

Welcome

The last few years have seen unprecedented change and challenges for us all. Issues such as climate change and the coronavirus pandemic and their impact on our lives have dominated the headlines and will likely do so for some time.

While such issues have played out on both a national and global stage, we know that these and other issues have also had a real impact at a local level, affecting the life and vitality of our local area, our businesses, the lives of local people and our community as a whole.

Although we have had to adapt and change the way we work and deliver our services, the council has been at the forefront of the local response to these and other challenges. Indeed, we want Rushmoor to be a vibrant, thriving place, with a strong community that has both the opportunities and sense of pride to make sure it is - and remains - 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 in this plan our priorities and the steps we will be taking over the next three years so that we continue to make the positive improvements to our area that residents and businesses have asked for.

Building on the foundations of previous plans, our work in the coming years will prioritise supporting our communities through this time of change and transition, shaping our town centres for the future and making sure we deliver great value, quality services.

We hope you will take the time to read this plan which sets out ambitious plans 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 at [\[Link\]](#).

We look forward to delivering for you.

Councillor David Clifford
Leader – Rushmoor Borough Council

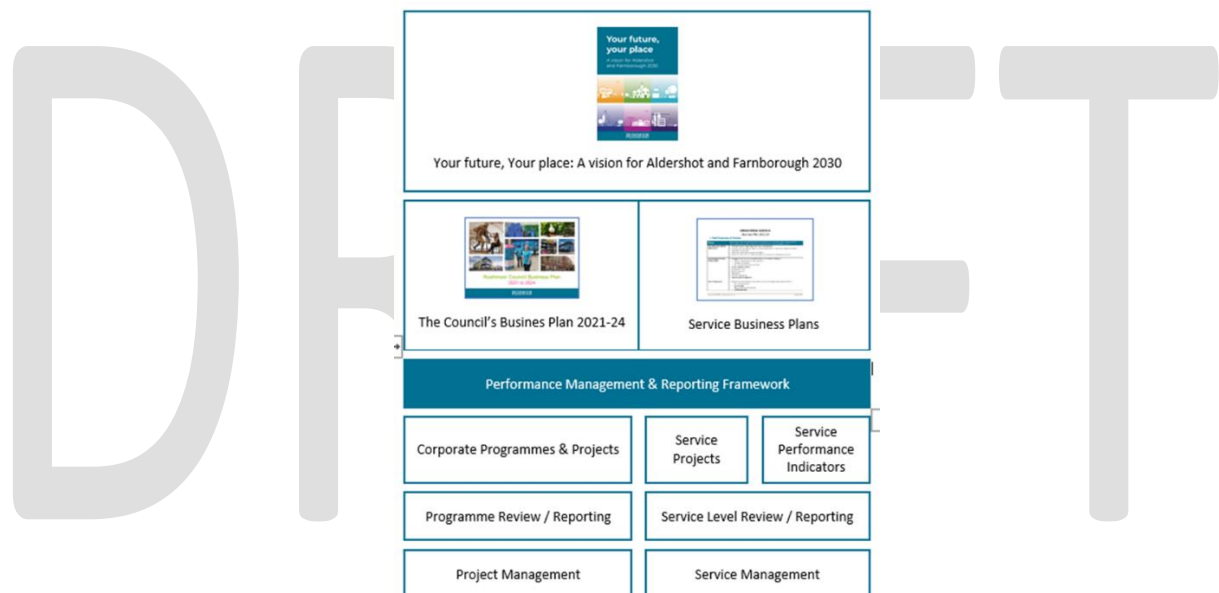
Paul Shackley
Chief Executive – Rushmoor Borough Council

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 Council 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. While it sets out an ambitious programme of key activities, underpinning this plan are a number of individual Service plans which include more detailed information on the activities and work of individual council departments, teams and the day-to-day services they offer.

[Diagram to show how all this fits together – draft proposal below]



The Council Plan also draws upon and provides a link between a number of important strategic documents which inform and underpin much of the work we do. These include:

Medium Term Financial Strategy – This sets out how we will plan and manage our budgets in the medium term to make sure we continue to be financially sound

The Rushmoor Local Plan – This will help shape the development of Aldershot and Farnborough up to 2032 through our planning policies

Climate Change Strategy and Action Plan - This sets out how we will help tackle the impacts of climate change, make the council carbon neutral and make our borough more sustainable by 2030

Supporting Communities Strategy and Action Plan – This sets out the council's approach to tackling inequality and deprivation, increasing social connections and improving the well-being, strength and resilience of our community

Equality, Diversity and Inclusion Action Plan – This sets out the steps that the council will take to promote equality, diversity and inclusion

Customer and Digital Strategy – This outlines how we will do things better and more efficiently by designing our services around our customers' experience, enabled by digital technologies where appropriate

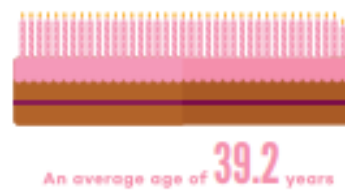
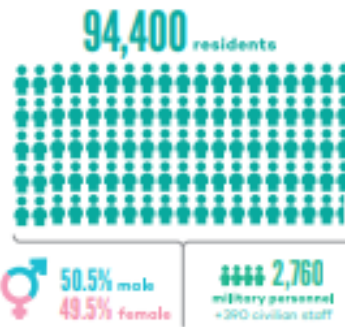
Procurement Strategy – This sets out how we will procure goods, works and services and make sure we secure best value for money and socio-economic benefits when we do so

The People Strategy – This sets out how we will develop our employees, core values and culture so we offer the best experience for our customers

Service Plans and Staff Objectives – These identify what our different teams will be doing to support our customers and the council's priorities

We use these plans and documents 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. Collectively, these documents help us to make sure we serve our residents, businesses and the borough of Rushmoor as a whole.

Rushmoor in numbers



www.rushmoor.gov.uk

RUSHMOOR
BOROUGH COUNCIL

Looking ahead – challenges and opportunities

In developing this Council 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.

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. While we will be updating our Climate Change Action Plan in the light of COP26, mitigating, and adapting to climate change is an opportunity to work with our residents and partners to build a more sustainable future.

Maintaining financial resilience in an uncertain environment

Managing the financial impact of the coronavirus pandemic and making sure the council continues to be financially sound will be a key focus over the time period of this plan. There has been growing demand for some of our services and more pressure on our income because of uncertainty caused by the pandemic and changes in government regulations and restrictions. Therefore, we may have to be flexible and make difficult decisions in terms of affordability in the short to medium-term as we prioritise certain services and move to more efficient delivery models, while at the same time realising our long-term ambition to invest in the future of our people and town centres.

Engagement and inclusion

Our community has become more diverse, and we will need to consider ways to make sure everyone feels included. Over the past couple of years, we have seen significant improvement in community engagement, as the response to the pandemic provided an opportunity to work with the voluntary sector and other partners, and we will seek to build on this success. Social media provides new opportunities for us to improve how we communicate and engage online with residents and partners and self-service models of delivery are increasingly more 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 for us. In the meanwhile, we need to continue to provide information and key services in alternative accessible formats.

A strong local economy – kind to the environment

There will be fundamental changes to shopping and our town centres because of the coronavirus pandemic. Keeping our key businesses and attracting new ones through investment to support growth remains a priority. It is also important to support residents who have lost their jobs because of the pandemic and help them back into employment, education or training. Through this work there is an opportunity to reflect on the future skills that our community needs and support green jobs that benefit the community, the environment, and the economy.

Healthy lifestyles

A growing number of people are struggling with the persistent effects of coronavirus and the pandemic, and it will be important to continue to support the physical and mental health of our

residents. It will be vital for the council to work with the health sector, community groups and not for profit sector to support health and wellbeing across Rushmoor.

Changes in government policy

There is a significant future programme of legislative and government policy change which will have a direct impact on the council 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 and the government's 'levelling up' agenda.

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Our workforce and the way we work

In taking forward the actions set out in this plan, it vital that we also consider our own workforce and the ways that we work.

In response to the pandemic and other challenges we face, the council has had to adapt to new more effective ways of working and change the way in which we deliver our services. While sticking to our core values, we have transformed a wide range of services, at speed, and this will continue to be a commitment throughout the life of this plan.

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.

Whether it is taking forward the work in this plan or in our day-to-day work activities, we will therefore:

- 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
- Apply our **organisational values** in how we work with each other, with our partners, businesses, residents and community to achieve our aims

Our values and behaviours

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

YOUR FUTURE, YOUR PLACE OUR VISION FOR RUSHMOOR

OUR VALUES AND BEHAVIOURS... how we work day-to-day



COLLABORATE
We achieve excellence by working together

- We involve the right people, at the right time and work together with enthusiasm
- We recognise and appreciate the contribution of others
- We help each other to bounce back from setbacks and persevere to reach our goals
- We work openly, and share our knowledge, expertise and plans
- We celebrate success and focus on positives



INNOVATE
We are always thinking of new and better ways to make a difference

- We look for creative ways to drive improvement
- By taking responsibility for our own learning and development, we will explore new ideas and ways of working
- We will not just do what we did before, we seek to innovate
- We encourage each other and develop the shared vision and purpose
- We look outside our organisation for ideas, inspiration and new ways of thinking



BRAVE
We are ambitious for Rushmoor

- We are willing to make bold decisions to make a difference to our community
- We have the courage to do things differently and 'give it a go'
- We take managed risks and view mistakes as opportunities to learn
- We will get things done quickly and efficiently
- We provide, seek and act on constructive feedback



INTEGRITY
We uphold high standards of service through honesty, respect and compassion

- We put customers at the heart of what we do
- We take pride in being open and transparent
- We are personally accountable for our decisions and action and do what we say we will do, on time
- We respect and value difference, and listen to other perspectives
- We work to understand how others feel and how we can respond appropriately

Community engagement - Assessing and understanding needs

In establishing the priorities and activities set out in this plan, it is also important to us to consider how we engage with, and meet the needs of, our residents, businesses and our community. This helps 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 use a number of tools and approaches to help us with this work including use of local knowledge, strategic assessments, use of data analysis tools that provide insight into our customers' preferences and needs, public consultations, focus groups and surveys.

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

Working closely with our partners where appropriate, we want to 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.

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.

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People

Priorities



Key activities

Over the next three years, we will:

1. Roll out the second phase of our weekly food waste recycling service to households with shared bins
2. Help people (especially young people) into employment through training, apprenticeships and upskilling
3. Develop a walking and cycling plan to encourage sustainable travel and to support our town centre regeneration plans
4. Develop a new leisure centre in Farnborough
5. Encourage more residents to be active and have healthier lifestyles
6. Support apprenticeships, research and innovation opportunities through the Aerospace Research and Innovation Centre (ARIC)

Supporting strategies and plans

(To be developed, reviewed and/or implemented)

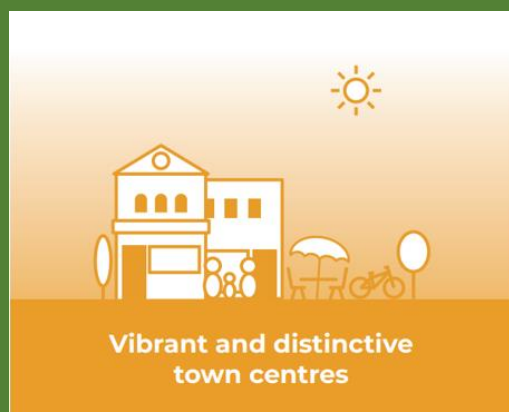
1. Supporting communities strategy
2. Joint municipal waste strategy
3. Car parking strategy
4. Equality, diversity and inclusion action plan
5. Communications and engagement strategy

Key Measures

- Increase in recycling rates - % reused, recycled and composted
- Decrease in % of working age population claiming benefits because of unemployment
- Decrease in % of 18-24 year olds claiming benefits because of unemployment
- Increase in % of physically active adults

Place

Priorities



Key activities

Over the next three years, we will:

1. Complete the Union Yard development and support the regeneration of the Galleries
2. Progress the regeneration of Farnborough town centre, including the civic quarter
3. Develop Southwood Country Park, including providing a new visitor centre and improving its access, environment and facilities
4. Support the creation of quality, new homes
5. Update the facilities at Aldershot Crematorium
6. Progress an aerospace heritage project

Supporting strategies and plans

(To be developed, reviewed and/or implemented)

1. Strategic economic framework
2. Town centre strategy and business support plan
3. Industrial strategy
4. Cultural strategy
5. Car parking strategy
6. Housing and homelessness strategy
7. Climate change action plan
8. The local plan
9. Green infrastructure strategy

Key Measures

- Increase in residents' satisfaction with our town centres
- Decrease in vacancy rates
- Increase in the number of new homes created by Rushmoor Homes
- Increase in the number of affordable homes delivered across the borough

Strong community, proud of our area

We know that if people feel connected to each other and the place where they live, they are generally happier and more likely to be active in their local community and to do things like volunteering and shopping locally. For these reasons, we want to foster a strong community spirit and a sense of pride in our area by bringing people together, connecting our communities, enabling people to get involved, to help and support one another, and will help do this through delivery of our Supporting Communities Strategy and Action Plan.

Amongst many activities, we will, as part of this, work with schools and colleges to engage young people in local projects. We will similarly support local apprenticeships and volunteering opportunities and develop a youth forum, run by young people, for young people, to give them a voice and encourage their engagement with decision makers on local issues. We will of course also be supporting our local community and groups to get involved in the Queens Platinum Jubilee celebrations.

Healthy and green lifestyles

Climate change is one of the key challenges we all face. Having already declared a climate emergency and established a climate change action plan to help address the challenges and opportunities presented, we will continue to work with businesses, organisations and our community towards making the council carbon neutral, and Aldershot and Farnborough greener and more sustainable by 2030.

We will review our climate change action plan in light of COP26, seek to safeguard and develop our green infrastructure and improve the corridors and network of green spaces in our area so that we maintain a wide range of environmental and quality-of-life benefits for our local community.

As food waste is a big contributor to climate change, we will also continue to extend our weekly food waste collections to households with shared bins. Instead of food waste being incinerated with non-recycling rubbish, it will be broken down naturally to produce renewable energy and natural fertiliser, which in turn reduces the need for artificial fertilisers. We will also encourage households to make best use of the food they buy so overall, we waste less food.

We will similarly work with Hampshire County Council to develop a walking and cycling plan to encourage people to use their cars less and support our town centre regeneration plans.

Helping people with adopting healthier lifestyles will be important, particularly as we know some health inequalities have got worse because of the Covid-19 pandemic. The Council will follow through on its promise to establish a new leisure offer in Farnborough including a replacement for the Farnborough Leisure Centre

In addition, we will promote wider health and well-being by looking to develop the cultural offer across Rushmoor, increasing engagement in the arts and leisure through development and implementation of a new cultural strategy with our partners. We will supplement this through development of facilities and a visitor centre at the Southwood Country Park, together with progressing work to deliver an attraction / project that celebrates our area's aerospace heritage.

Housing for every stage of life

Having a good quality home is essential for the health and wellbeing of many of our residents. Making sure there is a range of housing types, from starter homes, family and executive homes to supported

housing, is important for individuals and families. Building strong neighbourhoods and inclusive communities helps to make people feel safe and supports the economic prosperity of the area.

Recognising these benefits, we have already enabled the development of many new homes at Wellesley, Aldershot and will support the creation of more quality homes through Rushmoor Homes (our partner housing company) as part of our town centre regeneration plans. We will also be reviewing our Local Plan and Housing and Homelessness strategy to help refine and shape our planning policies and future sustainable developments.

Vibrant and distinctive town centres

Working with partners we will transform and revitalise our town centre spaces in Aldershot and Farnborough through our ambitious redevelopment and regeneration programmes. This will help attract other developers and create significant investment in Aldershot and Farnborough town centres, making vibrant and thriving places where people want to spend their time and money, from daytime through to the evening. Our residents want more modern and sustainable town centres, with a wider range of shops, cafes and restaurants, new community facilities and mixed tenure homes for people of all ages.

Projects underway and in development include Union Yard and Th Galleries in Aldershot and the Civic Quarter in Farnborough.

A thriving local economy – kind to the environment

In addition to our town centre regeneration plans and improved cultural offer across Rushmoor with the business benefits and opportunities this will bring, we will support local business investment and resilience through the development of a strategic economic framework for the area that will help businesses survive, grow and prosper in a sustainable way.

Based on detailed strategic research and economic modelling, we will also develop place-based industrial and business support strategies that will help ensure we have the right mix of business units, assets and skills in our area that can meet and respond to changing enterprise and economic needs.

Opportunities for everyone – quality education and a skilled workforce

In support of our economic plans and to help local businesses and residents we will also work to equip people with the education and skills they need to enter, re-skill and progress in the labour market and meet the demands of the local economy so that our area is a place of innovation and inclusion. Specifically, we will help people (especially young people) into employment through training, apprenticeships and upskilling and help foster research and innovation opportunities through our heritage and links with the Aerospace Research and Innovation Centre (ARIC).

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 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 – some of which are shown with our list of priorities above – 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.

At the end of the financial year, the council also produces an Annual Reports 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 ...

Union Yard regeneration

In our 2021-24 plan we said that we would focus on the Union Yard regeneration scheme in Aldershot town centre.

With all the land acquired and planning consent in place, the site is now cleared, and construction work has started to build 100 new homes, 128 student units and flexible retail, commercial and community space in the heart of Aldershot town centre. The £40 million-plus regeneration scheme will also provide improved public space, car and cycle parking, and is due to be completed in spring 2024.

Food waste recycling

In our 2021-24 plan, we said that we would introduce of food waste collections to help residents increase the amount they can recycle and reduce waste.

We have successfully rolled out weekly food waste recycling collections to most households in Aldershot and Farnborough, with the second phase of the scheme for homes with shared bins due to begin from spring 2022. Instead of being incinerated with non-recycled household rubbish, the food waste is broken down by anaerobic digestion to produce renewable energy and natural soil fertiliser. In the first 11 weeks of the new service, we collected 720 tonnes of food waste, enough to power 77 homes for one year. Over a full year, this would work out to generating enough power for 364 homes.

Food hubs

In our 2021-24 plan we said that we would enable the development of food partnerships and food hubs across Aldershot and Farnborough in support of our communities.

Working with our partners, we established the first in a network of accessible food larders at Park Church, Aldershot. The larder is for the whole community allowing people to donate small amounts of food and where people who need food can easily access it at any time without the need for a referral or to wait for the foodbank to open. This provides both an outlet for people to help their community and a way to receive that help which is non-judgemental and fair.

We also saw the community store open in Windsor Way, Aldershot as part of the wider Grub Hub food project.

Leisure and community facilities

We said in our 2021-24 plan that we would maintain and develop excellent leisure and community facilities in our area.

During 2021 we invested around £100,000 in the Aldershot Lido to enable this much-loved facility to open safely again after losing the previous summer season due to Covid restrictions. We were delighted to welcome 28,167 visitors to the Lido during the summer.

Despite the continuing concerns with Covid, the Princes Hall Theatre in Aldershot was also able to reopen and provide a full autumn season events programme, including 40 performances of their Christmas pantomime, 'Dick Whittington', which welcomed almost 16,000 visitors.

Heritage trails

In the 2019-22 Business Plan, we said that we would build on our heritage to help support the health and well-being of residents by developing a number of community heritage trails.

Working with our partners we have established six heritage trails covering the civilian and military areas in and around Aldershot. Supported by an interactive app, with maps and information, the heritage trails offer different length walks where you can learn about the history of Aldershot through the stories of people, places, events and buildings throughout the town.

Getting involved

If you have comments or would like to get involved in identifying our priorities and activities, please contact [\[Link\]](#)