q3	Q4

Comment: Further high profile individuals identified, with evidence gathering taking place with a view to issuing warning notices and full notices if further breaches are recorded. Assistance in gathering evidence required from Council patrolling officers and other means in order to satisfy high burden of evidence required.

Action: Generate and support targeted employment and skills opportunities to improve outcomes for residents (F,E,D)

Activity	Timescales	Outcomes/deliverables
Support and target residents to access Skilled Up programme and move into employment	2018/19	Facilitate promotion, induction and final session arrangements- link to Borough and priority neighbourhood activity
Q1	Q2	Q3	Q4

Comment: While the Skilled Up programme is not currently active while suitable new projects are identified, the Council has been working closely with Hampshire County Council to continue to deliver construction related training. The first Multi-trades CSCS course happened at the end of March involving 7 local people of whom 4 immediately entered employment. Further courses are planned including our first Highways course with 12 Learners booked to attend. We are delivering this course from our safe site and are very grateful to Grainger for use of their land. Following a successful audit, RBC are accredited to continue delivery of Level 1 Health and Safety Certificate to August 2019. Further accreditation is unlikely after September 2019, when all training providers are required to be a CITB approved training body, which will affect delivery of Skilled Up. Rushmoor's Level 1 Health and Safety Certificate training programme is designed to support learners who would not do well in a classroom environment and need to link their learning to hands on practical experience. Without this element of the course, participants will not be ready to take the test to achieve a CSCS card, which is needed to work on a construction site. Review situation in July 2019. Hampshire County Council have secured 1 million to deliver construction skills training programmes to over 600 learners between 2019 – 2020. We are working with them to ensure training opportunities reach local people.

Implement Members Employment and Skills task force recommendations to embed employment and skills outcomes in Council activity (contract procurement,	2018/19	• April 18-Amendment to planning application form to include employment and skills • Waste contract- Support SERCO employment and

social value and new development)			skills delivery • Incorporate employment and skills objectives in Procurement Strategy and Social Value policies and practice	
Q1	Q2		Q3	Q4

Comment: Revised Procurement Strategy due to members in Q2 2019/20 to provide framework for contract procurement objectives around employment and skills. SERCO recruitment for paid work experience placement completed. There is some deviation from the original offer which needs to be discussed with the contracts team.

Action: Continue the Council's review of grants and support and work with affected voluntary sector organisations to become more sustainable (F,E,D)

Activity	Timescales	Outcomes/deliverables	
Implement new rent relief policy for charities and voluntary groups	2018/19		
Q1	Q2	Q3	Q4

Comment: Consideration being given to representations received from groups and organisations – policy review to take place in summer.

Action: 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 December 2018	Defined specification for maintenance contract renewal procurement and possible network/equipment updates for service optimisation.	
Q1	Q2	Q3	Q4

Comment: Service handed over to Community Safety in January 2019. CCTV Project meetings re-established and further meetings with consultant held. Way forward agreed, with consultant carrying out further work on requirements and a specification. Capital refresh money

bid for Rushmoor camera renewal granted. ==*Revised date – Summer 2019*==

Action: Enable decisions to be made as close to customers and communities as possible (F,E,D)

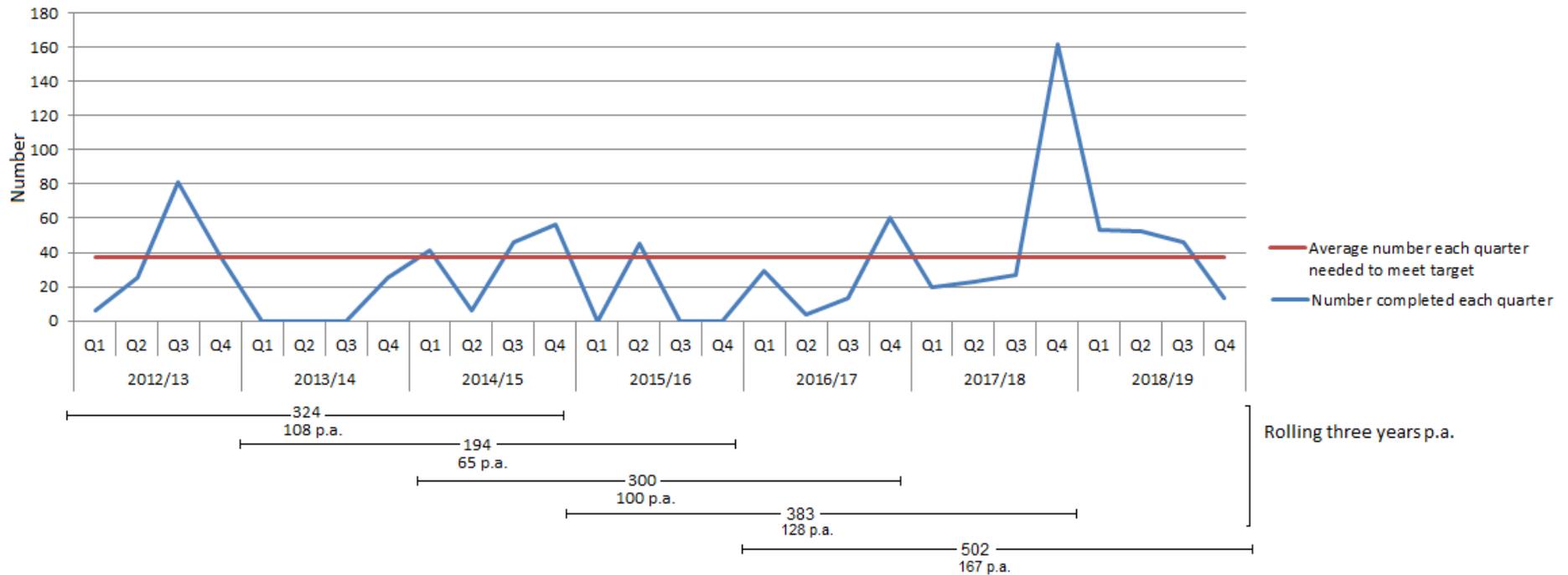| Activity		Timescales	Outcomes/deliverables	
Investigate models and funding opportunities for community collaboration		March 2019	Preferred method identified	
Q1	Q2	Q3		Q4
Comment: Options examined but no clear cut way forward. Finance currently not available to support this initiative. No further action. ==**Action ended**==				

Action: Take tangible steps to address the loss of temporary accommodation in 2021 and the current shortage of social housing (FED)

Activity		Timescales	Outcomes/deliverables	
Work with providers to secure 222 units of affordable housing in 2018/2019.		April 2019	222 units of affordable housing delivered.	
Q1	Q2	Q3		Q4
Comment: 164 units delivered in 2018/19. 58 units at Birchett Road did slip into 2019/20, this was not unexpected and had been forecast in Q3. However, the target of an average of 150 units per year for 3 years has been exceeded. 12 of the 13 units delivered in Q4 are for move on, supporting the council's Temporary Accommodation Strategy .				

Key measures

Affordable Housing Completions data	This quarter	Last quarter	This quarter last year
Housing - Gross Affordable Housing Completions Target: Over rolling 3 years an average of 150 new affordable homes p.a. (450 over three years)	**13**	**46** 🔴	**162** 🔴
Key: 🟢 this quarter's performance is better in comparision, 🟡 this quarter's performance is the same in comparision, 🔴 this quarter's performance is worse in comparision			
Comment: The target of an average of 150 units per year for 3 years has been exceeded			

Number of affordable housing completetions

Priority: A cleaner, greener and more cultural Rushmoor

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

Activity	Timescales	Outcomes/deliverables
Moor Road – • 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	January 2019 February 2019 Summer 2019 September 2019	Planning permission secured Funding in place to develop project Approval to progress project Facilities available for the public

Q1	Q2	Q3	Q4

Comment: The planning application has been withdrawn to enable the project to be revised to take account of the latest residents' consultations, changes in external funding arrangements and revisions to the scheme layout. A report is being prepared for the revised scheme for July 2019.

Activity	Timescales	Outcomes/deliverables
Ivy Road – • Obtain planning permission for Ivy Road Sports Pavilion • Secure external funding • Obtain approval for business case and tender works • Open new Sports Pavilion	October 2018 March 2019 April 2019 December 2019	Planning permission secured Funding in place to include from section 106 and Vivid to develop project Approval to progress project Lease agreement in place and pavilion available for the club to use and let to the community

Q1	Q2	Q3	Q4

Comment: The current project is being reviewed as a result of new requirements of the football club. Discussions are being held for the club to enter into a pavilion share with Aldershot and Fleet Rugby Club in Aldershot Park. The project is currently on hold whilst a review of options for the area is undertaken.

Priority: Financially sound with services fit for the future

Action: Deliver the Customer & Digital Strategy plan (D)

Activity		Timescales	Outcomes/deliverables	
General Data Protection Regulation (GDPR) Legal		Ongoing	Compliance	
Q1	Q2		Q3	Q4
Comment: All but 30 of Council staff have received or are booked on a session to receive introductory training on Data Protection and this has been the main focus. A draft IG Framework is being finalised via the Information Governance Group to give a high level overview of the RBC approach to Information Governance and highlight the role of the SIRO (Senior Information Risk Owner) and the IAOs (Information Asset Owners) and IAMs (Information Asset Managers) Unfortunately, there has been slippage getting reports to L, A & GP on the adoption of a new Data Protection Policy and formal appointment of the CM – LS as Data Protection Officer. The Information Governance Officer role has to be filled and this recruitment is outstanding.				
Commence work on new Council Web Site Re-design • Customer self-service portals		End - Sept 19 End - 2020	Improved customer experience – self-service/ transactional web site	
Q1	Q2		Q3	Q4
Comment: Website project has been incorporated into the broader R2020 work programme and sequenced later in the delivery of the technology programme.				