

## **FIVE YEAR STRATEGY 2021 – 2026 - UPDATE**

### **Summary**

The Council's Five Year Strategy is being reviewed, and a new Strategy being developed for consultation. This report updates the Performance and Finance Committee on the timescales for the preparation of the new Strategy, – including when reports will come to the Committee for comment – key themes to be included and proposals for public and partner consultation during the summer.

**Portfolio:** Leader

**Wards Affected:** All

### **Recommendation**

The Performance and Finance Scrutiny Committee is advised to

- i) Note the timetable for the preparation of the Council's new Five Year Strategy set out in paragraph 2.2, including when reports will come to the Committee for comment;
- ii) Note the proposals for public and partner consultation set out at Annex A, and make any comments or suggestions for the Executive to consider;
- iii) Note the key themes for inclusion in the Strategy set out at paragraphs 1.2, 2.6 and 2.7, and make any comments or suggestions for the Executive to consider.

## **1. Background**

- 1.1 The Council's Five Year Strategy sets out its overall priorities for the Borough under key themes, which are then translated into yearly targets and projects set out in the Annual Plan. The current Five Year Strategy 2016-2021 was agreed in August 2016, and then a refreshed version agreed in March 2017.
- 1.2 The emerging Five Year Strategy can be informed by a number of existing policy areas, data sources and emerging legislation. The Council has recently agreed Climate Change, Health and Wellbeing (including Poverty) as priority areas of work. The Town Centre and Villages Working Group ensure a focus on investments and improvements across the Borough. The Council is preparing a new Local Plan to safeguard the environment of the Borough while meeting local Housing need. The impact of Covid-19 on the Borough will be a key driver and data is already available about the socio-economic impact of the pandemic on residents and businesses. The Five Year Strategy will also need to recognise that more of the Council's priorities will need to be delivered in partnership with others including other local authorities, statutory organisations such as the Police, Health, and Housing Associations, local businesses and with local community and voluntary organisations. The Council has a strong track record of collaboration to achieve positive outcomes for residents which can be built on as part of the strategy aspirations.
- 1.3 Workshops also took place in 2020 with the Executive and Corporate Management Team, supported by the Local Government Association (LGA), to start work identifying priorities for the new Five Year Strategy.

## 2. Key Issues

2.1 The proposed timetable for the preparation and agreement of the new Strategy is set out in the table below, including two further reports to this Committee. The timetable takes account of the period of 'Purdah' leading up to the election in May during which time it would not be possible to hold a consultation on a new Strategy.

2.2 Timetable for Five Year Strategy 2021 – 2026:

Timescale	Actions
May 2021	Report to Executive 18 May 2021 with draft strategic narrative / challenges to inform the Five Year Strategy and proposals for public consultation.
May – July 2021	Late May – July Public & Partner consultation
<b>July 2021</b>	<b>Report to Performance &amp; Finance Scrutiny Committee 7 July 2021 to consult them on draft strategic narrative / challenges.</b>
<b>September 2021</b>	<b>Feedback from consultation and final proposed Strategy reported to Performance &amp; Finance Scrutiny 7 September 2021.</b>
September 2021	Feedback from consultation and final proposed Strategy to Executive 21 Sept 2021.
October 2021	Five Year Strategy 2021 – 2026 sent to Full Council for approval 27 October 2021.

2.3 An important part of the preparation of the Five Year Strategy will be consultation with the public and partners to ensure the Strategy reflects the needs and aspirations of those living and working in the Borough. Public and partner consultation.

2.4 The Strategy will take account of previous and current strategies, projects and priorities of the Council, relevant data, – particularly around the likely impact of the Covid-19 pandemic on residents and businesses – and input and feedback from partner organisations and the public. The planned consultation exercise will share a draft 'strategic narrative' showing the journey of the Council, the challenges and opportunities faced and draft key objectives/areas of focus.

2.5 **Annexe A** sets out the proposals for the consultation exercise. The Committee is asked to note these and make any comments or suggestions to the Executive. All Members will have the opportunity to review the contents of the consultation via Group Leaders ahead of the final consultation proposals being reported to the Executive in May 2021.

2.6 Key areas for inclusion in the emerging Five Year Strategy:

- Continuing to support residents and businesses through the Coronavirus pandemic and the response to it and enable economic and social recovery.
- Investing in a thriving Camberley Town Centre, including developing a 'Unique Selling Point'
- Invests across the borough, meeting the needs of residents wherever they live, particularly vulnerable people and those experiencing poverty.
- Working in partnership to deliver more schemes to address local housing needs such as Pembroke House.
- Contributing to residents' health and wellbeing and working with partners on particular issues such as obesity, using the new leisure centre as a key tool.

- Promoting the borough's natural environment and protecting it from inappropriate development. Addressing the Climate Change emergency declared by the Council in October 2019.

2.7 Key aspirations for Surrey Heath Borough Council: to be recognised as a council which:

- Delivers on its promises, on time and to budget.
- Has improved its capacity to engage, inform and consult residents.
- Works closely with our partners, including the voluntary and community sector, NHS, Surrey County Council, the Local Enterprise Partnership (LEP).
- Ensures that our investment and resources are well-managed and that we achieve value for money.
- Has effective project management.
- Participates in discussion about greater collaboration with other Councils and organisations to support the delivery of these priorities.

### **3. Resource Implications**

3.1 The proposals for the public consultation can be carried out within existing budgets due to the mainly 'online' nature of the exercise and the most significant resource needed will be officer time.

3.2 The review of the Council's Medium Term Financial Strategy (MTFS) will be aligned with the preparation of the new Five Year Strategy, with a refreshed MTFS also reported to Council in October 2021 for approval.

### **4. Proposals**

4.1 The Performance and Finance Scrutiny Committee is advised to

- i) Note the timetable for the preparation of the Council's new Five Year Strategy set out in paragraph 2.2, including when reports will come to the Committee for comment;
- ii) Note the proposals for public and partner consultation set out at Annex A, and make any comments or suggestions for the Executive to consider;
- iii) Note the key themes for inclusion in the Strategy set out at paragraphs 1.2, 2.6 and 2.7, and make any recommendations or comments for the Executive to consider.

### **5. Corporate Objectives And Key Priorities**

5.1 The Council's Five Year Strategy is the main vehicle for agreeing Corporate Objectives and Key Priorities.

### **6. Policy Framework**

6.1 The Five Year Strategy is one of the key elements of the Policy Framework of the Council.

### **7. Legal Issues**

7.1 No specific Legal issues arising.

## 8. Governance

- 8.1 The proposed timetable for the preparation and adoption of the new Five Year Strategy includes significant opportunity for scrutiny, public and partner input and transparency of decision making.

## 9. Risk Management

- 9.1 Without a coherent Five Year Strategy in place there is a risk that the Council's work and resources do not achieve the desired outcomes for the Borough, residents and businesses.

## 10. Equalities Impact

- 10.1 An equalities impact assessment will be carried out on the final public consultation arrangements and the final Draft Strategy.

## 11. Human Rights

- 11.1 No specific Human Rights implications arising from this report.

## 12. Environmental Impact

- 12.1 The Strategy is likely to include the Council's commitment to reducing Climate Change.

## 13. Consultation

- 13.1 Public and Partner consultation forms a key part of this report - see Annexe A.

## 14. PR And Marketing

- 14.1 See Consultation above.

<b>Annexes</b>	Annexe A – Proposals for Five Year Strategy Consultation
<b>Background Papers</b>	Surrey Heath Borough Council Five Year Strategy 2016 – 2021, refreshed March 2017.
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## Annexe A – Proposals for Five Year Strategy Consultation – Late May – July 2021

- **Purpose** – to share the Council’s ‘strategic narrative’, current challenges and opportunities, draft key priorities and areas of work for the Five Year Strategy (together with background information that informs these) with the public and partners, with a view to the responses being used to update the priorities and areas of work, and inform the outcomes and targets for the Strategy.
- **Content** to share the Council’s ‘strategic narrative’, current challenges and opportunities, draft key priorities and areas of work for the Five Year Strategy and ask a series of questions such as:
  - *Are these the right areas to focus on? Any comments?*
  - *Is anything missing?*
  - *What are the key issues from your local area? / What are the key issues for your organisation?*
  - *Asking people to rank the issues/ areas in terms of importance*
  - *Whether they feel the strategy is full inclusive to all*
- **Format** of consultation (aim for it to be open for 8 weeks for the public)
  - *Open on-line survey for the public which can be shared on Council social media and can be promoted via Members. Will be promoted in Heathscene and on our website as well as issued as a press release for local media and shared via public noticeboards across the Borough. Could consider some additional advertising e.g. radio.*
  - *Specific consultations at relevant partner / public meetings led by Wider Management Team / Corporate Management Team colleagues (e.g. Surrey Heath Partnership, CCG, parishes) – a presentation and/or video to be prepared so any Manager can lead the discussion. Managers and Members to be asked for suggestions of groups which should be included.*
  - *5 or 6 public online events for a group of wards, which the relevant Ward Members can also attend.*
  - *A paper summary of the consultation to be included in the summer HeathScene with signposting either online or to ways a paper copy can be obtained.*
  - *No general face-to-face public consultations (e.g. in shopping centre) would be planned, due to resource implications and social distancing requirements.*
- **Feedback** – results to be shared with the public and partners, together with the final Five Year Strategy and a ‘thank you’ for participating. Regularly sharing how many have responded and how their views have been taken into account could help engage public to respond to future consultations.