



# Council Plan

2023 to 2026

# Welcome

**This Council Plan sets out the role that we will play in ensuring that Rushmoor is a vibrant, thriving place, with a strong community that has both the opportunities and sense of pride to make sure it is a fantastic place to live, work and do business.**

This is our vision - one we set out in more detail in our vision document - [Your Future, Your Place – A vision for Aldershot and Farnborough 2030](#). It is with this vision in mind that we set out our ten priority projects for the next three years.

These projects come together in an ambitious programme of activity across our two Council Plan themes – people and place.

Building on the foundations of previous plans and projects already delivered by the council, our work in the coming years will

prioritise supporting our communities, shaping our town centres for the future and making sure we deliver great value, high quality services. Please take the time to read this ambitious plan that will make a real difference to our people and places and ensure we maintain the quality of life we value in Rushmoor.

You can [check our progress against our plan](#) by viewing our quarterly updates and can find out about delivery of previous plans by viewing our [latest annual report](#).

We look forward to delivering for you.

**Councillor David Clifford**  
Leader  
Rushmoor Borough Council



**Paul Shackley**  
Chief Executive  
Rushmoor Borough Council



# About the Council Plan

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

Refreshed and updated annually, the Council Plan provides a focus for our activities and services by setting out the short to medium-term steps needed to realise our longer-term vision and aspirations.

The Council Plan also draws upon, and provides a link between, a number of important strategies and plans which inform and underpin much of the work we do. We use these strategies and plans to help set the general direction and work activities of the council. They inform many of the decisions we make, how we allocate resources across the council together with our staff objectives.

While the Council Plan sets out an ambitious programme of key activities, we also have service plans that include more detailed information on the activities and work of individual council departments, teams and the day-to-day services they offer.

## Your future, your place: a vision for Aldershot and Farnborough 2030



### Council Plan

Corporate projects

Service business plans



### Key strategies and plans

Medium Term Financial Strategy	The Rushmoor Local Plan	The council's People Strategy	Climate Change Action Plan 2020-2030
Supporting Communities Strategy	Equality, Diversity and Inclusion Action Plan	Strategic Economic Framework	UK Shared Prosperity Fund Investment Plan
Joint Municipal Waste Strategy	Green Infrastructure Strategy	Farnborough Town Centre Strategy	Cultural Strategy

### Strategies and plans in development

Housing & Homelessness Strategy	Communications & Engagement Strategy	Customer, Digital and Transformation Strategy	Car Parking Strategy
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One borough



Two world-famous towns

39,056,390m<sup>2</sup> of land

68% of land is green space



70 parks and playgrounds



Four nature reserves and woodlands



# RUSHMOOR IN NUMBERS

January 2023



100,100 residents

50.1% male  
49.9% female

2,810 military personnel  
+390 civilian staff

37

schools



Two outstanding further education colleges

Two arts and theatre centres



Two indoor pools  
One lido



41,630 homes



An average age of 38.2 years



3,720 businesses

providing more than 56,000 jobs



Two football clubs

One

world class conference and convention centre



Three museums

One

snow sports centre



261 miles of road



36 miles of cycle routes



Three railway stations



One airport



RUSHMOOR BOROUGH COUNCIL

# Our values and how we work

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



These values underpin all our work. However, in taking forward the work in this plan or in our day-to-day work activities, we will also:

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

# Looking ahead – challenges and opportunities

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

## Cost of living

The cost of living has been increasing across the UK since 2021, which is affecting us all. This has been due to a number of factors, including supply chain pressures during the pandemic and the Russian invasion of Ukraine which has had an impact on energy prices and increased inflation rapidly. Inflation will hopefully ease in 2023, but there will be still people who are struggling financially and need help. Over the past year, we have worked with our partners to support and help those in need. Help and advice on the cost of living can be found on the [cost of living pages on our website](#). We will continue to provide support for vulnerable residents until things get better.

## Financial uncertainty

While the cost-of-living crisis and rising inflation levels affect residents and businesses, they also create financial uncertainty for the council. We have faced increased costs together with reductions in government grants for a number of years. These factors mean that we have had to look closely at the services we provide and make efficiencies and savings where appropriate. With inflation above 10%, we will need to review our finances to make sure that we continue to provide services in the most efficient and effective way. To see our budget and financial plans, see our [medium term financial strategy on our website](#).

## Town centre regeneration

As the high street continues to evolve, we have committed to regenerate our town centres and ensure that they are family friendly places. Aldershot town centre is being transformed through the Union Yard regeneration project, which will provide new homes, retail and public space, a new makers' yard and accommodation for local students. We are also working with the Rushmoor Development Partnership to bring

forward exciting proposals for a new civic quarter for Farnborough town centre and have just received £20 million towards the development of a new leisure and cultural hub in Farnborough from the government's Levelling Up Fund. We will be consulting on this new development in due course. In addition, 2023 saw the Council agree to the purchase of The Meads and Kingsmead shopping centre in order to support the regeneration of Farnborough Town Centre. To see our progress on town centre regeneration, please see the [town centres and regeneration pages on our website](#).



## UK Shared Prosperity Fund (UKSPF)

We have been given £1 million from the government to spend over the next two years, to help support our local communities. We have developed an investment plan that aims to use this funding for local projects under the following themes:

- Communities and place
- Supporting local businesses
- People
- Skills

**For further information, please visit our [UK Shared Prosperity Fund page on our website](#).**

### **Responding to the climate emergency**

Responding to the climate emergency will be increasingly significant for us all. Our [Climate Change Action Plan](#) sets out a series of local actions to make the council carbon neutral, and Aldershot and Farnborough greener and more sustainable by 2030. This will include implementing a plan to increase the tree canopy. We will be updating our Climate Change Action Plan in the light of our latest carbon footprint information and will work with our residents and partners to build a more sustainable future.

### **A strong local economy**

Keeping our key businesses and attracting new ones through investment to support growth remains a priority. It is also important to support residents into employment, education or training. Through this work, there is an opportunity to reflect on the future skills that our community needs and to support green jobs that benefit the community, the environment, and the economy.

### **Health and wellbeing**

As Aldershot and Farnborough have a number of health inequalities, it will be important to continue to support the physical and mental health of our residents. It will be vital for us to work with the health sector, community groups and not-for-profit sector to support health and wellbeing across Rushmoor.

### **Community Safety**

We know that crime and antisocial behaviour is a concern to our communities and our yearly community safety survey gives us information about how safe residents feel and where there may be issues related to crime and antisocial behaviour. We will work with our residents and our partners, including the Police and Crime Commissioner, to address the concerns of our communities.

### **Changes in government policy**

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

### **Engagement and inclusion**

Our community has become more diverse and continues to evolve, and we will need to consider ways to make sure everyone feels included and to reduce social isolation. Social media provides opportunities for us to improve how we communicate and engage with partners and self-service models of delivery are increasingly commonplace. However, as we offer more of our services online, the challenge of digital exclusion and how to support those who do not have the right skills or access to the internet to use these services remains a key concern of us. We will continue to provide information and key services in alternative, accessible formats to increase accessibility.

### **Recruitment and retention**

Attracting and retaining the right staff has become increasingly difficult for businesses, and the council is no exception. In taking forward the actions set out in this plan, we will continue to review our own workforce and retention policies as well as the way we work. We are committed to being a modern, customer-focused organisation that uses the opportunities that digital technology can offer to deliver accessible, efficient and cost-effective services where appropriate, at the same time making sure that no-one is left behind.

### **Working with our partners**

To deliver the priorities and projects set out in this plan, it is essential that we continue to work with our partners and other organisations. Our ability to meet our measures of success and deliver the projects outlined in this plan requires us to work with a number of national, regional and local organisations including government departments, health partners, the voluntary and community sector, schools and colleges, Hampshire County Council and residents' groups.

## Community engagement - assessing and understanding needs

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

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

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

Working closely with our partners where appropriate, we want to further develop how we communicate and engage with our community to help us continue to meet our businesses and residents' needs with quality, timely and effective services. In particular, we want to increase our engagement with young people and young families and this will be an area of focus in the years ahead.



[www.rushmoor.gov.uk](http://www.rushmoor.gov.uk)  
**Arena**  
Issue 125 • Spring 2023

**Major milestone for Union Yard**

**Coronation**  
Countdown to the celebrations

**Local heritage**  
History at your fingertips

**Regeneration**  
£20 million for new leisure and cultural hub

**RUSHMOOR**  
BOROUGH COUNCIL

The image shows the cover of the 'Arena' magazine. At the top, the website 'www.rushmoor.gov.uk' is listed. The title 'Arena' is in large, bold, yellow letters. Below it, 'Issue 125 • Spring 2023' is written. The main image is a group of six men on a construction site, all wearing high-visibility yellow jackets and hard hats. One man in the foreground is kneeling and using a trowel to lay concrete. The text 'Major milestone for Union Yard' is overlaid on the image. At the bottom, there are three columns of text: 'Coronation' with a sub-headline 'Countdown to the celebrations', 'Local heritage' with 'History at your fingertips', and 'Regeneration' with '£20 million for new leisure and cultural hub'. The Rushmoor Borough Council logo is at the very bottom.



# Our priorities

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

## People

Empowering and connecting communities and enabling people to live healthy and sustainable lives to fulfil their aspirations.

## Place

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



# People key projects and activities

## People 1

### **Work with public and voluntary sector partners to support our residents**

We will continue to work with our partners to deliver against the priorities in the Supporting Communities Strategy. This will include taking forward projects and programmes to address economic hardship, resilience and aspirations of young people, physical and mental health and connecting communities.

## People 2

### **Support the creation of quality, new homes**

We are committed to improving the amount and quality of private rented homes in Rushmoor. The council set up [Rushmoor Homes Ltd](#) in 2020 to take over the ownership of council-owned properties and land to develop for housing. Over the next few years, the company's focus will be to provide good quality, energy efficient homes for rent. Our housing and homelessness strategy will set out our plans to help deliver homes for all stages of life and particularly affordable homes.

## People 3

### **Progress the development of a new leisure centre and cultural hub in Farnborough**

We will continue to work on the approach, costs and designs for a new leisure and cultural hub for Farnborough. Our vision is for a carbon net zero destination development that will provide new leisure facilities alongside library, cultural and community spaces, including a play area, skate park and parking.

## People 4

### **Working with partners, encourage more residents to be active and to have healthier lifestyles**

Working with our partners and local schools, we will help encourage our residents to be fit, healthy and improve their wellbeing by increasing participation and use of local leisure facilities, parks and open spaces.

## People 5

### **Support key business sectors and help people to access the opportunities they offer**

Working with stakeholders, we will support a range of employment and skills activities across the borough to promote a highly skilled workforce and a labour market able to provide training, employment and education opportunities for all.

Aerospace is a key sector in our economy. We will develop support with the Aerospace Research and Innovation Centre (ARIC) and work with partners to encourage sector growth delivering net zero aviation.

## Place key projects and activities

### Place 1

#### **Complete Aldershot town centre's Union Yard regeneration scheme**

We will continue work on the redevelopment of Union Yard. When completed in the summer of 2024, it will include 100 new town centre homes and accommodation for students as well as flexible retail and commercial space. We will also work with The Shaviram Group to help progress the redevelopment of The Galleries site in Aldershot. The development will provide new town centre homes, commercial space, a public square and a new 250-space public car park.

### Place 2

#### **Progress the regeneration of Farnborough town centre, including the civic quarter**

Working as part of the Rushmoor Development Partnership (RDP) we will begin to bring forward plans for the individual plots at the civic quarter and we will progress the purchase of The Meads and Kingsmead shopping centre, together with the car park and business centre, which supports our wider regeneration plans for the town centre and civic quarter.

### Place 3

#### **Update the facilities at the crematorium in Aldershot**

Architects will be designing a major refurbishment of Aldershot Crematorium and we expect work to be completed in Winter 2024.

### Place 4

#### **Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich heritage to both increase community pride and the visitor economy**

We want to increase the volume, quality and mix of local arts, culture and heritage activity in Rushmoor. We will establish the Rushmoor Cultural Compact (partnership) and deliver the Rushmoor Cultural Strategy Action Plan.

### Place 5

#### **Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations**

We will be agreeing our updated Climate Change Action Plan which takes account of measures taken so far to reduce our carbon footprint. In addition to reducing our own carbon footprint, we will be implementing a plan to increase our tree canopy cover and working with local schools and hosting events to increase community awareness of how to reduce personal carbon footprints.

## Delivering and measuring this plan

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

Collectively, we monitor our progress of each project against a number of agreed measures and adjust the resources allocated to each project depending on need, progress and risk.

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

To monitor progress on delivering our key strategies and plans, the Cabinet receives a six-monthly update.

At the end of the financial year, the council also produces an Annual Report, summarising key areas of work and the progress against the [Council Plan](#).

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



## We said, we did...

Each one of our plans covers a period of three years and includes different projects and commitments. The following commitments have now been successfully completed:

- In our 2022/25 plan we said we would develop a new leisure centre in Farnborough. We successfully secured £20 million from the government's Levelling Up Fund towards a new [leisure and cultural hub for Farnborough](#). The new hub will form an important part of our wider civic quarter regeneration scheme.
- In our 2020/23 plan we said we would submit the masterplan application for regeneration of the [Civic Quarter](#) in Farnborough. Working as part of the Rushmoor Development Partnership (RDP), we brought forward a masterplan for its redevelopment which our Development Management committee approved in February 2023. This will form the basis for more detailed planning applications in the future.
- In our 2021/24 plan we said we would take actions to bring forward the redevelopment of Block 3 of the Meads as part of the wider regeneration of Farnborough town centre. During 2022/23 we agreed to buy The Meads and Kingsmead shopping centre. This puts us in a stronger position to deliver a vision for the town centre as an attractive destination.
- In our 2020/23 we said we would start development at [Union Yard](#) in Aldershot town centre. The redevelopment of Union Yard continued throughout 2022/23, with the concrete building frame now finished.
- In our 2022/25 plan we said we would support the regeneration of [The Galleries](#), in Aldershot town centre. During 2022/23 we worked with the Shaviram Group, the owners of The Galleries, to help progress its redevelopment with the removal of the link bridge in Wellington Street and the stripping out of the interior of the former shopping centre.
- In our 2021/24 plan we said we would roll out [food waste collection](#) across the borough. This was completed in 2022/23 and we have seen our recycling rates rise sharply. We are now recycling 43% of Rushmoor's household waste (up from 32%), which is one of the highest rates across Hampshire.
- In our 2022/25 plan we said we would develop [Southwood Country Park](#), including providing a new visitor centre and improving its access, environment and facilities. In 2022 we completed the building of a new, sustainable, Southwood Country Park field centre and café and a new play area.
- In our 2021/24 plan we said we would work with Hampshire County Council to develop a walking and cycling plan to encourage sustainable travel and to support town centre regeneration. The [plan](#) was completed in early 2023.
- In our 2022/25 plan we said we would progress an aerospace heritage project. As part of this we launched two [new heritage trails](#) for Farnborough, giving residents and visitors the opportunity to find out all about the town's rich history through a mobile app. These Farnborough trails add to the six we already have in Aldershot.

## Getting involved

If you have comments or would like to get involved in identifying our priorities and activities, please contact [policy@rushmoor.gov.uk](mailto:policy@rushmoor.gov.uk)

# Rushmoor Borough Council council plan 2023-2026 summary

<b>Themes</b>	<ul style="list-style-type: none"> <li>• <b>People</b> - empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Place</b> - ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.</li> </ul>
<b>Priorities</b>	<b>Housing for every stage of life</b>	<b>Strong community, proud of our area</b>
	<b>Healthy and green lifestyles</b>	<b>Vibrant and distinctive town centres</b>
	<b>Opportunities for everyone - quality education and a skilled local workforce</b>	<b>A thriving local economy - kind to the environment</b>
<b>Key projects and activities</b>	<ul style="list-style-type: none"> <li>• <b>People 1</b> -Work with public and voluntary sector partners to support our residents</li> <li>• <b>People 2</b> - Support the creation of quality, new homes</li> <li>• <b>People 3</b> - Progress the development of a new leisure centre and cultural hub in Farnborough</li> <li>• <b>People 4</b> - Working with partners, encourage more residents to be active and have healthier lifestyles</li> <li>• <b>People 5</b> - Support key business sectors and help people to access the opportunities that they offer.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Place 1</b> - Complete Aldershot town centre's Union Yard regeneration scheme</li> <li>• <b>Place 2</b> - Progress the regeneration of Farnborough town centre, including the civic quarter</li> <li>• <b>Place 3</b> - Update the facilities at the crematorium in Aldershot</li> <li>• <b>Place 4</b> - Work with partners to deliver the Rushmoor Cultural Strategy and build on Rushmoor's rich heritage to both increase community pride and the visitor economy</li> <li>• <b>Place 5</b> - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations.</li> </ul>
<b>Key measures of success</b>	<ul style="list-style-type: none"> <li>• Increase in the range of housing across the Borough</li> <li>• Decrease in % of working age population claiming benefits because of unemployment</li> <li>• Increase in % of physically active adults</li> <li>• Increase in residents that are satisfied with their life.</li> </ul>	<ul style="list-style-type: none"> <li>• Increase in residents' satisfaction with our town centres</li> <li>• Decrease in the % of vacant premises in our town centres</li> <li>• Increase in resident's participation in cultural and community events and activities</li> <li>• Reduction in the council's carbon footprint.</li> </ul>

