

# Public Document Pack



## RUSHMOOR BOROUGH COUNCIL

# POLICY AND PROJECT ADVISORY BOARD

*To be held as a Virtual Meeting on  
Wednesday, 24th November, 2021 at 7.00 pm*

**To:**

Cllr J.B. Canty (Chairman)  
Cllr P.I.C. Crerar (Vice-Chairman)  
Cllr P.J. Cullum (Vice-Chairman)

Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Sophia Choudhary  
Cllr Michael Hope  
Cllr Prabesh KC  
Cllr Mara Makunura  
Cllr Sophie Porter  
Cllr M.J. Roberts

**Standing Deputies:**

Cllr Christine Guinness  
Cllr Jacqui Vosper

Enquiries regarding this agenda should be referred to the Administrator, Adele Taylor, Democracy and Community, Tel. (01252) 398831, Email. [adele.taylor@rushmoor.gov.uk](mailto:adele.taylor@rushmoor.gov.uk).

# **A G E N D A**

1. **MINUTES –** (Pages 1 - 4)

To confirm the Minutes of the Meeting held on 22nd September, 2021 (copy attached).

2. **HOUSING STRATEGY –** (Pages 5 - 18)

To receive a presentation from Zoe Paine, Strategy and Enabling Officer, on the Housing and Homelessness Prevention Strategy 2022/27. The Head of Economy, Planning and Strategic Housing will also be present at the meeting (copy attached).

3. **BUSINESS PLAN –** (Pages 19 - 34)

To receive a report on the current work and development of the Council's Business Plan 2022/23, from Assistant Chief Executive, Rachel Barker (copy attached).

4. **WORK PROGRAMME –** (Pages 35 - 42)

To discuss the Policy and Project Advisory Board Work Programme (copy attached).

## **MEETING REPRESENTATION**

Members of the public may ask to speak at the meeting on any of the items on the agenda by writing to the Panel Administrator at the Council Offices, Farnborough by 5.00 pm two working days prior to the meeting.

Applications for items to be considered for the next meeting must be received in writing to the Panel Administrator fifteen working days prior to the meeting.

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# POLICY AND PROJECT ADVISORY BOARD

Remote Meeting held on Wednesday, 22nd September, 2021 at 7.00 pm.

## Voting Members

Cllr J.B. Canty (Chairman)  
Cllr P.I.C. Crerar (Vice-Chairman)  
Cllr P.J. Cullum (Vice-Chairman)

Cllr Gaynor Austin  
Cllr Jessica Auton  
Cllr Sophia Choudhary  
Cllr Michael Hope  
Cllr Prabesh KC  
Cllr Sophie Porter  
Cllr M.J. Roberts

Apologies for absence were submitted on behalf of Cllr Mara Makunura.

## 13. MINUTES

The minutes of the meeting held on 14th July 2021 were agreed as a correct record.

## 14. STRATEGIC ECONOMIC FRAMEWORK

The Board welcomed Mr Lee McQuade, Economy and Growth Manager who was in attendance to give a briefing on the Council's Strategic Economic Framework (SEF). The purpose of the briefing was to provide some background information on the SEF and to gather Members' views on the consultation process and principles.

The Board noted the uncertainty around economic growth, particularly policy uncertainty from the imminent Levelling Up White Paper, the net zero strategy and future funding. The impacts of the pandemic had also led to economic uncertainty. Considering the uncertainty, changes to the document were being made which would determine the best way to consult on the framework. It was felt that a soft approach, both internally and externally, would be taken. External partners would include Hampshire County Council, the EM3 LEP and business representative groups. It was also proposed that a business survey could be carried out with outcomes presented to the Cabinet in early 2022.

The purpose of the SEF was to offer a consistent vision and provide a framework, over the short to medium term, on how the Borough's economy could recover, to identify mechanisms for delivery and establish how the Council will measure and evaluate the performance of the SEF.

To allow effective consultation on the SEF, a process was underway to capture key information. A SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis of the Borough had been undertaken; this data would be used within the consultation

process to ensure all key areas were covered. The Board was apprised of some of the high level data and analysis that had been carried out, including labour force (claimant/age/furlough) statistics, business grants and impacts after withdrawal of funding support, changes to working patterns, sectoral impacts and inward investment/expansion. With regard to the town centres, data had been collected on, vacancy rates, footfall data and retail profile changes.

The Board noted the vision, “Rushmoor the Premier Place for Business to Thrive”. Comments were welcomed on the content of the vision, which included key driving forces and target outcomes.

The Board discussed the presentation and raised a number of issues, including:

- The importance providing flexibility within the framework to allow for adjustments following the pending papers from Government.
- How can the messages in the North Hampshire Narrative be reflected in the SEF? – it was advised that these two documents would be cross referenced to align together.
- Understanding vacancies/requirements and to ensure skills matching – conversations would be initiated with the Sixth Form College and FCOT to address this issue
- Ensuring more diverse businesses are incorporated into the SEF, such as co-operatives etc.
- Enabling community wealth building
- Addressing employment in the future, colleges keen to improve the status of the mental health of their students before leaving college and entering the workforce

It was advised that Mr. McQuade would pick up, in more detail, on comments and queries with individual Members outside the meeting and a further report on the SEF would be given to the Board as the consultation process progressed and the Levelling Up White Paper had been reviewed.

The Chairman thanked Mr. McQuade for his presentation.

## 15. **BUSINESS PLAN**

The Board welcomed Rachel Barker, Assistant Chief Executive, who was in attendance to give a presentation on the proposed timetable of the development of the 2022/23 Council Business Plan. The formal meeting was followed by an informal Member workshop.

The Board was apprised of the processes taken to develop the business plan. Previously the Board had been involved in the process of developing policy at the approval stages. However, this had been raised as an issue at a previous meeting and engagement with the Board was now timetabled to take place much sooner in the process, at the initial policy development stage.

The timeline for the business plan had been revised to bring it more in line with the budget setting process. Throughout October, Officers would be undertaking a review

of the 2021/23 Council Business Plan and identifying the strategic context moving forward. This work would be complemented by service workshops and wider engagement before coming back to the Board for review, at its November, 2021 meeting. The draft plan would then be developed and brought to the Board in January, 2022 followed by the approval process.

During the development of the business plan, a number of key issues would need to be considered, these included:

- The Levelling Up White Paper
- The Strategic Economic Framework
- Council enablers i.e. Climate Change Strategy, EDI, Supporting Communities Strategy and ICE Programme
- Budget setting
- Service planning
- Residents survey feedback
- North Hampshire Narrative
- Hampshire Budget consultations

The Board discussed the presentation and it was suggested that consideration could be given to imminent planning reforms and NHS reforms.

The Board **ENDORSED** the approach to the development of the business plan.

## 16. **WORK PLAN**

The Board **NOTED** the current Work Plan.

The meeting closed at 8.35 pm.

CLLR J.B. CANTY (CHAIRMAN)

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# Housing and Homelessness Prevention Strategy 2022-2027

Policy & Project  
Advisory Board  
24th November 2021



## Purpose of today's session

To take time to consider housing in a strategic context

To draw on members knowledge and experience of housing issues

Scope out the new strategy together



# Purpose of today's session

To start the discussion, we will look at proposed:

- objectives
- approach
- scoping

Then we will reflect together asking:

- Is this right for us?
- Does it support our corporate vision and objectives?
- What else do we need to cover?

The current strategy is valid to December 2022; it has 4 themes

## Four themes:

- The right homes in the right places
- Making the best use of the housing stock
- Helping people solve their housing problems and provide a suitable home when needed
- Enabling people to live in good quality accommodation that is suitable to their needs

The  
corporate  
context is  
changing

## The corporate objectives underpinning the existing strategy:

- Sustaining a thriving economy and boosting local business
- Supporting & empowering our communities and meeting local needs
- Cleaner, greener & more cultural Rushmoor
- Financially sound with services fit for the future

# Rushmoor's new Vision and Business Plan have more emphasis on housing

## Our current corporate context now expressly mentions housing:

- The vision for Aldershot and Farnborough 2030- Identifies Housing for every stage of life as one of the 6 major ambitions
- Rushmoor's current Business Plan states; *"we will make sure that there are enough homes and types of housing provided in Aldershot and Farnborough"*

# Why we have to work on this now

The council's current Housing and Homelessness Strategy period ends in Dec 2022

Homelessness Act 2002 requires:

- All housing authorities to have a homelessness strategy in place based on a review of all forms of homelessness in their district
- The strategy must be renewed every 5 years
- It must set out our plans for the prevention of homelessness and how we will secure accommodation and support for people who become homeless or are at risk of becoming so

## What we need to deliver

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A well-researched strategy document providing clear approaches to the housing themes identified as important through the review, audit and consultation work.

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A supporting delivery plan to help us monitor implementation and progress. A red, amber, green system could be used.

# Exclusions and constraints

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The strategy will not be responsible for the delivery of specific housing projects which are managed and resourced as part of the Housing Company or the Property, Major Works and Regeneration Programme.

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The delivery of the strategy may be constrained by the availability of resources to deliver the project pending decisions made by the Corporate Resources and Efficiencies Programme; members decision on its progression or significant change to national housing policy during the life of the project.

## Interfaces and Dependencies

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Rushmoor Council Business Plan, the Local Plan and the emerging Strategic Economic Framework.

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National housing and planning policies,

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National and local funding models for both capital and revenue (Homes England and MHCLG)

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Strong partnership working with housing providers, service providers and the voluntary sector.

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The work of neighboring authorities and Hampshire County Council.

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That Housing and Homelessness prevention remain a priority area of work supported by members.



# Proposed Objectives: are these right/what else?

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Set out a clear approach to delivering housing which meets a range of housing needs and aspirations in the borough

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Support the council in its corporate objectives and to deliver its climate change and community wellbeing strategies.

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Demonstrate transparency in the way in which the council meets its statutory housing duties.

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To ensure that our most vulnerable residents have access to accommodation and support appropriate to their needs.

# Proposed approach: is this right/ what else?

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A review of the delivery plan for the previous strategy period.

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Updated housing needs and housing market data. \*

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An audit of existing housing service provision to identify any gaps and issues. \*

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Consultation with stakeholders to include members, residents, housing partners and neighbouring authorities to identify current housing challenges.

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Document drafting, including a delivery plan which can be used to monitor progress.

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Document approval

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Document publication of an approved strategy document

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Strategy Implementation

# Scoping considerations/ is this right/ what else?

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Understanding of housing needs and aspirations in the private and social sectors

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Approach to maximize energy efficient, open market and affordable housing delivery with developers, RP partners and Rushmoor Homes Ltd in the context of Government Policy and the Local Plan

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Best use of the existing housing stock, including bringing empty homes back into use

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Role to ensure residents live in safe accommodation, suitable to their needs, by enforcing housing standards and administering grants for aids and adaptations

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Rough Sleeping and Temporary Accommodation strategies

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Approach to homelessness prevention, advice and housing allocation

# Proposed Timescales

Action	When
Consultation	Spring'22
Feedback SHLPG	April'22
Feedback PPAB	June'22
Document Drafting & CMT agreement	July- Sept'22
Cabinet	Oct'22
Time for any re writing following Cabinet	Nov'22
Full Council	Dec'22
New Strategy published	January 2023

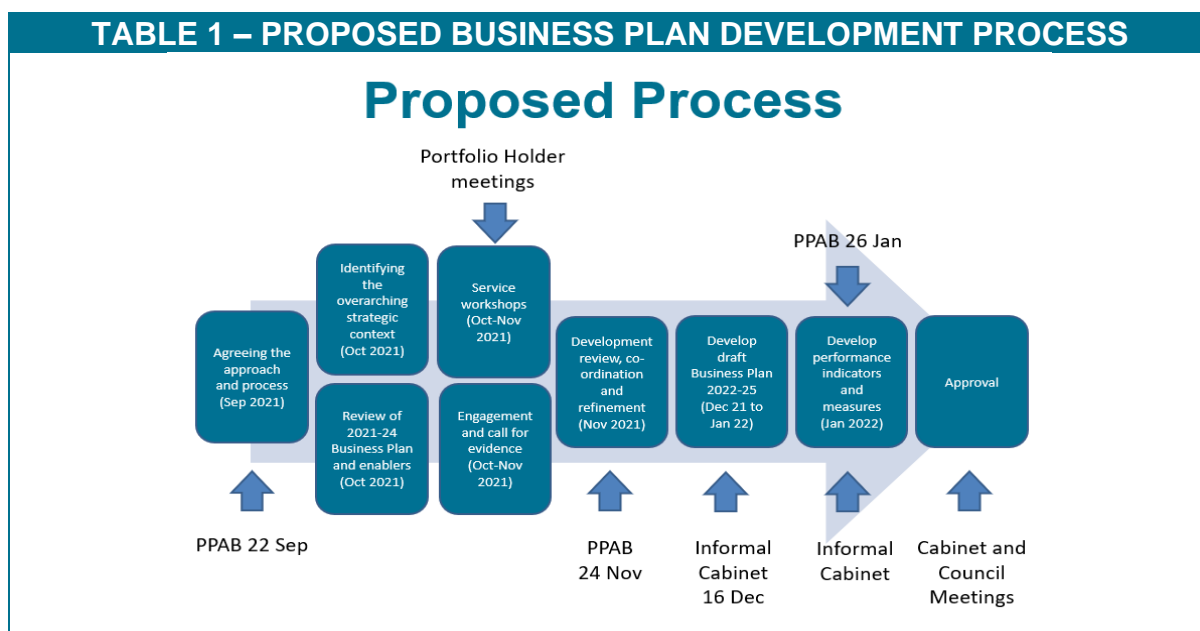
**BUSINESS PLAN 2022-25  
PROPOSALS & UPDATE**

**1. SUMMARY**

- 1.1. This paper provides an update on the development and progress of the Council’s Business Plan 2022-25 and details the findings of a series of Head of Service (HOS) workshops held during October / November.
- 1.2. The Policy & Projects Advisory Board (PPAB) is asked to discuss the workshop findings and provide comment on what might be taken forward for consideration and inclusion in the next stage of the Business Plan refresh.

**2. BACKGROUND**

- 2.1. Details of the proposed development of the Council’s Business Plan for 2022-25 were presented to PPAB at its meeting of 22<sup>nd</sup> September 2021. At this time, PPAB expressed support for the approach which would see a report back for comment in November 2021 and a draft Council Business Plan for comment in January 2022.
- 2.2. Whilst an outline of the proposed process is shown at **Table 1** below, this included holding a series of workshops with Heads of Service, Corporate Managers and their teams during October / November.



- 2.3. Having made a call for evidence and undertaken the HOS workshops, the findings have been consolidated and presented here for PPAB update and discussion. PPAB is asked to review, comment on and help shape the suggested activities and ‘guiding principles’ arising (set out in pp 5.6 below) for the next stage of the Business Plan refresh process.

### **3. HOS WORKSHOPS & FINDINGS**

#### **Workshop Background & Purpose**

- 3.1. As part of its evidence gathering phase for the Business Plan refresh, HOS workshops took place during October / November. Each workshop comprised a review of –
- (a) the existing Business Plan 2021-24 (both in terms of structure, content, the way we work, key priorities and activities)
  - (b) the activities and projects associated with existing Council strategies and plans (e.g. Climate change strategy, Communities Strategy etc)
  - (c) the Council’s PESTLE analysis– as a horizon scanning opportunity.
  - (d) the Council’s 2021 Residents Survey feedback; and
  - (e) the Legatum Institute’s UK Prosperity Index 2021.
- 3.2. The purpose of the workshops was to help identify –
- (a) any suggested structural (i.e. format) changes to the Business Plan; and
  - (b) the most significant cross-cutting issues likely to impact the Council in the next three-year period to help inform future activities for the Business Plan.
- 3.3. By way of helping to inform the business of the Council (but not necessarily the Business plan), the workshops were also used to identify key Service activities that will likely require significant communications input, policy development and/or (re)procurement over the next three years.

#### **Workshop Findings**

- 3.4. As a deep dive into the work and potential future activities of the various Services across the Council, the workshops provided for equally rich feedback. For ease of reference and reporting, this is briefly outlined in the following sections.

#### **3.5. Community Engagement**

- 3.6. Whilst drawing on references to and data from the recent Resident’s Survey, the workshops suggested that more Community engagement and input into the Business Planning process was required.
- 3.7. Various options on how this might be achieved were identified; including use a resident’s panel (or similar), more specific resident surveys and/or public consultation (possibly in conjunction with budget planning process). However, given the likely need to develop the Business Plan with different community

groups, it is proposed that a Community Communications and Engagement plan be developed and linked to the Business Plan next year.

### 3.8. Business Plan Structure

3.9. The structure of the current Business Plan largely follows the format outlined in **Table 2** below. Whilst this format and structure has evolved over time, HOS workshop feedback was mixed.

3.10. Some acknowledge this as the general style and content of a Business Plan document, whilst others made comment that the Business plan should be (re)developed with its audience, readership (i.e. residents) and purpose (i.e. to clarify and focus business activity) in mind. Others suggested that additional improvements might be made as follows.

**TABLE 2 – CURRENT STRUCTURE OF BUSINESS PLAN**

The current Business Plan 2021-24 contains the following headings and content –

- **Welcome** – Introduction c/o Leader and CESE
- **What is the Council Business Plan** – A brief explanation of what the Business Plan is, how it links to other important documents and identifies our key priorities and projects
- **Infographics** – A pictographical profile of the area (Rushmoor in numbers)
- **A look ahead** - A brief outline of the strategic context of the Council, future challenges and opportunities e.g. Climate change, financial sustainability, Equality, diversity and inclusion etc
- **How we work** – An outline of how we seek value for money, reduce our environmental impact and to work collaboratively in partnership with others
- **Our priorities** – An outline of our key priorities and the activities we will progress as part of the Business Plan (split by theme: People / Place)
- **Delivering & Measuring the Plan** – a brief description of how Business Plan activities are monitored through Quarterly monitoring and annual reports

(a) **Levels** - Comment was made that the Business Plan contains too many levels (i.e. themes, priorities and key activities etc) with some of these being couched in generic, vague and/or woolly terms whilst others are very specific. This can be confusing and provides for duplication and wordy content. Collectively, this can also make the Business Plan priorities and key activities difficult to relate to for everyone tasked with delivering them.

It was suggested that the Council's priorities should be written as memorable straplines that everyone can relate to and to which everything can be related. It is suggested that this would help provide for a 'golden thread' that helps stitch together the Council's key documents (including the Business Plan), strategies and plans and the people aspects of their delivery.

(b) **How and where it sits** – In making reference to other strategies, plans, projects and programmes, it was suggested that some commentary and/or a

diagram was required to explain where the Business Plan sits, and how it and other strategies, plans and programmes fit together.

- (c) **Business as usual (BAU) activities** - It was suggested that core service functions be acknowledged with some high-level mention of or signposting to their BAU activities. This might be achieved through use of or signposting to infographics, Service plans and/or dashboards; outlining day-to-day service activities, aspirations and/or performance data.
- (d) **Modernisation & transformation** – It was suggested that a section on modernisation of the Council and its ways of working be included in the Business Plan. This might be achieved through use of or signposting to infographics or commentary about the development of our transition towards Digital working, development of cyber security, customer insight and information governance arrangements etc.
- (e) **Equality & Diversity of the Council** – It was suggested that the Business Plan include a section on equality and diversity with infographics or signposting that shows the Council’s key EDI indicators (i.e. how reflective it is of its community) and what it is doing to promote EDI both internally and in its communities.
- (f) **Community Engagement** – It was suggested that there should be a section in the Business Plan to provide for the input(s) or involvement of our communities. Whilst subject to wider consideration (as per pp 3.5 above, engagement might initially be covered by something along the lines of *‘If you have comments or wish to get involved in identifying what our priorities and activities should be please contact .....’*
- (g) **Delivering & Measuring the plan** - To make it more relevant and bring it to life, it was suggested that this section of the Business Plan should be developed by showing that we have done the things that we said we would do. This might be achieved by high level reporting on or signposting to previous Business Plan activity or including high-level measures or infographics of well-being, progress towards net zero etc. This might also be achieved by inclusion of a **‘We said / You said ....., We did ....’** section of commentary.
- (h) **Key activity summary** - It was suggested that the Business Plan might benefit from a back-page summary of the key priorities and activities so as to provide a helpful reference for use by staff and stakeholders.

### 3.11. The Way We Work

3.12. The current Business Plan contains a section that outlines the way in which the Council will work to deliver its key priorities and activities. In broad terms this currently states that the Council will -

- (a) **Work in partnership** - to deliver the best possible outcomes for our residents and businesses;



- (b) Work to **reduce the environmental impact** of our activities so that we can be carbon neutral as a council by 2030; and
- (c) Deliver **value for money** and **affordable services** - by making sure we use the right approach at the right price.

3.13. It was suggested that this section should be given greater emphasis and reframed with the following considerations / suggested inclusions.

- (a) **Organisational Values** – It was suggested that the new organisational values should be included ‘the way we work’ section but embodied and/or reflected throughout the Business Plan as a whole.
- (b) **Information governance** – Given that it is fundamental to the majority of the Council’s business activities, it was suggested that data protection, data security and/or information governance should also feature as a common principle in the way we work and will deliver our services.
- (c) **Financial sustainability** – As it presents a real risk to the delivery of the Business Plan, there was strong support that more emphasis and prominence be placed on ensuring financial sustainability and value for money. This should include and reflect the concepts of **affordability** assessment of the Business Plan activities and **flexibility** in their delivery (i.e. the potential need to make changes (both financial and timescale)).
- (d) **Monitoring and performance** – Further to (d) above, and in recognition of the Councils performance management framework and aspirations to be a high performing Council, there were strong views that this section should also include principles on how we will deliver our priorities in a **measured** way and ensuring tangible outcomes. It was noted that many existing Business Plan activities are not measured or measurable in terms of whether they have been achieved and/or achieved the social value intended.

### 3.14. Key Priorities and Activities

3.15. As shown in **Table 3** and **4** below, the current Business Plan sets out the Council’s priorities and key activities under two themed headings of ‘People’ and ‘Place’. Whilst significantly reduced in number in 2021, HOS workshop feedback on the Council’s priorities and activities was mixed.

**TABLE 3 – CURRENT BUSINESS PLAN PRIORITIES & ACTIVITIES - PEOPLE**

<h2 style="margin: 0;">People</h2> <p><b>Our Priorities</b></p> <ul style="list-style-type: none"> <li>▪ Help improve the health and wellbeing of residents</li> <li>▪ Encourage volunteering and help people become more connected with their communities</li> <li>▪ Help residents and businesses become more sustainable - including reducing waste, recycling more and making sustainable transport choices like cycling</li> <li>▪ Provide high quality services that meet the needs of all our residents and businesses and in ways that do not exclude anyone</li> </ul>	<p><b>Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Introduce a food waste recycling service and reduce wastage</li> <li>2. Develop food partnerships and food hubs in support of our communities</li> <li>3. Using a dedicated recovery fund to support the vulnerable in our communities to recover from the pandemic</li> <li>4. Helping people (especially young people) into employment through training and upskilling</li> <li>5. Engaging our communities, building capacity, connecting people, promoting equality, diversity and inclusion in all that we do</li> <li>6. Working with Hampshire County Council to develop a walking and cycling plan to encourage sustainable travel and to support town centre regeneration</li> <li>7. Improving facilities at Aldershot Crematorium</li> <li>8. Supporting Communities Strategy Projects; including a repair café, men's shed and the 'You Can Do It' campaign to encourage residents to get out and about and get active</li> <li>9. Communicating and engaging with residents in a variety of ways, including a new website and increasing the take-up of online services</li> <li>10. Working with partner organisations to tackle health inequalities in the Borough, especially in our more deprived areas</li> </ol>
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**TABLE 4 – CURRENT BUSINESS PLAN PRIORITIES & ACTIVITIES - PLACE**

<h2 style="margin: 0;">Place</h2> <p><b>Our Priorities</b></p> <ul style="list-style-type: none"> <li>▪ Drive forward the regeneration of Aldershot and Farnborough town centres</li> <li>▪ Maintain and develop excellent leisure and community facilities</li> <li>▪ Grow the local economy in a green and sustainable way</li> <li>▪ Ensure council-led projects are designed and delivered in a green and sustainable way</li> <li>▪ Ensure that there are enough homes and types of housing provided in Aldershot and Farnborough</li> </ul>	<p><b>Key Activities</b></p> <ol style="list-style-type: none"> <li>1. Aldershot Union Yard regeneration scheme</li> <li>2. Farnborough Civic Quarter regeneration scheme</li> <li>3. A new leisure offer for <a href="#">Rushmoor</a>, including plans for a new Farnborough leisure centre</li> <li>4. Developing the environment and facilities at Southwood Country Park, including a new visitor centre</li> <li>5. Creating 57 new homes for private rent through <a href="#">Rushmoor</a> Homes</li> <li>6. Bringing forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre</li> <li>7. Development of an aerospace heritage project with the County Council and key partners</li> <li>8. Working alongside Farnborough College of Technology's new Aerospace Research and Innovation Centre to support the aerospace industry through apprenticeship, research and innovation opportunities</li> </ol>
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3.16. For some, the themed approach is considered too generic and provides for too many levels; making the Business Plan confusing, wordy and with areas of duplication (see also pp 3.7(a) above). Whilst subject to various issues of wording, there was also comment that some of the activities did not relate back to the Council's stated priorities; which themselves did not adequately reflect what might be considered most important.

## **Issues of importance**

- 3.17. Indeed, comment was made that many of the top 10 issues of concern identified in the recent Resident's survey did not explicitly feature in the Council's Business Plan. Whilst this might be an issue of engagement (see also pp 3.5 above), it was observed that there was little reference to important resident issues such as –
- (a) Keeping the area clean and tidy
  - (b) Parks, woodland, open spaces and playgrounds
  - (c) Community safety and/or protection, or
  - (d) the people aspects of ensuring a thriving economy (e.g. accessibility and skills)

## **Suggested updates and possible inclusion**

- 3.18. Notwithstanding the above, the HOS workshops identified a range of suggested activities that might be considered for retention (subject to possible modification or reframing) and/or inclusion in the revised Business Plan.
- 3.19. A consolidated list of the existing activities that were suggested be retained (subject to possible modification and rewording) is given at **appendix A**. A consolidated list of other possible activities as suggested at the workshops is given in **Appendix B**.

## **4. OTHER INPUTS**

- 4.1. As part of the process of engagement, and the call for evidence to identify and support of the key priorities of the Business Plan, a submission was made by the Chairman of the Policy and Projects Advisory Board which made a proposal for the future Council Business Plan to be structured with a small number of key themes, with activity clearly aligned to each.

## **5. COMMENTARY & OBSERVATIONS**

- 5.1. Given that the HOS workshops concluded on 9<sup>th</sup> November, it has not been possible to undertake any in depth review or analysis of the suggested activities identified. This work, of which PPAB's comments and feedback will be a part, will be undertaken over the next few weeks as we seek to co-ordinate and refine the findings. However, the following commentary and observations can be made.

### **Quantity of suggested activities**

- 5.2. A total of 43 suggestions have been put forward as key activities by Heads of Service. Some of these may, by their nature, not be suitable for Business

Plan purposes. However, even allowing for this, a significant number of activities will likely remain and will be too unwieldy for a working model. This is particularly relevant when weighed against recurring comments made in respect of ensuring financial sustainability, outcomes and delivery of the Business Plan activities and indicates that significantly fewer activities on which the Council should focus are required.

- 5.3. By contrast, the current Business Plan 2021-24 includes a total of 18 key activities respectively split on a 10:8 basis between the key themes of People and Place. It is notable that this too was seen by many as too many activities.
- 5.4. Notably however, the Council works to a three year plan which is refreshed annually. A number of the 2021-24 Business Plan activities (subject to possible reframing) will therefore likely need to roll over into the revised 2022-25 plan (e.g. delivery of the Union Yard regeneration scheme). Accordingly, if the Council is to be financially sustainable, there will also need to be some balance and reconciliation of any additional new activities relative to what the Council is already doing or delivering.

#### **Deliverability of suggested activities**

- 5.5. In such respects, it is notable that many of the suggested activities centre around the development of various strategies. Notably, such strategies typically set out the Council's aspirations or ambitions around the subject of concern, but are delivered through separate projects and plans that contribute to each strategy. Accordingly, it is arguable whether the development of such strategies is a sufficiently tangible outcome for inclusion in the Business Plan. This will of course be dependent on the significance of the strategy concerned, but galvanises comments on the delivery of tangible, measurable outcomes; not just aspirations.

#### **Guiding principles and themes**

- 5.6. Given the comments on the Business Plan structure and content to date, the following themes might be taken from the workshop feedback as guiding principles for its future refresh; namely –
  - (a) Focussed around a small number of priorities and activities
  - (b) Simpler and succinct
  - (c) Balanced in terms of affordability and capacity (i.e. balanced in terms of financial sustainability and available resources)
  - (d) Focussed on key outcomes and deliverables (not just aspirations)

## **6. NEXT STEPS**

6.1. As part of the refresh process it is intended that the principles and key activities identified as part of the evidence gathering phase be presented for consideration and discussion at Informal Cabinet (16th December). Subject to further refinements, these will be used to develop a working draft of the Business Plan to be considered and reviewed by PPAB and Informal Cabinet at their first meeting in the New Year (January).

## **7. RECOMMENDATIONS**

7.1. By way of co-ordination and refinement, PPAB is asked to -

- (a) discuss the workshop findings and provide comment on what activities might be taken forward for consideration and inclusion; and
- (b) review, comment on and shape the 'guiding principles' (set out at pp 5.6 above) for the next stage of the Business Plan refresh.

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### **BACKGROUND PAPERS:**

None

### **AUTHOR:**

John McNab, Policy & Performance Manager  
**Tel:** 01252 398886, **Email:** john.mcnab@rushmoor.gov.uk

### **APPENDICES:**

Appendix A – Consolidated list of existing activities that was suggested be retained (subject to update and possible rewording)

Appendix B – Consolidated list of key activities suggested as the basis of and for inclusion in the Business Plan 2022-25

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**CONSOLIDATED LIST OF SUGGESTED ACTIVITIES TO BE RETAINED IN  
THE BUSINESS PLAN 2022-25  
(subject to possible update and reframing)**

<b>Ref</b>	<b>Headline Issue</b>	<b>Description / Outline</b>	<b>Originating Service(s)</b>
1.	Crematorium (People 7)	Improving facilities at Aldershot Crematorium	Operational Services
2.	Young People, Employment & Skills (People 4)	Helping people (especially young people) into employment through training and upskilling	Economy, Planning & Housing
3.	Sustainable travel (People 6)	Working with Hampshire County Council to develop a walking and cycling plan to encourage sustainable travel and to support town centre regeneration	Economy, Planning & Housing
4.	Aerospace heritage (Place 7)	Development of an aerospace heritage project with the County Council and key partners	Economy, Planning & Housing
5.	Food Waste (People 1)	Introduce a food waste recycling service and reduce wastage	Operational Services
6.	Health & Well-being (People Priority)	Help improve the health and wellbeing of residents – Key to Communities strategy and must keep	Democracy & Community
7.	Union Yard (Place 1)	Aldershot Union Yard regeneration scheme	Property & Regeneration
8.	Leisure (Place 3)	A new leisure offer for Rushmoor, including plans for a new Farnborough leisure centre	Operational Services

**CONSOLIDATED LIST OF KEY ACTIVITIES FOR CONSIDERATION AND INCLUSION IN THE BUSINESS PLAN 2022-25**

Ref	Headline Issue	Description / Outline	Originating Service(s)
1.	Industrial Strategy	A strategy setting out how the Council will ensure its assets will meet changing enterprise and economic needs.	Property & Regeneration
2.	Rent Relief / Subsidy Strategy	A strategy setting out how the Council will reconcile its asset management and lease arrangements to third parties; particularly charitable, benevolent and voluntary sector causes (and similar)	Property & Regeneration
3.	EV Charging policy and provision	Policy on and approach to implementation of EV Charging provision across the borough. Linked to Climate change strategy and outcomes.	Property & Regeneration Democracy & Community
4.	SANGS Building	Delivery of feasibility and business case of SANGS development and commercial portfolio offer	Property & Regeneration
5.	Car Parking strategy	Review of strategic parking arrangements and service offer in light of the development of a number of Council owned car parks, and in light of the pending loss of parking and traffic management agency work. Also in light of change Modal shift and HCC transport plan.	Economy, Planning & Housing Property & Regeneration Operational Services
6.	Union Yard and The Galleries regeneration scheme	Ongoing implementation and expansion of the Aldershot regeneration scheme.	Property & Regeneration
7.	Master Plan for Farnborough Town Centre	New master plan for Farnborough Town Centre required; inclusive of The Meads.	Property & Regeneration
8.	Temporary Accommodation Strategy	A new Temporary Accommodation strategy and action plan is required as the Council's temporary accommodation lease comes to an end of its natural life.	Operational Services
9.	Disabled Facilities Grants	Reaffirm policy to help residents stay in their homes and continue to live independently, in support of the Council's 2030 vision.	Operational Services
10.	Review of assets	Review of the council's property portfolio and use of assets that are not widely used; particularly Community centres and pavilion provision.	Operational Services Financial Services
11.	Housing and Homelessness Strategy	Review and refresh	Economy, Planning & Housing Operational Services

12.	The joint municipal waste management strategy	Implementation of the joint municipal waste management strategy (JMWMS).	Operational Services
13.	Green energy / energy efficiency and greening	The greening of Council owned assets and infrastructure, delivery and use of green energy across the Council's property assets.  Also, implementation of domestic energy efficiency / green energy programmes in private sector housing stock.	Democracy & Community Operational Services Property & Regeneration
14.	Serious Violence duty	Implementation of new duties under the Police, Crime, Sentencing and Courts Bill	Operational Services
15.	Green Infrastructure Strategy	Development and implementation of the Green infrastructure strategy and action plan inclusive of Parks, tree planting, use of space, s106 Agreements etc.	Economy, Planning & Housing Operational Services
16.	ASB Policy	Development and implementation of ASB policy.	Operational Services
17.	Public Space Protection Orders (PSPOs)	Review and (re)establish Public Space Protection Orders (PSPOs).	Operational Services
18.	Violence against women and girls	Development and implementation of Violence against women and girls strategy.	Operational Services
19.	Refresh of People Strategy	Refresh of People Strategy to ensure people are delivering in sustainable ways and in accordance with values.	HR & OD
20.	Refresh of HR Policies	As stated.	HR & OD
21.	Community Communications & Engagement strategy	More direct and co-ordinated community communications and engagement strategy and approach required	Democracy & Community
22.	Climate Change Strategy & Action Plan	Refresh required in light of COP26, revised Local Plan and Green Infrastructure Strategy etc (also links of Community Engagement, Behaviours and Actions).	Democracy & Community Economy Planning & Housing Operational Services
23.	Young People Strategy	Tackling education, C19 Recovery, well-being, aspirations and skills.	Democracy & Community
24.	Health, Wellbeing & Social Care	Tackling health inequalities, C19 response, possible changes to local CCG).	Democracy & Community
25.	Connecting Communities strategy	Tackling health inequalities and inclusion / exclusion issues.	Democracy & Community



26.	Member learning, development and support	in respect of Information Governance, Public Interest Reports, Transparency and review of electronic meetings).	Democracy & Community
27.	EDI	To continue to support and develop the EDI action plan.	Democracy & Community
28.	The Local Plan	Redevelopment of the Local Plan	Economy, Planning & Housing
29.	Strategic Economic Framework and Town Centre Strategy	Implementation of the Town Centre Strategy and placed-based aspects of the Strategic Economic Framework.	Economy, Planning & Housing
30.	Business Support Strategy	Likely to arise and be developed from the SEF.	Economy, Planning & Housing
31.	Cultural Strategy	Increasing engagement in arts and leisure (links to Health and Wellbeing, employment etc), through development and implementation of the Rushmoor Cultural Strategy in partnership with key stakeholders.	Economy, Planning & Housing
32.	Shared Services	Review and implementation of possible shared service arrangements with Hart DC.	Customer, Facilities & IT
33.	Accessibility of Services	Review required to ensure all Council services are accessible at a time and in a way that suits our customers.	Customer, Facilities & IT
34.	Civic hub and community offering	To develop the civic hub and community offering that is required / expected by our customers / residents (i.e. What is the Council's community offering? / What does the Council look like into the future ? / What facilities will be required ? etc).	Customer, Facilities & IT
35.	Customer, IT & Digital Strategy	Need to revise and refresh existing strategy to reflect and include the growing work around Cloud first, Cyber security and customer delivery.	Customer, Facilities & IT
36.	Procurement Service review	To Review of the Council's procurement service and support service arrangements (currently piloting with Portsmouth CC) are required. This should be aligned with and undertaken in conjunction with a review of the Council's contract management arrangements.	Customer, Facilities & IT Financial Services Legal Services
37.	New ways of working	Redesigning services digitally, remotely, and at a low cost	Customer, Facilities & IT
38.	Council website	Technology delivery	Customer, Facilities & IT

39.	Financial system upgrade	Feasibility on future system improvement	Customer, Facilities & IT
40.	Cloud first strategy		Customer, Facilities & IT
41.	Cyber security strategy	threat and associated workload is growing – further work planned	Customer, Facilities & IT
42.	Customer data and insight strategy	Review of customer data and usage of that data to deliver a robust customer experience.	Customer, Facilities & IT
43.	Digital Skills	(linked to People Strategy & ICE Programme)	Customer, Facilities & IT



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## POLICY AND PROJECT ADVISORY BOARD WORK PLAN

The purpose of the work plan is to plan, manage and co-ordinate the ongoing activity and progress of the Council's Policy and Project Advisory Board, incorporating policy development work carried out through working groups.

### (A) CURRENT WORKING GROUPS APPOINTED BY THE POLICY AND PROJECT ADVISORY BOARD

GROUP	MEMBERSHIP 2021/22	CURRENT POSITION	CONTACT
<b>Elections Group</b>	Cllrs P.I.C. Crerar (as Vice-Chair of PPAB), A.R. Newell (Cabinet Member with responsibility for electoral issues) Sue Carter (Chairman of Corporate Governance, Audit and Standards Committee), C.J. Stewart, T.D. Bridgeman and K. Dibble  Chairman: Cllr C.J. Stewart	The Group met on 14th June at which discussions were held on the May 2021 Elections, national and local developments in relation to the forthcoming Parliamentary Boundary Review and Canvass arrangements.  At its meeting on 11th October, the Group were updated on the progress with the annual canvass which was currently underway. The group also review polling place arrangements and national and local developments/proposed changes.  The Group would meet again in January 2022.	Andrew Colver Head of Democracy and Community Tel: (01252) 398820 <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a>

GROUP	MEMBERSHIP 2021/22	CURRENT POSITION	CONTACT
<p><b>Strategic Housing and Local Plan Group</b></p> <p>To steer the development of the Local Plan and monitor updates to the Housing and Homelessness Strategy</p>	<p>Cllrs P.I.C. Crerar (As V-C of PPAB), D.E. Clifford (Leader of the Council), Marina Munro (Cabinet Member with responsibility for the Local Plan), C.J. Stewart (Chair of Development Management Committee) P.J Cullum, Sophie Porter and M.J. Roberts</p> <p>Chairman:</p>	<p>Update - Please see ANNEX A</p>	<p>Tim Mills Head of Economy, Planning and Strategic Housing Tel: (01252) 398790 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a></p> <p>Anna Lucas Principal Planning Officer</p> <p>Zoe Paine Strategy and Enabling Manager (Housing)</p>
<p><b>Transformation Task and Finish Group (formerly Rushmoor 2020 Modernisation and Improvement Programme)</b></p>	<p>Cllrs J.B. Canty (Chair of PPAB), K.H. Muschamp (as Cabinet Member with responsibility for this area of work), Sophia Choudhary, P.J. Cullum, Gaynor Austin and Sophie Porter</p> <p>Chairman: Cllr Canty</p>	<p>The Group met on 20th July, 2021 and discussed the following items:</p> <ul style="list-style-type: none"> <li>• ICE Programme</li> <li>• New Customer Operating Model (Recovery and Rethinking the Workplace)</li> <li>• Project 10 (New Ways of Working)</li> <li>• Project 9 (Digital Services – Council Website)</li> <li>• The “Love Rushmoor” App</li> </ul> <p>The next meeting was scheduled for 12th January 2022.</p>	<p>Karen Edwards Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a></p>

**(B) OTHER ISSUES/MATTERS FOR THE WORK PROGRAMME**

ISSUE	DETAILS	CONTACT DETAILS
<b>REGENERATION</b>		
<b>Aldershot Town Centre Strategy</b>	At its meeting in July, 2021 the Board reviewed the Interim Strategy for Aldershot Town Centre. A number of themes had been revised in light of the pandemic and a number of areas were identified that it was felt should be incorporated into the Strategy. A Consultation period was expected to be undertaken in the Autumn.	Tim Mills Head of Economy, Planning and Strategic Housing Tel: (01252) 398790 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a>
<b>Farnborough Civic Hub</b>	At the meeting in June, 2021 the Board received a presentation on the vision for the Farnborough Civic Hub.  A workshop was held on 9th September at which Members toured the current site and reviewed NWOW areas.  A further workshop was held on 8th November at which a presentation was given on the options for leisure and civic offers within the Hub.	Karen Edwards Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a>
<b>ENVIRONMENTAL SUSTAINABILITY</b>		
<b>Byelaws Review – Aldershot and District Military Lands</b>	Pending publication of a consultation on the Byelaws Review of Aldershot and District Military Lands, the Chairman has requested that this issue be placed on the work programme.	
<b>Southwood Country Park Interim Management Plan</b>	At its meeting in July the Board reviewed the Interim Management Plan for the Southwood Country Park. The Plan was expected to be in place for two years, during Phase 2 of the works to be undertaken, this included the Visitors Centre/Café and appointment of a SANG operator. The interim plan would be followed by a ten year plan.	Tim Mills Head of Economy, Planning and Strategic Housing Tel: (01252) 398790 <a href="mailto:tim.mills@rushmoor.gov.uk">tim.mills@rushmoor.gov.uk</a>

**DEPRIVATION HEALTH AND WELLBEING**

<p><b>Deprivation and Wellbeing Strategy</b></p>	<p>Position at March 2021 –</p> <ul style="list-style-type: none"> <li>• This strategy would be discussed at the next meeting of the Joint OSC/PPAB Chairs meeting</li> <li>• Discussions to include Equality and Diversity Action Plan and Back Lives Matter</li> </ul>	<p>Andrew Colver Head of Democracy and Community Tel: (01252) 398820 <a href="mailto:andrew.colver@rushmoor.gov.uk">andrew.colver@rushmoor.gov.uk</a></p>
<p><b>Frimley Integrated Care System (ICS)/Frimley Clinical Commissioning Group (CCG)</b></p>	<p>At its meeting in June, 2021 the Board met with representatives from the Frimley ICS/CCG. Proposals for the future of the NHS were discussed following a white paper issued by central government and local health priorities.</p> <p>Following the meeting in June, 2021 the Board noted that a decision had been made to retain the current Frimley ICS. Frimley ICS representatives would be invited to a future meeting to discuss how the districts views would be represented and translated following the decision.</p>	<p>Karen Edwards Executive Director Tel: (01252) 398800 <a href="mailto:karen.edwards@rushmoor.gov.uk">karen.edwards@rushmoor.gov.uk</a></p>



	<b>OTHER MATTERS</b>	
<b>Leisure Facilities and Contracts</b>	<p>In March 2021, a decision was taken to not re-establish the Leisure Facilities and Contracts Task and Finish Group until required.</p> <p>It was proposed that initial work could involve the Board as a whole and a Task and Finish Group established for specific work later down the line.</p>	<p>James Duggin Head of Operational Services Tel: (01252) 398543 <a href="mailto:james.duggin@rushmoor.gov.uk">james.duggin@rushmoor.gov.uk</a></p>
<b>Black Lives Matter</b>	<p>Equality, Diversity and Inclusion Update – RB provided an update on progress. The Equalities Impact Statement would be shared with Members.</p>	<p>Rachel Barker, Assistant Chief Executive <a href="mailto:rachel.barker@rushmoor.gov.uk">rachel.barker@rushmoor.gov.uk</a></p>

**POLICY AND PROJECTS ADVISORY BOARD****AGENDA PLANNING – 2021-2022**

<b>24 November 2021</b>	<ul style="list-style-type: none"> <li>• Housing and Homelessness Strategy</li> <li>• Business Plan Development</li> </ul>
<b>26 January 2022</b>	<ul style="list-style-type: none"> <li>• <i>Strategic Economic Framework ?</i></li> <li>• <i>Business Plan Development ?</i></li> <li>• <i>Joint Waste Strategy</i></li> </ul>
<b>23 March 2022</b>	
<b><i>Items to be considered</i></b>	<ul style="list-style-type: none"> <li>• <i>Investment Strategy</i></li> <li>• <i>Cultural Strategy - Autumn</i></li> <li>• <i>Building Control Changes</i></li> <li>• <i>Carbon Footprint</i></li> <li>• <i>Frimley ICS</i></li> </ul>

## PROGRESS GROUP MEETINGS

Membership: Cllrs Jess Auton, J.B. Canty (Chairman), P.I.C. Crerar (Vice-Chairman), P.J. Cullum, Sophie Porter and M.J. Roberts.

<b>1 November 2021</b>	Housing and Homelessness Strategy	The Strategy would be considered by the Board at its meeting on 24th November, 2021 to agree the scope and approach of how it will be managed over the next 12 months. Attendance at future meetings would be required as the document develops.
	County Deal	It was noted that the County Deal would be considered as and when appropriate in the New Year.
	Joint Waste Strategy Document	This item would potentially be considered at the meeting in January 2022.
	Follow up session with CCG/ICS	It was felt that Member should have an input as the ICS starts to develop its priorities. This would be raised with KE.
	BLM/Equalities work	RB to circulate a briefing note
<b>13 December 2021</b>		
<b>9 February 2022</b>		
<b>29 March 2022</b>		
<b>FUTURE MEETINGS</b>	<p><b><i>Items carried forward from 2020/21, for consideration:</i></b></p> <ul style="list-style-type: none"> <li>• <i>Litter Enforcement Strategy</i></li> <li>• <i>Medium Term Financial Strategy/Budget Strategy</i></li> <li>• <i>Fair Funding consultation</i></li> <li>• <i>Rushmoor Development Partnership – Site Appraisals</i></li> <li>• <i>Income Crisis – policy development</i></li> <li>• <i>Commercial Investment Strategy</i></li> </ul>	

## ANNEX A

### Strategic Housing and Local Plan Group - Update

The Strategic Housing and Local Plan Group allows back bench members, to help shape planning and housing strategy and policy in discussion with the Portfolio Holder for Economy, Planning and Strategic Housing and the Chairman of Development Management Committee. The engagement of these leading members is vital to ensure that proposals are aligned with the Council's overall plans and can achieve support. The group enables exchange of information, debate and consultation on national and local strategic planning and housing policy with the Head of Planning, Economy and Strategic Housing and the Corporate Planning Manager and other, specialist officers. The extent of the work and its time requirements particularly during the development of the Local Plan means that a separate group solely focused on these matters is essential.

The last meeting was held on 19<sup>th</sup> of July and included an update on First Homes, the discussion of a draft Cabinet Report relating to the second phase on the Conservation Area Review Programme and four draft Conservation Area Appraisals for comment. The Group will next be meeting on 13<sup>th</sup> September where they will discuss the Housing and Homelessness Strategy, emerging Green Infrastructure Strategy, the potential to introduce a new Article 4 direction revoking a specific permitted development right and a government consultation on permitted development rights.

The following provides an indicative forward programme for the group up until the end of the financial year. Assumptions have been made in relation to when key bits of legislation will be enacted:

#### December 2021

- Housing Strategy (2022-2027) - proposed approach
- Draft Green Infrastructure Strategy
- Briefing on Environment Bill and any implications
- Interim Biodiversity Guidance
- Consultation responses received on the draft Conservation Area Appraisals

#### March 2022:

- Draft Housing Strategy (2022-27)
- Planning Bill Implications
- Local Plan Review / Design Codes
- Playing Pitch Strategy
- Feedback received during consultation on the Green Infrastructure Strategy