

**CABINET
10 NOVEMBER 2020**

**COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIPS
PORTFOLIO HOLDER
REPORT NO. ACE2001**

**REVISED PERFORMANCE REPORTING ARRANGEMENTS
& COUNCIL BUSINESS PLAN PROJECT PROGRESS REPORT JULY –
SEPTEMBER 2020/21**

SUMMARY AND RECOMMENDATIONS:

This report sets out details of changes to the way the Council reports performance to Members, as well as the progress of monitoring the Council Business Plan projects in the second quarter, July 2020 – September 2020. The changes are the first stage of a wider set of changes which Members will see following the appointment of the Assistant Chief Executive which are intended to strengthen and improve policy development, performance reporting and risk management activities in the Council.

This report is a *Summary Project Progress Report* providing information for Members only on projects which are not on track at the end of Q2. Over two-thirds of projects are identified as making good progress and a full report on all activity can be found at www.rushmoor.gov.uk/councilplan. Definition of each status is contained in the attached report.

Overall good progress is being made against a very ambitious programme of work, taking account the impact of the current pandemic and ongoing resource constraints. Work continues on strengthening project and programme management arrangements and improving governance of each programme.

Cabinet are requested to note the progress against the Council Business Plan projects in this quarter. In addition, a comprehensive update on the Covid 19 Recovery plan is provided.

1. Introduction

- 1.1 Following a recent review of how the Council reports on performance and progress against the Council Business Plan, a number of changes are proposed to the information Members are presented with. These changes are as a direct result of feedback from Members and are intended to improve the efficiency and effectiveness of the overall process and make it easier for Members to identify project progress and understand overall performance.
- 1.2 The changes are the first stage of a wider set of changes which Members will see following the appointment of the Assistant Chief Executive which are intended to strengthen and improve policy development, performance reporting and risk management activities in the Council. Further details of

these changes will be shared with Members over the coming months, with a view to them being fully implemented at the start of 2021/22.

- 1.3 This report provides an update on progress against key council projects in the Council Business Plan. The updates are provided on an exception basis so only projects which have been completed in Q2 or are not on time or on budget are reported; Members can assume all other projects are on track and being delivered. Production of a revised Performance Dashboard will be contained in Quarter 3 reporting. The Summary Project Progress Report is intended to provide a snapshot of the position at the end of each quarter and will be accompanied by an Annual Report which will give a comprehensive picture of the Council's achievements over the course of the year.
- 1.4 The report is presented by the Democracy, Strategy and Partnership Portfolio Holder with two other Portfolio Holders also responsible for the delivery of the Council Business Plan, Cllr Martin Tennant, Major Projects and Property Portfolio Holder and Cllr Ken Muschamp, Customer Experience and Improvement Portfolio Holder.

2. Background

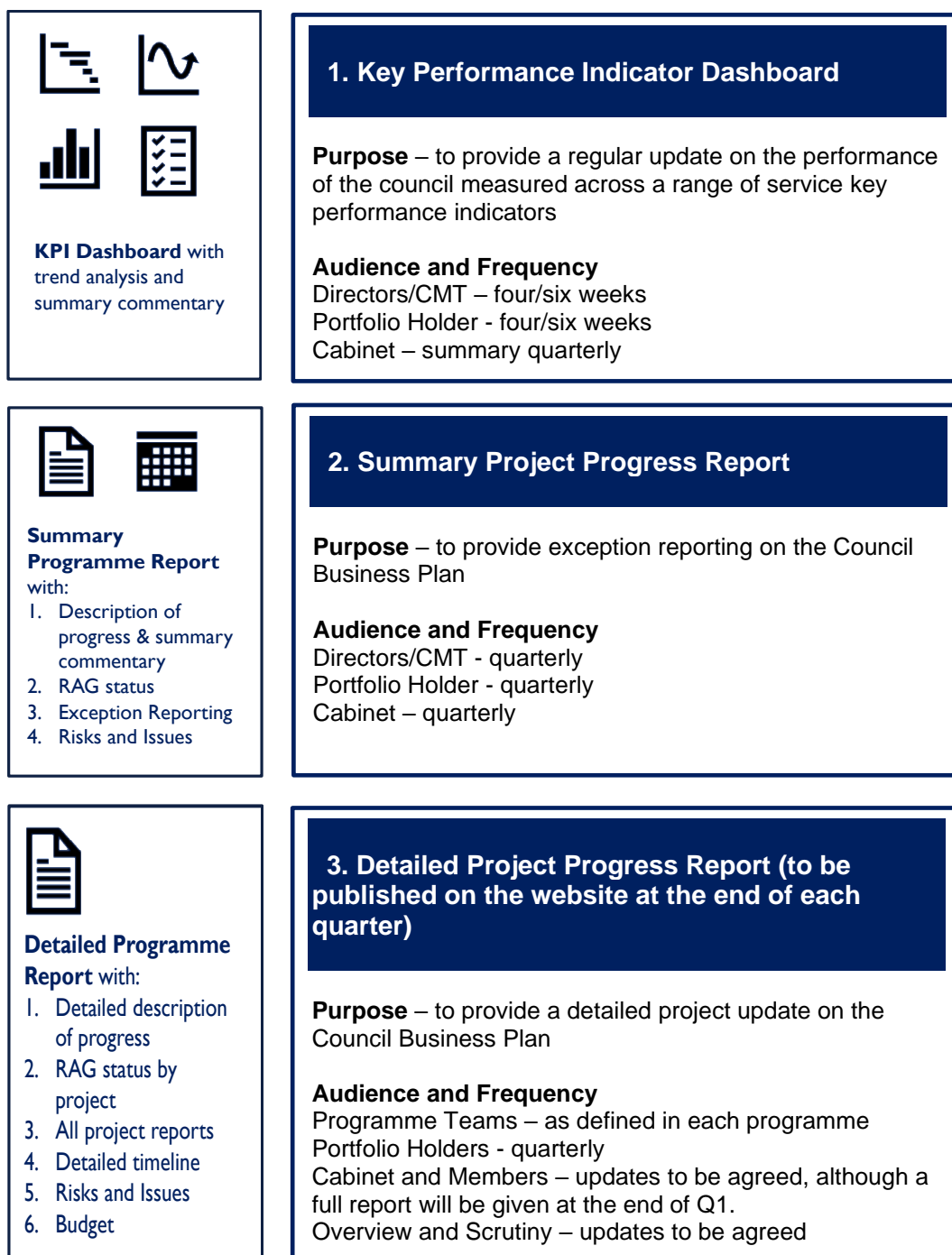
- 2.1 The Council Business Plan 2020-23 sets out what the Council is planning to deliver over the next three years and the key projects to be delivered in 2020/21, building on the 16 priorities identified by Cabinet, which support the Vision for Aldershot and Farnborough 2030.
- 2.2 Management and reporting of the projects to deliver the Council Business Plan are contained in three main programmes: Business Plan Projects, Regeneration Projects and ICE Transformation Projects.
 - 2.3.1 **The Regeneration Programme** - 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. Work is currently being undertaken to redefine and reprofile the regeneration programme.
 - 2.3.2 **The ICE Programme** - 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
 - Consistently excellent Customer Experience
 - Enable efficiencies, delivered savings and generate more income

The ICE Programme is being reviewed and reshaped to take account of Covid 19. There is an increased focus on digital delivery and a new ways of working project has been established.

2.3.3 **Business Plan Projects** – projects which fall outside these two programmes, but which are vital to the delivery of the Council Business Plan are contained within the Business Plan Projects Programme.

3. Revised Performance Reporting

3.1 Following a recent review of how the Council collects and reports progress, both against the Council Business Plan projects as well as wider performance reporting, a three-tier reporting framework is being developed although all elements are not yet in place:



3.2 The intention of this approach is to:

- 3.2.1 Ensure that Members are provided with enough information to have a good understanding of Council progress whilst not being 'overloaded' with detail;
- 3.2.2 Strengthen governance and regular reporting of progress whilst ensuring that only information pertinent to a particular audience is presented; and
- 3.2.3 Improve and streamline the collection of performance information making it more efficient by collecting information only as required.
- 3.3 The attached report (Annex A) is the first Summary Project Progress Report which is only showing projects which are not Green (where activity is on track). At the end of Q2, over two-thirds of activity was considered to be on track/completed, with the remainder covered in Annex A. The full programme reports are available on the Council's website www.rushmoor.gov.uk/councilplan

4. Delivery of the Council Business Plan

- 4.1 At the end of Q2, over two-thirds of activity was considered to be on track/completed, with the following key activities successfully completed between June and September 2020. These are set out in Section 1 of the Summary Project Progress Report.

- Completion of the renovation work on the Digital Hub in Aldershot. The Digital Hub will be opening in Q3, with a formal opening being planned in 2021.
- Completion of works on Invincible Road with the scheme open to traffic in early Q3.
- The handover of Voyager House, with the building becoming operational as the new 'Farnborough Centre for Health' in October.
- Under the ICE programme, the roll-out of Microsoft Delve has been completed and the BACs payment system has been upgraded.
- Adoption of the Procurement Strategy 2020-2024.

This was in addition to the extra demands placed on teams arising from Covid pandemic.

- 4.2 A summary of progress on the Business Plan is given below:
- 4.3 **Business Plan Projects - Quarter 2** – Section 1 of the Summary Project Progress Report provides information on Business Plan Project progress. Progress has been made across a wide range of Business Plan Projects. Covid continues to affect many of the Business Plan Projects, including projects related to the development of international links, where work originally planned this year is on hold until 2021. Work has also been paused on taking forward the strategic economic actions to support recovery and

growth whilst the project is reviewed in light of the impact of the pandemic. More positive progress to note this quarter, is the Cycle Track project is back on track and the Procurement Strategy has been completed and adopted.

- 4.4 **Regeneration Programme – Quarter 2** - Section 2 of the Summary Project Progress Report provides information on the Regeneration Programme progress. Work is underway to redefine the Regeneration Programme, as such this update is provided as a transitional report. It is likely that in Quarter 3 this report will include a Property and Major Works section, with a number of projects being reprofiled. Quarter 2 sees significant milestones within the Regeneration Programme being achieved including completed work on Invincible Road, Voyager and the Digital Hub Projects, details of which are shown in the attached report.
- 4.5 **ICE Programme – Quarter 2** - Section 3 of the Summary Project Progress Report provides information on the ICE Transformation Projects. A number of projects have been completed in the last period, but the Programme continues to be impacted by the effects of the pandemic and internal resource constraints.

5. Covid-19 Recovery Plans

- 5.1 One of the key Business Plan Projects is to develop and implement delivery plans for the recovery phase of Covid-19. The recovery plans have developed and implemented in accordance with government guidelines and in conjunction with local partners and with a small cross-party Member Working Group. The attached report (Annex B) Covid-19 Recovery Plan provides a detailed update. The plan will be reviewed as the pandemic progresses and further guidance is published.

6. Conclusion

- 6.1 Cabinet are requested to note the progress against the delivering Council Business Plan in this quarter and the revised approach to performance reporting.

COUNCILLOR ADRIAN NEWELL
DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER

BACKGROUND DOCUMENTS:

Council Business Plan April 2020 to March 2023

CONTACT DETAILS:

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Rachel Barker, Assistant Chief Executive, rachel.barker@rushmoor.gov.uk

Period Q2

ANNEX A

Summary Project Progress Report

ANNEX A - COUNCIL BUSINESS PLAN MONITORING QUARTER 2

ASSISTANT CHIEF EXECUTIVE

RUSHMOOR BOROUGH COUNCIL OCTOBER 2020 VERSION 1.2

SUMMARY PROJECT PROGRESS REPORT

This *Summary Project Progress Report* only reports on an exception basis. This means that **only projects which have 'Red' or 'Amber' statuses are reported**. All other projects which are on track as '**Green**' projects are not reported in this summary report (however, projects completed in the period are listed at the end of each section with a **Blue** status).

The report is divided into four sections:

1. **Projects completed this Quarter**
2. **Business Plan Projects** (projects in the Council Business Plan but not included in Regeneration or ICE Programmes)
3. **Regeneration Programme**
4. **ICE Transformation Programme**

'RAG' REPORTING

Red - shows that we have not been able to achieve or achieve elements of the activity

Amber - flags up that achieving the activity is in question

Green - indicates that the activity is on course

Blue – indicates that activity/project has been completed this quarter

PROGRAMME SUMMARIES

Business Plan Projects

Progress has been made across a wide range of Business Plan Projects. Covid continues to affect many of the Business Plan Projects, including projects related to the development of international links, where work originally planned this year is on hold until 2021. Work has also been paused on taking forward the strategic economic actions to support recovery and growth whilst the project is reviewed in light of the impact of the pandemic. More positive progress to note this quarter, is the Cycle Track project is back on track and the Procurement Strategy has been completed and adopted.

Regeneration Programme

Work is underway to redefine the Regeneration Programme, as such this update is provided as a transitional report. It is likely that in Quarter 3 this report will include a Property and Major Works section, with a number of projects being reprofiled. Quarter 2 sees significant milestones within the Regeneration Programme being achieved including completed work on Invincible Road, Voyager and the Digital Hub Projects, details of which are shown in the attached report.







ICE Programme

The ICE Programme Phase 2 delivery programme continues to make progress despite the impact of Covid 19 and the resulting knock on effects. Project P2 (Microsoft Delve) and Project P7 (BACS Upgrade) have been completed in the last period. Work continues on rolling out critical Microsoft Modern Workplace products (P1), Windows 10 (P4) and new laptops to support future flexible working, implementing CRM (P8) and developing the new website (P9). There is some slippage on the programme – the following exception report:

- Project P4 Windows 10/New laptops Roll-out of new laptops delayed by about a month due to late delivery of laptops (Amber)
- Project P5 delays in finalising procurement documents due to resource constraints in Finance (Red)
- Project P9 delays proceeding with the replacement website due to Covid 19 and internal resource constraints. Project has been re-dated to reflect new timescales (Green - after agreement to change project timescales)





Forward Programme view remains on-track but is subject to any further Covid 19 restrictions and ongoing internal resource constraints.




SECTION 1 – PROJECTS COMPLETED IN Q2

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
Completed Activity or Projects in this period			
A5: The Digital Hub	-		Quarter 2 marks the completion of the renovation works in relation to the Digital Hub. The Council took handover of the building on 24 th September. Early in quarter 3 Rocket Desk will be opening Rocket Desk: Aldershot which will be a soft launch with a formal opening later in the year or at the beginning of next year due to current social distancing measures.
F3: Invincible Road	-		This quarter [2] also sees the completion of works on Invincible Road subject to safely audit and sign off the scheme will be open to traffic early in quarter 3.
P1: Voyager House	-		The Council took handover of the building on Friday 11 th September. It is understood that the building is planned to become operational as the new 'Farnborough Centre for Health' on 16 th October.
P28 Procurement Strategy: Adopt the new 2020-2024 Procurement Strategy	-		Procurement Strategy was considered by Cabinet at their meeting in August 2020. Subject to a couple of minor amendments, the Procurement Strategy was accepted and adopted.
P2: Microsoft Delve - a product designed as part of the Microsoft Office 365 products to help users find information easily. Implemented to deliver a 'rich' telephone and information directory in Rushmoor council	-		Roll-out complete
P7: BACS - Upgrade to the BACS payment system			Project completed



SECTION 2 - BUSINESS PLAN PROJECTS


Key to trend arrow					
→	Same quarterly status as previous quarter	↓	Decline in quarterly status	↑	Improvement in quarterly status



Activity	Trend Q1 -Q2	Status Q2	Notes/Update
People projects			
P4 Rough Sleeper Strategy: Agree a deliver the Rough Sleeper Strategy and action plan recognising the long-term effects of Covid-19 on the Councils obligations	↓		The Strategy is currently out to consultation with the public and the partners. The strategy will be taken to Cabinet for a decision at the end of the consultation, not in August as originally planned.
P6: Electoral review: Deliver changes to electoral processes to make it easier for residents to register and vote	↓		Project underway but delayed due to Covid-19. Timeframes being reviewed.
Place projects			
P11: Facilities for visitors: Develop a visitor centre, café and other facilities for visitors to the Southwood Country Park	↑		Covid has delayed the soft market testing for the provision of Café and issues with surveying a culvert have delayed the finalisation of environmental and landscape design. The project is progressing but planning implementation of any design measures needs clarity on the programme for the Esso pipeline assuming it is agreed by the Secretary of State.
P13: Economic development: Take forward the strategic economic actions to support recovery and growth	→		This work has is evolving so that the strategic actions identified best take account of the impact of Covid 19.



Activity	Trend Q1 -Q2	Status Q2	Notes/Update
P15 Rushmoor Homes: Develop and deliver homes for private rent through Rushmoor Homes	↑		The relaxation of Covid regulations enabled the procurement of managing agents to occur and Romans have now been appointed. Outstanding issues with the initial properties to be transferred are being progressed. The delays mean that the Company will not fully achieve its Business Plan in 20/21 but this is a matter of timing and it remains on course to deliver its targeted returns over the longer term.
Partnerships projects			
P20 Community/voluntary sector groups: Develop new working arrangements with community/voluntary sector groups and public sector partners to support recovery processes from the coronavirus pandemic and develop a new community support hub arrangement jointly with key partner organizations.	↓		Discussions taking place but plan yet to be developed. The impact of COVID-19 means this is unlikely to be developed before 2021/22.
P25 International links: Encourage and establish business, education and community links with support from the Rushmoor International Association with: <ul style="list-style-type: none"> Dayton, Ohio, United States Gorkha Municipality, Nepal Rzeszow, Poland 	↓		No visits, working arrangements or plans have been possible to establish due to COVID although virtual contact continues – the project has however slowed down.


SECTION 3 - REGENERATION PROGRAMME

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
Workstream 1 – RDP Projects			
A2: Union Street: This project will contribute towards the reinvigoration of Aldershot town centre, creating a new revitalised and vibrant space, with a mix of residential and student accommodation above active ground floor uses alongside a creator's yard within the heart of the town.	→		<p>Good progress has been made in the last quarter and saw the completion of land assembly for the whole site which is now in the ownership of the Council. Progress continues to get the site ready for demolition and several properties have had the utility disconnections complete.</p> <p>The procurement process for wider site demolition is complete and the Council has appointed Hill to undertake the works and a technical advisor working on behalf of the Council as Employers Agent.</p> <p>Due diligence work continues, considering viability, funding options and procurement routes. The outcome of this work is anticipated in quarter 3.</p> <p>The RDP continues to promote the scheme via the website and social media presence, uploading new images as they develop</p> <p><i>The Union Street delivery programme is currently being reprofiled to reflect the due diligence work and associated change to project timescales, this may impact the status in the next quarter.</i></p>
F1: Civic Quarter, including the Civic Hub and Leisure Centre feasibility the Civic Quarter will be an exciting mixed-use space, providing new opportunities for town centre living alongside active ground floor uses, such as cafes and restaurants and the re-provision of leisure and community facilities. This will enhance the town centre and improve connectivity between the town and the business park to the south west.	↓		<p>Civic Quarter- Quarter 2 sees the demolition of the Ellis Hall community centre progress with a contractor starting on site. These works will complete in the early part of quarter 3. Work continues to explore potential uses for development sites within the Civic Quarter and to agree the commissioning of the next stage of Masterplan development.</p> <p>Member engagement continues, a series of seminars are in the process of being arranged this will give members the opportunity to further develop key principles for the Civic Quarter that will be taken forward into RIBA Stage 2 of the master planning work. The first seminar took place on 24th September the subject matter was Sustainable Transport for Town Centre Regeneration. Quarter 3 will see the next two seminars in the programme.</p>



Activity	Trend Q1 -Q2	Status Q2	Notes/Update
			<p>At the end of quarter 2 the RDP commissioned LDA architects to take forward RIBA Stage 2 works, which will progress the masterplan to planning permission submission.</p> <p>Civic Hub- Following consultation and engagement with the senior leadership team and an item at informal cabinet, work continues with 6 Service engagement workshops being held for staff in quarter 2, this will be followed by member engagement in the early part of quarter 3.</p> <p>Technical Advisors have been appointed to develop the detailed feasibility study alongside Wilmott Dixon and a range of surveys will be delivered in quarter 3 to inform the Feasibility and business case.</p> <p>Work will commence in quarter 3 to develop a detailed brief for the project including a range of key strategies such as Sustainability, Building Information Modelling (BIM), Building Performance and Management.</p> <p>Works continues to be undertaken with Sport England to explore Borough-wide funding opportunities.</p> <p>Work continues on the preparation of the final business case, which is due for completion in quarter 4.</p>
<p>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 RDP Project Plan recommended a Care Home facility as the best option to take forward. RBC approved the disposal of the car park to the RDP in mid 2019. Profit from the disposal of this site is proposed to</p>	→		<p>All legal documentation relating to this is substantially complete however further discussions are taking place in respect of the wording of indemnities, which is the last issue to resolve.</p>

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
contribute to the overarching Aldershot Town Centre regeneration.			
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 qualitative 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.	→		Cost estimations provided by Hampshire County Council (HCC) are higher than originally thought and this has an impact on the ability to deliver the project against the budget of £600,000. HCC is giving consideration to how additional funding can be secured to bridge any shortfall. The determination of this application is expected at the end of October 2020, it is likely [subject to final approval] that HCC will provide additional funding, and that the Council will become a key stakeholder for the scheme
B3: Southwood Country Park (development of SANG including former golf club buildings) 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. 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.	→		This project is in the process of being rescoped, an update will be provided in quarter 3.

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
<p>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>			
Workstream 3 - Third Party Projects			
<p>A1: The Galleries & High Street Multi-Storey Car Park:</p> <p>This scheme is integral to the regeneration of Aldershot Town Centre. Shaviram Aldershot Ltd is proposing a scheme of approx. 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. Council has approved, in principle, to relinquish its land interest in the High Street multi-storey car park and to take a long-term lease on a new 250 space car park.</p>	→		Quarter 3 will see the determination of the Galleries planning application which is scheduled for the Councils planning Committee in November.
<p>F2: Farnborough Transport Package:</p> <p>Lynchford Road Farnborough - Localised widening to improve traffic flow and reduce journey times. Improvement to connectivity between M3 and the new Exhibition Centre</p>	→		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

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
Workstream 4 – Feasibility/Options Appraisal/Strategy			
F8: Farnborough North/ Hawley Lane: This scheme has several objectives, to assist Network Rail in making Farnborough North safer for pedestrians and potential relocation of builder's merchants to an improved location at Hawley Lane and redevelopment of site.	↓		This is a complex site which has a number of elements that need close coordination and engagement, as such Coronavirus has had an impact on the project. Work has paused as resources are diverted to other priorities.

SECTION 4 - ICE PROGRAMME

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
Workstream 1 – Programme Enablers (ICT Projects)			
P4: Infrastructure and Cloud Migration - The implementation of IT infrastructure which includes modernising the council's IT environment, moving services to the cloud and rolling out Windows 10	↓		<ul style="list-style-type: none"> Delay of 4 weeks in delivery of laptops – roll-out now starting November 2020 Slippage does not impact end date of project (March 2021) but slows initial roll-out
P5: Modernising LOB Applications - Procurement of a new Property System to ensure efficient and effective management of council property assets	↓		<ul style="list-style-type: none"> Delays of about two months from the original project timescales have been experienced by the project. This has primarily been as a result of lack of internal resource availability from the Finance Team. Further work being undertaken to rescope the project and provide additional input to complete development of the specification for tender

Covid-19 Recovery Plan

ANNEX B – RECOVERY PLAN QUARTER 2

CHIEF EXECUTIVE

Priority Area	Community Recovery	RAGB Status	R	Needing urgent action
Lead Member	Adrian Newell		A	Further action needed
Lead Officer	AC		G	On track
Co-ordinator	AN		B	Completed

Project / Action and status as existing E / new N	Performance Measures	Proposed timescale	Progress update	R/A/G/B Status
Transition the ORCA helpline into RVS.	Develop a CRM to manage request and response. <i>Key Delivery Partners: RVS & LRGs, Pipe Media</i>	By 1 st Oct 2020	The CRM manages the end to end process, from request to response. Reporting is clear and easy, for managing service delivery and fulfilling any formal reporting requirements.	A
	Transfer residents in from local responders. <i>Key Delivery Partners: LRGs</i>	By 31 st Aug 2020	Continuity of service for residents. Decrease in caseload as circumstances reviewed.	G
	Transfer in local responders. <i>Key Delivery Partners</i>	Aug 2020	Response levels to requests for help are maintained.	G
	Recruit and train RVS HeLO. <i>Key Delivery Partners: RVS</i>	By 1 st Oct 2020	RVS HeLO fully trained by 1 st October. RBC HeLOs back to BAU from 1 st October.	G
Plan to remobilise the ORCA helpline, response and food provision in the event of a second spike/local lockdown	Process established to re-staff the ORCA helpline.	Oct 2020	Existing RBC HeLOs can be recalled. Additional RBC staff identified and placed on standby to join the team.	A
	Survey volunteers to identify willingness to respond again in future. <i>Key Delivery Partners: RVS, LRGs</i>	Oct 2020	Intensive helpline delivery can be resumed with immediate effect Revised local responder networks developed and placed on standby. Intensive local response to helpline requests can be resumed with immediate effect.	G
	Develop CART Connectors. <i>Key Delivery Partners: RVS, HCC</i>	Oct 2020	Clear and joined-up process in place to assist residents with complex needs	G
Understand C19 impact (N) Develop an understanding of feelings, needs and views of the local community and key partners to enable	Produce a resident's survey to understand the scale of the impact and how people are feeling <i>Key Delivery Partners: CGG, HCC, RVS</i>	Sept 2020	High response/participation rates. Improved understanding of local impact. Data and evidence to help shape the priorities of the deprivation strategy. Actions developed from survey responses.	G
	Obtain feedback from Local Response Groups. <i>Key Delivery Partners: RVS</i>	Sept 2020	High response/participation rates. Maintain level of volunteer involvement.	G
	Request Members in specific wards for feedback on the issues within their wards	Nov 2020	Arrangements in place for ongoing engagement with residents at a ward level.	A

effective community-based work to be developed and measured			Focus to be on wards where high need and issues have been demonstrated	
	Engage with key organisations in the borough's C19 response Key Delivery Partners: HCC, CCG, RVS, GRNC, TVC, SBS	Dec 2020	Key organisations identified and engaged. Improved understanding of factors driving deprivation, isolation and poor health/wellbeing.	G
	Establish a C19 impact dataset within the Community Development and Partnerships Team	Jan 2021	Open access to up to date data compiled from key sources. Allows meaningful measurement of the impact of the CRP longer-term. Potential for shared data/info hub?	G
	Prepare a "State of Rushmoor" report to show Impacts and cultural changes resulting from C19.	Feb 2021	Clear understanding of feelings and support needs to drive future plans. baseline established to inform decisions on priorities and resources. Support access to external funding	G
Food Provision (E). Facilitate the physical, mental and financial recovery of communities via the provision of appropriate, sustainable and community-based food initiatives.	Review current Food Hub operation and demand	July/Aug 2020	Food Hub location and operation secured in the short-term (PH site and resources). Fewer new and repeat referrals through key users starting to transition support where appropriate.	A
	Start to evolve the delivery model. Key Delivery Partners: RVS	Aug/Sept 2020	Evolved delivery model starts to support broader needs in the community, eg. school holiday support. Secure long-term commitment from local supermarkets into any future delivery model(s) and influence supply offer. Introduce additional supply routes focused on the reduction of food waste.	A
	Explore and enable longer-term community-led food provision Key Delivery Partners: RVS	Aug/Sept 2020	Active engagement of key partners in future options. Future model(s) meet existing need as well as developing more aspirational/innovative approaches. Future model(s) delivered and owned by local communities in partnership with key local organisations. Fulfil Defra grant obligations.	A
	Plan for second spike/local lockdown. Key Delivery Partners: RVS	Oct 2020	Evolved/evolving food model can respond to any increased demand linked to a second spike/local lockdown. Strong supply routes continue.	G
	Develop longer term options to encourage healthy eating.	Jan 2021	Residents have access to good quality, healthy food and opportunities to learn more about nutrition and cooking.	G

Physical & mental recovery in local communities (N). Identify and facilitate initiatives that support the physical and mental recovery of communities via the provision of local resilience-based programmes.	Communications highlighting what is opening up, when Key Delivery Partners: RVS, Vivid	Ongoing	Community confidence increases in safety of returning to normal, leading to increased attendance. Venue confidence increases in hosting Covid-secure events/groups.	G
	Covid-secure training for community venues, allowing community groups to reopen safely. Key Delivery Partners: RVS	Ongoing	Good attendance and engagement from community venues. Venue confidence increases in hosting Covid-secure events/groups. Community confidence increases in safety of returning to normal, leading to increased attendance.	G
	Develop local projects to combat physical and mental health inequalities exacerbated by covid Key Delivery Partners: CCG	Jan 2021	Good take up of local health sessions/projects Increased access to local opportunities and support Reduction in smoking/obesity levels (tbc once project agreed)	G
	Work to build different approaches to allow the resumption of local community support groups. Key Delivery Partners: RVS	Feb 2021	Good take-up of RVS Covid-Secure training leading to increased availability of locations to run community support groups. Increased attendance at community support groups.	G
	Work with partners to deliver programmes that support building resilience and improve mental and physical health. Key Delivery Partners: HCC, CCG	Mar 2021	High take up of local resilience- based programmes and community-led initiatives in targeted areas. Increased access to mental health support. Development of joint CCG/RBC schools' mental health programme.	A

Priority Area	Economy Regeneration and Housing	RAGB Status	R	Needing urgent action
Lead Member	Marina Munro and Martin Tennant		A	Further action needed
Lead Officer	TM		G	On track
Co-ordinator	KS		B	Completed

Project / Action and status as existing E / new N	Performance Measures	Additional Resources Required	Progress update	R/A/G/B Status
Engage with HCC/EM3 Recovery groups & establish Rushmoor Economic Recovery Group	Engagement with EM3 COVID-19 recovery group & ED lead at HCC for Aerospace Key Delivery Partners: HCC, EM3, Districts, Business Support	None for establishment of group Additional actions may arise for its consideration	EM3 regular meetings to share best practice and provide a co-ordinated approach to business support and grants. RBC Recovery group successfully mapped provision and looking to support identified gaps	A

Identify anchor businesses & ensure liaison with them to support recovery	<p>Identify Key contact in RBC for each business & make initial contact in relation to Recovery process</p> <p>Maintain contact on frequency agreed with businesses</p> <p>Build actions into Phase 2 of ERH recovery plan dependent on feedback</p> <p>Key Delivery Partners: FIA, Barrons, Farnborough Airport, Enterprise Rent a Car, Fluor, Gulfstream, Airbus, QinetiQ, Wilmot Dixon, Camberley Rubber Mouldings, Business Parks, Aerospace supply chain</p>	<p>DM to provide a list of the largest Business Rates Assessments</p> <p>Look at resources needed for phase 2 including proposal on Anchor Businesses</p>	<p>A proposal from Localis to work with Airport has been received and is under discussion</p> <p>Contact with key businesses is occurring dependent on appetite of businesses</p>	A
Identify key small businesses to identify & target support needs	<p>June/July attend networking groups & understand small business profile/ support needed</p> <p>Key Delivery Partners: WSX, Enterprise Frist, FSB, Chamber of Commerce</p>	<p>DM to provide list of businesses in receipt of SBRR</p> <p>Funding for business support for SMEs £10Ks</p>	<p>Produce regular business bulletin, established network of business support. SLA in place with Enterprise South. Business conference planned for 5th November</p>	A
Effectively & efficiently distribute Discretionary Grant Funding	<p>149 discretionary grants have been paid out totalling £825,000</p> <p>Grant scheme has now closed</p>	<p>Start to pay businesses from 20.6.20</p> <p>Going live 05.07</p>	Completed	B
Support local businesses through rescheduling of rent & lease reviews	<p>Position on rental for RBC is looking better than expected with circa 80% collection but the remainder is impacted by monthly repayment plans so generally positive</p> <p>Key Delivery Partners: LSH, Gowlings</p>	<p>Level of payments is being tracked by LSH and RBC finance team</p>	<p>Regular reporting is provided to the Property Investment Advisory Group</p>	G
Develop online support for those seeking employment inc. virtual job clubs, online training, pre employment courses.	<p>Quarterly monitoring reports of candidates engaged at virtual job clubs and outcomes</p> <p>Virtual employability programme delivered June/July</p> <p>Weekly RESZ bulletin produced</p> <p>Static stand in Princes Mead</p>	<p>Scoping cost virtual JC platform</p>	<p>Established a network and programme of virtual training. Delivered 5 courses with further planned delivery till Jan. No longer require resources for virtual job fair as using twitter/ teams etc</p>	A

Promotion weekly bulletin	Delivered Mentoring Circles Key Delivery Partners: RESZ support and training partners			
Work with Job Centre: <ul style="list-style-type: none"> to put redundancy support in place establish Farnborough Job Club 	Redundancy support in place linked to Fuse NCS programme etc Identify funding, location and delivery partner for JC by August Key Delivery Partners: Job Centre wider RESZ support and training partners Redundancy support in place NH Youth Hub bid in for partnership with Hart/ Basingstoke	Approx £25000 to create Farnborough JC if no external funding and £18000 for 18 months continuation Vine JC	Vine JC has been funded till April 21. Due to DWP funding requirements and current restrictions on face to face delivery second job club proposal is being replaced with youth employment hub to address the 600 + 18-24 year olds unemployed in Rushmoor. Basingstoke lead authority on partner bid.	A
Support growth areas including digital/5G	Ensure support is in place to market Digital Hub and support business development Develop 5G proposals with EM3 LEP Scope potential of Toobe offer Key Delivery Partners: EM3 LEP, Rocket Desk/ Digital Factory, Surrey University, Toobe	Potential requirements will be identified at a later phase if necessary. Homing in on potential sites for fibre connection with Toobe.	Working with EM3 on Gigabit project to provide enhanced fibre from Basingstoke to Guildford through the Borough. Council also in negotiations to enable another provider to deliver fibre offer locally Digital Hub building complete Installation of link to 5gIC etc. Due 2 weeks. Marketing to start shortly	A
Ensure Business Support in place for: <ul style="list-style-type: none"> business recovery start ups 	Map current support, identifying gaps and establishing new support programmes Produce Supporting Business brochure Work with FAC/HCC re:Aerospace sector Key Delivery Partners: Business support partners and key organisations. Working with FCoT to develop online training	Potential for additional funding for business support activities	Developed online training via FCoT Co-ordinator Start up business support. Agreed SLA with Enterprise South. Working with Inspiring Enterprise to offer free business space to Rushmoor residents	A
Support Inward Investment & exporting	Work with HCC and EM3 LEP on existing and future opportunities Supporting new company BOSS with investment – Southwood Business Park Key Delivery Partners: HCC, EM3 LEP, DIT	Funding will be specific to Inward Investment but Business rates relief likely	Work to support inward investment prospects progressing	A

Deliver Aldershot Transition recovery plan (& continue HSTF timescales/work)	<ul style="list-style-type: none"> Stage 4 - Adopt 'transition and recovery plan'. Manage RHSS and transition funding Stage 5 – deliver strategy (Initial stages complete, action plan in place). <p>Key Delivery Partners: Aldershot Taskforce (key stakeholders), Aldershot Retail Forum, HSTF, HCC (Highways funding), LEP town centre funding, Creative community Public transport providers ERF RHSS funding</p>	<p>Funding for practical recovery measures (zoning / markings, training, PPE, creative projects etc) using RHSS funding</p> <p>£93k LEP funding application submitted 26/6 (joint Aldershot & Farnborough) Elements except Heritage Trails funded through other LEP streams</p>	<p>Transition & recovery plans have been combined. RHSS spend is underway. Budget and amended priorities under discussion for approval with MHCLG.</p>	A
Deliver Farnborough & North Camp recovery plan	<ul style="list-style-type: none"> Stage 4 – deliver strategy (Initial stages complete, action plan in place) <p>Key Delivery Partners: Princesmead, The Meads, Heart of Farnborough, HCC (Highways funding), LEP town centre funding, Public transport providers</p>	<p>Funding for practical recovery measures - use of RHSS funding</p> <p>£93k LEP funding application submitted 26/7 (joint Aldershot & Farnborough) Elements except Heritage Trails funded through other LEP streams</p>	<p>Recovery plan is being delivered. RHSS spend is underway</p>	A
Farnborough Town Centre regeneration schemes proceed	<p>Stage 2 Masterplan – Sept 2020 onwards Planning application June 2021 Civic Hub Outline Business Case July 2020 Commence acquisitions required to deliver masterplan – Sept 2020 infrastructure funding options Sept 2020</p> <p>Key Delivery Partners: Hill, St Modwen, Knight Frank Investment, EM3 LEP, Homes England, HCC</p>	<p>RDP/Hill re alternative sites for existing users LSH advice on Legacy Portfolio Legal advice ownership/ lease Potential Govt funding for acceleration</p>	<p>Planning application expected June 2021. Second stage RIBA design now commissioned</p>	A
Aldershot Town Centre regeneration schemes proceed	<p>Due diligence report expected November 2020 with recommended approach by the end of the year. Lawyers working on UCA lease. Seeking to agree S106.</p>	<p>RDP/Hill, Due diligence (GT/Gleeds/LSH), High Street Task Force – branding, High street funding bid</p>	<p>Delivery needs to be by 2024 to accord with UCA student timetable</p>	A

	Key Delivery Partners: Hill, Shaviram, EM3 LEP, HCC, UCA, Homes England, Future High St Taskforce			
Interim Aldershot Town Centre Strategy	Develop interim Aldershot Town Centre Strategy September/October 2020 Key Delivery Partners: Aldershot Taskforce, Future High St Taskforce	High street funding bid	PPAB November 2020	A
Develop Green & low carbon approach for elements	Review each element of plan for green/LC Longer term consider as part of Strategic Economic Framework Key Delivery Partners: M3 LEP, HCC	TBD	Awaiting confirmation of timing on Lo Carbon project	A
Identifying & access funding Future High Street Funding (ATCS) Highways funding for cycleways (ATP)	Develop potential revised EoI proposals FHSF Work with HCC on proposals Key Delivery Partners: Future High St Taskforce, EM3 LEP, HCC	High street funding bid	HCC submitted DfT round 2 bid however Govt may not proceed Work ongoing on FHSF bid	A
Rapid deployment of commuted sums to support housing delivery	Sites determined by end of Q2 Implement by end Q4 Key Delivery Partners: RPs, Homes England	Currently Looking at Mills House although this is not a quick fix.	Complete Feedback from developers has not identified any projects needing deployment so will be focused on Temporary Accommodation project	G
Engage with Homes England to support housing/ affordable housing development/delivery in Borough	HE Industry Engagement Programme Q2- Meet with HE Local Programme Manager about delivery support end Q2-ZP Key Delivery Partners: Homes England	N/A	Met Homes England 29/9 in context of North Hampshire	G
Engage with main developers to explore support required to enhance housing delivery	Hold 1:1 conversation with developers to identify issues/support needed (funding, labour, RP support, HE referral) by end Q2 Key Delivery Partners: Grainger/DWilson/ Weston/Cala, Hill, Vivid, SAGE/Inland Homes, Bellway	Developers have been contacted the headline themes are: 1. Sites typically delayed by 3 months	Complete to be repeated in 3 months	B

		<p>2. Issues are more about supply chain delay rather than labour/ skills</p> <p>Initial fear factor about private market sales have largely fallen away, helped by Stamp Duty holiday, local market seems buoyant currently. RBC is linking in RPs where appropriate.</p>		
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Priority Area	Covid Secure Working Arrangements & R06 Operational Recovery	RAGB Status		Needing urgent action
Lead Member	Ken Muschamp			Further action needed
Lead Officer	IH & NH			On track
Co-ordinator	KH			Completed

Project / Action and status as existing E / new N	Key Dates / Performance Measures	Additional Resources Required	Progress update	R/A/G/B Status
Working from home, if you can Covid-19 Secure Working Arrangements Policy & Guidance	<p>CLT 2nd June (September 10th) decisions to continue to work from home, only essential and venerable people not able to WFH to be identified for return</p> <ul style="list-style-type: none"> Guidance to be presented/ publish - staff to be updated as Alert Level changes Remote Working Toolkit Restrictions linked to 2m social distancing policy <p>Attendance register & track & trace monitoring</p>		<p>Recovery Team supporting Service Managers with covid secure restrictions (limited numbers of staff can work in the office)</p> <p>Service Risk Assessments - complete</p> <p>Track & Trace for staff attending the Council offices implemented</p> <p>NHS App & QR code installed</p>	A
Covid-19 Alert Level	<p>Monitor Covid-19 Alert Level at 4 (September 2020)</p> <p>Easing of lockdown guidance – monitoring & assessing implications</p>		Alert Level 4	A
IT Support	Remote Support (& On-site appointments for essential work), W10 LTs being upgraded		All staff able to work from home. Further work on remote working telephony for services & a 2nd 'check in' follow is being up scheduled to improve home working.	G

Working Arrangements for returning to offices	Service Managers covid secure briefing 9 th Sept – restrictions & national ‘R’ rate on the rise – staff advised to continue to work from home		All managers briefed	G
Communications	Comms plan underway, working arrangement policy & toolkit – regular updates at ‘staff live’ events		Staff receive regular updates	G
Trade union	Regular consultation & updates provided			G
Council Offices Tenants	Liaison and guidance for tenants on Covid-Secure & return arrangements Café contract – cancelled		Smaller tenants receiving financial assistance – potential loss of rental income reported	A
Covid-Secure Risk Assessment	Monthly reviews, linked to Covid-19 Alert Level Service risk assessments		Council Offices are COVID-secure	G
Social Distancing Policy	Compliance with 2 metre, 1+ metre with mitigation’s social distancing guidance (4 th July) Restrictions on, on site attendance by service introduced		Implemented & monitored	G
Manage Transmission Risk	Covid-19 Secure Working Arrangements Policy & Guidance – practical measures implements – to be recovered as alert level changes		Implemented – options for measure being developed for future easing of lockdown/2021	G
Reinforce Cleaning Processes	Facilities Team Cleaning Processes reviewed and updated to comply with covid-secure guidance – additional cleaning staff implemented since 1 st August		Additional cleaning underway	G
Customer Services, reception	<ul style="list-style-type: none"> Limited front of house reopened 10th August 2020 – low demand Appointments system Triage service Access for vulnerable Walk ups for revenues & benefits No Payments		Front of house service operational – continually under review by Recovery Team/CMT	G
Medium to longer term plans – linked to ICE NWoW project	New system and redesigned processes to support remote working – specifically cloud based telephony investment for 2021		ICE Programme continues – IT/Digital work-stream progressing to plan. Component shortages has delayed Windows 10/ laptops rollout until November.	G

Priority Area	Tactical Plan Democracy and Governance	RAGB Status		Needing urgent action
Lead Member	Adrian Newell			Further action needed
Lead Officer	AC			On track
Co-ordinator	VP			Completed

Project / Action and status as existing E / new N	Key Dates / Performance Measures	Additional Resources Required	Progress update	R/A/G/B Status
(N) Preparation for and delivery of three elections on 6th May 2021	Participate in a Hampshire wide elections group making plans for the elections (ongoing) <i>Key Delivery Partners: HCC, Police Area Returning Officer Cabinet Office</i>	Costs of HCC and PCC elections met from commissioning bodies.	Ongoing	G
	Undertake scenario planning for the elections in a post COVID 19 environment – September 2020	Reduction in costs to Rushmoor because of combination	Ongoing	G
	Introduce Canvass Reform and other changes in electoral registration – September 2020	None	Progress and ongoing	G
	Prepare project plans and risk assessments in light of the scenario planning – November 2020	None		G
	Undertake review of polling places and polling districts – December 2020	None	Underway	G
(N) Establishing framework for holding remote meetings	Put in place arrangements for enabling the running of virtual meetings as BAU i.e. how the producer role is going to be covered, and updated guidance needed for Members and Officers - July 2020 <i>Key Delivery Partners: MHCLG, RBC Internal: Legal Services, IT/Facilities</i>	None	Guidance produced and may be updated with any changes with learning from the last month	B
	Deliver training for staff whose roles will include the setting up and managing of council meetings as Teams Live events including producing the live stream for meetings - July/August 2020	None	Working with individual, training on producing meetings	B
	Consider adaptations needed to existing licensing hearing procedures to enable virtual meetings for hearings – July 2020	None	The administrator for the meeting will take on this role	B

	Review of remote meetings working arrangements (staff and Members) and any impact on provisions in the Constitution wider than the Standing Orders – August/September 2020.	None	Ongoing	G
	Consider any alternative options with IT or address current barriers to full video participation in Teams live events remote meetings	None	Ongoing	G
	Council Staff not having the right IT equipment and external speakers not having MS Office accounts – October 2020	None	Meeting held with supplier and proposals received and being assessed	A
	Consider the future tech and accommodation requirements for hybrid remote meetings where meetings can be held in a location, but with some joining remotely, including webcasting – November 2020	None	Future action	A
	Develop plans for any permanent arrangements to be introduced after May 2021, including any consequential changes to the Constitution and decision-making arrangements – February 2021	None		G
(N) Make changes to governance and scrutiny arrangements	Review impact of COVID 19 on governance arrangements including: Audit of accounts – The date for the final audited accounts to be published by has been extended to the 30 th Nov 2020, with draft accounts to be approved by the 31 st Aug 2020. Key Delivery Partners: Ernst and Young, Development Partners, RBC Services	None	Waiting on draft accounts	A
	Preparation of AGS – The AGS is included within the draft accounts, therefore the date for this to be completed has been extended to the 31 st Aug 2020.	None	All completed	B
	Partnerships/companies July 2020 – impact on partnership arrangements and the communication of this to the relevant partners: - RDP - Housing company - Building Control Partnership	None	NH to chat with CH to check for any other than the 3 currently listed.	A
	Consider impact of remote working arrangements on governance requirements and ensure that effective arrangements are in place for the safe collection, storage, use and sharing of data/information - July 2020.	None	Login disclosure live and security message on emails from external sources.	G
	Assess impact on key controls in place within processes if they have had to be amended to enable remote working/ different way of working. E.g. authorisations or segregation of duties – October 2020.	None	To be picked up at governance group	A

	Prepare regular reports for Licensing, Audit and General Purposes Committee to ensure it has the necessary assurances regarding the arrangements for managing risk and maintaining an effective control environment during and after the changes as a result of Covid-19 – September 2020.	None	Produced by AGS updates. Report for November LAGP	A
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Priority Area	Policy Risk Response	RAGB Status		Needing urgent action
Lead Member	Adrian Newell			Further action needed
Lead Officer	CX (ACE When appointed)			On track
Co-ordinator	YP			Completed

Project / Action and status as existing E / new N	Key Dates / Performance Measures	Additional Resources Required	Progress update	R/A/G/B Status
Put in place formal arrangements			Completed	B
RCG in place			Completed	B
Restructure Function (ACE / Community Manager)		£100,000	Completed	B
Structural Changes & temporary Arrangements			Completed	B
Appoint ACE		Additional Capacity	Starts 19 th October 2020	B
Review strategic risk register			Completed	B
Interim Performance and Policy Arrangements – through GLK Solutions			Policy Officer appointed	B