

KEY DECISION? NO

**COUNCIL BUSINESS PLAN
QUARTERLY UPDATE OCTOBER – DECEMBER 2019/20**

SUMMARY AND RECOMMENDATIONS:

This paper sets out the Council Business Plan performance monitoring information for the third quarter of 2019/20, building on the 16 priorities under the four themes of People, Place, Partnerships and Better Public Services.

The paper brings together the performance monitoring of the actions identified as key activities in 2019/20 from our three year business plan and the two key programmes of work which are vital for delivering the priorities, the Regeneration Programme and the ICE Programme.

The Cabinet is asked to note the progress made towards delivering the Council Business Plan.

1. Introduction

- 1.1 In July 2019 the Council agreed the vision for the borough (Your future, your place - a vision for Aldershot and Farnborough 2030) and our three-year Council Business Plan with sixteen priorities under the four themes of People, Place, Partnerships and Better Public Services, which will help realise the vision. This paper sets out performance monitoring information for the Council Business Plan for the period of October to December 2019.
- 1.2 Whilst this report is written under the name of the Leader there are three Portfolio Holders who are responsible for monitoring the delivery of the Council Business Plan, Cllr Adrian Newell who is Democracy, Strategy and Partnership Portfolio Holder, Cllr Martin Tennant who is the Major Projects and Property Portfolio Holder and Cllr Ken Muschamp who is Customer Experience and Improvement Portfolio Holder.

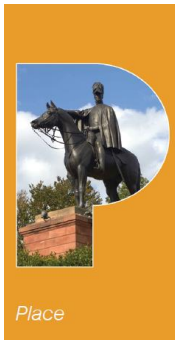
2. Detail

- 2.1 The Council Business Plan is a three year plan, which will deliver the Cabinet's 16 priorities which are set out under the four themes of People, Place, Partnerships and Better Public Services:



People

- We will help improve the health and wellbeing of residents
- We will encourage volunteering and being involved, and help people become more connected within their communities
- We will help residents to remain independent in their homes
- We will help our residents and businesses be sustainable – including reducing waste, recycling more and making sustainable transport choices e.g. cycling



Place

- We will continue to drive forward the regeneration of Aldershot and Farnborough town centres
- We will maintain and develop excellent indoor and outdoor facilities
- We will increase our response to addressing climate change and other environmental issues
- We will facilitate more homes being built that will meet the needs of local people
- We will work to grow the local economy in a sustainable way



Partnerships

- We will work with our partners to help people feel safer
- We will strengthen relationships with the voluntary and community sectors to maximise the value they bring to our community
- We will continue to support our military community
- We will work with schools, businesses and other partners to improve educational attainment and raise career aspirations



Better public services

- We will transform and modernise the way we deliver our services to customers
- We will listen and learn from our residents and businesses and excellent services to residents
- We will manage our finances well, increase income and deliver the savings and efficiencies we need to ensure we can deliver excellent services to residents

- 2.2 The Council Business Plan sets out what the Council is planning to delivery over the three years and the key activities over the next year (2019/20) that will help to deliver the priorities and support the realisation of the vision.

3. Key programmes of work that support the Council Business Plan

- 3.1 There are two key programmes which are vital for delivering the priorities and the Council Business Plan, the Regeneration Programme and the ICE Programme.
- 3.2 Cabinet established the 'Regenerating Rushmoor' programme in June 2018 to enable delivery of the Council's regeneration ambitions. The programme is a partner co-ordinated approach addressing economic and place-making challenges and opportunities across the Borough. It directly addresses a number of priorities in the Council Plan, in particular "driving forward with the regeneration of Aldershot and Farnborough town centres. The programme sets out a vision for the town centres in 2028:

"In 2028 the town centres of Aldershot and Farnborough will have a compelling offer and be vibrant and vital - they will have experienced a significant transformation and renaissance. With prosperous economies, they will be key destinations for residents, visitors, employers and investors. High-quality mixed-use redevelopment is offering an attractive environment with a distinctive retail, leisure, cultural, employment and residential offer. Aldershot and Farnborough town centres will be places that people are proud of and want to visit and spend their time and money in – whether by day or in the evening. Catering for everyone, they will offer a dynamic programme of cultural events, markets and activities building upon their unique heritage and histories. They will have strong reputations as family friendly town centres that positively complement their respective global brands'.

- 3.3 The Council's transformation programme, known as the ICE programme, was confirmed on 15 October, 2019 and the agreed programme outcomes are as follows:

Improved and modernised core business

This means:

- The Council will be thinking digitally and understanding how it can use technology to improve services, increase productivity and create capacity and flexibility
- The Council will have redesigned services, targeting its resources on residents' and businesses' needs and our agreed priorities
- Everyone will feel well informed and connected and can collaborate in ways that support the delivery of the Council's collective priorities and not just its individual work
- A clear workforce strategy will be in place to make sure the Council have the skills it needs now – and tomorrow

Consistently excellent Customer Experience

This means:

- The Council will offer consistently excellent customer service with a single/combined customer service as close to the customer as possible. The Council will work towards delivering a single-view of the customer throughout the Council.

- The Council will have implemented and simplified the technology and processes it needs to create consistent and excellent customer journeys for many of its services across multiple channels
- The Council's customers will have more opportunities to 'self-serve', reducing contact and saving time and money
- Customers will be happy and confident to self-serve and use lower-cost channels
- The Council will be more visible out in the borough and better connected in how it looks after the place
- The Council will be making sure the residents and businesses are well informed about its priorities, services and campaigns

Enable efficiencies, delivered savings and generated more income

This means:

- The Council will have achieved at least £1.5 million of ongoing net expenditure reductions by the end of the programme
- The Council will be thinking about the future of services across the borough differently and taking opportunities to manage, reduce or turn off demand
- The Council will be thinking and working in a 'commercially aware' way - understanding and managing costs better, and maximising opportunities to generate income and to recover its costs
- The Council will be using procurement to help deliver efficiencies and savings whilst ensuring that wider policy requirements are met.

4. Performance monitoring

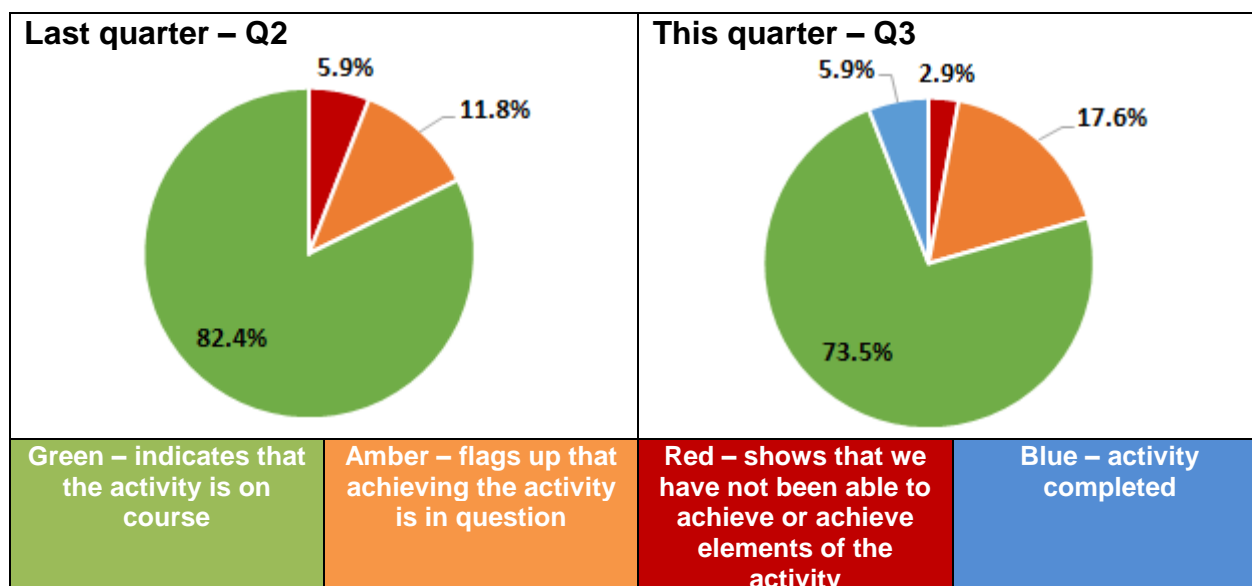
- 4.1 The monitoring of progress being made to deliver against the priorities, is in three parts. Firstly the monitoring of the Council Business Plan key activities for 2019/20 minus the activities which are under either the Regeneration Programme or the ICE Programme. Secondly the monitoring of the Regeneration Programme and thirdly, the monitoring of the ICE Programme.
- 4.2 The framework and processes for performance monitoring are currently being reviewed in order to provide a system which enables the Council to clearly and easily see how progress is being made with the priorities and how the Council is performing. This work is being developed and further changes will be made in the next quarter.
- 4.3 A set of performance indicators and measures across a range of Council services at the end of quarter three (December 2019) have also been prepared. These illustrate performance and any areas which need to be addressed are being raised with the relevant Portfolio Holders. These performance indicators and measures can be found at:
<https://www.rushmoor.gov.uk/councilplan>

5. Council Business Plan

- 5.1 Annex A sets out the detailed progress this quarter against the activities in the Council Business Plan. As can be seen significant progress has been made across a wide range of the full list of priority areas identified by the Cabinet. Where progress has been less than ideal a series of appropriate

actions have been identified and are being put in place to address this underperformance. As part of developing the Council's future plans an ongoing process of risk assessment takes place with consideration most recently including Brexit, the implications for delivery of some projects as a result of administering the December General Election and the potential impact of further spending cuts/income generation initiatives from Hampshire County Council.

5.2 Overall performance for this Quarter is illustrated by the pie charts below:



5.3 Progress this quarter within each of the four themes of the Council Business Plan can be summarised as:

- **People** – there was good progress this quarter. We held our successful firework spectacular and held many town centre events in the lead up to Christmas. We were involved in a number of remembrance events and worked with partners to help deliver the Community Carol Services.
- **Place** – overall there was good progress this quarter. However, there were some areas where progress has not been as expected, this includes the Heritage trails but options are being reviewed for financing the remaining costs of the project. The work towards responding to the climate change emergency is slightly delayed and the options for the position of the closed circuit cycle track are being developed due to the original site being unsuitable. So far this financial year we have delivered 162 units of affordable housing which means we have exceeded our annual target of 150 units per year.
- **Partnership** – overall, again, there was good progress this quarter. However, there were some areas where progress has been less good: the development the Skills Strategy has been deferred to 2020/21 to follow the completion of the Strategic Economic Framework and recruitment of new economy staff and due to the

Election in December the Council visit to Gorkha is likely to be later than planned.

- **Better Public Services** – in the quarter we launched a new waste services customer portal and developed our Organisational Health Dashboard which will be finalised and in place for Quarter 4. However due to the Election in December the introduction of customer accounts as part of the electoral services review has been delayed, there is also a slight delay in the revised Constitution going to Council, this will now be in February.

6. Regeneration Programme

6.1 Programme progress is set out at Annex B. In early 2020 some of the key regeneration projects will start on site, the first being Union Street, with the demolition of 53-55 High Street, and the much-awaited highway works at Invincible Road. The programme has experienced significant slippage, due to initial inductive timescales which were overly optimistic. As we continue to refine and resource the programme timescales will become more realistic but slippage on a programme of this scale will continue to be a risk for the council both reputationally and financially. The programme will aim to mitigate these as far as possible and in particular as the RDP evolves revised project plans will include a review of timescales in early 2020.

6.2 Programme highlights for this quarter:

- Union Street (Project A2) – The Union Street Scheme was agreed by the Rushmoor Development Partnership for public consultation planned for 16 and 18 January 2020. In December the RDP attended the Aldershot Community Christmas Festival, and had a stand in prime location which consistently had a flow of visitors throughout the day. The main objective of the day was to promote and encourage attendance at the January events. This was also an opportunity for residents to engage and join a mailing list to receive regular updates. The RDP also in this quarter launched a website detailing key projects and the facility for residents to leave feedback. A social media campaign has begun with the creation of Twitter and Facebook accounts, to promote the consultation events, and capture comments. The Winter issue of Arena included a related article and cited the Council discussions with the UCA, which again has generated social media activity. Follow up promotional work for the consultation events will continue to take place. The University of Creative Arts (UCA), also agreed in principle to leasing student accommodation within the development which is anticipated to help to increase footfall within the town centre, and combined with some residential apartments contribute to the sustainability of new commercial units on the ground floor of the scheme.
- Civic Quarter (Project F1) – Quarter 3 saw the project nearing completion of the first of seven RIBA development stages. In stage 1, the RDP built on the public engagement carried out earlier in the year and began to explore placemaking options and undertake capacity testing to understand what could be possible, in terms of the potential development mix on the site. The next stage in the progression of the masterplan (RIBA stage 2) is

concept and design. This stage will see the project through to a planning application submission during 2020.

- High Streets Task Force (HSTF) - Aldershot town centre has been selected by the government as one of a small number of pilot areas in the country to receive expert support and funding to help with town centre regeneration. Being included in this pilot scheme means that the Council will benefit from bespoke expert support and guidance from the new High Streets Task Force including face-to-face support, access to cutting-edge research, new online training, and local footfall data. Being a pilot town also gives the council the opportunity to bid for funding for projects up to £25m.

7. ICE Programme

7.1 Programme progress is set out at Annex C. The programme status overall remains 'Green' but trend is down as a result of resource pressures in some areas of the programme, particularly the CRM project (Project Ref WS1/6), where additional technical resource is required in delivering this project and those resources are currently focused on other areas of the programme. Progress on agreeing an approach to Benefits Realisation has been slower than anticipated and approval of the approach which will now slip into Jan/Feb 2020. However, this is not a programme critical path item. Overall the programme continues to deliver on-time and on-budget.

7.2 Programme highlights this quarter:

- Programme continues to deliver existing milestones on time and on budget. This implementation of CRM is underway, the roll-out of Microsoft Modern Workplace products (Office 365) is underway and work is advanced on the planning for upgrading computers to the latest Microsoft operating system Windows 10
- ICE Projects completed in last period include: Review of Car Parking Services, completion of implementation of new self-service environmental portal, roll-out of 'Yammer' Social Media communication tool to the organisation, development of draft Workforce Strategy
- Work has commenced on process redesign (WS1/3) and the future service redesign approach agreed and with Programme Board in late December. Review work commences in the Licensing Service in February 2020
- Initial work on Benefit Realisation undertaken but finalising this work has slipped against plan. Approval of approach will now be Jan/Feb 2020
- Further work to scope workstream 4 will be undertaken in January and linked with the 2020/21 budget process and finalisation of the savings plan
- Initial Programme Budget being developed

7. Conclusion

8.1 Cabinet's views are sought on the performance made towards delivering the Council Business Plan during October to December 2019.

COUNCILLOR DAVID CLIFFORD

LEADER OF THE COUNCIL

BACKGROUND DOCUMENTS:

None

CONTACT DETAILS:

Andrew Colver, Head of Democracy, Strategy and Partnerships – 01252 398820,
andrew.colver@rushmoor.gov.uk

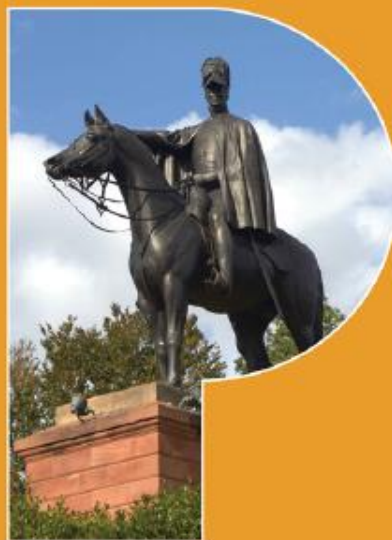
Sharon Sullivan, Policy Officer - 01252 398465, sharon.sullivan@rushmoor.gov.uk

Annex A - Council Business Plan key activities in 2019/20

Quarter three - October to December 2019



People



Place

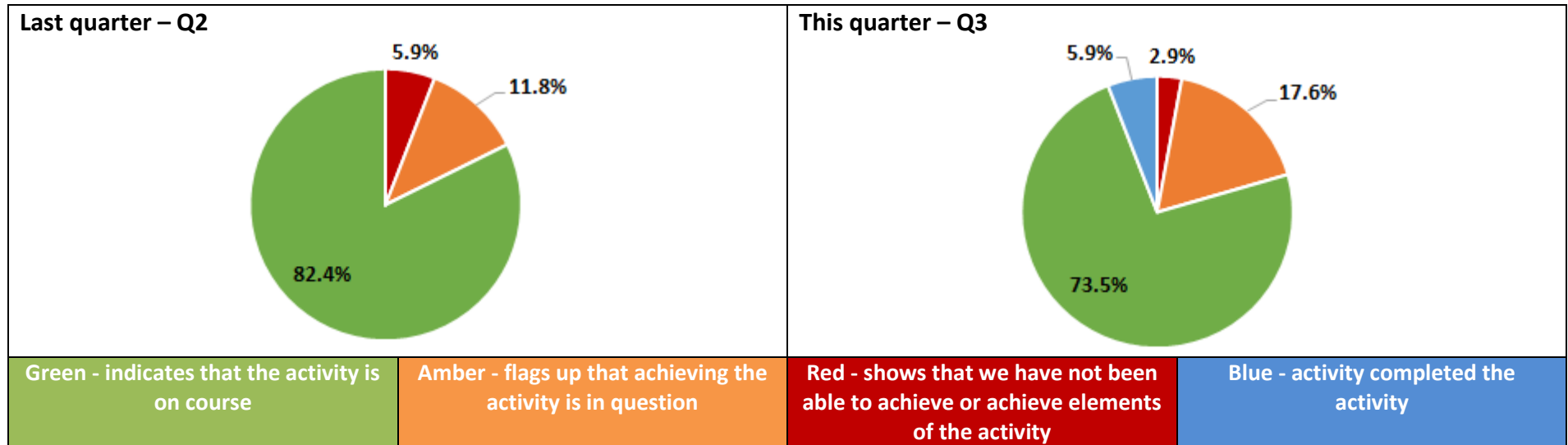


Partnerships



*Better
Public Services*

Overall performance of Council Business Plan key activities for 2019/20 – minus Regeneration Programme and ICE Programme activities



People

Activities	Time-scales	Outcomes/deliverables	Lead Officer	Comment	
Delivery of Strategic Housing actions within the Housing and Homeless Strategy, and Delivery Plan	July 2019 Jan 2020	Taking 6 monthly updates to Strategic Housing and Local Plan Group - informing service delivery	ZP	Last quarter	This quarter
				Up to date and Rough Sleeping Strategy being presented to Strategic Housing and Local Plan Group in January 2020.	
Administration of Disabled Facilities Grants to enable people to remain independent in their own homes and review of options once the future of the Better Care fund is understood	Ongoing	Helping people to live independent lives in homes that are suitable for their needs.	JD	Last quarter	This quarter
				62% of total budget spent, 76 Disabled Facilities Grants completed to December 2019	
Plan and deliver support programme to young people <ul style="list-style-type: none"> Creation of the Rushmoor Youth Forum Development of action plan for 2020/21 	April 2019 Dec 2019	Plan developed to complement deprivation strategy and action plan. Plan of activities and support to young people across the Borough	EL	Last quarter	This quarter
				Next forum on 13th January at Aldershot Football club. Youth activity brochure articles received. Brochure to be compiled and sent to print January 2020.	
Review of strategy, plans and processes to tackle areas of deprivation <ul style="list-style-type: none"> To understand and share data from the 2019 Indices of Multiple Deprivation (Data due to be released in September 2019) 	Dec 2019	People understand what the new data means for Rushmoor and its residents Assessment of implications based on data.	AC EL SS	Last quarter	This quarter
				Data discussed and shared with partners. Approach agreed by CLT.	

<ul style="list-style-type: none"> Develop a plan targeting the areas of most need. The plan will form the basis for the overall community development work. 	Jan 2020	Amended structure for the Community Development Team with clear objectives and focus on place.		Internal working group in progress – plan to be developed.	
Work with our contractors to help Rushmoor residents increase recycling and reduce waste	2019	Demonstrated through engagement with residents via the Recycling Support Officer. Residents increase their participation with recycling and decrease their contamination.	RW	Last quarter	This quarter
<p>Develop an action plan to promote health and well-being specifically in areas identified as in greatest need. Review approach and identify required resources by December 2019.</p> <ul style="list-style-type: none"> Plan prepared Delivery Commenced 	March 2020 May 2020	Plan developed to compliment deprivation strategy and action plan	AD	Last quarter	This quarter
				Resources have been focussed on Health and Wellbeing Community Conversation (21 January 2020), representing Rushmoor at County meetings and progressing key priorities (Mental Health, Healthy Weights and Falls). Two highly rated Managing Suicidal Conversations Training Sessions held November 2019. (Two more planned for January 2020).	
<p>Continue to support community groups</p> <ul style="list-style-type: none"> Aldershot Civic Society –Enable effective engagement between the society and the Rushmoor 	Ongoing	Ensure that the society has a role in influencing the Town Centre	CE TM	Last quarter	This quarter
				The Council has continued to engage with the Civic Society's and its community engagement process to	

<p>Development Partnership on proposals for the Union Street East. Engage regularly with the society and its members through regular attendance at their meetings, meetings of the Aldershot Task Force.</p>		<p>Strategy and shaping and delivering the Transition Plan.</p>		<p>produce a Town Centre Vision. The draft was presented to PPAB in November. Since then a further meeting has been held by the Civic Society to look at connectivity. The Council has also facilitated a discussion with the RDP to discussion design for Union Street East. A follow up meeting after the public consultation is being held</p>
<ul style="list-style-type: none"> Aldershot Community Together Organise meetings every two to three months of the whole Aldershot Community Together group to update on Aldershot town centre and agree and update on ongoing projects. To work with the residents of the Aldershot Community Together groups to organise Aldershot town centre events including Victoria Day and the Aldershot Community Christmas Festival 	<p>Ongoing</p>	<p>Residents of the Aldershot Community Together group are well informed about, and engaged with, Aldershot town centre's regeneration, transition schemes and events.</p>	<p>DP</p>	

<ul style="list-style-type: none"> • Heart of Farnborough - <ul style="list-style-type: none"> ○ Two meetings held in 2019/20 (November/February) ○ Develop and action plan for 2020/21 ○ Establish support structure for the group • Farnborough Society 	<p>March2020</p> <p>March 2020</p> <p>March 2020</p> <p>Ongoing</p>	<p>Emerging group to develop and co-deliver events and other projects in Farnborough</p> <p>Society has a role in influencing the Town Centre and shaping and delivering the Civic Quarter.</p>	<p>AC</p>	<p>The third Heart of Farnborough meeting will be held on 14th January and subject to there being sufficient interest from attendees, support arrangements for the group will be developed with a programme of meetings.</p>	
<p>Deliver, enable and facilitate the 2019/20 events programme. Including:</p> <ul style="list-style-type: none"> • 4 Armoured Med Farewell Parade • Get involved fair • Victoria Day • Armed Forces Day Military Day Parade • Rushmoor Community Food Festival • Rushmoor fireworks spectacular • Remembrance Sunday Events • Aldershot and Farnborough Town Centre Events • Carol Service 	<p>11 May</p> <p>1 June</p> <p>8 June</p> <p>29 June</p> <p>14 Sept</p> <p>2 Nov</p> <p>10-11 Nov</p> <p>Ongoing</p> <p>4 Dec</p>	<p>Increase community involvement and pride in the Borough.</p>	<p>AC</p> <p>JA</p> <p>DP</p>	<p>Last quarter</p>	<p>This quarter</p>

Place

Activities	Time-scales	Outcomes/deliverables	Lead Officer	Comment	
Heritage trails - Feasibility work has been completed and the plans proposed and agreed <ul style="list-style-type: none"> Part funding sought and obtained Additional funds being sought Works procured Projects delivered in accordance with plans 	Aug 2019 Aug 2019 Nov 2019 Spring 2020	New heritage trails provided in Aldershot to connect residents and visitors to Aldershot's military and civilian history. Project meets the pride in place and health and well-being agenda.	MS AC	Last quarter	This quarter
				Currently reviewing options for financing the remaining costs of this project of £55,000. Project now likely to be delivered in Autumn 2020. Date to be changed to Autumn 2020	
Moor Road playing fields - Funding has been sought and obtained and the plans proposed and submitted for planning consent <ul style="list-style-type: none"> Agree and commence procurement process Review and award tenders Commence project Open facilities 	Aug 2019 Sept 2019 Autumn 2019 Spring 2020	A new community facilities provided in Farnborough, including updated play area, a multi use games area, a pump track and outdoor gymnasiums	MS MS/AF	Last quarter	This quarter
				Planning consent obtained. Project on track to be delivered by May 2020	
Establish and open the Southwood Park SANG in line with the management plan and requirements from Natural England	Initial opening Aug 2019	SANG open and management plan developed enabling the regeneration of our town centres	JD/AF	Last quarter	This quarter
				Eastern side ready for opening - awaiting for park free works and car park details.	

Review of the litter enforcement pilot being operated by East Hampshire District Council	March 2020	Competition of a review of the pilot scheme with options for future delivery.	JD KH	Last quarter	This quarter
				Review started. Completion due in March, 2020.	
Continued implementation of the comprehensive development at Wellesley	Oct 2019	Handover of Sports Pitch Land. Design work on new pavilion and A325 Crossing at Pennefathers Road.	TM, JT	Last quarter	This quarter
				Handover of sports pitch land now scheduled for April 2020. Initial meeting with preferred architect for pavilion. Crossing under construction.	
	Oct 2019	Commencement of conversion/refurbishment of Cambridge Military Hospital (CMH)		CMH refurbishment commenced	
	Dec 2019	Delivery of 6 supported housing units in Corunna Zone		Grainger to deliver, practical completion planned for Nov 2020	
	2021	Extra Care housing in Buller Zone. Commencement of delivery of allotments		Some amendments are being made to s106 agreement. Hampshire and RBC are procuring a Registered Provider to deliver in 2024.	

<p>Accelerate Housing Delivery through:</p> <ul style="list-style-type: none"> Working with developers and partners to overcome issues preventing development Develop the Affordable Housing Delivery Programme to ensure use of commuted sum and other finance is fully utilised and resources from Homes England and other funding is maximised 	April 2020	Completion of a minimum target of 150 affordable units within the financial year	ZP	<div>Last quarter</div> <div>This quarter</div> <p>33 units delivered in this quarter- annual target has been exceeded. Quarter 1 to 3 there have been 162 units completed in total.</p>
<p>Implement Housing Company through:</p> <ul style="list-style-type: none"> Development of business plan Establishing Board and effective governance arrangements Implement effective arrangements for delivery of new build housing Development of Policies and processes Achievement of housing and financial targets as per business case and plan 	<p>Sept 2019</p> <p>Oct 2019</p> <p>Sept-Dec 2019</p> <p>July to Oct 2019</p> <p>Feb 2020</p> <p>2019-2022</p>	<p>Initial Business Plan approved</p> <p>Company incorporated</p> <p>Procure delivery partner</p> <p>Policies agreed by Board</p> <p>Transfer of existing properties to company</p> <p>Development of new properties</p>	TM	<div>Last quarter</div> <div>This quarter</div> <p>Business Plan due to be submitted to Cabinet and Council in February. The was originally planned for December. However, by managing elements of the project in parallel the delay in the approval of the Business Plan will not alter overall implementation programme.</p>
<p>Respond to the declaration by the Council of a climate change emergency</p> <ul style="list-style-type: none"> Establish a working group Meet with carbon neutral organisations Obtain data on Rushmoor's Carbon Footprint Develop strategy and action plan 	<p>Aug 2019</p> <p>Oct 2019</p> <p>Nov 2019</p> <p>Feb 2020</p>	<p>Develop and commence delivery of a plan to enable a green and sustainable Rushmoor and a carbon neutral Council by 2030</p>	<p>AC</p> <p>AD</p>	<div>Last quarter</div> <div>This quarter</div> <p>Working Group met have meet with TAG. Baseline Energy Management Assessment in progress. Cabinet to consider approach to priorities and resources in January/February 2020. Strategy and</p>

				Action Plan to be developed following Cabinet discussion.	
Closed circuit cycle track in the Borough: <ul style="list-style-type: none"> • Hold discussions with Garrison regarding long-term lease of land • Feasibility work undertaken • Plans proposed and cabinet approval • Commence funding application to British Cycling • Planning application • Funding sought and obtained • Final design work agreed • Works procured • Projects delivered in accordance with plans 	Aug 2019 From Sept 2019 Project plan to be updated	A multi - disciplined cycle facility incorporating a closed road circuit, a bmx pump track, balance and ride area, and a mountain bike skills course. The facility will be of regional significance for cycling in the South East as well as encouraging local people to become active and learn to ride.	MS AC	Last quarter	This quarter
				Developing options, including Wellesley sports pitches, revised timeline is being developed.	
Support the growth and development of the digital sector of the economy including facilitating the delivery of the Games Hub	2019 2019-2022	Identify and engage digital businesses through programme of visits Seek funding opportunities to support development and acceleration of digital businesses	TM	Last quarter	This quarter
				Series of visits being undertaken with EM3 LEP to digital businesses. Digital Factory ESF Expression of Interest supported by MHCLG to progress to business case. This will provide start up and acceleration	

	2019-2022	Develop programme of digital events linked to development of Games Hub	support to digital businesses across Basingstoke (lead), Rushmoor and Winchester
	2019-2022	Work with FCot to promote digital skills training	Events programme delayed by contractual issues on Games Hub which will be explored. Digital Skills training now to be a longer term project 2019-22

Partnership

Activities	Time-scales	Outcomes/deliverables	Lead Officer	Comment	
Deliver the Safer North Hampshire Community Safety Partnership Plan and objectives set out by the SNH Board.	2019/20	Improved feeling of safety and reduced fear of crime.	CR	Last quarter	This quarter
				Works continues to focus ON the delivery of the partnership Plan with more accountability and transparency. The Plan has been published and agencies have been asked to submit evidence to show how they are contributing towards the combined identified priorities of the CSP. Ongoing work from the shared service has provided education events, prevention roadshows and case-based interventions.	
Deliver focussed programme to reduce levels of antisocial behaviour in Aldershot Town Centre.	Oct 2019	Improved feelings of safety and reduced fear of crime amongst residents and visitors.	CR	Last quarter	This quarter
				Focused approach to deployment of resources, with regular review meetings and hi-vis Council Patrols being sent to hotspot. Evidence is being obtained to support further enforcement action. RBC has taken action on an	

				individual breaching their injunction a number of times.	
Develop a delivery plan for the Council to support the improvement of education attainment, to include work with Hampshire County Council to identify priority areas: <ul style="list-style-type: none"> • Preparation and approval of support plans • Develop a programme of support to schools based on improving aspirations in our most deprived areas • Deliver support work in schools • Reading groups in primary schools 	Oct 2019 Nov 2019	Improvement in educational attainment levels particularly in secondary education by 2020/21 following a clear needs analysis based on current issues and risks in schools. Success and good news stories from local schools communicated.	EL	Last quarter	This quarter
Generate and support targeted employment and skills opportunities to improve outcomes for residents through: <ul style="list-style-type: none"> • Delivery of Rushmoor Employment and Skills Zone programme 	Oct 2019	RESZ Partners consulted on the emerging Skills Strategy.	DW	Last quarter	This quarter
	Dec 2019 onwards	3-year Action Plan in place setting out key employment and skills activity in response to the Skills Strategy and the priority work areas of RESZ Partners.			Development of Skills Strategy deferred to 2020/21 following completion of Strategic Economic Framework and completion of recruitment of new economy staff
	Jan 2020 to March 2022	Action plan delivered			RESZ work continuing to be delivered

Support and enable a councillor shadowing programme for students in the Borough. <ul style="list-style-type: none"> • Agree key dates with the college and share information with Members • Introductory Sessions with Officers and Member • Councillor Shadowing activities • End of Programme 	Sept 2019 Oct-Dec 2019 Jan-Feb 2020 March 2020	Provides leadership and experience for young people. Involvement in local democracy encouraged Two cohorts undertaken.	JS	Last quarter	This quarter
Develop a delivery plan for ensuring effective working arrangements with the voluntary sector <ul style="list-style-type: none"> • Co-ordinate work with RVS including use of shared resources • Attend voluntary sector forum meetings • Establish support arrangements with RVS, CMPP and other organisations co-ordinating volunteering • implement volunteering scheme for staff to support local projects 	Oct 2019 Sept 2019 Jan 2020 Aug 2019	A more co-ordinated approach to supporting the 3 rd sector – outlining how the Council will work with the voluntary sector to improve our communities. Increase in the number of people volunteering locally.	AC EL	Last quarter	This quarter

Progress Military covenant priorities <ul style="list-style-type: none"> Complete Defence Employers Recognition Scheme Silver application Establish new working arrangements with the Garrison Identify and deliver programme of joint events in 2019/20 Prepare new style events programme for 2020/21 Scope requirements for achieving Defence Employers Recognition Scheme Gold Status 	May 2019 Oct 2019 Dec 2019 Dec 2019 March 2020	Silver award achieved Working arrangements agreed with Garrison and the areas of focus Three events supported per year Future plan for Gold submission including timescales and allocated resources.	AC EL	Last quarter	This quarter
				Programme of priorities and events developed for 2020. Workshop in January will be attended to help understand scope for achieving Gold status.	
Establishing international links with: <ul style="list-style-type: none"> Gorkha Municipality, Nepal Formal signing ceremony Visit to Gorkha to establish cultural/business links 	Jan 2020 March 2020	Links established. Memoranda of understanding agreed Business and community links established.	AC	Last quarter	This quarter
				4 -person delegation from Gorkha will visit Rushmoor 29 January–1 February 2020 to sign agreement. Visit to Gorkha now likely to be June Date to be changed to June 2020	
Establishing international links: <ul style="list-style-type: none"> Rzeszow, Poland Formal signing ceremony Establish trade/educational links 	Sept 2019 Feb 2020	Links established. Memoranda of understanding agreed Business and community links established.	AC	Last quarter	This quarter
				Agreement signed. Representatives may be invited to Air Show to progress trade links.	
Establishing international links:		Links established.	AC	Last quarter	This quarter

<ul style="list-style-type: none"> • Dayton, Ohio, United States <ul style="list-style-type: none"> • Formal signing ceremony • Visit to Rushmoor to establish business/education/cultural links 	<p>June 2019</p> <p>March 2020</p>	<p>Memoranda of understanding agreed</p> <p>Business and community links established.</p>		<p>Agreement signed. Delegation invited to Rushmoor to progress business/cultural links.</p>
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Better Public Services

Activities	Time-scales	Outcomes/deliverables	Lead Officer	Comment	
Developing the Corporate planning and performance framework Prepare a 10 year vision <ul style="list-style-type: none"> Leadership programme to engage on the vision Prepare a Council three year Business Plan Prepare a Council Dashboard <ul style="list-style-type: none"> Identify the key indicators which are needed to measure how we are doing as a Council Identify how best to present the information and whether and programs or software will be needed 	July 2019 July 2019 Dec 2019	Vision approved New plan approved and in place New performance framework agreed Dashboards in place and being used Set up arrangements with Members	AC JR SS	Last quarter	This quarter
				Work to identify key indicators (Organisational Health Indicators) has been carried out and draft dashboard created. Dashboard to be in place for Quarter 4 monitoring.	
Public access portal(s) - <ul style="list-style-type: none"> Waste Services Customer Portal 	2019	Launch a new online service for rubbish, recycling and bulk waste collections	NH	Last quarter	This quarter
Review commercial property assets and investments and develop a programme of regular review	Dec 2019	Initial review of investments completed and a plan in place to review the remainder	PB	Project completed	
				Last quarter	This quarter
				Review with LSHIM as Asset Managers undertaken and now subject to agreed work stream on initial 'Investment'- income producing and 'Legacy'- Income producing,	

				portfolios. Regular reviews taking place.	
Council Offices <ul style="list-style-type: none"> Re-location of Farnborough RVS Modernising the Workplace Environment – Workstyle (Modern, flexible desking and storage) Future Council Offices Options – linked to re-generation Green issue – Car Club 	Aug 2019	RVS located within Council Offices. Increased income generated	NH	Last quarter	This quarter
	Ongoing	Offices modernised and improved/greater efficiency		RVS relocation complete	
	2020	Future of Council Offices		A number of minor moves planned for Q1/2 2020	
	Sept 2019	Staff Car Club Pilot scheme		Baseline works underway Pilot complete	
Full review of the Council's Constitution <ul style="list-style-type: none"> Redraft Parts 1-3 (Responsibility for Functions) and proposed updates to codes and protocols Internal and Member Consultation Report to LAGP Report to Council 	July-Sept 2019	Improved clarity around delegation arrangements and responsibilities	JS	Last quarter	This quarter
	Mid Sept to Mid Oct	Codes and Protocols reflect up to date guidance and regulations		Arrangements for external review of the proposed update have been made. Revised Constitution has been scheduled for submission to Council in February 2020.	
	Nov 2019	New constitution reflects current working methods and the requirements of effective decision making		Date to be changed to February 2020	
	Dec 2019				
Implementing the electoral service review <ul style="list-style-type: none"> introduce customer account Establish measures 	Dec 2019	Redesign of service agreed	AC	Last quarter	This quarter
	Oct 2019	Pilot work undertaken on new service design and working arrangements	VP	Introduction of customer account delayed due to parliamentary election.	
	Nov 2019		JF		

<ul style="list-style-type: none"> • Re-design the service for Military personnel and dependents • Prepare plan for future changes 	Feb 2020	New customer account agreed	<i>Date changed to March 2020</i>
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Rushmoor Borough Council Regeneration Programme

Programme Monitoring Report February 2019 Quarter 3

Programme Description

Cabinet established the 'Regenerating Rushmoor' programme in June 2018 to enable delivery of the Council's regeneration ambitions. The programme delivery is a partner co-ordinated approach addressing economic and place-making challenges and opportunities across the Borough. It directly addresses the 'Place' priorities in the Council Plan, in particular "driving forward with the regeneration of Aldershot and Farnborough town centres".

The programme sets out a vision for the town centres in 2028:

"In 2028 the town centres of Aldershot and Farnborough will have a compelling offer and be vibrant and vital - they will have experienced a significant transformation and renaissance. With prosperous economies, they will be key destinations for residents, visitors, employers and investors. High-quality mixed-use redevelopment is offering an attractive environment with a distinctive retail, leisure, cultural, employment and residential offer. Aldershot and Farnborough town centres will be places that people are proud of and want to visit and spend their time and money in – whether by day or in the evening. Catering for everyone, they will offer a dynamic programme of cultural events, markets and activities building upon their unique heritage and histories. They will have strong reputations as family friendly town centres that positively complement their respective global brands'.

The programme is managed through four workstreams currently comprising the following projects.

Workstream 1 RDP Projects	Workstream 2 Property or Major Works	Workstream 3 Third Party Projects	Workstream 4 Feasibility/Options Appraisal/Strategy
A2: Union Street, Aldershot	A3 & A7 The Station & surrounding area, including Windsor Way & High Street Bus Interchange	A1: The Galleries & High Street Multi-Storey Car Park	F5: Future of the Council Offices site
F1: Civic Quarter	A5: The Games Hub (refurbishment works)	F2: Farnborough Transport Package	F6: New Leisure Centre Feasibility
A6: Parsons Barracks	F3: Invincible Road	F9: Voyager House	F8: Farnborough North/ Hawley Lane
	B3: Southwood Country Park (development of buildings)		A8: Aldershot Town Centre Strategy

Programme Summary	Period October 2019 - January 2019	Version 0.1	Last Updated: 7 th January 2020
Overall Programme Status	Outcomes	Budget	Timescales

Programme Commentary including key successes and issues

Q3 saw a number of key pieces of work conclude which will enable start on site for Union Street, with the demolition of 53-55 High Street, and the highway works at Invincible Road early in 2020. A comprehensive update to members took place on 8 January.

Programme highlights for this quarter:

- Union Street (Project A2)** – Union Street (Project A2) – The Union Street Scheme was agreed by the Rushmoor Development Partnership for public consultation planned for 16 and 18 January 2020. In December the RDP attended the Aldershot Community Christmas Festival, and had a stand in prime location which consistently had a flow of visitors throughout the day. The main objective of the day was to promote and encourage attendance at the January events. This was also an opportunity for residents to engage and join a mailing list to receive regular updates. The RDP also in this quarter launched a website detailing key projects and the facility for residents to leave feedback. A social media campaign has begun with the creation of Twitter and Facebook accounts, to promote the consultation events, and capture comments. The Winter issue of Arena included a related article and cited the Council discussions with the UCA, which again has generated social media activity. Follow up promotional work for the consultation events will continue to take place. The University of Creative Arts (UCA), also agreed in principle to leasing student accommodation within the development which is anticipated to help to increase footfall within the town centre, and combined with some residential apartments contribute to the sustainability of new commercial units on the ground floor of the scheme. Site assembly is progressing well.
- Civic Quarter (Project F1)** – Quarter 3 saw the project nearing completion of the first of seven RIBA development stages. In stage 1, the RDP built on the public engagement carried out earlier in the year and began to explore placemaking options and undertake capacity testing to understand what could be possible, in terms of the potential development mix on the site. The next stage in the progression of the masterplan (RIBA stage 2) is concept and design. This stage will see the project through to a planning application submission during 2020.
- High Streets Task Force (HSTF)** - Aldershot town centre has been selected by the government as one of a small number of pilot areas in the country to receive expert support and funding to help with town centre regeneration. Being included in this pilot scheme means that the Council will benefit from bespoke expert support and guidance from the new High Streets Task Force including face-to-face support, access to cutting-edge research, new online training, and local footfall data. Being a pilot town also gives the council the opportunity to bid for funding for projects up to £25m.

Programme Commentary including key successes and issues



With a number of projects moving to the next stage and some at implementation ensuring sufficient resources and expertise both in the regeneration team and supporting services such as finance, legal and property will be a key task during Q4 to prevent delays and bottlenecks and reduce risk. Cabinet will be asked to include additional funding in the budget to support the programme.

Forthcoming Matters for consideration by Members


The following matters are anticipated to be brought forward in the next quarter:

- LEP Funding Submission Approval (on the allocation of a successful bid, Cabinet approval required to accept funds.)
- Remaining land assembly and associated matters for the Union Street scheme
- Consideration of the Union Street Project Plan from the RDP and approach to funding and delivery
- Actions associated with potential end users for the Union Street scheme including a lease with The University of Creative Arts
- Consideration of matters associated with the Civic Quarter including pre planning and site clearance




Progress Summary by project

Project	Description	Funding	Key Activities Sept 2019 -Dec 2019	Key Activities Jan 2020 – Mar 2020	Status	Project Narrative
Workstream 1 – RDP Projects						
A2: Union Street	This project will redevelop a key area within the town centre and will create a new revitalised and vibrant space, with a residential-led mixed use development to provide approx. 140 residential homes with the ground floor to accommodate town centre uses all within the heart of the town.	<u>External</u> £5m HIF £1.1m EM3 LEP (to be confirmed) <u>Capital</u> 19/20 £5.7m	Demolition Contractor appointed Pre demolition surveys complete on some properties within the site HIF Funding Secured Community Updated on demolition Works within the town centre	Vacant possession of the entire site Pre-planning public consultation Finalise Heads of Terms with UCA Pre-Demolition survey & works for the entire site Demolition (53-55 High Street) & Enabling works to start on site Project Plan (for Cabinet approval) Formal pre application meeting Planning Application submission Lease surrender of 38-46 Union Street		<p>Good progress has been made in the last quarter and pre demolition and enabling works have started on site. A detailed project plan has been completed (subject to Cabinet approval).</p> <p>The RDP has established a programme of community engagement activities in order to share proposals, obtain feedback to develop a collaborative approach to the scheme. The RDP now has a website and social media presence, with Facebook and Twitter accounts being created, allowing residents to engage online.</p> <p>The RDP is exploring and taking forward options associated with the end users for the scheme. In addition to this the Council is actively engaging with University of Creative Arts, in order to negotiate leasing options for student's accommodation within the scheme. This is a significant boost to the development and will breathe new life into the town, offering opportunities to boost Aldershot's cultural and creative heritage alongside contributing to the sustainability of the new ground floor commercial units. Additionally, this provides an income stream.</p> <p>The Council continues to acquire properties within the development area in order to complete land assembly, this is ongoing.</p>
F1: Civic Quarter	The civic quarter will be an exciting mixed-use space, providing new opportunities	<u>Capital</u> 19/20 £10m	Pre-Demolition works of Elles Hall (EH) on going.	EH development site to be Hoarding, and		The emerging masterplan continues to develop, and move onto the concept & design stage, which will begin to shape a




Rushmoor Borough Council Regeneration Programme Monitoring Report

Project	Description	Funding	Key Activities Sept 2019 -Dec 2019	Key Activities Jan 2020 – Mar 2020	Status	Project Narrative
	for town centre living alongside active ground floor uses, such as cafes and restaurants alongside the re-provision of leisure and community facilities. This will enhance the town centre and improve connectivity between the town and the business park.	20/21 £10m 21/22 £19m	Pre- Demolition Survey of EH Farnborough Parking Study commissioned Ecology Survey commissioned Topographical Survey commissioned	appropriate signage to be installed. Closure of EH carpark and Decommissioning of associated PND's Repair hoarding associated with the former police station site. Review final parking study results (due end of Jan) RDP to progress masterplan options Seek external funding opportunities to assist with scheme delivery		planning application submission for submission during 2020. The design and concept stage will provide the opportunity for further stakeholder/community engagement. The Council is keen to facilitate the development of community stakeholder groups, to hopefully create community cohesion and empower residents to have their say. The Council will continue to develop engagement activities and is supporting the Heart of Farnborough Group to become established The possibility of a combined leisure / community hub will also be further explored and investigated potentially co-locating a number of complimentary social and recreational uses close together that interact with and are complimentary to each other. The overall aim is to arrive at a balanced and focused scheme which successfully weighs the site's development potential against public aspirations.
A6: Parsons Barracks	This site is currently a long stay car park close to the town centre, the entrance of which is off Ordnance Road. The site has been identified as a key site to redevelop and the RDP is tasked with taking forward the site as part of their portfolio. Options for this site are currently being explored and include residential, a hotel, food, retail and the option of a Care Home facility as end uses. Profit from the disposal of this site will contribute to the overarching Aldershot Town Centre regeneration.	Aligned to the project plans being developed by the RDP	Parsons Barracks Project Plan Option Approved at Cabinet 15.10.19.	On going process of due diligence by potential end user Aim to move forward resolution of outstanding legal issues relating to the disposal of land - <i>expected to continue into the next quarter</i> as this will involve the DIO		The RDP will continue to pursue end user options in relation to this site.




Rushmoor Borough Council Regeneration Programme Monitoring Report

Project	Description	Funding	Key Activities Sept 2019 -Dec 2019	Key Activities Jan 2020 – Mar 2020	Status	Project Narrative
Workstream 2 - Property or Major Works						
A3 & A7 The Station and surrounding area, including Windsor Way & High Street Bus Interchange	Aldershot Railway Station is a key gateway into the town and as such has been identified as needing improvements. This project includes public realm improvements to the railway station forecourt, a revised public transport interchange and the redevelopment of the bus station site for a mixed-use development scheme. The Council will also be facilitating the installation of public art to enhance the area.	£900k EM3 LEP £620K RBC £180k HCC £220k HCC (Windsor Way) £100k NSIP	Continued engagement with HCC and South Western Railway to get to a stage of finalising drawings	Update funding profile for the LEP Finalise overall scheme costings Move to implementation		Detailed costings have been provided by Hampshire County Council, cost estimations are slightly higher than anticipated and a review of the scheme design is currently underway. Whilst the scheme is still expected to proceed the design review may impact project times scales. The target date for the completion of the review is end Feb 2020. The Council will continue ongoing dialogue with impacted residents and stakeholders once the scheme is confirmed.
A5: The Games Hub	The Games Hub scheme perfectly combines the past and the present, consisting of a digital Hub to produce a collaborative workspace for existing and aspiring entrepreneurs and develop businesses working in the gaming and digital sector. The desired outcomes from this project are growth of the digital economy including; job creation; jobs safeguarding; and office floorspace refurbishment. This is all in the heritage setting of the Old Town Hall.	867k - LEP; £10k OPE, RBC 40K (revenue) Council budget needs to be revised to reflect the actual cost of works £867k	LEP funding secured Contract for works appointed.	Monitor status in relation RnPF's funding Complete Legal work connected with lease. Appoint contractor for refurb works, tenders received Bank funding approval for the Rock n Pop Foundation to purchase building.		The is project has progressed well in Q3 and secured LEP funding. The project is currently on track as per the revised timescales. The refurb of the building is due to state late in late Feb 2020 for a 14-week programme works and anticipated opening summer 2020.
F3: Invincible Road	Improved access/egress from Invincible Road onto Elles Road	£150 – 250k s106 funding from HCC Estimated costs £180k subject to HCC approval	Contractor for works appointed HCC approval	Finalise drawings with Hampshire County Council		Work is now anticipated to start on site in Feb 2020. This is however subject to the legal process being complete, which involves a number of parties. This is the major contributory factor to delays on this project.




Rushmoor Borough Council Regeneration Programme Monitoring Report

Project	Description	Funding	Key Activities Sept 2019 -Dec 2019	Key Activities Jan 2020 – Mar 2020	Status	Project Narrative
B3: Southwood Country Park (development of SANG including former golf club buildings)	<p>This is an exciting opportunity to retain large open green space within the borough. this is a 57-hectare area of natural green open space in Farnborough. The first phase of the country park (western side) opened in September 2019.</p> <p>Covering more than 30 hectares, it offers a network of formal and informal paths, with a 2.4-kilometre circular walking route, starting from the 31-space Kennels Lane car park. There is dog-proof fencing along the boundaries of Ively Road.</p> <p>It will also consider, evaluate and recommend supplementary uses for the site and associated buildings, and, where agreed, implement those uses</p>	<p>£58k revenue, £422k capital, £40k RBC contribution to EA feasibility study, £15k for buildings options study and £17k for hoardings in 19/20.</p> <p>Majority to be recouped from developer SANG contributions.</p>	Eastern side of the site car park open	<p>Develop designs for visitor centre</p> <p>Member Engagement</p> <p>Continued to work to keep the site secure</p>		Architects produced a feasibility study for a new SANG visitor centre, comparing a refurbished scheme or new build option within the project. On balance a new building was the preferred option and architects have now produced two refined new build designs for further consideration. As the designs develop, member and public engagement will be planned.
Workstream 3 - Third Party Projects						
A1: The Galleries & High Street Multi-Storey Car Park	<p>This scheme is integral to the regeneration of Aldershot Town Centre. Shaviram Aldershot Ltd is proposing a scheme of 600 new homes together with new ground floor commercial floorspace. The proposals also include a large, new public space that could be the focus for town centre events. In order to bring forward the proposals, we have approved, in principle, to relinquish our land interest in the High Street multi-storey car park and to take a long-term lease on a new 250 space car park, which will form part of the</p>	<p><u>External</u></p> <p>£2.4m HIF (SANGS) £1m HIF (sewer diversion)</p>	<p>HIF Funding secured</p> <p>Pre-planning public engagement undertaken by Shaviram</p>	<p>Planning Application submission</p> <p>Establish impact on infrastructure – Sewer diversion</p>	 	<p>Whilst RBC actions on this project are on target the project is currently experiencing delays mainly due to staffing changes at a consultancy level within Shaviram Aldershot Ltd, The Council have been advised that this project remains a flagship scheme and Shaviram are committed to the delivery of the project, they are working hard to resolve any issues that have caused delays. The Council continues to support pre-planning discussions.</p>

Rushmoor Borough Council Regeneration Programme Monitoring Report

Project	Description	Funding	Key Activities Sept 2019 -Dec 2019	Key Activities Jan 2020 – Mar 2020	Status	Project Narrative
	proposed redevelopment. This will mean that the existing car park will be redeveloped as part of the scheme.					
F2: Farnborough Transport Package	Lynchford Road Farnborough - Localised widening to improve traffic flow and reduce journey times. Improvement to connectivity between M3 and the new Exhibition Centre	Hampshire County Council secured LEP funding	Design, development and business case work is progressing for the scheme.	Hampshire County Council will develop scheme designs and undertake the appropriate studies in order to progress the scheme		Hampshire County Council in the next period will continue to develop a project plan and timeline for this scheme and will engage with stakeholders as required. RBC input is expected to be minimal
F9: Voyager House	Partner with the CCG to provide new Health Facility in Southwood.	Capped budget of £5.584m with spend over this being met by CCG	Tenders for the works received and assessed	Fit out works will commence		Rushmoor Borough Council acquired the Voyager Building in Apollo Rise (Southwood Business Park) for the CCG and providers to occupy as Tenants, in order for them to accommodate and co-locate primary care practices and community services in a way not currently possible within Farnborough. The CCG have entered into an Agreement to lease and will ultimately lease the property with the Council as Landlord
Workstream 4 – Feasibility/Options Appraisal/Strategy						
A8: Aldershot Town Centre Strategy	Completion of a comprehensive strategy and transition plan for Aldershot Town Centre.	Strategy and transition plan are developed funding requirements will be identified for any additional projects and will be brought forward through the Council's normal budgetary processes.	Aldershot Task Force – programme of consultation & engagement. Civic Society – Purposive conversation programme will feed resident views on the Town Centre into the Aldershot Town Centre Strategy.	Development and complete specification for retail/leisure usage study Continue to develop transition plan for Aldershot for the duration of the construction works Ongoing engagement with stakeholders including Aldershot Civic Society		5G ambitions being explored through wider piece of work with EM3 Local Enterprise Partnership <i>NB This project will be revised following notification of the Council being selected as a pilot for the High Streets task Force</i>

Rushmoor Borough Council Regeneration Programme Monitoring Report

Project	Description	Funding	Key Activities Sept 2019 -Dec 2019	Key Activities Jan 2020 – Mar 2020	Status	Project Narrative
F5: Future of the Council Office site in relation the Civic Quarter Development	Consideration of future options for the Council Offices site and the development of options for the future location of the council.	Funding requirements will be identified for any additional projects and will be brought forward through the Council's normal budgetary processes.	Review stock condition survey	Options for use of council offices site will be considered as part of the RDP civic quarter masterplan Council will need to consider the principle of whether to free up site early in 2020		Options for use of council offices site will be considered as part of the RDP civic quarter master planning. Members will be involved in pre-planning engagement activity Funding for feasibility/options work in the event of relocation provisionally included in budget for 2020/21
F6: New Leisure Centre Feasibility in relation to the Civic Quarter Development	A new leisure centre is being considered as part of the Civic Quarter development however, in order to assess the best location and format feasibility work is still on going.	£100,000 for further feasibility and design work Procurement budget also in place	Cabinet approval for a new Leisure Centre	Move forward Leisure Operator procurement Appoint an architect to work with the Civic Quarter masterplanners		The facilities mix for the new leisure centre was agreed at cabinet 16.12.19 along with a budget of £100,000 (set aside form Civic Quarter Farnborough Development Capital Budget) to be used for feasibility and design work. A project plan is being developed and the Council will be looking to appoint an architect in the next quarter, to develop the design and concept stage of the process as well as explore options for the appointment of a build contractor. A further report will go to cabinet in due course. £10,000 was also set aside to work with the Rushmoor Indoor Bowls club on options for alternative future provision
F8: Farnborough North/ Hawley Lane	This scheme has several objectives: to assist Network Rail in making Farnborough North safer for pedestrians Potential relocation of builder's merchants to an improved location at Hawley Lane and redevelopment of site.		Feasibility work has been undertaken for the scheme and has provided some options for consideration.	In the next period the Council will aim to re-engage with Network Rail to establish their plans and consider whether work on this project should continue		Farnborough North is a complex site having a number of elements that will need close coordination and engagement in order to make progress. The Council is in ongoing discussions with Network Rail, who are currently re-designing their proposed bridge for the scheme. The Council continues to engage with an adjacent land user with a view to potential relocation. The Council continues to progress the Hawley Lane scheme, including improvements to the access.

Summary of Key Programme Risks by Workstream			
<p>Workstream 1 – Project A2, has given rise to significant health and safety risks which have now been mitigated as work has begun on site. The timeline for the project has been accelerated in terms of demolition work to address these concerns. There are risks associated with external funding and the need to meet certain milestones in order to draw down funding. The RDP is aware of the milestones and is aligning the project to achieve funding targets.</p> <p>Risks associated with resourcing and expertise of major projects are under active management.</p>	<p>Workstream 2 – Projects in this work stream have several issues that are a potential risk. Project A3 has risks associated with the costings of the project which will have an impact on project timescales. Steps are being taken to mitigate this and the scheme design is under review. F3 has experienced delays, issues have now been resolved, and the project is anticipated to move forward, once all parties involved complete the necessary legal documentation.</p>	<p>Workstream 3 – These projects are working to anticipated milestones advised by third parties and/or funding related timescales.</p>	<p>Workstream 4 – Should Project F8 proceed there are risks associated with an agreement with Network Rail which is anticipated to be mitigated through the normal internal legal and property process.</p>



ICE Programme - Quarterly Progress Report

This report provides a programme level summary of progress against the Councils transformation programme, known as the ICE Programme. The programme is managed in four workstreams WS1 – WS4. This report sets out the status of the programme overall and provides a high-level view of the status of all projects currently live in the programme by workstream.

Programme Summary	Period October - December 2019	Version 0.1	Updated: 16th January 2020
Overall Programme Status	Outcomes – On target	Budget – on target	Timescales – on target

Programme commentary including key success and issues

The programme status overall remains 'Green' but trend is down as a result of resource pressures in some areas of the programme, particularly the CRM project (Project Ref WS1/6), where additional technical resource is required in delivering this project and those resources are currently focused on other areas of the programme. Progress on agreeing an approach to Benefits Realisation has been slower than anticipated and approval of the approach which will now slip into Jan/Feb 2020. However, this is not a programme critical path item. Overall the programme continues to deliver on-time and on -budget. Highlights from the last period include:

1. Programme continues to deliver existing milestones on time and on budget. This implementation of CRM is underway, the roll-out of Microsoft Modern Workplace products (Office 365) is underway and work is advanced on the planning for upgrading computers to the latest Microsoft operating system Windows 10
2. Work has commenced on process redesign (WS1/3) and service redesign order agreed and with Programme Board in late December. Review work commences in the Licensing Service in February 2020
3. Project statuses remain as end of December – unchanged by exception reports. Programme Trend has moved from flat to down as a result of resource pressure, particularly in respect of CRM project WS1/6 workload.
4. Initial work on Benefit Realisation undertaken but this work has slipped against plan. Approval of approach will now be Jan/Feb 2020
5. ICE Projects completed in last period include: Review of Car Parking Services, completion of implementation of new self-service environmental portal, roll-out of 'Yammer' Social Media communication tool to the organisation, development of draft Workforce Strategy
6. Further work to scope workstream 4 required
7. Initial Programme Budget being developed

Karen Edwards, ICE Programme Sponsor

Workstream 1 - Customer				Version Control	0.1	Period	Oct 2019 – Dec 2019
Project Ref	Project Description		Progress		Trend	Status	Notes
WS1/1	Customer Insight/Understanding our customers and demand		Scheduled for delivery by Dec 2019		↑	Complete	Now part of Business as Usual
WS1/2	Customer charter/promises (common standards)		Scheduled for delivery by Mar 2020		→		
WS1/3	Process redesign for self-service		Car Parking review complete October 2019. Revised Schedule of further reviews now agreed and commencing in Feb 2020		→		
WS1/4	New website - to enable transactional services		Scheduled for delivery 2020/21. Initial 'discovery' phase commencing in January 2020.		→	N/A	
WS1/5	Environmental Services portal projects		Project completed October 2019.		↑	Complete	
WS1/6	Create the 'Rushmoor Customer Service' implement and CRM capability and start to build a single customer view		Procurement of Goss CRM system complete. Implementation underway. Initial CRM functionality available from April 2020		↓		Resource pressure in project
WS1/7	Love Rushmoor App - refresh/replacement		Scheduled development not until 2021		→	N/A	
WS1/8	Communications strategy – enabling customer and behaviour change		Research phase being undertaken. Scheduled for delivery September 2020		→	N/A	
Workstream Commentary				Issues or Risks			
Workstream 1 overall progress is good. Critical to delivering transformation and savings is WS1/3 process redesign. Resource Pressure on CRM Project.				Project Capacity to undertake service reviews may not be sufficient			
				Organisational capacity to participate in review progress may not be sufficient			

Workstream 2 - Digital				Version Control	0.1	Period	Oct 2019 – Dec 2019
Project Ref	Project Description		Progress		Trend	Status	Notes
WS2/1	1. Office 365 'The Modern Workplace' (including roll-out of Exchange, Word, Excel, PP and embedded accessibility)		Good progress on implementing new Office 365 products. Yammer roll-out completed		→		
WS2/2	2. Flexible and mobile working - office modernisation		Project delivery to be scheduled in January 2020		→	N/A	
WS2/3	3. Team working, collaboration and new Intranet		Project delivery to be scheduled		→	N/A	
WS2/4	4. Performance management and business intelligence		Project delivery to be scheduled in January 2020		→	N/A	
WS2/5	5. Modernising Line of Business Applications		Projects underway: New Legal Service system, New Housing System and new HR e-learning system Property system being scoped		→		Eight weeks planned slippage on Legal system due to resource constraints
WS2/6	6. IT Infrastructure and Cloud Migration		Implementation of upgrade to Windows Server and cloud migration, together with roll-out of Windows 10 underway. Overall project will take until summer 2020 to complete. Will provide infrastructure to run many of the new 'Modern Workplace' services		→		
Workstream Commentary				Issues or Risks			
<p>Workstream 2 overall progress is good. Some limited slippage on new system replacement but overall delivery on track.</p> <p>Focus on WS2/1 over next couple of months in designing data and information storage and governance</p>				Ability to recruit and retain staff with the right skills because of the competitive nature of the IT recruitment market			

Workstream 3 – People & Culture				Version Control	0.1	Period	Oct 2019 – Dec 2019
Project Ref	Project Description		Progress		Trend	Status	Notes
WS3/1	Workforce strategy		First draft of Workforce Strategy now produced. Final version to be available by March 2020.		→		
WS3/2	Leadership training		First cohort of Leadership Training complete. Second cohort commences Feb 2020.		→		
WS3/3	Learning and development programme		Project to be scoped		→	N/A	
WS3/4	Culture, values and behaviour change		Project to be scoped		→	N/A	
WS3/5	Improving internal communications and collaboration		Initial work on internal communications underway. Outcome of this work will be the development of a communication strategy linked to WS3/1 Workforce Strategy. Opportunity to use new technology coming on stream in first half of 2020 will also be used to improve internal communication (see WS2/1 Modern Workplace)		→		
WS3/6	Organisational Redesign		Redesign underway with target to complete phase 1 changes by end of March 2020		→		
Workstream Commentary				Issues or Risks			
Workstream 3 overall progress is good. Further work is being undertaken to ensure projects are scoped and linked with opportunities presented for the use of new technology.				Resource capacity to undertake projects limited but being balanced with organisational demands			
				Impact of organisational redesign WS3/6 may impact on programme delivery and morale at some points from February 2020 onwards			

Workstream 4 – Cost & Commercial				Version Control	0.1	Period	Oct 2019 – Dec 2019
Project Ref	Project Description		Progress		Trend	Status	Notes
WS4/2	Better access to financial information		Work to commence early 2020		→	N/A	
WS4/4	Reducing debts and increasing income from existing services		Project being scoped for implementation 2020		→	N/A	
WS4/5	Commercial strategy and management of assets		Project being scoped for implementation 2020		→		
WS4/6	New procurement strategy and savings from procurement		New procurement strategy has been developed (in draft)		→		
WS4/7	Review of better use of council buildings		Consultants appointed to undertake initial scoping		↑		
Workstream Commentary				Issues or Risks			
Workstream 4 is currently scoping projects which will commence implementation from Q4.				Resource capacity to undertake WS4/1 & 2 projects limited. Vacancies in property service and capacity in Legal Services remain a concern but recruitment is underway and consultant/interim support in place.			

For further information the programme mandate can be found at <https://democracy.rushmoor.gov.uk/ieListDocuments.aspx?CId=138&MIId=684>