



## RUSHMOOR BOROUGH COUNCIL

### CABINET

*to be held remotely on*  
**Tuesday, 10th November, 2020 at 7.00 pm**

To:

Cllr D.E. Clifford, Leader of the Council  
Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement  
Portfolio Holder

Cllr Marina Munro, Planning and Economy Portfolio Holder  
Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder  
Cllr M.L. Sheehan, Operational Services Portfolio Holder  
Cllr P.G. Taylor, Corporate Services Portfolio Holder  
Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

Enquiries regarding this agenda should be referred to Chris Todd, Democracy and  
Community, on 01252 398825 or e-mail: [chris.todd@rushmoor.gov.uk](mailto:chris.todd@rushmoor.gov.uk)

## A G E N D A

1. **MINUTES** – (Pages 1 - 2)

To confirm the Minutes of the meeting held on 13th October, 2020 (copy attached).

2. **REVISED PERFORMANCE REPORTING ARRANGEMENTS AND COUNCIL  
BUSINESS PLAN PROJECT PROGRESS REPORT JULY - SEPTEMBER 2020/21**  
– (Pages 3 - 34)

(Cllr Adrian Newell, Democracy, Strategy and Partnerships Portfolio Holder)

To consider Report No. ACE2001 (copy attached), which sets out changes to how  
the Council reports its performance and provides details of progress made in

delivering the priorities set out in the Council's Business Plan for the second quarter of 2020/21.

3. **CLIMATE CHANGE ACTION PLAN** – (Pages 35 - 70)  
(Cllr Ken Muschamp, Deputy Leader of the Council)

To consider Report No. DCS2002 (copy attached), which sets out an action plan in respect of the Council's Climate Change Strategy Statement.

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# CABINET

Meeting held remotely on Tuesday, 13th October, 2020 at 7.00 pm.

## Voting Members

Cllr D.E. Clifford, Leader of the Council  
Cllr K.H. Muschamp, Deputy Leader and Customer Experience and Improvement  
Portfolio Holder

Cllr Marina Munro, Planning and Economy Portfolio Holder  
Cllr A.R. Newell, Democracy, Strategy and Partnerships Portfolio Holder  
Cllr M.L. Sheehan, Operational Services Portfolio Holder  
Cllr P.G. Taylor, Corporate Services Portfolio Holder  
Cllr M.J. Tennant, Major Projects and Property Portfolio Holder

The Cabinet considered the following matters at the above-mentioned meeting. All executive decisions of the Cabinet shall become effective, subject to the call-in procedure, from **26th October, 2020**.

## 29. MINUTES –

The Minutes of the meetings of the Cabinet held on 15th September, 2020 and 29th September, 2020 were confirmed.

## 30. KAREN EDWARDS - AWARD OF BRITISH EMPIRE MEDAL –

The Cabinet wished to place on record its congratulations to Karen Edwards, Corporate Director, who had been awarded a British Empire Medal (BEM) in the Queen's Birthday Honours List 2020 in recognition of her services to the community during the Coronavirus pandemic.

## 31. BUDGET STRATEGY 2021/22 –

(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2029, which set out the budgetary framework to support the preparation of the Council's 2021/22 budget.

The Cabinet was informed that Covid-19 had had a significant impact on the Council's financial position in 2020/21 and was likely to continue to have an impact on the Council's finances in 2021/22 and beyond. The report set out the Council's current financial position and proposed a strategy for addressing the projected core budget deficit highlighted in the Medium Term Financial Strategy, which had been published in February, 2020. Members heard that the strategy would also consider options to mitigate the impact from Covid-19. The main pressures on the revenue budget in the current year were due to a shortfall in income from sales, fees and charges, in particular car parking income, planning fees and income from the Princes Hall. It was confirmed that the shortfall in the Council's finances would be funded from reserves in the short term. The Council would need to take steps to mitigate the pressure on the revenue budget for 2021/22 and would look at controlling

expenditure and continuing to act in a commercial way to improve the Council's net budget position.

**The Cabinet RESOLVED** that

- (i) the Budget Strategy 2021/22, as set out in Section 5 of Report No. FIN2029, be approved; and
- (ii) the impact from Covid-19 on the financial planning process and associated risks and uncertainties, as set out in Section 7 of the Report, be noted.

32. **BUSINESS RATES - DISCRETIONARY RATE RELIEF APPLICATIONS –**  
(Cllr Paul Taylor, Corporate Services Portfolio Holder)

The Cabinet considered Report No. FIN2026, which set out details of applications for rate relief from The Source Young People's Charity (Suite No.2, Quarter Masters Stores, Browning Barracks, Alison's Road, Aldershot) and WSX Developments Limited (St. Anne's House/Mandora, Louise Margaret Road, Aldershot).

**The Cabinet RESOLVED** that

- (i) 20% discretionary relief be awarded to The Source Young People's Charity until 31st March, 2022; and
- (ii) 50% discretionary relief be awarded to WSX Developments from 1st April, 2017 to 31st March, 2020.

The Meeting closed at 7.23 pm.

CLLR D.E. CLIFFORD, LEADER OF THE COUNCIL

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CABINET  
10 NOVEMBER 2020

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

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

**SUMMARY AND RECOMMENDATIONS:**

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

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

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

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

**1. Introduction**

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

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

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

## **2. Background**

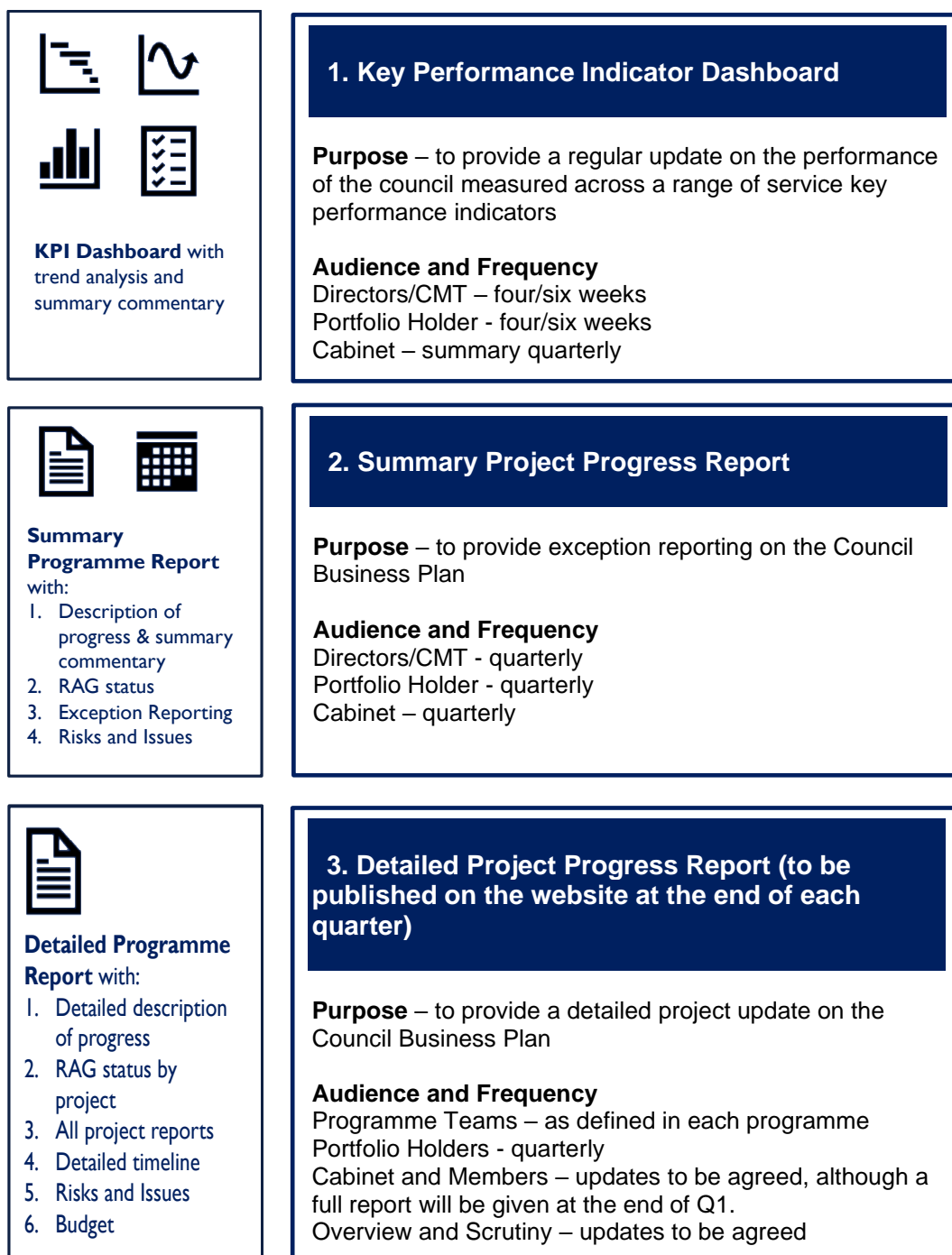
- 2.1 The Council Business Plan 2020-23 sets out what the Council is planning to deliver over the next three years and the key projects to be delivered in 2020/21, building on the 16 priorities identified by Cabinet, which support the Vision for Aldershot and Farnborough 2030.
- 2.2 Management and reporting of the projects to deliver the Council Business Plan are contained in three main programmes: Business Plan Projects, Regeneration Projects and ICE Transformation Projects.
  - 2.3.1 **The Regeneration Programme** - Cabinet established the 'Regenerating Rushmoor' programme in June 2018 to enable delivery of the Council's regeneration ambitions. The programme delivery is a partner co-ordinated approach addressing economic and place-making challenges and opportunities across the Borough. It directly addresses the 'Place' priorities in the Council Plan. Work is currently being undertaken to redefine and reprofile the regeneration programme.
  - 2.3.2 **The ICE Programme** - The Council's transformation programme, known as the ICE programme, was confirmed on 15 October 2019 and the agreed programme outcomes are as follows:
    - Improved and modernised core business
    - Consistently excellent Customer Experience
    - Enable efficiencies, delivered savings and generate more income

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

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

### 3. Revised Performance Reporting

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



3.2 The intention of this approach is to:

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

#### **4. Delivery of the Council Business Plan**

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

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

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

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



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

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

**4.5 ICE Programme – Quarter 2** - Section 3 of the Summary Project Progress Report provides information on the ICE Transformation Projects. A number of projects have been completed in the last period, but the Programme continues to be impacted by the effects of the pandemic and internal resource constraints.

## **5. Covid-19 Recovery Plans**

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

## **6. Conclusion**

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

**COUNCILLOR ADRIAN NEWELL**  
**DEMOCRACY, STRATEGY AND PARTNERSHIP PORTFOLIO HOLDER**

### **BACKGROUND DOCUMENTS:**

Council Business Plan April 2020 to March 2023

### **CONTACT DETAILS:**

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Rachel Barker, Assistant Chief Executive, [rachel.barker@rushmoor.gov.uk](mailto:rachel.barker@rushmoor.gov.uk)



# Summary Project Progress Report

## **ANNEX A - COUNCIL BUSINESS PLAN MONITORING QUARTER 2**

ASSISTANT CHIEF EXECUTIVE

RUSHMOOR BOROUGH COUNCIL OCTOBER 2020 VERSION 1.2

## SUMMARY PROJECT PROGRESS REPORT

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

The report is divided into four sections:

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

### 'RAG' REPORTING

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

**Amber** - flags up that achieving the activity is in question

**Green** - indicates that the activity is on course

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

## PROGRAMME SUMMARIES

### Business Plan Projects

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

### Regeneration Programme

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







### ICE Programme

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

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





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




## SECTION 1 – PROJECTS COMPLETED IN Q2

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

## SECTION 2 - BUSINESS PLAN PROJECTS



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


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



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






## SECTION 3 - REGENERATION PROGRAMME

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



Activity	Trend Q1 -Q2	Status Q2	Notes/Update
			<p>At the end of quarter 2 the RDP commissioned LDA architects to take forward RIBA Stage 2 works, which will progress the masterplan to planning permission submission.</p> <p><b>Civic Hub-</b> Following consultation and engagement with the senior leadership team and an item at informal cabinet, work continues with 6 Service engagement workshops being held for staff in quarter 2, this will be followed by member engagement in the early part of quarter 3.</p> <p>Technical Advisors have been appointed to develop the detailed feasibility study alongside Wilmott Dixon and a range of surveys will be delivered in quarter 3 to inform the Feasibility and business case.</p> <p>Work will commence in quarter 3 to develop a detailed brief for the project including a range of key strategies such as Sustainability, Building Information Modelling (BIM), Building Performance and Management.</p> <p>Works continues to be undertaken with Sport England to explore Borough-wide funding opportunities.</p> <p>Work continues on the preparation of the final business case, which is due for completion in quarter 4.</p>
<p><b>A6: Parsons Barracks:</b> This site is currently a long stay car park close to the town centre, the entrance of which is off Ordnance Road. The RDP Project Plan recommended a Care Home facility as the best option to take forward. RBC approved the disposal of the car park to the RDP in mid 2019. Profit from the disposal of this site is proposed to</p>	→		<p>All legal documentation relating to this is substantially complete however further discussions are taking place in respect of the wording of indemnities, which is the last issue to resolve.</p>

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
contribute to the overarching Aldershot Town Centre regeneration.			
<b>Workstream 2 - Property or Major Works</b>			
<b>A3 &amp; A7 The Station and surrounding area, including Windsor Way &amp; High Street Bus Interchange:</b> Aldershot Railway Station is a key gateway into the town and as such has been identified as needing qualitative improvements. This project includes public realm improvements to the railway station forecourt, a revised public transport interchange and the redevelopment of the bus station site for a mixed-use development scheme. The Council will also be facilitating the installation of public art to enhance the area.	→		Cost estimations provided by Hampshire County Council (HCC) are higher than originally thought and this has an impact on the ability to deliver the project against the budget of £600,000. HCC is giving consideration to how additional funding can be secured to bridge any shortfall. The determination of this application is expected at the end of October 2020, it is likely [subject to final approval] that HCC will provide additional funding, and that the Council will become a key stakeholder for the scheme
<b>B3: Southwood Country Park (development of SANG including former golf club buildings)</b> This is an exciting opportunity to retain large open green space within the borough. This is a 57-hectare area of natural green open space in Farnborough. The first phase of the country park (western side) opened in September 2019. Covering more than 30 hectares, it offers a network of formal and informal paths, with a 2.4-kilometre circular walking route, starting from the 31-space Kennels Lane car park.	→		This project is in the process of being rescope, an update will be provided in quarter 3.

Activity	Trend Q1 -Q2	Status Q2	Notes/Update
<p>There is dog-proof fencing along the boundaries of Ively Road.</p> <p>It will also consider, evaluate and recommend supplementary uses for the site and associated buildings, and, where agreed, implement those uses</p>			
<b>Workstream 3 - Third Party Projects</b>			
<p><b>A1: The Galleries &amp; High Street Multi-Storey Car Park:</b></p> <p>This scheme is integral to the regeneration of Aldershot Town Centre. Shaviram Aldershot Ltd is proposing a scheme of approx. 600 new homes together with new ground floor commercial floorspace. The proposals also include a large, new public space that could be the focus for town centre events. Council has approved, in principle, to relinquish its land interest in the High Street multi-storey car park and to take a long-term lease on a new 250 space car park.</p>	→		Quarter 3 will see the determination of the Galleries planning application which is scheduled for the Councils planning Committee in November.
<p><b>F2: Farnborough Transport Package:</b></p> <p>Lynchford Road Farnborough - Localised widening to improve traffic flow and reduce journey times. Improvement to connectivity between M3 and the new Exhibition Centre</p>	→		Hampshire County Council in the next period will continue to develop a project plan and timeline for this scheme and will engage with stakeholders as required. RBC input is expected to be minimal

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

## SECTION 4 - ICE PROGRAMME

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



# Covid-19 Recovery Plan

**ANNEX B – RECOVERY PLAN QUARTER 2**  
CHIEF EXECUTIVE

USHMOOR BOROUGH COUNCIL OCTOBER 2020 VERSION 5

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

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



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

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

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

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

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

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

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

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

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

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



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



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

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

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

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

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

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**CABINET**  
**10th November, 2020**

**COUNCILLOR KEN MUSCHAMP**  
**DEPUTY LEADER OF THE COUNCIL**  
**REPORT NO. DCS2002**

**Key Decision: Yes**

## **CLIMATE CHANGE ACTION PLAN**

### **SUMMARY AND RECOMMENDATIONS:**

At the meeting on 2nd June, the Cabinet approved a Climate Change Strategy Statement for 2020-2030 which contains the strategic framework for addressing the climate emergency declared by the Council in June 2019. Since that meeting, an action plan setting out what the Council intends to do has been prepared. The Action Plan takes account of the priorities set out in the Council Business Plan, practice from other places and the work being done by other authorities in this area, especially Hampshire County Council.

This Report includes the first Action Plan for Rushmoor for the period 2020-2030. It is intended that the Action Plan will be updated on an annual basis to reflect the work undertaken, changes in priorities and progress towards achieving the Council's objectives. A set of key priority areas are also proposed which include the delivery of a food waste collection service over the next year.

The Cabinet is recommended to approve:

1. the Climate Change Action Plan 2020-2030;
2. the adoption of a separate food waste collection service in 2021/22 and the appointment of a Cabinet Working Group to guide the development and detail of the implementation plan, as set out in paragraph 4 and Annex 2; and
3. the proposed expenditure set out in paragraph 5 and the process for allocating resources from the earmarked reserve fund in the Council's budget

## **1. INTRODUCTION**

- 1.1. Most local authorities in the UK have now declared a climate emergency or made a commitment to address climate change. Authorities are at various stages in the process, but many are still to adopt action plans. A number have done so in Hampshire and the surrounding areas and Rushmoor's proposed Action Plan reflects many of the priorities in those plans. In developing the Action Plan, careful consideration has been given to ensuring that the Council's priorities set out in the Council's Business Plan are co-ordinated and integrated with the Action Plan. The aim of the Action Plan is to ensure that the Borough meets the target of becoming more green and sustainable and that the Council's operations become carbon neutral by 2030.

## **2. BACKGROUND**

2.1. Rushmoor previously produced climate change action plans in the period between 2006 and 2018. During that period, action was focussed on a number of key priority areas, in particular:

- Energy management and renewable energy
- Biodiversity and habitats
- Procurement
- Education and awareness raising

2.2. During this period the size of the Council's carbon footprint reduced by over 22% and there were significant reductions in the consumption of gas, electricity and water. There were also a range of other achievements including schemes to generate electricity, create new wildlife habitats and promote awareness of sustainability issues.

2.3. The new document reflects the strongly and increasingly held view that significant action needs to be taken both to mitigate the effects of climate change and to adapt to it. The approach taken in preparing this action plan has taken account of:

- The priorities set contained in the Hampshire Climate Change Strategy and Action Plan
- Key projects set out in the Council Business Plan which link closely to the mitigation and adaptation principles set out in the Climate Change Strategy Statement
- The national position, especially the potential impact of the Environment Bill
- The views of Members, local organisations and residents, who have suggested a range of possible initiatives and opportunities
- An assessment of local impacts and what some of the resource implications might be

## **3. DEVELOPMENT OF THE ACTION PLAN**

3.1. The proposed Action Plan has been pulled together over the last six months and has been prepared to complement the approved Strategy Statement. The Action Plan is a "live" document to acknowledge the rapidly changing situation and will be:

- A rolling plan with one year, three year and long-term time frames
- Updated annually in the same way that the Council Business Plan is refreshed so that priorities are consistent
- Adjusted as the Council's carbon footprint changes and recommendations are provided by the Carbon Trust

- Structured in sections like the Strategy Statement:
    - Awareness raising and engagement
    - Reducing impacts (mitigation)
    - Building resilience (adaptation)
    - Other sustainable initiatives
  - Helping to ensure that the Council's projects and services will incorporate sustainability and climate change implications
- 3.2. The full Action Plan is appended to this report at Annex 1. Some work is already underway on a number of projects and the Council is currently in the process of collecting the data to enable the Council's carbon footprint to be calculated. This calculation is being carried out by the Carbon Trust in two phases – firstly for the Council's operations and secondly for the Borough as a whole. The Carbon Trust has also carried out similar work for Hampshire County Council and this common approach will help the co-ordination of activities and projects. Once the initial calculation has been made, the Carbon Trust will share the tool with the Council so it can do its own calculation from year 2. The Carbon Trust will also provide recommendations and assist the Council in responding to the footprint.
- 3.3. The Action Plan covers a wide range of activities and projects and, as part of the annual review process, the Council will be asked to look at its priority areas. These may not change regularly but the review will help to pinpoint effort and resource. The initial priority areas are proposed as follows:
- Improve the Council's energy performance through:
    - Energy efficiency measures in Council run premises
    - Moving over to green energy when appropriate
    - Consider opportunities for energy generation
  - Support the development and delivery of the food waste collection service and waste minimisation – this will be a key project over the next 6-9 months and further information is set out in paragraph 4 of this report
  - Plan and deliver climate change adaptation and mitigation in the key regeneration projects, including sustainable transport options and infrastructure, energy efficient building design and onsite energy generation
  - Develop and support the new ways of working project within the Council
  - Development of a community engagement campaign to support specific projects, like the food waste collection, and encourage involvement and behavioural change. This priority will also tie in with work on COVID-19 recovery and the emerging deprivation/supporting communities strategy

- 3.4 Where possible the Council will work in collaboration, especially with Hampshire County Council. There are already opportunities to do this with projects to develop community energy schemes and improving energy efficiency in residential properties. Interest has already been expressed from within the local community to support projects and, as the Action Plan moves forward, it is hoped that this interest can be harnessed.
- 3.5 The Action Plan is comprehensive and includes a range of significant projects. Some of these are planned and included in the Council Business Plan or Service Plans. Other projects are not and do not have a budget. These will be brought forward in their own right as part of the corporate planning process.

#### **4. PROPOSED FOOD WASTE COLLECTION SERVICE**

- 4.1 With limited changes to Rushmoor's waste collection services, recycling performance has only gradually increased over the last 10 years peaking at 29.6% in 2019/20, which falls a long way short of the current national recycling target which is set at 50%.
- 4.2 As part of the Environment Bill, the Government is keen to address recycling performance across England and the implementation of the forthcoming Waste and Resources Strategy is designed to address this by improving consistency in local authority collection systems, improving material quality and introduction of a broader range of materials. Specifically, the Strategy specifies that all authorities in England must introduce a weekly collection of kerbside household food waste from 2023.
- 4.3 A waste composition analysis was undertaken in 2018 of a representative sample of Rushmoor's household bins, in order to help inform the Strategy for Hampshire's waste management infrastructure and collection systems. Analysis of Rushmoor's rubbish bins found that (by weight) 27.6% was made up of materials that Rushmoor already target and 39.4% was waste food, which is approximately 7% higher than the UK average.
- 4.4 Food waste collection services are common-place and are currently received by almost half of households in England, with that number set to rapidly increase following the adoption of the national strategy.
- 4.5 In light of the forthcoming Waste and Resources Strategy, and the significant proportion of food waste within Rushmoor's household rubbish bins, the early introduction of a separate food waste collection service presents a real opportunity for a step change in performance in both recycling rates and the Council's carbon impact. This demonstrates the authority's commitment to the climate emergency as a flagship project in the Action Plan.
- 4.6 The introduction of a food waste collection service represents the most significant change to the Council's waste services in many years and the



detail of the implementation plan will take time to develop considering some of the below:

- The selection of food waste containers
- The provision and type of caddy liners
- Disposal arrangements
- The changes to material flows and consequential impact on other collection streams
- Communication strategy

- 4.7 Consideration of the above is likely to be best achieved through the establishment of a dedicated working group with the necessary time to work through each element of the implementation plan and the implications. It is proposed that this is a cabinet working group lead by the Portfolio Holder for Operations. The detailed terms of reference are set out in Annex 2 and the membership will be agreed with the political group leaders.

## **5. RESOURCING THE PROJECTS**

- 5.1. Work on the Council's climate change projects is currently co-ordinated through the Democracy and Community Service, although for many projects other services will provide the lead, such as for food waste collection. In addition, the Council has established a one off "earmarked reserve" fund of £250,000 towards the cost of some of the work. To date, the fund has not been accessed but three projects have been identified for the fund:

- Preparation of the Council's carbon footprint by the Carbon Trust and associated support - £22,000
- Pre-launch communications for the food waste collection service - £10,000
- Review the energy efficiency of specific Council premises including Princes Hall and the Crematorium - £2,000

- 5.2. The Cabinet is being asked to approve this expenditure and to endorse a process for allocating resources from the reserve moving forward. The proposed approach is as follows:

- Proposed expenditure proposals prepared by appropriate Head of Service/Portfolio Holder in consultation with the Head of Democracy and Community and Executive Head of Finance
- Consultation with Members of the Council and targeted Member consultation in the case of ward-based initiatives
- Decision made by the Deputy Leader of the Council and Executive Director in consultation with the Head of Democracy and Community

- 5.3 The earmarked reserve will support a number of projects and help to pump prime others. Some projects are likely to require resources beyond what has already been set aside. The Council will need to consider the longer term budget and resourcing needed to deliver the Action Plan over the medium term to ensure the Council Business Plan, the budget and Action Plan are closely aligned.
- 5.4 Information will be provided regularly to the Climate Change Working Group and major proposals would be brought to the Cabinet as part of the normal process for decision making. Some projects particularly around energy should generate savings for the Council.
- 5.5 One other key issue will be the identification of measures and targets to assist the Council in meeting its overall climate change objectives. A system for regular monitoring and evaluation of the Action Plan will support this.

## **6. CONCLUSIONS**

- 6.1 The Council's Climate Change Action Plan provides the next steps in the process of the Council addressing the climate emergency at Borough level. The Action Plan is aimed at reflecting the concept of "think globally, act locally". Whilst the coronavirus pandemic has had a short-term impact on reducing global carbon emissions, the underlying evidence is clear that a massive challenge remains to tackle climate change.
- 6.2 The Council and Cabinet have made clear their intention to tackle climate change locally with innovation, drive and a collaborative approach. The Action Plan is ambitious but also reflects many of the projects already contained in the Council Business Plan. The Action Plan will change over time and a number of projects will require planning and resourcing but it provides a framework to assist the Council to meet its climate emergency objectives.

**Ken Muschamp**  
**Deputy Leader of the Council**

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# Rushmoor Climate Change / Green Action Plan 2020-2030

## Draft Plan 2020/21

### Timescales

- ☐ 2020/21
- ☐ 2021/23
- ☐ 2023 and beyond

*NB. This action plan will continue to evolve and develop as new projects and activities come forward.*

Ref	Objective	Action	Timescale	Outcome	Target	Responsibility (inc. partners)	Link to Strategy /Plans
A1.1	Develop and deliver a programme of environmental education and promotion of behaviour change	Prepare a communications engagement plan to engage the local community, other organisations, businesses and staff.	2021/23	Local communities, other organisations, businesses and staff engaged and committed to delivering climate change	Communications and Engagement Plan in place	Democracy and Community/ Communications Team (other partners as needed)	Council Business Plan
A1.2		Support sustainability events organised by the local community and ensure that major events involving the Council, promote sustainability, in particular Farnborough Donkey Derby and Victoria Day	2021/23	Increase awareness of climate change issues	Support a minimum of four events a year	Democracy and Community/ Communications Team	Council Business Plan

A1.3		Develop new webpage and central point of contact – <a href="mailto:sustainability@rushmoor.gov.uk">sustainability@rushmoor.gov.uk</a>	2020/21	Knowledge and understanding of users increased	Webpage in place. Central point of contact in place.	Democracy and Community/ Communications Team	<a href="http://www.rushmoor.gov.uk/climateexchange">www.rushmoor.gov.uk/climateexchange</a>
A1.4		Through the Rushmoor Arts Festival, promote arts using recycled materials.	2021/23	Raise awareness of participants and visitors	Specific initiative delivered as part of festival	Economy, Planning and Strategic Housing/ Other arts organisations e.g. West End Centre	
A1.5		1. Work with local schools and children's groups to promote sustainability and deliver improvement initiatives. 2. Promote Tidy Britain Group 'Eco Schools' Programme to schools	2021/23	Greater awareness and responsibility amongst local children	20 schools/groups participating	Democracy and Community, Tidy Britain Group	
A2.1	Work with stakeholders in the Borough and County to establish a framework for	Work with stakeholders/partners to develop a behavioural change programme for organisations.	2023 and beyond	Reduction in carbon emissions and improved sustainability by participating organisations	Establish a wide-ranging group of organisations committed to delivering change	Democracy and Community	Council Business Plan

A2.2	and to co-ordinate action	Establish a network of stakeholders and interest groups to plan and deliver actions to reduce carbon emissions in the Borough	2021/23	An engaged group to drive and deliver action	Group established consisting of a cross section of the local community	Democracy and Community/local groups including BVFOE, local community groups/priority locations in the Supporting Communities Strategy and Action Plan	Deprivation/ Supporting Communities Strategy and Action Plan
A2.3		Establish climate change action as a priority for the Rushmoor Partners Network	2020/21	Direct involvement of the network and partners in delivering projects	Adoption of Climate Change as a priority	Democracy and Community	Council Business Plan
A2.4		Work with Hampshire County Council and Hampshire/adjoining districts to co-ordinate action plan and establish joint working arrangements.	2020/21	Plans and projects prepared and delivered jointly where appropriate	A shared approach to climate change agreed	Democracy and Community/ Hampshire County Council/ Hampshire Districts	Hampshire County Council Plan
A3.1	Mobilise the local community to support work to address	Establish climate change targets for the Borough to include emissions reductions, waste minimisation and recycling and use of renewable energy.	2021/23	Improved sustainability and reduction in carbon footprint	Agreed and scored annual targets	Democracy and Community/ Operations	Climate Change Strategy

A3.2	Climate change targets	Establish ward groups where there is demand, to drive forward engagement and action locally, including the possible use of the Greening Campaign blueprint.	2021/23	Active groups working in wards to support projects and reduce carbon emissions	6-8 active groups set up	Ward Members/ Democracy and Community/ Greening Campaign/local stakeholder groups	Climate Change Strategy/ Deprivation/ Supporting Communities Strategy and Action Plan
		Run competitions for the best examples of sustainability projects and practices in the Borough	2021/23	Engender civic pride and awareness of sustainability issues	Hold a Borough wide competition with entries from across the Borough	Democracy and Community/ Stakeholder Groups	
A4.1	Encourage a low carbon economy in the Borough and households to take action to become more sustainable.	Work with partners to target energy poor households with energy efficiency measures.	2021/23	Energy efficiency and carbon reductions measures in place for targeted households	10% reduction of energy costs and carbon emissions of targeted households	Operations/ Democracy and Community/ Registered Social Landlords	
A5.1	Climate change will be a corporate commitment for the Council	Participation in Climate training - through Eastleigh programme and IEMA	2020/21	Key staff have a common level of understanding	Training completed February 2021	Democracy and Community	Leadership Development Programme
A5.2	which will adapt and update its	Briefings to be provided for Members/staff to embed sustainability implications in outcomes/decisions	2020/21	Members/CLT/ appropriate officers achieve a broad level of understanding	Briefings completed by March 2021	Democracy and Community/ HR	Member Development Strategy

A5.3	policies and allocate resources to support it meet the challenges and opportunities.	Preparation and delivery of four-week Facebook campaign, 9 example ways to reduce carbon emissions/help the environment	2020/21	Reduction in waste and carbon emissions	Completion of campaign and take up by residents (target 260)	Democracy and Community/ Communications	Climate Change Strategy
A5.4		Establish network of Sustainability Champions within services	2020/21	Reduction in waste and use of consumables at the Council	Reduce waste and consumables in Council premises by 10%	Democracy and Community	
A5.6		Produce a funding stream database to assist with making bids for climate change projects	2020/21	Enable easy access to funding streams to support completion	Completion and approval of successful funding bids	Democracy and Community	National strategy for carbon reduction
A5.7		Calculate the carbon footprint for the Council and the Borough every two years using specialist software which allows comparison with similar districts.	2020/21	Accurate baseline on which to develop plans	Calculation completed by October 2020	Democracy and Community	
A5.8		Appoint a Cabinet Climate Change Action Group to deliver and monitor the Climate Change Strategy and Action Plan	2020/21	Member ownership commitment and responsibility for Climate Change Strategy and Action Plan	Successful delivery of Year 1 projects	Deputy Leader/ Democracy and Community	Council Business Plan

Through the ICE 2 Modernisation Programme establish a new working model for the Council to include <ul style="list-style-type: none"> <li>• Equipping employees with laptops to work in office, at home and remotely</li> <li>• Cloud based telephony</li> <li>• Virtual secure network solutions</li> <li>• Replacement of corporate business applications</li> <li>• Review of business processes</li> </ul>	2020/21 2021/23	Reduction in carbon footprint and premises costs	Adoption and successful delivery of the ICE 2 Modernisation Programme	Executive Director/Head of IT and Facilities	Council Business Plan
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Ref	Objective	Action	Timescale	Outcome	Target	Responsibility (inc. partners)	Link to Strategy /Plans
B1.1	Recognise the climate change implications in the planning and delivery of major new developments in which the Council is a partner	Scope and prepare recommendations to ensure that the civic quarter development (including the provision of a civic hub or the re-provision of the Council Offices) is sustainable in terms of energy and water efficiency, renewable energy, tree cover and green space and which meets the social needs of the community.	2020/21	Recommendations prepared for the development that ensure sustainability and working towards carbon neutrality	Business case with recommendations prepared by December 2020	Executive Director	Farnborough Civic Quarter Masterplan/ Rushmoor Local Plan/ Council Business Plan
B1.2		Scope and develop a sustainability plan to supplement the regeneration projects in Aldershot Town Centre	2021/23	Plan for work to mitigate and adapt the town centre to meet the sustainability targets and reduce carbon emissions	New plan adopted and owned	Executive Director/ Climate Change Specialist	Rushmoor Local Plan/ Aldershot Town Centre Prospectus SPD
B2.1	Use the planning system to reduce the carbon impact of development	Prepare guidance to provide advice on achieving higher standards for residential and commercial properties for energy efficiency and sustainable design of new properties	2021/23	New properties are constructed to standards which produce the minimum of carbon emissions	Guidance in place being implemented	Economy, Planning and Strategic Housing	Rushmoor Local Plan

B2.2	the Borough	Prepare guidance to applicants on higher standards to ensure sustainable design for changes/extensions to existing properties	2023 and beyond	Common standards to ensure a reduction in the carbon impact of existing properties	Guidance in place and being implemented	Economy, Planning and Strategic Housing	Rushmoor Local Plan
B2.3		Review whether there is justification for requiring developers' contributions to climate change mitigation action	2023 and beyond	Reduction in carbon emissions and carbon impact of development	Proportion of developers' contributions allocated to climate change initiatives	Economy, Planning and Strategic Housing	Rushmoor Local Plan
B3.1	Seek to minimise the generation and disposal of waste by sustainable means and to increase recycling and re-use of materials	Review impact and consider implications of the Government's proposed changes to waste collection set out in the Environment Bill	2020/21	Understanding of the Government's proposals and their implications	Clarity of the Government's proposals	Operations	Council Business Plan/ Environment Bill and guidance
B3.2		Participate in review of county-wide waste/ recycle collection/disposal system and establish plan for future changes	2020/21	New waste strategy in place to support minimisation of waste and increased recycling/re-use of materials	Waste Management Plan for Hampshire completed	Executive Director/ Operations/ Hampshire County Council and Hampshire districts	Hampshire County Council Plan

B3.3	Support the development and delivery of plans to revise the Council's refuse collection system, to include: <ul style="list-style-type: none"> <li>• Introduce separate weekly food waste collection service</li> <li>• Revise the collection arrangements for other waste streams</li> <li>• System for a wide range of recycled materials in conjunction with B3.2</li> <li>• Vehicle and equipment specifications</li> </ul>	2021/23	Significant reduction in carbon emissions through collection process with minimisation of waste and increased recycling re-use of materials. Change in behaviour of local residents.	Plan in place with clear sustainability targets	Executive Director/ Operations/ Democracy and Community/ Communications	Council Business Plan
B3.4	Participate in county-wide project to encourage and implement refill stations in the Borough	2021/23	Reduce use of plastics	Facilities in place and scheme promoted	Operations/ Democracy and Community	
B3.5	Run a campaign to encourage residents to reduce the use of plastics and non-sustainable packaging	2021/23	Residents are consciously purchasing products not packaged in plastic and are more aware of which plastics can be recycled	Use of plastics reduced by 20%	Democracy and Community/ Operations/ Communications	

B4.1	Support and encourage energy reduction and efficiency and use of clean energy	Develop and introduce sustainability clauses as part of new and reviewed leases of properties which are owned and managed directly by the Council to provide guidance and requirements for energy efficiency improvements	2023 and beyond	Reduction in carbon emissions from leased premises	Systems and provisions in place to be applied to all new and reviewed leases	Regeneration and Property/ Legal Services	
B4.2		Work in partnership to deliver government energy efficiency programmes	2021/23	Reduction in carbon emissions and energy costs to users	Programmes identified and being delivered	Operations/ Democracy and Community / Rushmoor Partners Network	Council Business Plan
B4.3		Review and update Home Energy Conservation Act reports to ensure improvements in energy efficiency of accommodation in the Borough	2021/23	Reduction in carbon emissions and energy costs to residents	Reviews carried out biennially	Operations/ Democracy and Community	
B4.4		Develop information pack about collective energy switching to suppliers of 100% renewable energy for communities and individuals	2021/23	Reduction in carbon emissions	Information available and primed	Democracy and Community/ Stakeholder Groups	

B4.5	Review the Council's property portfolio and understand scope for extension of energy generation schemes e.g. solar PV, ground/air source heat pumps	2021/23	Reductions in the Council's carbon footprint and energy costs	Identifying Council properties with further solar PV energy schemes	Democracy and Community/Regeneration and Property	
B4.6	Develop a plan for improving energy efficiency and sustainability in Council run buildings	2021/23	Reduction in the Council's carbon footprint and energy costs	Plan in place and being delivered across the Council	Heads of Service/Climate Change Specialist	
B4.7	Ensure that replacement cremators at the Aldershot Crematorium are as energy efficient as possible	2020/21	Reduction in the Council's carbon footprint and energy costs	Procurement of the most energy efficient cremators	Operations	Operations Business Plan/ Council Business Plan
B4.8	Provide eco-driver training for staff and elected Members and consideration of rolling it out to other organisations	2021/23	Reduction in carbon emissions and use of fuel	Programme established with significant numbers in attendance	Democracy and Community/ Rushmoor Partners Network	

B5.1	Support and encourage a low carbon economy in the Borough	Develop of a climate change sustainability programme for businesses and organisations work with businesses and organisations to develop a programme to support economic and environment sustainability e.g. viable childcare strategies	2023 and beyond	Reduction in carbon emissions and costs for the business sector and employees	Adoption of and commitment to the programme	Economy, Planning and Strategic Housing/ Democracy and Community/ Sustainable Business Network/ Rushmoor Partners Network	Council Business Plan
B5.2		Support and develop the Sustainable Business Network seminars to provide support and mentoring to SMEs on carbon reduction and sustainable business measures	2020/21	Local businesses demonstrating and reporting sustainability improvements. Presentations and mentoring of SMEs by businesses with a good track record.	A minimum of three free seminars held in North Hampshire per year.	Deputy Leader/ Democracy and Community/ Climate Change Specialist/Carbon Footprint/Hart District Council, and Basingstoke and Deane Borough Council/large businesses in North Hampshire area.	

B5.3		Develop guidance to encourage take-up of sustainable delivery services between business and customers, through low/zero emission transport methods.	2023 and beyond	Reduction in carbon emissions, reduced air pollution and less congestion	Adoption of schemes by local businesses	Climate Change Specialist/ Sustainable Business Network/ Business groups	
B5.4		Consider the inclusion, in the detailed proposals of a requirement for high standards of sustainability for specific developments (e.g. the civic quarter) in business plans produced by 'Rushmoor Housing Company' and the 'Rushmoor Development Partnership'	2020/21	Reduction in carbon emissions and energy costs	Annual business plans to adopt sustainability requirements	Executive Director/ Economy, Planning and Strategic Housing/ Regeneration and Property	Council Business Plan
B5.5		Review the taxi fares structure and use licensing powers to incentivise hackney carriage companies and private hire operators to use ultra-low and zero emission vehicles.	2021/23	Reduction in carbon emissions and use of fuels	Revised policies in place adopted and agreed by operators and licensing conditions reviewed.	Operations	

B5.6		Ensure that the new leisure contracts reflect sustainability and lower carbon emissions including the requirements for sustainable energy and access solutions for the new leisure facilities.	2021/23	Reduction in the Council's carbon footprint	Specification and tender process secures more sustainability and lower carbon emissions	Operations	Council Business Plan
B5.7		Make provision within the Council's Procurement Strategy for consideration of sustainability initiatives in procurement e.g. local employment, recycling of goods, sustainably sourced products	2020/21	Provide the framework for sustainable purchasing leading to reductions in carbon emissions	Adoption of Strategy	Financial Services/Heads of Service	Council Business Plan/ Climate Change Strategy and Action Plan
B6.1	Support and facilitate the introduction of sustainable travel infrastructure and encourage	Develop walking and cycling strategy to include improved infrastructure	2020/21	Reduction in fuel consumption and carbon emissions and more healthy lifestyles	Adoption of strategy and action plan	Economy, Planning and Strategic Housing/ Hampshire County Council/ Rushmoor Cycle Forum/Specialist	Rushmoor Local Plan/ Council Business Plan



B6.2	reduced car use	<ul style="list-style-type: none"> <li>•Work with partners to identify locations for fast and rapid electric vehicle (EV) charging points in the Borough, especially at redevelopment sites</li> <li>•Discuss opportunities with landowners and developers (e.g. in the town centres) to consider no capital cost options for charge point installations.</li> <li>•Apply for Office for Low Emission Vehicles funding for off-street EV charge points in Council car parks</li> </ul>	2021/2023	An adequate network of fast and rapid electric vehicle charging points at convenient locations throughout the borough.	Provision of easy access facilities which enable fast and rapid charging	Climate Change Specialist/ Electric Vehicle Charging Companies/ Private Car Park Owners/ Regeneration and Property/ Democracy and Community	Council Business Plan
B6.3		Work with partners to develop a green bus infrastructure and vehicles	2023 and beyond	An effective and sustainable local bus system for residents, businesses and visitors that reduces carbon emissions and improved local air quality.	Provision of a green bus network that is a practical alternative to car use	Climate Change Specialist/ Bus operators/ Hampshire County Council	
B6.4		Scope and develop emissions-based charging options for parking permits	2023 and beyond	Use of more electric and hybrid vehicles and a reduction in pollution	Adoption of a structure of charges	Operations	

B6.5	Explore and make provision opportunities for secure bike and electric scooter hubs in car parks and at other public facilities in the Borough; encourage retailers with large car parks to do likewise.	2023 and beyond	Promotion of healthy and sustainable lifestyles and a reduction in pollution and congestion	Adoption of plan to introduce facilities in allocated places	Climate Change Specialist/ Regeneration and Property/ Rushmoor Partners' Network	
B6.6	Review and develop Staff Travel Plan to include: <ul style="list-style-type: none"> <li>• Provision of charging points at the offices, incorporating smartpay as you go options</li> <li>• Incentives for staff/Members to use alternatives to the car e.g. cycling, walking and public transport</li> <li>• Home and offsite working arrangements</li> <li>• Car sharing and car clubs</li> <li>• Improved bicycle storage/changing facilities</li> </ul>	2021/23	Promotion of healthy lifestyles and reduction in the Council's carbon footprint	Adoption of, commitment to and ownership of plan	Democracy and Community/HR/ IT and Facilities	Workforce Strategy
B6.7	Consider the introduction of an EV/hybrid pool car with RVS	2021/23	Reduction in the need to use cars and in the Council's carbon footprint	Review impact and options considered and adopted if appropriate	IT and Facilities/ Rushmoor Voluntary Services	

# ANNEX 1

B6.8		Explore options and develop a transition plan to change Council vehicles to EV or Ultra Low Emission Vehicles (ULEV) where possible	2021/23	Reduction in carbon footprint and pollution	Adopted plan and specifications for changing Council owned vehicles	Regeneration and Property/ Operations	
B7.1	Measures to improve air quality and reduce pollution in the Borough	Develop and implement revised pollution control strategy and action plan to reflect sustainability principles	2021/23	Reduction in local levels of pollution and consequential issues	Strategy and Action Plan in place to support sustainability principles	Operations	
B7.2		Monitor and review air quality across the Borough to ensure national objectives are being met	2021/23 ongoing	Reduction in local levels of pollution and consequential issues	Monitoring system in place to measure levels of pollution across the Borough	Operations/ Hampshire County Council	
B7.3		Implement monitoring plan set out in the A331 Air Quality Action Plan to reduce concentrations of NO <sub>2</sub> to legal limit of 40 µg/m <sup>3</sup> (in 2017 this was 53 µg/m <sup>3</sup> )	2020/21 ongoing	Monitored levels of NO <sub>2</sub> not exceeding the limits set	Monitoring system in place against the target of 40 µg/m <sup>3</sup> , the statutory annual mean limit value for NO <sub>2</sub>	Operations/ Hampshire County Council	Council Business Plan

B7.4		Consider the synergies between carbon emission reduction measures and improving local air quality to identify priority areas for maximum benefit	2023 and beyond	Reduction in local levels of pollution and carbon emissions	System in place to ensure high priority areas are identified and tackled	Operations/ Climate Change Specialist	
B8.1	Develop and introduce initiatives to enhance sustainable living and wellbeing, with the	Support residents to improve home insulation through advice and initiatives and notification of Government grants, as and when available.	2021/23	Improved heat retention to homes with reduced carbon emissions and reduction in energy bills	Adoption of plan to support residents in conjunction with community groups	Operations/ Democracy and Community/ Voluntary Sector Partners/ Insulation suppliers	
B8.2	support of the local community and stakeholders	Support local communities to set up renewable energy projects (with advice on making bids)	2021/23	Reduction in carbon emissions and fuel bills	Enable communities to establish schemes to bid for resources to deliver renewable energy schemes	Democracy and Community/ Climate Change Specialist	Climate Change Strategy
B8.3		Work with local communities to develop purchase schemes for locally grown food and produce	2021/23	More residents growing and purchasing locally grown food saving food miles and carbon emissions	Enable community groups to set up schemes	Democracy and Community/ Local Stakeholder Groups	

B8.4		Encourage the provision and consumption of plant-based alternatives to red meat on menus	2023 and beyond	More healthy lifestyles and reduction in carbon emissions	Information and incentives provided to reduce consumption by 1-2 days per week	Climate Change Specialist/ Democracy and Community/ Local Stakeholder Groups	
B9.1	Plan and deliver services to provide a more naturalised and protected environment with improved biodiversity	Scope and develop plans to offset the Council's greenhouse gas emissions	2020/21 2021/23	Reduction in the impact of operations and improvement of the environment and air quality	Adopt plans to ensure the effect of operations achieves carbon neutrality by 2030	Economy, Planning and Strategic Housing/ Operations	Rushmoor Local Plan/ Council Business Plan/ Climate Change Strategy
B9.2		Support the local community and stakeholders to take steps to offset their carbon emissions	2022/23	Reduction in the impact of activities and improvement of the environment and air quality	Enable stakeholders to offset their carbon emissions	Economy, Planning and Strategic Housing/ Operations/ Climate Change Specialist	Rushmoor Local Plan/ Council Business Plan/ Climate Change Strategy
B9.3		Develop and deliver management plans for SANGS (Southwood Woodland, Southwood Country Park, Rowhill Nature Reserve) that protect the environment and promote biodiversity	2020/21 2021/23	Localised carbon offsetting, creation of habitats, reduction in air pollution and improved natural environment	Implementation of plans with ownership and commitment from the local community	Operations/ Economy, Planning and Strategic Housing/ Local Stakeholder Groups	Council Business Plan/ Biodiversity Plan

Hold annual tree and hedge planting days to either encourage residents to use their own gardens or make use of green space and town centre locations.	2021/23	Some carbon emissions offset	Annual tree and hedge planting day held.	Operations/ Other stakeholders e.g. businesses, local environmental groups, voluntary sector	
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Ref	Objective	Action	Timescale	Outcome	Target	Responsibility (inc. partners)	Link to Strategy /Plans
C1.1	Work with communities and businesses to plan and prepare for future climate change impacts and how to address them (e.g. flooding, heatwave, drought)	Prepare a programme to review the Council's policy framework to ensure it reflects the potential impacts of climate change	2021/23	Improved resilience to potential future impacts of climate change	Programme for carrying out reviews adopted	Democracy and Community	Council Business Plan/ Rushmoor Local Plan
C1.2		Review flood plans for the Borough	2021/23	Robust and up-to-date preparations for potential future flood events	Adopted plans reviewed biannually	Operations/ Environment Agency/ Hampshire County Council	
C1.3		Maintain an updated strategic flood risk assessment to guide policy framework in the management of risk	2021/23	Robust and up-to-date preparations for potential future flood events	Updated flood risk assessment in place	Operations/ Environment Agency/ Hampshire County Council	
C1.4		Development of supplementary planning documents to complement the Rushmoor Local Plan to support biodiversity net gain for the Borough	2021/23	Robust policies to support measures to mitigate against and adapt to climate change	Adoption of supplementary planning documents	Economy, Planning and Strategic Housing	Rushmoor Local Plan

C2.1	Seek to ensure that measures to conserve the environment and biodiversity reflect the potential impacts of climate change	Identify and support opportunities to enhance and regenerate the natural environment	2023 and beyond	Improved resilience to potential impacts of climate change	Collaborative arrangements in place to identify and take advantage of opportunities	Economy, Planning and Strategic Housing/ Rushmoor Partners' Network	Rushmoor Local Plan
C2.2		Develop and maintain policies to ensure that open space areas, SANGs and parks are adapted to potential climate change impacts	2021/23	Improved resilience to potential future impacts of climate change	Policies adopted and owned by the Council	Economy, Planning and Strategic Housing/ Operations	
C2.3		Research suitable locations and tree species resilient to a changing climate / valuable for local wildlife prior to planting events.	2021/23	Climate change resilient native planting increased to ensure habitats are protected in the future. Some 'urban heat island' protection available in town centres.	Annual tree and hedge planting day held.	Arborologist, Ecologist, Operations/ Other stakeholders e.g. businesses, local environmental groups, voluntary sector	
C2.4		Give Rushmoor in Bloom greater focus on planting species more resilient to a changing climate and on gardening for wildlife.	2021/23	Raise awareness of biodiversity and the impacts of climate change. Less peat and fewer chemicals used. Greater participation in wildlife gardening categories	Rushmoor in Bloom category well supported by the community	Operations	



C2.5	Prepare and adopt a Green Infrastructure (incorporating biodiversity) Strategy and plan to include proposals for the creation and maintenance of 'green corridors' and improvements to the green environment within urbanised areas.	2020/21	Provide the framework for future	Adoption of Strategy	Economy, Planning and Strategic Housing	Council Business Plan Rushmoor Local Plan
C2.6	Support the Urban Wildlife Group to deliver projects to enhance and protect the natural environment and biodiversity	2021/23	Creation of habitats, reduction in air pollution and improved environment	Delivery of schemes to improve the natural environment	Economy, Planning and Strategic Housing/ Local Stakeholder Groups	Green Infrastructure Plan/ Climate Change Strategy/ Council Business Plan
C2.7	Develop proposals to deliver habitat creation projects and make funding bids to deliver carbon sequestration schemes	2021/23	Local carbon offsetting, creation of habitats, reduction in our pollution and improved environment	Delivery of carbon sequestration schemes across the Borough	Economy, Planning and Strategic Housing/ Local Stakeholder Groups	Green Infrastructure Plan

C2.8		Research and develop a programme to increase urban greening, hedging and tree cover to ensure new and replacement trees are both native and climate resilient.	2023 and beyond	Localised carbon offsetting, reduction in carbon footprint (through CO2 absorption) and an improvement in air quality	Programme of urban greening adopted and implemented to help achieve carbon neutrality by 2030 and a more sustainable Borough	Economy, Planning and Strategic Housing/ Operations/ Local Stakeholder Groups	Council Business Plan/ Green Infrastructure Plan/ Climate Change Strategy
C2.9		Introduce more wildflower areas across the Borough with minimal maintenance to increase biodiversity, for example utilising road and car park verges	2021/23	Localised carbon offsetting, creation of habitats and increased areas for biodiversity	Implementation of programme of schemes across the Borough	Economy, Planning and Strategic Housing/ Operations/ Local Stakeholder Groups	Green Infrastructure Plan
C2.10		Develop plans to introduce more wetlands in parks and green corridors to provide natural waterways	2023 and beyond	Creation of natural habitats and increased areas for biodiversity and reduction in carbon footprint	Adoption of plans and implementation of schemes	Economy, Planning and Strategic Housing/ Operations/ Local Stakeholder Groups	Green Infrastructure Plan/ Climate Change Strategy
C3.1	Support the production and purchase of food grown	Support markets in Aldershot and Farnborough which secure locally sourced produce	2021/23	Provision of vibrant and successful markets selling local produce	Sustainable and diverse number of businesses supporting the markets	Regeneration and Property/ Food businesses	

C3.2	locally and sustainability	Establish a framework to encourage consumers to change their food consumption to a more plant-based diet	2023 and beyond	More healthy lifestyles and reduction in greenhouse gas emissions	Reduction in the consumption of red meat products by local residents	Democracy and Community/ Food businesses	
C4.1	Work to ensure business continuity planning and risk management	Assessment of potential impacts of climate events in the Borough to provide a baseline of risk and potential responses to such events	2021/23	Improved resilience to potential future impacts of climate change	Risk assessment prepared and reviewed annually	Democracy and Community/ Financial Services/ Climate Change Specialist	Council Business Plan/
C4.2	to ensure resilience impacts	When considering proposals for new or reviewed services the Council will consider the climate change implications	2021/23	Improved resilience to potential future impacts of climate change	Climate change implications for all new or reviewed services	Heads of Service	Council Business Plan
C4.3		Preparation of a toolkit for assessing how well projects and proposed changes to services will adapt to climate change	2021/23	Improved understanding of the potential future impacts of climate change	Toolkit adopted and owned by the Council	Democracy and Community/ Climate Change Specialist	
C4.4		Research and cost 'green/living roofs'/green walls for Council new developments and redevelopments.	2023 and beyond	Valuable habitat for invertebrates and provides good roof insulation	Preparation of assessment completed.	Climate Change Specialist/ Regeneration and Property	

Ref	Objective	Action	Timescale	Outcome	Target	Responsibility (inc. partners)	Link to Strategy /Plans
D1.1	Projects to support the principles set out in the Climate Change Strategy.	Work with local independent grocery stores to use recycled packaging or no packaging for perishable goods and to provide refill options for consumables	2021/23	Reduced carbon emissions and improved sustainability of businesses.	10 stores participating	Operations/ Democracy and Community	
D1.2		Introduce two repair cafes in the Borough	2021/23	Repaired equipment has a longer lifecycle and less waste is generated	Two voluntary facilities established	Democracy and Community/ Economy, Planning and Strategic Housing/ Rushmoor Voluntary Services/ Local Stakeholder Groups	Aldershot Town Centre Strategy
D1.3		Secure 'Fairtrade Borough' status and promote and support Fairtrade in the Borough	2021/23	Enable producers to have sustainable livelihoods through increased consumption of Fairtrade products in the Borough	Secure Fairtrade Borough status	Democracy and Community/ Fairtrade Steering Group	

D1.4		Develop and promote allotment and community garden schemes	2021/23	Make provision for residents to grow their own produce	Increase the number of allotment plots and community gardens	Economy, Planning and Strategic Housing/ Operations/ Democracy and Community	
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### FOOD WASTE COLLECTION WORKING GROUP

#### TERMS OF REFERENCE

##### A. ROLES AND TASKS

1. To consider and recommend on arrangements for the introduction of a separate food waste collection, as part of the Climate Change Action Plan
2. To consider and recommend on aspects of the implementation plan, including the detailed service design
3. In consultation with the Council's contractor and WDA (waste disposal authority – Hampshire County Council), to make the necessary disposal arrangements
4. To consider and make recommendations on the implications for the Council's current refuse and recycling collection service in light of the adoption of a separate food waste collection service
5. To prepare and make arrangements for implementing a communication strategy to support these service changes and complement the engagement and awareness principles set out in the Climate Change Strategy

##### B. MEMBERSHIP

A cross-party group of councillors, established by the Cabinet, in accordance with the provisions to secure political balance.

The Group will have six members, consisting of:

- Four Conservative Group Members (to include The Cabinet Member for Operational Services and the Chairman of the Policy & Project Advisory Board) and two minority Group Members
- The Members to be appointed by the Leaders of the political groups

##### C. CHAIRMAN

The Portfolio Holder for Operational Services will be Chairman of the Group

##### D. REPORTING ARRANGEMENTS

As appropriate, the Group will make recommendations direct to Cabinet on the proposals which have been discussed

##### E. SCHEDULE OF MEETINGS

The food waste collections Group will be due to meet monthly from November 2020 – dates to be circulated and agreed

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