

Key strategies and plans update – July 2022

The Council Plan 2022-25 draws upon and provides a link between a number of important strategic documents which inform and underpin much of the Council's work. These strategies and plans sit outside the normal quarterly monitoring process and therefore it is important for Cabinet to be updated on their progress, at least on an annual basis.

This update on the Council's key strategies and plans, this includes those that have already been agreed or adopted and those that are currently being developed.

Strategies and Plans

- **Climate Change Action Plan 2020-2030**

The original Action Plan 2020-2030 was approved in November 2020 and since that time 10 actions have been completed and 32 actions started. The actions have focussed on a number of key priority areas in particular the introduction of the food waste scheme, awareness/engagement, improving the environment and energy efficiency measures.

The Council has also received its Carbon Footprint which it is using to inform a review of the Action Plan which is currently underway. The revised Action Plan will focus on priorities to assist the council to meet its key climate change targets.

- **Supporting Communities Strategy and Action Plan**

The Cabinet approved the Supporting Communities Strategy and Action Plan for 2021-23 in January 2021. This sets out the Council's approach, alongside key partners, to tackle inequality and deprivation and improve the well-being, strength and resilience of the community.

Key achievements since the start of the plan include: Opening of the Grub Hub supporting over 100 people per week with food; climate change project engaging young people; Covid response and health related projects such as Talk Mental and Be Healthy be You.

The Plan is undergoing a refresh in September.

- **Equality, Diversity and Inclusion Action Plan**

The Equality, Diversity and Inclusion Action Plan was approved by Cabinet in April 2021. The Action Plan set out the proposed action to be taken by the Council on a phased basis over three years, in response to the Equalities Peer Challenge.

Whilst good progress has been made since the approval of the Equality, Diversity and Inclusion Action Plan, work to implement actions from the plan has slowed due to resource pressures, including responses to Afghan and Ukrainian resettlement. Key success includes the appointment of a Cabinet champion for Equalities, a residents' survey to better understand the views of different groups of residents and the roll out of training for Council staff, with completion levels currently standing at 91%.

The Equalities and Diversity Action Plan had envisaged a number of actions being underpinned by Census Data and it is estimated that the first census data will be published between in summer 2022 and will provide a foundation for the next phase of work.

- **The Local Plan**

The council adopted the Rushmoor Local Plan on 21 February 2019. The plan provides the overarching spatial strategy for Rushmoor, guiding the location, scale and type of future development to 2032, as well as providing detailed development management policies. A review of the plan will be carried out this autumn to determine whether it is necessary to undertake a new Local Plan.

- **Strategic Economic Framework**

The Strategic Economic Framework (SEF) was approved by Cabinet in April 2022. The Strategic Economic Framework seeks to grow and sustain Rushmoor's strong, resilient economy recognising however that people and businesses have been impacted by the pandemic and need support to recover.

The Strategic Economic Framework has been used to inform the Shared Prosperity Fund Investment Plan (see below). Actions in the Framework are being delivered including business support provision and regular business surveys to help ensure that the Framework is responsive to business needs.

- **Joint Municipal Waste Strategy**

The Joint Municipal Waste Management Strategy was adopted by Cabinet in February 2022. The new strategy has been developed collaboratively with Hampshire local authorities to reflect local and national changes since 2012 and to ensure the Project Integra Partnership is working to meet the requirements of the Environment Bill. It aims to deliver waste collection, treatment and disposal options that are best value financially, whilst minimising environmental impact. The Strategy will be implemented by a revised Inter Authority Agreement and new financial arrangement, both of which are currently being drafted for approval in autumn 2022.

- **Procurement Strategy**

The Procurement Strategy 2020-2024 was adopted by the Cabinet in August 2020. The Procurement Strategy clearly defines the Council's strategic objectives and builds upon the National Procurement Strategy, and also incorporates legislation and best practice. The strategy is expected to be refreshed in 2023 to reflect new procurement rules.

- **The People Strategy**

The People Strategy was approved by Cabinet in January 2021. It aims to ensure that the council has the right people with the right skills, attitude and behaviours

going forward to deliver its priorities and turn ambitions into reality. Good progress has been made in all 4 key areas against Year 1 priorities including:

- **A positive culture enabling high performance:** A new set of organisational values were created after engaging with staff at all levels in the organisation, setting out what the organisation stands for and what is important to us collectively. Since their launch, work has started to align some of the Council's key frameworks and practices to ensure effectiveness. Steps have been taken to develop everyone's skills in seeking, giving and receiving honest and timely feedback, through 360 feedback and coaching for CMT and Service managers, with a similar approach being rolled out to staff in the summer.
- **People are developed to realise their potential:** A Service Manager development programme was launched creating opportunities to connect, share experiences and introduce key leadership theories. The launch of a new People Portal has allowed the creation of a Learning and Development page, giving access to a variety of tools and resources. The Council has also continued to support staff with professional development using funds from the apprenticeship levy.
- **The Council is an employer of choice:** Refreshing the induction approach to make this employee-cantered experience that starts from the job offer and ensure new starters understand how the organisation works and can quickly become effective in their roles. Encouraging young talent through continued investment in Apprenticeships and T Levels.
- **Engaged people who feel valued and supported :** Several surveys have been available to staff including, but not limited to a Health and Wellbeing Survey, Engage 24/7, Easing of Covid Restrictions, all as ways to encourage employee voice and feedback. An active Wellbeing Group is in place, helping us to help ourselves, through wellbeing days/week and an evolving library of online mental health resources. Alongside further promotion of the Council's Employee Assistance Programme and 121 3/6 monthly new starter check in conversations.

- **Green Infrastructure Strategy**

The Cabinet adopted the Green Infrastructure Strategy on the 5 July 2022. The Green Infrastructure Strategy is evidence-based and shows how the Council will deliver commitments both in the Local Plan and in the Council's Plan 2022 to 2025. It provides a comprehensive review of the green infrastructure in and around the borough; identifies its strengths and weaknesses, as well as the opportunities and threats it faces. The strategy identifies 12 projects the council will work on over the next ten years to enhance it.

- **Farnborough Town Centre Strategy**

The Cabinet adopted the Farnborough Town Centre Strategy on the 5 July 2022. As with most town centres across the country, Farnborough faces challenges which have accelerated following the pandemic and particularly through the lockdowns. The strategy is a high-level strategy which sets the overall direction of travel and work required to secure a sustainable and vibrant town centre for Farnborough through five key themes.

Strategies and plans in development

- **Aldershot Town Centre Strategy**

A revised Aldershot Town Centre Strategy is due to go to Cabinet before Christmas.

- **Communications and Engagement Strategy**

On hold awaiting the outcomes and identified actions from the LGA Peer Review.

- **Customer, Digital & Technology Strategy**

The Customer, Digital & Technology Strategy, will set out a direction of travel for the future, with a clear focus on how the Council can help people access the services they need, meet customers expectations through modern processes, cultures, business models whilst taking advantage of new digital technologies.

Scoping work is underway. A timeline for consultation is to be finalised with Cabinet.

- **Car Parking Strategy**

The Council has been served with notice to end the agency agreement for on-street parking functions on behalf of Hampshire County Council. This work will be transferring back to HCC ready for the start of the 2023/24 financial year. Work is underway to plan for the transition of this work, including impacts on staff, contracts and the implications for the Council's off-street car parks. A new strategy will be developed to manage the Council's car parks once the work to transfer on-street parking functions has been successfully completed.

- **Cultural Strategy**

The draft Rushmoor Cultural Strategy and was endorsed by the Cultural Compact on 27 June 2022. In taking the Cultural Strategy forward the Council will be working closely with Hampshire Cultural Trust, Arts Council England, Hampshire County Council and other public and private sector partners through a Cultural Compact (partnership) tasked with delivering the vision and the action plan.

The Rushmoor Cultural Strategy aims to maximise the role of the arts and culture in Rushmoor and reflects opportunities presented by the diversity and distinctiveness of the borough's places, communities and heritage.

- **Housing and Homelessness Strategy**

The Housing and Homelessness Strategy provides a comprehensive review of provision in the Borough and provides details of the Council's policies and action plan to address those key issues going forward. The existing plan runs until 2022 therefore a new plan is currently being developed.

Consultation to gain input from residents on strategic housing priorities was carried out from Thursday 19 May until the Friday 24 June 2022. There were 365 responses.

PPAB will be asked to agree the key objectives and structure of the document based on the themes shared at PPAB on 24th November 2021:

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

Data sets will be completed from the Census, the council's internal system, local partners and agents at the end of the summer the findings will be reported to PPAB in September before the strategy document is drafted.

- **UK Shared Prosperity Fund Investment Plan**

The UK Shared Prosperity Fund was announced in April 2022 and an Investment Plan detailing how Rushmoor Borough Council must be submitted to Government by 1 August 2022. PPAB were briefed on the approach to develop the Investment Plan on 8 June 2022 and a draft of the plan went to Cabinet on 5 July.