

Rushmoor Borough Council
Draft Council Plan – April 2023 to March 2026

Welcome

[To be developed once the Council Plan is finalised]

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About the Council

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, the individual service plans 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 Business Plan



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 & Action	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 Strategy	Car Parking Strategy

Rushmoor in Numbers



Two world-famous towns

39,056,390m² of land

68% of land is green space



70 parks and playgrounds



Four nature reserves and woodlands

RUSHMOOR IN NUMBERS

February 2022



94,400 residents

50.5% male
49.5% female

2,760 military personnel
+390 civilian staff

37 schools

Two outstanding further education colleges



41,260 homes

An average age of **39.2** years

3,925 businesses

providing more than **58,000** jobs

One world class conference and convention centre



Three museums

One snow sports centre

Two arts and theatre centres



Two indoor pools
One lido

Two football clubs

261 miles of road



36 miles of cycle routes



Three railway stations



One airport



Our Values and how we work

[Our values](#) 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.



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

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 had impacted 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 at: [Cost of living help - Rushmoor Borough Council](#). We will continue to provide support for our vulnerable residents until things get better.

Financial uncertainty

Whilst the cost-of-living crisis and rising inflation levels affect residents and businesses, they also create financial uncertainty for the council. The council faces increased costs together with reductions in budgets and government grants. These factors mean that the council has to look closely at the services it provides and make efficiencies and savings where appropriate. With inflation above 10%, the council will need to review its finances to ensure that it continues to provide services in the most efficient and effective way. To see our budget and financial plans, see our medium term financial strategy: [Financial statements and strategies - Rushmoor Borough Council](#)

Town Centre Regeneration

As the high street continues to evolve, we have committed to regenerate our town centres. Aldershot town centre is being transformed through the Union Yard regeneration project, which will provide new homes, retail and public space, a new maker's 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 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. To see our progress on town centre regeneration, please see [Town centres and regeneration - Rushmoor Borough Council](#).

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 on local projects under the following themes:

- communities and place,
- supporting local businesses,
- people and skills.

For further information, please visit our [UK Shared Prosperity Fund - Rushmoor Borough Council](#) page.

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 Strategy and Action Plan in the coming months [to be updated ahead of publication].

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 support green jobs that benefit the community, the environment, and the economy.

Healthy lifestyles

Rushmoor has a number of health inequalities, and 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.

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 significant changes to local government finance arrangements, powers and structures through possible devolution. There are also changes planned to the way we conduct elections as a result of the introduction of voter ID.

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. 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 continue 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. We have also updated our website and are working to ensure that it is accessible to all.

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.

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 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 as 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.

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



Key projects and activities – summary

Themes	People –empowering and connecting communities and enabling people to live healthy and sustainable lives and fulfil their aspirations.	Place – ensuring that our towns are family friendly, safe, vibrant, and sustainable places now and in the future.
Priorities	 <p>Housing for every stage of life</p> <p>Healthy and green lifestyles</p> <p>Opportunities for everyone - quality education and a skilled local workforce</p>	 <p>Strong community, proud of our area</p> <p>Vibrant and distinctive town centres</p> <p>A thriving local economy - kind to the environment</p>
Key projects and activities	<ul style="list-style-type: none"> • People 1 -Work with public and voluntary sector partners to support <u>local residents</u> through the cost-of-living crisis • People 2 - Making sure people have homes that meets their needs, through delivering temporary accommodation and Rushmoor homes • People 3 – Progress the development of a new leisure centre and cultural hub in Farnborough • People 4 - Working with partners, encourage more residents to be active and have healthier lifestyles • People 5 – Help people into employment and support the opportunities offered from the Aerospace Research and Innovation Centre (ARIC) 	<ul style="list-style-type: none"> • Place 1 - Aldershot town centre’s Union Yard regeneration scheme • Place 2 - Update the facilities at the crematorium in Aldershot • Place 3 - Progress the regeneration of Farnborough town centre, including the civic quarter • 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. • Place 5 - Continue progress towards our goal of becoming a carbon neutral council by 2030 through reducing emissions in our facilities and operations
Key measures of success	<ul style="list-style-type: none"> • Increase in the range of housing across the Borough • Decrease in % of working age population claiming benefits because of unemployment • Increase in % of physically active adults 	<ul style="list-style-type: none"> • Increase in residents’ satisfaction with our town centres • Decrease in the % of vacant and dormant premises in our town centres • Increase in resident’s participation in cultural and community events and activities
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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 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 receive 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...

[To be finalised following Q4 monitoring]

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