



Basingstoke  
and Deane

# Council Plan 2023 to 2027



A place where people  
can have pride in their  
communities and the  
borough



A borough where  
we protect, restore,  
reconnect and  
enhance our natural  
environment



A council that delivers  
high-quality services for  
our residents



## Contents

1. Foreword by the Leader of the Council Cllr Paul Harvey and Co-Leader Cllr Gavin James	3
2. Basingstoke and Deane – a snapshot	5
3. What our residents currently think – a snapshot	7
4. What the Council Plan is	10
5. Council priority: a place where people can have pride in their communities and the borough	11
6. Council priority: a borough where we protect, restore, reconnect and enhance our natural environment	21
7. Council priority: a council that delivers high-quality services for our residents	27
8. How we will deliver the plan and monitor progress	31



Cllr Gavin James and  
Cllr Paul Harvey

## 1. Foreword by the Leader of the Council Cllr Paul Harvey and Co-Leader Cllr Gavin James

Basingstoke and Deane is an amazing place. Our strength flows from our history as a traditional market town in north Hampshire. The glorious natural environment defines our wider borough's character in rural villages and towns, as much as we find strength from the 50s, 60s and 70s when thousands of people came here to make Basingstoke their home. Theirs was a promise of a new home, of jobs, schools and services. They created new communities in north Hampshire that respected the historic roots, but always looked to the future. We must find that balance again between our desire to provide the very best for our residents living here now and our hopes for future generations.

Our economic prosperity comes from the industries that came here in the London overspill, from the companies that were already here and from the way that we've managed to grow and sustain employment and businesses locally over decades. Our small business community is the bedrock of Basingstoke's economy; our large companies showcase our economic strength and are a critical part of our future success; but our future also rests on incubating, innovating and unlocking entrepreneurial talent.

Basingstoke and Deane Borough Council has always punched above its weight. We've always been a local authority that has

sought the very best for our community. We have the ability to do things very few other councils could even consider. It's how we choose to use those resources, the talent of our officers, the strength of our communities and the inspiration of their ideas to achieve the results we need to solve the challenges we have. We need to enhance the sense of innovation, drive and delivery and, it must be across all of our communities. So that everybody feels they have a part to play, because we only succeed in Basingstoke and Deane if we do this together.

As we look to the future, the overriding threat comes from climate change and the ecological emergency that our world faces. We can no longer ignore that the way we live our lives impacts our children's future. No one is saying it's easy to resolve the challenges we face, but we have to acknowledge that, in everything we do, we have to try to make that difference. We must succeed because our children's future depends on it.

As we have come out of the pandemic, we face the ongoing challenge of the increasing cost of living crisis. We need to respond to the challenge of inequality and poverty that many in our communities face. We must set clearly as a priority our desire to do all we can to make a difference and lift our whole community.

Our economy must grow jobs, wages and a good standard of living for everyone, but not at the price of the planet's future. We must invest and innovate in green technologies and jobs. Businesses must adapt and change as we all must.

We have to be a council which gets growth right. Not growth for its own sake, but growth that puts the lives of people, the places they live, and the equality of opportunity at its heart. Nowhere in Basingstoke and Deane can be left behind.

We need to redefine what the word growth means to us. Growth does not mean that we concrete housing over every available greenfield. It does not mean we see communities coalesce into 'greater Basingstoke'. We need space to breathe, we need our environment to be protected, but we also need affordable homes for local people who are trapped now in accommodation they simply cannot afford.

We need homes that are well designed and places that are well planned that deliver the infrastructure that everybody is crying out for. We cannot accept business as usual in growth and development, and we must positively shape our future rather than allowing others to shape it for us. Our future success depends on balancing all of these challenges.

We put the services that Basingstoke and Deane Borough Council delivers at the heart of our programme. We know that we have to deliver the best standards on our key responsibilities to ensure confidence in the council. It is from this base that we can build policies that tackle the wider issues we face.

From the revitalisation of Basingstoke town centre to the regeneration of the leisure park, to regeneration across our borough, a core part of our agenda is renewal and improvement. We can only achieve this if we take people with us, we will do more than consult. We are about collaboration with communities across Basingstoke and Deane. We want to define a new relationship between people and their council.

Ours is a council that looks forward, beyond just solving the challenges of today. We must use the council's resources well and so this amended Council Plan, like the original, is led by what is most important to our communities. We have to be prudent and responsible to ensure we leave a legacy of financial stability to future administrations and generations of residents.

Some of the actions we set out we will deliver ourselves or will take the lead to coordinate with our partners. Other actions we can't directly deliver, so we will work to encourage or support others to achieve them instead for the benefit of our residents and businesses. Effective partnership and listening to people is at the heart of how we move forward, making this a place where people love to live. We want people to have pride in their council and in their borough.

This amended Council Plan seeks to set out the route map of priorities to begin this journey of renewal and focus on delivering that future.

## 2. Basingstoke and Deane – a snapshot

There is a detailed document setting out key facts and data about the borough [here](#). Below we have included a summary of the recent Census data and the Levelling Up Measures (Office for National Statistics).

### Basingstoke and Deane Census 2021 First Results



#### Population

The Census 2021 population of Basingstoke and Deane was 185,200 people. The population had increased by 17,400 people since 2011, approximately 10.4%, compared to 7.5% for the South East and 6.6% for England.

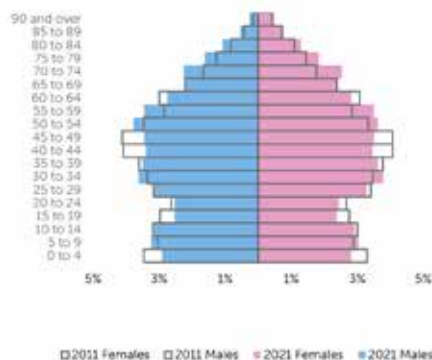


#### Sex

There were slightly more females than males living within the borough. The same as 2011 (50.5% female and 49.5% male).

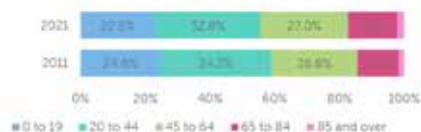


#### Age and Sex Profile



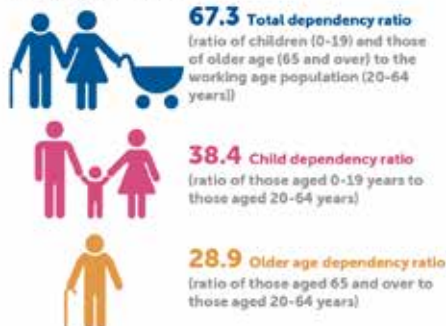
Below the age of 20, the percentage of males (11.8%) in the borough was slightly higher than that of females (11.1%). At age 65 and over the percentage of females (9.3%) was slightly higher than that of males (8.0%).

#### Ageing Population



The population had aged between the 2011 and 2021 censuses, shown by an increase in the percentage of individuals occupying the older ages, alongside a reduction in the percentage of children. The percentage of the population aged 20-64 declined slightly over the period, from 61.0% of the population in 2011 to 59.8% in 2021.

#### Dependency Ratios



The total dependency ratio had increased by 5.3%. The child dependency ratio had declined by 4.8%, whilst the older age dependency ratio had increased by 22.5%.

#### Households with at least one usual resident

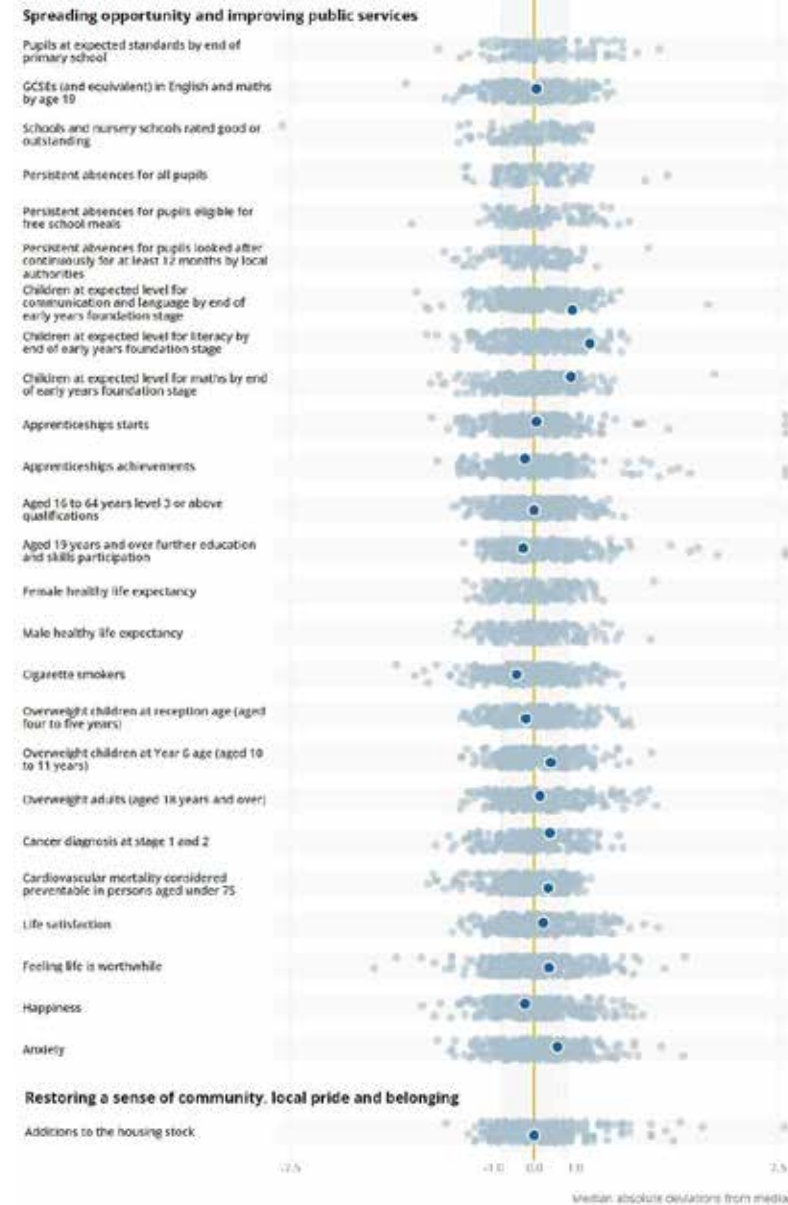
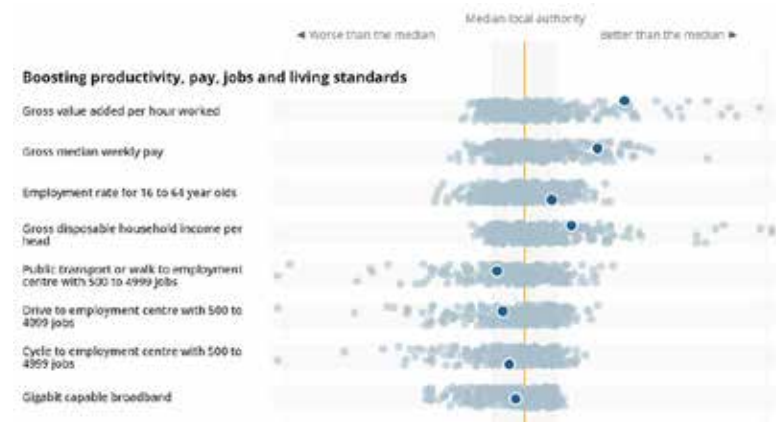
There were 76,600 households with at least one usual resident in Basingstoke and Deane in 2021. This was an increase of 7,285 households since 2011, approximately 10.5%, higher than the South East (7.1%) and England (6.2%).



#### Population Density

The borough had become more densely populated, with 292 people per square kilometre in 2021, compared to 265 people per square kilometre in 2011, an increase of 10.2%.

# Levelling Up Measures - Office for National Statistics



### 3. What our residents currently think – a snapshot

Basingstoke and Deane Borough Council regularly engages with the community to test and inform key priorities and the allocation of resources.

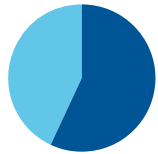
As part of this process, the council commissioned a residents' survey on its behalf. The overall objective of the research was to capture residents' perceptions to inform service prioritisation and improvement. Between June and August 2022, 1,103 doorstep surveys were carried out with residents which were representative to the borough by age group, gender, rural/urban classification and ward.

Resident surveys offer a snapshot in time. They often provide a glimpse at trends. Often national circumstances directly impact on the results of the survey and the recent pandemic and cost of living crisis are just two examples that have directly impacted people's overall perception of 'government' at all levels. Indeed, often in our two-tier system the county council and borough council are not distinguished in responses – people perceive 'the council' as one thing. The county council is proposing major budget cuts which will directly impact people's perception of local government.

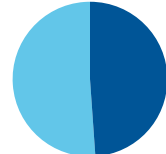
As the Corporate Peer Challenge in November 2022 identified "resident satisfaction with the local area, satisfaction with the council and belief the council provides value for money are consistently high and above both the regional and national average". However, we note that between 2014 and 2022 there are some key indicators that showed a decline for many and varied reasons. Keeping residents informed about the services and benefits it provides had fallen from 70% to 49%. Feeling safe after dark has dropped from 87% in 2014 to 74% in 2022. Areas of resident concern are around car parks with 55% satisfied in 2022 and sport and leisure services with 53% satisfied in 2022. The council was very strong on waste collection at 85%, parks and green spaces at 85%, electoral services at 80% and recycling collection at 79% in 2022.

However, the general position remains as an organisation the borough council is always open and transparent in order that we can grow and develop because our strongest desire and aim is to be the very best council we can be for our residents. Our staff are our best asset and they are key to our success, we must and shall invest in them. The Corporate Peer Challenge in November 2022 highlighted that the council "has a dedicated and passionate workforce, with staff that are proud to represent the borough and care about its communities".

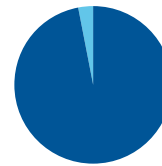
## Attitudes towards the local area



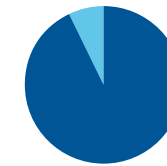
**57%** **agreed** that the council provides value for money (2% neither agree or disagree)  
 South East: 43%  
 National: 46%



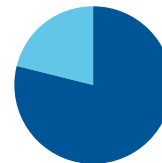
**49%** feel **informed** about the services and benefits provided by the council  
 South East: 60%  
 National: 57%



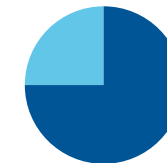
**97%** feel **safe** when outside in the local area during the day  
 South East: 91%  
 National: 93%



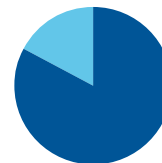
**93%** **satisfied** with the local area as a place to live  
 South East: 74%  
 National: 80%



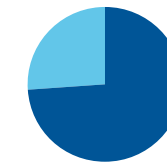
**79%** **agree** that people from different ethnic backgrounds get on well together



**75%** **satisfied** with the way the council runs things  
 South East: 62%  
 National: 62%



**83%** feel they **belong** to the local area



**74%** feel **safe** when in the local area after dark  
 South East: 73%  
 National: 74%

The South East and average national scores for the financial year 2021/22 LGA 'Are you being served' data have been used.



## Local services

### What makes an area a good place to live:



### What is in most need of improvement:



### Satisfaction with service provision:





## 4. What the Council Plan is

The Council Plan sets out the overall priorities we want to achieve for our residents, our businesses and our borough and guides what we do. It doesn't include everything we do but it outlines the activities and actions that we will most focus on. Essentially, it sets out what we will prioritise as a council for our borough over the next four years. This is supported by our guiding principles, which set out how we will work to achieve the priorities and our medium-term financial strategy and budget sets out the way we will fund them. It is also supported and informed by our suite of strategies and action papers, such as Horizon 2050 and the Green Infrastructure Strategy amongst many.

This Council Plan is focused on achieving three overall priorities that link closely together:



**a place where people can have pride in their communities and the borough**



**a borough where we protect, restore, reconnect and enhance our natural environment**



**a council that delivers high-quality services for our residents**

The plan describes the actions we will take to achieve these priorities, the overall timescales, and summarises the measures we will use to test how we are doing.

Some of these actions we will deliver ourselves or will take the lead to coordinate with our partners. We recognise the importance of working collaboratively with partners locally, across north Hampshire, the wider county and region and will prioritise this work to help deliver on shared ambitions and tackle challenges.



A place where people can have pride in their communities and the borough



## 5. Council priority: a place where people can have pride in their communities and the borough

We want Basingstoke and Deane to be well designed and a place of beauty, with sustainable communities, and we commit to doing all we can to look after the most vulnerable in our society. We will build more social rented housing. Our planning policies will support active, healthy and involved communities while protecting our natural environment.

### Localism in action

We will support local communities to shape their area in the way they want through neighbourhood plans. We want planning policies that safeguard local distinctiveness and promote localism.

We will deliver a Local Plan Update that ensures well planned development, enhances local character and meets local needs with the number and mix of new homes. This development must be undertaken in conjunction with the infrastructure required to ensure that the quality of life of existing residents is not compromised by the increase in population and ensuing increase in demands. We recognise that we need to see changes in national legislation to help us deliver the level of infrastructure that is required.

### Basing View

The continued and future success of Basing View remains a focus alongside our aspiration to introduce a university to Basingstoke. Our ambition for Basing View links to the town centre and its renewal and importance remains a key priority.



A place where people can have pride in their communities and the borough

## Manydown

Manydown remains a key focus for delivery, both north and south. Manydown is a significant opportunity to bring much-needed homes through a well-planned approach, delivering infrastructure and facilities that meet our communities' needs. The site has the potential to accommodate 8,000 homes over the next 20 years, with the initial phase providing up to 3,520. The borough council is focused on delivering high-quality new and affordable homes in an attractive, well-designed environment. Bringing forward 'beautiful' places to live will be our driver.

## A thriving economy

We want our borough to have a thriving economy and be a place that has jobs, skills, opportunities, infrastructure and services that our communities need. Our small business community is the bedrock of the borough's economy; our large companies showcase our economic strength and are a critical part of our future success; but our future also rests on incubating, innovating and unlocking entrepreneurial talent.

## Designing the best places to live

We will develop a liveability standard as a part of our work on the Local Plan Update, which will also inform other work streams of the council. Our aim is to drive up housing standards for all residents.

## Regeneration and tackling inequality

Our existing communities are key to the success our borough and it is vital that we develop a collaborative regeneration programme working with partners and, most crucially, communities themselves.

Working with housing association partners, known technically as registered providers, we want to see significant regeneration achieved to revitalise homes in priority residential areas in Buckskin, South Ham and Winklebury. These wards have been promised so much for so long, and this must now be delivered and we will do all we can to help to drive this.

We will refresh the Housing and Homelessness Strategy and deliver more social rented housing through joint working with our partners. Assisting those in housing need and preventing homelessness through a range of activities and advice is a key priority.

We will reshape and refine the housing allocations policy and will employ a dedicated housing liaison officer to support the work of our housing associations.

The work of the Social Inclusion Partnership and our housing services are vital in addressing the needs of our residents.

## Leisure and wellbeing

We will deliver a Leisure Park fit for the 21st century. We will provide a new Aquadrome and seek to explore the future opportunities for leisure facilities. We will ensure that our residents will enjoy improved sporting opportunities. We will begin to update our sports strategy, where the emphasis will be placed on grass roots sports and community clubs.

We want to promote healthy lifestyles and encourage participation in sport and cultural activities. We will continue to support the Basingstoke Festival. Our community, charitable and voluntary sector is incredible and plays such an important role in our borough. We want to support them to influence and help deliver local services that our residents care about.

## Arts and culture

Focusing resources to ensure we have a thriving arts and culture scene, not only for our residents but also to attract visitors from far and wide, is essential to what Basingstoke and Deane offers to the community and the region. Continuing to support The Anvil and The Haymarket, amongst other facilities, will be integral to our Council Plan.

## Young people

We will work on better engagement with young people in our borough. We have seen services supporting young people cut back dramatically over many years and it is our aim to support young people to have their voice heard. We will work with schools and develop a programme of citizenship engagement. Our ultimate aim will be to establish a youth council that is rooted in our communities.

## Safe and secure

Safety must be at the heart of everything we do. Creating neighbourhoods where residents feel safe and want to live is key to creating and maintaining healthy strong communities throughout our borough. This includes ensuring our residents, businesses and visitors feel safe in our retail and commercial areas. We support the police in their restructuring and return to neighbourhood policing.

We are committed to continue the funding of our community safety patrol officers, reducing antisocial behaviour, working alongside partner organisations to tackle crime in both urban and rural areas, responding to emergencies and supporting the most vulnerable residents in our community.

Actions we will deliver ourselves or take the lead in coordinating	Key partners and our services	Overall timescale	Measures to test how we are doing
Achieve adoption of the right Local Plan Update for our borough to guide the right type, mix and level of development, including new homes and infrastructure, to meet our borough's needs and local circumstances that responds to our changing demographics.	<ul style="list-style-type: none"> <li>• Parish and town councils</li> <li>• Community groups</li> <li>• Business community</li> <li>• Statutory consultees</li> <li>• Infrastructure providers</li> <li>• Hampshire County Council</li> <li>• Planning and infrastructure and climate change and sustainability teams</li> </ul>	2025/26	<ul style="list-style-type: none"> <li>• Adoption of an updated Local Plan Update that meets local needs</li> </ul>
Deliver a programme to better market the borough and its key centres with the aim of attracting the right types of businesses, jobs, visitors and investment.	<ul style="list-style-type: none"> <li>• Business community</li> <li>• EM3 Local Enterprise Partnership</li> <li>• Hampshire County Council</li> <li>• Other councils in north Hampshire</li> <li>• Economy, Arts and Culture service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Place based marketing engagement levels</li> <li>• Health of the borough's economy using agreed KPIs</li> </ul>
Supporting existing and incoming businesses to ensure they continue to thrive in the borough.	<ul style="list-style-type: none"> <li>• Business community</li> <li>• EM3 Local Enterprise Partnership</li> <li>• Economy, Arts and Culture service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Number of businesses engaged and/or supported</li> <li>• Business satisfaction with programme using agreed KPIs</li> <li>• Residents supported</li> </ul>
Coordinate the delivery of the new Basingstoke Town Centre Strategy including exploring genuine opportunities to further improve Basing View.	<ul style="list-style-type: none"> <li>• Business community</li> <li>• Hampshire County Council</li> <li>• Regeneration service</li> <li>• Planning and infrastructure and climate change and sustainability teams</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Delivery programme being achieved</li> </ul>

Actions we will deliver ourselves or take the lead in coordinating	Key partners and our services	Overall timescale	Measures to test how we are doing
Coordinate the delivery of the new masterplan for Basingstoke Leisure Park that creates a range of experiences for residents and visitors. This will include building a new Aquadrome and seeking to explore the future opportunities for leisure facilities.	<ul style="list-style-type: none"> <li>• Key leisure operators</li> <li>• Leisure user groups</li> <li>• Regeneration service</li> <li>• Contracted services</li> </ul>	2026/27	Delivery programme being achieved
Develop and deliver a programme of smaller community regeneration and improvement projects that improve the borough including improving play areas.	<ul style="list-style-type: none"> <li>• Local communities</li> <li>• Regeneration service</li> <li>• Environment and Community service</li> <li>• Planning and infrastructure and climate change and sustainability teams</li> <li>• Hampshire County Council</li> </ul>	Each year	Delivery against the approved capital programme for play, open space and community improvements
Develop a new approach to community facilities, such as 24 Swan Street.	<ul style="list-style-type: none"> <li>• Regeneration service</li> <li>• Environment and Community service</li> </ul>	2023/24	New arrangements agreed
Develop and promote a scheme for improved access to toilets.	<ul style="list-style-type: none"> <li>• Business community</li> <li>• Environment and Community service</li> </ul>	2024/25	Scheme operational and promoted
Implement our new cultural framework including a wider arts and culture programme across the borough and expanding the Streets Alive project.	<ul style="list-style-type: none"> <li>• Arts and culture community</li> <li>• Economy, Arts and Culture service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Number of creatives and artists supported</li> <li>• Customer satisfaction</li> </ul>
Work on a range of activities that make the borough feel a safe place and tackle antisocial behaviour and combat domestic abuse.	<ul style="list-style-type: none"> <li>• Social inclusion partners</li> <li>• Hampshire Constabulary</li> <li>• Environment and Community service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Residents feeling safe during the day and at night</li> <li>• Reduction in antisocial behaviour using agreed KPIs</li> </ul>



Actions we will deliver ourselves or take the lead in coordinating	Key partners and our services	Overall timescale	Measures to test how we are doing
Develop and deliver a new anti-poverty strategy to support, where we can, those most affected by the rising cost of living and tackle deprivation and inequalities.	<ul style="list-style-type: none"> <li>Community organisations</li> <li>Economy, Arts and Culture service</li> <li>Financial Services and Commercialisation</li> </ul>	Each year	Number of people assisted
Refresh and deliver the Housing and Homelessness Strategy – including enhanced delivery of affordable housing, improved partnerships with housing associations (registered providers), reshaping of the housing allocations policy and addressing rough sleeping, preventing homelessness and working to improve the standard of local homelessness supported housing facilities.	<ul style="list-style-type: none"> <li>Social Inclusion partners</li> <li>Registered providers</li> <li>Hampshire County Council</li> <li>Housing and Social Inclusion service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Number of rough sleepers</li> <li>Use of B&amp;B for homeless 16/17 year olds and ensuring no families with children are in B&amp;B for longer than six weeks.</li> <li>Number of new affordable homes</li> <li>New placements into the private rented sector</li> <li>Number of affordable homes delivered</li> </ul>
Deliver a programme that promotes opportunities and schemes for increasing home ownership.	<ul style="list-style-type: none"> <li>Registered providers</li> <li>Housing and Social Inclusion service</li> </ul>	Each year	Programme delivered
Coordinate delivery of the new wellbeing strategy.	<ul style="list-style-type: none"> <li>HLOW Integrated Care Board</li> <li>Hampshire Hospitals Trust</li> <li>Hampshire County Council</li> <li>Primary care providers</li> <li>Serco</li> <li>Contracted services</li> </ul>	2025/26	Action plan delivered and will be measured by agreed KPIs
Work with schools and develop a programme of citizenship engagement and explore the opportunities for a Youth Council.	<ul style="list-style-type: none"> <li>Law and Governance</li> <li>Environment and Community service</li> </ul>	Each year	Numbers of young people engaged with the programme

Actions we will try and encourage or enable with others	Key partners and our services	Timescales	Measures to test how we are doing
Progress a programme to advocate for changes to the national planning system so that its better reflects local circumstances.	<ul style="list-style-type: none"> <li>• Other councils</li> <li>• Parish and town councils</li> <li>• planning and infrastructure and climate change and sustainability teams</li> </ul>	2023/24	Change in national policy which is beyond the control of the council
Delivery of north and south Manydown.	<ul style="list-style-type: none"> <li>• Hampshire County Council</li> <li>• Manydown team</li> <li>• Urban&amp;Civic</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Number of new homes delivered</li> <li>• Number of affordable homes delivered</li> </ul>
Delivery of additional affordable housing in the borough with a focus on social rented homes including through an enhanced partnership with housing associations (registered providers) and through Manydown.	<ul style="list-style-type: none"> <li>• Property and Assets service</li> <li>• Registered providers</li> <li>• Development industry</li> <li>• planning and infrastructure and climate change and sustainability teams</li> <li>• Housing and Social Inclusion Service</li> <li>• Manydown Team</li> </ul>	Each year	Number of affordable homes delivered
A new hospital and improved local primary health services including a new public sector hub in the town centre.	<ul style="list-style-type: none"> <li>• HIOW Integrated Care Board</li> <li>• Hampshire Hospitals Trust</li> <li>• Hampshire County Council</li> <li>• Hampshire Constabulary</li> </ul>	2027/28	Improvements in facilities achieved
Enhanced facilities for the furniture project.	<ul style="list-style-type: none"> <li>• Community Furniture Project</li> <li>• Greenham Trust</li> </ul>	2023/24 onwards	Improvements in facilities achieved

Actions we will try and encourage or enable with others	Key partners and our services	Timescales	Measures to test how we are doing
Attraction of significant additional university education provision into the borough.	<ul style="list-style-type: none"> <li>• EM3 Local Enterprise Partnership</li> <li>• Higher and further education providers</li> <li>• Hampshire County Council</li> <li>• Other councils in north Hampshire</li> <li>• Economy, Arts and Culture service</li> </ul>	2025/26	Provision agreed
An improved night-time economy offer in Basingstoke town centre, including live music.	<ul style="list-style-type: none"> <li>• Business community</li> <li>• Economy, Arts and Culture service</li> <li>• Environment and Community service</li> </ul>	Each year	Resident satisfaction
Working collaboratively with partners to ensure the delivery of the regeneration of Winklebury, Buckskin and South Ham.	<ul style="list-style-type: none"> <li>• Parish and town councils</li> <li>• Basingstoke Voluntary Action</li> <li>• Voluntary and community organisations</li> <li>• Community and Environment service</li> <li>• Regeneration service</li> <li>• Planning and infrastructure and climate change and sustainability teams</li> </ul>	Each year	Plans in place

Actions we will try and encourage or enable with others	Key partners and our services	Timescales	Measures to test how we are doing
Enabling urban and rural communities to develop community and neighbourhood plans to improve their local areas.	<ul style="list-style-type: none"> <li>• Parish and town councils</li> <li>• Basingstoke Voluntary Action</li> <li>• Voluntary and community organisations</li> <li>• Environment and Community service</li> <li>• Planning and infrastructure and climate change and sustainability teams</li> </ul>	Each year	Plans in place



A borough where we protect, restore, reconnect and enhance our natural environment

## 6. Council priority: a borough where we protect, restore, reconnect and enhance our natural environment

We will protect, restore, reconnect and enhance our natural environment. We will improve our biodiversity, river quality, landscape quality and air quality. We commit to becoming a carbon neutral council by 2025.

### Re-use and recycling

We will support the Community Furniture Project which, as a local charity, does so much for our community. We want to help them to expand what they can do in a bigger and better local facility.

We must increase the amount that is reused or recycled in the borough and reduce waste. We recognise that currently our recycling rates are not good enough. One of our key areas of focus will be to continue to improve them.

### Climate change and biodiversity

We will lead an enhanced programme of action to ensure that we improve the overall biodiversity of our environment. As part of this, we will target areas to become local nature recovery networks as part of a wider coordinated approach to enhancing our natural areas and green open spaces. We will follow a natural capital approach which will underpin our policies. By embracing an eco-systems approach as well we can develop meaningful nature-based solutions to our ecological emergency.

The ecological emergency is integral to tackling climate change and must be reflected in the policies of the council and the work we do with our partners. We will develop a Biodiversity Panel and audit to help advise and support the Biodiversity Strategy which will be produced by March 2024.

We will take action to make Basingstoke town centre greener, providing a better natural environment and making it somewhere to enjoy spending time through our town centre strategy.

Our Climate Change and Air Quality Strategy will continue to guide actions and activities to reach our overall carbon neutral target. To support this, we will develop a new major project to cut emissions and develop green plans and initiatives. Where possible our council-owned assets will host solar photovoltaic panels. We want to actively encourage solar panels on our businesses and private properties, as well as on public buildings, including residential homes, across the town and throughout the borough. We want to actively support and promote renewable energy sources, while acknowledging that some new technologies, like battery storage facilities, need to be sensitively and appropriately located.

### Parks and open spaces

We will continue to invest in and improve our already highly-valued parks and open spaces and we will ensure appropriate valued and sensitive landscapes will be protected. We will work to deliver the renewal and improvement of Eastrop Park and take forward the wider East of Basingstoke Action Plan. We will explore the options for replacing the Eastrop fountains. Creating new parks like that proposed as a part of Manydown gives us an opportunity to showcase the very best in biodiverse and ecologically aware green assets.

## Water assets

We value all our precious water assets and we will ensure we meet our commitments to improve the quality of all our rivers and tributaries in accordance with our Local Plan, the Environment Act 2021 and the Water Environment Regulation 2017. We recognise the threat posed to them by pollution and so our work will also focus on protecting and restoring them and lobbying all those relevant authorities to act in the climate's and borough's best interests.

## Transport

Complementing all of this, we will encourage and support better, greener transport in the borough including making it easier to walk and cycle, which will improve sustainability and the quality of life for residents. This work which is the direct responsibility of Hampshire County Council can only succeed in partnership and with external funding to make it a reality. We will work to increase the availability of electric vehicle charging in our borough.

Actions we will deliver ourselves or take the lead in coordinating	Key partners and our services	Overall timescales	Measures to test how we are doing
Improve recycling and waste services including introducing food waste collections and ensuring our services are aligned with the new environment act.	<ul style="list-style-type: none"> <li>• Serco</li> <li>• Contracted services</li> </ul>	2026/27	<ul style="list-style-type: none"> <li>• Recycling levels</li> <li>• Waste levels</li> <li>• Resident satisfaction</li> <li>• Missed bins</li> <li>• Contamination levels</li> </ul>
Create and deliver a new biodiversity strategy including a programme of establishing protected areas for nature and environmental management plans across the borough supported by a new Biodiversity Panel and audit.	<ul style="list-style-type: none"> <li>• Environmental groups</li> <li>• Environment and Community service</li> </ul>	2023/24	<ul style="list-style-type: none"> <li>• Strategy created and being delivered</li> <li>• Number of areas managed for biodiversity and ecological gains</li> <li>• Number of hours spent by volunteers helping to improve biodiversity in parks and open spaces</li> </ul>
Deliver the climate change, water and air quality strategy through a comprehensive programme of projects and activities including for example an enhanced programme of solar panels and Biodiversity Strategy.	<ul style="list-style-type: none"> <li>• Environmental groups</li> <li>• Business community</li> <li>• Planning and infrastructure and climate change and sustainability teams</li> <li>• Economy, Arts and Culture service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Borough emissions</li> <li>• Council emissions</li> <li>• Air pollution levels</li> <li>• Low emission vehicles</li> <li>• Number of EV chargers in the borough</li> </ul>
Develop and deliver a major new project to tackle climate change, for example an electric vehicle car club.	<ul style="list-style-type: none"> <li>• Planning and infrastructure and climate change and sustainability teams</li> </ul>	2024/25	<ul style="list-style-type: none"> <li>• New project delivered</li> </ul>
Deliver the green infrastructure plan.	<ul style="list-style-type: none"> <li>• Environmental groups</li> <li>• Environment and Community service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Updated strategy agreed</li> <li>• Delivery of the action plan</li> </ul>



Actions we will deliver ourselves or take the lead in coordinating	Key partners and our services	Overall timescales	Measures to test how we are doing
Develop and deliver schemes to green Basingstoke town centre.	<ul style="list-style-type: none"> <li>• Regeneration service</li> <li>• Environment and Community service</li> </ul>	2025/26	<ul style="list-style-type: none"> <li>• Schemes delivered</li> </ul>
Deliver an expanded programme of tree and hedge planting.	<ul style="list-style-type: none"> <li>• Environment and Community service</li> </ul>	2023/24 onwards	<ul style="list-style-type: none"> <li>• Number of new trees</li> <li>• Active management of tree stock</li> </ul>
Work towards the designation of Saunders Field and Old Down as local nature reserves.	<ul style="list-style-type: none"> <li>• Environment and Community service</li> </ul>	As soon as practical	<ul style="list-style-type: none"> <li>• Deliver new local nature reserves in line with the prioritised programme</li> </ul>
Work to maintain and improve the borough's key parks and open spaces including improvement of Eastrop Park and taking forward the wider East of Basingstoke Action Plan. We will also explore the options for replacing the 'Eastrop fountains'.	<ul style="list-style-type: none"> <li>• Environment and Community service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>• Resident satisfaction with parks and open spaces</li> </ul>

Actions we will try and encourage or enable with others	Key partners and our services	Overall timescales	Measures to test how we are doing
Support and enable communities who wish to develop a 'green plan' for their area.	<ul style="list-style-type: none"> <li>Environment and Community service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Number of plans developed</li> </ul>
Campaign for and enable the appropriate designations for landscapes we wish to protect.	<ul style="list-style-type: none"> <li>Environmental groups</li> <li>Environment and Community service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Status achieved</li> </ul>
Proactively drive the Environment Agency and water companies to ensure statutory obligations regarding improvements in water quality, including monitoring, are met.	<ul style="list-style-type: none"> <li>Environmental groups</li> <li>Environment and Community service</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Improvements secured</li> </ul>
Enable improved walking and cycling routes across the borough and encourage an increase in cycling including enabling a trial of a bike repair station.	<ul style="list-style-type: none"> <li>Hampshire County Council</li> <li>Planning, Sustainability, and Infrastructure</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Improvements secured</li> </ul>
Encourage key improvements to sustainable transport and improvements to electrical vehicle charging infrastructure.	<ul style="list-style-type: none"> <li>Transport for the South East</li> <li>Hampshire County Council</li> <li>Bus providers</li> <li>Planning, Sustainability, and Infrastructure</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Improvements secured</li> </ul>
Work with Transport for the South East and other partners to enable improvements to address safety issues and congestion on the key corridors.	<ul style="list-style-type: none"> <li>Transport for the South East</li> <li>Hampshire County Council</li> <li>Planning, Sustainability, and Infrastructure</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Improvements secured</li> </ul>



A council that that delivers high-quality services for our residents



## 7. Council priority: a council that delivers high-quality services for our residents

We want to strengthen our communities, deliver high-quality services and support active, healthy and involved local neighbourhoods. We want to provide outstanding leisure, culture and sport as well as frontline services. We value health and wellbeing for all the generations and believe being inclusive and accessible to all is really important.

### Investing in our front line services

We will invest in cleaner streets and enhanced grounds maintenance. A play area improvement programme will be rolled out and we will invest further in our parks and open spaces. These are just some of the priorities we commit to during this Council Plan. We recognise, for example, that simple access to good quality public toilets will improve access for many people to our parks and open spaces. We aim to continue to improve our waste collection services.

Our investment in front line services will seek to enhance the places people live and work.

### Tackling inequality

We recognise the challenges people face with the cost-of-living crisis and how the economic uncertainty we all face, as residents and businesses, is directly impacting people's lives. Basingstoke and Deane is an inclusive borough and so we will develop an anti-poverty strategy that directly addresses the key areas of concern for our communities.

## Celebrating our diversity

Basingstoke and Deane has a growing and diverse community that we will seek to celebrate in all that we do. Our focus will be on empowerment and inclusion for all communities in our borough.

## A council fit for the future

People, both our councillors and our staff, are our biggest asset in achieving our priorities for our borough. We will continue to focus on creating and supporting a high-performing, motivated, resilient and well-informed workforce in a working environment where they can do the best possible job for our residents and businesses. This includes developing our dedicated staff team and supporting councillors in their vital frontline work as community advocates, giving a voice to local people and helping them to find the services and help they need.

Focusing on our future workforce in addition to current staff will remain a high priority. We will increase the use of apprenticeships, engagement with local schools, colleges and universities.

We need a council that is fit for the future and can develop our Council Plan through a skilled, customer focused and flexible workforce. We need to focus on the customer experience and ease of access to services. We need to further integrate the principles of clear customer focused communications into the council's functions and services. We also understand how important it is for us to remain financially sustainable.

We will work collaboratively with our key partners in north Hampshire, the wider county and regionally to make the best use of our combined resources to achieve shared priorities.

Actions we will directly deliver	Key services that will contribute	Timescales	Measures to test how we are doing
Deliver good quality, efficient core services that are important to our communities which we continually look to refine and improve guided by our operating principles.	<ul style="list-style-type: none"> <li>All services</li> </ul>	Each year	<ul style="list-style-type: none"> <li>Resident satisfaction</li> <li>Service performance measures</li> </ul>
Improve and invest in street and area cleanliness including continuing to tackle fly-tipping and littering.	<ul style="list-style-type: none"> <li>Environment and Community service</li> </ul>	Each year	Satisfaction with street cleaning
Improve and invest in grounds maintenance services including an enhanced programme of replanting for areas that are difficult to maintain.	<ul style="list-style-type: none"> <li>Environment and Community service</li> </ul>	Each year	Satisfaction with grounds maintenance
Deliver a new customer experience strategy to improve people's experience of our services including more effective customer resolution management.	<ul style="list-style-type: none"> <li>Customer Services, Improvement and Performance</li> </ul>	2023/24	<ul style="list-style-type: none"> <li>Strategy implemented</li> <li>Percentage of customer complaints responded to within 10 working days</li> </ul>
Improve our website and digital service options for those who wish to use them.	<ul style="list-style-type: none"> <li>Customer Services, Improvement and Performance</li> </ul>	2024/25	New council website implemented
Improve how we communicate and engage with our communities.	<ul style="list-style-type: none"> <li>Communications and Marketing team and webteam</li> <li>All services</li> </ul>	2024/25	Resident satisfaction
Always work to optimise our finances and use of our assets so we can continue to invest in services and projects to improve the borough.	<ul style="list-style-type: none"> <li>Financial Services and Commercialisation</li> <li>Property and Assets service</li> </ul>	Each year	Key financial indicators
Continue to work collaboratively with our key partners both locally and regionally through effective relationship management including taking advantage of opportunities to carry out joint engagement and communications.	<ul style="list-style-type: none"> <li>All services</li> </ul>	Each year	Partner satisfaction and work achieved

Actions we will directly deliver	Key services that will contribute	Timescales	Measures to test how we are doing
Continue to support and develop our people and enable a values-based organisational culture that supports effective delivery of priority outcomes for the borough.	<ul style="list-style-type: none"> <li>HR and OD service</li> </ul>	Each year	Staff engagement and key employee indicators



## 8. How we will deliver the plan and monitor progress

How we will achieve the priorities and actions in the Council Plan is set out in a range of supporting strategies, service plans and programme or project plans. These plans contain more detailed actions, which are allocated to teams, partners, contractors and employees to deliver.

To test how we are doing in delivering the Council Plan we have developed a series of detailed performance measures and targets that are set out in our key performance measures and targets document. Progress is monitored and reviewed regularly by services, the council's leadership team, the Scrutiny Committee, the relevant portfolio holders, and Cabinet.

The Council Plan is developed alongside and integrated with the council's Medium Term Financial Strategy and budget setting process to ensure resources are in place to deliver the Council Plan. The council has a comprehensive approach to risk management which ensures that risks are appropriately identified, registered, managed and mitigated.

[www.basingstoke.gov.uk/councilplan](http://www.basingstoke.gov.uk/councilplan) | 01256 844844

  @BasingstokeGov

If you need this information in a different format,  
for example large print, CD or braille, please  
contact the council.

©Basingstoke and Deane Borough Council December 2024

