



RUSHMOOR BOROUGH COUNCIL

POLICY AND PROJECT ADVISORY BOARD

*To be held as a Virtual Meeting on
Wednesday, 26th January, 2022 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.

A G E N D A

1. MINUTES – (Pages 1 - 6)

To confirm the Minutes of the Meeting held on 24th November, 2021 (copy attached).

2. STRATEGIC ECONOMIC FRAMEWORK – (Pages 7 - 80)

To receive a presentation on the current work and development of the Strategic Economic Framework, from Lee McQuade, Economy and Growth Manager. An update will be provided following the business facing consultation process that took place in November/December, 2021 and feedback will be provided on the high level objectives and action plan (copy attached).

3. COUNCIL PLAN DEVELOPMENT – (Pages 81 - 86)

To receive a presentation from Rachel Barker, Assistant Chief Executive and John McNab, Policy and Performance Manager, on the current work and development of the draft Council Plan 2022-25 (copy to follow). Supporting Report No. ACE2202 is attached.

4. JOINT MUNICIPAL WASTE MANAGEMENT STRATEGY – (Pages 87 - 112)

To receive a presentation from James Duggin, Head of Operational Services, on the Project Integra Joint Municipal Waste Management Strategy. The Operational Services Portfolio Holder, Cllr Maurice Sheehan, will also be in attendance.

Members will be asked to feedback on the document (copy attached), in particular taking account of the Rushmoor context. Members should note that the document can not be amended with any significance having already been agreed, in principle, with Hampshire County Council and 13 representatives from surrounding local authorities.

5. WORK PROGRAMME –

To discuss the Policy and Project Advisory Board Work Plan (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.

POLICY AND PROJECT ADVISORY BOARD

Meeting held on Wednesday, 24th November, 2021 at the Council Offices, Farnborough 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 Mara Makunura
Cllr Sophie Porter
Cllr M.J. Roberts

Apologies for absence were submitted on behalf of Cllr Michael Hope and Cllr Prabesh KC.

17. MINUTES

The minutes of the meeting held on 22nd September, 2021 were agreed as a correct record.

18. HOUSING STRATEGY

The Board welcomed Strategy and Enabling Officer, Zoe Paine who was in attendance to give a presentation on the Housing and Homelessness Prevention Strategy 2022-2027. Tim Mills, Head of Economy, Planning and Strategic Housing was also in attendance.

Ms Paine, gave an overview of considerations during the process for compiling the new strategy through a collaborative approach, these included detailing what needed to be included and a summary of themes. The purpose would be to take an objective approach and to scope/reflect on what was right for the Council – would it support the Council's corporate vision and objectives?

A summary was given on the current strategy, which had been set out in four themes and ran until the end of 2022. It was noted that the Council's corporate context had changed since the existing strategy had been agreed and the new Vision for Rushmoor would need to be considered whilst scoping the new document. The Vision had identified, housing for every stage of life, as one of its six major ambitions and the Council's Business Plan had stated that enough homes and types of housing were available in Rushmoor.

It was noted that legislation stated that all housing authorities must update their strategy every five years. As part of the update, a review should be carried out of all forms of homelessness and a plan should be set out on how the Council would secure appropriate accommodation and support for people who may become homeless or were at risk of becoming homeless.

It was proposed that the Council would deliver a well researched document, which provided a clear approach to any housing themes identified as part of the scoping work. Engagement on the strategy would be carried out through work with the Board, consultation with partners and continued review and audit processes. In addition, it was suggested that a supporting delivery plan could help the team monitor implementation and progress of the strategy. Other interfaces and dependencies to consider whilst scoping the strategy were, the Council's Local Plan and Strategic Economic Framework, national housing and planning policies and funding models, partnership working with housing and service providers and the voluntary sector, and the work of other Local Authorities and Hampshire County Council (HCC).

The Board noted that the strategy would not be responsible for the delivery of some specific housing projects which were managed and resourced as part of the Rushmoor Housing Company or as part of the Property, Major Works and Regeneration Programme. Some constraints also needed to be considered such as, the ability to resource and deliver the project, Members' desire to maintain housing as a priority and any significant changes to national housing policy during the lifetime of the project.

Ms Paine shared a number of objectives with the Board, and Members were asked to consider the appropriateness of the suggested objectives and feedback with any additional areas that may be included. The proposed objectives were:

- Set out a clear approach to delivering housing which met a range of housing needs and aspirations in the borough
- Support the Council in its corporate objectives and to support the delivery of the Climate Change and Supporting Communities strategies
- Demonstrate transparency in the way in which the Council met its statutory housing duties
- To ensure that the borough's most vulnerable residents had access to accommodation and support appropriate to their needs

Ms Paine also shared a proposed approach to the process, this included a review of the current strategy, an update on housing needs and market data, an audit of the existing housing service provision, consultation/engagement with partners/stakeholders and drafting, approval, publication and implementation of the new strategy. Suggested scoping considerations were also shared, these included:

- Understanding needs and aspirations
- Adoption of an approach to maximise energy efficient, open market and affordable housing delivery with developers/stakeholders/Rushmoor Homes Limited, in line with Government policy and the Local Plan
- Best use of existing housing stock/empty homes
- Rough Sleeping and Temporary Accommodation Strategies

- Approach to homelessness prevention, advice and housing allocation

The proposed timescale was noted and it was felt that feedback on progress could be made to the Board in Spring 2022. The draft document would then, hopefully, be shared with the Cabinet in October 2022 and presented to Full Council in December for adoption.

The Board discussed the suggested objectives as set out and a number of common themes were identified, these included:

- Commitments to residents rather than objectives
- Affordability across different segments of the population, best use of stock - some residents not in properties that worked for their needs - consideration on how to get the right people, in the right home, at the right time of life
- Improved quality of all housing stock
- Climate change/sustainability priorities
- Identification of future need
- Wellbeing/vulnerability needs
- Constraints on available space to build on – how to maximise

The Board continued their discussions on the suggested approach, the following were highlighted:

- An allocation scheme – it was noted that Members could choose groups to be included in an allocation scheme, and currently military personnel were a priority within the system, however, the scheme was based on fairness for all residents
- Increase building opportunities on brown field sites – the Board were advised of forthcoming government proposals to accelerate the use of brown field sites in the future for development
- Consideration be given to how private sector housing management companies operate

ACTION:

What	By Whom	By When
To bring data collated to inform the strategy to the Board for consideration.	Tim Mills - Head of Economy, Planning and Strategic Housing Zoe Paine - Strategy and Enabling Officer	March 2022

The Chairman thanked Ms Paine and Mr Mills for their presentation and contribution to the meeting.

19. BUSINESS PLAN

The Board welcomed John McNab, Policy and Performance Manager and Rachel Barker, Assistant Chief Executive who were in attendance at the meeting to provide a presentation on the development and progress of the Council's Business Plan 2022-25 and the details of the findings from a series of workshops held with Heads

of Services throughout October and November, 2021. The Board were being asked to consider the workshop findings and provide comment on what might be taken forward for consideration and inclusion in the next stages of the process.

Mr McNab, reported on the workshops that had been undertaken with Heads of Service and the Executive Leadership Team. Consideration had been given to significant cross-cutting issues which could impact the Council, existing plans and strategies and any proposed changes within individual services. The structure, content, priorities and activities of the existing business plan and the 2021 Residents' Survey feedback and PESTLE horizon scanning opportunities were also considered.

It was noted that feedback from the workshops had highlighted the following as potential areas for development:

- Community Engagement – suggestions included the use of a residents' panel, specific resident surveys and/or public consultation, however it was proposed that a Community Communications and Engagement Plan be developed and linked with the Business Plan in 2022.
- Business Plan Structure – suggestions included a reduction of levels (i.e. themes, priorities and key activities) making it a clearer, relatable and cohesive document that did more to articulate the outcomes the Council were aiming to achieve. The modernisation and transformation programme and equality and diversity work were also suggested as areas to include within the Plan.
- The way we work – it was suggested that a stronger narrative could be used for:
 - Organisational values – to include the Council's new organisational values
 - Information governance and security – data protection, data security and/or information governance should feature as a common principle in the way Council services are delivered
 - Financial stability – affordability and flexibility should be reflected in the delivery of activities within the Plan
 - Performance arrangements and measures – to include principles on how the priorities are delivered in a measured way to ensure tangible outcomes
- Key Priorities and Activities – a number of activities had been identified from the existing Business Plan that could be considered for retention and/or inclusion in the revised Plan (Appendix A). A list had also been consolidated of suggested new activities to be considered (Appendix B). The Board reviewed the lists.
- Guiding Principles – given the feedback and comments made on the structure and content of the Business Plan the following themes had been identified as guiding principles for the future refresh of the Plan:

- Focus on a smaller number of priorities and activities
- A simpler and more succinct document
- Balance in terms of affordability and capacity
- Focus of key outcomes and deliverables

The Board noted the next steps, which would be to present the principles and key activities identified as part of the evidence gathering phase to Informal Cabinet on 16th December, 2021 and subject to further refinements, a draft document could be presented to the Board at its meeting in January, 2022.

The Board discussed the findings from the workshops and made a number of comments. In summary, it was felt important to produce a clear, simple, succinct document that was easily understood by residents. It should have clear and achievable outcomes/commitments, underpinned by strong evidence and should take into account affordability and capacity. In response to a query, it was noted that it was yet unknown which of the items in Appendix B would be affordable and consideration of this would be made in the next phase of the refresh. A costing exercise should also be considered for each activity to assess its affordability.

Public engagement with hard to reach groups was also discussed, in particular with young people, where it was felt there had been a gap. This would be considered further as part of the next phase and as part of the potential for a Community and Communications Engagement Strategy.

ACTION:

What	By Whom	By When
To consider the best way to share the evidence from the officer workshops with Members	Rachel Barker – Assistant Chief Executive John McNab – Policy and Performance Manager	January, 2022

The Chairman thanked Ms Barker and Mr McNab for their presentation.

20. WORK PROGRAMME

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

The Chairman report that an update would be sought on the work of GT3 and the Farnborough Civic Quarter for the next meeting of the Progress Group.

Other items that were raised for consideration by the Progress Group were:

- Section 215
- Government Policy - Levelling Up White Paper
- Housing Strategy Group – request for meeting in early January, 2022

The meeting closed at 8.56 pm.

Cllr J.B. Canty (Chairman)

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Rushmoor Borough Council

Strategic Economic Framework

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Foreword

Rushmoor Borough Council is committed to promoting a strong and growing economy and helping our local businesses recover from the effects of the Coronavirus pandemic. Our business community is critical to the long-term prosperity and quality of life of our residents.

Rushmoor has a distinctive role and position within the UK and South-East economy. Our economic performance and the presence of high value, high productivity sectors including aerospace and digital software together with our rejuvenating towns, our cultural heritage and global strategic connections give us clear economic advantages.

Rushmoor benefits from a positive business environment. We have been successful in retaining and significantly growing a range of leading business sectors and industries in our towns, but we must not stand still and must face the recent economic challenges arising from Coronavirus. In this we are supported by good working relationships and strong connections with both businesses and public sector partners which will help us to meet these challenges.

The economic impacts of the Coronavirus pandemic have been significant. Unemployment (claimant count) in our Borough increased from 1.7% (March 2020) to a peak of 5% in August 2020. Whilst businesses have been supported with grants from Government, we know that businesses in sectors like hospitality have been particularly impacted. Changes on our high streets present us with real challenges as we seek to keep our town centres and communities vibrant.

As a council we need to ensure that the borough is ready for the future and able to meet new challenges and opportunities. We face a climate emergency and the Government's 'levelling up' agenda might make it more difficult to attract investment into the area. The need for this Strategic Economic Framework; to guide and shape our work, is greater than ever.

Rushmoor has the ingredients needed to recover, to grow and to thrive as a great place for business. I am pleased to present our Strategic Economic Framework which looks to the future by ensuring we have an ambitious vision, clear outcomes and deliverable actions to guide our work.

Cllr Marina Munro
Planning and Economy Portfolio Holder

1. Introduction

Overview

Economic recovery and growth is central to Rushmoor Borough Council's agenda as we recover from the Coronavirus pandemic.

The council's approach seeks to grow and sustain a strong, resilient economy with flourishing high growth sectors, a highly skilled labour market with opportunities for all, a supportive business environment and vibrant town centres. This is set within a vision for Rushmoor as a thriving business location.

To achieve the council's corporate aims, the Strategic Economic Framework (SEF) shows what the council will do, with partners, and what the potential outcomes will be over the next three years.

The SEF builds upon the council's current understanding of the Borough's economy, the wider economic successes and infrastructure in the region and national priorities for recovery, investment and growth. It reflects *Your Future, Your Place – A Vision for Aldershot and Farnborough* and the Council's Business Plan 2022 – 2025.

Purpose

The purpose of the Strategic Economic Framework is to:

- provide a vision with clear outcomes;
- set out the actions needed to deliver the outcomes over the next three years, including how the council will help the area recover from the economic effects of the Coronavirus pandemic;
- identify the methods and resources needed to deliver the actions, including the council's role and responsibilities alongside other public sector partners and the business community; and
- establish how the council will measure and evaluate outcomes.

The SEF is informed by and builds on the council's existing evidence base, together with the views of local businesses and other key partners tested through consultation and engagement with local stakeholders.

Economic Issues and Challenges

The core economic issues and challenges that we face are summarised below with more context and detail included in the appendices. The issues and challenges identified reflect the longer-term economic situation (the pre-Coronavirus period) and then also consider the more recent impacts of the Coronavirus restrictions (March 2020 onwards).

Core Economic Issues (Pre-Coronavirus)

Rushmoor plays an important role within the South East economy. It ranks highly in terms of competitiveness and in 2021 was ranked 25th in the UK Prosperity Index reflecting performance across a range of economic, social and environmental indicators.

There were approximately 55,500 people economically active in the Borough (as at June 2021), an activity rate¹ of 86.4%, compared to 80.8% in the South East and 78.4% nationally.

There is a greater proportion of full time jobs in the Borough than the average for the South East, with an above average proportion of people employed in significant value added sectors, such as Information and Communications (nearly three times the national rate) and Professional, Scientific and Technical Activities (over 60% above the national rate). There are also important elements of support and back-office functions in the area, but a below average proportion of people employed in Human Health and Social Work and Education.

While the Borough has a below average proportion of micro-businesses (below 9 employees), there is above average representation in other size categories. This is noticeably so in the small enterprise category (10-49). Rushmoor is home to some large multi-national businesses, clustered in Farnborough. Several of Rushmoor's largest businesses trade internationally so the impact of Brexit has been noted by some businesses as a potential challenge over the short to medium-term.

There are a significant number of 4,000 businesses based in the Borough engaged in high-productivity activities, many of these are linked to the aeronautical and digital applications sectors, which play a big part in the history of the area. This concentration of high value-added sectors leads to an ongoing demand for high quality, high skilled employees – an issue reported by the local business community, including competition for labour from other accessible business locations locally.

The proportion of the Rushmoor population with NVQ4² and above qualifications is below the regional average (38.4% in Rushmoor compared to 45.1% in the South East), whilst the proportion of people with no qualifications is almost twice the regional average. This is acknowledged in the Rushmoor Local Plan (2019) and is identified by many businesses as an area for improvement and action.

The Economic Effects of Coronavirus

During the Coronavirus pandemic Rushmoor's economy was heavily influenced by Government-led controls, trading restrictions and financial measures.

The immediate impacts of Coronavirus on the Rushmoor economy have been partly hidden by significant Government intervention, in particular the Coronavirus Job Retention Scheme (CJRS, the 'furlough' programme) and the Self Employment Income Support Scheme (SEIS).

The extension of CJRS and SEIS a number of times during 2020 (ultimately up to September 2021) is likely to have concealed unemployment levels across all business sectors. Government interventions will continue to unwind over the next

¹ People, who are economically active (employed or unemployed), expressed as a percentage of all people.

² HND, Degree and Higher Degree level qualifications or equivalent.

year and beyond, reflecting the course of the pandemic and the introduction of any further lockdown measures.

Many of the core economic issues and challenges for Rushmoor have been exacerbated by Coronavirus which will also have impacted on aspirations for greater social inclusion. Changes in the labour market mean that those already excluded or low skilled might find it harder to find employment in the short-term.

The Coronavirus pandemic will have led to a reduction in economic activity across Rushmoor (and the South-east and UK more widely) because:

- lockdowns, followed by other restrictions, mean that sectors such as retail, personal services, food & drink and accommodation have suffered a marked decline in activity;
- the unwillingness and reluctance of consumers, both residents and visitors, to visit town centres has led to a reduction in spending on goods and services in the local area. Some of this has been substituted by online shopping, but this may not benefit the local economy in the same way as face-to-face transactions;
- reduced use of public transport means that people are less likely to travel for work and leisure;
- other sectors are impacted by disruption and changes in local, national and global supply and demand, for example aviation, manufacturing and logistics;
- school closures and isolation impacts on parents' ability to work, will have reduced economic productivity and overall activity; and
- significant changes to working patterns and workplaces have led to some reduction and a re-shaping (at least temporarily) in the locations of economic activity.

All these effects can be seen in the economic, employment and Government business support data that is currently available.

There has been an impact on employment and economic activity in Rushmoor as a result of the pandemic. Key impacts have been:

- up to 15% of eligible jobs were furloughed (CJRS);
- up to 78% of the self-employed in Rushmoor have claimed from the Self Employment Income Support Scheme (SEISS) in the first round of support, decreasing to 56% by SEISS round 4;
- a total of £39.6 million of SEISS funding support (all four rounds) has been made available in Rushmoor;
- unemployment (model based) in Rushmoor increased from 2.6% in 2018 and 2019 to 4.4% in 2020, almost twice the pre-pandemic level;
- claimant count levels started to increase in April 2020 (rising from 1.7% in March 2020 to 3.1% in April 2020, then peaking at 5% in August 2020);
- the largest claimant counts were in those aged 18 – 24 years (peaking at 9.1% of that age group in July 2020) and even further focused in the 18 – 21 years age group (increasing from 3.5% in January 2020 to a peak of 10.1% by July 2020). Youth unemployment in Rushmoor remains higher than the Hampshire and regional averages;

- while there has been a direct and obvious impact on some sectors (such as aviation, hospitality and retail), there has been a more indirect negative impact on others such as manufacturing and construction, and a more positive effect on logistics and distribution where changes in global supply and demand and other market pressures have impacted;
- obvious increases in activity in the health sector related to the pandemic, but overall economic activity levels in this health have declined as GP visits have been discouraged and routine surgery postponed.

The impacts of Coronavirus will have affected some places more than others. A study by the Centre for Towns analysed the economic exposure of towns in England and Wales to lockdown measures³. This suggests that Rushmoor's towns are not as especially impacted in comparison with other regional or national centres and there is evidence that multifunctional⁴ and localised towns (such as Farnborough and Aldershot) have been relatively insulated and with some sectors benefitting from a growth in local spend and activity.

There is, however, much that may change over time as the longer-term economic effects of the pandemic continue to be revealed. For Aldershot and Farnborough the effects may be as a result of accelerated structural trends in the way people shop and how we work. The pandemic has witnessed major challenges and difficulties for national retailers, many of which have closed stores coupled with a continued shift to online shopping, although some growth has occurred in services that cannot be purchased online.

³ The effect of the COVID-19 Pandemic on Our Towns and Cities, Centre for Towns (2020)

⁴ Defined as offering a range of non-retail attractions.

Summary of the Main Challenges and Opportunities

A summary of headline issues and challenges are identified below.

Strengths	Weaknesses
<ul style="list-style-type: none"> Population growth Above average working age population High job density⁵ (although also a weakness if jobs increase) High skill levels High value-added sectoral focus including aerospace and defence and createch/ digital clusters Geographic location and good transport links. 	<ul style="list-style-type: none"> Relatively high youth unemployment. Age dependency ratio increasing (but still below average) High economic activity may mean less potential to take up job growth Increase in the proportion of the workforce with no qualifications High levels of NEETs⁶ High cost of living e.g. housing costs/ lower disposable income Some key economic sectors exposed to the economic effects of Coronavirus.
Opportunities	Threats
<ul style="list-style-type: none"> Increase in working age population provides potential to meet job growth internally Improved business survival rates and recovery following Coronavirus business restrictions Town centre renewal and rejuvenation - improved resident and business perceptions Green, low carbon growth Supply-chain opportunities from larger businesses Growth of micro-businesses A central geographic location Emerging new sectors that will provide significant growth opportunities Working with local colleges and other partners to identify and address skills shortages. 	<ul style="list-style-type: none"> Job growth taken-up by skilled workers commuting from outside Rushmoor Labour shortages impacting growth Transport system under strain Increased deprivation/ reduction in social mobility Shortage in affordable housing Climate change Brexit/ Transition – impact on importers and exporters Ongoing restrictions in response to the Coronavirus pandemic Business exposure to debt Inflation/ increases in the cost of living hitting disposal incomes. New working behaviours impacting the local office property market Further changes in consumer behaviour impacting town centres.

⁵ The level of jobs per resident aged 16-64. For example, a job density of 1.0 would mean that there is one job for every resident aged 16-64.

⁶ Not in Employment, Education or Training.

2. Vision and Strategic Pillars

Economic Vision

The vision reflects *Your Future, Your Place – A Vision for Aldershot and Farnborough* and the Council's Business Plan 2022 – 2025. It is founded on the characteristics of the borough economy including opportunities for growth and the borough's competitive advantages as a place to do business:

- Excellent business growth and survival rates showing the resilience of the local economy over many years.
- Strong and established links between employers and skills training provision, high levels of economic activity and relatively low levels of unemployment.
- Mitigating, and adapting to, climate change is an opportunity to work with businesses, residents and partners to build a more sustainable, low carbon economy.
- One of the UK's most important digital application, createch, research and business clusters offer's the potential for further innovation, collaboration and economic growth and presents an opportunity for better promotion of the borough's national and global business reputation/ international competitiveness.
- Home to Farnborough Airport, one of the most significant private commercial airports in Europe, and a key focus for a significant aerospace and defence cluster.
- Location of the largest exhibition and conference centre in the South-East, attracting national and international visitors to the borough.
- The borough's major employers support a wide-ranging local supply network with further scope to strengthen and grow their supply chain links.
- Allocated, available key employment sites and existing commercial floorspace which has the potential to suit the needs of a wide range of businesses.
- Ambitious regeneration programmes in Farnborough and Aldershot. Ongoing investment in town centre renewal to create high quality places to live, work and socialise.
- Good access to London, South-East and South-West national business markets and globally to international markets by road, rail and air.
- Commitments to strengthen strategic access and local connectivity.

Vision:

Rushmoor, an outstanding place for business to thrive.

- An economy focused on the future supporting clean, **low carbon** growth.
- A highly skilled workforce and a labour market able to provide a wide range of training, employment and education **opportunities for everyone**.
- A supportive **business environment** with excellent transport and digital communications infrastructure.
- **Vibrant and distinctive towns** offering a great quality of life and locations for businesses to flourish.

Four Strategic Pillars

The vision will be supported through four Strategic Pillars which represent the main aspects of economic growth in Rushmoor. The four pillars complement each other and build on existing strengths and opportunities for growth whilst addressing key challenges.

The Strategic Pillars provide a framework for organising and managing the individual projects and actions described in the action plan. The pillars will guide efforts in bringing together businesses and partners to deliver the key outcomes.

SP1: Business Environment – Business support, retention, innovation and inward investment

To help Rushmoor's businesses recover from the Coronavirus pandemic it is important that the council helps them to understand what support is available, how to access that support and to ensure they operate in an environment that over the long term fosters innovation, productivity and sustainability.

This rests on business support networks where local supply chains can be strengthened and common approaches to challenges and opportunities developed.

In-depth, ongoing engagement with employers is critical for understanding immediate business needs and for long-term business retention and growth. We need an intensive approach to business support and engagement to ensure resources are focused, enabling the borough's businesses to grow to their full potential.

There is a need to work with partners on opportunities for research and development, to support start-up and retain grow-on businesses as well as maintain the strong link between intellectual property, research and innovation in the borough in key sectors. There is also a need to support businesses to become more sustainable, reach net-zero goals and adopt low carbon ways of working.

SP2: Skills, Inclusion and Prosperity

Rushmoor has a highly skilled and talented workforce. However, the right mix and breadth of skills will attract and support investment and will enable existing businesses to innovate, diversify and compete. It is a key driver of economic growth. Acquiring the right skills also gives individuals more choices in the labour market and enables them to secure better earnings and income. This is important in a borough with areas of economic and social deprivation.

Young people have been particularly impacted by the pandemic and will need support to help them back into employment, education or training. The council will work with Aldershot College, Farnborough College of Technology and other training providers to support a range of job-based learning, including apprenticeships.

There is a need to continue to focus on increasing and up-skilling the resident workforce, both in the short term in a labour market recovering from the effects of Coronavirus, and in the medium to long term in an economy transitioning to low carbon growth.

We need to support and respond to local business and community skill requirements, so that residents can be economically active and embrace new opportunities in growth sectors, such as digital and aerospace, and support low carbon growth.

SP3: Transport Accessibility and Communications Infrastructure

Transport accessibility and the ability to provide physical connections in a sustainable manner are critical to long-term prosperity and encouraging low carbon, clean growth. Both Aldershot and Farnborough are characterised by good levels of access to the strategic road and rail networks and have excellent access by air through Farnborough Airport as well as relatively quick access to Heathrow and Gatwick. There is however a need to ensure that the road and rail infrastructure capacity is upgraded over time, and that connectivity e.g. public transport access to Heathrow Airport, is improved.

The council will need to embrace and support clean, low carbon growth using smart technology and encourage sustainable modes of travel. To support low carbon growth the council will ensure local businesses have access to high quality, comprehensive digital communications infrastructure. Broadband and next generation (5G) mobile infrastructure is a key utility for modern business. Rushmoor benefits from good connectivity but there is a need to ensure that all businesses (and home working residents) have access to the fastest broadband speeds and that Rushmoor is positioned to benefit from the next generation roll out of communications infrastructure.

SP4: Place – Our Centres, Sites and Workspaces

For the local economy to be successful Aldershot and Farnborough must be attractive and desirable places to live, work and visit. The SEF will therefore support the council's ongoing programme of regeneration in Aldershot and Farnborough to both encourage economic recovery and improve the quality of life for residents and workforce over the longer term.

The local economy will also be better placed to thrive and grow if the right range, choice and mix of employment land, sites for commercial development, and high-quality, flexible workspaces are created, managed and maintained.

To support business prosperity and innovation, the council will encourage space for new and existing businesses to work, foster talent and grow. The council will support the development of shared working spaces to provide a more nurturing and supportive environment for new and existing businesses and allow opportunities for residents to work closer to home and embrace new working patterns.

Fast-growing businesses are found across economic sectors and the right type of business accommodation in the right locations is critical, linked to high quality transport access and world-class digital communications infrastructure.

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3. Driving Forces & Key Outcomes

Driving Forces

The driving forces are the main factors that are likely to influence the local economy. These present both opportunities and challenges and cut across the key outcomes and the actions in the action plan. These are:

- **Recovery from the economic effects of coronavirus**

The effects of Coronavirus lockdown and business restrictions on Rushmoor will continue to unfold. A critical priority is to address the immediate and longer-term impacts. This requires a mix of actions and interventions to support business and town centre recovery, enabling businesses to re-build and for those who are unemployed or under-employed to have access to skills, training and new employment opportunities.

- **Moving to a low carbon, clean growth and circular economy**

Meeting the challenge presented by climate change is an important driving force for Rushmoor but also an opportunity to work with businesses on meeting their net zero commitments. The circular economy revolves around the principles of designing out waste and pollution, keeping products and materials in use, and regenerating natural systems as a means to cut greenhouse gas emissions.

- **Increasing economic inclusion and prosperity**

A key driving force for Rushmoor is achieving a more inclusive form of economic prosperity, with more people sharing in future economic success. This includes residents living in Rushmoor's more deprived communities. This requires a workforce with the right mix of skills, and more diverse opportunities to allow individuals to participate in the labour market.

- **Supporting communities and the foundation economy**

The foundation economy involves providing households and communities with basic goods, services and care, and supporting and nurturing the workforce engaged in this is vital. It also requires securing the supply of basic services for all residents including in town centres.

- **Protecting and enhancing sectoral clusters**

Rushmoor benefits from high-value sectoral clusters, which offer the potential for further diversification, innovation, collaboration and economic growth. The spin-off and local supply chain opportunities from these clusters will be a further driving force for economic success.

- **Matching skill needs**

There will be continued demand for both higher-level and more vocational skills within the local economy, as well as the need to incorporate people with more limited skill sets into the labour market. Increased flexibility, adaptability and on-going learning is important in this time of transition and change.

- **Maximising partnerships and collaboration**

A key enabler of success will be the creation of new and reinforcing existing business and community support networks. This will need to cover support for start-ups and grow-on businesses, strengthening supply chains, opportunities for research and development, and developing common approaches to existing and emerging challenges. Changes in government policy, including the 'levelling up' agenda, are likely to impact on how the council works with partners.

- **Adapting to changing behaviours and new ways of working**

Hybrid working models are now the norm for many businesses and as such employment opportunities are not required to be locally based. It is vital that residents have the skills to fill local vacancies and embrace new opportunities. Rushmoor will need to have the right mix of workspaces to accommodate this shift in behaviour.

Key Target Outcomes

The council will measure the success and achievements of the Strategic Economic Framework by meeting the following key outcomes which link to the identified Strategic Pillars and a range of supporting actions, as set out in Section 2.

Key Outcome	Strategic Pillar
Key Outcome 1: develop a focused approach to sector growth and inward investment to attract new and help existing businesses expand. This will allow us to work effectively with the borough's sector clusters of high growth/ priority businesses and to promote innovation and growth.	Strategic Pillar SP1: Business Environment – Business Support, Retention, Innovation and Inward Investment
Key Outcome 2: develop a business support programme to help local businesses recover from the pandemic, become more productive, support exporting opportunities and transition to net zero, with a targeted 'key account' programme in place.	Strategic Pillar SP1: Business Environment – Business Support, Retention, Innovation and Inward Investment
Key Outcome 3: promote opportunities for all in a labour market that better fosters improved economic inclusion, productivity and opportunities for growth including in the foundation economy and in higher skill sectors. Rushmoor will have a strong, well equipped workforce with enhanced skill and career routes including through apprenticeships, work-based training and higher	Strategic Pillar SP1: Business Environment – Business Support, Retention, Innovation and Inward Investment Strategic Pillar SP2: Skills, Inclusion and Prosperity

education qualifications. This will be supported by active, positive, partnerships with education providers and businesses.	
Key Outcome 4: support the transition to a greener and more sustainable economy, with businesses able to benefit from the opportunities of clean, low carbon growth.	Strategic Pillar SP1: Business Environment – Business Support, Retention, Innovation and Inward Investment Strategic Pillar SP4: Place – Our Centres, Sites and Workspaces
Key Outcome 5: support public and private investment in the regeneration of Aldershot and Farnborough town centres that will deliver economic growth, and improve the vibrancy and distinctiveness of the towns.	Strategic Pillar SP2: Skills, Inclusion and Prosperity Strategic Pillar SP4: Place – Our Centres, Sites and Workspaces
Key Outcome 6: improve the ability of businesses to work digitally and compete globally. Digital connectivity infrastructure will be excellent and comprehensive for businesses and residents.	Strategic Pillar SP3: Transport Accessibility and Communications Infrastructure
Key Outcome 7: enhance strategic and local connectivity by road, rail and public transport through support for committed schemes. The council will investigate and advocate further improvements with partners.	Strategic Pillar SP3: Transport Accessibility and Communications Infrastructure
Key Outcome 8: support the delivery of commercial employment land to help meet Development Plan objectives, including fostering a sufficient and appropriate range of deliverable sites and business premises. This includes businesses able to access a wide range of managed/ supported workspaces.	Strategic Pillar SP4: Place – Our Centres, Sites and Workspaces

4. Action Plan

Introduction

The action plan is intended to meet the vision and deliver on the key outcomes set out above. It is organised around the four strategic pillars that complement each other and build on Rushmoor's strengths whilst recognising current challenges.

The pillars provide a framework for individual projects and actions.

Each action is set out in more detail in this section together with the rationale and any interim timescales/ milestones that will be the focus of the council's activity.

For each pillar broad measures of success have been included so that the council can clearly measure achievements and performance.

Strategic Pillar 1: Business Environment – Support, Retention, Innovation and Inward Investment

Action/Project	Rationale	Timescale / Milestones
<p>1.1: Create and maintain a Key Businesses Account Management Programme</p> <p>1.1.a) The council will establish and maintain a CRM (Client Relationship Management) system to help coordinate dialogue with businesses.</p>	<p>The council needs to work proactively with local businesses, based on regular and direct contact, to ensure we understand business needs and to promote business collaboration. This will ensure public sector support for local business is focused on their needs.</p>	<p>Year 1 to establish and ongoing thereafter</p>
<p>1.2: Develop and promote innovation and collaboration through sector development plans in:</p> <p>1.2.a) Aerospace – linked to the completion of the Aerospace, Research and Innovation Centre (ARIC) at Farnborough College of Technology.</p> <p>1.2 b) Digital technologies – linked to the opening of the Digital Hub at the Old Town Hall, Aldershot.</p>	<p>The borough supports several key growth sectors, including aerospace/ advanced engineering and digital technology applications which together offer strong opportunities for growth. Working closely with public sector partners the council will investigate and encourage opportunities for innovation, improved productivity, expansion and new investment based on detailed sector development plans.</p> <p>The council will review existing support networks and initiatives to ensure local business are aware of opportunities for collaboration, diversification and new markets, including new low carbon technologies. This approach will also support higher value job creation and employment opportunities to help retain young talent and attract graduates after university.</p>	<p>Years 1 - 3</p>
<p>1.3: Improve business support provision and signposting, including sustainability information, advice and guidance.</p>	<p>The council need to prioritise support for local businesses to enable them to grow and expand and provide employment opportunities.</p>	<p>Years 1 - 3</p>

	<p>The council will evaluate the provision of existing business support services, address any gaps in business advice, particularly measures to encourage low carbon growth and sustainability, and aim to improve business information, advice and guidance.</p> <p>Specific support may include improved guidance on exporting; energy efficiency and sustainability; and support and advice for businesses seeking external investment (an 'investor readiness' programme).</p>	
1.4: Attracting new inward investments through new marketing materials and enhanced business support.	<p>Rushmoor's unique locational advantages have been successful in attracting and retaining new businesses and inward investment.</p> <p>It is critical that we maintain and capitalise on these successes by working with partners to actively target potential inward investment and business expansion. This will be linked to the Account Management Programme (Action 1.1) and focused on the borough's sector clusters.</p> <p>The council's role will include ensuring appropriate protocols are in place between public organisations dealing with new investment enquiries.</p> <p>The council will also offer a 'soft landing' programme for new inward investment business arrivals in Rushmoor.</p>	Ongoing
1.5: Improve public sector procurement supply chains and purchasing.	<p>The council will develop public supply chain and sustainable procurement protocols to encourage social value benefits and where</p>	Years 1 – 3

	possible embed circular and clean-growth economy principles.	
1.6: Promote a circular, low carbon, sustainable local economy.	The council will bring together local partners to share ideas and best practice. This could be targeted at certain sectors together with key local businesses identified as part of the key management account programme.	Years 1 - 3
1.7: Work with clean growth, circular economy and community wealth building thought leaders and case studies.	The council need to drive forward clean and circular economic growth at the local level. In this, and on community wealth building it is important for us to develop an understanding of relevant research, initiatives and best practice that can be realistically adopted and deployed in Rushmoor.	Years 1 - 3
1.8: Co-ordinate and signpost access to finance for new and early-stage businesses with high growth potential.	A significant barrier for many new and expanding businesses is the availability and access to finance. Working together with partners, the council will ensure new and expanding local businesses understand the options available for financial support to encourage the growth of their business, particularly in key economic sectors and to support low carbon growth.	Year 1
1.9: Build relationships with commercial landowners and agents.	The delivery and use of employment land and commercial floorspace require an ongoing understanding of market requirements, availability and viability. To inform this the council will continue to build relationships with local commercial agents and developers to help identify current and emerging	Ongoing

	property needs and potential opportunities for growth. This is particularly important as new ways of working emerge from the Coronavirus pandemic.	
<p>Success Measures</p> <ul style="list-style-type: none"> • Establishment of an up-to-date Key Business Account Programme and direct contact with key employers in Year 1 to understand business issues and opportunities to provide appropriate support. (Key Outcome 2) • A business support programme focused on business needs (in the short term focused on recovery from the Coronavirus pandemic) and communicated more effectively to all Rushmoor's businesses (Key Outcome 2) • Number, type and change over time in the inward investment and business expansion enquiries received and handled by the Council (Key Outcome 1) • Drafting of sector development plans and expansion/ growth of existing key sectors and increase in the proportion of new growth sector representation in the Borough (Key Outcomes 1, 2 and 4) • Increased number of local companies benefitting from projects and expenditure through local public procurement supply chain networks (Key Outcomes 2 and 4) • Engagement with local businesses on clean growth and circular economic development principles (Key Outcome 5) • Increase in the frequency and involvement of commercial landowners and agents in regular stakeholder engagement events and dialogue (Key Outcomes 5 and 6) 		

Strategic Pillar 2: Skills, Inclusion and Prosperity

Action/Project	Rationale	Timescale / Milestones
2.1: Understand and identify skills gaps for business and the workforce.	To maintain and improve the borough's productivity, it is critical the council understand both the skills needs of businesses and the skills shortages of the local workforce. The evidence base and stakeholder feedback clearly identify changing skills demand across sectors and the need to ensure future business needs are matched with a sufficient supply of skilled workers. The council will work with partners and local businesses to identify current and future local labour skills demand and supply needs. This could include a detailed business survey.	Years 1 - 3
2.2: Enhance the Rushmoor Employment and Skills Zone to better coordinate and support job brokerage.	<p>Using the existing Rushmoor Employment and Skills Zone to co-ordinate and support job brokerage.</p> <p>Working with key partners to deliver training and recruitment tailored packages to support the growth of existing businesses or facilitate the arrival of new businesses. This work complements and links with the Hampshire Employment and Skills Service and the Apprenticeship Hub and will provide a platform for sourcing and training staff.</p> <p>There is an opportunity to further enhance this work by linking Employment and Skills Plans to key building projects within the borough, whilst this occurs at some level further links and development of a process</p>	Years 1 - 2

	would help generate employment opportunities at a local level.	
2.3: Promote and encourage vocational apprenticeships and other technical and work-based training opportunities	<p>There is great potential to raise the level of technical and work-based training, qualifications and apprenticeships in Rushmoor. This will address the shortages of technical level skills identified from the evidence base. This will support an inclusive labour market.</p> <p>The council will continue to strengthen the relationship between education and training providers, employers and other key partners such as the County Council to encourage greater participation and joined up pathways for non-traditional routes into the workplace.</p>	Years 1 - 2
2.4: Raise aspiration and future career opportunities for young people	<p>The changing nature of employment has significant implications for career and education choices for young people. The council need to ensure early proactive advice and support to raise aspiration goals, increase participation and educational attainment, and provide informed careers intelligence which link with education, skills and training. The council will work with education and training providers, supported by key partners such as the County Council, to identify and showcase the new skills and career opportunities available and to closely align learning opportunities in the future jobs market.</p>	Years 1 - 3
2.5: Support and encourage the upskilling and reskilling of the workforce, especially in digital, createch and soft skills	The upskilling and reskilling of the workforce to meet changing workplace needs will help to raise skills levels,	Years 1 - 3

	<p>identify new opportunities and maximise the employment prospects of the workforce. This has significant benefits for both business and workers.</p> <p>The importance of digital, basic STEM and business leadership, management and softer skills is of core importance, particularly for SMEs and the foundation, and low carbon economy. The council will work with partners to encourage opportunities for upskilling and reskilling with particular attention focused on basic ICT and soft skills.</p>	
2.6: Develop enhanced education programmes linked to innovation and enterprise support for key sectors	<p>Working with education partners there is potential to develop higher level business and entrepreneurship programmes in the Borough and develop enhanced links to HE institutions outside Rushmoor. The evidence base identifies a need to raise attainment levels above Level 3 locally, especially at Level 4 and 5 given the importance of the digital economy. The council will investigate enhanced training capacity with employer involvement as a key part of the sector development plans.</p>	Years 1 - 3
2.7: Support self-employment and business start-up	<p>The council will support and encourage new business models of self-employment and start-ups aided by business support provision. New business births contribute to job creation, innovation and economic growth. Rushmoor already has a business base which is dominated by micro businesses but a level of</p>	Years 2 - 3

	<p>start-up rates which is below the national average.</p> <p>The council will work with partners to signpost business services, access to finance and training/ skills development. In particular, the council is keen to increase business start-up opportunities in the most deprived areas of the Borough together with ex-military personnel and those who have lost jobs as a result of the Coronavirus pandemic. Start up support will also be promoted for graduates and young professionals to help attract and retain young entrepreneurs.</p>	
2.8: Work to remove barriers to training, employment and the workplace	<p>The council need to support and maximise opportunities for all residents to access training and employment to ensure inclusion and promote well-being. It is important that the under-represented, disengaged and vulnerable are provided with the training and support network to develop work readiness skills and support health and well-being priorities.</p> <p>The council will work with partners, including the third sector and Rushmoor Employment and Skills Zone to help deliver support programmes to address barriers for certain groups in Rushmoor.</p>	Years 1 - 3
2.9: Support and help co-ordinating funding opportunities for social enterprises	<p>The council will support and help coordinate funding opportunities targeted at foundation and social enterprises which provide important services and a range of advice, guidance and training for residents seeking to access the</p>	Years 2 - 3

	workplace and improve skills training.	
<p>Success Measures</p> <ul style="list-style-type: none"> • Enhance the RESZ to further coordinate and support job brokerage (Key Outcome 3) • Increase in the number of local apprenticeships and vocational training secured, started and completed in the Borough (Key Outcome 3) • Improvement in the levels of NVQ Level 4 and above started and completed in the Borough (Key Outcome 3) • Increase in the numbers of the local workforce accessing partner organised ICT and soft skills training (Key Outcomes 3 and 7). • Increase in the number of new business start-ups and increase survival rates by Year 3 (Key Outcome 3) • Increase in the number of the local workforce undertaking reskilling and upskilling (Key Outcome 3) • Reduction of the number of NEETs (Not in Education, Employment or Training) recorded in the Borough (Key Outcome 3) • Decrease in the percentage of the working age population claiming benefits principally for the reason of being unemployed (Key Outcome 3) • Decrease in percentage of 18-24 year olds claiming benefit principally for the reason of being unemployed (Key Outcome 3) 		

Strategic Pillar 3: Transport Accessibility and Communications Infrastructure

Action/Project	Rationale	Timescale / Milestones
3.1: Advocate increased rail services and reduced journey times to London and key centres	Increased physical connectivity will help improve market access, workforce flows and leisure/ tourism potential. The council will support key partners in lobbying for enhanced rail services and associated qualitative improvements for the Borough.	Years 1 - 2
3.2: Encourage modal shift and a switch towards more sustainable forms of travel to reduce dependency upon the private car and reduce carbon emissions. 3.2 a) Ensure a resilient and reliable transport network that reduces transport related carbon emissions.	To maintain and enhance economic attractiveness, it will be essential to maintain a resilient and reliable transport network. The council will work alongside key partners to deliver a high-quality transport system that encourages modal shift and improves connectivity. The council will work with partners to deliver mobility hubs in the town centres and deliver quality walking and cycling networks to reduce transport related emissions and deliver health benefits.	Ongoing
3.3: Promote infrastructure for electric vehicles	Increased provision of charging facilities and use of EVs for business travel and deliveries will be important to support low carbon growth and improve air quality.	Years 1 - 3
3.4: Support superfast digital and mobile connectivity to businesses Through: 3.4 a) Ensure all existing business parks and Key Employment Sites are connected to ultrafast broadband.	Connection coverage and speed are vital requirements in the business community. This is particularly important in some of the key growth sectors in Rushmoor such as the creative and gaming sectors but is also essential for wider economic growth. We will map connectivity and ensure the borough's	Ongoing

3.4 b) Support enhanced connectivity to residents and businesses based at home.	business parks are well provided for potentially by encouraging specific interventions.	
3.5: Ensure future rollout of digital fibre and mobile communication upgrades	<p>Developing future-readiness for and delivery of upgrades in technology will be essential in supporting the growth of businesses. This will include the delivery of a full 5G network and capacity for 6G and 7G in future.</p> <p>This may include 5G testbeds. The Borough is home to a growing digital sector and alongside other sectors it is vital that digital infrastructure remains first class and responsive to future technological enhancements.</p>	Years 1 - 3
Success Measures <ul style="list-style-type: none"> • An agreed programme of rail service improvements relevant for Rushmoor (Key Outcome 8) • The maintenance of a resilient and reliable transport network. (Key Outcome 8) • Delivery of mobility hubs and improvements to walking and cycle networks, including to key employment locations to reduce transport related carbon emissions. (Key Outcome 5 and 8) • Improved digital coverage and speed for businesses in the Borough, supporting the ability of businesses to work digitally and compete globally (Key Outcome 7) • Lobby for and where relevant support an agreed programme of future digital and mobile upgrades in the Borough (Key Outcome 7) • Regular discussions with the business community to review progress in terms of physical and digital connectiveness (Key Outcomes 2 and 7) 		

Strategic Pillar 4: Place – Our Centres, Sites and Workspaces

Action/Project	Rationale	Timescale / Milestones
4.1: Continue to deliver the regeneration programmes for Farnborough and Aldershot town centres	<p>The council's focus will be to maximise the potential of both town centres to secure investment and development interest in accordance with the programmes of regeneration and Local Plan objectives. This will be supported by the Rushmoor Development Partnership's work to re-develop key assets. The council will bring forward the implementation of Union Yard and the Galleries in Aldershot and the regeneration of Farnborough town centre including the Civic Quarter.</p> <p>The crucial importance of the regeneration of the town centres is identified in the evidence base and is a priority reported by stakeholders.</p>	Ongoing
4.2: Improve the vibrancy of the town centres.	<p>We need to ensure that the town centres are attractive environments which encourage footfall and increase patronage/ speed in local shops.</p> <p>As well as the regeneration programmes outlined above (4.1) we will promote the vibrancy and distinctiveness of Aldershot and Farnborough and encourage new town centre businesses to fill vacant premises.</p> <p>We will ensure that retailers can access bespoke business support, promote businesses to encourage patronage and run an events programme which encourages footfall.</p>	Ongoing
4.3: Realise the economic, environmental and social	Work with partners to develop an understanding of	Years 1-3

opportunities arising from Rushmoor's arts, culture and heritage assets	<p>the Borough's arts, cultural and heritage assets.</p> <p>Deliver an ambitious borough wide research, engagement and development programme that will set the direction for culture in Rushmoor for the next ten years.</p>	
4.4: Support investments to improve existing commercial floorspace in the borough's Strategic Employment Sites and Locally Important Employment Sites	<p>The council need to ensure the delivery of a range and choice of employment land and premises to support the needs of existing business, including opportunities for qualitative improvements of existing sites and stock.</p> <p>In order to help support the expansion of existing business and attract new investment to our Borough, it is important the council continues to promote and manage available Strategic Employment Sites and Locally Important Employment Sites. Focused on key sites, and in conjunction with the development industry, Hampshire County Council and other partners the council will promote the Borough as a quality destination for business.</p>	Ongoing
4.5: Support the delivery of new shared and flexible managed workspaces	<p>There is a relative lack of new flexible and affordable workspace for modern business needs in Rushmoor, including for start-up, grow on space and managed workspace. This is a key issue reported from in stakeholder discussions.</p> <p>The council will work with partners to help deliver new flexible workspaces in the borough for businesses to establish themselves and grow, recognising the changing requirements of</p>	Years 1 - 3

	business and the opportunities that may exist as part of the regeneration of Aldershot and Farnborough.	
4.6: Investigate the feasibility for a 'Make and Trade' Town Centre Zone	<p>Aimed at showcasing creative and artisanal production and service businesses as well as supporting ongoing town centre regeneration initiatives, the council will examine the feasibility of establishing a 'make and trade' area potentially centred around Union Yard in Aldershot.</p> <p>This concept will connect the regeneration of Aldershot with emerging themes in the Cultural Strategy.</p>	Year 2
<p>4.7: Continue to work proactively with Farnborough Airport and the cluster of aerospace companies the airport supports.</p> <p>4.7. a) The council will commission an Economic Impacts Study to confirm the wider economic benefits of the airport to the borough.</p>	<p>Farnborough Airport has a key role and function in the local economy and a wider aerospace cluster.</p> <p>The council will continue to proactively engage and work with Farnborough Airport including for future enabling developments and investments to ensure the Airport's premier position is maintained.</p>	Year 1
<p>Success Measures</p> <ul style="list-style-type: none"> • Decrease in vacancy rates in Aldershot and Farnborough (Key Outcome 5) • Employment land supply, including protection of Key Employment Sites and available commercial floorspace is provided to meet the objectives of the Local Plan and Employment Land Evidence Base (Key Outcome 10) • Programme of work to develop and support managed, shared and flexible workspaces at locations across the Borough completed (Key Outcome 9) • Regularly updated review of Key Employment Sites portfolio as part of the overall stock of business land, sites and floorspace available in the Borough (Key Outcome 10) • Completion of feasibility for the 'Make and Trade' Town Centre Zone (Key Outcomes 3, 5 and 6) • Create an ambitious Cultural Strategy for the borough that will inform planning and investment for the next 5 years and a delivery plan for the next 10 years. (Key outcomes 5 and 7). 		

APPENDICES

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Appendix A

Context I – Supporting Strategies and Policies

Introduction

This appendix provides an overview of relevant economic strategy and policy influences on the Rushmoor economy.

It is divided between national and regional strategies and policies (Enterprise M3 LEP and Hampshire County Council) and the local level (within Rushmoor).

To help Rushmoor to maintain and develop its place in a competitive economy, the SEF reflects overarching policies and strategies. This is to ensure that the SEF:

- aligns with relevant economic policies at national and regional levels of governance;
- underpins decision making for economic interventions;
- meets relevant and prioritised local needs;
- affords the best opportunities for effective partnership working;
- offers the best opportunity of securing external funding to support the aims and objectives of the SEF;

A summary review of the main policy and strategies is provided below.

National Policy Influences

Local economies do not operate in isolation, and are influenced by and interact with wider regional, national and international economies. As such, it is obvious that there are limits to the ability of a local authority to determine economic change.

In that context there are broader national strategies and economic policy influences of relevance to Rushmoor over the past few years, including:

- Build Back Better: Our Plan for Growth (March 2021)
- Government's National Industrial Strategy – Green Paper (January 2017) and White Paper (November 2017)
- Industry for Defence and a Prosperous Britain: Refreshing Defence Industrial Policy (2017)
- Skills for jobs: lifelong learning for opportunity and growth (January 2021)
- Net Zero Strategy: Build Back Greener (October 2021)
- 'Levelling Up' White Paper (expected Spring 2022)

Build Back Better: Our Plan for Growth

Published in March 2021 the *Build Back Better: Our Plan for Growth* policy paper sets out how the Government intends to invest in infrastructure and support for the economy to recover post Coronavirus and to lay the foundations for long-term sustainable growth. A key component of the Plan for Growth is stated to be investment in "high quality infrastructure".

To stimulate short-term economic activity and drive long-term productivity improvements focusing on broadband, roads, rail and cities, this year 2021/22 will see government capital investment of £100bn. For local areas investment will be channelled through initiatives such as the UK-wide Levelling-Up Fund and UK Shared Prosperity Fund, as well as the Towns Fund and High Street Fund seeking to support recovery of town and retail centres in particular.

To accelerate progress to net zero and implement the Government's Ten Point Plan there is funding to be delivered by a new UK Infrastructure Bank. The new Bank will provide financing (and advisory support), to local authority and private sector infrastructure projects that help meet government objectives on climate change and regional economic growth. With an initial £12bn capitalisation it will be able to support £40bn of investment including for local authority and private sector infrastructure projects, and issue up to £10bn of guarantees.

The Plan for Growth identifies four Project Speed "pathfinder projects":

- The Oxford-Cambridge Arc, led by the Ministry of Housing, Communities & Local Government (MHCLG)
- The New Hospital Programme within the Health Infrastructure Plan, led by the Department of Health & Social Care (DHSC)
- The A66 Northern Trans-Pennine upgrade, led by the Department for Transport (DfT); and
- The Northumberland Line led by Northumberland County Council in partnership with DfT.

National Industrial Strategy – White Paper (November 2017)

At a national level it is apparent that Government has moved away from the National Industrial Strategy approach, however the work undertaken by Government over the period from 2016/17 – 2017/18 showed the extent of economic and infrastructure investment needed to drive future productivity. It therefore remains of interest and use to the Rushmoor Strategic Economic Framework to include reference to the former National Industrial Strategy policies.

The *Industrial Strategy: Building a Britain: Fit for the Future* (November 2017) was the published White Paper building from the ideas detailed in the earlier Green Paper, with a focus on five 'foundations of productivity'.

These five foundations of productivity and some of the relevant initiatives associated with them are as follows:

- Ideas

- Raise total research and development (R&D) investment to 2.4 per cent of GDP by 2027;
- Increase the rate of R&D tax credit to 12 per cent; and
- Invest £725m in new Industrial Strategy Challenge Fund programmes to capture the value of innovation.
- People
 - Establish a technical education system that rivals the best in the world;
 - Invest an additional £406m in maths, digital and technical education, helping to address the shortage of STEM skills; and
 - Create a new National Retraining Scheme that supports people to re-skill, beginning with a £64m investment for digital and construction training.
- Infrastructure
 - Increase the National Productivity Investment Fund to £31bn, supporting investments in transport, housing and digital infrastructure;
 - Investment in electric vehicle technology; and
 - Boost digital infrastructure with £1bn of public investment, including £176m for 5G and £200m for local areas to encourage roll out of full-fibre networks.
- Business environment
 - Launch and roll-out Sector Deals – partnerships between government and industry aiming to increase sector productivity;
 - Drive £20bn of investment in innovative and high potential businesses, including establishing a new £2.5bn Investment Fund, incubated in the British Business Bank; and
 - Launch a review of the actions that could be most effective in improving the productivity and growth of small and medium-sized businesses.
- Places
 - Agree Local Industrial Strategies that build on local strengths and deliver on economic opportunities;
 - Create a new Transforming Cities fund that will provide £1.7bn for intra-city transport; and
 - Provide £42m to pilot a Teacher Development Premium. This will test the impact of a £1,000 budget for high-quality professional development for teachers working in areas that have fallen behind.

The Industrial Strategy White Paper identifies a set of ‘Grand Challenges’ that will put the United Kingdom at the forefront of the industries of the future. This relates to:

- **AI & Data Economy.** Putting the UK at the forefront of the artificial intelligence and data revolution

- **Clean Growth.** Maximising the advantages for UK industry from the global shift to clean growth
- **Future of Mobility.** Becoming a world leader in the way people, goods and services move
- **Ageing Society.** Harnessing the power of innovation to help meet the needs of an ageing society

These Grand Challenges are identified as the first four to be focussed on, with the implication that others will emerge. A set of Policy Papers⁷ were published in May 2018 providing more detail on the focus of these first four Grand Challenges.

The Industrial Strategy White Paper provides a national backcloth against which the Rushmoor Strategic Economic Framework needs to be set. The Grand Challenges, as currently specified, are more focussed on leading-edge applications which only have immediate and longer-term relevance to Rushmoor. The overall thrust of the Industrial Strategy is focused on improving productivity, which is also captured in relevant Enterprise M3 LEP and Hampshire County plans and strategies. This is a clear direction of travel in terms of economic improvement.

Industry for Defence and a Prosperous Britain: Refreshing Defence Industrial Policy

The *Industry for Defence and a Prosperous Britain: Refreshing Defence Industrial Policy* was published by the Ministry of Defence in December 2017.

The commitment to refresh the national defence industrial policy was one of the steps to help meet the requirements of the 2015 Strategic Defence and Security Review which introduced a new National Security objective to promote prosperity.

Since 2015, the Government has worked with business of all sizes, both directly and through the Defence Growth Partnership and the Defence Suppliers Forum, to understand how to best support growth and competitiveness in the sector, as well as ensure wider national security objectives are met.

The document identifies three strands to the approach taken:

1. Improving the way defence delivers wider economic and international value, and national security objectives;
2. Helping UK industry in its plans to be internationally competitive, innovative and secure; and
3. Making it easier to do business with defence, particularly for innovators, small and medium-sized enterprises and non-traditional defence suppliers.

Relevant actions and interventions in the document include:

- Reinforcing Government commitment to competition and strategic choice in defence procurement including to support opportunities for SMEs and industrial competitiveness;

⁷ UK Government (May 2018). Policy Paper: The Grand Challenges
<https://www.gov.uk/government/publications/industrial-strategy-the-grand-challenges/industrial-strategy-the-grand-challenges#artificial-intelligence-and-data>

- Becoming more flexible to a range of different models for working with businesses. This will be informed by an analysis of wider market opportunities and the need to promote competition and strategic choice;
- Maintaining strong support for defence exports and encouraging defence inward investment;
- Support the cross-Government Industrial Strategy to maximise coherence and impact from civil and defence investment and particularly targeting productivity key skills, innovation and investment in science and technology;
- Operating a new supplier portal to signpost new procurement opportunities and processes;
- Engaging potential suppliers;
- Investing in new innovation models through the Defence Innovation Initiative;
- Asking for Supply Chain Plans for competitive contracts with a value of >£100 million; and
- Strengthening local activity clusters to develop local expertise and forging/reinforcing ties with universities, catapult centres and local companies.

Skills for Jobs: Lifelong Learning for Opportunity and Growth (January 2021)

This white paper sets out reforms to post-16 technical education and training to support people to develop the skills needed to get good jobs and improve national productivity.

The paper sets out 35 reforms for the sector which are split into five categories;

- Putting employers at the heart of post-16 skills;
- Providing the advanced technical and higher technical skills the nation needs;
- A flexible lifetime skills guarantee;
- Responsive providers supported by effective accountability, governance and intervention; and
- Supporting outstanding teaching.

Net Zero Strategy (October 2021)

This strategy sets out policies and proposals for decarbonising all sectors of the UK economy to meet the UK's net zero target by 2050. It includes:

- decarbonisation pathways to net zero by 2050, including illustrative scenarios;
- policies and proposals to reduce emissions for each sector;
- cross-cutting action to support the transition.

Levelling Up White Paper (expected Spring 2022)

The government will publish a Levelling Up White Paper in early 2022. The paper will articulate "how bold new policy interventions will improve opportunity and boost livelihoods across the country". The specific impacts of the government's levelling up

agenda remain to be confirmed but investment decisions skewed away from the South East could impact on local and regional economic growth.

Regional Policy Influences

Enterprise M3 Local Economic Partnership

The Local Enterprise Partnerships (LEPs) are now well established nationally and Rushmoor Borough lies within the Enterprise M3 LEP area which covers parts of Surrey and Hampshire.

Enterprise M3 LEP has produced the following strategies which are of particular relevance to Rushmoor's Strategic Economic Framework. These are:

- Local Industrial Strategy: Developing Our Approach (2019)
- Local Industrial Strategy Evidence Base - Version for Analytical Panel Submission (2019)
- Revive and Renew (2021) - The Recovery and Renewal Action Plan
- A Strategic Economic Plan for the Enterprise M3 Area 2018-2030 (2018)
- Skills and Labour Market Analysis (2020)
- Enterprise M3 Towns Analysis; Part 1: Data Analysis and Town Classification and Part 2: Future Growth Opportunities (2019)

Local Industrial Strategy: Developing Our Approach (2019)

At a national level it is apparent that Government has moved away from the National Industrial Strategy and the need for Local Enterprise Partnerships to prepare Local Industrial Strategies, in favour of the new Plan for Growth and Levelling Up approach. There is however an existing body of economic evidence and work undertaken by the Enterprise M3 LEP looking at the basis for a Local Industrial Strategy (LIS) in the area. It therefore remains helpful to review this information set out in the *Local Industrial Strategy; Developing Our Approach* which represents a key stage in developing the emerging LIS and sets out the broad approach, issues and themes in moving towards a strategy.

The document outlines the long term strategic priorities around which the LIS will be built and reflects the LEP priority areas of Digital; Exports; Places; Innovation; Enterprise; Clean Growth; Skills – all identified in the Strategic Economic Plan and with a defined focus on enhancing productivity. It further recognises that a number of the LIS priorities cover more than one of the overall LEP priorities and are interconnected, and that the role of the LIS will outline interventions which are mutually supportive.

The Strategic Priorities are identified as follows together with supporting summary:

- Science, Innovation and Enterprise - stimulating more innovation and greater commercialisation of knowledge in the leading sectors in order to increase output, promote diversification and spread opportunities to other sectors.

- People and Skills - transforming the workforce to respond to new business models, particularly increased digitisation, and enhancing participation and inclusive growth through a better skilled, supported and healthier workforce.
- Towns - supporting the productive capacity of the networks of successful places which generate economic growth in the area.
- Housing - increasing the supply and diversity of housing to improve recruitment and retention of the people that business needs.
- A Gateway Region - growing the region through maximising access to global markets via airports and ports and the potential for the sub-regional economies associated with the gateways.
- Clean Growth – promoting better use of energy to improve productivity and the role of the natural capital in shaping future economic growth.
- Digital Connectivity – to build on the area's strengths in digital enabling technologies in order to open up opportunities to transform public services, develop new commercial applications and address those areas with poor mobile and broadband connectivity.
- Smart Mobility – make better and more efficient connections between businesses and staff, supply chains and markets in order to enhance productivity and explore new approaches to mobility that better suit the environment and resident's needs.
- Exporting – increasing the levels of goods and services exported and companies involved to increase demand and stimulate investment.

Local Industrial Strategy Evidence Base - Version for Analytical Panel Submission (2019)

The *Local Industrial Strategy Evidence Base - Version for Analytical Panel Submission* published in November 2019 sets out the evidence base to underpin the emerging Local Industrial Strategy.

It provides an analysis of the overall economic growth, productivity and sector specialisms within the economy of the LEP and to ensure alignment with the National Industrial Strategy, an overview of the 'five foundations of productivity' focused on ideas, business environment, people, infrastructure and place.

In economy and productivity terms, key messages for the M3 area include the following:

- A £50.1bn economy by GVA and a growth of GVA by 12.9% from 2012-17;
- A highly productive economy, ranking 5th highest in terms of GVA per head (£31,952);
- The 5-year GVA growth rate from 2012 was 2.20%, the highest among comparator LEPs and higher than the national average (2.1%);
- The region contains 770,500 jobs although many areas experiencing employment decline (absolute and relative terms);
- 11 of 13 local authorities experienced GVA growth from 2012-17;

- The total value of services exports was £11.5bn, the highest among LEPs and goods exports at £14.6bn.

Regarding Rushmoor, the evidence base identifies the following headline facts:

- The Borough experienced the highest rate of GVA growth (+8.2%) over the period 2012-17;
- Supports 57,500 jobs – an increase of 1,000 over the period 2015-18;
- Farnborough (together with Guildford and Basingstoke) a primary hub for investment and innovation, which together accounted for 60% of all inward investments in the M3 area over the period 2013-19, with particular attention locally on space, aerospace, high value manufacturing and transport, including the BMW Innovation Lab;
- Farnborough is identified as an important focus for patent applications (15% of the LEP area total) – a recognition of its focus on innovation;
- Aldershot is identified as one of 12 gaming sector hubs nationwide;
- Farnborough and Aldershot are identified as areas with high shares of young people ranging between 30%-40% together with high mobile and broadband coverage and higher levels of housing affordability; the focus on the young urban resident group is a key element for growth and creating entrepreneurial activity.

Additional reports have been commissioned by Enterprise M3 which seek to focus on defined issues as follows:

- *Future Digital Connectivity and 5G Networks* (March 2020)
- *Low Carbon Economy Opportunities both Domestic & Export* (February 2020) and *Low Carbon Environmental Goods and Services (LCEGS) Sector Highlights* (November 2019)
- *Export Review Report* (December 2019)
- *Commercial Property Market Report* (2016)
- *Digital Technologies Report* (November 2015).

Revive and Renew (2021) - The Recovery and Renewal Action Plan

Revive and Renew is a '*Recovery and Renewal Action Plan*' for the Enterprise M3 area. The Action Plan draws on evidence gathered for the [Local Industrial Strategy](#), and on new and refreshed analysis in light of the impact of the Coronavirus pandemic.

The following priority areas have been identified:

- Job creation and Skills for Employment
- Digitisation and an ultra-fast digital infrastructure for business resilience, innovation and growth
- Growth in our low carbon economy
- Supporting business-led innovation, entrepreneurship, high-tech, scale-up businesses and international trade

- New Transport & Smart Mobility – Covid19-safe, sustainable, delivering good connectivity
- Town centres and Housing Supply – reimagined and fit for the future
- Convening people and organisations in shared projects.

A Strategic Economic Plan for the Enterprise M3 Area 2018-2030 (November 2017)

A Strategic Economic Plan for the Enterprise M3 Area 2018-2030 was published in November 2017 and outlines the LEPs approach towards meeting the challenges outlined in the National Industrial Strategy which it considers represent Grand Opportunities for the area to embrace. It also provides the basis for the Local Industrial Strategy for the M3 area.

The Strategic Economic Plan (SEP) sets out an ambitious growth vision and growth for up to 4% per year to 2030 and identifies Farnborough as a Growth Town and Aldershot as a Step-up Town.

The Plan seeks to enhance the performance of the economy and to unlock greater growth with attention directed towards a number of issues, including:

- addressing an uneven distribution of economic activity and disparity of prosperity and opportunity in the area;
- achieving more levels of growth in high value sectors especially by making the area more attractive to Young Urban Residents;
- recognition that the Growth Towns and Step-up Towns have not performed to their full potential;
- the existence of considerable skills gaps despite the Enterprise M3 being a relatively highly skilled area;
- ensuring improvements to ensure a high-quality transport infrastructure which connects markets, people and goods within the area to London and internationally, to help attract and retain businesses and highly skilled residents.

The document outlines five strategic priorities for growth which underpin two major stimulants for growth in its economy; digital and data technologies and clean growth.

The priorities for growth relate to the following:

- Priority 1: High Value Sectors for a Globally Facing Economy;
- Priority 2: Enterprise and Innovation for Scaling Up High Productivity SMEs;
- Priority 3: Skills for a High Value, High Growth Economy;
- Priority 4: Connectivity for a 21st Century Advanced Digital and Low Carbon Economy;
- Priority 5: Dynamic Communities and Sustainable Growth Corridors.

The SEP identifies the defence and aerospace clusters at Farnborough and Aldershot as part of an internationally focused high value business base together with strong digital and creative technology (createch) sectors, including at Aldershot. Other high value sectors include space and satellite technology, life sciences, especially Med Tech and professional services. Significant opportunities for growth are also identified where these sectors intersect with digital technologies including AI, 5G and cyber security.

The Strategic Economic Plan sets out strategic interventions and actions for unlocking and driving growth in the context where digital innovation in a low carbon economy is identified as an existing strength which can act as the driver for economic growth both locally and nationally, including delivery of the National Industrial Strategy.

It also sets high priorities for exports and foreign investments together with an emphasis on skills that meet the requirements of business and the existing workforce, including those in education. Equally the importance of digital and transport infrastructure and housing are identified as key enablers and inhibitors of economic growth.

EM3 Skills and Labour Market Analysis (2020)

The *EM3 Skills and Labour Market Analysis* (February 2020) outlines the challenges faced in the M3 area despite its characteristics of high productivity, high employment, incomes and skills.

The study identified the following important issues:

- Decline (absolute and relative terms) in the growth of jobs (-1.7%) over 2016-18 including a fall in the frontier industries of digital and professional services;
- A high churn and competitive labour market including net loss of graduates given its proximity and access to London and other large labour markets areas such as the Thames Valley;
- Need to improve business attractiveness and the attraction and retention of talent in the town-level economy;
- A high educational attainment area reflecting the dominance of the academic route (especially to level 3) but relatively low levels of engagement in apprenticeships and less focus on more technical qualifications which better reflect local labour market demand;
- Acute gaps between projected business demand and the current pattern of education provision for certain skills (sales and marketing; teaching; analytical; administrative; and customer service);
- Careers intervention to align young people and mid-career workforce with new opportunities.

Enterprise M3 Towns Analysis (2019)

The *Enterprise M3 Towns Analysis* (December 2019) is presented in two reports (Part 1 and 2) and provides an analysis of the performance of the LEP's towns, the functional relationships that link them and future growth opportunities.

It identifies Farnborough and Aldershot as forming part of the Southern Surrey / Eastern Hampshire Functional Economic Market Area which is not based on a formal analysis but draws on other studies.

The study identified the potential contribution of Farnborough and Aldershot to supporting the SEP and LIS focused on the regeneration of both town centres together with potential growth in aerospace, digital, ICT and conferences

(Farnborough), and in Aldershot the digital and gaming sector together with potential redevelopment of the football ground, including hotel provision.

Key headline data from the study identified the following for the Rushmoor towns:

- Farnborough the 4th largest centre by population and Aldershot the 8th and characterised by above average levels of working age population but equally a significantly younger workforce;
- Total employment of 34,000 in Farnborough with important sectors of information & communication, and professional, scientific and technical and key clusters in aerospace, advanced engineering, data and communications, and gaming. In Aldershot, total employment of 17,000 with motor trades, property and information & communication key sectors;
- Higher than national average productivity index for both towns;
- Aldershot well below the national average for qualifications at NVQ4+ with Farnborough College of Technology the sole HE institution in Rushmoor;
- Relative affordability of housing compared to other EM3 towns.

Enterprise M3 European Structural and Investment Fund Strategy (updated 2019)

The *Enterprise M3 European Structural and Investment Fund Strategy* was updated in October 2019 to ensure that the targeted themes for funding for enterprise, innovation, skills and employment, and infrastructure and place, take account of the latest economic data.

North Hampshire Narrative

Rushmoor Borough Council, working with Test Valley, Basingstoke & Deane and Hart District Councils, has produced a North Hampshire Narrative to help articulate what North Hampshire has to offer, its aspirations for development and what is needed to address housing, economic and infrastructure challenges based on existing local plans, strategies and evidence.

Hampshire County Council

Hampshire County Council has prepared a number of strategies and policy documents related to economic development although the *Hampshire Economic Assessment update* (2013) and *Hampshire Economic Assessment* (2011) are now dated. The following are considered of relevance:

- Hampshire Skills Strategy & Investment Plan 2030 (and supporting Hampshire Skills Strategy 2030 Evidence Base)
- Hampshire 2050 – Vision for the Future: Commission of Inquiry (2019)

Hampshire Skills Strategy & Investment Plan 2030 (2019)

The *Hampshire Skills Strategy & Investment Plan 2030* has still to be published although the County Council are seeking to develop a county wide vision for the employment and skills needs of Hampshire to 2030, to help achieve strong, sustainable and inclusive economic growth.

The emerging Plan is focused on three priorities as follows:

- Priority 1: A future-ready Hampshire which matches skills supply and demand and drives forward productivity for a prosperous resilient economy;
- Priority 2: An inclusive local labour market that develops talent and maximises opportunity for all communities;
- Priority 3: A high quality skills infrastructure and facilities to raise aspiration and achievement, meet employer demand and create industry standard training in the post 16 sector.

Hampshire Skills Strategy 2030 Evidence Base

The emerging skills Plan is supported by the *Hampshire Skills Strategy 2030 Evidence Base*. This identifies core issues for consideration which include:

- Over 54,000 new jobs in the county by 2030 which matches job demand to skills plans to avert any emerging skills deficits;
- The importance of ‘soft’ skills in planning for future skills provision;
- Engagement of the further education sector and local employers to match learners, especially young people with skills needed by local employers.

Hampshire 2050 – Vision for the Future: Commission of Inquiry (2019)

The findings of the Commission of Inquiry have informed recommendations on a high level and long-term Vision for Hampshire to 2050 which seeks “a thriving and prosperous economy is essential to support excellent public services, provide high quality and inclusive employment and business opportunities, maintain and enhance the quality of life in Hampshire, and reduce inequality and economic exclusion”.

To achieve the vision, policy will foster a knowledge-based and sustainable Hampshire economy, with close working with businesses and relevant agencies across the county. Specific recommendations include:

- maximising employment and inclusion through targeted upskilling in key sectors and softer skills (creativity, innovation, work readiness);
- maximise and prioritise support for key sectors such as digital/creative, aerospace, defence and marine to build on existing strengths;
- embrace the opportunities of advances of digital and other technology;
- maintain, regenerate and develop vibrant settlements across Hampshire to offer attractive environments for business, culture and living;
- secure economically critical infrastructure investment and greater internationalisation through international trade and inward investment.

Rushmoor Borough Policy Context

Within Rushmoor Borough, the Council has published the following strategies and plans that are relevant influences to guide and shape the Strategic Economic Framework:

- Rushmoor Council Business Plan 2022 – 2025 (2022)

- Your Future, Your Place - A vision for Aldershot and Farnborough 2030 (2019)
- Rushmoor Cultural Compact and Cultural Strategy (2022) – *to be completed*
- Rushmoor Economic Profile (2019) and updated key facts and figures (available online)
- Rushmoor Local Plan (2019)
- Hart, Rushmoor and Surrey Heath Joint Employment Land Review (2016)
- Rushmoor Functional Economic Area Analysis (2014)

Rushmoor Council Business Plan (2021)

The Rushmoor Council Business Plan published in 2021 covers the period April 2021 to March 2024 and supports the delivery of the Vision for Aldershot and Farnborough 2030 across two themes of People and Place with nine priorities identified alongside 18 key projects over the next three years.

The People section of the plan sets out the Council's plans to empower and connect communities and to help them lead healthy and sustainable lives. This reflects the vision set out in 'Your Future, Your Place – A vision for Aldershot and Farnborough 2030' and includes four priority areas of focus for the Council's activity:

- i. Improving the health and wellbeing of residents*
- ii. Encouraging volunteers and helping people become more connected with their communities*
- iii. Helping residents and businesses become more sustainable including reducing waste, recycling more and making sustainable travel choices*
- iv. Providing high quality services that meet the needs of all residents and businesses and in ways that do not exclude anyone*

The Council Business Plan identifies ten projects for delivery over the next three years which will help to achieve the priorities listed under the People theme. The most relevant of these for economic change are:

- i. The introduction of a food waste recycling service and helping residents reduce the amount of waste that they produce*
- ii. Enabling the development of food partnerships and food hubs across Aldershot and Farnborough in support of communities*
- iii. New projects to support communities to recover from the pandemic, using a dedicated recovery fund established to support the most vulnerable residents*
- iv. Further development of the Council's work to help people into employment through training and upskilling, with a particular focus on young people*
- v. Engaging widely across all communities, building capacity, connecting people and promoting equality, diversity and inclusion in Council activity*
- vi. Working with Hampshire County Council to develop a walking and cycling plan to encourage sustainable travel and to support town centre regeneration*

The Place section of the plan sets out the Council's plans to ensure that Rushmoor's towns are family friendly, safe, vibrant, and sustainable places now and in the future.

Again, this reflects the vision set out in 'Your Future, Your Place – A vision for Aldershot and Farnborough 2030' and includes five priority areas of focus for the Council's activity:

- i. Continuing to drive forward the regeneration of Aldershot and Farnborough Town Centres*
- ii. Maintaining and developing excellent indoor and outdoor facilities*
- iii. Working to grow the local economy in a green and sustainable way*
- iv. Ensuring that all Council-led projects are designed and delivered in a sustainable way*
- v. Ensuring that there are enough homes and types of housing provided in Aldershot and Farnborough*

The Council Business Plan identifies eight projects for delivery over the next three years which will help to achieve the priorities listed under the Place theme. These are:

- i. Aldershot town centre's Union Yard regeneration scheme*
- ii. The Civic Quarter regeneration scheme in Farnborough*
- iii. Progressing a new leisure offer for Rushmoor, including a new leisure centre for Farnborough*
- iv. Developing the environment and facilities at Southwood Country Park, including a new visitor centre*
- v. Creating 57 new homes for private rent through Rushmoor Homes*
- vi. Taking actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre*
- vii. Development of an aerospace heritage project with the County Council and key partners*
- viii. Working alongside Farnborough College of Technology's Centre of Excellence to the aerospace industry through apprenticeship, research and innovation opportunities.*

Your Future, Your Place: A Vision for Aldershot and Farnborough 2030 (2019)

The document *Your Future, Your Place A vision for Aldershot and Farnborough 2030* outlines the future ambitions for Aldershot and Farnborough over the period to 2030.

It is shaped by six themes with the improvement of the town centres, enabling opportunities for high quality education and skilled local jobs identified as core objectives.

For the local economy, the vision places a strong emphasis on creative technology, digital business and gaming and recognises the continued importance of attracting high quality aerospace and global business alongside support for SMEs. Aldershot and Farnborough will be locations for actively encouraging entrepreneurs and business start-ups whilst to ensure sustainable growth, proactive support will be given to help set up and grow green businesses and environmentally-friendly technologies in Rushmoor and to encourage all businesses to be environment

aware and energy efficient. This will all be supported by high quality infrastructure connectivity (transport and digital).

The promotion of opportunities for all through quality education and a skilled local workforce is another objective to be driven by strong links between schools, colleges and employers to inspire young people, deliver skills, inclusion and prosperity, and meet local business needs. It identifies that all residents and businesses will have digital skills to benefit from digital technology opportunities.

Rushmoor Cultural Compact and Cultural Strategy

Rushmoor Borough Council is committed to supporting the well-being and prosperity of every person and business in the borough and to build living communities where everyone thrives. Culture plays a vital role in delivering this.

The Council has recognised the benefits of developing a higher level of ambition for culture and is working with Arts Council England (ACE) and a number of strategic partners to develop a new cultural vision for the area. The Compact and Strategy will ensure that the Borough can capitalise on local cultural opportunities, align activity to the Council Business Plan, identify potential funding and leverage new resources.

The Strategy will assist the Borough in creating ambitions and allocating resources to achieve outcomes:

- **Shaping our place** - supporting the revitalisation of Rushmoor's town centres and communities, placing culture and heritage at the heart of the economy and strengthening local communities
- **Driving the economy** - weaving cultural growth into high level planning and significantly contributing to economic prosperity
- **Changing lives** - working with a range of commissioners and communities to help residents enjoy healthier and happier lives, promoting health and wellbeing, alongside lifelong learning
- **Engaging audiences** – encouraging more people to engage in creativity, culture and heritage across the Borough
- **Building resilience** - supporting Rushmoor's local cultural sector, enabling partners to play a bigger role in the area's future; and
- **Attracting funding** – Arts Council England has identified Rushmoor as a potential area for receiving £1m of Creative Places and People funding in 2023.

Rushmoor Economic Profile (2019)

The *Rushmoor Economic Profile* dated September 2019 prepared by the County Economic Business Intelligence Service provides a comprehensive analysis and economic overview of Rushmoor.

A summary of the key economic data for the Borough is set out in Appendix B and is not repeated in this Appendix.

Rushmoor Local Plan (2019)

The *Rushmoor Local Plan 2014 – 2032* was adopted in February 2019. The Local Plan seeks to improve the quality of life for Rushmoor's residents, businesses and other stakeholders.

The Spatial Portrait of the Borough includes commentary on employment and economic growth noting the strategic business location, low costs of the area for business and the positive image of the Borough in relation to Farnborough Airport. The Spatial Portrait identifies the strength of the office location and an existing industrial cluster with good access to the local and strategic highway network.

The Local Plan Vision set out in Section 4 highlights the importance of creating a prosperous and healthy local economy by 2032. It states:

'The role of the Borough at the heart of the Blackwater Valley remains strong, and the Borough is recognised as a centre of excellence for knowledge-based industries, reflecting the role of Farnborough as a 'Growth Town' as part of the Enterprise M3 LEP Sci:Tech Corridor. Farnborough Business Park, Cody Technology Park and Farnborough Aerospace Centre provide business accommodation in a first-class environment to continue to build on Farnborough's reputation for high-tech research and development. As a 'Step-Up Town', Aldershot provides a focus for industrial employment in traditional and high-value manufacturing sectors, with a cluster of industrial activities to the east of the town and at other locations along the A331 Blackwater Valley Relief Road. The diverse range of employment provision in the Borough makes a significant contribution towards delivering the employment needs of the Functional Economic Area of Hart, Rushmoor and Surrey Heath'.

Strategic Objectives are established in the Plan, the most relevant of which to economic growth and employment are:

- **Strategic Objective C** - to protect the land required to fulfil the Borough's role in enabling strong economic performance across the Functional Economic Area and wider Enterprise M3 LEP area through the safeguarding of Strategic and Locally Important Employment Sites;
- **Strategic Objective D** - To enhance the vitality and viability of Aldershot and Farnborough town centres as retail and leisure destinations to meet the needs of residents, and to support the vibrancy of North Camp District Centre;
- **Strategic Objective E** - To support the continuation of business aviation flying and the biennial Airshow at Farnborough Airport.

Strategic Employment Sites and Locally Important Employment Sites are identified in the Plan's Key Diagram (Section 4.2).

Key relevant policies include:

- **Policy SS2 (Spatial Strategy)** identifies that the Borough's Strategic Employment Sites and Locally Important Employment Sites will be protected and supported for employment uses. These sites are intended to contribute to meeting the forecast increase in the total number of B-Class jobs of around 9,000 in the Functional Economic Area.
- **Policy SP1 (Aldershot Town Centre)** supports the development of Aldershot Town Centre to enhance its vitality and viability, including the

development of offices suitable for local businesses outside the primary shopping area.

- **Policy SP2 (Farnborough Town Centre)** supports the development of Farnborough Town Centre to contribute to the strategy of revitalisation. This includes town centre uses as well as support for the development offices outside the primary shopping area and better integration of the Town Centre with the Railway Station, edge-of-centre development and Farnborough Business Park.
- **Policy SP4 (Farnborough Airport)** supports development within the defined Airport Planning Policy Boundary for business aviation and associated airport-related uses.
- **Policy SP5 (Wellesley)** provides that land to the north of Aldershot Town Centre is identified for a sustainable, residential-led, mixed use development. This includes the delivery of a local neighbourhood centre as well as the potential for new offices.
- **Policy PC1 (Economic Growth and Investment)** supports the growth and retention of existing business and inward investment in the Borough by protecting Strategic Employment Sites for B Use Class employment and enabling their regeneration for future employment uses; protecting Locally Important Employment Sites for B class uses; and supporting the delivery of infrastructure to contribute to the improvement of the skills and education of residents.

The policy also identifies key employment sectors; a) specialist / advanced manufacturing at Cody Technology Park and Farnborough Aerospace Park; b) manufacturing and distribution at established industrial locations including the East Aldershot Industrial Cluster, Springlakes and Southwood Business Park; and c) business services in Aldershot and Farnborough town centres and at Farnborough Business Park and Frimley Business Park.

- **Policy PC2 (Strategic Employment Sites)** designates nine Strategic Employment Sites for B Use Class employment floorspace and activities. The policy identifies these sites as the most important employment sites and floorspace in the Borough.
- **Policy PC3 (Locally Important Employment Sites)** identifies the contribution and importance for future economic growth needs of 12 Locally Important Employment Sites. Such sites are protected for B class employment floorspace subject to various criteria that define whether they could be released for other land uses.
- **Policy PC4 (Farnborough Business Park)** is identified as the Borough's flagship office development site. Development is to respect the listed buildings and heritage characteristics of the area.
- **Policy PC5 (Cody Technology Park)** is protected and supported by business use comprising offices, research, test evaluation and light industrial processes (B1a – B1c uses) to further secure research and development and utilise the high capacity communications and energy infrastructure available at the site.

- **Policy PC6 (East Aldershot Industrial Cluster)** protects the role of the Cluster as the Borough's largest industrial area for a range of B1c, B2 and B8 uses.
- **Policy PC7 (Hawley Lane South)** is allocated as a Locally Important Employment Site and is intended to deliver small and start-up industrial units from 70 sqm to 1,000 sqm in size.
- **Policy PC8 (Skills, Training and Employment)** seeks to permit development which provides adult learning opportunities, enhances partnerships between developers, employers and training establishments, provides new training facilities and supports local skills and employment providers.

Hart, Rushmoor and Surrey Heath Joint Employment Land Review (2016)

The *Hart, Rushmoor and Surrey Heath Joint Employment Land Review Update* published in November 2016 updates the 2015 Employment Land Review for the three authorities which together form a single Functional Economic Area (FEA) referred to as the HRSH area. It covers the period 2014-2032.

The evidence base identified Rushmoor as the largest office market in the FEA with provision dominated by Farnborough and a healthy industrial supply broadly split between Aldershot and Farnborough. The main employment areas in the Borough were identified at Farnborough Business Park, Farnborough Aerospace Park and Cody Technology Park alongside a range of other business parks and industrial estates in and around Farnborough and Aldershot.

Rushmoor Functional Economic Area Analysis (2014)

The *Rushmoor Functional Economic Area Analysis* (October 2014) established the context for the preliminary work which informed the Functional Economic Area and joint working with Hart and Surrey Heath. The review confirmed Rushmoor to be at the heart of the Blackwater Valley commercial property market area with its concentration of strategic employment sites and high value technology sector clusters such as advanced engineering, aerospace and defence activities.

Appendix B: Context I – Performance, Successes, Issues and Challenges

Introduction

This Appendix summarises the current performance and successes of Rushmoor Borough Council in terms of key economic-related measures, and some of the critical issues and challenges that Rushmoor faces. It starts by looking at headline economic indicators reflecting the effects of the Coronavirus pandemic since the beginning of 2020.

This Appendix builds upon the detailed data contained within the Rushmoor Economic Profile 2019 report.

Since this report was drafted more up to date data has become available. The latest data held by the council can be found at <https://www.rushmoor.gov.uk/factsandfigures>.

Coronavirus Impacts and Effects

(i) Headline Job and Business Support Effects

Table 1 shows the Coronavirus Job Retention Scheme (CJRS) take-up in Rushmoor was similar to Hampshire County and national levels, and with limited difference between female and male recipients. Approximately 11-12% of those eligible in Rushmoor were supported by the Scheme.

Table 1: CJRS Take-up Rates

Coronavirus Job Retention Scheme (CJRS -31 st Dec 2020)	Rushmoor	Hampshire	England
Female (Furlough Take-up Rate -%)	12%	12%	12%
Male (Furlough Take-up Rate -%)	11%	11%	12%
Total (Furlough Take-up Rate -%)	11%	11%	12%

Source: Coronavirus Job Retention Scheme (CJRS) Statistics: January 2021. HMRC Published 28 Jan 2021 <https://www.gov.uk/government/statistics/coronavirus-job-retention-scheme-statistics-january-2021>

The Self-Employed Income Support Scheme (SEISS), set out in Table 2, was taken-up to a greater extent in Rushmoor than the County average, although the difference was not significant. The take-up rate declined from 78% for SEISS 1 to 64% for SEISS 3 in Rushmoor, with a similar pattern of decline evident at county level.

Table 2: SEISS Take-up Rates: 3rd Grant

Self Employed Income Support Scheme (SEISS Claims for 3 rd Grant -31 st Jan 2021)	Rushmoor	Hampshire
Female (Total Value Claims £m and % Take-up Rate)	£1.9m (61%)	£32.9m (57%)
Male (Total Value Claims £m and % Take-up Rate)	£7.7m (65%)	£100.4m (64%)
Total (Total Value Claims £m and % Take-up Rate)	£9.6m (64%)	£133.3m (62%)

Source: Self-Employment Income Support Scheme (SEISS) Statistics: February 2021. HMRC
Published 25 Feb 2021. Table 5

Table 3: SEISS Take-up Rates: All Grants

Self Employed Income Support Scheme (SEISS Claims for 1 st , 2 nd , 3 rd Grant -31 st Jan 2021)	Rushmoor	Hampshire
SEISS 1 (Total Value Claims £m and % Take-up Rate)	£12.2m (78%)	£168.4m (75%)
SEISS 2 (Total Value Claims £m and % Take-up Rate)	£9.3m (69%)	£128.5m (66%)
SEISS 3 (Total Value Claims £m and % Take-up Rate)	£9.6m (64%)	£133.3m (62%)

Source: Self-Employment Income Support Scheme (SEISS) Statistics: February 2021. HMRC
Published 25 Feb 2021. Table 5A

(ii) Wider Headline Employment and Economic Effects

Employment

The economically active population in Rushmoor during January - December 2020 was slightly above the regional average and above the national average. There were above average levels of unemployment in Rushmoor compared to the South East regional average as shown in Table 4.

Table 4: Employment and Unemployment in Rushmoor

Employment and unemployment Jan-Dec 2020 – (%)	Rushmoor	South East	GB
Economically Active	82.7	81.60	79.1
Unemployed (Model Based)	4.4	3.9	4.6

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Whilst unemployment in Rushmoor was above the regional average (and similar to the national average), this reflects a marked deterioration of trends over the previous two years and set out in Table 5. Unemployment in Rushmoor was below the regional and national average for 2018 and 2019.

Table 5: Unemployment in Rushmoor over time

Claimant Count – Unemployed (Model Based- Jan to Dec %)	Rushmoor	South East	GB
2018	2.7	3.4	4.2
2019	2.6	3.0	3.9
2020	4.4	3.9	4.6

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Earnings

The level of earnings of full-time workers in Rushmoor in 2020 was above the regional and national average. This was the case whether for both resident workers in Rushmoor and those who only worked in Rushmoor but lived elsewhere. The difference in average gross weekly earnings between Rushmoor and the national average was more than 10%.

Table 6: Average Earnings

Earnings – 2020 (Gross Weekly Pay)	Rushmoor	South East	GB
Full Time Worker (Place of Residence)	660.60	631.80	587.10
Male Full Time Worker	691.00	683.70	622.90
Female Full Time Worker	604.70	560.60	544.30
Full Time Worker (Place of Work)	650.10	608.60	586.70
Male Full Time Worker	716.30	658.90	622.90
Female Full Time Worker	598.60	543.60	544.00

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Average earnings have shown a marked difference over time in Rushmoor, as Table 7 highlights, compared with the South East and national trends. While the national and regional picture has shown no appreciable change or a small decline in average earnings between 2019 and 2020, potentially reflecting the economic impacts of the pandemic, in Rushmoor there was an increase in average earnings (up approximately 4%).

Table 7: Average Earnings – Change over time

Earnings – 2020 (Gross Weekly Pay) Full Time Worker (Place of Residence)	Rushmoor	South East	GB
2018	609.2	614.9	570.5
2019	635.5	636.3	587.5
2020	660.60	631.80	587.10

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Claimants

Overall, the proportion of people claiming some form of benefit in Rushmoor as at January 2021 was slightly below the regional average and below the national average (shown in Table 8). This was similar for males and females. However, there was a more noticeable difference by age. While the overall over 16 claimant rate in Rushmoor was below the regional and national average, there was a higher proportion of claimants in Rushmoor aged 18-24 than the regional average. This was also the case for the 18-21 aged group, with Rushmoor also having a higher proportion of claimant counts in this age group than the national average.

Table 8: Claimant Count – Age Breakdown

Claimant Count (Not Seasonally Adjusted March 2021 %)	Rushmoor	South East	GB
All People	5.1	5.4	6.5
Male	5.8	6.3	7.7
Female	4.3	4.5	5.3
Aged 16+	5.1	5.4	6.5
Aged 16-17	0.3	0.2	0.4
Aged 18-24	8.1	7.8	9.1
Aged 18-21	9.2	7.6	9.0
Aged 25-49	4.9	5.8	7.1
Aged 50+	4.6	4.2	5.1

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

Table 9 shows when the impact on the 25-49 age group in Rushmoor took hold in relation to regional and national trends. Claimant levels start to increase in April 2020 in Rushmoor (rising from 1.7% in March 2020 to 3.3% in April 2020, then 5% May 2020).

Table 9: Claimant Count – Age Breakdown over time (25-49 Age Group)

Claimant Count 25-49 Age Group (Not Seasonally Adjusted - %)	Rushmoor	South East	GB
Jan 2020	1.5	2.2	3.1
Feb 2020	1.6	2.3	3.3
Mar 2020	1.7	2.3	3.3
Apr 2020	3.3	4.4	5.7
May 2020	5.0	6.0	7.1
Jun 2020	4.7	5.5	6.8
Jul 2020	4.8	5.7	6.9
Aug 2020	4.9	5.8	7.1
Sep 2020	5.0	5.8	7.0
Oct 2020	4.8	5.5	6.7
Nov 2020	4.8	5.6	6.8
Dec 2020	4.8	5.5	6.8
Jan 2021	4.6	5.4	6.7
Feb 2021	4.9	5.8	7.0
Mar 2021	4.9	5.8	7.1

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)

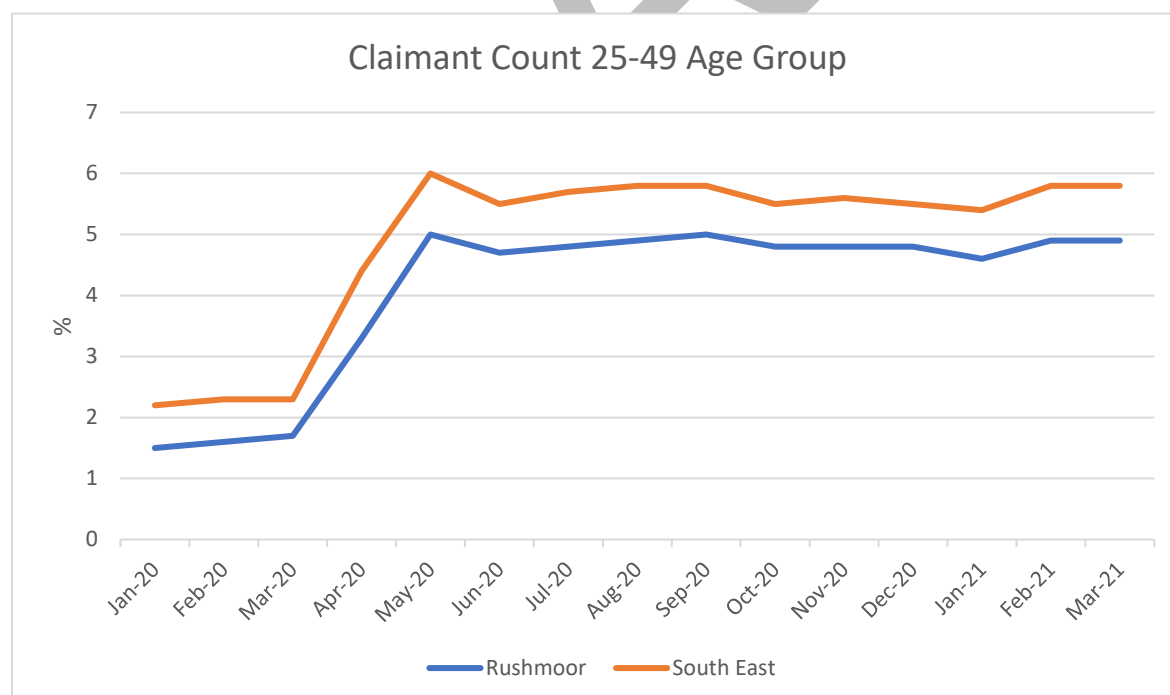


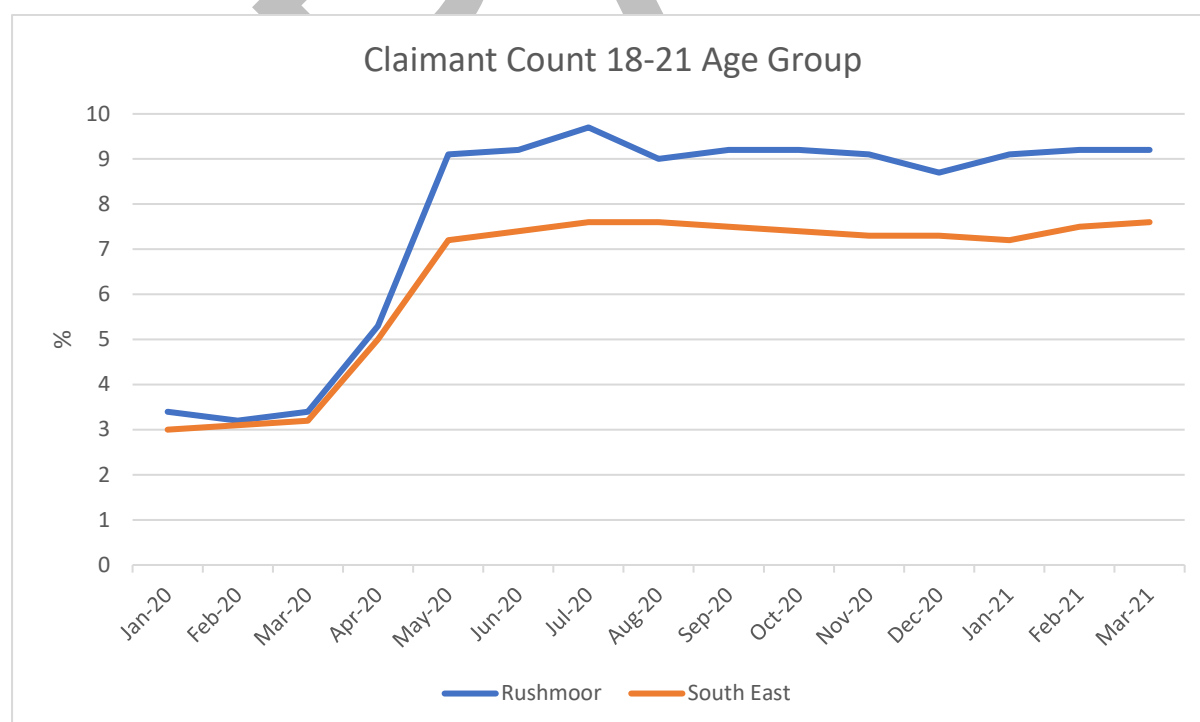
Table 10 shows that the impact on the 18-21 age group in Rushmoor took hold at the same time as the other age group cohorts, with claimant count levels rising from 3.4% in March 2020 to 5.3% in April 2020 in Rushmoor. However, the level of

increase in the 18-21 age group was above that of the 25-49 age group, increasing from 3.4% to 9.2%, as opposed to 1.7% to 4.9% for the 25-49 age group.

Table 10: Claimant Count – Age Breakdown over time (18-21 Age Group)

Claimant Count 18-21 Age Group (Not Seasonally Adjusted - %)	Rushmoor	South East	GB
Jan 2020	3.4	3.0	4.2
Feb 2020	3.2	3.1	4.4
Mar 2020	3.4	3.2	4.5
Apr 2020	5.3	5.0	6.6
May 2020	9.1	7.2	8.6
Jun 2020	9.2	7.4	8.9
Jul 2020	9.7	7.6	9.1
Aug 2020	9.0	7.6	9.1
Sep 2020	9.2	7.5	9.0
Oct 2020	9.2	7.4	8.8
Nov 2020	9.1	7.3	8.8
Dec 2020	8.7	7.3	8.7
Jan 2021	9.1	7.2	8.6
Feb 2021	9.2	7.5	8.8
Mar 2021	9.2	7.6	9.0

Source: NOMIS Labour Market Profile - Rushmoor (April 2021)



Current Performance, Successes, Issues and Challenges

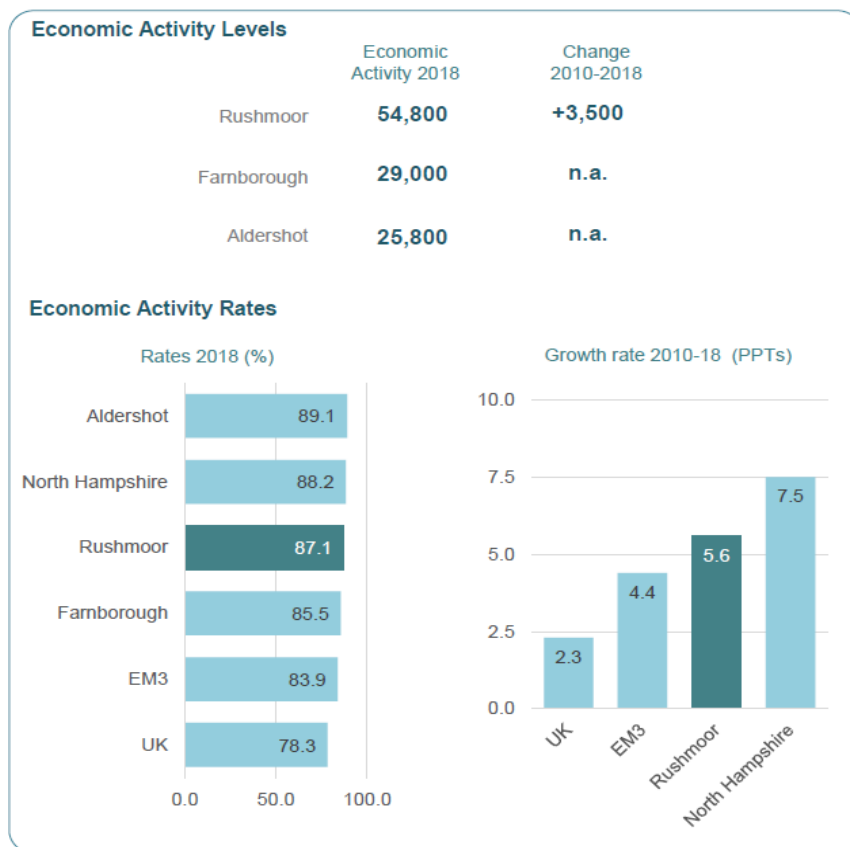
The following aspects of the Rushmoor economy have been examined:

- Population and Labour Market
- Skills and Occupation
- Business and Economy

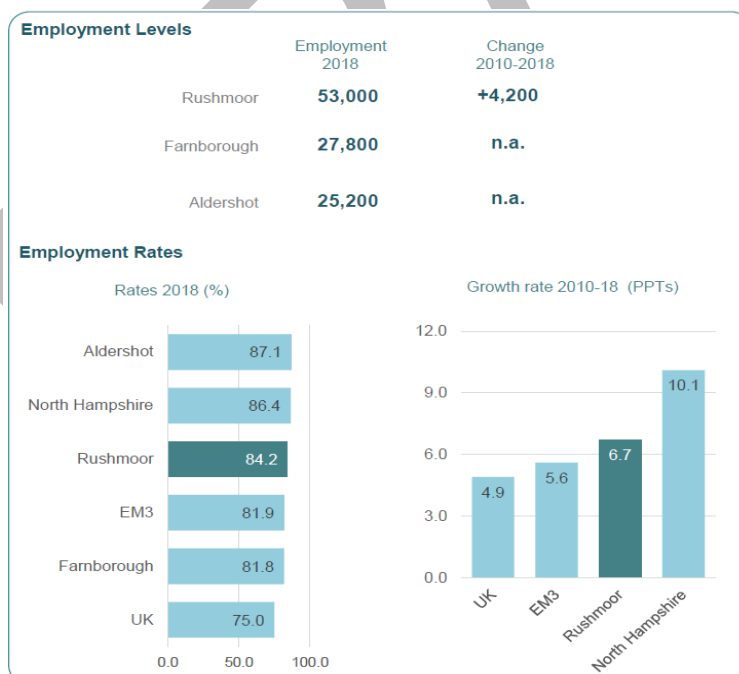
The evidence is based on published material, primarily summarised in the Rushmoor Economic Profile (Sept 2019 – RBC), Summary of English Indices of Deprivation (Sept 2019 – RBC), and Functional Economic Area Analysis Final Report (Oct 2014 – RBC).

Population & Labour Market – Key Drivers

- Rushmoor is likely to have significantly higher rates of **population growth** between 2019-2025 (10.6%) than the Hampshire Economic Area (HEA -6.7%) and North Hampshire (8.5%) averages. (Rushmoor Economic Profile 2019, RBS. Page 7)
- There is an above average proportion of **residents of working age**. (Rushmoor Economic Profile 2019, RBS. Page 3)
- This could increase, with Rushmoor forecast to see 5,600 **additional working age residents** by 2025, with over 80% (+4,600) of those located in Aldershot, and 20% in Farnborough. (Rushmoor Economic Profile 2019, RBS. Page 5)
- There is an **above average proportion of younger working-age residents**. (Rushmoor Economic Profile 2019, RBS. Page 4)
- However, whilst the age dependency ratio is below average in Rushmoor, **the age dependency ratio will increase**. (Rushmoor Economic Profile 2019, RBS. Page 8)
- There is relatively **high resident economic activity** in Rushmoor comparatively, which means there is limited scope to increase resident employment rates beyond their current level (Rushmoor Economic Profile 2019, RBS. Page 15-16 – see graphic below)



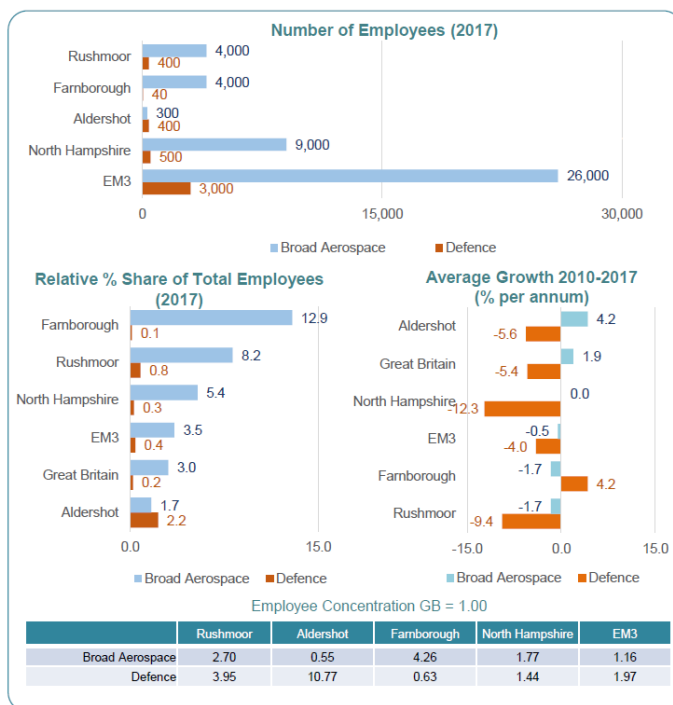
- Rushmoor also had **relatively high employment growth** (which helps drive productivity), although not as much as North Hampshire. (Rushmoor Economic Profile 2019, RBS. Page 16 – see graphic below)



- Rushmoor has relatively high full-time employment and **strong full-time employment growth**. There has been a **relative decline in part-time employment**. (Rushmoor Economic Profile 2019, RBS. Page 17 – see graphic below)



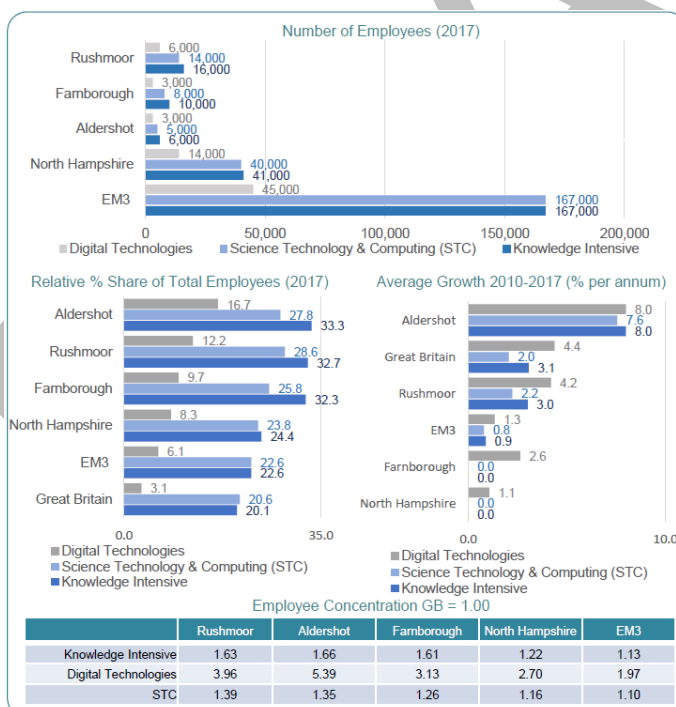
- Rushmoor has **relatively high job density** (0.92) but not a surplus. Many jobs are filled by highly skilled commuters. If future job creation is not filled locally, then there may be higher resident out-commuting.
- Largest **absolute employment growth** is in the ICT, business admin and support, health & social work and construction sectors between 2010-17. Largest **absolute employment decline** is in the wholesale & retail, public admin, education and financial & insurance sectors. (Rushmoor Economic Profile 2019, RBS. Page 21)
- **Employment concentrations** are in the ICT, business admin & support, professional, scientific & technical and real estate sectors. Aldershot also has above average employment concentrations in the primary and utilities sector, and Farnborough in the financial and insurance and other services sectors. (Rushmoor Economic Profile 2019, RBS. Page 27)
- Rushmoor has **high employment concentration in the aerospace and defence sector**, a high-growth, high value-added sector of the UK economy. (Rushmoor Economic Profile 2019, RBS. Page 28, 61, 62 – see graphic below)



Source: ONS (2018). Due to rounding the sum of Aldershot and Farnborough may not sum to the Rushmoor total.

- The UK aerospace & defence sector is a high-growth, high-value added sector driven by innovation and a high degree of expenditure on research & development (R&D). The South of England has long been recognised as one of the prime locations for the aerospace & defence sector in the UK. The area is not known for building aircraft, it instead specialises in research & development.
- The aerospace sector is 'traditionally' associated with the design, manufacture and in-service support (maintenance, repair, overhaul) of aircraft, from original equipment manufacturers who design and assemble aircraft and key elements such as engines but this definition fails to capture the strong interlinkages between the traditional production and maintenance, repair & overhaul (MRO) activities and other sectors such as engineering and professional, scientific and technical, the kind of activities often found in the supply chain.
- The broad aerospace sector employ an estimated 4,000 workers, almost wholly in the Farnborough sub-area, and close to half of the North Hampshire total (9,000). The defence sector figure of 400 does not include the estimated Aldershot Garrison population of 10,500. Adding this to the workplace employee figures could potentially bring the total defence sector numbers to 11,000. Unsurprisingly Aerospace has employee concentrations in Rushmoor, particularly in Farnborough. Defence is concentrated in Aldershot. In relative terms the broad aerospace sector accounts for approximately 8% of all Rushmoor employees but 13% of the Farnborough sub-area
- Employee growth has not been strong in the broad aerospace & defence sector. There has been some broad aerospace growth in Aldershot, but this is from a small base.

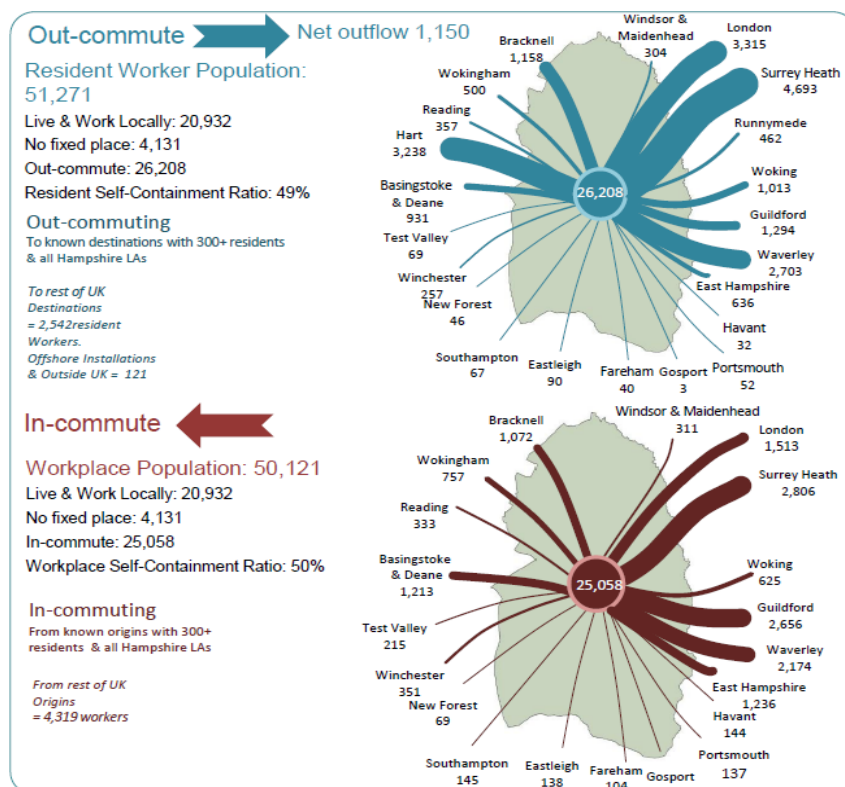
- **Rushmoor has high employment concentration in the knowledge intensive, Science Technology and Computing, and digital sectors.** This is particularly so in the digital technologies sector. (Rushmoor Economic Profile 2019, RBS. Page 30, 60 – see graphic below)



Source: ONS (2018). Due to rounding the sum of Aldershot and Farnborough may not sum to the Rushmoor total. Swinney, P & Thomas, E (2015), A century of cities Urban economic change since 1911, Centre for Cities, London.

- Knowledge is increasingly seen as the key to making more effective use of the traditional factors of production such as labour and physical capital. The sectors are major contributors to both employment and output (GVA) in Rushmoor. Research by Centre for Cities suggests that at a local level there is a strong correlation between concentrations of knowledge intensive activity with access to skilled workers, knowledge agglomeration and spill-over, which in turn affects firm location. The three sectors are linked by the need for high skills
- While all three 'knowledge' sectors have discrete elements there is a high degree of overlap between them and as such cannot be aggregated. Rushmoor has sizeable employee numbers in each of the three areas.
- Digital technology appears to be evenly split between Farnborough and Aldershot with 3,000 employees respectively, but in relative terms Aldershot has a higher local share (16.7%).
- Farnborough has more Science, Technology & Computing (STC) and Knowledge Intensive employees but in relative terms is more or less aligned with Aldershot.
- However, in all three sectors Rushmoor and the two sub-areas have larger shares of employees and also greater employee concentrations than North Hampshire, EM3 and national averages.
- This gives Rushmoor an advantage in these industries and it could be argued that these activities are at a lower risk of offshoring. However, over the past decade there has been exponential growth in chip processing speed and memory capacity, with fears that impressive advances in computer technology (i.e. from improved industrial robotics to automated translation) are going to have a significant impact on service sector jobs in industrialised economies.

- **Over half of Rushmoor's resident workforce out-commute to a place of work. Similarly, half of the local workforce is supplied by in-commuters from outside Rushmoor, particularly in skilled sectors.** (Rushmoor Economic Profile 2019, RBS. Page 11, see graphic below)

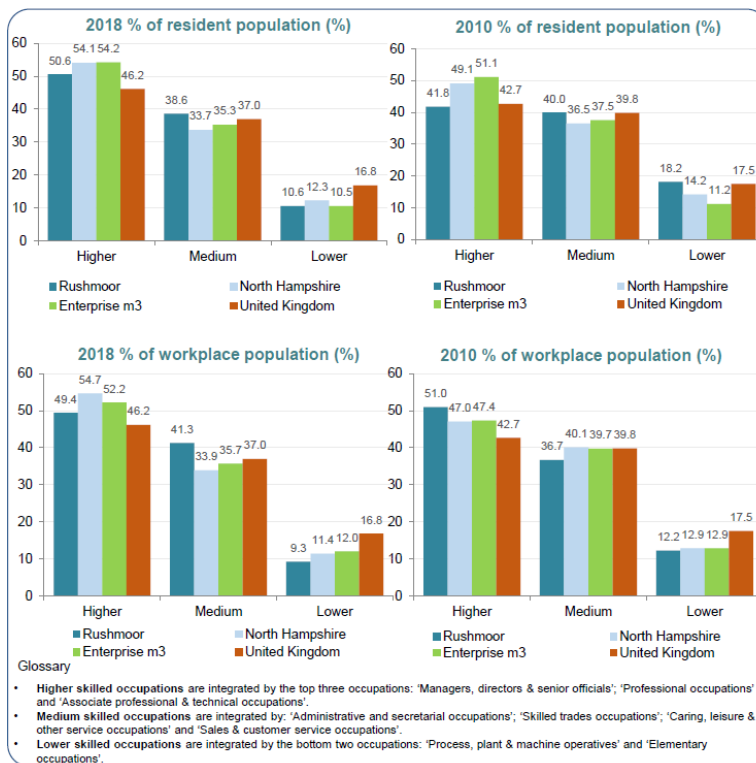


- There is an above average proportion of non-white ethnic population (notably Nepalese population). There are reasonable levels of social mobility. However, there are likely to be highly localised neighbourhoods experiencing poorer social mobility. (Rushmoor Economic Profile 2019, RBS. Page 38)
- Rushmoor is ranked 205th out of 326 districts on the IMD, placing it within the third decile and broadly relatively low on deprivation. However, within Rushmoor there are **pockets of deprivation** in both Farnborough and Aldershot. (Rushmoor Economic Profile 2019, RBS. Page 39)

Skills & Occupation– Key Drivers

- There is a **relatively high skill level** in Rushmoor (over one third of Rushmoor residents (37.7%) are educated to degree level or higher - the single largest educational class in the Borough, but still **slightly below average**. However, there has been a major skill improvement since 2010. (Rushmoor Economic Profile 2019, RBS. Page 43)
- However, Rushmoor has seen an **increase in working age residents with no skills** since 2010 while the rest of the comparison areas saw a decrease. (Rushmoor Economic Profile 2019, RBS. Page 43)
- There are large sub area disparities between Aldershot and Farnborough at the top end of the skills distribution. (Rushmoor Economic Profile 2019, RBS. Page 44)
- Rushmoor (2.0%) has **one of the highest NEET rates in Hampshire** and is above the Hampshire and North Hampshire averages (1.7%). The national rate calculated by Department for Education was (2.7%) for 2018. (Rushmoor Economic Profile 2019, RBS. Page 45)

- There has been a **shift towards higher skilled occupations** among residents, as well as growth in medium occupations. (Rushmoor Economic Profile 2019, RBS. Page 48 – see graphic below). The data suggests Rushmoor **residents have become more highly skilled** since 2010, while the **workplace population has seen proportionately more medium skilled occupations**.



- Education, skills and training, and income deprivation were the primary areas of deprivation** in Rushmoor, with one LSOA in Aldershot Town Centre identified as the worst in England for Income Deprivation Affecting Older People. (Rushmoor Economic Profile 2019, RBS. Page 39)

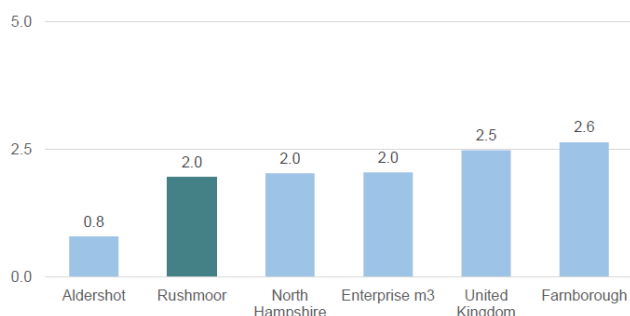
Business & Economy

- Rushmoor **accounts for over a fifth (22%) of all businesses in North Hampshire** and is seen as a prime location for businesses looking to remain close to London and the M25 but also access the South and South West. (Rushmoor Economic Profile 2019, RBS. Page 52)
- In relative terms Rushmoor has seen average annual business growth rates of 2.0% per annum between 2010-2018. **Business growth is below national average** but in line with North Hampshire and EM3. However, **Farnborough has seen robust business growth** compared to local comparators and marginally above the national rate of growth per annum. (Rushmoor Economic Profile 2019, RBS. Page 52 – see graphic below)

2018 Business Numbers and Absolute Change 2010-2018

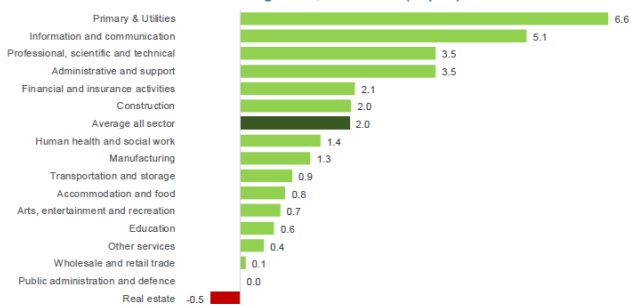
	Businesses 2018	Change 2010-2018
Rushmoor	4,115	+590
Aldershot	1,460	+90
Farnborough	2,665	+500
North Hampshire	18,465	+2,750
Enterprise M3	90,535	+13,565

Business growth 2010-2018 (average % per annum)

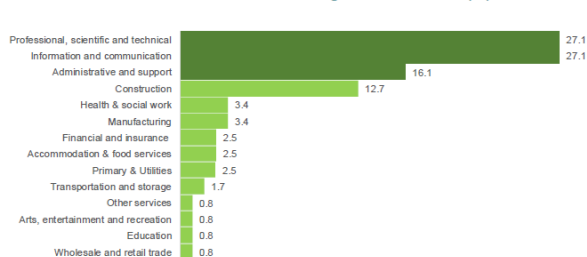


- The relative success of the Rushmoor economy is found in its industrial structure which is characterised by a number of high skilled and high value added service industries, an indication that the **local economy is not as dependant on local demand** as most other sub-regional economies in the UK. (Rushmoor Economic Profile 2019, RBS. Page 66)
- **Business growth was driven by high value-added knowledge intensive services**, primarily information and communication and professional services followed by business administration & support and finance & insurance. (Rushmoor Economic Profile 2019, RBS. Page 58, 59 – see graphic below)

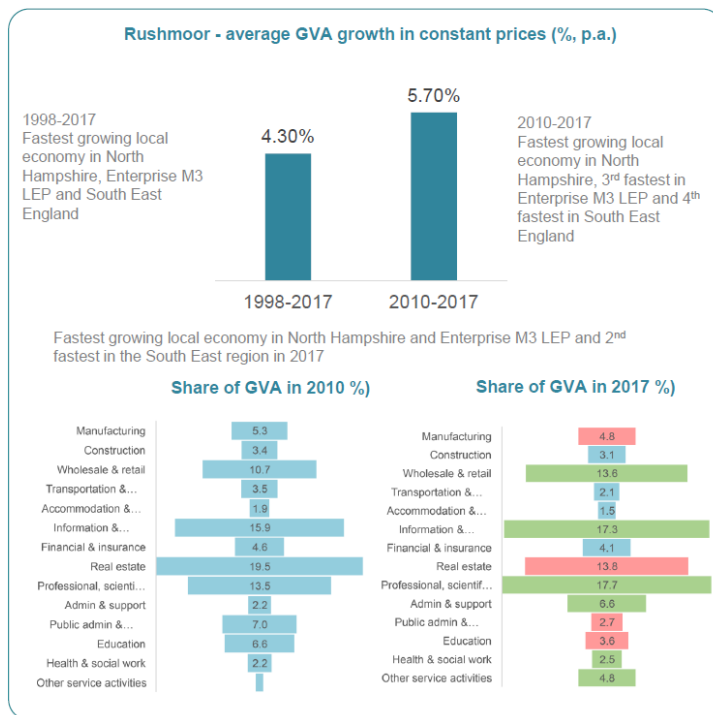
Business growth, 2010-2018 (% p.a.)



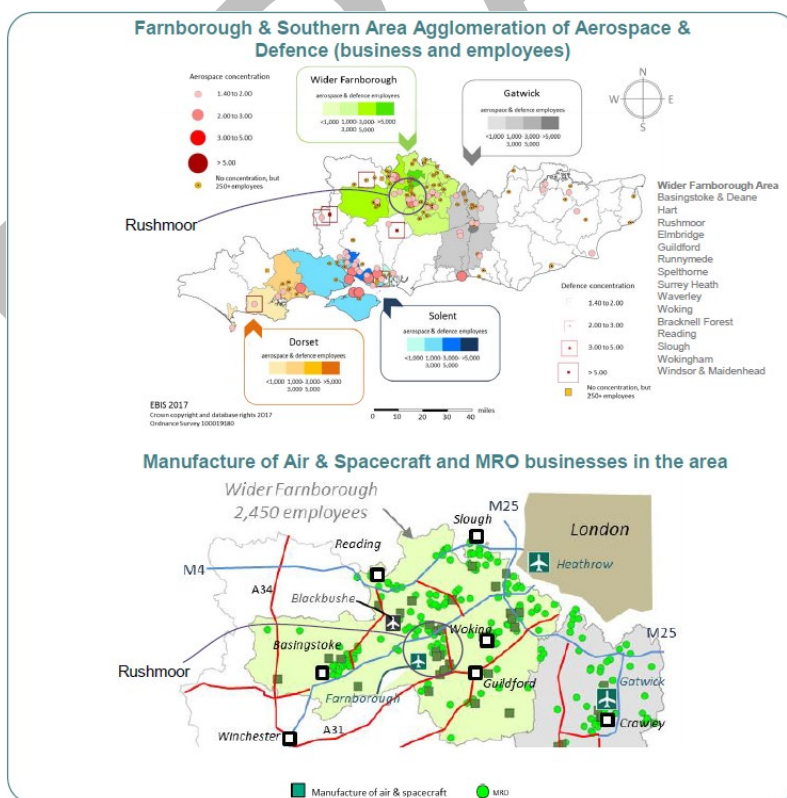
Share of business growth 2010-2018 (%)



- Rushmoor has seen **strong economic growth**, driven by a shift in activity towards knowledge intensive services. (Rushmoor Economic Profile 2019, RBS. Page 67 – see graphic below)



- There is a **particular focus on aerospace & defence businesses**, creating a recognisable business cluster. (Rushmoor Economic Profile 2019, RBS. Page 62 – see graphic below)



- 



Delivering the Actions: Leadership, Collaboration & Partnering

Introduction

The following section outlines how the council will deliver the actions that are at the centre of the Strategic Economic Framework.

Key to this is leadership and the clear identification of roles, responsibilities and partnering arrangements that are needed to effectively and efficiently deliver the actions. A summary table, linking actions to roles and responsibilities, provides more detail on how the council will deliver.

Leadership and Strategic Direction

It is vital that the council delivers the actions outlined in the Strategic Economic Framework. To do this the council will provide committed and consistent corporate leadership as well as playing supporting, influencing and lobbying roles with public and private partners.

The challenge for Rushmoor is to know where the council should lead, where the council should support or partner, and where the council should contribute resources so that actions and interventions have the greatest impact.

We will explore how a locally focused stakeholder group could assist in supporting delivery, advocating the vision and help shape future reviews of the SEF.

Collaboration and Partnering

The council needs to work directly with a range of organisations and stakeholders to ensure the delivery of the Strategic Economic Framework, including:

- Enterprise M3 Local Enterprise Partnership (and/ or a successor body)
- Hampshire County Council
- Education and training providers including Farnborough College of Technology
- The local business community, established networks and representative groups including the Federation of Small Business, Chambers of Commerce and similar bodies
- Developers and commercial agents
- Third Sector Representatives (Housing Associations and Voluntary Organisations)

- Government Departments and agencies such as Arts Council England and Frimley CCG and Frimley Integrated Care System.

This is not an exhaustive list. These partners and organisations will have a central role to play in helping us to deliver the actions outlined above.

The council will use existing structures to deliver priorities, share expertise, and identify joint approaches with partners and neighbouring authorities where there are clear benefits in doing so.

Outlined below are the expected delivery and partnership arrangements that will be needed to ensure that:

- each of the projects and actions set out in the action plan are successfully progressed and delivered;
- risks of duplication and wasted resources are effectively managed and resolved;
- we identify where it is worth investing time in developing links and in pooling resources with other partners where it is sensible to do so.

Roles and Responsibilities

Action/Project	Roles & Responsibilities
Strategic Pillar SP1: Business Environment - Support, Retention, Innovation and Inward Investment	
1.1: Create and maintain a Key Businesses Account Management Programme	Rushmoor Borough Council – Leading, Commissioning and Delivering Partners – Business Community, Hampshire County Council
1.2: Develop and promote innovation and collaboration through sector development plans in aerospace and digital technologies.	Lead Partners – FCoT, Hampshire County Council, Enterprise M3, Business Community Rushmoor Borough Council – Supporting and Brokering
1.3: Improve business support provision and signposting, including sustainability information, advice and guidance.	Lead Partners – Hampshire County Council, Enterprise M3, Third Sector Rushmoor Borough Council – Coordinating, Supporting and Delivering
1.4: Attract new inward investments through new marketing materials and enhanced business support.	Lead Partners – Enterprise M3, Hampshire County Council, Government Agencies Rushmoor Borough Council – Supporting and Brokering
1.5: Improve public sector procurement supply chains and purchasing	Rushmoor Borough Council – Leading, Commissioning and Delivering

	Partners – Business Community, Hampshire County Council
1.6: Promote a circular, low carbon, sustainable local economy	Rushmoor Borough Council – Leading, Commissioning and Delivering Partners – Business Community, Hampshire County Council, Third Sector
1.7: Work with clean growth, circular economy and community wealth building thought leaders and case studies	Lead Partners – Business Community, Third Sector Rushmoor Borough Council – Coordinating
1.8: Co-ordinate and signpost access to finance for new and early-stage businesses with high growth potential	Lead Partners – Hampshire County Council, Enterprise M3, Third Sector Rushmoor Borough Council – Coordinating and Supporting
1.9: Build relationships with commercial landowners and agents	Rushmoor Borough Council – Leading, Commissioning and Delivering Partners - Developers and Commercial Agents, Business Community
Strategic Pillar SP2: Skills, Inclusion and Prosperity	
2.1: Understand and identify skills gaps for business and the workforce	Lead Partners – Hampshire County Council, Enterprise M3, Business Community, Education and Training Providers, Third Sector Rushmoor Borough Council – Coordinating and Supporting
2.2: Enhance the RESZ to better coordinate and support job brokerage	Lead Partners – Hampshire County Council, Enterprise M3, Business Community, Education and Training Providers, Third Sector Rushmoor Borough Council – Coordinating and Supporting
2.3: Promote and encourage vocational apprenticeships and other technical and work-based training opportunities	Lead Partners – Hampshire County Council, Enterprise M3, Education and Training Providers, Business Community, Third Sector Rushmoor Borough Council – Coordinating and Supporting
2.4: Raise aspiration and future career opportunities for young people	Lead Partners – Hampshire County Council, Enterprise M3, Education and Training Providers, Business Community, Third Sector Rushmoor Borough Council – Coordinating and Supporting

2.5: Support and encourage upskilling and reskilling in the workforce, especially in digital, createch and soft skills	<p>Lead Partners – Hampshire County Council, Enterprise M3, Education and Training Providers, Business Community, Third Sector</p> <p>Rushmoor Borough Council – Coordinating and Supporting</p>
2.6: Develop enhanced education programmes linked to innovation and enterprise support for key sectors	<p>Lead Partners – Education and Training Providers, Hampshire County Council, Enterprise M3, Third Sector</p> <p>Rushmoor Borough Council – Coordinating and Supporting</p>
2.7: Support self-employment and business start-up	<p>Rushmoor Borough Council – Leading, Coordinating and Supporting</p> <p>Partners – Hampshire County Council, Enterprise M3, Third Sector</p>
2.8: Work to remove barriers to training, employment and the workplace	<p>Rushmoor Borough Council – Leading, Coordinating and Supporting</p> <p>Partners – Education and Training Providers, Third Sector, Hampshire County Council</p>
2.9: Support and help coordinate funding opportunities for social enterprises	<p>Rushmoor Borough Council – Leading, Coordinating and Supporting</p> <p>Partners – Third Sector, Hampshire County Council, Government Agencies</p>
Strategic Pillar SP3: Transport Accessibility and Communications Infrastructure	
3.1: Advocate for increased rail services and reduced journey times to London and key centres	<p>Lead Partners – Government Agencies, Enterprise M3, Hampshire County Council</p> <p>Rushmoor Borough Council – Supporting, Influencing and Brokering</p>
<p>3.2: Encourage modal shift and a switch towards more sustainable forms of travel to reduce dependency upon the private car and reduce carbon emissions.</p> <p>3.2 a) Ensure a resilient and reliable transport network that reduces transport related carbon emissions.</p>	<p>Lead Partners – Government Agencies, Enterprise M3, Hampshire County Council</p> <p>Rushmoor Borough Council – Supporting, Influencing and Brokering</p>
3.3: Promote infrastructure for electric vehicles	<p>Rushmoor Borough Council – Leading, Coordinating and Delivering</p> <p>Partners – Hampshire County Council, Enterprise M3</p>
3.4: Support superfast digital and mobile connectivity to	<p>Lead Partners – Hampshire County Council, Enterprise M3, Business Community</p>

<p>businesses across the Borough</p> <p>Through:</p> <p>3.4 a) Ensure all existing business parks and Key Employment Sites are connected to UltraFast and Gigabit broadband.</p> <p>3.4 b) Creating Smart Business Areas by delivery of local full-fibre networks.</p> <p>3.4 c) Supporting advanced connectivity to public wi-fi facilities, with enhanced and wider coverage.</p>	<p>Rushmoor Borough Council – Coordinating and Supporting</p>
<p>3.5: Ensure future rollout of digital fibre and mobile communication upgrades</p>	<p>Lead Partners – Hampshire County Council, Enterprise M3, Business Community</p> <p>Rushmoor Borough Council – Supporting, Influencing and Brokering</p>
<p>Strategic Pillar SP4: Place – Our Town Centres, Sites and Workspaces</p>	
<p>4.1: Continue to deliver the regeneration programmes for Farnborough and Aldershot town centres</p>	<p>Rushmoor Borough Council – Leading, Supporting, Influencing and Delivering</p> <p>Partners - Developers and Commercial Agents, Business Community</p>
<p>4.2 Improve the vibrancy of the town centres</p>	<p>Rushmoor Borough Council – Leading, Supporting, Influencing and Delivering</p> <p>Partners - Developers and Commercial Agents, Business Community, Third Sector</p>
<p>4.3 Realise the economic, social and environmental opportunities arising from Rushmoor's arts, culture and heritage assets</p>	<p>Rushmoor Borough Council – Leading, Supporting, Influencing and Delivering</p> <p>Partners – Third Sector e.g. Hampshire Cultural Trust, Business Community, Education and Training Providers.</p>
<p>4.4: Support investments to improve existing commercial floorspace in our Strategic Employment Sites and Locally Important Employment Sites</p>	<p>Rushmoor Borough Council – Leading, Influencing and Brokering</p> <p>Partners - Developers and Commercial Agents, Business Community</p>
<p>4.5: Support the delivery of new shared and flexible managed workspaces</p>	<p>Rushmoor Borough Council – Leading, Influencing and Brokering</p> <p>Partners - Developers and Commercial Agents, Business Community</p>

4.6: Investigate the feasibility for a 'Make and Trade' Town Centre Zone	Rushmoor Borough Council – Leading and Commissioning Partners - Developers and Commercial Agents, Business Community
4.7: Continue to work proactively with Farnborough Airport and the cluster of aerospace companies the airport supports.	Rushmoor Borough Council – Leading, Coordinating and Delivering Partners – Farnborough Airport, Hampshire County Council, Hart District Council

Rushmoor Borough Resources

The Rushmoor Council Business Plan (2022 – 2025) aims to grow the local economy in a sustainable way and the council is committed to ensuring that we deliver this by making best use of the resources available to us.

The Strategic Economic Framework and particularly the identified action plan will enable the Council to effectively match economic priorities to delivery needs over time to ensure the delivery of the vision. The performance management and review processes will allow us to respond swiftly to emerging opportunities and changing economic circumstances over the lifetime of the SEF.

Finance and Funding

The SEF is an important tool by which we can support funding bids. There are limited opportunities for external public funding currently available. As such, the Strategic Economic Framework offers the opportunity to focus funding and investments from funding bodies and help to co-ordinate project funding requirements alongside Hampshire County Council and appropriate partners for economic development projects. This will include supporting bids to relevant sources, such as Innovate UK and the Science & Technology Facilities Council.

Appendix D: Performance Management and Review

Introduction

The Vision and actions set out in our Strategic Economic Framework have been designed to focus the Council's resources on a select range of actions that will over the next three years support the local economy.

Securing maximum economic return from our actions will require robust planning and performance management. The approach to this is based on three inter-linked themes:

- Foresight
- Research & Evidence
- Intelligence.

It is important to recognise that the actions and interventions set out in our SEF are not static or isolated but are a coherent programme of activity. In addition, the actions do not represent all the work that the Council and our partners do in delivering economic development. There are additional activities that the council and its partners will undertake.

While the Strategic Economic Framework will therefore remain set, some of the actions and interventions will be more flexible and the purpose of ongoing performance management and review is to ensure that changes and updates can be made as new opportunities emerge.

Foresight

Foresight based on proactive analysis is essential in anticipating any changes to our Strategic Economic Framework programme and individual projects/actions. It will help to meet future funding bid spending deadlines and provide a means by which future funding for economic development initiatives can be identified.

Foresight is also critical to ongoing re-profiling of project/action priorities, resources and funding expenditure. This will be based on the emerging outcomes and outputs of projects or packages of work.

Research & Evidence

Effective research and evidence are a key performance management and review tool. Quantitative and qualitative evidence has been used as the basis for our Strategic Economic Framework and evidence will guide delivery and review of the individual actions. It is essential, therefore, that performance management and review is set against a reference base of current economic, business sentiment, planning and infrastructure delivery evidence.

Research is needed to collate and update information on:

- Key, standardised, economic development and socio-economic measures and trend indicators relevant to the Borough (and suitably benchmarked with the wider Hampshire County and Enterprise M3 LEP area)

It is important that the research evidence base is available and shared with partners. Shared research and evidence can then be prepared and updated in a more resource efficient and targeted way.

For this reason, the council will seek to ensure it takes an active role in collective research and evidence base development including sharing key lessons and good practice. This may include joint working on econometric modelling and forward projections with the County Council and other partners; and cross theme working to harness specialist skills and intelligence of our partners.

Intelligence

Intelligence will ensure that the records we keep are up-to-date (particularly in relation to 'key account' relationships with our businesses and investors in the Borough which is absolutely critical to success) and that any potential external economic development funds available are identified and applied for.

The intelligence theme is also concerned with regularly ensuring that there is capacity within the Economy and Growth team resources (and those of other partners) to deliver projects that successfully secure capital or revenue funding from external sources in future.

Evaluating Performance

The council will monitor performance in delivering actions over time. This allows us to assess the ongoing deliverability of the vision and key outcomes. To do this, the council will monitor, evaluate and report:

- On the success measures identified under each pillar;
- progress of actions to completion against identified milestones. This will determine how the Strategic Economic Framework's key outcomes are being achieved as a result
- performance of the Strategy as a whole on an annual basis.

Updating and refreshing the Strategic Economic Framework

Ongoing performance management and review of the SEF over its lifetime is critical, but it is likely that there will be future events (such as significant changes to economic circumstances, national policy or infrastructure funding for example) that will result in the need to undertake a more detailed refresh of the overall Strategy.

The council's performance management and review approach, based on foresight, research & evidence and intelligence themes, will mean the council will be well positioned to undertake updates to the SEF quickly when required.

To give greater structure to the update and refresh of the Strategic Economic Framework, the document will be monitored on an annual basis, with a full refresh of the overall SEF undertaken at the end of Year 3.

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**POLICY & PROJECT
ADVISORY BOARD**

**COMMUNICATIONS,
POLICY & PERFORMANCE
REPORT Nº ACE 2202**

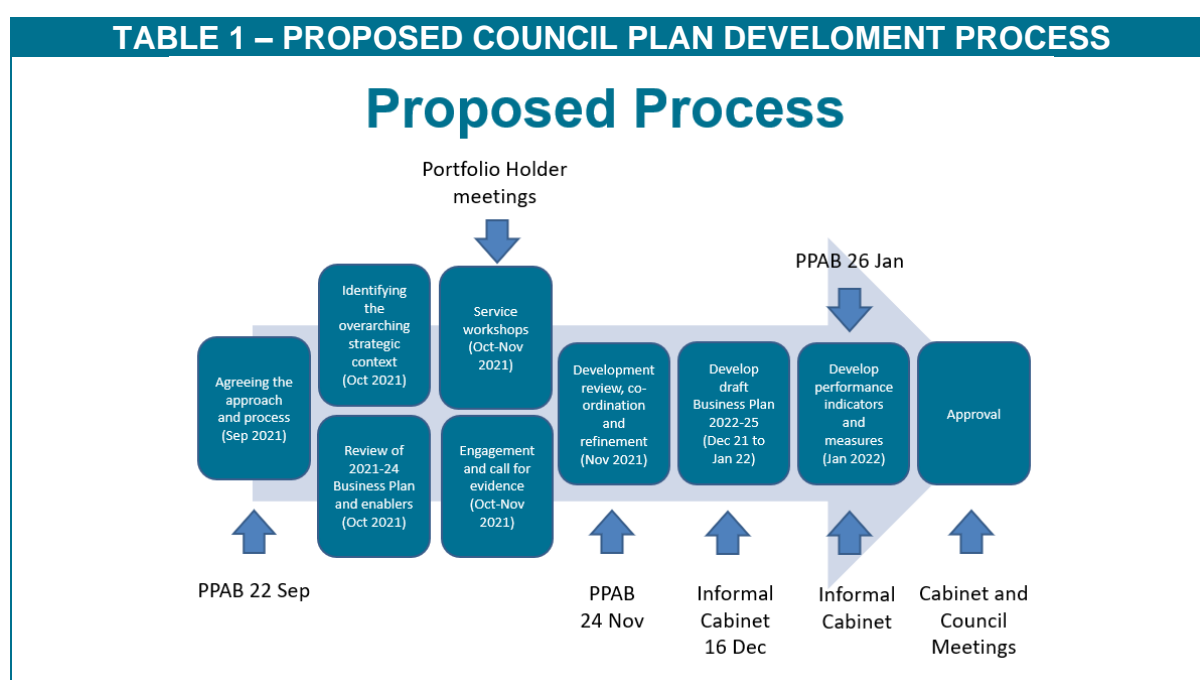
**DRAFT COUNCIL PLAN 2022-25
& UPDATE**

1. SUMMARY

- 1.1. This paper provides an update on and presents a near-final draft of the Council Plan for 2022-25.
- 1.2. PPAB is asked to review and provide comment on the draft plan as attached at **appendix A** (copy to follow). With reference to its stated priorities and activities, PPAB is also asked to consider and suggest suitable measures for performance monitoring and reporting purposes in delivery of the plan.

2. BACKGROUND

- 2.1. Development and progress of the Council's Business Plan for 2022-25 were reported to PPAB at its meetings of 22nd September and 24th November 2021.
- 2.2. Whilst an outline of the development process is shown at **Table 1** below, this included a call for evidence and the holding a series of workshops with Heads of Service, Executive Managers and their teams during October / November. 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 the Business Plan.



- 2.3. The findings of the workshops and call for evidence were subsequently consolidated and reported to PPAB for discussion at its meeting of 24th November 2021. At this time PPAB provided a number of comments to help shape the plan's activities together with a number of 'guiding principles' by way of informing its refresh.
- 2.4. In terms of priorities and activities, PPAB suggested that the Council Plan should be focussed on –
- (a) Public facing commitments (e.g. to regenerate town centres, to make our facilities Carbon neutral etc);
 - (b) Outcomes and tangible deliverables (i.e. not just aspirations or strategies);
 - (c) Key activities, with suggestions including –
 - Business investment
 - Be Carbon neutral by 2030
 - Delivery of new homes through Rushmoor Homes
 - Improve leisure facilities, physical activity levels and health
 - Provision and development of green spaces
 - Support of young people
- 2.5. In addition, PPAB suggested that the following principles be applied to the Council Plan refresh; namely -
- (a) Focussed on a small(er) number of priorities and activities;
 - (b) Be written in clearer, simpler, snappy and succinct language;
 - (c) Be balanced in terms of affordability and capacity (i.e. affordability, cost, financial and resource sustainability) (i.e. what is achievable); and
 - (d) Be subject to Community engagement in terms of future development.
- 2.6. PPAB feedback and key proposals were subsequently considered by Informal Cabinet on 15th December. Informal Cabinet liked the solid foundation on which this year's plan has been developed together with the performance monitoring information and approach that flows from it. Informal Cabinet also suggested -
- (a) a crisp and focused document with tangible outcomes;
 - (b) a document structured using the 'People' and 'Place' themes; and
 - (c) a clear, sharp document which provides an overarching context for Council activity and a narrative that answers the 'so what?' question.

- 2.7. Following the input of Members (both PPAB and Informal Cabinet), a draft plan (text only version) has been prepared and is given at **appendix A** (copy to follow).
- 2.8. Ahead of Cabinet and Council in February and by way of additional input and refinement towards a final draft, PPAB is asked to –
- (a) review and provide comment on the draft plan; and
 - (b) suggest suitable measures for performance monitoring and reporting purposes in delivery of the priorities and activities referenced therein*.

3. COMMENTARY & OBSERVATIONS

3.1. Format and structure

- 3.2. As an annual refresh (as opposed to a re-write), the draft plan largely follows the structure and format of previous plans. However, in line with workshop feedback, the following changes have been included -
- (a) **Welcome and introduction** - A revised introduction is given that helps provide some narrative and context to proposed council activities in the plan.
 - (b) **Other strategies, plans, projects and programmes** - Some commentary and a diagram is to be provided to explain where the Council Plan sits, and how it and other strategies, plans and programmes relate and fit together.
 - (c) **Core service functions** – Whilst not the intention of the plan to detail all the Council's activities, Service activities are acknowledged with mention to business as usual (BAU) activities and Service plans. Some BAU activities and outcomes are also given as key infographics.
 - (d) **Our workforce and the way we work** - This section has been given greater emphasis and reframed with additional content covering the modernisation and transformation of our workforce, community engagement and the council's organisational values.
 - (e) **Community engagement** - A new section is included in the draft plan to outline how the Council takes account of community needs and views. This will be developed further through a communications plan linked to the delivery of the Council Plan.
 - (f) **Delivering & Measuring the plan** – By way of making it more relevant and bringing the plan to life, the draft plan includes a new section showing examples of what the council has said and done in previous plans.

3.3. Key priorities and activities

- 3.4. The key priorities and activities are provided in summary format so as to provide a helpful reference for residents, stakeholders, Members and staff. However, additional text is also provided that helps 'knit' these together and provide some narrative on their relevance in answer the 'so what?' question.
- 3.5. The council's priorities have been reframed and largely follow those outlined in the council's vision document [Your Future, Your Place 2030](#). This provides for some consistency and a 'golden thread' that helps stitch together the council's key documents, long term strategies and plans. These priorities also provide for more memorable straplines that everyone can relate to, and to which everything can be related.
- 3.6. Overall, a smaller number of activities are outlined in the draft plan. Whilst subject to affordability / feasibility, these have largely been selected on their significance and public facing contribution to the council's priorities. As key enablers of delivery, some supporting strategies and plans are also listed for development and/or implementation; linking back to the earlier section outlining how the Council Plan and other strategies, plans and programmes fit together.

3.7. Measures

- 3.8. As a 'starter for ten', the draft plan also includes a number of suggested measures relative to the priorities and planned activities outlined therein.
- 3.9. However, as indicated at its meeting of 24th November 2021, PPAB is specifically asked to consider the performance monitoring and reporting measures appropriate to the priorities and activities referenced in the plan.

***NB:** Where appropriate and, in recognition that the draft plan is still subject to design work (see below), suitable measures may be submitted to the development team no later than **31st January**.

3.10. Design Work

- 3.11. Being subject to ongoing consultation and engagement on measures, a text only version of the draft plan has been provided at this stage. Additional work on design is scheduled for the coming weeks and will be undertaken once the draft document and measures etc have been agreed.

3.12. Engagement & Use

- 3.13. Subject to approval, broader organisational engagement on the Council Plan is also scheduled for the coming weeks. The plan will feature in a staff live briefing to all staff in time and preparation for Service planning which is due to commence in February.

4. CONCLUSIONS

- 4.1. As part of its annual refresh to its 3-year Council Plan, a revised draft plan has been prepared. This includes many of the changes, priorities and activities suggested on engagement of the council's services and Members.
 - 4.2. The revised draft plan is subject to comment and final refinements pending design work and approval for use.
-

BACKGROUND PAPERS:

None

AUTHOR:

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APPENDICES:

Appendix A – DRAFT (text only version) Council Plan 2022-25 (subject to update and design)

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Welcome

The last few years have seen unprecedented change and challenges for us all. Issues such as climate change and the coronavirus pandemic and their impact on our lives have dominated the headlines and will likely do so for some time.

While such issues have played out on both a national and global stage, we know that these and other issues have also had a real impact at a local level, affecting the life and vitality of our local area, our businesses, the lives of local people and our community as a whole.

Although we have had to adapt and change the way we work and deliver our services, the council has been at the forefront of the local response to these and other challenges. Indeed, we want Rushmoor to be a vibrant, thriving place, with a strong community that has both the opportunities and sense of pride to make sure it is - and remains - a fantastic place to live, work and do business. This is our vision – one we set out in more detail in our vision document Your Future, Your Place – A vision for Aldershot and Farnborough 2030.

It is with this vision in mind that we set out in this plan our priorities and the steps we will be taking over the next three years so that we continue to make the positive improvements to our area that residents and businesses have asked for.

Building on the foundations of previous plans, our work in the coming years will prioritise supporting our communities through this time of change and transition, shaping our town centres for the future and making sure we deliver great value, quality services.

We hope you will take the time to read this plan which sets out ambitious plans that will make a real difference to our people and places and ensure we maintain the quality of life we value in Rushmoor. You can check our progress against our plan at [\[Link\]](#).

We look forward to delivering for you.

Councillor David Clifford
Leader – Rushmoor Borough Council

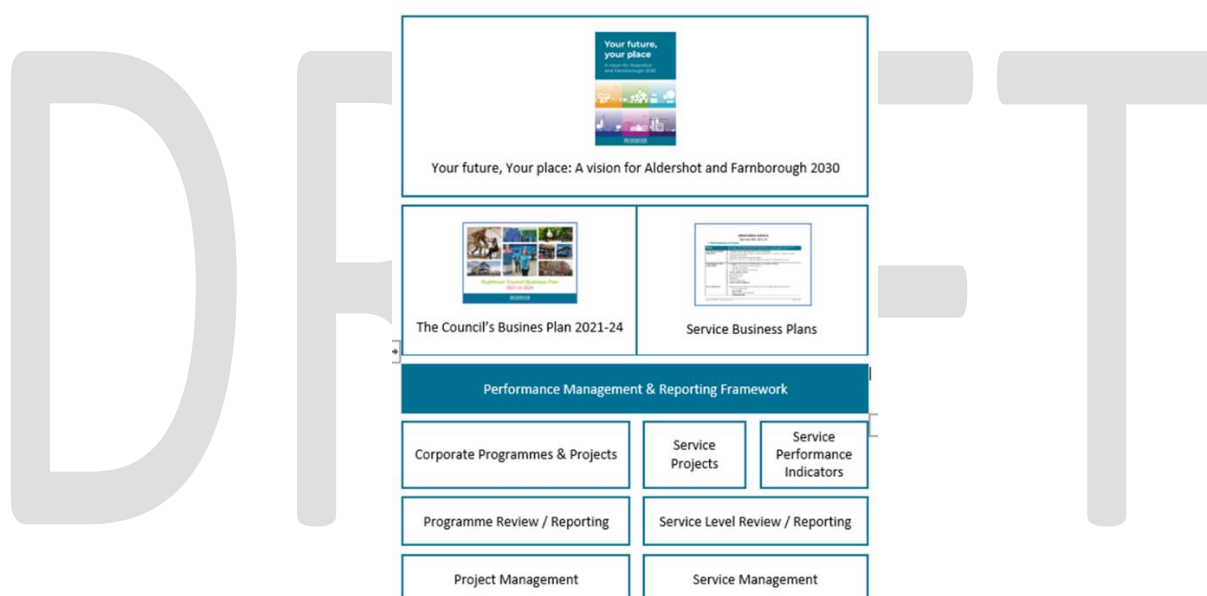
Paul Shackley
Chief Executive – Rushmoor Borough Council

About the Council Plan

The council provides a wide range of services, many of which are a part of normal day-to-day life and business activity. However, the intention of the Council Plan, is not to provide detail on all our activities, but to outline the council's priorities over the next three years and, in particular, the key strategic projects that will contribute to achieving our vision. This is set out in our vision document Your Future, Your Place – A vision for Aldershot and Farnborough 2030.

Refreshed and updated annually, the Council Plan provides a focus for our activities and services by setting out the short to medium-term steps needed to realise our longer-term vision and aspirations. While it sets out an ambitious programme of key activities, underpinning this plan are a number of individual Service plans which include more detailed information on the activities and work of individual council departments, teams and the day-to-day services they offer.

[Diagram to show how all this fits together – draft proposal below]



The Council Plan also draws upon and provides a link between a number of important strategic documents which inform and underpin much of the work we do. These include:

Medium Term Financial Strategy – This sets out how we will plan and manage our budgets in the medium term to make sure we continue to be financially sound

The Rushmoor Local Plan – This will help shape the development of Aldershot and Farnborough up to 2032 through our planning policies

Climate Change Strategy and Action Plan - This sets out how we will help tackle the impacts of climate change, make the council carbon neutral and make our borough more sustainable by 2030

Supporting Communities Strategy and Action Plan – This sets out the council's approach to tackling inequality and deprivation, increasing social connections and improving the well-being, strength and resilience of our community

Equality, Diversity and Inclusion Action Plan – This sets out the steps that the council will take to promote equality, diversity and inclusion

Customer and Digital Strategy – This outlines how we will do things better and more efficiently by designing our services around our customers' experience, enabled by digital technologies where appropriate

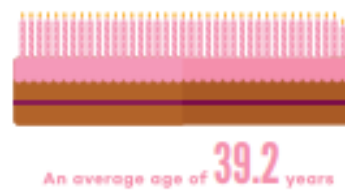
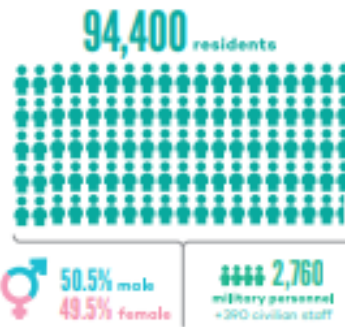
Procurement Strategy – This sets out how we will procure goods, works and services and make sure we secure best value for money and socio-economic benefits when we do so

The People Strategy – This sets out how we will develop our employees, core values and culture so we offer the best experience for our customers

Service Plans and Staff Objectives – These identify what our different teams will be doing to support our customers and the council's priorities

We use these plans and documents to help set the general direction and work activities of the council. They inform many of the decisions we make, how we allocate resources across the council together with our staff objectives. Collectively, these documents help us to make sure we serve our residents, businesses and the borough of Rushmoor as a whole.

Rushmoor in numbers



www.rushmoor.gov.uk

RUSHMOOR
BOROUGH COUNCIL

Looking ahead – challenges and opportunities

In developing this Council Plan, it has been important to consider the strategic challenges and opportunities that we will face over the lifetime of the plan and beyond. Understanding these challenges and making plans for how the council might address them will help us to make sure our services are fit for the future and able to deliver our aspirations.

Responding to the climate emergency

Responding to the climate emergency will be increasingly significant for us all. Our Climate Change Action Plan sets out a series of local actions to make the council carbon neutral, and Aldershot and Farnborough greener and more sustainable by 2030. While we will be updating our Climate Change Action Plan in the light of COP26, mitigating, and adapting to climate change is an opportunity to work with our residents and partners to build a more sustainable future.

Maintaining financial resilience in an uncertain environment

Managing the financial impact of the coronavirus pandemic and making sure the council continues to be financially sound will be a key focus over the time period of this plan. There has been growing demand for some of our services and more pressure on our income because of uncertainty caused by the pandemic and changes in government regulations and restrictions. Therefore, we may have to be flexible and make difficult decisions in terms of affordability in the short to medium-term as we prioritise certain services and move to more efficient delivery models, while at the same time realising our long-term ambition to invest in the future of our people and town centres.

Engagement and inclusion

Our community has become more diverse, and we will need to consider ways to make sure everyone feels included. Over the past couple of years, we have seen significant improvement in community engagement, as the response to the pandemic provided an opportunity to work with the voluntary sector and other partners, and we will seek to build on this success. Social media provides new opportunities for us to improve how we communicate and engage online with residents and partners and self-service models of delivery are increasingly more commonplace. However, as we offer more of our services online, the challenge of digital exclusion and how to support those who do not have the right skills or access to the internet to use these services remains a key concern for us. In the meanwhile, we need to continue to provide information and key services in alternative accessible formats.

A strong local economy – kind to the environment

There will be fundamental changes to shopping and our town centres because of the coronavirus pandemic. Keeping our key businesses and attracting new ones through investment to support growth remains a priority. It is also important to support residents who have lost their jobs because of the pandemic and help them back into employment, education or training. Through this work there is an opportunity to reflect on the future skills that our community needs and support green jobs that benefit the community, the environment, and the economy.

Healthy lifestyles

A growing number of people are struggling with the persistent effects of coronavirus and the pandemic, and it will be important to continue to support the physical and mental health of our

residents. It will be vital for the council to work with the health sector, community groups and not for profit sector to support health and wellbeing across Rushmoor.

Changes in government policy

There is a significant future programme of legislative and government policy change which will have a direct impact on the council and our partners. These not only include day-to-day laws that govern things like the environment or planning rules but may also include widescale changes to local government finance arrangements, powers and structures through possible devolution and the government's 'levelling up' agenda.

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Our workforce and the way we work

In taking forward the actions set out in this plan, it vital that we also consider our own workforce and the ways that we work.

In response to the pandemic and other challenges we face, the council has had to adapt to new more effective ways of working and change the way in which we deliver our services. While sticking to our core values, we have transformed a wide range of services, at speed, and this will continue to be a commitment throughout the life of this plan.

We are committed to being a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient and cost-effective services where appropriate, at the same time making sure that no one is left behind.

Whether it is taking forward the work in this plan or in our day-to-day work activities, we will therefore:

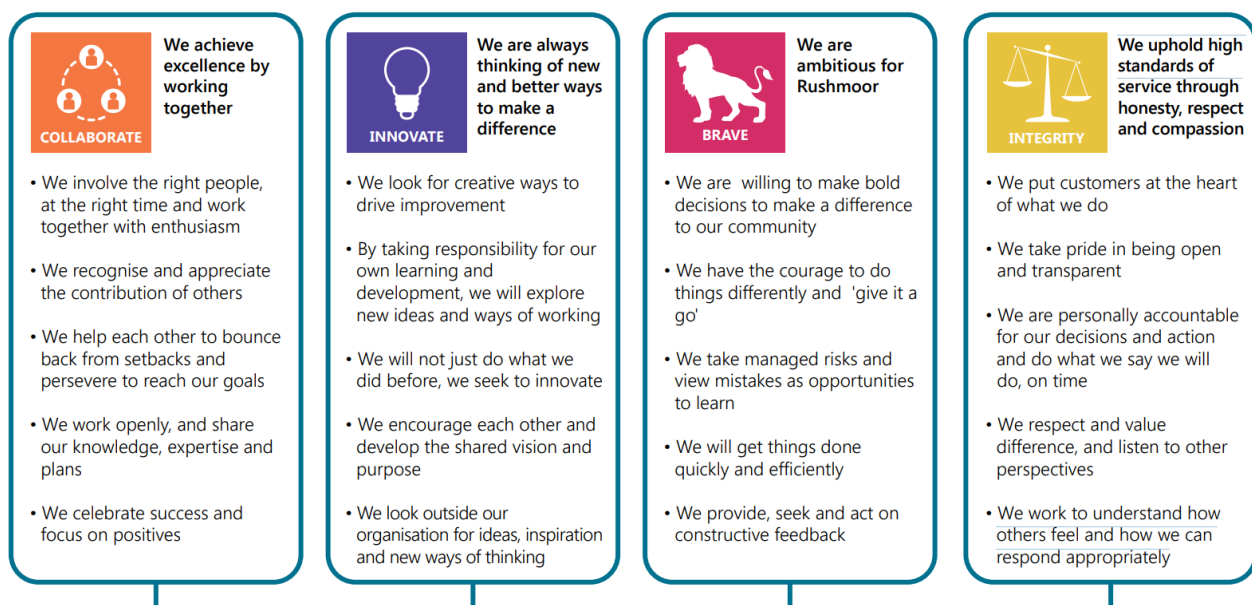
- Work in **partnership** to deliver the best possible outcomes for our residents and businesses
- **Reduce our environmental impact** so that we can be a **carbon neutral** council by 2030, designing and delivering our services in a **green and sustainable** way
- Be **flexible** in how we use our resources to provide **value for money** and **affordable services** that use the right approach at the right price
- Be **agile** and responsive to deliver services at **pace**; using **digital, innovative** and **creative** tools and approaches where appropriate
- Apply our **organisational values** in how we work with each other, with our partners, businesses, residents and community to achieve our aims

Our values and behaviours

Our values and behaviour frameworks support the council's aspirations and helps guide how we work with each other, with our partners, businesses, residents and community to achieve our aims.

YOUR FUTURE, YOUR PLACE OUR VISION FOR RUSHMOOR

OUR VALUES AND BEHAVIOURS... how we work day-to-day



Community engagement - Assessing and understanding needs

In establishing the priorities and activities set out in this plan, it is also important to us to consider how we engage with, and meet the needs of, our residents, businesses and our community. This helps us prioritise and understand better their needs so we can target our activities and services to the right people, in the right way at the right time.

We use a number of tools and approaches to help us with this work including use of local knowledge, strategic assessments, use of data analysis tools that provide insight into our customers' preferences and needs, public consultations, focus groups and surveys.

We also use a wide range of communications activities to reach our communities to help make sure they are aware our services and how they can give their views on them. These range from the council's Arena magazine and local communications to digital communications, such a social media and email newsletters.

Working closely with our partners where appropriate, we want to develop how we communicate and engage with our community to help us continue to meet our businesses and residents' needs with quality, timely and effective services.

Our priorities

We are an ambitious council, and this plan sets out our aspirations against two key areas of work – People and Place.

People – empowering and connecting communities and enabling people to live healthy and sustainable lives to fulfil their aspirations.

Place – ensuring our towns are family-friendly, safe, vibrant, and sustainable places - now and in the future.

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People

Priorities



Key activities

Over the next three years, we will:

1. Roll out the second phase of our weekly food waste recycling service to households with shared bins
2. Help people (especially young people) into employment through training, apprenticeships and upskilling
3. Develop a walking and cycling plan to encourage sustainable travel and to support our town centre regeneration plans
4. Develop a new leisure centre in Farnborough
5. Encourage more residents to be active and have healthier lifestyles
6. Support apprenticeships, research and innovation opportunities through the Aerospace Research and Innovation Centre (ARIC)

Supporting strategies and plans

(To be developed, reviewed and/or implemented)

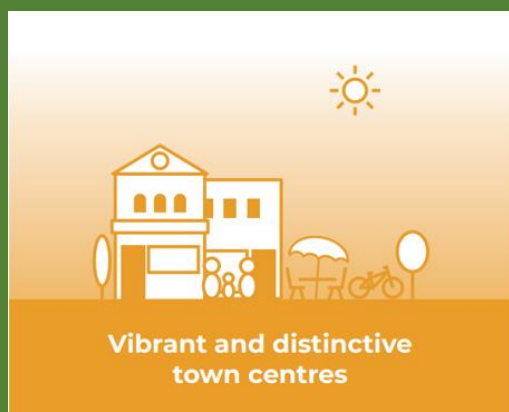
1. Supporting communities strategy
2. Joint municipal waste strategy
3. Car parking strategy
4. Equality, diversity and inclusion action plan
5. Communications and engagement strategy

Key Measures

- Increase in recycling rates - % reused, recycled and composted
- Decrease in % of working age population claiming benefits because of unemployment
- Decrease in % of 18-24 year olds claiming benefits because of unemployment
- Increase in % of physically active adults

Place

Priorities



Key activities

Over the next three years, we will:

1. Complete the Union Yard development and support the regeneration of the Galleries
2. Progress the regeneration of Farnborough town centre, including the civic quarter
3. Develop Southwood Country Park, including providing a new visitor centre and improving its access, environment and facilities
4. Support the creation of quality, new homes
5. Update the facilities at Aldershot Crematorium
6. Progress an aerospace heritage project

Supporting strategies and plans

(To be developed, reviewed and/or implemented)

1. Strategic economic framework
2. Town centre strategy and business support plan
3. Industrial strategy
4. Cultural strategy
5. Car parking strategy
6. Housing and homelessness strategy
7. Climate change action plan
8. The local plan
9. Green infrastructure strategy

Key Measures

- Increase in residents' satisfaction with our town centres
- Decrease in vacancy rates
- Increase in the number of new homes created by Rushmoor Homes
- Increase in the number of affordable homes delivered across the borough

Strong community, proud of our area

We know that if people feel connected to each other and the place where they live, they are generally happier and more likely to be active in their local community and to do things like volunteering and shopping locally. For these reasons, we want to foster a strong community spirit and a sense of pride in our area by bringing people together, connecting our communities, enabling people to get involved, to help and support one another, and will help do this through delivery of our Supporting Communities Strategy and Action Plan.

Amongst many activities, we will, as part of this, work with schools and colleges to engage young people in local projects. We will similarly support local apprenticeships and volunteering opportunities and develop a youth forum, run by young people, for young people, to give them a voice and encourage their engagement with decision makers on local issues. We will of course also be supporting our local community and groups to get involved in the Queens Platinum Jubilee celebrations.

Healthy and green lifestyles

Climate change is one of the key challenges we all face. Having already declared a climate emergency and established a climate change action plan to help address the challenges and opportunities presented, we will continue to work with businesses, organisations and our community towards making the council carbon neutral, and Aldershot and Farnborough greener and more sustainable by 2030.

We will review our climate change action plan in light of COP26, seek to safeguard and develop our green infrastructure and improve the corridors and network of green spaces in our area so that we maintain a wide range of environmental and quality-of-life benefits for our local community.

As food waste is a big contributor to climate change, we will also continue to extend our weekly food waste collections to households with shared bins. Instead of food waste being incinerated with non-recycling rubbish, it will be broken down naturally to produce renewable energy and natural fertiliser, which in turn reduces the need for artificial fertilisers. We will also encourage households to make best use of the food they buy so overall, we waste less food.

We will similarly work with Hampshire County Council to develop a walking and cycling plan to encourage people to use their cars less and support our town centre regeneration plans.

Helping people with adopting healthier lifestyles will be important, particularly as we know some health inequalities have got worse because of the Covid-19 pandemic. The Council will follow through on its promise to establish a new leisure offer in Farnborough including a replacement for the Farnborough Leisure Centre

In addition, we will promote wider health and well-being by looking to develop the cultural offer across Rushmoor, increasing engagement in the arts and leisure through development and implementation of a new cultural strategy with our partners. We will supplement this through development of facilities and a visitor centre at the Southwood Country Park, together with progressing work to deliver an attraction / project that celebrates our area's aerospace heritage.

Housing for every stage of life

Having a good quality home is essential for the health and wellbeing of many of our residents. Making sure there is a range of housing types, from starter homes, family and executive homes to supported

housing, is important for individuals and families. Building strong neighbourhoods and inclusive communities helps to make people feel safe and supports the economic prosperity of the area.

Recognising these benefits, we have already enabled the development of many new homes at Wellesley, Aldershot and will support the creation of more quality homes through Rushmoor Homes (our partner housing company) as part of our town centre regeneration plans. We will also be reviewing our Local Plan and Housing and Homelessness strategy to help refine and shape our planning policies and future sustainable developments.

Vibrant and distinctive town centres

Working with partners we will transform and revitalise our town centre spaces in Aldershot and Farnborough through our ambitious redevelopment and regeneration programmes. This will help attract other developers and create significant investment in Aldershot and Farnborough town centres, making vibrant and thriving places where people want to spend their time and money, from daytime through to the evening. Our residents want more modern and sustainable town centres, with a wider range of shops, cafes and restaurants, new community facilities and mixed tenure homes for people of all ages.

Projects underway and in development include Union Yard and Th Galleries in Aldershot and the Civic Quarter in Farnborough.

A thriving local economy – kind to the environment

In addition to our town centre regeneration plans and improved cultural offer across Rushmoor with the business benefits and opportunities this will bring, we will support local business investment and resilience through the development of a strategic economic framework for the area that will help businesses survive, grow and prosper in a sustainable way.

Based on detailed strategic research and economic modelling, we will also develop place-based industrial and business support strategies that will help ensure we have the right mix of business units, assets and skills in our area that can meet and respond to changing enterprise and economic needs.

Opportunities for everyone – quality education and a skilled workforce

In support of our economic plans and to help local businesses and residents we will also work to equip people with the education and skills they need to enter, re-skill and progress in the labour market and meet the demands of the local economy so that our area is a place of innovation and inclusion. Specifically, we will help people (especially young people) into employment through training, apprenticeships and upskilling and help foster research and innovation opportunities through our heritage and links with the Aerospace Research and Innovation Centre (ARIC).

Delivering and measuring this plan

Each quarter, our Corporate Management Team and Cabinet monitor the progress of the key projects in this plan through a series of monitoring reports. Our Overview and Scrutiny Committee is then able to review progress against the plan.

Collectively, we monitor our progress of each project against a number of agreed measures – some of which are shown with our list of priorities above – and adjust the resources allocated to each project depending on need, progress and risk.

As well as the projects in the Council Plan, teams across the council make sure that we continue to provide high quality services to our residents. These activities are contained in service plans, which the relevant Head of Service and Cabinet member manage and monitor regularly.

At the end of the financial year, the council also produces an Annual Reports summarising key areas of work and the progress against the Council Plan.

Using this performance management approach, the council seeks to achieve and deliver its goals and aspirations. Some examples of our successes are given below.

We said, we did ...

Union Yard regeneration

In our 2021-24 plan we said that we would focus on the Union Yard regeneration scheme in Aldershot town centre.

With all the land acquired and planning consent in place, the site is now cleared, and construction work has started to build 100 new homes, 128 student units and flexible retail, commercial and community space in the heart of Aldershot town centre. The £40 million-plus regeneration scheme will also provide improved public space, car and cycle parking, and is due to be completed in spring 2024.

Food waste recycling

In our 2021-24 plan, we said that we would introduce of food waste collections to help residents increase the amount they can recycle and reduce waste.

We have successfully rolled out weekly food waste recycling collections to most households in Aldershot and Farnborough, with the second phase of the scheme for homes with shared bins due to begin from spring 2022. Instead of being incinerated with non-recycled household rubbish, the food waste is broken down by anaerobic digestion to produce renewable energy and natural soil fertiliser. In the first 11 weeks of the new service, we collected 720 tonnes of food waste, enough to power 77 homes for one year. Over a full year, this would work out to generating enough power for 364 homes.

Food hubs

In our 2021-24 plan we said that we would enable the development of food partnerships and food hubs across Aldershot and Farnborough in support of our communities.

Working with our partners, we established the first in a network of accessible food larders at Park Church, Aldershot. The larder is for the whole community allowing people to donate small amounts of food and where people who need food can easily access it at any time without the need for a referral or to wait for the foodbank to open. This provides both an outlet for people to help their community and a way to receive that help which is non-judgemental and fair.

We also saw the community store open in Windsor Way, Aldershot as part of the wider Grub Hub food project.

Leisure and community facilities

We said in our 2021-24 plan that we would maintain and develop excellent leisure and community facilities in our area.

During 2021 we invested around £100,000 in the Aldershot Lido to enable this much-loved facility to open safely again after losing the previous summer season due to Covid restrictions. We were delighted to welcome 28,167 visitors to the Lido during the summer.

Despite the continuing concerns with Covid, the Princes Hall Theatre in Aldershot was also able to reopen and provide a full autumn season events programme, including 40 performances of their Christmas pantomime, 'Dick Whittington', which welcomed almost 16,000 visitors.

Heritage trails

In the 2019-22 Business Plan, we said that we would build on our heritage to help support the health and well-being of residents by developing a number of community heritage trails.

Working with our partners we have established six heritage trails covering the civilian and military areas in and around Aldershot. Supported by an interactive app, with maps and information, the heritage trails offer different length walks where you can learn about the history of Aldershot through the stories of people, places, events and buildings throughout the town.

Getting involved

If you have comments or would like to get involved in identifying our priorities and activities, please contact [\[Link\]](#)

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INTEGRA

Project Integra

Joint Municipal Waste Management Strategy



Report for

Project Integra

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Management systems

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Document revisions

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1. Introduction to Project Integra

Project Integra (PI) is a partnership in Hampshire consisting of Hampshire County Council as a waste disposal authority, 11 waste collection authorities and two unitary authorities, all providing a variety of collection services but based on a core theme of the comingled collection of dry recyclable material. The two unitary authorities, Portsmouth City Council and Southampton City Council also act as Waste Disposal Authorities. The Local Authorities that make up PI are:

- Basingstoke & Deane Borough Council (BDBC)
- East Hampshire District Council (EHDC)
- Eastleigh Borough Council (EBC)
- Fareham Borough Council (FBC)
- Gosport Borough Council (GBC)
- Hampshire County Council (HCC)
- Hart District Council (HDC)
- Havant Borough Council (HBC)
- New Forest District Council (NFDC)
- Portsmouth City Council (PCC)
- Rushmoor Borough Council (RBC)
- Southampton City Council (SCC)
- Test Valley Borough Council (TVBC)
- Winchester City Council (WCC)

In 1997 Hampshire County Council entered into a waste disposal service contract (now extended to 2030) which was awarded to Veolia UK. Portsmouth City Council and Southampton City Council became co-signatories to the contract after their formation as unitary authorities. Prior to the commencement of the contract, all 14 waste authorities of Hampshire (Disposal and Collection), along with Veolia Hampshire, became members of PI. The Partnership agreement sets out the principles of PI and the roles and responsibilities of the partnership authorities.

The work of PI is guided by three objectives:

- Customer focus
- Value for money
- Sustainability

Hampshire has been widely acknowledged for its partnership working on waste, its impressive integrated waste management facilities, relatively high performance and contribution to shifting fundamental thinking from waste to resource management, however in recent years performance levels have failed to keep up with those of the best performing authorities in England - this is a situation that the Partnership is determined to change.

1.1 Working Groups

The Partnership works to influence national policies, secure external funding, and promote sustainability, with a core aim being to communicate effectively to both the public and the businesses communities. Our strategy officer group is made up of officers from each partner authority and PI. Similarly, our strategic board is made up of officers and elected members from each partner authority.

There are a number of existing working groups within the Partnership, although additional groups are created to target specific issues when identified:

- The Resource Aware Group (RAG); deliver consistent, effective waste management communications and performance improvement across Hampshire.
- Operations; meet to discuss operational issues and programmes of work.
- Waste technical group; meet to discuss the materials analysis facility sampling programme and contamination.
- The Common Approach to Safety and Health (CASH); supported by PI and considers health and safety best practice and guidance aligned to waste and other environmental services.
- Fly-tipping Strategy; sits under PI for governance and information purposes

1.2 Our Vision

In support of the 14 waste authorities in Hampshire delivering its vision, the Partnership refreshed its 2006 Joint Municipal Waste Management Strategy (JMWMS) in 2012 with a vision to *manage the effectiveness of its sustainable material resources system to maximise efficient re-use and recycling of material resources and minimise the need for disposal in accordance with the national waste hierarchy*. It is recognised that the legislative and budgetary environment has significantly changed since the refresh of the JMWMS and that an update is required to take into account competing pressures on all partnership authorities within Hampshire, and to consolidate an agreed path for service consistency and best value in waste service delivery for the county as a whole, based on agreed priorities.

This updated JMWMS will be reviewed by the Partnership every three years, and the vision for Hampshire is:

"The Project Integra partners will work together to deliver high performing, forward looking recycling and waste management services which provide value for money for Hampshire taxpayers meeting local needs and recognising the climate emergency and need for a reduction in carbon emissions."

1.3 Joint Municipal Waste Management Strategy - Principles

The revised Waste Framework Directive (2008/98/EC) sets out the waste hierarchy which ranks waste management options according to what is best for the environment. Waste management in the UK is based on the principles of the waste hierarchy, which dictates that waste prevention is the most desirable outcome followed by reducing, reusing and then recycling resources before the worst-case option of disposal. Our JMWMS has always aimed to deliver engagement, education and raise awareness of waste management within the community to drive material up the waste hierarchy.



The Government's documents "Resources and waste strategy – Our Waste, our resources: A Strategy for England" (December 2018) and "Waste Prevention Programme for England: Towards a Resource Efficient Economy (March 2021)" set out priorities for action to manage resources and waste in accordance with the waste hierarchy and to focus increased efforts towards those steps at the top of hierarchy. This JMWMS is aligned to the requirements of these documents.

Operating our waste management services comes at a substantial cost. With budgetary constraints and legislative pressures it is important to maximise value for money as an overarching Partnership principle. Striving for improved performance through waste prevention in the first instance, followed by recycling, is resultantly the best option both financially and environmentally. By following this principle the Partnership and the wider community can contribute to and help ensure value for money is realised in the services delivered.

Besides public engagement the JMWMS aims to deliver waste collection, treatment and disposal solutions while minimising the environmental impacts. In addition to the waste hierarchy, the partnership also acknowledges the proximity principle that describes a need for materials to be handled, treated, and disposed of as near as possible to its place of consumption.

2. Performance and Service Delivery

Waste management in Hampshire has seen significant change since 2000 as illustrated in Figure 2-1. The landfilling of waste has continuously decreased, markedly between 2003/04 and 2005/06 when residual waste began to be treated within Energy from Waste (EfW) facilities.

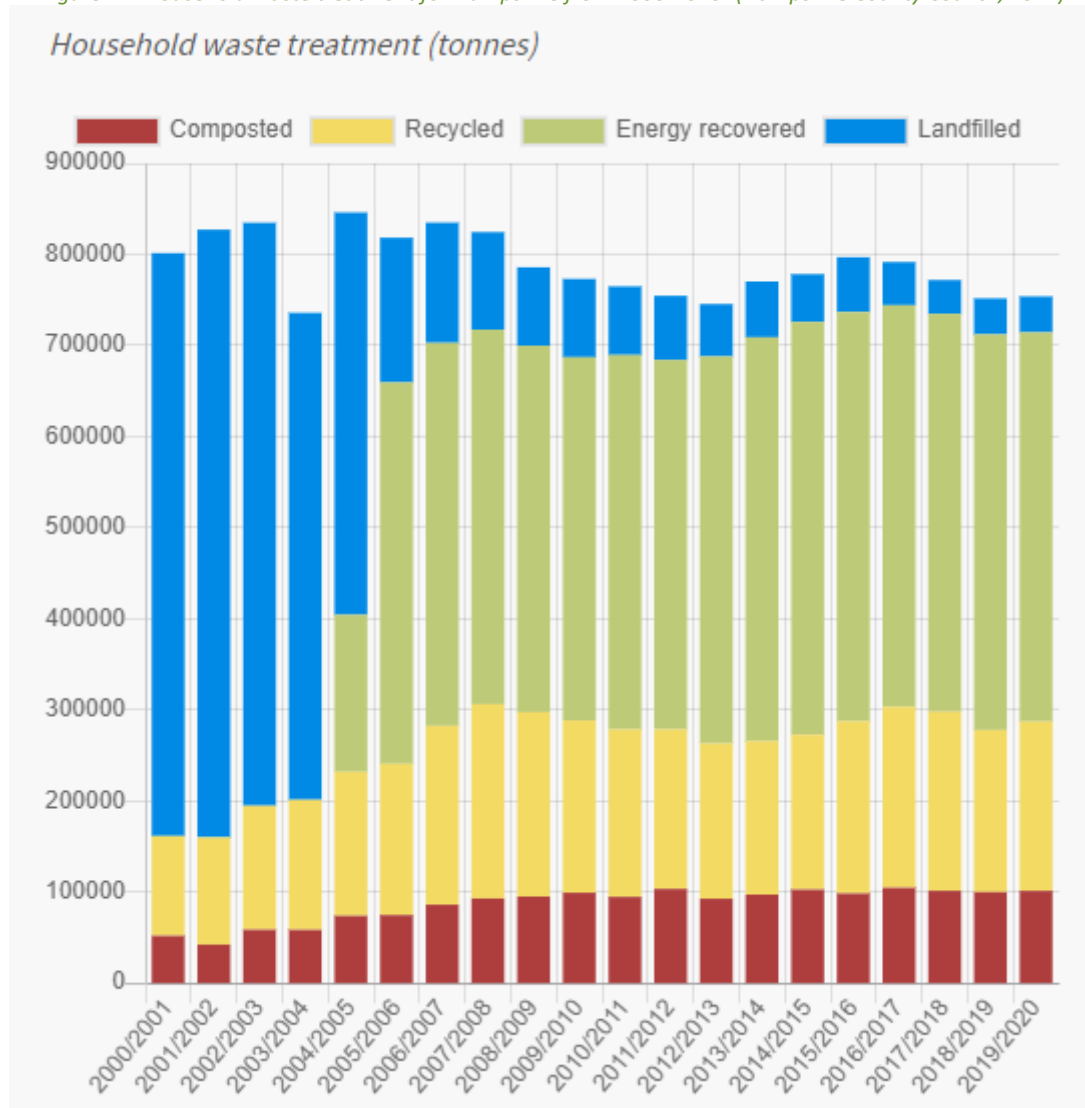
The total amount of generated waste in Hampshire has also reduced since a peak in 2005/06 of around 850,000 tonnes per annum to approximately 750,000 tonnes per annum in 2019/20, with a waste collection yield of 428.9 kg/person/year¹.

In 2019/20 Hampshire's recycling rate was 41.7% (across all recycling services, including HWRCs). The highest performing Partner had a recycling rate of 41.3%, with the lowest performing Partner having a recycling rate of 24.8%. Overall, the County sits within the lower half of the English local authority recycling performance league table, with the majority of partners sitting in the lower quartile. The recycling, reuse and composting rate has increased over time but has plateaued over 2018/19 and 2019/20. The level of performance being achieved has resulted in pressure being exerted on some Partner authorities by the Secretary of State to make improvements.

Contamination monitoring across the MRFs showed that the average comingled dry recycling contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of comingled dry recycling has also slightly increased over this time period. Reducing contamination will continue to be a key focus going forward.

¹ <https://www.letsrecycle.com/councils/league-tables/2019-20-overall-performance/>

Figure 2-1 Household waste treatment for Hampshire from 2000-2020² (Hampshire County Council, 2021)



The Partnership is committed to improving performance to consistently high levels across Hampshire, Portsmouth and Southampton, to optimise costs and to achieve this while working to high and consistent levels of public satisfaction. This will be supported through regular and consistent service review, analysis and measurement to enable progress against targets to be tracked and further actions to be identified.

2.1 Current services

The waste collection systems in Hampshire vary between the partner authorities. However, all households receive a kerbside collection for dry mixed recyclables (paper & card, plastic bottles, cans, tins and aerosol cans). Garden waste collections are offered through chargeable, opt-in services and many households receive glass collections. Residual waste, comingled dry recycling (excluding glass), and separate glass is collected using different containers and on differing frequencies, as detailed in Table 2-1.

² <https://www.hants.gov.uk/wasteandrecycling/projectintegra/performance>

Table 2-1 2021 collection of MSW by the partnership authorities, Weekly: Collected weekly, Fortnightly: Collection every second week, AWC: Alternate Weekly Collection of Residual waste and Dry recycling, and 4-weekly: Collection every fourth week.

Partner	Residual waste	Dry recycling (ex. glass)	Glass	Food Waste
BDBC	Weekly	Fortnightly	Collected with dry recycling in box	n/a
HDC	Fortnightly	Fortnightly	Collected with dry recycling in box	n/a
SCC	AWC	AWC	Fortnightly	n/a
RBC	Weekly	Fortnightly	Collected with dry recycling in box	Weekly from Oct
EHDC	Fortnightly	Fortnightly	4-weekly	n/a
HBC	Fortnightly	Fortnightly	n/a	n/a
WCC	AWC	AWC	4-weekly	n/a
EBC	AWC	AWC	Fortnightly	Weekly
PCC	Weekly	Fortnightly	n/a	Weekly
FBC	AWC	AWC	n/a	n/a
GBC	AWC	AWC	n/a	n/a
NFDC	Weekly	Weekly	4-weekly	n/a
TVBC	AWC	AWC	n/a	n/a

2.2 Infrastructure

Hampshire County Council has, in conjunction with the City Councils of Portsmouth and Southampton, entered a waste disposal service contract (now extended to 2030) with Veolia UK. The joint working arrangements put in place through the PI partnership have enabled the Councils to include recycling infrastructure within the remit of the contract. Investment has been made across a suite of waste management infrastructure solutions:

- Three Energy Recovery Facilities (ERFs);
- Two Material Recovery Facilities (MRFs);
- Two Composting Facilities;
- 26 Household Waste Recycling Centres (HWRCs); and
- 12 Transfer Stations.

Infrastructure requirements are being considered in light of the anticipated requirements of the Resources and Waste Strategy, and the changes in services that will be required. This is particularly relevant to the provision of MRFs, which will require reconfiguration or redevelopment should services transition to a two-stream collection of dry recycle.

3. Policy and legislative drivers

This section summarises the key international, national and local legislation and drivers which impact upon the structure of this waste strategy.

3.1 International and National Policy & Legislation

Many of the roots of UK legislation governing the management of waste in this country can be traced back to European Union (EU) Directives, Regulations and Decisions. These are being retained in UK law through the European Union Withdrawal Act 2018 with minimal impact anticipated on how councils collect, recycle and dispose of household waste.

Circular Economy

A circular economy approach sees waste turned into a resource as part of 'closing the loop' with resources kept in use for as long as possible, with the maximum value extracted from them. It moves away from the more linear economy of 'take, make, use, throw' and prolongs the lives of materials and goods consumed, minimising waste and promoting resource efficiency.

In July 2018, the European Commission adopted an ambitious Circular Economy Package (CEP) introducing a revised legislative framework to help stimulate Europe's transition towards a circular economy, identifying steps for the reduction of waste and establishing an ambitious and credible long-term path for waste management and recycling. The UK government have transposed the majority of CEP measures into UK legislation to include a recycling target of 65% by 2035 and reduce landfilled municipal waste to 10% by 2035.

A Green Future: Our 25 Year Plan to Improve the Environment (policy paper) January 2018

This 25 Year Environment Plan sets out Government action to help improve the environment by delivering cleaner air and water, protecting threatened species and wildlife habitats and plans for changes to agriculture, forestry, land use and fishing to put the environment first. The Environment Plan aims to minimise waste, particularly plastic waste, and sets out the following actions for minimising waste:

- An ambition to achieve zero avoidable³ waste by 2050;
- A target to eliminate avoidable plastic waste by the end of 2042;
- Meeting all existing waste targets – including those on landfill, reuse and recycling – and developing ambitious new future targets and milestones;
- Seeking to eliminate waste crime and illegal waste sites over the lifetime of the Plan, prioritising those of highest risk. Delivering a substantial reduction in litter and littering; and
- Significantly reducing and where possible preventing all kinds of marine plastic pollution – in particular, material that came originally from land.

³ Avoidable in the sense of what is Technically, Environmentally and Economically Practicable.

Our waste, our resources: a strategy for England (Draft), December 2018

The Strategy gives a long-term policy direction in line with the 25 Year Environment Plan and has two overarching objectives:

1. To maximise the value of resource use; and
2. To minimise waste and its impact on the environment,

It sets out plans to preserve stock of material resources by minimising waste, promoting resource efficiency and moving towards a circular economy. The five strategic ambitions of the Strategy are:

1. To work towards all plastic packaging placed on the market being recyclable, reusable or compostable by 2025;
2. To work towards eliminating food waste to landfill by 2030;
3. To eliminate avoidable plastic waste over the lifetime of the 25 Year Environment Plan;
4. To double resource productivity by 2050; and
5. To eliminate avoidable waste of all kinds by 2050.

The Strategy also aims to minimise the damage caused to our natural environment by reducing and managing waste safely and carefully, and by tackling waste crime.

Environment Bill 2020

The draft Environment Bill (2020) is a key piece of legislation for delivering the commitments made in the 25 Year Environment Plan and for setting long-term legally binding environmental targets, plans and policies for protecting and improving the natural environment in the UK. It is part of the UK Government's goal to develop the first generation to "leave our environment in a better state than we found it". The Bill will take forward and legislate the measures and proposals outlined in England's draft Resource and Waste Management Strategy, changing the way government, businesses and individuals produce and consume products. The national Strategy and Environment Bill aims to make it easier for people to recycle, improve recycle quality and make way for a more circular economy. The Bill will allow the Government to:

- deliver consistent and frequent recycling collections across England;
- ensure councils operate weekly separate food waste collections, preventing food waste from going to landfill or being incinerated;
- introduce clearer labelling on certain products so consumers can easily identify whether products are recyclable or not;
- expand the use of charges on single use plastics, following the successful introduction of the carrier bag charge and will introduce a deposit return scheme on drinks containers, subject to consultation; and
- introduce new extended producer responsibility schemes to make producers responsible for the full net costs of managing their products when they are ready to be thrown away.

The Bill is supported by a series of proposals, with several relevant to waste management. The second consultation started in April 2021 and at the time of writing this JMWMS the process is still ongoing. Aspects of waste management under consideration by the Government include:

Consistency of Household and Business Recycling Collections in England

The Government will specify a core set of materials to be collected by all local authorities and waste operators to make services more consistent across the country.

The proposals in the Resource and Waste Strategy around food waste collections is yet to be finalised, but it is likely that separate, weekly food waste collections for all households will be a requirement. Therefore, PI partners need to consider this as a likely service requirement in the coming years, both from a collections and treatment perspective. It is anticipated to be a costly service to implement, and the Strategy consultation has suggested that 'new burdens' funding may be made available by the Government, however currently this is not confirmed, and details of any funding requirements have not been published.

The Bill states that for households, each recycling stream must be collected separately from other waste and that recyclable waste must be collected for recycling or composting and separately from each other, where it is technically, environmentally and economically practicable (TEEP) to do so.

Extended Producer Responsibility (EPR) for packaging

The Government intends to invoke the 'polluter pays' principle with an EPR scheme for packaging by 2023. Producer responsibility will see businesses that manufacture, import and sell certain products responsible for the full net costs of those products at end of life, i.e. post-use stage, driving sustainable design decisions to be incorporated at the production stage in support of a more circular economy.

Payment contributions to local authorities for household packaging wastes is to be based initially on complex modelling taking account of issues such as rurality, housing type, deprivation and other criteria, but in the longer term the government intend for this to be based on actual costs incurred. The payment mechanism and process for distribution of funds to local authorities is still not clear.

Introducing a Deposit Return Scheme (DRS)

To incentivise consumers to reduce litter and increase recycling the government are consulting on introducing a DRS whereby consumers pay a deposit on drinks beverage containers at the point of purchase, which is then redeemed when the container is returned to the retailer for recycling. The government are currently considering a DRS that includes aluminium and steel cans, PET plastic and glass bottles but excludes disposable cups, cartons and pouches/sachets.

3.2 Drivers for Change

National Policy

The Partnership must ensure that all waste collection and management services are aligned to national policies, plans and strategies, including those outlined above. Once the proposal consultations are complete and the Government has provided its direction, we will need to carefully consider this and as a consequence may have to change some of direction expressed in this waste management strategy. The Partnership needs to retain flexibility in future service provision to enable the implementation of any required changes.

Budgetary pressures

This is a time of significant change for local authorities, brought about by pressures to make efficiencies and savings through greater collaboration and sharing services across authorities and with other public sector organisations. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Climate Change and Carbon Impacts

Most of the partner authorities have declared a Climate Emergency, and their climate change strategies recognise the role of waste and the circular economy in supporting the reduction of carbon emissions, with a focus on waste reduction. Out of the 14 Partner authorities, seven aim to be carbon neutral or to meet net zero emissions across operations by 2030. Four Partner authorities have committed to become carbon neutral by either 2040 or 2050. The remaining three Partner authorities have not set or published their goals to be attained by a specific date.

Investment in Infrastructure

The waste management, treatment and disposal contract will come to an end in 2030. Before this, a review will need to be undertaken to determine the most appropriate long-term arrangements for service provision, which will be within the duration of this JMWMS.

With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Investment decisions will be based on identifying the most appropriate waste management solution for Hampshire to provide value for money as well as compliance with future legislation.

Summary

This JMWMS takes into account the changing legislative landscape, and specifically the potential impacts from future progress of the Environment Bill and policy consultation in 2021. There is a keen focus on the identification of an optimal solution for waste management which results in meeting legislative requirements and delivers best value financially for all of the partnering authorities.

Pressure to reduce environmental impact, continuing budgetary pressure, and changes in the legislative landscape will necessitate change in the way services are delivered to residents. As a result, we must make some tough decisions; the competing requirements of budgetary pressures, a requirement to improve performance, and the need to align with legislative requirements mean that now is the right time to fully understand what an optimal system looks like.

By working together, the Partnership may be able to obtain better prices for commodities and ensure that our purchases of waste service resources (vehicles, bins, boxes etc.) meet best value requirements through gaining volume discounts.

4. JMWMS Key Objectives

The shortlist subjects are the main key objectives which will be delivered under the JMWMS. There are a number of other areas which are central to the strategy and cut across all objectives that will be taken forward. Service provision will continue to be delivered by PI which as mentioned has resulted in a number of benefits and synergies to date. Local decision making however will continue to be maintained across the Partnership to ensure local factors, budgets and challenges are taken into account within any decision making to ensure the approach is best suited for all partners.

A joint technically, environmentally, economically and practicable (TEEP) approach was seen as an important principle across partners going forward and we will look to ensure a collaborative effort is made with the waste collection service and compliance with the regulations.

4.1 Partnership Working

The following subjects form part of the partnership working theme. The existing partnership works to provide an integrated approach to waste management across Hampshire and has been beneficial for several reasons since its inception. To deliver the requirements of this JMWMS a framework will be developed to ensure partnership working is enhanced going forward, especially during the period of change likely to be encountered following the national Resources and Waste Strategy mandates. Partnership working will need to be supported and committed to by all PI partners with joint working across the county to deliver services in the most efficient and effective way.

Whole system thinking at PI level

Whole system thinking is a key priority for Members and is an objective which cuts across all of the shortlisted subjects. Whole system thinking at the PI level will allow the most effective and efficient waste management system to be delivered by understanding how changes made by individual members of the partnership impact on the system as a whole both in terms of cost and tonnages. Oversight of services and an ability to facilitate services from waste generation to waste disposal has and will continue to benefit all stakeholders within Hampshire. The HCC waste prevention and recycling webpages provide information on *Smart living* and *Hampshire Recycles* initiatives, both providing resources for all partners to make use of in a consistent manner. With future legislation changes likely to impact services across the county, an integrated approach and whole system thinking will ensure all potential scenarios are considered and the best outcomes at the local level are derived. This will include consideration of food waste treatment across the county, as well as the HWRC operations and network.

Development of and commitment towards revised JMWMS Implementation Plan

This option is a key priority for Members as engagement by and commitment from all stakeholders will be central to implementing the JMWMS aims and objectives. An implementation plan with clear actions will be developed by a joint PI working group, along with responsibilities assigned to stakeholders to ensure objectives can be met. Local variations will be captured and considered in the plan as it is understood not all stakeholders will be able to follow the same approach in all instances. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic and achievable. All PI partners will engage with and show full commitment to the JMWMS and the implementation plan to ensure their opinions are considered and the plan is fully inclusive. PI will be central to facilitating this approach and behaviours through delivery.

Setting agreed performance indicators and targets

Improving service performance will continue to be at the forefront of the JMWMS. Performance indicators and target setting for the waste management systems will continue to be measured and compared against the three now defunct, but still relevant, National Indicators.

For all authorities:

- NI 191 – KG of residual waste per household
- NI 192 – percentage of household waste reused, recycled and composted

For authorities with responsibility for waste disposal:

- NI 193 – percentage of municipal waste sent to landfill.

There are however a number of other performance indicators that will be used to ensure the performance of the service is at the expected quality across the county and that performance improvements are being duly made. National targets include a recycling target of 65% by 2035 and to reduce landfilled municipal waste to 10% by 2035. Performance indicators therefore need to be cognisant of these targets to ensure the Partnership is helping contribute to the wider national aims, whilst being reflective of the local challenges the county faces. Contamination of recyclable material is a key measure of performance for PI partners. Waste prevention and contamination with a focus on reuse and quality recycling respectively will be important in performance context going forward and these will be discussed and agreed with stakeholders before any decisions are made as part of the partnership working approach.

A performance monitoring regime will be developed and agreed by all PI partners to track improvements made against each performance indicator.

Revision to PI funding arrangements

It is recognised that improved joint working arrangements will support meeting national strategy and consistency framework requirements. Funding arrangements need to drive the right performance behaviours and the right approach with whole system thinking and be reflective of the performance of partners as well as the local challenges encountered across the county. The arrangement will fund consistent initiatives and be structured to incentivise and support positive waste management practices.

There is an aspiration that services delivered across the county going forward will be more in line and representative of PI aims and objectives once the funding arrangements have been revised and stakeholders recognise the benefits from better partnership working. One of the Partnerships main objectives is for all partners to achieve value for money; as a group we will consider and implement the best approach that will enable this.

This JMWMS does not commit Partners to a particular funding arrangement, this will be discussed and agreed through the work being undertaken on a revised Partnership Agreement. Instead, this strategy recognises the need to revise the current arrangements to ensure they are fair and all parties are incentivised to improve performance in light of the governments legislative changes, particularly Extended Producer Responsibility and the associated funding.

Identification of external funding opportunities

The identification of external funding opportunities is of critical importance to waste management services as it allows projects and initiatives to be developed and supported. An example initiative focused on supporting resource efficiency projects with the goal of diverting waste, reducing waste, and improving waste management was the Resource Action Fund. Funded by Defra, this provided £18 million for new projects in England, with the primary focus of supporting key policy outcomes in the area of food, plastics, textiles,

recycling infrastructure and litter. Funding was divided into small-scale and large-scale grants; small-scale grants covered food waste prevention, textile recycling and re-use, litter bin infrastructure, and value from food waste among other projects. Large-scale grants focused on plastic packaging and food waste prevention. As the focus on circular economy becomes more central, it is these types of funding opportunities that support PI services.

The Government has intimated that new burden funding will be provided for new services that will be mandated within the Resources and Waste Strategy. By working together as PI, all partners will have greater visibility of such funding and we will be able to maximise the chances of successfully meeting any funding criteria.

4.2 Recyclable Material Management

How PI manages recyclable materials is of great importance given the priority material quality is given in the Resources and Waste Strategy. The Partnership needs to ensure efforts are focused on improving the quality as well as quantity of the recyclables collected and reprocessed across the county. With recycling performance for all Partner authorities sitting within the lower half of the national league table, the Council's existing contract with Veolia coming into the final nine years of its life, and with anticipated changes in recycling and waste management legislation happening in the coming years, now is the time for effective change and for all of the authorities to agree on the future state of recycling and waste services to best service the county through provision of improved performance, value for money services, and future compliance.

Introduction of two stream collections

This is a key priority for members. A WRAP study was undertaken in 2020/21 supporting PI in identifying an optimal collection option, reviewing options for waste management based on two-stream and multi-stream (kerbsort) collections. The outcomes have allowed PI to plan for the implementation of a waste management solution for Hampshire that meets national and local recycling aspirations at the lowest overall cost. The modelling of a two-stream approach showed a potential recycling rate of 37.4%, compared to the current baseline rate of 24%. The two-stream dry recycling collection will consist of fibres (paper and card) in one container receptacle, and containers (glass bottles and jars, plastic bottles, plastic pots, tubs and trays, metal tins and cans) in another. This will require the redevelopment of waste transfer station infrastructure and MRFs to be capable of handling glass (either in new or upgraded facilities) within a containers material stream. The residual waste collection will remain unchanged.

The Partnership will identify those households that are not suitable for the standard service and will put an agreed exception process in place that is appropriate and also allows them to recycle as much as possible within the twin stream system. We will ensure that the service is agile and flexible to respond to the changing needs of individuals as those needs arise.

Two stream recycling collection

A number of authorities implement a two-stream recycling service with noted improvements following service roll out. A trial in Boston, Lincolnshire, which included over 3000 properties and the collection of paper and card separate from mixed recycling, showed that two stream collections can achieve improvements in both the quality of the recycling collected and increase in materials captured for recycling. Positive feedback was also well received from residents in the trial area.

Reduced contamination

Improving recycling performance through reducing contamination is a key operational focus for PI and will help us contribute towards meeting national targets. Contamination monitoring across the MRFs showed that average DMR contamination level was 15.9% in 2019/20 (an increase from 13.75% in 2018/19). However, the capture of DMR has also slightly increased over this time period.

Reprocessors are demanding material with less contamination, focused on quality rather than quantity and this puts pressure on MRF resources to ensure contaminated or non-target materials are removed. The quality of the MRF inputs needs to be improved which will also result in less MRF residue and reduce the costs that waste disposal authorities have to pay for this.

Maximising the material that can be collected and recycled is key and we will continue to improve communication and education campaigns to help residents recycle better and reduce contamination. Reduced contamination will improve quality of material as well as reduce costs. Non-target materials in the wrong containers can cause processing problems at the MRFs, with whole loads of recycling sometimes having to be rejected. It is anticipated contamination will reduce with the segregation of paper and card from other materials when the two-stream service is implemented, as well as it being easier to identify contamination.

Along with communications, we will continue to implement the contamination monitoring programme to ensure that all dry recycling rounds are identified and targeted at the correct sites. A consistent contamination policy (and training) across the partnership will also ensure partners adopt the same approach when looking at contamination and efforts and activities to reduce it.

Retained and maximised income share for materials

Material collected for recycling is sold and the money received helps to reduce the overall cost of running waste services. There have been significant impacts upon material income in the past 10 years due to a global reduction in the value of recyclable materials. This means that there is decreasing funding available to reinvest into waste services.

Linking to the above priority options, improving recyclable material management through service changes and efforts to reduce contamination will indirectly retain and maximise the income share for materials across PI. Sampling of MRF inputs is undertaken to gauge the level of non-target material being delivered within dry recyclable streams, and thus performance is measured. This provides a focus on quality recycling and the need for partners to reduce their contamination rates to maximise income share.

EPR and DRS will ultimately affect this income share however the impact of this is not currently known. Less materials being collected and processed across the Partnership as a result of these schemes will however indirectly reduce the treatment costs paid by the waste disposal authorities. However, conversely there will be a loss of income where valuable materials are redirected elsewhere.

4.3 Waste Reduction

Although overall material tonnages have reduced over time, more still needs to be done across the partnership to drive down waste generation and contribute towards meeting national residual waste reduction targets. Waste prevention is top of the waste management hierarchy, is the most environmentally sound option and where the greatest gains can be made in terms of resource management. It incorporates reduction, reuse and repair initiatives. Waste reduction will be the most effective and efficient way of delivering waste services over the duration of the strategy, reducing treatment and landfill use, reducing climate change impacts and contributing to a cleaner, greener environment. Waste reduction also reduces waste collection and processing costs, helping deliver a cost-effective waste management service.

Development and delivery of waste prevention initiatives

This option continues to be a key priority for Members. PI partners will encourage and support residents to drive down the volume of waste that is produced through the development of appropriate initiatives. This is especially important given the number of housing developments and population growth in Hampshire, which will put further strain on services and increase the costs of waste collection and disposal.

We will develop the waste prevention plan as a driving tool, following further waste prevention guidance from Government; this will require engagement and commitment by all partners to drive the initiatives and ensure objectives are achieved. This plan will be regularly reviewed and updated to ensure its continued relevance to PI aims.

Waste reduction targets will help partners contribute and deliver on these initiatives, whilst recognising the challenges faced by some of the partners. Implementing initiatives requires agreement on funding, consistent messaging and resourcing, and responsible messages and engagement with residents at local levels will ensure local accountability.

Increased reuse from bulky waste

Material reuse is a key driver within the national strategy, ensuring circularity of resources. Reuse is defined as material that would otherwise be disposed or recycled which has its useful life extended through use for the same purpose without any additional processing. PI will endeavour to maximise reuse from bulky waste with third sector engagement where feasible.

All partners will work together to ensure that all opportunities are taken to maximise the diversion of bulky material out of the waste stream. As an example, by collecting, storing and managing items with the intention of reuse, we can reduce the amount of material that has to be disposed of through processing and treatment and provide residents with access to reused items at affordable prices.

Oxfordshire bulky waste case study

Local authorities in Oxfordshire have partnered with a local charity to deliver a combined bulky waste collection service. The partnership with Kathryn Turner Trust (KTT) has been a real success and the initial trial diverted more than 1.4 tonnes of material from landfill in the first six months. There is a call centre referral system, re-use collection organised with KTT, through the Biffa collection contract. The approach taken by South Oxfordshire and Vale of White Horse authorities in working with a local third sector re-use organisation, KTT, is both adaptive and new to Oxfordshire, and shows the benefits of collaboration and flexibility.

Continued promotion of home composting

Promotion of home composting has always been a key theme for PI and will continue to be a priority initiative under the waste prevention plan. Composting food and garden waste at home is the most sustainable use of waste, reducing carbon footprint as less waste needs to be transported away, processed and re-distributed.

The *Smart Living* waste prevention and lifestyle initiative promotes home composting from start to finish, including advertising where to buy a compost bin online and how to make your own bin or heap. There are also community champions who provide support and advice to any resident wanting to know more about home composting. There is an improvement opportunity for the partners to engage with the *Smart Living* initiative and expand and develop the programme further so all residents benefit from the resources available.

The Partnership recognises that uptake of this initiative requires engagement with the householders to encourage them to undertake home composting, which we will aim to deliver on in the drive to reduce waste.

4.4 Best Practice

We will continue to investigate and deliver on best practice within the waste management sector.

Zero waste to landfill

Zero waste to landfill is a key aspiration for Members, with landfill reduction also being a legislative driver and the least preferred option according to the waste hierarchy. In 2019/20 Hampshire County Council sent 5.37% of their municipal waste to landfill.⁴ There is now only one landfill site open in Hampshire for disposing of household waste and the only household waste currently landfilled is bulkier items delivered to recycling centres. PI partners will seek treatment of remaining, non-recyclable waste as well as reuse options to aim for zero waste to landfill and continuously monitor and measure their progress towards it.

Evaluation and introduction of alternative fuels for vehicles

An alternative fuel is an alternative to standard hydrocarbon-based vehicle fuels (diesel & petrol) such as electric, hybrid, biofuels or hydrogen. The need to consider alternative fuels is growing as local authorities look to address the climate emergency and reduce their carbon footprint, opting for low carbon transport options. Net zero emissions is also a legislative driver with the government looking to ban the purchase of diesel/petrol vehicles by 2030 to support this.

The cost of purchasing alternative vehicles remains high as it is an emerging market, but as more and more authorities look to purchase e-RCVs the cost is anticipated to reduce. The charging infrastructure is also costly to install. There are however long-term savings related to the lower cost of alternative fuels. The reduction in emissions in a move away from standard diesel vehicles will have a positive impact on air quality as well as carbon emissions.

PI partners will evaluate and discuss the introduction of low carbon transport options, whilst being mindful of the budgetary and contractual constraints that exist across the partnership. Adoption of vehicles will also be

The Use of Greener Fuels for Waste Collection

In late 2020 the London Borough of Islington became the first London Local Authority to deploy fully electric refuse collection vehicles (eRCVs) as part of an initiative to improve local air quality. The Borough Council introduced two 26t eRCVs to its fleet and is also seeking to reduce the overall size of its waste collection fleet.

The introduction of the electric RCVs was facilitated by a £3.5M development at the Council's Waste and Recycling Centre involving the installation of a new sub-station, high voltage supply and charging infrastructure for the electric vehicles.

In early 2021 the Greater Manchester Combined Authority committed £9.7M to purchase of 27 new eRCVs (approximately half of the Authority's collection fleet) following two years of successful trials. This believed to be the largest commitment of its type to date by a UK Local Authority and has been accompanied by a £880k investment in vehicle charging infrastructure at two of its depots. The deployment of the quiet, low emission eRCVs is expected to reduce greenhouse emissions by 900 tonnes per annum.

⁴ <https://www.gov.uk/government/statistics/local-authority-collected-waste-management-annual-results>

dependent on whether they are suitable to the geography of the area and the structure of collection rounds. Fleet conversions will ultimately be a local decision.

Identification and evaluation of alternative technologies

A number of alternative technologies exist for treating typical household wastes, all of which have a number of advantages, as well as disadvantages. Due to the existing contracts based on EfW technology it will not be financially viable to move away from EfW for the duration of the current contract, but PI will continue to keep a watching brief on alternative technologies for both MSW as well as the recycling fractions. Identification of the best solution for treating waste for Hampshire is a priority for the Partnership and this requires being mindful of the location of such technologies, treating waste at the highest level of the waste hierarchy as economically practicable, maximising diversion from landfill, reducing carbon emissions and balancing cost efficiency and waste management services.

Further consideration will be made towards opportunities to incorporate alternative technologies in the delivery of collection and waste processing services, identifying ways in which efficiency and cost savings could be achieved. By understanding material values we will consider the benefits from making changes to the MRFs to enable additional materials to be collected and processed.

4.5 Service Delivery

A number of strategic options will optimise the delivery of the waste management service across Hampshire.

Consistent, best practice approach to service provision

This option is a key priority for Members. A consistent approach to service provision aligns with the whole system thinking partnership approach discussed at the start, with benefits to the approach being realised through potential synergies and savings. In particular, PI partners will aspire to implement consistent side waste, clinical waste and contamination policies. A consistent service which provides best practice and consistent for flats and communal properties would also be beneficial for the partnership and residents. This will ensure messages across Hampshire are consistent with a clear system of segregation and collection for both operatives and residents. A consistent approach will improve the transparency of the service for residents with the potential for cross boundary savings and a central support system. The partnership will be mindful of local decisions that may prevent a consistent approach across all policies.

Improved and consistent communications campaigns

Communications are central to conveying messages to residents about the waste and recycling services and present an opportunity to increase resident engagement with services. Communications cut across a number of strategy areas and have an overarching impact on service delivery and performance – they should be output driven. PI partners will work to improve their communications and have a consistent, standardised approach for maximum impact county wide. This will include:

- consistent PI level messaging utilising 'Hampshire Recycles' initiatives; responsible messages will be presented at the local level to increase accountability, tailored to individual partner needs where necessary;
- development of a behavioural change communications plan; PI partners will challenge themselves, the wider community, including the private sector, and government by raising awareness and ownership of resource management issues to change society's attitude and behaviour towards maximising waste prevention, re-use and recycling;

- increase use of social media / technology to communicate and engage with residents about the service to increase impact of messaging;
- provide enhanced consistent communications to support residents in understanding the roll out of any new waste services.

By improving and standardising our communications campaign, we aim to increase correct use of the service, drive down waste tonnages and increase our recycling rate. Our approach will create synergies in the service with a significant impact upon whole system costs in the medium-long term.

Consistent approach to staff training

Following on with the consistency approach, PI partners will implement a consistent approach to staff training, both at operational and support staff levels. This will be centrally organised by the PI Executive with best practice training to include identifying contamination amongst other topics to improve performance county wide. We may be able to leverage better training costs if training is organised across county rather than at individual partner level, with better value for money, for example the Driver CPC Training organised by PI.

Increased cross boundary working

PI partners will look to increase cross boundary working through greater collaboration and sharing of services across partners, to make efficiencies and savings within the service and across the partnership.

Currently the majority of services are delivered within respective partner boundaries apart from a few contracts where this is allowed (e.g., Basingstoke & Deane and Hart where difficult access properties are serviced across border). There is opportunity for the principles to be expanded out across more boundaries to maximise efficiencies where circumstances and services allow (in the short and long term). We would look at opportunities to increase our cross-boundary services across the partnership including for example bulky waste service, clinical waste service and HWRC services and for the delivery of any future food waste collections, treatment and disposal system. Services would be easier to deliver together if they were aligned; cross boundary service delivery will allow for journey routes to be optimised, with potentially less vehicles on the road, as well as the sharing of knowledge and best practice. Cross boundary working will need to be coordinated with Hampshire County Council and Veolia to manage disposal points and ensure that any proposals were feasible, with agreements made on funding and allocation of tonnages across partners, and considering delivery lead authority, cost sharing arrangements, inhouse vs outsourced delivery and the location of the most appropriate depots and waste transfer stations.

Sharing of customer satisfaction surveys for the benefit of all partners

Where customer satisfaction surveys related to waste services are carried out, the outcomes will be shared with all partners to share knowledge with the aim to improve service delivery. This ensures the residents views are shared amongst the partners allowing for feedback and best practice to be more easily identified and implemented.

5. Action Plan

This JMWMS sets out the strategic direction for the Partnership and will be supported by a new operational partnership agreement and detailed action plan to take PI forward including meeting the requirements of the Environment Bill. We will collaboratively develop a detailed implementation plan based on the key objectives covered within the Strategy and PI partners will engage and agree on the approach to be taken going forward. A clear consensus is required by all stakeholders with collaboration, regular engagement and decision making necessary to ensure the implementation plan is realistic, achievable and reflects local needs and circumstances.

Implementation of the objectives will be vital for the Partnership in developing and ensuring a waste management service that is customer focused, delivers value for money and has sustainability incorporated throughout. The implementation plan once agreed will be managed by the PI Executive to setup any task and finish groups required for delivery of the plan, and to keep track of progress. Given the scale of the actions required to deliver the strategy, they will be prioritised, and all partners will be required to commit resources to assist with the delivery.

The table below sets out the key strategic actions that all PI Partners are signed up to by approval of this JMWMS, however it is not reflective of the final Action Plan:

Strategic Objective	Strategic Actions
Partnership Working	<ul style="list-style-type: none"> Approval of the Joint Municipal Waste Management Strategy Adopting a whole systems approach to waste services in Hampshire
Recyclables Material Management	<ul style="list-style-type: none"> Commitment to move to a twin stream system for dry recyclables. Commitment to reducing contamination of all waste streams through joint working.
Waste Reduction	<ul style="list-style-type: none"> Support the aim of reducing waste in Hampshire. Commitment to work together to increase the reuse of bulky waste.
Best Practice	<ul style="list-style-type: none"> Commitment to reviewing and sharing best practice to improve both performance and service delivery.
Service Delivery	<ul style="list-style-type: none"> Commitment to consistent communications to support service delivery across the partnership.

Appendix one: The strategic options considered

Engagement with key stakeholders across PI's partnering authorities was undertaken to identify and agree JMWMS aims and objectives. A series of engagement workshops were undertaken to firstly identify, and secondly assess options available to the Partnership, resulting in a short list of subjects to be incorporated into this JMWMS.

As support this process PI engaged Wood Group (Wood), a waste management consultancy, to review and update the JMWMS. Wood has previously supported the Partnership on a project identifying the most optimal service collection option; this has allowed the Partnership to plan for the implementation of a waste management solution for Hampshire and this current review builds on that work to develop a new forward looking JMWMS.

Identification of strategic options

The identification of strategic options commenced with a wide-ranging consideration of potential actions and activities that could be implemented in the management of waste; this resulted in an extensive longlist of options being identified, consisting of waste management options across areas including but not limited to:

- Waste collected (which materials are separated for recycling)
- Collection frequencies
- Waste containers (type and capacities)
- Recyclate separation at the kerbside (fully separate/two stream)
- Collection charges
- HWRCs
- Bulky waste
- Alternative fuels
- Waste treatment technologies
- Communications

Evaluation criteria were identified based on anticipated priority areas for the partnership, as well as fundamental criteria for appraising waste management services. This consisted of a number of criteria grouped into four main themes – financial, environmental, social and technical.

Officers workshop

During the PI Officers workshop, officers were presented the long list subjects and evaluation criteria for consideration and evaluation. Officers had the opportunity to identify any long list subjects that they believed should be removed from the list, and to capture any additional subjects that should be included. Where there was consistent feedback the long list was updated accordingly. A similar process was undertaken for the evaluation criteria.

Officers then scored each evaluation criterion based on level of importance. Scoring allocation ranged from 1 (least importance) to 4 (greatest importance). Officers were asked to carefully consider these criteria and ensure that they provided a spread of weightings to ensure differentiation between importance. This resulted in an average evaluation criteria score being developed.

Options appraisal

Following the Officer workshop, Wood independently evaluated the long list against the criteria. Wood undertook a qualitative assessment of whether the impact of the subject was anticipated to be positive, negative or neutral against the current position. Those deemed to have a positive impact scored positively. Any evaluation criteria that were not relevant to a subject were scored as a 0 (no impact). The average score for each criterion as identified at the Officers workshop was used by Wood in the assessment of the agreed long list subjects.

Following the scoring and weighting exercise the long list subjects were ranked, allowing a short list of between 15 and 20 subjects to be identified. Following discussions with the Partnership a number of subjects were consolidated and some subjects which ranked low were also incorporated into the short list to as they were identified as being of long-term priority / importance for PI, therefore requiring inclusion within the Strategy, e.g. 'Retained and maximised income share for materials', as well as subjects which shape future service change e.g. 'Introduction of two stream collections'.

Members workshop

The proposed shortlist of subjects was then considered at the Members workshop. The aim of the Members workshop was to gain input from Members on the suitability of the proposed short-listed subjects, and to gain an understanding of which subjects have a greater priority. Following discussion on each group, Members were asked to rank each subject within each group in order of priority; numbers between 1 and 5 were allocated to each of the subjects in each group, with no repeated numbers being allowed.

The final shortlisted subjects are presented below within their respective groupings:

- Group 1 – Partnership Working
 - Identification of external funding opportunities
 - Revision to PI funding arrangements
 - Development of and commitment towards revised JMWMS Implementation Plan
 - Whole system thinking at PI level
 - Setting agreed performance indicators and targets
- Group 2 – Recyclable Material Management
 - Introduction of two stream collections
 - Reduced contamination
 - Retained and maximised income share for materials
- Group 3 – Waste Reduction
 - Increased reuse from bulky waste
 - Development and delivery of waste prevention initiatives

- Continued promotion of home composting
- Group 4 – Best Practice
 - Zero waste to landfill
 - Evaluation and introduction of alternative fuels for vehicles
 - Identification and evaluation of alternative technologies
- Group 5 – Service Delivery
 - Improved and consistent communications campaigns
 - Consistent, best practice approach to service provision
 - Consistent approach to staff training
 - Increased cross boundary working
 - Sharing of customer satisfaction surveys for the benefit of all partners

There were a number of points raised by both the Officers and Members during the workshops that although not shortlist subjects they are still central to the JMWMS, and these are therefore referenced throughout.

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
Elections Group	<p>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</p> <p>Chairman: Cllr C.J. Stewart</p>	<p>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.</p> <p>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.</p> <p>The Group would meet again in January 2022.</p>	<p>Andrew Colver Head of Democracy and Community Tel: (01252) 398820 andrew.colver@rushmoor.gov.uk</p>

GROUP	MEMBERSHIP 2021/22	CURRENT POSITION	CONTACT
Strategic Housing and Local Plan Group To steer the development of the Local Plan and monitor updates to the Housing and Homelessness Strategy	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 Chairman:	Update - Please see ANNEX A (located at the back of this document).	Tim Mills Head of Economy, Planning and Strategic Housing Tel: (01252) 398790 tim.mills@rushmoor.gov.uk Anna Lucas Principal Planning Officer Zoe Paine Strategy and Enabling Manager (Housing)
Transformation Task and Finish Group (formerly Rushmoor 2020 Modernisation and Improvement Programme)	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 Chairman: Cllr Canty	The Group met on 20th July, 2021 and discussed the following items: <ul style="list-style-type: none"> • ICE Programme • New Customer Operating Model (Recovery and Rethinking the Workplace) • Project 10 (New Ways of Working) • Project 9 (Digital Services – Council Website) • The “Love Rushmoor” App The next meeting was scheduled for 12th January 2022.	Karen Edwards Executive Director Tel: (01252) 398800 karen.edwards@rushmoor.gov.uk

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(B) OTHER ISSUES/MATTERS FOR THE WORK PROGRAMME

ISSUE	DETAILS	CONTACT DETAILS
REGENERATION		
Aldershot Town Centre Strategy	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 tim.mills@rushmoor.gov.uk
Farnborough Civic Hub	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 karen.edwards@rushmoor.gov.uk
ENVIRONMENTAL SUSTAINABILITY		
Byelaws Review – Aldershot and District Military Lands	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.	
Southwood Country Park Interim Management Plan	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 tim.mills@rushmoor.gov.uk

DEPRIVATION HEALTH AND WELLBEING

Deprivation and Wellbeing Strategy	<p>Position at March 2021 –</p> <ul style="list-style-type: none"> • This strategy would be discussed at the next meeting of the Joint OSC/PPAB Chairs meeting • Discussions to include Equality and Diversity Action Plan and Back Lives Matter 	<p>Andrew Colver Head of Democracy and Community Tel: (01252) 398820 andrew.colver@rushmoor.gov.uk</p>
Frimley Integrated Care System (ICS)/Frimley Clinical Commissioning Group (CCG)	<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 karen.edwards@rushmoor.gov.uk</p>

	OTHER MATTERS	
Leisure Facilities and Contracts	<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 james.duggin@rushmoor.gov.uk</p>
Black Lives Matter	<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 rachel.barker@rushmoor.gov.uk</p>
Strategic Economic Framework	<p>In September, 2021 the Board received a briefing on the background to the SEF and gave comments and views on the process and principles.</p> <p>Further reports would be made to the Board as the consultation process progressed, and when the Levelling Up White Paper had been reviewed.</p>	<p>Tim Mills, Head of Economy, Planning and Strategic Housing tim.mills@rushmoor.gov.uk</p>
Housing and Homelessness Strategy	<p>At the meeting in November, 2021 the Board received a presentation on the emerging Housing and Homelessness Strategy.</p> <p>Members comments on the objectives and approach were received and any further comments could be shared with Mr Mills and Zoe Paine, Strategy and Enabling Officer (zoe.paine@rushmoor.gov.uk) after the meeting.</p>	<p>Tim Mills, Head of Economy, Planning and Strategic Housing tim.mills@rushmoor.gov.uk</p>

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

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

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.

1 November 2021	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
5 January 2022	Housing and Homelessness Strategy	To come back to the Board in March, 2022
	Strategic Economic Framework	Post Consultation debrief at January meeting
	Business Plan	To present draft plan to the Board
	County Deal	Still working on the detail and awaiting the Levelling Up White Paper – will keep Members informed
	Joint Municipal Waste Strategy	Feedback from the Board essential as soon as possible to feedback to Project Integra Team. Areas to consider: <ul style="list-style-type: none"> - Areas Members are uncomfortable with within the document - Consideration of Rushmoor context - Minor nuances that could affect all authorities
	Frimley ICS	Tight timescales to set up Governance arrangements. Paper to be circulated to Members for comment

2 March 2022		
29 March 2022		
FUTURE MEETINGS	<p><i>Items carried forward from 2020/21, for consideration:</i></p> <ul style="list-style-type: none"> • <i>Litter Enforcement Strategy</i> • <i>Medium Term Financial Strategy/Budget Strategy</i> • <i>Fair Funding consultation</i> • <i>Rushmoor Development Partnership – Site Appraisals</i> • <i>Income Crisis – policy development</i> • <i>Commercial Investment Strategy</i> 	

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 19th 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 13th 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

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