

Corporate Peer Challenge Position Statement

June 2024



POSITION STATEMENT

RUSHMOOR BOROUGH COUNCIL CORPORATE PEER CHALLENGE – JUNE 2024

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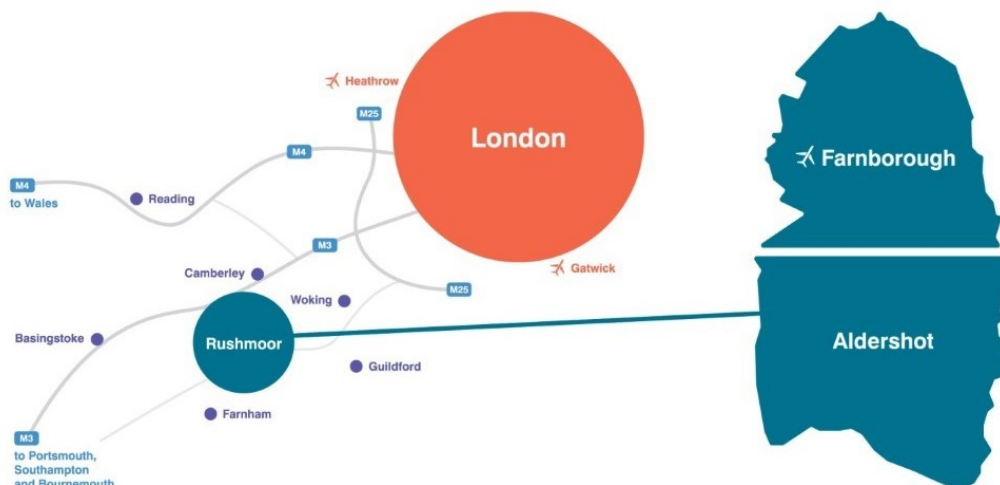
INTRODUCTION

THE BOROUGH OF RUSHMOOR

Rushmoor lies approximately 30 miles south-west of London in north-east Hampshire next to the Surrey and Berkshire borders. It is a relatively small (3,905ha), highly urbanised, and densely populated borough with a population of 100,100 made up of two major settlements whose boundaries adjoin one another.

Aldershot is in the south of the borough (population 39,800) and is the home of the British Army. Since 2013, an urban extension (Wellesley) with up to 3,850 new homes has been under construction led by Grainger plc on former MOD land to the immediate north of the town centre. Around one-third of the development has been built and occupied. The Council's Union Yard development supporting the [regeneration of Aldershot town centre](#) will be completed in July, bringing new residential and commercial units to the heart of the town to create a new, revitalised, and vibrant space.

Farnborough in the north of the borough has a population of 60,700. It is known internationally for aerospace research and development. It is now the location of the UK's only dedicated business airport and home to the biennial Farnborough International Airshow held at the Farnborough International Exhibition and Conference Centre. The Council is working towards a [regeneration of the civic quarter](#) to create a new community heart for the town centre and further information on this project is set out later in this document.



POPULATION

Rushmoor's population is younger than the England average with a median age of 38 years and was predominately born in England (73.5%). The Nepali community has a strong presence in Rushmoor at 10.6% of the population. This is the highest percentage for a local authority area in England and Wales.

DEPRIVATION

Although relatively affluent, Rushmoor has three small areas of multiple deprivation that are in the 20% most deprived in the country. 3% of the Borough's population are currently in receipt of benefits although unemployment rates are below average.

HOUSING

[House prices and home affordability](#) compare well with the Southeast average but are worse compared to England. Home ownership is out of reach for many residents contributing to significant demand on the private rental sector.

LOCAL ECONOMY

Rushmoor's £ 6.5 billion economy is one of the most productive economies in the country and plays a key role in the wider sub-regional economy. In terms of productivity (GVA per hour worked) Rushmoor is the most productive district in the UK. A history of aerospace research and development, a good supply of business premises on high-quality business parks and the presence of Farnborough Airport means the borough hosts several multi-national corporations in the aerospace and defence sectors including QinetiQ and L3 Harris, as well as other companies in the fast-growing creative and digital industries including Lenovo and nDreams. The council has been successful in attracting significant inward investment, most recently Gulfstream who invested £45 million in Farnborough.

The borough's town centres face the same challenges all town centres are grappling with, as spending patterns and therefore town centre uses change. Despite this, vacancy rates and footfall have been relatively stable over recent months although both towns have been affected by the loss of national retailers, most recently Wilko. The Council has a significant town centre events programme, including the annual Victoria Day, weekend events and regular markets, which help support the vibrancy of our towns, boosting footfall and trade.

EDUCATION

Despite the Borough performing well on several economic indicators, not all our local population benefits from these employers in high value-added sectors, with a net in-migration of highly skilled workers from neighbouring districts. Local skill levels are relatively low with a below-average percentage of Rushmoor residents educated to NVQ4. Three of the Borough's four state secondary schools have '[well below average' progress performance](#) with the 4th being average. Conversely, Farnborough is home to two of the country's top colleges for further education, both rated as outstanding by Ofsted; [Farnborough College of Technology](#) and [Farnborough Sixth Form College](#). It hosts several successful private schools.

THE COUNCIL

The Council has actively taken part in Corporate Peer Challenges (CPC) in 2017 and September 2019, as well as an Equalities peer challenge in 2021 and Communications Health Check-in 2022, leading to notable positive change within the authority. The council understand the value of welcoming external challenges to drive continuous improvement. With recent changes in political leadership at the Rushmoor Borough Council, this is an ideal opportunity to conduct a further review to help to inform the future of the Council.

In May 2024, the Labour Party took control of the Council after 24 years of Conservative control. The Council uses a leader and cabinet model with seven councillors responsible for seven portfolios.

The current political balance of the Council is:

- Labour – 20 seats
- Conservatives – 15 seats

- Liberal Democrats – 3 seats
- Independent – 1 seat

The Aldershot parliamentary constituency includes the whole borough.

The new political leadership will develop a new Council Plan during 24/25 and have named the following priority areas:

- Partnership working – authentic and meaningful engagement and partnerships with residents, local voluntary groups, businesses, and other public services.
- Increasing transparency and accountability.
- Safer, cleaner streets.
- Housing – Decent homes for everyone.
- Deliver a new leisure centre for Farnborough and regeneration of both town centres.
- Sustainability at the heart of everything.
- Fixing the Finances – ensuring the Council moves to a more stable financial position.

Councillors are also keen to have the Peer Teams understand how the Council’s structure of committees could play an effective part in helping deliver these priorities.

FINANCIAL POSITION

The Council’s financial position is currently challenging and the need to address this as a matter of urgency is understood. The Council agreed to a [Financial Resilience Plan](#) in February 2024 and commissioned the Chartered Institute of Public Finance and Accountancy (CIPFA) to review the Council’s financial position and approach to addressing the issues. Their report will be available later in June and made available to the Peer team.

The Council knows it will need to change and transform how it works if it is to meet new political expectations and our resident's needs in a financially sustainable way. A Peer Challenge now is the opportunity for the Council to reflect upon what has worked successfully since the last Peer Challenge and help find areas to strengthen and build upon as the Council goes through this next period of change.

LOCAL PRIORITIES AND OUTCOMES

VISION, PRIORITIES, AND OUTCOMES

The Council's [long-term vision](#) sets out the Aldershot and Farnborough that residents, businesses and the council would like to see by 2030. It was developed following widespread consultation and engagement with residents, businesses, councillors, and local organisations, and approved in July 2019.

The vision sets out six major ambitions for the future of Aldershot and Farnborough:

- Housing for every stage of life.
- Healthy and green lifestyles.
- Opportunities for everyone – quality education and skilled local workforce.
- Strong communities, proud of our area.
- Vibrant and distinctive town centres.
- A growing local economy – kind to the environment.

The [Council Plan](#) sets out what the Council will be doing in the next three years to contribute towards the long-term vision. The latest plan was approved at Council in July 2023 and set out 10 key projects and activities.

COMMUNITIES AND STAKEHOLDERS

The Council has invested in a range of traditional, digital, and social media channels to enable regular contact, engagement, and consultation with its key stakeholder groups, including customer feedback surveys, workshops, consultation items on the Council's website and regular citizen consultation on both borough-wide and place-specific issues.

The [active](#) and [past](#) consultations can be found on its website. It alternates between two major surveys each year. The 'Services' survey helps the Council understand what residents think about the services it provides. The 'Place' survey helps the Council understand what residents think about living in the borough. The results of these survey inform the regular refreshes of the Council Plan and the development of Council policies and strategies.

The Council engages directly with local businesses to ensure that there is an understanding of local business needs to inform its Strategic Economic Framework. Arts organisations, creative practitioners and artists are actively consulted on the Cultural Strategy and work to increase cultural engagement. The Supporting Communities Strategy is designed and delivered in partnership with voluntary, community and public sector organisations in the borough.

The new administration has highlighted in early discussions with the Executive Leadership Team that they would like to see an increase in resident consultation and engagement and develop the ways in which the Council currently does this to be more inclusive and understand the lived experience of residents.

PERFORMANCE

The Council's [Performance Management Framework](#) was adopted in April 2020 and refreshed in June 2023. It sets out the approach to managing, monitoring, reviewing, and reporting Council performance.

Performance monitoring reports are presented alongside the Council's risk register and can be found in the Cabinet meeting agenda packs:

- [2023/24 Quarter 4](#)

- [2023/24 Quarter 3](#)
- [2023/24 Quarter 2](#)

The Council has an [improving recycling and rubbish service](#) since the introduction of food waste collections, our waste recycling rate has increased substantially with corresponding decrease in residual household waste. More work is needed to improve our recycling contamination rate.

It has a [high performing planning service](#) with most planning application decided on time and low numbers of decisions overturned on appeal. Our [council tax and business rates](#) services are similarly high performing with above average collection rates.

As a non-stock holding authority new, affordable housing is delivered in partnership with Registered Providers averaging around 150 homes each year for rent, shared ownership, temporary and supported accommodation. The Council does have its own Housing Company Rushmoor Homes Ltd (RHL), set up to provide quality homes for rent, but to date the company has undertaken limited development.

Rough sleeping levels are low due to a proactive homelessness prevention service. The Council performs [significantly above average](#) for securing accommodation for more than six months and the number of households who are homeless after intervention is [well below average](#).

The Council receives [mixed feedback from our residents](#) on how the Council is performing. Its recycling and rubbish, parks and open spaces, and environmental health services are well regarded. More people were satisfied than dissatisfied with how the Council run things. On the other hand, residents were dissatisfied with the town centres, community safety, and keeping the area clean and tidy. More people felt the Council did not act on the concerns of residents.

Most residents believe that the Council keeps them well informed (68.9%), significantly above the LGA reported average for all councils.

Residents believe that road and pavement repairs, shopping facilities, clean streets, crime, and health services are the [factors most in need of improvement](#). Most people felt that they belonged to their local area.

EQUALITY AND DIVERSITY

The Council recognises that equality and diversity considerations should inform decision making. Every committee report should say what, if any, equality impacts may result from the recommendations.

The [Equality Peer Challenge](#) in 2021 highlighted the exemplary long-standing work with the Nepali community. However, it also noted that there was an inconsistent approach to equality impact assessments, limited training, and more work to do to achieve a representative workforce.

The Council knows it has work to do on Equalities, Diversity and Inclusion and intends to refresh the Council Plan and its Equality Objective this year.

ORGANISATIONAL AND PLACE LEADERSHIP

Organisational Leadership

The Council's Cabinet consists of 7 members and is appointed by the Leader with [seven portfolios](#).

The Executive Leadership Team (ELT) consists of the Chief Executive, 2 Executive Directors (one is the monitoring officer), the Assistant Chief Executive and the 3 Executive Heads of Service including the S151 officer.

The Corporate Management Team (CMT) includes ELT plus the Head of Regeneration and Development and Corporate Managers for Legal Services, People, Democratic Services, and ICT.

There are 18 Service Managers who meet regularly with the Corporate Management Team and this grouping provides the wider [leadership and management of the organisation](#). These meetings are an opportunity to receive updates and discuss topical items, work together on corporate issues, set the 'tone and culture', and build strong working relationships across the organisation.

Place Leadership

The borough has a strong voluntary and community sector with a long-standing culture of partnership working. The Council is co-located in the Council Offices with the County Council, Neighbourhood Policing Team, Rushmoor Voluntary Service, and Citizens Advice.

Our place ambitions are described in the Council Vision, Council Plan, and Supporting Communities Strategy, namely to:

- To have vibrant and distinctive town centres, and a growing local economy
- To tackle the effects of poverty and deprivation, and to have a positive impact on people's daily lives.

The Council has invested in a range of traditional, digital, and social media channels to enable regular contact, engagement, and consultation with its key stakeholder groups, including customer feedback surveys, workshops, consultation items on the Council's website and regular citizen consultation on both Borough-wide and place-specific issues. There has been extensive consultation for the regeneration function including website content, social media, online surveys, direct mailshots, public exhibitions, group meetings and presentations.

The Council has actively engaged with the local community in the development of major regeneration projects across Aldershot (Union Yard) and Farnborough (Civic Quarter) via the Rushmoor Development Partnership through digital and traditional channels as part of the planning pre-application process.

The council looks to engage directly with local businesses to ensure that there is an understanding of local business needs. Underpinned by the aims and objectives of the council's Strategic Economic Framework, this engagement includes bi-annual business surveys, quarterly business forums with businesses and membership of regular engagement with, business representative organisations such as the Federation of Small Businesses and Hampshire Chambers of Commerce. A monthly business newsletter has also been developed to engage with local businesses and to provide a consultation mechanism.

Through the development of the Rushmoor Cultural Strategy and in its enabling role in looking to increase arts and cultural engagement in Rushmoor, the council also engages with arts organisations, creative practitioners, and artists directly. This has included consultation on the Rushmoor Cultural Strategy itself.

Our Supporting Communities Strategy is a collaborative approach to addressing the challenges facing local communities and is focused on four priority areas:

- Economic Hardship
- Young People – (Resilience and Aspirations)
- Physical and Mental Health
- Connecting Communities

This strategy is designed and delivered in partnership with voluntary, community and public sector organisations in the borough.

Significant local health inequalities are a key focus of our strategic place activity. The Council engages with the Hampshire Health and Wellbeing Board and has very strong relationships at a strategic and place level with NHS Frimley Integrated Care System.

The Community & Partnerships team have visited several warm hubs and food banks across the borough to talk to local people and organisers and see where can provide further support. In addition, the council has shared cost of living information/where to get help on the website and provided leaflets and other information at local GP surgeries, libraries, and job centres.

The cost-of-living continues to be a regular agenda item for the Supporting Communities working group. The Council engaged with the Citizens Advice (CA) who produced a report on the cost of living in Rushmoor. The Council facilitated a later cost-of-living workshop with key partners to understand the level of impact on residents and identify where the council can support and collectively make the biggest difference.

The Council regularly engages with other public services to align our outcomes. As part of delivering regeneration projects and better use of assets, there are regular interactions with organisations such as Homes England, Hampshire County Council, Enterprise M3 LEP, Defence Estates and major local landowners and appropriate services within the Council.

Communication

The council recognises the importance of clear and transparent communications and engagement around its challenges, future ambitions, and any organisational changes, but also that such activities must be tailored to the audience.

Since the LGA's communications health check-in in 2022, the council has increased its focus on internal communications so that our staff are kept well informed and involved and can act as advocates for the council and what we are trying to achieve. This includes a monthly 'staff live' Teams meeting for all employees, a newsletter (Rushmoor Round-up), regular surveys, and the use of digital portals and Microsoft Engage.

As well as the formal decision-making structure, the council also holds regular briefings for members on important issues and priorities, such as regeneration and organisational and budget updates. These briefings offer a chance to ensure all members are fully informed and to ask questions in a more formal setting. This is supplemented by a weekly news update from the Chief Executive to the members.

The council fosters strong relationships with its partners and communicates and engages directly on matters of shared interest and ambitions, or where organisational changes may affect that working relationship.

Externally, the council takes a campaign-led approach to its communications and led an annual campaign plan. The council uses a suite of communications tools and models to keep local people informed and, where appropriate, to engage in conversations about matters such as service or organisational changes.

Predominantly, the council's communications are digitally led through our social media accounts (Facebook, Instagram, X, Nextdoor, YouTube) and regular email news, which in turn direct to the council website.

Recognising that a percentage of our residents are not digitally enabled or choose not to be, a council magazine is also produced, Arena, twice a year, and where appropriate, reaches residents through more traditional media, such as printed leaflets, posters, and local events.

For communities, such as our Nepali community, the council uses more targeted communications, such as video and cascade of information through community leaders and groups.

Although the local newspaper has scaled back its coverage of Rushmoor in recent years, the council still recognises the influence of the media and aim to maintain a good working relationship with them, in particular our local radio and TV stations. Our communications team have a strong journalistic background and therefore understands the needs of the media and how we can work well together.

GOVERNANCE AND CULTURE

[The Council's constitution](#) sets out its governance arrangements and decision-making processes.

Full council is responsible for:

- Agreeing the Council's overall budget and policies
- Electing the Leader of the Council
- Appointing Committees of the Council
- Confirming who will be the Chief Executive, Section 151 Officer, and Monitoring Officer

The Cabinet is appointed by the Leader of the Council and is responsible for making decisions about the day-to-day running of council services, developing the budget, and making recommendations to the Council on major items of policy. It includes seven councillors responsible for portfolios of related services.

A Policy and Projects Advisory Board provides pre-scrutiny to support the Cabinet and Council in the development of policies and projects that will deliver the Council's priorities.

An Overview and Scrutiny Committee reviews past or planned executive decisions, monitors Council performance and holds other public service providers to account.

All executive functions not explicitly reserved to Council, the Leader, Cabinet, or Portfolio Holders are delegated to Authorised Officers in the Corporate Management Team.

A summary of the Council's [decision-making structure](#) is provided in the background documents.

THE GOVERNANCE RISK AND RESILIENCE FRAMEWORK

Council officers have recently conducted a self-assessment exercise against the characteristics outlined in the Centre for Governance and Scrutiny's Seven Key Characteristics. This work took place in March 2024, led by the Governance Group of officers, and was considered by the Council's Executive Leadership Team in May 2024.

Overall, the analysis reveals strong governance practices within the council, such as robust relationships between key stakeholders, independent whistleblowing systems, and a clear recognition of ethical principles. However, there are areas for priority action and improvement identified as part of this work and work is underway to identify a list of prioritised actions to be taken forward as part of service plans in the year ahead. These include improvements in risk management, engagement, and consultation with residents, enhancing audit processes and clear financial reporting which align well with the priorities identified by the new administration. It is expected that the identification of a prioritised list of actions will be considered and agreed upon by ELT in June 2024. A copy of the self-assessment can be found in the [background documents](#).

FINANCIAL PLANNING AND MANAGEMENT

The Council set a [balanced budget and agreed on a Medium Term Financial Strategy](#) (MTFS) at its meeting in February 2024. This included a commitment to present an updated MTFS to the Council in July 2024 following further financial planning and consideration of the CIPFA report. The report also provides a summary of the MTFS.

There are several key financial issues for the Council, which are:

- The Council has £167 million of short-term external borrowing (repayment within one year) and current interest rates are more than double the MTFS 2023-24 budgeted assumption of 1.67%, resulting in a significant overspend, if not mitigated.
- A significant proportion of the borrowing has supported regeneration and operational asset provision, with limited and long-term payback, resulting in direct pressure on the revenue budget as interest payments are treated as revenue expenditure.
- There are limited reserves to mitigate the impact of the additional interest rate costs. Without significant mitigation in 2024-25, the Council will not be able to set a balanced budget in 2025-26.
- The Council has limited assets that can be disposed of to generate capital receipts to reduce borrowing without a detrimental impact on the revenue account.
- The Council has limited ability to increase its revenue income. Inflation of the service cost base outstrips the ability to raise income from fees, charges, and rental income. Council tax increases are limited to below inflationary rises by the Council tax referendum principles.
- Income that the Council can directly influence is subject to wider economic factors e.g., where the cost-of-living pressures lead to reduced demand neutralising the effect of inflationary level fee increases.
- The Council underwent a comprehensive outcome-based budget savings exercise last year. This reduces the opportunity to find significant additional savings without fundamental changes such as defining a new operating model and reprioritisation of services.
- The Council tax base growth is low due to a slowdown in housing development, impacting on New Homes Bonus.
- Government funding is likely to further reduce after 2024-25.

To address these issues, the Council agreed on a Financial Resilience Plan (FRP). This aims to reduce the Council's debt and achieve savings to balance the budget over the medium term. This will include:

- Reducing debt through:
 - Disposals of council-owned land and property to generate capital receipts to reduce overall debt.
 - Approach to the operation of Union Yard and transfer of elements of the scheme to Rushmoor Homes Ltd
 - A review of the extent and timing of new build development projects in the Rushmoor Homes Ltd Business Plan
- Maximising the benefit of the Council's existing treasury investments and use of cash to minimise external borrowing.
- Minimising the revenue impact of existing borrowing including through effective capital accounting and reconsideration of prudent MRP provision.
- Reviewing the future capital programme and particularly the approach to the regeneration of the Civic Quarter. This could include land disposals, grant funding, and reconsidering programme scope and timing.
- Developing options to address the long-term cost of services through a Council transformation plan.
- Increasing income from the property portfolio and fees and charges.
- Management and use of reserves

The Executive Leadership Team is leading the implementation of the Financial Resilience Plan.

The Council has a good recent history of achieving budget reductions. In 2022/23, the MTFS included £1.825m of previously agreed savings in 2023/24 rising to £3.241m in 2026/27. However, given the forecast budget gap, this was insufficient and more savings were required to balance the budget.

In November 2022, the Cabinet agreed to an Outcome based Budgeting exercise, which aimed to find further changes and projects to ensure that net costs were brought down, whilst ensuring that the Council's aims continued to be fulfilled.

The work found a significant number of options which were validated and reviewed by the Cabinet and Council who agreed to a set of proposals for incorporation in the 2023/24 budget. The total value of these proposals was £2,290,934.00 of which 97% were delivered.

The Council published its 2023/24 accounts on time and has [audited statement of accounts](#) up to 2019/20. Audits of the accounts from 2020/21 onwards are outstanding.

The Council's [financial procedure rules](#) outline the budget monitoring, financial management, and governance arrangements.

CAPACITY FOR IMPROVEMENT

ORGANISATION DEVELOPMENT

The Council's [People Strategy 2020-2023](#) sets out our commitment to supporting and developing our people, so the council have the skills, attitudes and behaviours needed to deliver our priorities and achieve our ambitions for our community, whilst ensuring Rushmoor is a great place to work.

An [update on the People Strategy](#) is provided in the background documents.

The People Strategy is due to be updated this year, alongside the Council Plan and the Council's broader approach to transformation and improvement. All three will be developed in collaboration to ensure alignment.

DIGITAL, DATA, AND TRANSFORMATION

In October 2019, the Council agreed on the mandate for a transformation programme known as ICE. This built upon the Council's earlier transformation activity and was focused on:

- Moving to a more customer-centric approach
- Reducing the ongoing cost of services in a sustainable way
- Creating some financial headroom to help balance the Council's budget and deliver different or better outcomes in line with the 3-year business plan.

The ICE programme had objectives agreed by a Member Task and Finish Group and further background about the programme can be found in the [November 2022 Cabinet report](#). Appendix A of the report sets out the key deliverables from the Council's ICE programme.

At the formal conclusion of the ICE programme, the Council then focussed its transformation resource on supporting the delivery of the Council's savings programme. The [Council's Customer, Digital, and Technology Plan](#) sets out the current strategic intention and short-term plan.

The need for a clearer, focused and more strategic direction on transformation and service improvement is recognised by officers. There are plans to engage the new administration on the future approach to transformation as work on a new Council Plan develops. It is recognised by officers that several levers can be pulled to assist in developing an effective and modern Council. There is an expectation from the senior officer team that the priorities and outcomes set out in a refreshed Council Plan should drive any transformation of the Council's operating model.

In the interim, the Council will be using tools such as the LGA's TIE self-assessment tool to provide an assessment of current performance and to help shape a future approach. Input from the peer team on approach to both service improvement and wider transformation would be welcomed as the Council shapes its future approach.

PROGRAMME MANAGEMENT

The Council's [capital, property, and regeneration programmes](#) are led by a Capital and Major Works Programme Board.

The Capital Programme has been primarily focussed on delivering against the Council's key priority of Town Centre Regeneration, with further schemes focused on enhancing the delivery of core services through the improvement and enhancement of assets.

The board meets every 6-8 weeks and is attended by members of ELT, legal, comms and regeneration teams.

The objectives of the board are to:

- Provide strategic oversight and decision-making for Capital projects and the Council's regeneration programme.
- Authorise the start of new Capital projects.
- Review individual project highlight reports.
- Provide an escalation point, as required.
- Monitor and report on the programme's financial position.
- Review and update programme-related risks
- Assess the pipeline of future Capital projects and capacity to take forward.

Where a capital project is of significant value and moves to implementation, a separate Project Member Board is set up place to provide detailed member oversight. Currently, there are Member project boards for Union Yard and Leisure and Cultural Hub.

Other corporate initiatives, such as the UK Shared Prosperity Fund, Transformation, and Resettlement, are managed by the Policy, Strategy, and Transformation team. The Assistant Chief Executive is the Programme Sponsor. These programmes report to CMT each quarter.

CLIMATE CHANGE AND ECOLOGICAL EMERGENCIES

A climate emergency was declared in 2019 and the Council's work in this area has been guided by a Climate Change Action Plan agreed by Cabinet and most recently updated in July 2023. The approach has been successful in delivering reductions in the Council's carbon footprint (which is calculated and published annually). The new administration has indicated that they want to see 'Sustainability at the heart of everything' as an increased priority.


REGENERATION

The Council has been committed to regenerating our town centres as a priority in line with resident feedback. Strategies exist for both towns and Aldershot town centre regeneration is underway through the Union Yard development ([Union Yard](#)), which completes this year will provide new homes, retail and public space, a new makers' yard and accommodation for local students and a larger private sector scheme known as The Galleries.

The council has achieved outline planning consent for a significant scheme in Farnborough ([Farnborough Civic Quarter](#)) and received £20 million towards the development of a new leisure and cultural hub in Farnborough from the Government's Levelling Up Fund. In 2023 the Council acquired The Meads and Kingsmead shopping centre to support the regeneration of Farnborough Town Centre following the failure by a private sector developer to deliver on consented schemes.

More recently the Council's financial position combined with the current inflation, interest rates and housing and development market have significantly affected both Council's ability to make further direct investment

and the viability of approved schemes. A review of options around all major regeneration projects is being undertaken linked to the need to deliver capital receipts in line with the financial resilience plan.



SHARING OF SUCCESSFUL PRACTICE

THE COMMUNITY GRUB HUB

TACKLING HEALTH INEQUALITIES